Chinatown Rebound

An Implementation Strategy
for the
Chinatown Renewal Project Plan

February 2011

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Councilmember Tony Barrera, District 2
Councilmember Janet Barnes, District 3
Councilmember Gloria De La Rosa, District 4
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EXECUTIVE SUMMARY

This report summarizes the results of numerous workshops, meetings and analyses focused on the Chinatown neighborhood of Salinas between April 2009 and September 2010. The purpose of these efforts was to create an addendum to the 2007 Chinatown Revitalization Plan that portrays a more refined vision of the neighborhood and responds to concerns expressed during these various community workshops and meetings.

A community driven process, this addendum is responsive to many of the challenges facing the Chinatown neighborhood and addresses issues related to housing densities, connections to the downtown and to the nearby transit station and lack of open space. It details improvements in social services and steps that should be taken to preserve the cultural heritage of the community. This addendum adds credibility to the current plan and encouragement to those who believe Chinatown will change. It also discusses how the 2007 Chinatown Renewal Project Plan could be implemented.

Traffic Circulation

The primary issue facing Chinatown is the physical isolation from the rest of the city. The railroad tracks and fence running along the southern edge of Chinatown make access to and from the neighborhood a significant challenge. New or proposed at-grade crossing solutions have been considered to find the best and most practical way to resolve the barrier between Chinatown and the adjacent downtown area created by the railroad. Returning two-way traffic to the streets of Chinatown, and removing the wall constructed on Bridge Street in 1991-92 are also part of the analysis. The final recommendation is to restore two-way traffic to the streets in Chinatown and provide an at-grade crossing for bicycles and pedestrians rather than focusing on a costly pedestrian bridge or at-grade crossing for vehicles. The next step is to find a way to connect pedestrians to the train station and to the downtown core.

Economic Development — Catalyst Projects

Seifel Consulting Inc. (SCI) took a practical look at the ambitious 2007 Renewal Plan, evaluated the existing commercial, housing, and institutional assets currently in Chinatown, and recommended an approach that builds on the community's strengths. They provided the community with an in-depth discussion of potential catalyst projects for the area including a community health and social services campus, cultural center, the Redevelopment Agency's property on Soledad Street, and the Housing Authority's housing site on East Rossi Street among others. They received feedback from the consulting team and from community workshops, and developed two important tools: an implementation plan spanning thirty years, and a funding matrix that provides potential funding to pay for the development's build-out.

Cultural Preservation

The ACE team has been busy with the support of California Sate University at Monterey Bay (CSUMB), and The Architecture Company Director Richard Fe Tom, AIA. CSUMB faculty and students have continued efforts to record the oral histories of past residents of Chinatown, gather artifacts to be used in a museum setting, and document the area as a historic district. CSUMB's third grant from the federal Department of Housing and Urban Development (HUD) is targeted at restoring and preserving the Old Republic Café. The future plans for this development are reflected in the Cal Poly students' work. Cal Poly architecture students worked under Professor Margarita Yin and Richard Fe Tom, AIA to create museum design options of the Old Repuplic Café which embraces the past, present and future heritage of the Chinatown Community which is symbol-

ized by the "Chop Suey" neon sign that was re-lit following the October community forum.

Based on this work were developed the following recommendations for Salinas Chinatown: 1) develop the Salinas Chinatown Cultural Museum, 2) pursue a National Historic Nomination, 3) adopt a land use plan, and 4) adopt a form-based code

Community Human Services

A survey of more than 150 clients of social services in and around Chinatown was completed in 2009. The results of this survey were shared with the CHAT Team and best practices to respond to the service needs were considered. The CHAT Team agreed with HomeBase's recommendation that a service campus model is the preferred solution. This allows different service providers autonomy to work independently of each other, yet remains in close proximity and maximize common goals. A combination of health services and transitional housing are recommended to be woven together with the existing types of services offered in Chinatown in a fashion that removes the clients from the street.

Conclusion

The implementation plan has three main steps, divided into three phases. In summary, the implementation plan features Soledad Street as the "anchor" of the development, and attempts to direct retail and business activity to this street, while moving other possibly conflicting uses to other areas. As such, other development including housing must occur before Soledad Street re-surfaces as an economic engine. As proposed, the social service component moves to Bridge Street, and the Housing Authority's effort to re-build its project on East Rossi Street becomes the first catalyst. A return to two-way traffic, opening up the interior of Chinatown, becomes the first change in traffic circulation. No pedestrian bridge is featured.

The consulting team did not address safety, sanitation and security in detail for Chinatown. These were addressed in the 2007 plan as safety by design, and belief in this concept remains strong. The SDCB's Safety, Sanitation and Security Committee remains active in this role and continues to monitor the situation and function in some regards as a neighborhood watch program. Cameras in the neighborhood continue to be effective. Changes to parking and encampments have been considered. In general, as legitimate activity increases in Chinatown, the illegitimate activities will decrease.

Future Steps

To accomplish this new and refined vision, the consulting team recommends a change in policies to include a three step process: 1) create a specific plan for the 29-acre neighborhood; 2) adopt a form-based (or performance-based) development code, (zoning code), and; 3) establish Chinatown as a historic district. These three policy steps will require two to three years to accomplish. This timeframe is in step with the City's desire to expand and extend the Central City Project Area. Therefore, the required environmental work needed for a specific plan and change in zoning could be accomplished as part of this larger effort. The effort to create a historic district is already underway, which will help support the development of the Salinas Chinatown Cultural Experience at the Old Republic Café.

INTRODUCTION

Project Description and Goals

This report summarizes the results of numerous workshops, meetings and analyses focused on the Chinatown neighborhood of Salinas between April 2009 and September 2010. The purpose of these efforts was to create an addendum to the 2007 Chinatown Revitalization Plan that portrays a more refined vision of the neighborhood and responds to concerns expressed during these various community workshops and meetings.

A community driven process, this addendum is responsive to many of the challenges facing the Chinatown neighborhood and addresses issues related to housing densities, connections to the downtown and to the nearby transit station and lack of open space. It details improvements in social services and steps that should be taken to preserve the cultural heritage of the community. This addendum adds credibility to the current plan and encouragement to those who believe Chinatown will change. It also discusses how the 2007 Chinatown Renewal Project Plan could be implemented.

This project is funded by an Environmental Justice: Context Sensitive Planning grant from the California Department of Transportation. Lead partners include the City of Salinas Redevelopment Agency, the Local Government Commission (LGC), Seifel Consulting Inc. (SCI), who addressed economic development and catalyst projects, The Architecture Company (TAC), who addressed cultural preservation and restoration of the Old Republic Café, HomeBase who addressed social service needs, California Polytechnic State University, San Luis Obispo (Cal Poly) Students, who developed conceptual plans and form-based codes and Nelson\Nygaard Consulting Associates, who addressed traffic circulation and accessibility.

The Process

Kick-Off Meeting

On April 17th the project team held a kick-off workshop. The intent of the workshop was to introduce the public to the new team members and to update participants on developments since the 2007 report and the plans for the new Caltrans grant to develop implementation strategies for the recommendations that came out of the 2007 report.

The meeting started with inspirational comments from Mayor Dennis Donohue who told the crowd that he was reminded

of the biblical phrase “without a vision the people will perish” and stated that he had no fear of Chinatown perishing.

There were update reports from the Salinas Downtown Community Board (SDCB) and the Redevelopment Agency on what has transpired in the community since the report was written including the status of the four Action Teams that were developed to address the main issues identified in the

development of the 2007 report: Asian Cultural Experience (ACE), Chinatown Homeless Action Team (CHAT), Reconnection Action Team (RAT), and the Safety, Sanitation and Security Action Team (SSS).

The Architecture Company (TAC) presented suggestions for the proposed museum, addressing building conditions and design guidelines. Seifel Consulting Inc. (SCI) discussed the economic conditions in Chinatown and HomeBase presented a social services survey they conducted, which looked at who Chinatown is currently serving (age, demographics, life experience, ambitions).

Students from Cal Poly helped conduct a design exercise intended to get community input on the final recommendations from the 2007 revitalization plan.

In conjunction with the workshop, HomeBase met with the CHAT, and The Architecture Company met with the ACE group.

Cal Poly Projects

Design Guidelines:

The Redevelopment Agency and the consultant team partnered with Umut Toker, PhD., Assistant Professor in the City and Regional Planning Department at California Polytechnic State University, and his students to develop conceptual diagrams for land use, circulation and public amenities; an illustrative site plan; and form-based codes.

The process spanned from mid-March 2009 to mid-June 2009. Students worked closely with Richard Fe Tom, AIA of TAC. The students conducted a site inventory during the first week of April, documenting conditions and uses of the buildings in the Chinatown area. Applying the input they received during the design exercise, the students developed conceptual diagrams that illustrated where potential land uses and circulation could go. This resulting design concept looked at land use, economic development, circulation, community amenities and recreation, urban form, visual quality and massing, and sustainability and natural resources. In addition, they developed recommendations for form-based codes to give specific guidance on how each street and land use should look at build-out. An Illustrative Site plan paired with 3-D models gave examples of what Chinatown could look like if the urban design plans were adopted.

On June 5, 2009, the teams presented their proposed urban design plans to Don Reynolds from the Salinas Redevelopment Agency and Richard Fe Tom, AIA from TAC.

Second Public Meeting

On October 15th a second workshop was held to celebrate early successes and to present initial recommendations on the design guidelines. Additionally, a new member to the consultant team, Nelson\ Nygaard Consulting Associates, was added to address connecting Chinatown to the larger community.

A "World Café" was held where participants discussed the following topics identified as priorities in 2007: Security/Safety, Homeless Social Services/Affordable Housing/Restrooms, Places to Eat/Businesses, Cultural Center/Sense of History/Identity, Park or Garden, and Connections to Larger Community. Three rounds were conducted so participants could enter discussions on multiple topics. The input provided at each table was presented to the entire group.

The night concluded with a small victory and symbolic success — the lighting of the "Chop Suey" sign in front of a crowd of people. Councilmember Gloria De La Rosa did the honors of officially lighting the sign.

The input received from community members at these workshops in addition to the input from numerous meetings with the action teams and various stakeholders contributed to the recommendations that follow.

The lighting ceremony for the "Chop Suey' sign.

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RECOMMENDATIONS: TRAFFIC CIRCULATION

Background

From a transportation perspective, Nelson\Nygaard identified that the highest-priority challenges for the Chinatown district are:

- Railroad crossings creating dead end streets and underpasses that limit connectivity from Chinatown to downtown, existing community facilities, and the future MST/Amtrak/Caltrain Intermodal Transit Station.
- One-way streets with low volumes and high speeds that create the perception of danger for pedestrians and bicyclists and further limit the connectivity of the street grid (thereby reducing the feasibility of redevelopment of neighborhood-serving retail and services).
- Leveraging existing efforts and community partnerships to identify additional funding opportunities to address:
  - Lower-cost, near-term solutions such as enhanced maintenance of the existing public realm (sidewalk cleaning, tree planting, etc.), pedestrian lighting, public art, alleyway improvements; and
  - More expensive, longer-term solutions such as more complex capital projects that change the layout of the streets and sidewalks to address some of the above challenges by improving pedestrian comfort and street connectivity — both within the Chinatown District and to other nearby areas and attractions. (Refer to "Chinatown Renewal Project Plan", 2007)

Based on the findings from the 2008 update to the Chinatown Renewal Project Plan it remains clear that the community's highest priorities for Chinatown overall are safety and security. Improving safety and security will require a multi-pronged approach in a number of different areas (such as the redevelopment of catalyst parcels, enhanced sidewalk cleaning and pedestrian-scale lighting, improved urban design to put more "eyes on the street", and enhanced enforcement of planning/building code violations and "quality-of-life" nuisance crimes). However there are a myriad of transportation improvements that can also help improve both the real and perceived safety and security of residents and visitors to Chinatown.

Existing Conditions

Context

The Chinatown district is in the heart of Salinas, California, a community of approximately 147,000 residents. Among these residents, the vast majority (85%) travel to and from work using a private automobile. Those who use public transportation or some form of non-motorized transportation made up 2.1% and 2.8% respectively. In addition, the majority of the people in Salinas have access to an automobile. Only 2.8% of respondents claimed to have no vehicle available to them.

Three primary arterial roadways bound the Chinatown district: Main Street to the West, Rossi Street to the North, and Sherwood Drive to the East (see Figure 1). These roadways connect the district to both local and regional destinations. The southern portion of the district is bordered by the Union Pacific Railroad right-of-way. The district is located within a mile of various different attractions and services. Most recently, an expansion project occurred on Rossi Street in 2007, increasing the number of through-traffic lanes on both roads.

Local Attractions

Chinatown is in close proximity to numerous local attractions and amenities. Approximately within a quarter mile, one can access the Salinas Transit Center, the Salinas Amtrak Station, the National Steinbeck Center, an employment center, and many other services located in downtown.

Figure 1. Salinas Chinatown District Street Grid.

Public Transportation Access

Monterey-Salinas Transit (MST) operates transit service in Salinas, and the surrounding Monterey County. MST serves the Chinatown district directly along Main Street on the west, Rossi Street on the North, and East Market Street to the South. The district's close proximity to the Salinas Transit Station is a primary reason for the number of bus routes that run adjacent to its borders. Seven different MST bus routes run adjacent to the district; these routes are listed in Table 1.

In addition to local bus service to and through Chinatown, the district is within walking distance of the Amtrak Station. Transit service to the Salinas Transit Center and Amtrak Station are shown in Figure 2. Train service at this station currently consists of:

- Amtrak Pacific Surfliner serves cities between Roseville and San Diego.
- Caltrans' Capitol Corridor (operated by Amtrak) serves cities between Roseville and Santa Barbara (some via Thruway connection).

A new Salinas Intermodal Transportation Center (ITC) is slated to be built on the site of the existing Amtrak station by 2013. This station plans on accommodating all Amtrak train and Thruway service, Caltrain commuter rail service, Trailways and Greyhound coach service, and some Monterey-Salinas Transit (MST) operations.

Physical Conditions

The roadway network within the district is well connected and has block sizes that are comparable to others in the city. In addition, the sidewalks are of adequate to good width and the roadways have enough width to provide future flexibility that could potentially allow for the redesign of streets. However, the site remains severed from the downtown area due to railroad tracks that border the southern edge of the site and disrupt street connections. The wrought iron fence installed by UP Railroad has been cut which results in people crossing in a haphazard fashion. In order to reach downtown from Chinatown a motorist or pedestrian has to use the major arterials of Main or Market Street.

Opportunities and Constraints

Proximity to transit hubs

The district's close proximity to the Salinas Transit Center and the Salinas Amtrak Station provides it a unique opportunity to be easily accessed by transit from around the region and the state. These transportation hubs are within walking distance to the Chinatown district and would provide exceptional access for individuals working or living in the area. This proximity would

Route Number	Destinations
23	Salinas, King City
29	Salinas, Watsonville
44	Northridge
45	East Market, Creekbridge
46	Natividad
48	Salinas – Airport Business Center
49	Northridge

Source: Monterey-Salinas Transit (MST) Agency

Table 1. MST bus routes serving Chinatown.

Source: Monterey-Salinas Transit (MST) Agency

Figure 2. Transit Service to the Transit Center and Amtrak Station.

allow the Chinatown district to grow without significant need for additional vehicle capacity for local roads as inhabitants would not need to be reliant on private automobiles.

Proximity to visitor attractions

The Chinatown district is already an important cultural and historical site for many communities, and revitalization has the potential to broaden the district's appeal to a larger number of visitors. In addition, the district is within a quarter mile from the National Steinbeck Center and Salinas' historic downtown. These key nearby attractions bring visitors to this part of Salinas and would be a potential market that could be drawn to the Chinatown district.

Existing street grid and roadway

Internally, the Chinatown district benefits from a traditional grid that mimics block sizes throughout Salinas. The block sizes are roughly 625 feet by 300 feet, which are lengths that provide an adequate level of walkability for users within the neighborhood. In addition, the roadway widths, although wide, provide a high level of potential for future improvements that could benefit local users. Examples could include wider sidewalks, bicycle lanes, or further plantings along the streetscape.

Disconnect from downtown

Despite its close proximity to downtown, the Chinatown district is isolated most visibly by the Union Pacific railroad tracks on its southwestern border. Presently, the district has no designated at-grade crossings and the only means of traversing to the southwest (towards downtown and other attractions) is by using the busy arterial roadways that border its two sides. Both N. Main Street and Sherwood Drive have relatively poor pedestrian conditions and fast moving traffic. The challenge remains to find the best solution to help bridge this divide between the two neighborhoods.

Current facilities unsuitable for pedestrians

Because there is no direct connection between Chinatown and the downtown district, pedestrians and other non-motorized users are required to traverse to the busy arterial streets that border the site. These arterials present challenges for non-motorized users as they have been designed for high-volume, high-speed traffic. Although sidewalks and crosswalks do exist to connect Chinatown with its adjacent neighbors, these facilities are not direct and are especially unattractive for pedestrians and bicyclists. Since N. Main Street was built in 1925 it does not meet ADA requirements. Furthermore, the internal streets of the site currently are predominantly one way and provide high-speed corridors for vehicle traffic. This in turn impacts safety for pedestrians within the neighborhood.

The transportation system is a barrier to redevelopment

The current one-way street system and lack of through streets have limited the number of access points to Chinatown. This lack of accessibility reduces pass-through traffic, which in turn reduces the visibility of the district (especially for occasional visitors). Thus the current operations of the Chinatown street grid are likely a barrier to redevelopment and revitalization efforts.

There are curently bicycle routes identified in the Salinas Bicycle Plan. These should be prioritized first for improvements to increase access to Chinatown.

Recommendations

Based on the above opportunities and potential constraints there are a number of transportation-related improvements that could be introduced to support the revitalization of Chinatown. These include: 1) understanding the implications if one-way streets were to be converted to two-way; 2) determining the feasibility of reconnecting the district via an at-grade rail crossing; and 3) pursuing focused management of on- and off-street parking.

Converting Streets from One-Way to Two-Way Operations

Years ago, the roads within the Chinatown District were normal two-way roads. However, increases in crime and other undesirable activity led to the decision to convert the roads to one-way streets in hopes of reducing these types of behaviors. Interestingly enough, the strategy was effective. Now years later however, those one-way conversions are contributing to lack of safety and security in the area as the neighborhood is isolated and there are fewer "eyes on the street." At the second workshop some residents pointed out that the one-way system also allows drug dealers to operate with greater impunity since police circulation and surveillance is more predictable. In addition they have brought a new set of issues including fast moving traffic and poor pedestrian conditions. The community, through this planning process, has indicated that it would like to see some of these one-way streets converted back to the original two-way operation.

From a traffic engineering perspective, one-way streets offer advantages in terms of traffic speeds and capacities. It was noted that one-way streets can handle upwards of 20% more traffic compared to its two-way counterpart. In addition, streets that have a wide variety of stopped vehicles for goods delivery or passenger loading and unloading may benefit from one-way streets as traffic is not completely impeded by these barriers. However, neither of these two stated benefits would necessarily provide any advantage for the Chinatown district.

From the perspective of the pedestrian, one-way streets pose a greater safety hazard as compared to their two-way counterparts. On one-way streets, traffic tends to drive faster due to the freeway effect of having multiple lanes, which in turn reduces the likelihood of survival for a pedestrian that is hit. Furthermore, at crossings, it has been found that 30-40% more pedestrian conflicts are likely to occur at intersections with one-way streets.

There have been hundreds of conversions of one-way streets to two-way operation completed across the country since the early 1990s. A national study of one-way conversions in seven communities of different sizes found that the primary impetus for these conversions was a need for improved pedestrian conditions, increasing retail activity, and to better accommodate non-motorized vehicles, all of which are similar goals for the Chinatown district. The Chinatown district would likely benefit from converting some of its streets from one-way to two-way for the purpose of improving conditions for pedestrians and bicyclists. Impacts to vehicle circulation and parking would likely be minimal and any impacts could likely be managed to provide net benefits to the community. *(Conversion from one-way to two-way operations would result in either no loss of on-street parking on some streets like California, or at worst, minimal loss of on-street parking on streets where parrallel parking would be converted to angled parking.)*

Preliminary Recommendation #1: Convert Soledad Street (and other streets as feasible) to two-way

Nelson\Nygaard's preliminary analysis suggests that there are no known issues associated with converting Chinatown streets to two-way operations that can't be resolved or mitigated. If Soledad Street is to be the "Main Street" of Chinatown, then we suggest that Soledad Street be converted first, with other streets to follow later as appropriate.

Implementation Steps

Once a final land use program is selected for the Chinatown district, the City should conduct additional analysis of the feasibility of converting Soledad Street (and other one-way streets in Chinatown) to two-way streets. There are no known regulatory, design, or financial barriers to moving forward with implementation of this strategy — the City already has the authority it needs to make changes to local streets, the design issues are straightforward and have been successfully resolved by hundreds of communities, and the cost of conversion are relatively low.

Example of Pigmented Asphalt at Pedestrian "Scramble" Crosswalk. Source: Integrated Paving Concepts.

Example of Mid-block Pedestrian Bukb-out and Crosswalk. Source: Flickr user Greenstreeter under a Creative Common License.

Preliminary Recommendation #2: Implement supportive traffic calming strategies

Converting key streets in the Chinatown district would have significant traffic calming benefits. In addition, the Chinatown district could benefit from the provision of various traffic calming strategies to ensure that the district will remain a safe and inviting space. In this particular district, it would be likely that any traffic calming would be on the north-south segments of streets connecting Market Way/Street and Lake Street. Potential strategies for traffic calming may include both road circulation changes and roadway design changes (See 2007 Chinatown Renewal Project Plan Appendix "Complete Streets Toolkit"). Examples are:

- Speed tables or speed humps to reduce vehicle speeds;
- Textured or pigmented pavements to better demarcate pedestrian crossings. The top photo shows an example of a pavement treatment installed in Oakland's Chinatown.
- Roundabouts at appropriate arterial intersections surrounding the district to reduce conflicts between modes and increase vehicle throughput;
- Narrowing of roadway widths to reduce vehicle speeds and allow for additional sidewalk spaces;
- Chicanes (small curvatures in the roadway) to promote slower vehicle speeds and create space for landscaping, public art, and other public realm improvements); and
- Corner and mid-block bulb-outs and crosswalks (as shown in bottom photo).

Implementation Steps

These strategies are just a snapshot of the potential range of traffic calming strategies that may be feasible. Additional analysis will be required to determine the most effective treatments that are appropriate for the Chinatown district as it revitalizes. There are no known regulatory, design, or financial barriers to moving forward with implementation of this strategy — the City already has the authority it needs to make changes to local streets, the design issues are straightforward and have been successfully resolved by hundreds of communities, and the cost of traffic calming treatments are relatively low.

Railroad Crossings

Reconnecting the Chinatown district to surrounding areas is of the utmost importance to the community and a critical strategy for supporting the revitalization of this district. The most significant barrier is the railroad tracks that separate the district from downtown and adjacent areas. Three treatments for reducing the isolation of the

district caused by the railroad tracks are discussed below.

At-Grade Crossing

Reconnecting the Chinatown district by implementing an at-grade crossing would be the most straightforward (from a technical perspective) and cost-effective means of reconnecting the district. The benefits of an at-grade crossing would be that pedestrians and bicyclists using the facility would not need to travel a circuitous route to and from the Chinatown District.

Upon initial review, it was determined that the reopening of a previously closed at-grade vehicle crossing at Bridge Street would prove to be difficult based on state and federal regulation and preferences of rail operators. Based on our research with the State of California Public Utilities Commission it was determined that reopening closed grade crossings in the Chinatown district may be a challenging task based on recent precedent and policy. In recent years, the state — under directive from the Federal Railroad Administration as well as railroad operators— has tried to reduce newly constructed at-grade crossings when possible and convert at-grade crossings to grade-separated crossings. Funding sources are available at the state level specifically for the conversion of at-grade crossings to grade-separated crossings. The intent of this policy is to improve pedestrian safety and to help reduce potential collisions. Furthermore, PUC staff opinion was that if there is regular passenger service (Amtrak) service on a corridor, it further reduces the likelihood that an at-grade crossing could be opened.

Precedents of PUC approving At-Grade Crossings

Even though current PUC policy discourages new at-grade crossings from being opened, a few at-grade crossings have been opened in California as a result of trades to close other crossings. PUC staff stated that existing protocol is that an at-grade crossing may be approved so long as two other grade crossings are closed. The premise of this approach is that it may result in less collisions overall while maintaining a certain level of access systemwide. PUC staff also stated that the closed crossings in this type of trade may or may not need to be in the direct vicinity of the crossing being opened. According to PUC staff, this "two for one" strategy recently led to the successful reopening of an at-grade crossing in San Luis Obispo along a rail corridor with both freight and passenger rail service.

Another example of the "two for one" strategy comes from San Miguel, California. In 2006, the PUC allowed San Miguel to construct an at-grade pedestrian crossing across an active rail line. *(For more*

Examples of At-Grade Rail Crossings. Source: Flickr user Eddie from Chicago under a Creative Commons License.

Examples of an At-Grade Rail Crossing. Source: Flickr user Eddie from Chicago under a Creative Commons License.

information see California Public Utilities Commission (PUC) Proceeding A0407001.) The ruling stated that the at-grade crossing could be constructed so long as two other active rail crossings were closed. The formal application, which was submitted by the San Luis Obispo County Public Works Department, made a strong case for the opening of a new crossing for reasons of safety and access that could not be achieved by improving other nearby crossing locations. Local officials and residents testified in support of the at-grade crossing. The administrative law judge assigned to the case ruled that an at-grade pedestrian crossing was in fact justified for this location. The determining factor cited in the judge's decision was that children and adults would continue to cross the railroad tracks regardless of whether a formal crossing was built or not, and that a formal crossing would be safer than the ad hoc crossings that were occurring on a daily basis. The persistence of the community, and particularly local residents, resulted in this at-grade crossing being approved despite standard PUC policy and opposition from Union Pacific.

Another approach to securing approval for opening up an at-grade crossing is to involve elected officials in negotiations with the PUC and freight railroads to make the case that a) the net benefits to the community of opening up an at-grade crossing are significant and b) the safety risks can be minimized through design and operations strategies to reduce conflicts between pedestrians and trains. The City of San Clemente was recently able to open several pedestrian-only at-grade rail crossings using this latter approach. The at-grade crossings were desired by the City and community members in order to improve beach access from a new pedestrian trail.

If the City pursues implementation of an at-grade crossing, we would recommend that this crossing be for pedestrians and bicyclists only. Figure 7 shows examples of at-grade crossings in several communities that allow access for pedestrians and bicyclists.

Above-grade Crossing

Above-grade crossings are sometimes preferred as they reduce conflicts between trains and other modes trying to cross the tracks. However, above-grade crossings are often costly due to the increased capital cost for constructing aerial structures and the large footprint needed for landings, ramps, and other associated vertical circulation necessary to meet ADA standards. Above-grade (and below-grade) crossings also present challenges for users, as they require them to travel a circuitous route and segregate them onto an enclosed pathway. If designed improperly, these crossings can often lead to perceived and

real safety risks for users who can become victims of crime. However, good design and features such as adequate lighting and emergency call boxes can also improve the real and perceived safety of above-grade crossings. The top right photo shows an example of an above-grade crossing in Emeryville, California.

Below-grade Crossings

Below-grade crossings offer a final alternative for improving access and connectivity to Chinatown across the existing railroad tracks. A below-grade crossing allows for unimpeded traffic for non-motorized users and the trains above. Underpass crossings would have a smaller footprint as compared to an overpass crossing but would still require similar standards to meet ADA requirements. A challenge with below-grade crossings is that they can induce a "tunnel effect" which may lead to perceived and real safety risks for users. However, there have been examples of below-grade crossings that have been constructed in such a way to reduce this perception using lighting, design, and aesthetic treatments to improve their appearance. In addition, adequate lighting and emergency call boxes can help alleviate this concern. The bottom right photo shows an example of a below-grade crossing of a roadway in Phoenix (AZ).

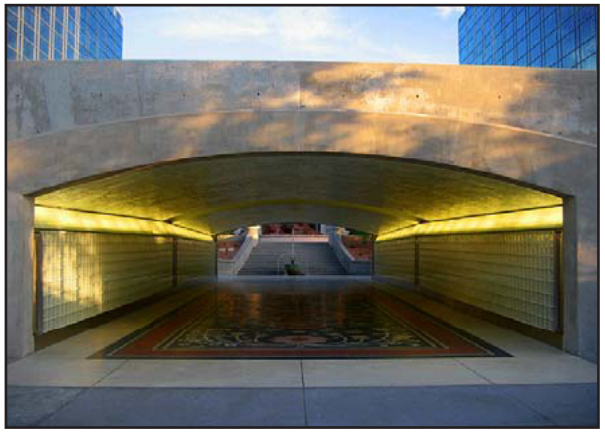
Preliminary Recommendation #3a: Make pedestrian-friendly improvements to existing railroad underpasses

Potential approval and construction of an at-grade pedestrian crossing (as discussed later in Preliminary Recommendations 3b and 3c) would take several years and there is no guarantee that this effort would be successful. For this reason, Nelson\Nygaard recommends that other alternatives to improve connections to downtown should be implemented in the short-term. Based on existing site conditions and infrastructure, Chinatown has two paths to access downtown and other destinations to the south. These are the underpasses at East Market Street and North Main Street.

North Main Street

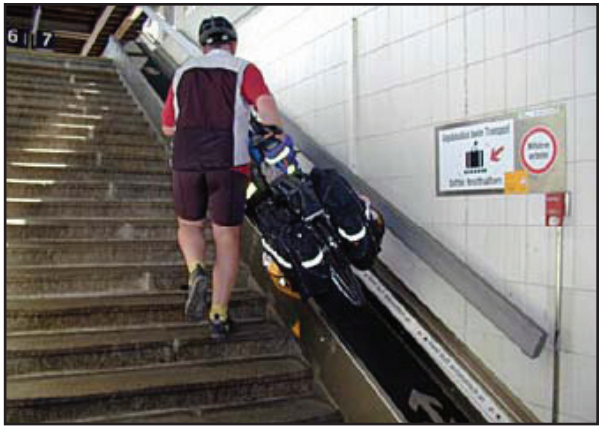
North Main Street serves an important function as it provides the shortest path from Chinatown towards the future Intermodal Transit Center. However, the existing sidewalk is substandard due to the narrow width and lacks basic pedestrian safety features including lighting and a buffer from fast moving vehicle traffic. The North Main Street underpass could be significantly improved through narrowing travel lanes and widening of the sidewalk. We estimate that the travel lanes on North Main Street as it passes under the railroad tracks are between 11-12 feet. Lane widths

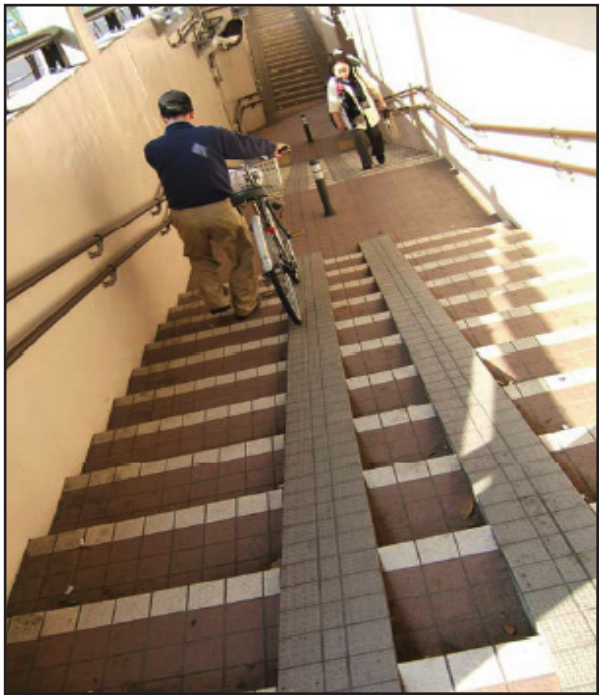
Example of Above-Grade Rail Crossing. Source: Flickr user Spacedust2019 under a Creative Commons License



Example of Below-Grade Rail Crossing. Source: Flickr user Spacedust2019 under a Creative Commons License

Examples of Pedestrian-Friendly Treatments for Undercrossings. Source: BMS Design Group + Kimley-Horn Associates.





Examples of Pedestrian Stairs with Bicycle-Assist Tracks.

could be reduced to 10' while being in compliance with Caltrans standards and to maintain MST bus operations. If applied to all lanes, this could result in a net increase of 4' of right-of-way that could be added to sidewalks (2' on each side). Compared to existing conditions, this would be a significant increase and create a better buffer between pedestrians and moving vehicles. In addition, pedestrian-scaled lighting at this undercrossing could be improved, and other pedestrian amenities such as public art could be installed.

California and East Market Streets

While East Market Street has good sidewalk conditions, it creates a very circuitous route for those wishing to travel between Chinatown and downtown. Presently, pedestrians traveling from Chinatown to the south must travel down Market Way to reach East Market Street. One potential solution would be to construct pedestrian stairs at the southern terminus of California Street to provide a more direct connection to the East Market Street underpass. To support bicycle access, a "track" could be installed with the stairs so that bicyclists could roll their bikes up and down the stairs as they walk on the stairs. Examples of this type of treatment are shown in the middle photos. We estimate that this type of improvement would reduce the travel distances by as much as 350' compared to current conditions.

Implementation Steps

Additional analysis will be required to determine the most effective methods for improving existing railroad undercrossings. For the Market Street undercrossing, there are no known regulatory, design, or financial barriers to moving forward with implementation of this strategy: the City already has the authority it needs to make changes to local streets, the design issues are fairly straightforward and have been successfully resolved by hundreds of communities, and the cost of these improvements are relatively low. For the North Main Street undercrossing, Caltrans and Union Pacific will need to be involved as full partners in determining how to make improvements. While this will take additional effort to resolve the regulatory and jurisdictional issues, there are no known design or financial barriers to making improvements to the North Main Street undercrossing as recommended in this plan.

Preliminary Recommendation #3b: Seek approval for construction of an at-grade, non-motorized railroad crossing at Soledad St.

Based on Nelson\Nygaard's preliminary analysis, we would recommend that an at-grade pedestrian and bicycle crossing be installed at Soledad Street to a new pedestrian/bike path on the south side of the railroad tracks. Soledad was selected as the best location for a crossing because it is roughly at the mid-point of the district (and from the existing undercrossings at North Main Street and Sherwood Drive) and because Soledad is envisioned as the "Main Street" of the District. Initially, the at-grade crossing at Soledad Street would connect to a pedestrian/bike trail on the south side of the tracks that extended to North Main Street with stairs and/or a ramp leading down to the existing undercrossing at North Main Street. (The consultant team believes that the land on the south of the railroad tracks is currently owned by Union Pacific, so the City would need to obtain an easement for a pedestrian/bike trail or acquire the land). A later phase could be the extension of this path via the construction of a cantilevered pedestrian/bicycle path off the existing rail bridge over North Main St. (for more information see Preliminary Recommendation 3c).

Several communities across the country have constructed pedestrian/bike paths adjacent to active railroad tracks; these projects are often called "rails with trails" projects and may be eligible for dedicated funding sources through state and federal programs or non-profit organizations such as the Rails to Trails Conservancy.

Although there was support at the October workshop for the creation of an above-

Evidence of Ad Hoc Crossings of Railroad Tracks. Top Photo: Union Pacific has had to repair this fence many times. Bottom Photo: A make-shift "ladder" is used to cross over the wall. Source: Nelson\Nygaard

grade pedestrian overpass to link the district back to downtown, technical and financial constraints make this option a challenge in terms of actual implementation. Due to the nearby location of other below-grade crossings at North Main and East Market Streets, it would be unlikely that the cost of a pedestrian overpass would be justified. In addition, above-grade crossings are not ideal from a user perspective for the reasons discussed above.

For these reasons, Nelson\Nygaard believes that the creation of an at-grade non-motorized crossing via Soledad Street is the most cost-effective alternative for improving access to and from the Chinatown district across the railroad tracks. Furthermore, creating an official at-grade crossing with appropriate safety countermeasures would better accommodate the ad hoc crossings that are currently taking place on a regular basis at various points along the tracks (as shown in photos on page 15).

Regulatory Hurdles

Even though an at-grade crossing is a straightforward endeavor, regulatory hurdles do exist that need to be addressed before moving forward. As previously mentioned, the California Public Utilities Commission (PUC) in conjunction with the Federal Railroad Administration (FRA) maintains control over all railroad crossings throughout the state. An at-grade crossing at Soledad Street would be considered a new at-grade crossing and would require a formal application. Current PUC protocol suggests that new at-grade crossings are typically not approved without a well-documented case of the justification for the crossing, supplemented with strong support from elected officials and community members. Thus, for the purposes of a formal application through the PUC, an at-grade non-motorized crossing at Soledad Street would need to document the benefits. In addition, the City would likely need to identify other at-grade crossings that could be closed in exchange for opening a crossing at Soledad Street (these other crossings don't need to be in the immediate vicinity). The preliminary implementation steps identified here would require further discussion with the CPUC.

Design Considerations

At-grade crossing: It is likely that any formal application to the CPUC would require specific design documents regarding the proposed crossing. Currently, there are numerous precedents of non-motorized at-grade crossings throughout the state and nation. The Pedestrian Rail Crossings in California Report is a document produced by the PUC that lists examples of many pedestrian at-grade crossings, recommendations for safety countermeasures based on site conditions, and other best practices. More specifically, the crossing would need to adhere to safety standards such as Commission General Order (GO) 26-D (clearances), GO-72B (pavement construction), GO-75C (crossing protection) and GO 118 (walkways). It is also likely that any areas around the crossing would need to be fenced to ensure that unauthorized crossings are not occurring around the designated at-grade crossing.

Multi-Use Path: Since a potential multi-use path would be adjacent to an active railroad line, design standards would need to be implemented to ensure adequate safety for all modes. Currently, the US Department of Transportation provides informative guidance on the design and construction of such paths in *Rails with Trails: Lessons Learned. (http://www.fhwa.dot.gov/environment/rectrails/rwt/)*

Preliminary Recommendation #3c: Connect the new at-grade crossing to the future Intermodal Transit Center.

The Chinatown district has the advantage of close proximity to Salinas' two major transit nodes: the existing Amtrak station and the existing Salinas Transit Center. In addition, there are current plans that would potentially merge the Amtrak station with the Salinas Transit Center into a future Intermodal Transit Center (ITC). Although a final design has yet to be chosen, and some local bus service may remain based at the exist-

ing Salinas Transit Center, it is likely that all intercity transit functions would be located at a future ITC including intercity bus, commuter rail service, Amtrak service, some MST regional service, and Greyhound too.

Another alternative under consideration would be to maintain the majority of MST's local transit operations at its current location in the Salinas Transit Center. This alternative was presented because it was found that the majority of MST ridership uses the current Salinas Transit Center to access locations downtown and not intercity transportation options. Thus, by keeping most local transit service based at the Salinas Transit Center, riders would be closer to their final destinations. The City of Salinas favors this option.

Improving public transportation to the Chinatown district was a key issue that was raised by the public at the October workshop. Among the requested improvements were better connections to local transit centers. As discussed in Recommendation 3b, initially, the at-grade crossing at Soledad St would connect to a pedestrian/bike trail on the south side of the tracks that extended to North Main St. with stairs and/or a ramp leading down to the existing undercrossing at North Main St. But to accomplish the goal of better connecting Chinatown with existing and planned transit hubs, a later phase could be the construction of an extended pedestrian/bicycle path adjacent to the existing rail bridge over North Main St. to providing seamless connection to the future Intermodal Transit Center and other destinations to the south of Chinatown. *(Based on draft plans of the future ITC, the primary pedestrian entrance point would be near the intersection of Main and Market Streets.)* Such a project would dramatically reduce the travel distance between Chinatown and the ITC and enhance the potential for transit-oriented development in Chinatown by improving pedestrian access to the many transportation options to be located at the ITC. In the future, this path could be extended and integrated into a larger pedestrian/bicycle network for the city of Salinas and Monterey County. Because the existing railroad truss that spans North Main Street is not wide enough to adequately accommodate the railroad tracks and a multi-use path, the path would need to be cantilevered off the side of the bridge. An example of this design is shown in Figure 3 from the San Francisco Bay Bridge western span currently under construction. Alternatively a pedestrian/bicycle bridge could be built next to the existing railroad bridge.

Figure 3. Example of Multi-Use Path Cantilevered off an Existing Bridge Structure. Source: Caltrans

Implementation Steps

Regulatory Challenges: The consultant team is not aware of any regulatory challenges at this time, although it is assumed that the existing bridge is owned by Union Pacific and would therefore require negotiations

with the railroad and other stakeholders regarding design, liability, cost sharing, etc.

Design Considerations: In addition to the design considerations discussed in Preliminary Recommendation 3b, the development of a multi-use path cantilevered off the side of the existing railroad bridge would require a detailed engineering and design feasibility study. A starting point for such a study would be studies that have been done for similar facilities, such as the feasibility study for the proposed multi-use path cantilevered off the western span San Francisco Bay Bridge.

Parking Management Strategies

Nelson\Nygaard observations and City staff confirm that there is currently adequate on- and off-street parking in Chinatown. Both parallel parking and diagonal parking exist on-street, and most land uses have some off-street parking supply. Community members expressed concern with overnight street parking due to potential criminal activity in parked vehicles.

It should be emphasized from the start: *Providing an adequate parking supply will be important to the success of a revitalized Chinatown District.* However, the City of Salinas has fairly conventional parking requirements, and Nelson\Nygaard believes that *it will be difficult to achieve the revitalization and redevelopment goals for Chinatown if existing City parking requirements are applied to this district.* This is because requiring each use/building to provide too much stand-alone parking increases construction costs, reduces development density, and constrains the possibility of achieving high-quality placemaking and urban design.

In addition, if conventional parking requirements are applied to this area, the Chinatown District will not be a unique draw for the City; instead it will look and feel much like the rest of the commercial areas in the City. Salinas area residents already have plenty of retail choices if they want to shop at auto-oriented commercial strips or traditional malls; their nearby options for pedestrian-focused "Main Street" retail — where walking 1-2 blocks from your parking space to your final destination is part of the experience — are much more limited. Short-term visitors in Main Street districts prefer on-street parking, and on-street parking also provides an important buffer between pedestrians on the sidewalk and vehicles traveling in the street. Managing on-street parking supply will be extremely important for creating walkable streets and supporting existing and new commercial and community uses.

For all these reasons, it's critical to get parking policies right for Chinatown. The City should 1) do a proper parking demand study if/when there is an actual development project in the pipeline (e.g. not "pipe dream" but something real), 2) as part of the parking study implement parking demand management to make the most efficient use of the existing supply, 3) identify opportunity sites that the City can get control to use as surface parking for "overflow demand" and 4) as part of the parking study, develop "triggers" for when to convert surface lot resevoirs into parking garages, including funding strategies for how to pay for the garage (user fees, PPP, etc).

Preliminary Recommendation 4: Develop smart parking management strategies as Chinatown redevelops.

On-street parking: In the short-term, the City should begin to implement strategies to manage on-street parking in a way that supports existing land uses and encourages redevelopment. This might include:

- Survey of on-street parking to ensure existing supply and demand are aligned;
- Develop parking wayfinding signage program; and
- Develop parking regulations (such as time limits, resident/employee permits, parking meters, etc.) that balance the goals of managing parking demand and dealing with quality-of-life issues such as criminal activity in parked vehicles. It should be emphasized that *prohibiting on-street parking at all times of days*

or in the evenings is not a recommended strategy because it will undermine the revitalization of Chinatown and will not necessarily reduce criminal activity. A better approach would be to increase enforcement of criminal activity deterrents rather than prohibit on-street parking. Prohibiting on-street parking would also undermine the goal of creating more walkable streets and hamper the implementation of other recommendations in this report such as the conversion of one-way streets to two-way streets. In light of current discussions, another approach could be to approve a ban on overnight parking in the near future, then use fine revenues to pay for enforcement of parking violations and "quality of life" crimes.

Off-street parking: Once the preferred land use program for Chinatown has been developed, the City should examine its existing parking requirements to ensure that these are appropriate for achieving the revitalization goals for Chinatown. This means developing parking policies that a) *provide certainty to the community that the project will always be adequately parked and spillover parking problems will not affect adjacent areas* and b) *allow some flexibility to developers to choose the best way to meet (or reduce) their parking demand* in ways that may seem innovative in Salinas but are well-known in other communities and have been proven to work.

How much off-street parking is the "right" amount? From a transportation perspective, no one can say for certain how much parking is required at this time because the actual parking demand will be based on the final development program, construction phasing (which affects shared parking opportunities), and the specific package of transit, bike, and pedestrian improvements as well as the transportation demand management (or TDM) programs that are incorporated into the development projects or for the district as a whole. However, Nelson\Nygaard has developed some planning-level policy guidance below to ensure that the project is assuming a reasonable amount of parking. *The four key principles for planning for off-street parking in the Chinatown district should be:*

- Use cost-effective TDM programs and transit/pedestrian/bike to reduce parking demand to the maximum extent feasible (recognizing that it is often cheaper and more sustainable to pay someone not to drive than to accommodate their vehicle trip);
- Once you have reduced parking demand as low as possible, provide the maximum feasible amount of necessary parking at shared off-site parking facilities (public or private) with major parking facilities connected by a frequent and free shuttle;
- Whatever parking is provided on-site, minimize the on-site "parking footprint" by requiring parking efficiencies (mechanical parking stackers, shared parking, etc) and require the maximum feasible amount of on-site parking to be unbundled in tenant leases and priced for motorists; and
- Actively manage the entire parking supply (on-street, off-street, public, and private) as an integrated system.

Following the four general principles above, specific off-street parking standards that may be appropriate for Chinatown to encourage the redevelopment could include the following:

- Eliminate off-street parking minimums. During any interim period while minimum parking requirements are still in effect, allow by right one or more of the following to satisfy some or all of the minimum requirements:
  - Any on-street parking spaces along the property frontage;
  - Leased spaces in nearby off-site parking facilities (public or private); and/or
  - A per space in-lieu fee used to construct and maintain shared parking facilities and fund programs that reduce vehicle travel and associated parking demand.
- Institute parking maximums for off-street parking as appropriate. Institute a low maximum parking allowance for dedi-

cated single-purpose parking. Example: Maximum for single-use parking may not exceed 100% of current minimum parking requirement for that land use.

- Institute a higher maximum allowance for shared parking. Maximum for shared parking may not exceed 125% of the stand-alone parking maximums for all land uses that will be sharing the parking facility.
- Allow on-site parking in excess of the above parking maximums only if the project sponsor can conclusively demonstrate that every other feasible effort has been evaluated to reduce on-site parking demand by other methods, including:
  - Parking demand management strategies (such as parking cash-out for employees, unbundled parking for residents, and priced parking for visitors).
  - Vehicle trip reduction strategies (such as subsidized transit passes, carsharing programs, or free employee/visitor shuttle from Amtrak or Transit Center); and
  - Parking efficiency strategies (such as sharing underutilized off-site parking, etc.).
- Implement changes to minimum and maximum parking requirements in conjunction with other parking management strategies, such as wayfinding using signage to direct motorists and reduce circling for available parking.
- Develop a funding mechanism (such as development impact fee assessed on vehicle trips or a parking in lieu fee) and legal authority as needed to ensure the timely development of public parking facilities that are shared amongst multiple uses and/or that can function as a parking reservoir to accommodate peak parking loads as existing surface parking lots redevelop.
- Reduce parking demand by establishing a Downtown/Chinatown Transportation Management Association (funded by development impact fees, parking in-lieu fees, and required *pro rata* membership dues for new Downtown/Chinatown businesses) which will leverage resources and implement district-wide vehicle trip reduction strategies (including free trolley bus shuttle, bulk purchase of discount transit passes from MST, carsharing program, transit, pedestrian, and bicycle improvements, and similar programs).
- Incentivize and/or require shared parking for commercial uses.
- Require unbundling of parking lease/sales costs for all new commercial development and multi-family residential development (rental and ownership).
- Require parking cash-out for all existing and new employers that are subject to the existing State cash-out law and/or implement a local parking cash-out law that applies to all employers.
- Allow by right parking efficiency strategies (such as tandem parking, valet parking, mechanical parking stackers, and off-site parking within reasonable walking distance) for all commercial and residential development.
- Ensure that current ADA requirements for accessible parking spaces are fully met.
- As needed, develop strategies to limit spillover-parking issues into adjacent residential areas and parking facilities.

Changes to parking minimums can be phased in over time. Because a significant amount of the Chinatown district is currently underutilized surface parking, community members and decision makers can feel more confident about providing less parking for early development projects than Salinas would normally require. If peak parking demand for initial uses/buildings exceeds the limited supply, then existing surface parking in the Chinatown district can be relied on as peak-period parking "reservoir" and subsequent projects can be required to either provide more on-site parking, contribute in-lieu fees to a shared off-site parking structure, or incorporate more aggressive TDM programs to reduce their own parking demand.

Parking Management Terms

Parking Maximums
Parking Maximums are limits on the maximum amount of parking capacity allowed at particular sites or within a particular area. This can be in addition to, or instead of, minimum parking requirements that are commonly imposed by communities.

Parking Stackers
Parking Stackers include various types of lifts and elevators used to increase the number of vehicles that can fit in a parking structure. They can nearly double the number of vehicles that can be parked in a given area.

Unbundled Parking
Un-priced parking is often "bundled" with building costs, which means that a certain number of spaces are automatically included with building purchases or leases. *Unbundling Parking* means that parking is sold or rented separately. For example, rather than renting an apartment for $1,000 per month with two parking spaces at no extra cost, each apartment can be rented for $850 per month, plus $75 per month for each parking space. Occupants only pay for the parking spaces the actually need. This is more efficient and fair, since occupants save money when they reduce parking demand, are not forced to pay for parking they do not need, and can adjust their parking supply as their needs change.

For this to function efficiently, building owners must be able to lease or sell excess parking spaces, and local officials should regulate nearby on-street parking to avoid spillover problems that could result if residents use on-street parking to avoid paying rents for parking spaces.

Shared Parking
Shared Parking means that parking spaces are shared by more than one user, which allows parking facilities to be used more efficiently. Shared Parking takes advantage of the fact that most parking spaces are only used part time by a particular motorist or group, and many parking facilities have a significant portion of unused spaces, with utilization patterns that follow predictable daily, weekly and annual cycles.

There are various degrees of shared parking. A parking space assigned to a specific user is not shared at all. On-street parking spaces located in a busy, mixed use urban area tends to be the most shared. In between are parking spaces that are shared among various employees at a particular worksite, parking that is shared by customers at a variety of businesses located in a mall, or arrangements by one facility to use another facilities parking at certain times, such as a tavern that allows its parking spaces to be used on Sunday mornings by attendees at a nearby church. An assigned employee parking space is typically used about 2,000 hours per year, while an on-street parking space in a busy area often gets three times as much use. Efficient sharing of spaces can allow parking requirements to be reduced significantly.

Stand Alone Parking
The opposite of shared parking, *Stand Alone Parking* is dedicated to the exclusive use of a single land use. This often results in wasted money and land resources dedicated to building parking capacity that is not always needed by the associated land use but that can't be shared with other land uses.

Parking Cash Out

Parking Cash Out means that commuters who are offered subsidized parking are also offered the cash equivalent if they forgo their subsidized parking space and use alternative travel modes (Shoup, 2005). Alternatively, parking cash-out can be implemented by giving all employees a cash "transportation benefit" equivalent to the monthly market-rate price of parking and then charging a daily parking charge (so that employees who must drive can continue to receive free parking but employees keep more of their cash transportation benefit for each day they don't drive)).

Priced Parking

Parking Pricing means that motorists pay directly for using parking facilities. Parking Pricing may be implemented as a parking management strategy (to reduce parking problems in a particular location), as a mobility management strategy (to reduce vehicle traffic in an area), to recover parking facility costs, to generate revenue for other purposes (such as a local transportation program or downtown improvement district), or for a combination of these objectives (Ventura 2008).

Sources:

- *Online TDM Encyclopedia*, Victoria Transport Policy Institute, (www.vtpi.org/tdm).
- Donald Shoup (2005), *Parking Cash Out*, Report 532, Planning Advisory Service (www.planning.org/pas), American Planning Association.
- Ventura (2008), *Downtown Parking Ordinance*, City of Ventura (www.ci.ventura.ca.us).
- Jeremy Nelson, Parking Planner, Nelson\Nygaard Consulting Associates (www.nelsonnygaard.com).

Background

Chinatown is located in the heart of the City of Salinas less than a mile from Highway 101, immediately to the east of N. Main Street and just north of Downtown Salinas across the Union Pacific railroad tracks and East Market Street.

Starting from the 19th century through the mid-1950s, Chinatown was home to a flourishing Asian community, comprised of Chinese, Japanese and Filipino immigrants, who came to work in the region's agricultural industry. At its height, the neighborhood contained mixed-use structures featuring residential over retail, a variety of restaurants, shops and other neighborhood services for the Asian community, and vibrant cultural organizations.

Over time, the neighborhood began to change and lose its vitality as later generations of the Chinatown community moved to other parts of Salinas and the region. In the 1950s and 1960s, Chinatown became known for its bars, bordellos and gambling houses. By the 1980s, the neighborhood had become a magnet for criminal activity, further leading to its decline.

Today, vacant and underutilized lots characterize a significant portion of Chinatown. In addition, Chinatown consists of government and nonprofit-owned properties, such as the social service providers along Soledad Street and the Confucius Church and the Buddhist Temple, both located on California Street. Some automotive, light industrial and commercial businesses are scattered throughout the neighborhood. There are also approximately 70 housing units in Chinatown, with 25 housing units owned by the Housing Authority of Monterey County along East Rossi Street. Additional multi family units are located on California Street, with single-family homes along N. Main Street and Sherwood Drive.

Existing Conditions

In order to understand the current economic conditions affecting Chinatown, the project team analyzed data compiled by a broad variety of organizations that have studied the local economy and gathered information from local residents, businesses, community organizations, and property owners. *(Sources include data from the Association of Monterey Bay Area Governments (AMBAG), City of Salinas' Salinas Source, Cal Poly CRP-203 class, U.S. Census, and Dataquick.)*

This section provides a description of key demographic and economic data regarding Chinatown's existing population, housing, employment and business characteristics and its relevant position within the city and county. It also discusses retail sales and visitation trends.

Demographics

Over the past three decades, the City of Salinas and Monterey County have experienced an average annual population growth rate of 2.2 percent and 1.3 percent, respectively. *(Based on data for the city and county from the California Department of Finance.)* In contrast, Chinatown has not kept pace with the population growth that has occurred in the region, and has experienced decline in the past few decades, as described above.

As the largest urban area in Monterey County, the City of Salinas contains approximately one-third of the county's residents and housing units and one-quarter of the county's jobs, as shown in Table 2 (next page). While Chinatown was once a neighborhood with vibrant economic activity in Salinas, it now represents less than one percent of the City's population, housing units and jobs. *(The population of Chinatown is estimated to be between 200 and 250 people, including permanent and transient residents.)*

	Monterey County	City of Salinas	Chinatown
Population	445,000	153,000	200-250
Housing Units	147,000	43,000	70
Jobs	196,000	49,000	65

Sources: AMBAG (2008), Salinas Source (2009), CalPoly CRP-203 Class, Seifel Consulting Inc.

Table 2: Population, Housing Units and Jobs — Monterey County, City of Salinas and Chinatown

	Monterey County	City of Salinas
Homeownership Rate	54.6%	50.1%
Median Home Sales Prices (2008)	$462,500	$393,500
Median Home Sales Prices (2009)	$210,000	$180,000
Median Home Sales Prices (2010)	$228,750	$200,000

Sources: 2000 U.S. Census Data, DataQuick (Mar 2010, Feb 2009), Seifel Consulting Inc.

Table 3: Housing Characteristics — Monterey County and City of Salinas

Household Income and Housing Characteristics

Salinas is a diverse urban area with a wide range of household incomes and home values. According to the 2005-2007 American Community Survey, the median household income for Salinas is less than Monterey County as a whole, at $51,800 and $56,700, respectively. In Chinatown, data from the Housing Authority of Monterey County residents who live in their East Rossi Street property indicates that Chinatown residents have much lower incomes than the city and county, ranging between $5,100 and $38,100.

As in many places, the housing market downturn has affected the City of Salinas and Monterey County. As shown in Table 3, the city and county experienced dramatic decreases in median home sales prices between 2008 and 2009. More recently, the regional economy has begun to show signs of recovery, and median home sales prices increased slightly between 2009 and 2010. However, these prices are still well below their 2008 levels. While there are no recent sales data for homes in Chinatown, the median home sales prices are likely to fall on the lower end of the spectrum in Salinas given the conditions of the neighborhood.

The housing data also shows that Salinas has a lower homeownership rate and median home sales price than the county overall. In Chinatown, the predominant form of housing is rental, such as the Housing Authority property, which is the largest housing development in the neighborhood.

Employment by Business Sector

Employment in Salinas is centered around the service, industrial and retail trades, and the city holds a large portion of these jobs found within the county as a whole. As the location of the county seat of government, the city also contains a large number of public sector jobs. While agriculture plays a small role in employment within the city of Salinas, the city's industrial sector has a concentration of agriculture-related industries such as food processing, storage and distribution. Table 4 summarizes the job capture rate by business sector, comparing the city's jobs as a portion of the county's jobs as a whole.

In Chinatown, approximately 70 business establishments provide employment. The majority of the businesses are auto-related, such as auto repair shops, towing companies and taxi services, located near the main arterials, such as North Main Street, Sherwood Drive and Market Way. In addition, several light industrial/warehouse businesses are located along Lake Street and California Street, including cabinet, glass repair and upholstery shops and a produce wholesaler. The neighborhood has a few eating and drinking establishments, such as a taqueria, bakery and bar/music venue. Two non-profit social service providers, Dorothy's Place and the Victory Mission, are located along Soledad Street. There are also a few economy-lodging establishments on Lake Street and Market Way. According to the City's business license data, the majority of these business establishments are small enterprises containing one to a few employees each. Based on business license data provided by the City of Salinas, a number of these establishments have subsidiary businesses (e.g. an auto body shop and towing company), which may share employees.

Retail Sales

As the largest urban area in the county and given its central location close to key state highways, Salinas captures a large portion of the county's retail sales and attracts a higher amount of spending per household for most retail categories as compared to the statewide average. Figure 4 next page compares retail spending per household by retail category in Salinas to statewide averages. The City's major retail sales tax generators are building materials, automotive, service station businesses, and general merchandise. General merchandise stores include larger scale retailers offering a broad range of consumer goods, such as apparel for all ages, furniture and home furnishings, electric appliances, etc.

In Chinatown, although auto repair and other auto-related services are prevalent, the neighborhood captures very little of other retail sales spending in Salinas.

Visitors

Monterey County is one of the most popular tourist areas in the State of California. In 2005, before the recent economic downturn, 8.8 million visitors traveled to Monterey County to visit its most popular destinations including the Monterey Bay Aquarium, Downtown Monterey, Carmel, and the 17-mile scenic drive along the ocean in Pacific Grove. A key measure of the tourism trade is Transient Occupancy Tax (TOT) data from local jurisdictions as it measures TOT taxes paid by visitors who stay in local hotels, motels and other lodging establishments. In FY 2007/08, the

Job Sector	Proportion of Monterey County Jobs Held in Salinas
Industrial	51%
Retail	40%
Public	31%
Service	28%
Construction	19%
Agriculture	1%
All Jobs	**25%**

Source: AMBAG (2008), Seifel Consulting Inc.

Table 4: Salinas Employment Capture Rate by Job Sector — City of Salinas and Monterey County

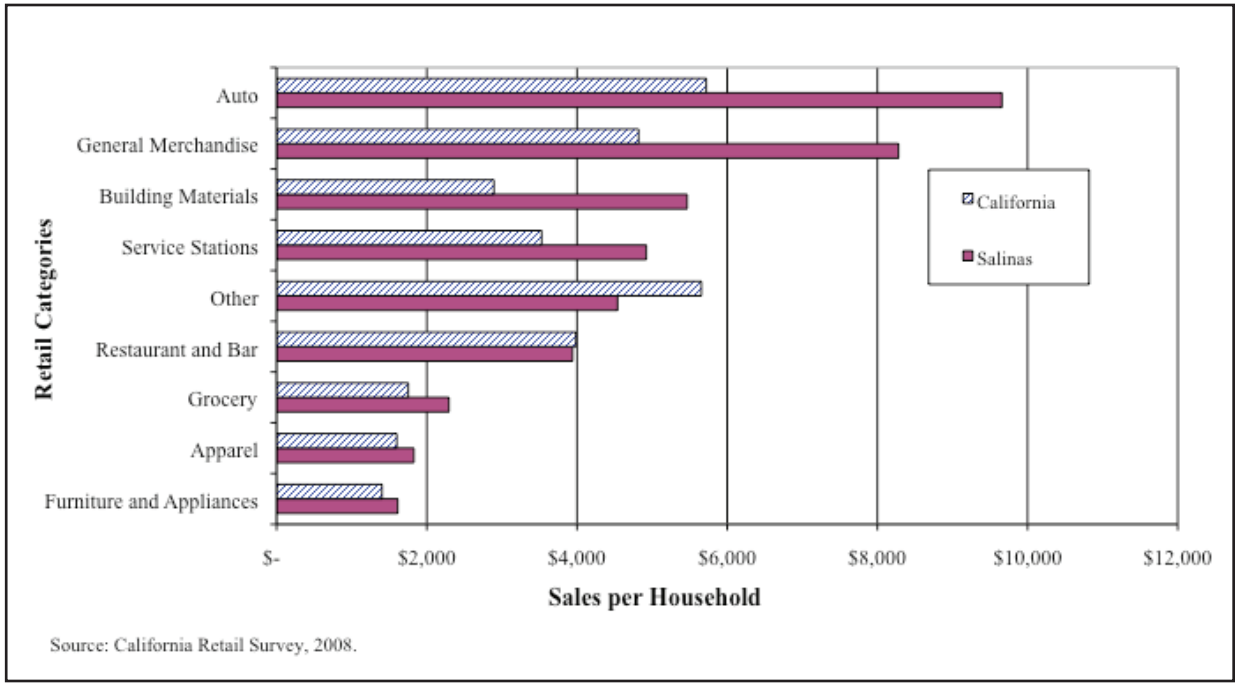


Figure 4: Comparison of 2007 Retail Sales per Household — California and Salinas

Jurisdiction	Percent
County of Monterey [a]	36%
City of Monterey	35%
Carmel by the Sea	10%
Pacific Grove	7%
Seaside	5%
Marina	4%
Salinas	3%
King City	1%
All Jobs	**25%**

a. Encompasses unincorporated area.
Source: Monterey County Convention and Visitors Bureau, Seifel Consulting Inc.

Table 5: FY 2007/08 Transient Occupancy Tax (TOT) by City — Monterey County

local jurisdictions in Monterey County received $45.5 million in TOT revenue, while Salinas only captured three percent of the total, or approximately $1.6 million. Table 5 compares the TOT collection by city as a portion of the receipts for the county as a whole.

In Salinas, the largest tourist attraction is Downtown Salinas, the historic downtown of the city, which houses the National Steinbeck Center and the nearby home where Steinbeck was born. The National Steinbeck Center presents exhibits on the life and work of the author John Steinbeck, as well as the agricultural industry in Monterey County, and it has approximately 60,000 visitors annually, or less than one percent of the total annual visitors county-wide. Approximately half of these visitors are from Salinas and the rest are from other parts of the state and beyond. About half of the visitors come to the museum for the exhibits and the other half are users of the meeting spaces within the building.

Overall, Salinas currently captures a very small portion of the visitors to Monterey County and Chinatown captures very little to almost none of the visitors to Salinas despite its location near Downtown.

Opportunities and Constraints

Chinatown currently has many different economic opportunities and constraints, also known as assets and liabilities, which may support or hinder development in the neighborhood. These are summarized below in the text and in Table 6.

Chinatown's location within the City of Salinas, the largest urban area in Monterey County, and its proximity to Downtown Salinas make this neighborhood an advantageous location for development. In addition, Chinatown has historic and cultural significance as one of the first neighborhoods in the region for Asian immigrants and for its portrayal in John Steinbeck's writing.

However, development in Chinatown is impeded by several factors, including lack of access and connectivity to other parts of the city. The neighborhood is separated from Downtown Salinas and other areas by the railroad tracks to the south and wide, busy arterial streets on the borders. Criminal activity and the widespread perception that Chinatown is a high crime area are also liabilities for the neighborhood.

Furthermore, Chinatown is characterized by deteriorated building stock and abandoned properties, some of which may have historic architectural significance. As illustrated in Figure 5, a number of vacant and underutilized parcels also exist throughout the neighborhood. In addition, Chinatown currently lacks the residential, commercial and cultural base that typically characterizes vibrant neighborhoods and draws users. These constraints can become opportunities, if capitalized upon, as these conditions also indicate that Chinatown has room for growth and infill development.

Finally, one of Chinatown's greatest assets for future development is the strong support of the Chinatown community, including its property owners, as shown by their attendance at community workshops and events, as well as community organizations such as the Salinas Downtown Community Board. By taking advantage of the community's support, Chinatown may build upon its existing opportunities and overcome its constraints to revitalize and redevelop the neighborhood.

Opportunities	Constraints
• Proximity to Downtown Salinas and Amtrak Station • Historically and culturally significant buildings • Room for growth • Engaged property owners and service providers • Enthusiastic community support	• Accessibility • Deteriorated building stock • Abandoned properties • Crime and perception of crime • Lack of anchors

Table 6: Summary of Economic Opportunities and Constraints — Salinas Chinatown

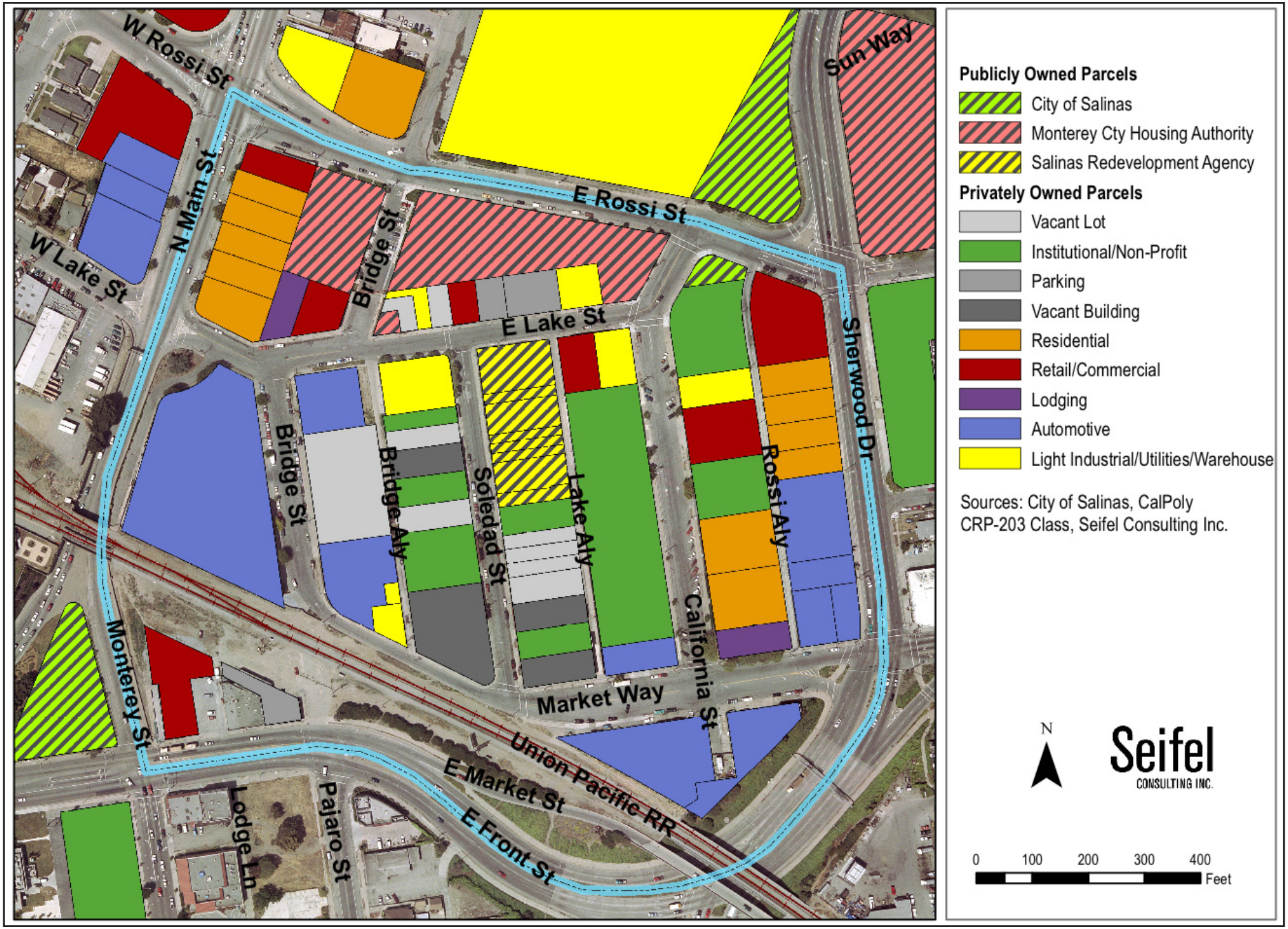


Figure 5: Current Land Uses and Publicly-Owned Parcels — Salinas Chinatown

Who will Chinatown Attract in the Future?

With an understanding of Chinatown's opportunities and constraints, as well as its current economic conditions, this section now turns to the neighborhood's growth potential for new residents, housing units and jobs based on the growth anticipated for the region. It also discusses how Chinatown may be positioned to attract this growth.

Overall, the population of the City of Salinas and County of Monterey are projected to grow annually by 0.6 percent and 0.8 percent, respectively, between 2010 and 2020. The region's future population growth is anticipated to be slower than over the last three decades, in which the city and county experienced growth rates of 2.2 percent and 1.3 percent, respectively.

As summarized in Table 6, the City of Salinas is anticipated to grow annually by approximately 930 new residents, 260 housing units and 440 jobs over the next ten years, based on projections from various sources, including the Center for Continuing Study of the California Economy, Woods & Poole and AMBAG. *(Seifel took the midpoints where differences exist between the different projections. Projections for housing units calculated using the anticipated growth in residents and an assumption for the average household size based on U.S. Census data, as described in Table 7.)*

	Monterey County	City of Salinas	% of County
New Residents	2,800	930	33%
New Housing Units [a]	930	260	30%
New Jobs	2,000	440	25%

a. Based on an assumption of 3 and 3.5 members per household for Monterey County and Salinas, respectively. Members per household ratio based on U.S. Census data.
Source: Center for Continuing Study of the California Economy (2007), Woods & Poole (2008), AMBAG (2008), Seifel Consulting Inc.

Table 7: Projected Annual Growth, 2010-2020 — Monterey County and City of Salinas

	Annual New Jobs 2010-2020	Percent of Total
Service	230	52%
Public	90	21%
Industrial	60	13%
Retail	40	9%
Construction	20	4%

Source: AMBAG (2008), Seifel Consulting Inc.

Table 8: Employment Growth, 2010-2020 — City of Salinas

As shown in Table 8, of the 440 new jobs anticipated, the top three growing employment sectors in the city are likely to be service, public and industrial.

Chinatown has the potential to experience greater population, housing and job growth than it has in the past. For example, if Chinatown were to capture five to ten percent of the city's anticipated population growth, the neighborhood could grow by approximately 465 to 930 new residents, which translates to 130 to 260 new housing units, over the next ten years. There could be additional housing demand in Chinatown after the initial ten years as the neighborhood matures. Chinatown may also be able to capture some of the city's anticipated growth in employment as it develops over time, particularly in the service and public sectors, due to its favorable location near Downtown and government buildings.

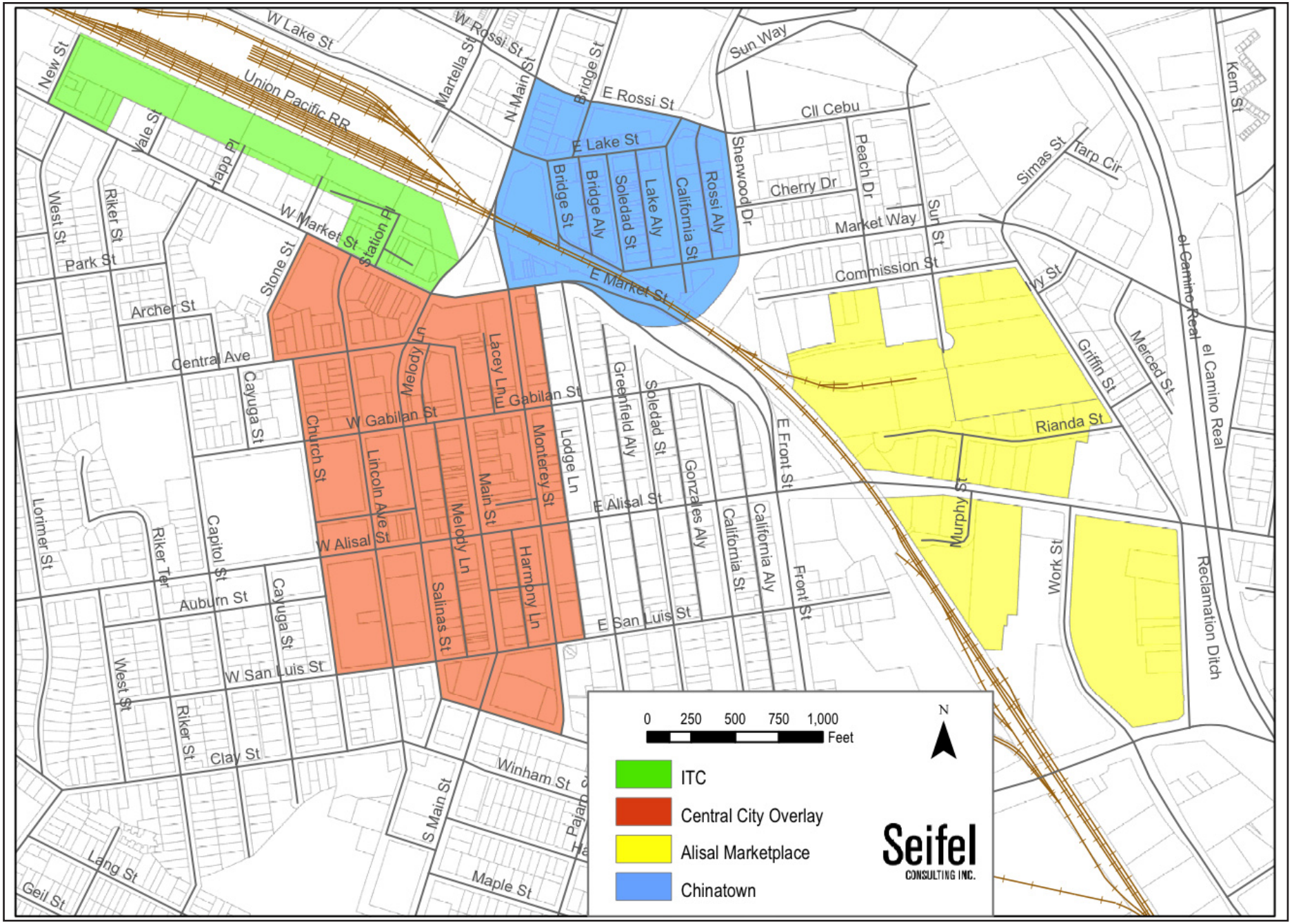


Figure 6: Key Infill Development Areas Near Chinatown

It should be noted that there may be other proposed developments in the city, which may potentially compete with Chinatown for market share. The City is currently considering plans to increase infill development in the Alisal Marketplace, Central City Overlay and Intermodal Transit Center (ITC) areas. These projects, as illustrated in Figure 6, may have the potential to either compete with or support the development in Chinatown depending on their ultimate scale and mix of uses.

Summary

In order to meet the revitalization vision and goals brought forth by the community in the Chinatown Renewal Project Plan and public workshops, a greater portion of the growth anticipated for Salinas must be captured in Chinatown than has been in the past. Based on an analysis of the current and future economic conditions, Chinatown may be positioned to attract growth by:

- Encouraging the development of a vibrant, cultural and mixed-use neighborhood that has greater connectivity to the Downtown and the future multi-modal Salinas Transit Center.
- Encouraging infill development comprised of a strong mixed-income residential base and job-providing commercial establishments along the major arterials and Soledad Street.
- Having an appropriate level of density given the City's long-term growth projections for population, housing units and jobs.
- Stabilizing the neighborhood from further decline and supporting existing residents, viable businesses, nonprofits and cultural institutions.
- Creating regional serving uses to attract visitors to the neighborhood, such as restaurants and shops, a cultural center, and community health facilities.

The actions proposed in this Implementation Strategy would help position Chinatown to capture a greater portion of the city's anticipated growth.

Recommendations

Enhance Economic Climate

The following recommendations are designed to stabilize and improve upon Chinatown's existing assets and create new assets through the development of a vibrant, mixed-use urban community.

Stabilize the neighborhood

Implement neighborhood stabilization methods and integrate safety elements in all planning and design efforts. Improve the perception of safety in the neighborhood. Study the feasibility of creating a police substation and/or public restrooms in Chinatown.

Implement façade/property improvements and code compliance measures

Provide technical and financial assistance to residents, business owners and property owners to improve facades and properties in Chinatown. Identify and resolve code compliance issues.

Preserve and enhance existing vital businesses and cultural/religious institutions

In the near term, preserve and enhance the existing job- and tax revenue-producing businesses and cultural/religious institutions in Chinatown that contribute to the vitality of the neighborhood. Create a potential long-term relocation strategy for some of these commercial and industrial uses. Incorporate screening and landscaping buffers between industrial/automotive uses and other development.

Create attractive, pedestrian-oriented and mixed use environments

Along Soledad Street, encourage infill development of high quality, neighborhood-serving retail and destination amenities that will bring people to Chinatown, such as the Salinas Chinatown Cultural Museum, restaurants, shops, art galleries/live-work spaces, the Community Garden, and other open spaces. Encourage visitors/users from other parts of the city and beyond through improved access, parking and signage.

Encourage business and commercial space development

Enhance and establish commercial corridors along arterials, such as North Main, East Rossi and Sherwood Streets. Identify and attract key types of businesses to Chinatown to provide high quality amenities and jobs to the community. Create a business environment conducive for community-serving retail, such as a grocery store, office and other commercial development.

Catalyze Infill Development

Chinatown's central location near Downtown Salinas and the city's new transit center are geographic advantages that could attract infill development once the neighborhood begins to stabilize. A major component of the revitalization process will be to catalyze or "kick start" the infill development process through the development of key catalyst projects.

Catalyst projects are high impact developments, typically undertaken on visible, blighted and underutilized sites, which require proactive steps on the part of the community and City/Agency staff. The community's and City/Agency staff's involvement in these projects sends a message to others that they are serious about improving the area. Catalyst projects can have a domino or ripple effect, encouraging investment in nearby properties.

As described further below, six catalyst projects were chosen to be included in the Implementation Strategy to bring the Chinatown Renewal Project Plan into fruition. These projects are based on the community's input gathered from recent community workshops and the community's ranked priorities identified in the Chinatown Renewal Project Plan, which are:

1. Security/Safety
2. Homeless Social Services
3. Places to Eat (Indoors & Outdoors)
4. Affordable Housing
5. Businesses
6. Cultural Center
7. Sense of History
8. Park or Garden
9. Connections to Larger Community
10. Public Restrooms

The catalyst projects were studied and vetted by a project team composed of planning, architecture and design, real estate and urban economics, transportation, and community health and social service professionals. Other factors considered by the team in choosing the catalyst projects include analyses of parcels that are strategically located, particularly blighted or have long suffered from disinvestment or crime activity. Land ownership and the existing use are also important considerations. Generally, parcels that are publicly owned, available for sale, vacant, or underutilized are best suited for redevelopment or development. Parcel size and ability to amass adjacent parcels are also key factors.

Proposed Catalyst Projects

Given feedback from the community and the considerations described above, the project team has recommended six potential catalyst projects. As the Chinatown community moves forward with implementation, additional studies are recommended to determine necessary public infrastructure and environmental remediation improvements on the catalyst sites. To attract real estate developers, public investment in improvements to prepare the land pads in advance of development may be needed.

The potential catalyst sites are described below and their locations are shown in Figure 7 (page 32).

Housing Authority Property on East Rossi Street

Work with the Housing Authority to redevelop their property along East Rossi Street into a mixed-use development focused on housing. Integrate the Housing Authority site into the broader Chinatown neighborhood and consider the inclusion of retail

and community health services along North Main Street and East Rossi Street. Assemble parcels along East Lake Street and North Main Street with Housing Authority property to create a larger developable site. Potentially transfer the Redevelopment Agency's affordable housing production obligations from its Soledad Street properties to the Housing Authority site.

Agency-owned Property on Soledad Street
Work with the Redevelopment Agency to develop a mixed-use project including housing on Agency-owned parcels on Soledad Street. However, if the Agency does not transfer its affordable housing production obligation to the Housing Authority property on East Rossi Street, it will be required to develop affordable housing on this site. Leverage potential efficiencies of developing Agency-owned parcels along with Housing Authority property and/or the Salinas Chinatown Cultural Museum, as opportunities allow. Relocate existing community garden on Agency-owned property to nearby sites to make room for housing development.

Community Garden Sites
Create community garden sites along East Rossi Street/Sherwood Drive, Market Way/Bridge Street and other available sites in Chinatown, as opportunity allows for the dedication of sites as gardens. Figure 4 illustrates one potential location for a community garden catalyst project. Work with local property owners to dedicate sites for community gardens. Form long-term partnerships with CSUMB, local social service providers, restaurants, and food companies to maintain and provide sufficient funding for the community garden sites.

Salinas Chinatown Cultural Museum
Partner with the Steinbeck Museum, CSUMB, Cal Poly, and other organizations to plan for and build a cultural museum on the existing Old Republic Café property on Soledad Street. Utilize grant money awarded by the U.S. Department of Housing and Urban Development to stabilize the property's building condition and begin the initial phase of development. Secure sufficient funding to rehabilitate the property and endow the operation of the cultural museum.

Community Health and Social Services Campus
Create a sustainable and flexible community health and social services campus to meet the needs of the Chinatown community and surrounding neighborhoods, likely located along Bridge Street. Partner with existing local social service providers, such as the Victory Mission and Dorothy's Place, to rehabilitate, reconfigure and/or relocate existing buildings and services to continue to meet the needs of their clients while stabilizing the Chinatown environment. Build supportive housing for formerly homeless individuals and families who will also utilize the campus services.

Infill Development Along Major Streets
Work with the development community to identify opportunity sites for additional housing and commercial development, particularly along Soledad Street and the major arterials on N. Main Street and Sherwood Drive.

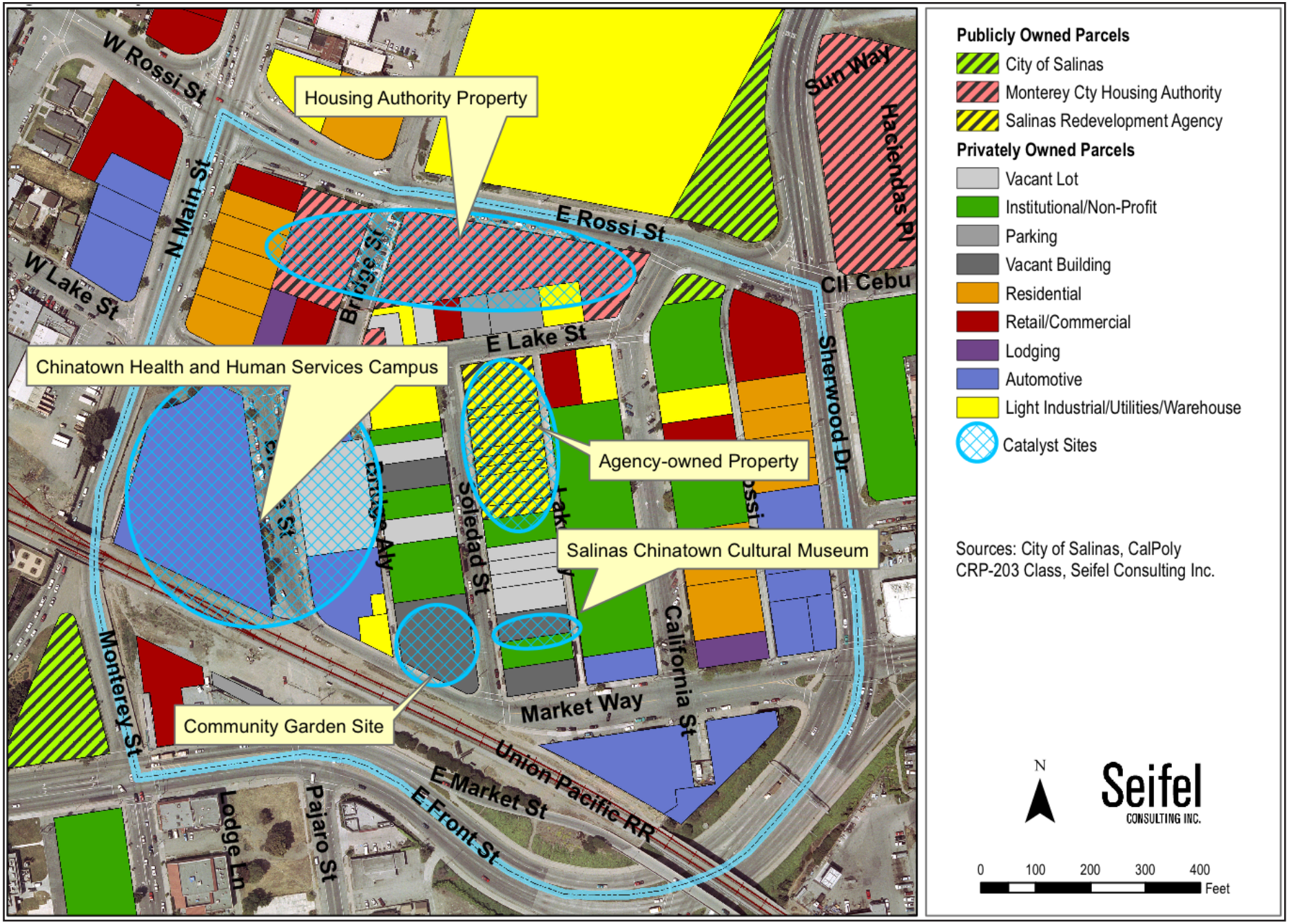


Figure 4: Catalyst Sites in Chinatown

Background

The history of Salinas' Chinatown neighborhood is incredibly rich. Starting in the late 19th Century, the neighborhood was home to a flourishing community of Chinese agricultural workers and immigrants with many Chinese families living on Soledad Street. During Chinatown's heyday, mixed-use structures featuring residential over retail were common and a Confucius Church was built in 1937, which still serves the Chinese community throughout the Salinas Valley.

Japanese immigrants also called the neighborhood home, arriving shortly after the Chinese, and living primarily around Lake Street. The Salinas Buddhist Temple, established in 1924, was a centerpiece of the Japanese Community and remains very active today. The neighborhood featured restaurants, barbershops, a tofu shop and more.

Filipino immigrants also located in the area after the Japanese and the diverse cultural influence continued, but by the 1950s and 1960s, the neighborhood had become well known for its bars, bordellos and gambling houses, which drew many of the 40,000 soldiers at nearby Fort Ord until it closed in the early 1990s.

By the 1980s, Chinatown had become a magnet for drug dealing and prostitution. The gambling houses, restaurants and bordellos are now gone, replaced by vacant lots, abandoned buildings, and boarded up windows. Where many families once worked and thrived, now drug trafficking, illegal dumping, and the homeless have filled the void – all within plain view of people driving by on East Market Street.

Creating a Chinatown that reflects the history and culture of the neighborhood is important to the community. Form and detail that highlight historic architectural style would not only be attractive to the community but could serve as a draw to visitors.

Salinas Chinatown Cultural Museum

Five programming and concept development meetings were held to identify critical issues and prepare a consensus concept for the development of the Salinas Chinatown Cultural Museum. Attendees included members from Asian Cultural Encounter (ACE), California State University Monterey Bay (CSUMB) faculty and students, Steinbeck Museum (SM) staff, members of the community and staff from the City of Salinas.

Concept

The concept that emerged from these meetings was to allow the Old Republic Café to be used as a Cultural Center and Museum. The concept was shown at Community Meeting #1 and Community Meeting #2 and was well received by the public. The concept was also displayed on boards for the Asian Festival in 2009 and 2010. Itemized below are the uses for each space and the floor plans. The concept is very similar to the Tenement Museum in New York City.

- First Floor: The dining room will be used for displays. The kitchen can be redeveloped to use for cooking classes. The storage rooms will be used for office and storage rooms.
- Second Floor and Mezzanine: This area can be used for the permanent display. The staff sleeping quarters will be left to show the living conditions of workers during this period.
- Third Floor: The second and third floors were used by the Ahtye family as their residence. The major spaces will be used for classrooms or conference rooms and office spaces.
- Fourth Floor: This space can used as a conference room or office space.

Phase Development

Phase I: The first phase of the project would consist of the restoration of the Old Republic Café, and its conversion to a historic/cultural museum. This would involve physical rehabilitation of the building, including possible installation of air conditioning, and replacement of plumbing and electrical systems. The building would also need to be brought into compliance with the Americans with Disabilities Act, which will require accessible public restrooms and an elevator.

Phase II: would extend the restoration to the cocktail lounge adjacent to the south side of the café. The lounge is part of the same building, so the entire building would be restored upon completion of this phase. Extending the museum into this space would add significantly to the exhibit space.

Phase III: would expand the museum to the vacant lot north of the café. This new space might include additional exhibit space on the ground floor and apartments above. As was once the case with the historic mixed-use buildings of Chinatown, this would bring activity to the street both day and night.

The Cal Poly third year Architecture students from Professor Margarida Yin's ARCH 353 Arch Design class used the Old Republic Café as their community design project. Each student developed concept drawings and images of the Salinas Chinatown Cultural Museum as the Old Republic Café facility expands to include the south adjacent building and to the vacant city-owned property to the North. Don Reynolds, the Redevelopment Project Manager from the City of Salinas, Leslie Tom and Richard Fe Tom, AIA from The Architecture Company served as resources for the students. We met with the students to present a historic background of Chinatown, show images of the existing conditions and acknowledged the design direction from ACE. The Program objective was to design a facility within realistic site parameters outlined from the ACE program and provide functions that were consistent with a world class Asian Historic and Cultural Center. The students worked on this project for a quarter term. The Architecture Company provided the students a 3-D virtual model background to start their project from.

Design Guidelines for Salinas Chinatown

The Cal Poly second year Planning Students from Professor Umut Toker, PhD, City and Regional Planning 203 Urban Design Studio used Salinas Chinatown as their community design project. The Class took a tour of Salinas Chinatown, photographed the area, and met with stakeholders at the second community workshop. The class was divided into five teams to prepare Land Use Plans and develop Form-Base Code Standards for demonstration of this approach to the redevelopment of Salinas Chinatown. Don Reynolds, the Redevelopment Project Manager from the City of Salinas, Leslie Tom and Richard Fe Tom, AIA from The Architecture Company served as advisors for this planning project for the students. Students were presented a historic background of Chinatown, shown images of the existing conditions and reviewed the Pyatok Master Plan prepared in 2007. The student's work was used to educate the community and the governmental agencies about another method of processing redevelopment opportunities in an urban situation. The planning students worked closely with Professor Margarita Yin's architecture students to review the design issues for a redevelopment project. The students worked on this project for a quarter term. (See Appendix for example work.)

Existing Conditions

The 29-acre site of Chinatown is located north of Downtown Salinas, separated by rail tracks. The site is bounded East and West by two major corridors into the Downtown area (Sherwood Drive to the East and North Main Street to the West). The North boundary is East Lake Street.

Many of the buildings are vacant or used as secondary functions. Many of the older buildings could be considered historic and definitely add to the "sense of place." The area is not inviting and security is a major obstacle. Many of the streets are one-way.

Old Republic Café

The Old Republic Café is located at 37 Soledad Street and had been in the Ahtye Family for over 50 years. The restaurant was very popular until the 1950's and many of the people we talked to still remember it as their favorite café. The existing building consists of 4 levels, 25,700 sq.ft. and has many existing original architectural elements. The building condition is very poor. It has roof leaks, water leaks, pigeons and transients living in and around the facility. Yet much of the basic structure and many of the historic elements can be saved and renovated for a new use.

Opportunities and Constraints

Salinas Chinatown Cultural Museum

ACE's vision is to develop a facility to house the "story" about the Asian immigrant's agricultural development and cultural heritage which included the Chinese, Japanese, Filipinos and the Braceros (non Asian) that helped develop the great agricultural business that allows this area to be referred to as the "Salad Bowl" of the World. This would give the various ethnic communities a voice about their past and their importance to America. The community also wanted to have a place to meet and attend functions such as storytelling, historic exhibits, classrooms, cooking classes and other community needs.

Historic Salinas Chinatown

The Salinas Chinatown has not been identified as an official historic district nor have any of the buildings been declared on the National Register of Historic Places. However, because of the number of older buildings, the history of the various Asian groups and their contribution to the agricultural economic development to Salinas Valley and the State of California, this should be memorialized. This story has national significance and the site should be submitted for registration.

Soledad Street has the most history with the Chinese residents and their businesses. Soledad also has the largest number of older buildings. It has the greatest chance to be historically rehabilitated to maintain a "sense of place." New development on this street could include commercial mixed-use on the ground floors and residential development on the upper levels. The height of the new buildings should not be much higher than the existing structures. Soledad Street should be treated as a historic street and restored as an active commercial street dominated by shops and restaurants. A community that destroys its history forfeits its future.

Recommendations

Listed in this section are the recommendations that come out of five programming meetings with Asian Cultural Encounter (ACE), the work with the Cal Poly Planning and Architecture Students and the two Community meetings.

Salinas Chinatown Cultural Museum

- Continue working with the representatives from the Steinbeck Museum and the Chinese Historical Society of America in San Francisco to improve relations, build partnerships for future demonstration projects and exhibits and funding opportunities.
- Keep the momentum going with events such as the Asian Festival, lighting of the Old Republic Café sign, and other fundraising events. Keep this project in front of the community.
- Stabilize and clean the Old Republic Café for short-term use.
- Fundraise and rehabilitate the building for use as a Cultural Center.

Pursue a National Historic Nomination

- The community and stakeholders should collaborate to make Salinas Chinatown a great place to live, work and play that acknowledges its past history and creates its own "sense of place." Salinas Chinatown has a unique history that should be preserved. The goal should be to study its historic significance and integrity. The City is pursuing a nomination for the National Register of Historic Places.
- Placing Chinatown in the National Registry will create opportunities for short term and long term funding. Being on the National Registry will also provide tax credit opportunities.

Salinas Chinatown Land Use Plan

- **Allow for Mixed-Use:** By mixing compatible building land uses together, Salinas Chinatown can create a more vibrant, walkable, safe and prosperous place to live, work and play. A variety of commercial facilities on the street level is recommended with residential above. The housing density should be at least 35 units per acre.
- **Create a range of housing opportunities and choices:** Create a range of housing for people of all income levels, age groups, growing families, young couples, along with students, workforce and the elderly at all levels of price points and housing types. This diversity will allow for a more exciting environment for people to live.
- **Adopt a Clear and Predictable Redevelopment Process:** The City should engage actively to prepare and adopt a land use plan that will empower the redevelopment of Chinatown. One of the essential goals of a modern development tool is to provide a clear set of rules to ensure predictable development decisions. A clear process for developers, neighbors and City agencies should be the adoption of the Salinas Chinatown Land Use Plan and the review process including the Chinatown Community.

Development and Adoption of a Salinas Chinatown Form-Based Code

A form-based code is a tool that incorporates elements beyond design. The consultant team believes that a form-based code would be the best tool to assist in the implementation of new development in Chinatown. See the discussion on form-based codes on the next page.

- **Design within a Historic Context**: The value of historic places is the historic elements that help create a special "sense of place." Salinas Chinatown has not been nominated nor declared historic, however we encourage that the build-

ings on Soledad be saved and rehabilitated to allow for new uses.

- **Create a " Sense of Place":** Sense of place is important in any discussion of a special place, especially a historic place. In most cities a lack of understanding and value of the past, and the places that tell the stories of the past, along with development pressures, create developments that eliminate unique and historic features of the community. Sense of place may appear a fuzzy or purely subjective concept, but there are clear definitions that begin to narrow its focus. The National Trust for Historic Preservation offers a straightforward approach, calling sense of place: "Those things that add up to a feeling that a community is a special place, distinct from anywhere else." Another important way to create a sense of place in Chinatown is to create gateways at the entrances to the neighborhood so as to clearly communicate to residents and visitors that this is a special place.
- **Provide a Walkable Neighborhood:** Walkable communities are desirable places to live, work, learn, worship and play. The sidewalk and pathways should link points of interest and activity, provide clean lines of sight and travel and unify the pedestrian system. They include safe, attractive streets and interesting places to visit. Sidewalks should be designed with a sense of sociability, hospitality and suitability for individual and community interactions. Sidewalks should provide a width of 15 feet for a variety of uses and activities characteristic of the diverse urban street scene. The street should create clean, efficient and well-maintained surroundings, with adjacent storefronts, shade elements, vegetation, trees, and activities that provide sidewalk interest.
- **Preserve Open Spaces and the Community's Unique Environment:** Create and preserve open spaces that allow the Salinas Chinatown to bolster its local economy, improve its quality of life and guide new developments.
- **Provide a variety of Transportation Choices:** Provide people with more transportation choices to meet their weekly needs. These should include transportation by foot, bike, public transit and personal cars as viable options.

Form-Based Codes

Form-based codes (FBC) address the relationship between building facades and the public realm, the form and mass of buildings in relation to one another, and the scale and types of streets and blocks. The regulations and standards in form-based codes, presented in both diagrams and words, are key to a regulating plan that designates the appropriate form and scale and the character of a development rather than only distinctions in land-use types. This is in contrast to conventional zoning's focus on the micro-management and segregation of land uses, and the control of development intensity through abstract and uncoordinated parameters (e.g., FAR, dwellings per acre, setbacks, parking ratios) to the neglect of an integrated built form. Not to be confused with design guidelines or general statements of policy, form-based codes are regulatory, not advisory.

Form-based codes encourage the public to participate in their development, which allows residents to see what future development will look like. This will give the community a higher comfort level and provide more support for new development. Because FBCs are prescriptive (they state what you want), rather than proscriptive (what you don't want), they can achieve a more predictable physical result. The elements controlled by FBCs are those that are most important to the shaping of a high quality built environment.

Form-based codes are drafted to achieve a community vision based on time-tested forms of urbanism. Ultimately, a form-based code is a tool; the quality of development outcomes is dependent on the quality and objectives of the community plan that a code implements.

Form-based codes commonly include the following elements:

- **Regulating Plan**. A plan or map of the regulated area designating the locations where different building form standards apply, based on clear community intentions regarding the physical character of the area being code.
- **Public Space Standards.** Specifications for the elements within the public realm (e.g., sidewalks, travel lanes, on-street parking, street trees, street furniture, etc.).
- **Building Form Standards**. Regulations controlling the configuration, features, and functions of buildings that define and shape the public realm.
- **Administration**. A clearly defined application and project review process.

Form-based codes also sometimes include:

- **Architectural Standards**. Regulations controlling external architectural materials and quality.
- **Landscaping Standards**. Regulations controlling landscape design and plant materials on private property as they impact public spaces (e.g. regulations about parking lot screening and shading, maintaining sight lines, insuring unobstructed pedestrian movements, etc.).
- **Signage Standards**. Regulations controlling allowable signage sizes, materials, illumination, and placement.
- **Environmental Resource Standards**. Regulations controlling issues such as storm water drainage and infiltration, development on slopes, tree protection, solar access, etc.
- **Annotation.** Text and illustrations explaining the intentions of specific code provisions.

Background

Providing social services for the homeless population was the top priority identified by the community in the "Chinatown Renewal Project Plan: A Report to the City of Salinas Redevelopment Agency" (July 2007). This recommendation aligns with Salinas' most recent General Plan, which calls for development according to "New Urbanist" principles in the Chinatown area. "New Urbanist" principles include mixed use development that allows for a mixture of retail, office and residential uses in the same building, on the same parcel or in the same area, and development that creates a livable, walkable, sustainable neighborhood.

In best practices emerging across the nation, business leaders are forging partnerships with homeless service providers and advocates to improve access to the housing and services needed to help this population exit homelessness for the long term. In many communities, this has meant making Multi-Service Centers and housing part of the downtown revitalization effort, either by enhancing existing programs or developing new facilities. In order to effectively encourage people to leave the streets, service facilities ideally are located in close proximity to the target population and designed to provide specialized services. The services linked to housing should also be successfully integrated into the neighborhood so they are beneficial to the surrounding community.

In early 2009, HomeBase led the Chinatown Homeless Action Team (CHAT) in organizing a community needs assessment and then facilitated several community planning meetings to gather input on implementation of the recommendation for a Multi-Service Center. HomeBase provided research and recommendations to determine how best to address the needs of the homeless populations in Chinatown and the surrounding area.

This process has produced a design consensus calling for a 50,000 square foot Chinatown Health and Human Services Campus ("Campus") with multiple buildings that will function as a service hub. The Campus will encompass 4-10 agencies providing emergency shelter, transitional and permanent housing and a comprehensive array of services, including drug and alcohol treatment, employment services, food services, benefits assistance, health and dental care, mental health services, transportation assistance, domestic violence services, legal services, basic hygiene services, housing services and criminal justice re-entry support assistance. This design model will improve the effectiveness of the housing and services provided by enhancing interagency coordination of service delivery. This will improve outcomes for clients, helping them to access the services they need to obtain and/or maintain stable housing, and it will help the overall effort to revitalize this neighborhood by reducing crime and vagrancy. The design for this Campus was presented to the Salinas City Council in June 2010 and met with a very positive response from Council and community members.

When considering the options for a human services campus, the community exressed greater approval for development like that of the Maricopa County Human Services Center in Arizona.

Existing Conditions

To better understand community-specific issues, HomeBase worked with the CHAT group and Capacity Consulting to conduct a survey in May of 2009 to obtain information about who receives services in Chinatown now and the characteristics of potential users of the new Chinatown multi-service center. As part of this assessment, 157 people in need of services were surveyed to identify the current conditions and needs of homeless people in Chinatown.

Demographics

Based on the survey the majority of social service users who are homeless in Chinatown/surrounding area are male (59%), largely Hispanic/Latino (38%) and White (31%). Many of the homeless had reported military service (22%) and the majority are English Speaking (76%).

Living Arrangements

Most live alone (57%) or with a spouse (29%), few live with children. Chinatown social service users usually spend the night in their house/apartment (23%), outdoors/streets/parks (21%) or motels/hotels (15%).

Homelessness Experience

Of the social service users surveyed, 80% identified themselves as homeless. Of those who were identified as homeless, 42% reported this being their first experience of homelessness. The median time respondents had been homeless since their last permanent housing was 6 months, 26% have been homeless for more than 3 years. Immediately before becoming homeless, most respondents reported their living situation as: living with relatives (26%), renting an apartment/home (24%), and living in a home owned by them and/or their partner (22%). The primary event/condition leading to homelessness was loss of job (48%) and alcohol/drug abuse (13%). The primary reasons cited as keeping respondents from getting permanent housing were: inability to afford rent (43%) and lack of job/income (38%). The majority of respondents (80%) were living in Monterey County at the time they most recently became homeless.

Services and Needs

The primary reasons cited for coming to Chinatown were to access homeless services (36%) and for a job/seeking work (23%). The current uses of services most frequently reported were: free meals (57%), the food pantry (33%), the shelter/day services (32%) and bus passes (23%). The most frequently cited forms of current government assistance were: food stamps (27%) and Medi-Cal/Medi-Care (17%). Twenty-three percent indicated that they are not receiving any of the listed forms of government assistance. The most frequently reported reason as to why respondents are not currently receiving any government assistance was that they don't think they are eligible (22%).

Income and Employment

The median response total (gross) monthly income from all government benefits was $0-$100. Eighty-six percent reported that they are currently unemployed. The reasons most frequently identified as keeping them from getting employment were: lack of transportation (23%), disability (21%), need for training (17%), and health problems (17%). Fifty-four percent of those unemployed reported being unemployed for one year or longer. Other sources of income reported were: family/friends (33%), recycling (29%) and panhandling (14%).

Medical Care & Health Needs

Thirty-six percent reported they were in need of medical care since becoming homeless and unable to receive it. Thirty-two percent usually get medical care at a hospital emergency room, or Dorothy's clinic (15%). Respondents reported experiencing: mental illness (23%) depression (37%), alcohol abuse (37%), drug abuse (29%), street violence (23%), and domestic/partner violence or abuse (15%). In the last 12 months respondents reported using the emergency room: none (55%), once (12%) and twice (12%). Forty-seven per-

cent reported that they were currently in need of eye care, 54% were in need of dental care, 49% were in need of health care, and 13% were in need of substance abuse treatment. At the time of the survey, 17% received mental health services, and 21% reported having trouble accessing mental health services. Seventeen percent had been hospitalized for emotional or nervous problems in the last 12 months.

Jail, Parole, Probation, Foster Care

The majority of respondents (67%) hadn't spent time in jail or prison in the last 12 months, only 19% had spent more than one week. Twenty-one percent are currently on probation or parole and 21% were on probation or parole when they became homeless. Sixteen percent reported ever being in Foster Care.

Opportunities and Constraints

Who will Chinatown Attract in the Future?

The city of Salinas has an opportunity to create a Chinatown Health and Human Services Campus that enhances the Chinatown neighborhood and offers services to homeless individuals and families and is beneficial to the surrounding community. To be successful, a Health and Human Services Campus will need to effectively address the needs of the people receiving services (identified above) to achieve intended outcomes, contribute to the revitalization of the neighborhood, be designed to seamlessly fit into the neighborhood (urban, residential, rural) and be linked to a comprehensive area-wide housing and service assistance delivery system.

Recommendations

Successful Community Collaboration

In order for the Chinatown Health and Human Services Campus to be successful, partnerships should be formed between public and private stakeholders. Some of the key components of successful collaborations that creatively and constructively address the needs of homeless people through the provision of services in the downtown center while also improving the area's business climate, cleanliness, safety and overall attractiveness include:

- Partnerships of stakeholders
- Action based on knowledge & understanding of the issues and potential solutions
- Broad consensus on Action
- Comprehensive & coordinated solutions (outreach teams, hotlines, multi-service centers, health, mental health, and drug and alcohol treatment services, transitional and permanent housing options, and benefits and employment services)
- Public education

The City should solicit public participation, investment and seek financial support for solutions.

Design

HomeBase profiled over 40 Multi-Service Center campuses in California and in several other regions of the country, targeting two basic design options: single building multi-service centers and multiple co-located buildings. HomeBase helped the CHAT group explore these options for Multi-Service Center models and obtained input from programs already offering social services in this area, as well as public input from community stakeholders and businesses. The recommendation consensus for such a Multi-Service Center in Chinatown in Salinas has been a "campus" service hub setting of independently owned and operated, multiple, scattered sites, small buildings that are co-located for flexibility, integration, community, while allowing agency autonomy.

This would include existing buildings or agencies that are currently engaged in housing and services (Dorothy's Place and Victory Outreach Mission), would expand services and space, and develop new program specific buildings: Transitional Housing, Services Linked to nearby Permanent Supportive Housing, Entry/Assessment Center, Health Care and Mental Health Services. The design concept weaves the various service buildings together and architectural design enhances the surround-

Service	Size
Alcohol and Drug Treatment	20,000 SF
Employment Services -Culinary arts school integrated into the meals services -Vocational and transitional job training with community garden and flower markets projects	10,000 SF
Free Meals Services and Food Pantry	15,000 SF
Benefits Assistance and transportation assistance	7,500 SF
Health Services	20,000 SF
Mental Health Services	10,000 SF
Eye Care	7500 SF
Dental Care	7500 SF
Domestic Violence Services	6500 SF
Legal Services	6500 SF
Criminal Justice Re-entry Support	10,000 SF
Housing Resource Center	6,500 SF
Showers, messages, clothing	5,000 SF

Table 9: Recommended Service Types and Estimated Size Requirements

ing community and complements service connection.

Location and Population

The preferred location in Chinatown for the Health and Human Services Campus is the property bounded by North Main, East Lake and Bridge Streets. Based on May 2009 CHAT Survey Results, current program participants, and the identified target population, HomeBase estimates that there are approximately 3,000 people in need of services from the campus. (2009 Homeless Census Survey.)

Program Design Recommendations

Based on the May 2009 CHAT Survey Results, current and target population to be served, input from the October 2009 Community Meeting, and HomeBase's research on multi-service centers, the following is a list of recommendations for the types of services, housing, and estimated size requirements that are needed in the new Chinatown Health and Human Services Campus.

Chinatown Health and Human Services Campus Space Requirements

HomeBase determined that the appropriate space requirement for the Campus is approximately 50,000 sq ft (based on numbers in need and people to be served; informed by space requirements of facilities that have been profiled).

HOUSING ANALYSIS

The 2007 Chinatown Revitalization Plan includes Michael Pyatok's description for the potential of Chinatown to answer the City's projected growth, and address these needs using infill development. It includes 26 different housing projects serving a wide variety of needs and income levels, scattered throughout the 29-acre neighborhood. It projects a capacity of 1,964 units, where 89 units exist now.

When the 2007 Plan was shared with the public in 2007-2008, one consistent message was received: housing is too dense. Current zoning would allow for 24 units per acre, so on 29 acres, there is a capacity for roughly 700 units. As considered by economic consultant SCI, the City is anticipated to grow by 2,600 housing units in the next ten years. SCI estimates that 5 to10 percent of that growth can be accommodated by Chinatown, or an additional 130 to 260 new units. In economic terms, Chinatown's highest capacity is about 350 units (89 existing, plus 260 new units*).*

The HomeBase study estimates another number of housing needs specifically targeted for those earning less than the average median income (AMI). They project a citywide need of 1025 total units; 250 of emergency shelter, 325 for transitional housing and 450 permanent housing. Chinatown already includes 28 emergency shelter beds — 11.2% of the demand. No additional emergency shelter beds are called for in the HomeBase Report as long as the status quo is maintained or replaced. Chinatown shall plan for 33 additional transitional housing units, and 45 permanent units (total of 78).

Referring to the map in attachment 1, and the spreadsheet in attachment 2, the Implementation Strategy (Pages 54 –56) recommends a housing density of between 30 and 35 units per acre, on certain lots. The map labels each lot, and the spreadsheet compares current zoning at 24 units per acre, to both 30 and 35 units per acre. It shows capacity changing from 250 units to 371 units on these 11 acres. This conclusion accomplishes exactly what the community desired: specific densities in specific places (when compared to the 2007 Plan).

The Housing Authority's goal is to re-build Lots A and B, and this project is also defined as the first catalyst. At 35 units an acre, it could jump from 26 to 98 units, (an increase of 72 units). With a density bonus for affordable housing development, another 10 percent could result in a total of 110, and take in 100% of those units recommended by HomeBase (78).

This result allows the remaining 5.31 acres to be developed at market rate housing, but still there needs to be clarity on how housing would work at the Social Service campus (Lot I), and the adjacent parcels. These equal 3 acres of the 11 used in the analysis. Use of these parcels could build the 78 units described by HOMEBASE, or to relocate the emergency shelter units currently on Soledad Street. If so, then the Housing Authority's project could be a true mixed-income development, responding to workforce and other income levels up to 120% of the median income. In summary, the refined plan allows for an ample amount of flexibility that can result in a balanced mix of housing that reaches the widest variety of income levels possible in the same community.

Housing Type	Lot	Acres	35u/acre
Emergency Shelter	I	1.74	28
Transitional Housing	H	0.52	33
Permanent Housing	G	0.69	45
Affordable MX Income Housing	A, B	2.8	110
Market Rate Housing	CDEF	2.98	104.16
	JKLM	2.31	80.95
		11.04	401.11

Table 10: Recommended Housing Types and Estimated Size Requirements

Phase #	Lot ID	Approx. Acres	Total Acres/ Phase	Current Zoning 24u/acre	30u/acre	35u/acre	Existing	NOTES
NEW HOUSING PROPOSED								
1	A	1.96		47.04	58.80	68.60	15	
	B	0.84		20.15	25.19	29.38	11	
		2.80	2.80	67.19	83.99	97.98		
2	C	0.69		16.56	20.70	24.15	0	
	D	0.60		14.40	18.00	21.00	0	
	E	0.73		17.52	21.90	25.55	13	e-shelter
	F	0.96		22.94	28.68	33.46	25	e-shelter
	G	0.69		16.56	20.70	24.15	0	
	H	0.52		12.48	15.60	18.20	0	
	I	1.74		41.64	52.05	60.73	0	
		5.92	5.92	142.11	177.63	207.24		
3	J	0.91		21.78	27.22	31.76	0	
	K	0.56		13.48	16.85	19.66		
	L	0.68		16.30	20.37	23.77	14	
	M	0.16		3.95	4.94	5.76		
		2.31	2.31	55.51	69.39	80.95	78	
SUMMARY								
Phase 1			2.8	67.2	84.0	98.0		
Phase 2			5.9	142.1	177.6	207.2		
Phase 3			2.3	55.5	69.4	81.0		
			11.0	264.8	331.0	386.2		
units lost				15.00	15.00	15.00		
net increase				249.80	316.00	371.17		
HOUSING NOW								
Lots Above							78	MF
Lot C-1							11	SF+MF
Summary							89	
HOUSING PROPOSED TO BE LOST								
Lot	L						4	
Lot	C-1						11	
							15	

Table 11: Mixed-Use Housing Analysis

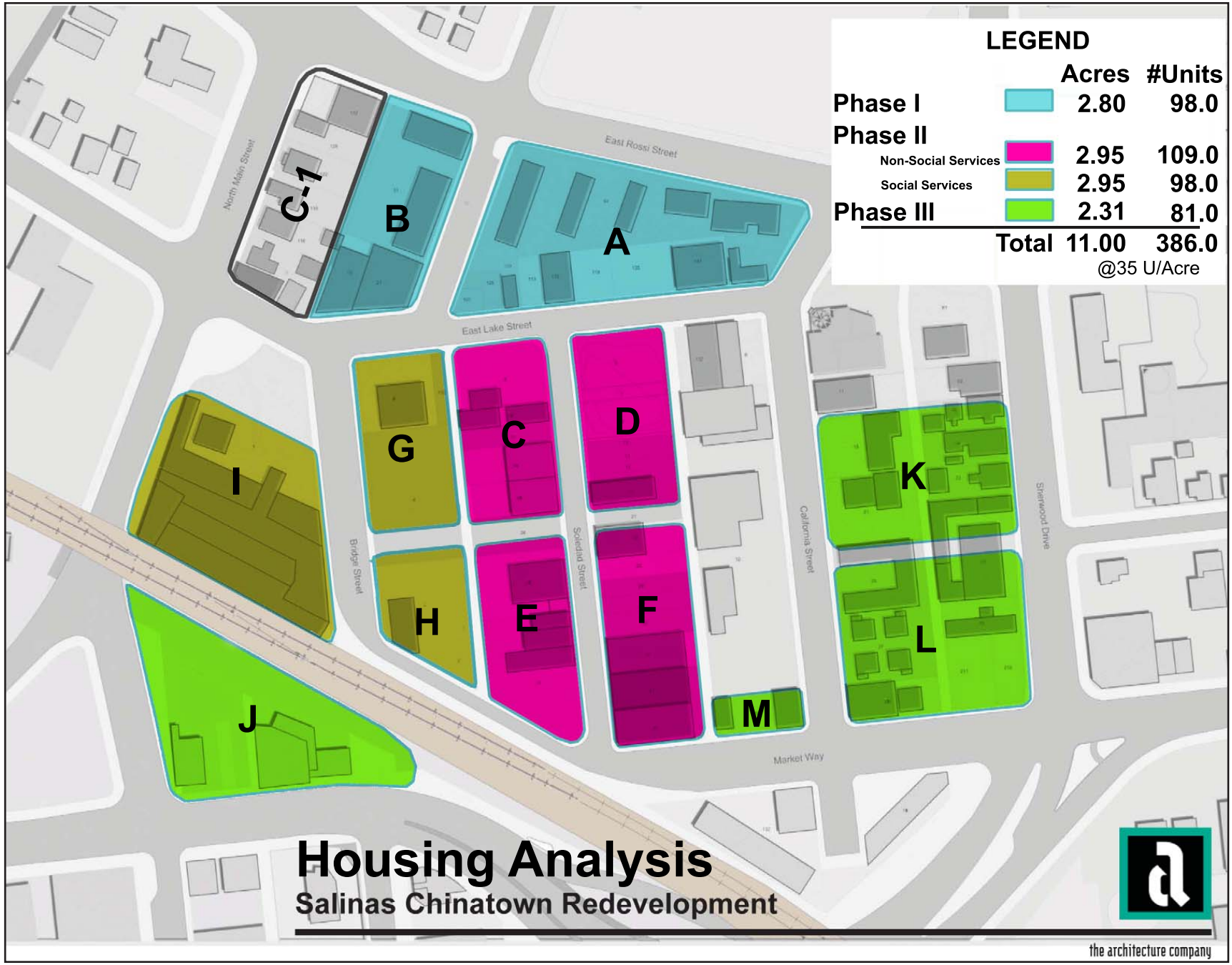


Figure 8: Mixed-Use Housing Analysis

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FUTURE STEPS/CONCLUSION

Through the extensive public outreach process, work with the action teams and the Redevelopment Agency, the consultant team identified a number of actions that can be taken to address the issues outlined in this report and achieve the community's vision for the future of Chinatown. The attached action matrix (Appendix A) identifies lead implementer(s) for each action, and recommended phasing. The Funding Matrix in the Appendix summarizes the most likely funding sources that the City and Redevelopment Agency can utilize to accomplish the objectives of the Implementation Strategy.

Near term priorities for revitalizing Chinatown include:

- Stabilizing the neighborhood and developing catalyst sites to encourage economic revitalization;
- Creating a multi-service campus to address housing and health and human service needs;
- Creating complete streets and pursuing an at-grade crossing to restore accessibility to downtown and the transit center; and
- Creating gateways and a historic district in Chinatown to preserve the rich cultural history of the neighborhood and developing a "Master" or "Specific" Plan and Form-Based Codes for Chinatown.

The project team shared these recommendations with the City Council and the Redevelopment Agency in a Joint Study Session on June 1, 2010. The Council voiced their support for the establishment of form-based codes and a "master plan" or "specific plan" in Chinatown. This is the next step in Chinatown's intense planning efforts, and will establish the final policy documents necessary to attract private investment.

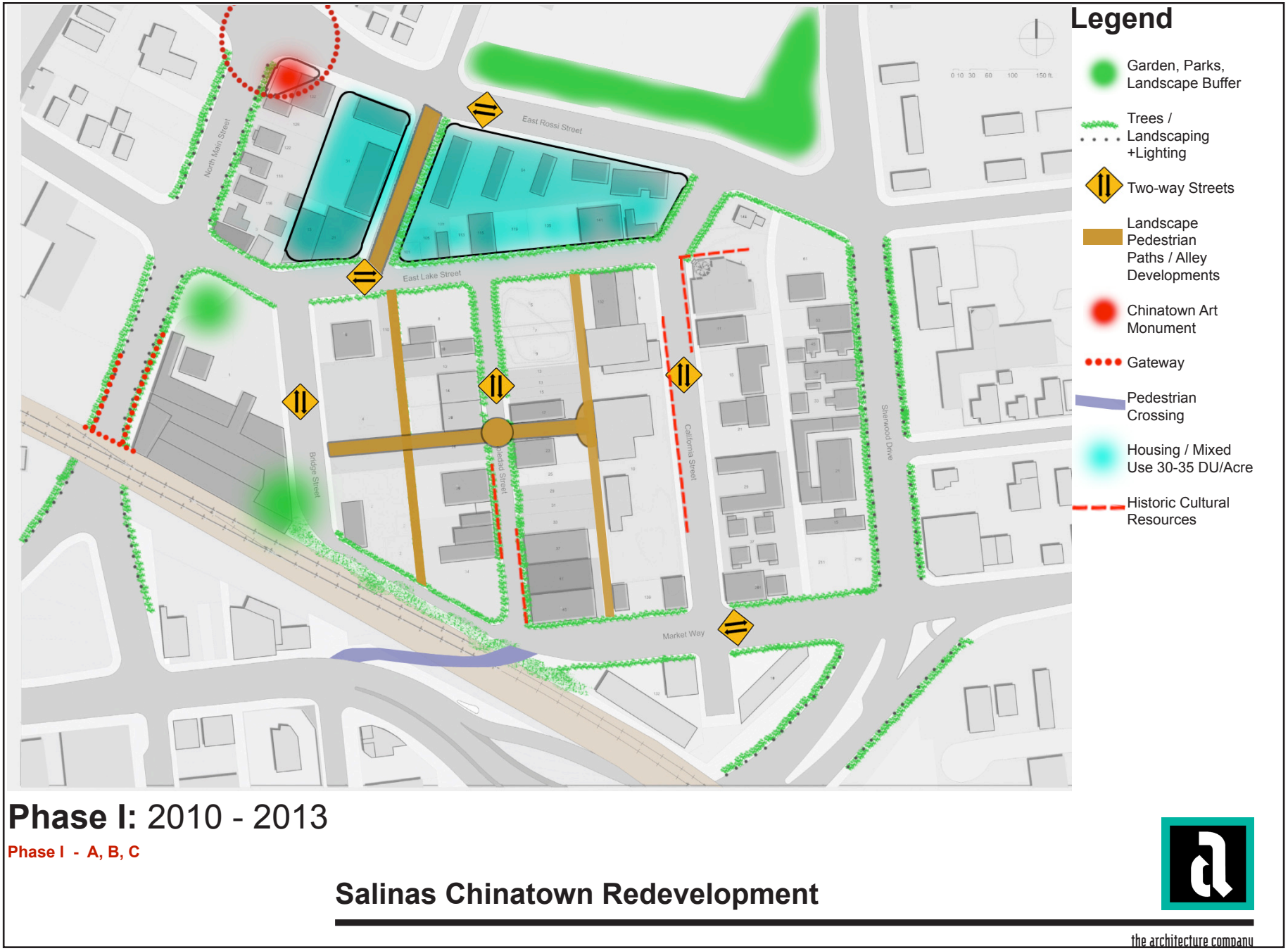

Figure 9: Salinas Chinatown Redevelopment - Phase I.

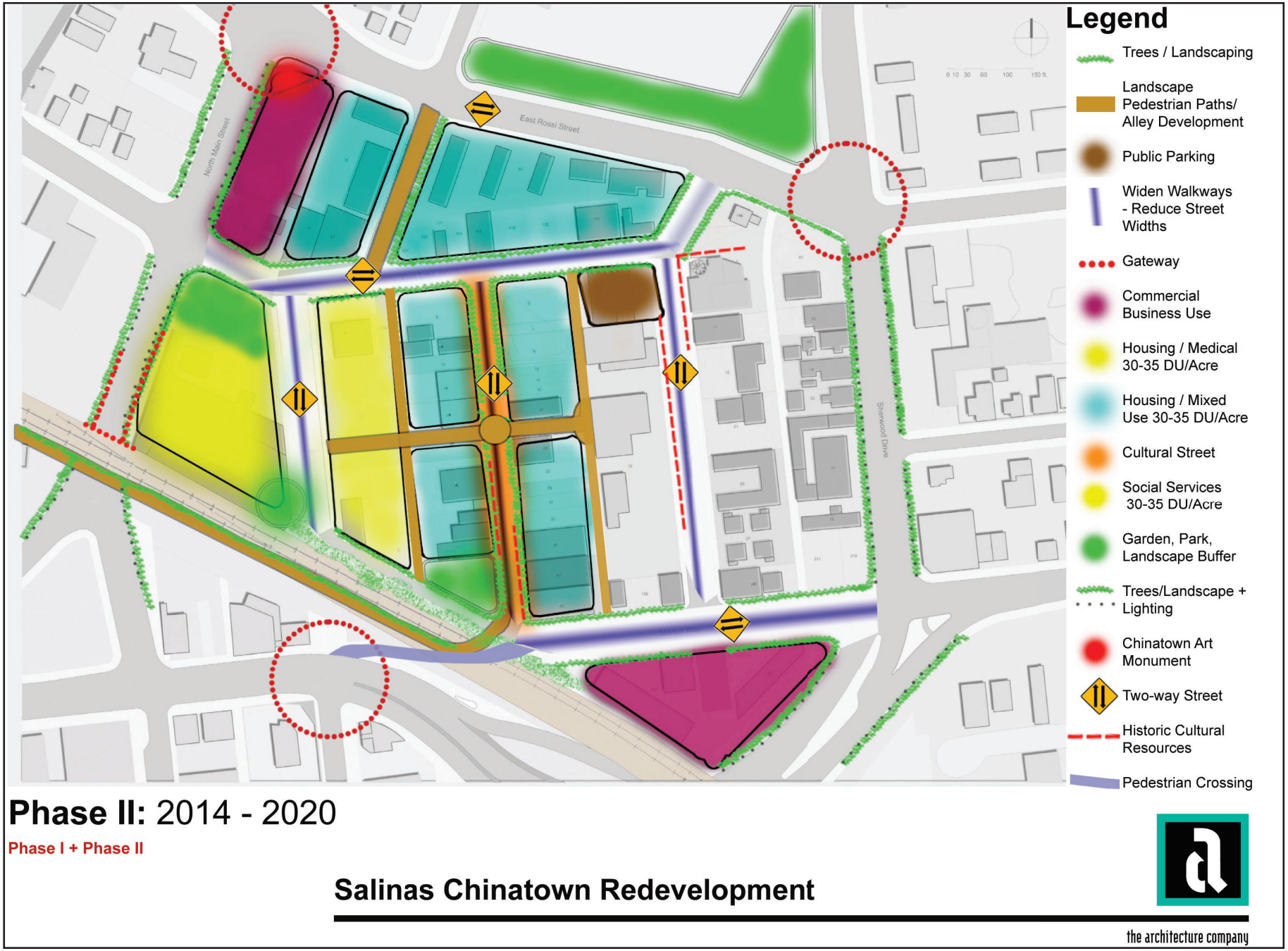

Figure 10: Salinas Chinatown Redevelopment - Phase II.

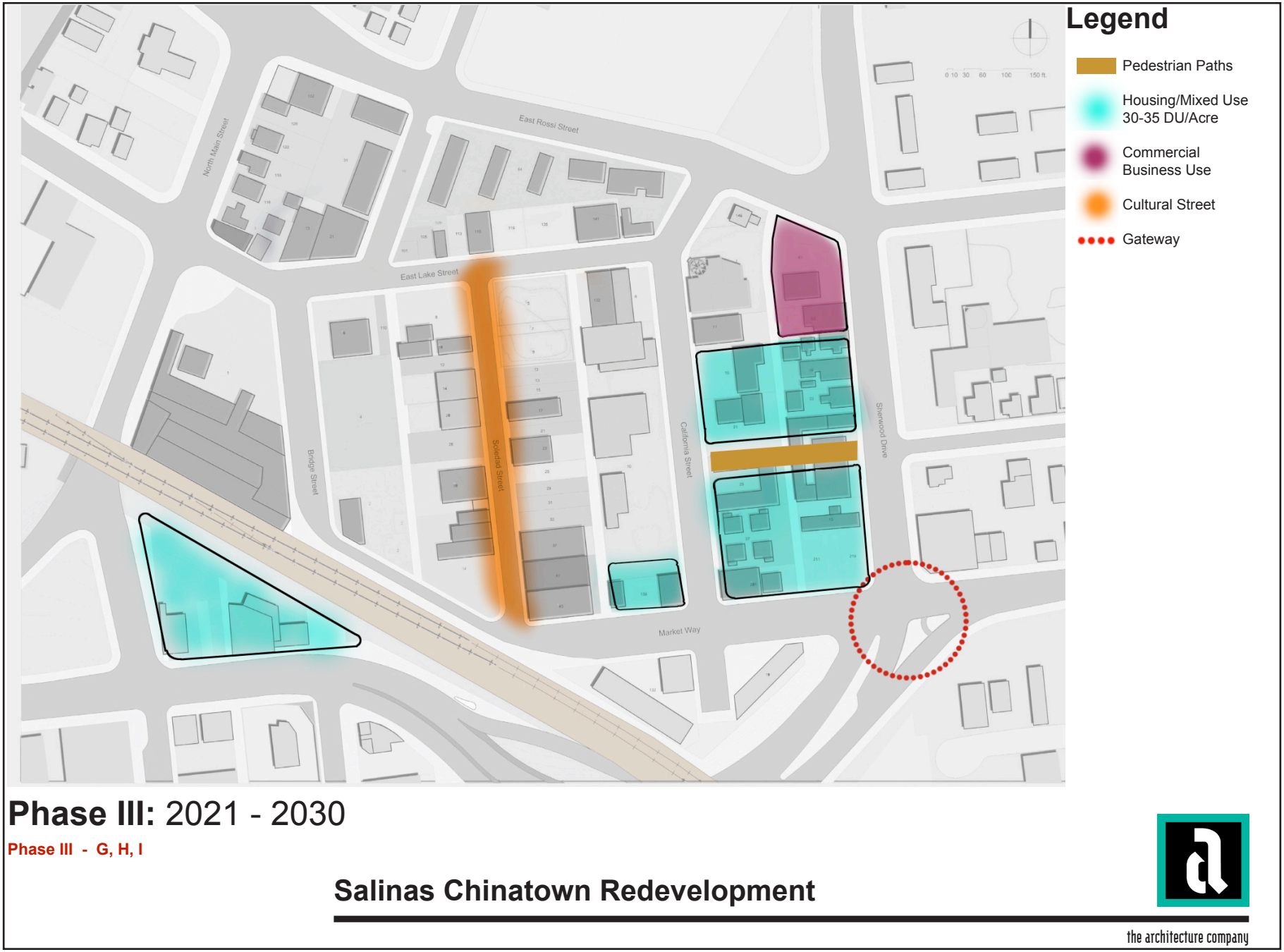

Figure 11: Salinas Chinatown Redevelopment - Phase III.

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APPENDIX

1. Action Matrix
    - Goal 1. Re-establish a Sense of Place
    - Goal 2. Reconnect the Neighborhood
    - Goal 3. Expand and Improve Community Human Services
    - Goal 4. Enhance Economic Climate and Catalyze Infill Development
2. Funding Matrix
3. HomeBase Multi-Service Examples
4. Cal Poly Student Form-Based Code
5. Cal Poly Student Illustrative Site Plan
6. Chinatown Pedestrian Bridge Option
7. Feedback from Community Workshops
8. Feedback from Salinas Downtown Community Board

Action Matrix

Goal 1. Re-establish a Sense of Place

Programs	Priority Actions	Next Steps	Lead Implementer(s)	Necessary New / Changed Ordinances	Est. Public Capital Costs	Short Term by 2012	Med. Term (by 2020) 2013-2020	Long Term (by 2030) 2021-2030
Historic Nominations	Make Chinatown a historic place	Place China Town in the National Historic Register of Historic Places	City of Salinas		$50,000	Do Historic Survey		
						Submit Historic Nomination		
						Create Historic Committee	Maintain Historic Committee to review and approve development projects and restoration of existing buildings	
Coherent Agency Plans, Codes, Approval process	Establish Design Guidelines	Develop Land Use Map	City of Salinas	Adopt Land Use Map		Create Land Use Plan	Develop process for Real Estate Development	
		Develop Form Base Code		Adopt Form Base Code		Create Form Base Code	Develop process for Real Estate Development approval	
		Outline a City process for Real Estate development and restoration work in Chinatown		Adopt a Review process for Site and Building approvals		Communicate Approval Process City Adoption Process		

Programs	Priority Actions	Next Steps	Lead Implementer(s)	Necessary New / Changed Ordinances	Est. Public Capital Costs	Short Term by 2012	Med. Term (by 2020) 2013-2020	Long Term (by 2030) 2021-2030
Catalyst Site: Restore Cultural Center	Stabilize and remove all hazardous materials from Cultural Center	Restore Cultural Center			$1 Mil.	Stabilize the Building		
						Restore the Building		
						Form a non profit to provide opportunities and develop programs	Develop Cultural programs to bring people to China Town	
						Develop Cultural Center Use	Prepare for Cultural Center Expansion	
						Develop Cultural Center Use	Prepare for Cultural Center Expansion	
Create Flexible Residential / Commercial opportunities	Development	Prepare sites for mix-use and residential development per land use map	Private, non profits and City		Open	Housing and Mixed Use along East Rossi Street	Social Services	Create higher density and remodel existing residential units to allow for greater diversity
						Pedestrian Paths	Housing	
						Landscape Buffers / Parks	Additional Mixed Use and Residential projects	
							Provide strong linkages to downtown and rapid transit	
							Provide gateways and open spaces in China Town	
							Provide gateways and open spaces in China Town	

Goal 2. Reconnect the Neighborhood

Programs	Priority Actions	Description (sub actions)	Next Steps	Lead Implementer(s)	Necessary New / Changed Ordinances	Est. Public Capital Costs	Est. Public O&M Costs	Short Term by 2012	Med. Term (by 2020) 2013-2020	Long Term (by 2030) 2021-2030
Connections and infrastructure and public safety programs	Re-establish pedestrian at-grade crossing across railroad tracks	Reconnect Chinatown to Downtown Salinas via at-grade crossing extending from Soledad if possible or Bridge Street.	Collect appropriate data and file formal application with CPUC.	Any public agency within the city of Salinas	None	Moderate ($250K to $500K) Capital costs could be for construction of the at-grade crossing itself, supporting infrastructure (fencing, lighting, signage), and any circulation improvements to/from crossing.	Operating costs would be for maintenance of crossing and associated safety/barrier devices.	Formal application submitted to the CPUC, hearings, and decision.	Construction of at-grade pedestrian crossing, pending decision from CPUC.	Maintenance and operation of at-grade pedestrian crossing.
	Better connect Chinatown to Intermodal Transit Center and other destinations	Establish "rails with trails" ped/bike multi-use path between along south side of railroad tracks (beginning at the at-grade pedestrian crossing and running to Salinas ITC).	Acquire ownership or easement rights to land south of UP tracks between Main and Sherwood. Initiate feasibility evaluation/design, including cantilevered pedestrian bridge off Main St. overpass.	Any public agency within the city of Salinas in coordination with Union Pacific	None	High ($500K to $1M) Capital costs would be for land acquisition, construction of the at grade path, and for a cantilevered path off of Main St. overpass.	Operating costs would be for maintenance of the trail and any maintenance of the pedestrian bridge.	Establish coordination with UP with regard to right-of-way acquisition/easement. Initiate design of ped/bike pathway.	Construct ped/bike pathway and bridge.	Maintenance and operation of ped/bike pathway and bridge.

Programs	Priority Actions	Description (sub actions)	Next Steps	Lead Implementer(s)	Necessary New / Changed Ordinances	Est. Public Capital Costs	Est. Public O&M Costs	Short Term by 2012	Med. Term (by 2020) 2013-2020	Long Term (by 2030) 2021-2030
	Convert Soledad from one-way to two-way operations	Convert Soledad from one-way to two-way street.	Simple engineering study by City staff or consultant; community outreach to inform of changes; initiate striping and signage changes.	City Traffic Engineer / Department of Public Works	Changes to Traffic Code and/or city street network maps	Low ($10,000 to $15,000) Capital costs would be for a simple engineering study, re-striping, and signage.	In the short-term, additional enforcement may be needed as visitors get used to two-way operations. In the long-term, operating costs would be no higher than current condition.	Initiate all next steps with target installation date by end of 2010.	N/A	N/A

Goal 3. Expand and Improve Community Human Services

Programs	Priority Actions	Description (sub actions)	Next Steps	Lead Implementer(s)	Necessary New / Changed Ordinances	Est. Public Capital Costs	Short Term by 2012	Med. Term (by 2020) 2013-2020	Long Term (by 2030) 2021-2030
Chinatown Human Services Multi-Service Center Campus ("HSMSC") (Community human service center	Develop physical facility(s) for HSMSC	Obtain 50,0000 SF of property bounded by North Main, East Rossi, East Lake, Bridge Streets	Identify current owners, status of property, acquisition steps	Redevelopment Agency	Unknown	Unknown	Identified owners and secured acquisition rights	Site control and rehabilitation underway	Occupied
	Develop physical facility(s) for HSMSC maximum 50000 SF including parking for largest building connected to a range of smaller facilities in neighborhood	In one ore more buildings, with multiple entrances, develop: • Alcohol and Drug Treatment (20,000 SF) • Employment services (10,000 SF) • Meals and food (15000 SF) • Benefits/transportation (7500 SF) • Health (20000 SF) • Mental Health (10000 SF) • Eyecare (7500 SF) • Dental Care (7500 SF) • Domestic Violence (6500 SF) • Legal Service (6500 SF) • Criminal Justice/Re-entry (10000 SF) • Housing Resource (6500 SF) • Basic Needs (5000 SF)	Identify program component sponsors and physical facilities	CHAT Downtown Community Services Board?	Unknown	Unknown	Identify key public agency sponsors Recruit CBO participation	Program components serving clients	All programs fully implemented

Programs	Priority Actions	Description (sub actions)	Next Steps	Lead Implementer(s)	Necessary New / Changed Ordinances	Est. Public Capital Costs	Short Term by 2012	Med. Term (by 2020) 2013-2020	Long Term (by 2030) 2021-2030
	Develop Program Components for HSMSC	Maximize appropriate funding opportunities to support action for development of HSMSC	Apply for Second Chance Act for possible funding opportunities • Propose HSMSC service delivery component complimentary to application focus Apply for Health Resources and Service Administration Health Center Grants • Determine proximity of Public Housing Authority buildings and possible health care center sites • Determine eligibility for possible new or existing health centers • Monitor funding announcement • Begin service delivery design Utilize NSP to fund a Community Land Trust • Meet with NSP Consortium	CHAT CHSP DSES	Unknown at this time		Application submitted New funding opportunities identified	Linkages between lead programs and their agencies forged into the HSMSC	HSMSC building(s) linked for program proximity

Programs	Priority Actions	Description (sub actions)	Next Steps	Lead Implementer(s)	Necessary New / Changed Ordinances	Est. Public Capital Costs	Short Term by 2012	Med. Term (by 2020) 2013-2020	Long Term (by 2030) 2021-2030
	Develop Program Components for HSMSC	Create income and employment opportunity linked to multi-service center campus	Create Façade Improvement • Plant flowers on rotating schedule • Blank walls: project a movie • Art installations in empty windows Build Community Garden • Apply for Urban Greening For Sustainable Commun-ities Program (Proposition 84) • Monitor funding announcement Implement SOAR for rapid SSI access	CHAT CHAT CHSP CSUMB DSES	No		Apply for funding and Design program	Program is implemented and sited within the HSMSC	Programs sustained, demonstrates outcomes, and expands
	Define service delivery model for HSMSC	Encourage existing social service providers to engage in deeper collaboration and develop a more integrated network of services for a homeless multi-service center campus	Meet with existing service providers to determine who might participate in a multi-service center campus • Begin planning for participating and anchor agencies for campus (Health, Employment, Benefits Enrollment and Counseling) • Identify assets and needs • Discuss target population and program focus Develop unified service delivery model and client level outcomes performance assessment	CHAT CHSP DSES	Possible linked to city and county funding and contracts		Convene providers for series of dialogues	Place initial focus on setting standards and outcomes for case management, service delivery (in coordination with Ten-Year Planning effort.)	Link adherence to methods and outcomes to funding streams

Programs	Priority Actions	Description (sub actions)	Next Steps	Lead Implementer(s)	Necessary New / Changed Ordinances	Est. Public Capital Costs	Short Term by 2012	Med. Term (by 2020) 2013-2020	Long Term (by 2030) 2021-2030
	Embed the HSMSC in a county-wide network of housing and service delivery	Develop a comprehensive county and city-wide plan to set short and long-term goals	Create a Ten-Year city and county-wide strategic plan to end homelessness that incorporates the immediate action for the multi-services center as well as long-term goals • Build upon existing documents and groups • Set tone on "ending homelessness" by creating strategic interventions and program opportunities; get all participants to "buy in" to clear content agreement • Focus on unified standard of service delivery and client level outcomes • Consider inviting stakeholders (behavioral and mental health, alcohol and drug treatment, public housing, and community-based organizations) to convene on Homelessness, with catalyst for action being Salinas and Chinatown activity underway.	CHAT CHSP DSES	To adopt plan		Plan drafted and adopted	Plan implemented	HSMSC replicated in two additional areas of the county

Programs	Priority Actions	Description (sub actions)	Next Steps	Lead Implementer(s)	Necessary New / Changed Ordinances	Est. Public Capital Costs	Short Term by 2012	Med. Term (by 2020) 2013-2020	Long Term (by 2030) 2021-2030
	Services linked to housing	Link range of short-term, transitional, and permanent housing opportunities to HSMSC	Establish linkages from the HSMSC to 450 units of affordable permanent housing • Determine what affordable housing plans are underway in the community and how linkages may be created with HSMSC • Link on- or off-site 250 units of emergency shelter and 325 units of transitional housing to the HSMSC	CHAT CHSP DSES	No		Define linkage method	Linkages in places supported by inter-agency agreements	Sustainable pathway to housing

Goal 4. Enhance Economic Climate and Catalyze Infill Development

Programs	Priority Actions	Description (sub actions)	Next Steps	Lead Implementer(s)	Necessary New / Changed Ordinances	Est. Public Capital Costs	Est. Public O&M Costs	Short Term by 2012	Med. Term (by 2020) 2013-2020	Long Term (by 2030) 2021-2030
Economic development, housing and neighborhood revitalization programs	Explore potential for police substation in Chinatown and implement other neighborhood stabilization strategies.	Study the feasibility of creating a police substation in Chinatown to help stabilize and improve the perception of safety in the neighborhood. Implement other neighborhood stabilization methods and integrate safety elements in all planning and design efforts.	Complete study for police substation and identify public and private funding sources for its implementation.	Salinas Police Department, City of Salinas and Salinas Redevelopment Agency	None	Low to High (Depends on public safety strategy.)	Cost of policing measures, which may be paid for privately through a Business Improvement District.	Study feasibility of police substation. Integrate public safety measures into the planning and design of Chinatown.	Establish police substation and stabilize the neighborhood.	Potentially reduce police staffing needs as neighborhood is stabilized.
	Implement façade and property improvements and code compliance	Provide technical and financial assistance to residents, business owners and property owners to improve facades and properties in Chinatown. Identify and resolve code compliance issues.	Create a façade and property improvement loan/grant program or leverage existing City/Agency program and provide seed money. Identify properties needing improvement.	City of Salinas and Salinas Redevelopment Agency	None	Moderate (Depends on extent of improvement)	Cost of administering program	Identify properties needing improvement. Initiate program.	Encourage the improvement of all properties identified.	

Programs	Priority Actions	Description (sub actions)	Next Steps	Lead Implementer(s)	Necessary New / Changed Ordinances	Est. Public Capital Costs	Est. Public O&M Costs	Short Term by 2012	Med. Term (by 2020) 2013-2020	Long Term (by 2030) 2021-2030
	Preserve and enhance vital businesses.	Preserve existing job and tax revenue producing light industrial and automotive uses in Chinatown. Create a potential long-term relocation strategy for these uses. Incorporate screening and landscaping buffers between these uses and future potential development.	Identify all vital businesses in Chinatown for jobs and tax revenue to be preserved and areas in need of buffering in preparation for future development. Implement buffering measures.	City of Salinas and Salinas Redevelopment Agency	None	Low (Cost of planning and modest buffering measures)	Cost of maintaining buffering measures, which may be paid for privately.	Implementation of buffering measures.	Plan for long-term relocation strategy for existing light industrial and automotive businesses.	
	Create an attractive, pedestrian-oriented and mixed use environment along Soledad Street.	Create space and attract quality, neighborhood-serving retail and destination amenities that will also attract visitors to Chinatown, such as restaurants, cafes, the Cultural Museum, art galleries/live-work spaces, the Community Garden, and other open spaces.	Conduct a market feasibility analysis for retail and commercial development in conjunction with the commercial corners market study. Provide technical assistance and/or financial incentives for businesses to locate in Chinatown.	City of Salinas, Salinas Redevelopment Agency and private sector	Existing zoning may need to be modified to allow increased height and density for retail/commercial development.	Moderate to High (Depends on level of assistance provided to businesses)	Retail/commercial/amenity maintenance costs need to be sustained by property owner. Public ROW costs would be borne by City.	Conduct a market feasibility analysis and integrate business attraction strategy elements into development of catalyst sites. Explore potential partnership between local restaurants, local food industrial companies, Community Garden, and Community Health and Social Services Center.	Create an attractive, mixed-use environment along Soledad Street. Develop retail and destination amenities in step with development of catalyst sites.	

Programs	Priority Actions	Description (sub actions)	Next Steps	Lead Implementer(s)	Necessary New / Changed Ordinances	Est. Public Capital Costs	Est. Public O&M Costs	Short Term by 2012	Med. Term (by 2020) 2013-2020	Long Term (by 2030) 2021-2030
	Enhance and establish commercial corners along N. Main, E. Rossi and Sherwood Streets	Create a conducive business environment for community-serving retail, such as a grocery store, office and other commercial development. Identify and attract key types of businesses to Chinatown to provide quality amenities and jobs to the community.	Conduct a market feasibility analysis for desired amenities and services identified by the community in conjunction with the Soledad Street market study. Provide technical assistance and/or financial incentives for businesses to locate in Chinatown.	City of Salinas, Salinas Redevelopment Agency and private sector	Existing zoning may need to be modified to allow increased height and density for retail/ commercial development.	Moderate to High (Depends on level of assistance provided to businesses)	Retail/commercial/amenity maintenance costs need to be sustained by property owner. Public ROW costs would be borne by City.	Conduct a market feasibility analysis and develop business attraction strategy.	Attract 1-2 key and anchor businesses to Chinatown.	Potentially, additional businesses to locate in Chinatown as neighborhood matures.
	Develop catalyst sites in coordination with nearby development opportunities (TOD, Downtown, Alisal Marketplace, etc.)	Determine any public improvement, infrastructure/utility and environmental remediation needs on catalyst sites. Prepare land pads for potential development, if necessary.	Conduct engineering and environmental studies. If necessary, provide public sector assistance to prepare land pads for development.	City of Salinas and Salinas Redevelopment Agency	Unknown at this time.	Low to High (Depends on results of studies and extent of assistance needed.)	Maintenance costs need to be sustained by property owner. Public ROW costs would be borne by City.	Conduct engineering and environ-mental studies.	If necessary, prepare land pads for future development.	

Programs	Priority Actions	Description (sub actions)	Next Steps	Lead Implementer(s)	Necessary New / Changed Ordinances	Est. Public Capital Costs	Est. Public O&M Costs	Short Term by 2012	Med. Term (by 2020) 2013-2020	Long Term (by 2030) 2021-2030
		Work with the Housing Authority to redevelop their property along E. Rossi Street and integrate future development into the broader Chinatown neighborhood. Consider the inclusion of retail development and community services along E. Rossi and E. Main Streets.	Prepare development plans and phasing schedule for long term development of Housing Authority property. Investigate potential funding sources that could be leveraged to undertake the revitalization of the property. Investigate the re-opening of Bridge Street as either a pedestrian way or street passageway.	Salinas Redevelopment Agency and Housing Authority	Existing zoning may need to be modified to allow increased height and density.	High (To de determined based on scale of development. Based on similar developments, public subsidy costs range from $50,000 to $200,000 per unit.)	Housing maintenance costs need to be sustained by property owner. Public ROW costs would be borne by City.	Create mutually beneficial plan for development in Chinatown and explore opening of Bridge Street with Housing Authority staff. Initial phase of development of Housing Authority property.	Remaining phase(s) of development of Housing Authority property.	

Programs	Priority Actions	Description (sub actions)	Next Steps	Lead Implementer(s)	Necessary New / Changed Ordinances	Est. Public Capital Costs	Est. Public O&M Costs	Short Term by 2012	Med. Term (by 2020) 2013-2020	Long Term (by 2030) 2021-2030
		Work with the Redevelopment Agency to develop quality affordable housing on Agency-owned parcels on Soledad Street.	Determine short-term and long-term placement of existing community garden on Agency property. Prepare potential development program for site and issue RFP to seek a development partner. Investigate potential funding sources to be leveraged with Agency's 20% Housing Set-Aside funds.	Salinas Redevelopment Agency	Existing zoning may need to be modified to allow increased height and density.	High (To de determined based on scale of develop-ment. Based on similar developments, public subsidy costs range from $50,000 to $200,000 per unit.)	Housing maintenance costs need to be sustained by property owner. Public ROW costs would be borne by City.	Relocate Community Garden. Issue RFP for affordable housing development.	Complete development of housing units prior to deadline according to the CRL.	
		Create space for the Community Garden in Chinatown and integrate its use into the broader Chinatown community, such as by creating partnerships with the Community Health and Social Services Center, local restaurants and food industrial companies.	Develop plan for short-term and long-term placement of Community Garden. Explore potential synergies and partnerships.	CSUMB, CalPoly, City of Salinas, and Salinas Redevelopment Agency	None	Low to Moderate	Community Garden maintenance costs need to be sustained by managing organization. Public ROW costs would be borne by City.	Create relocation plan for and relocate Community Garden. Explore partnership opportunities and synergies, such as with the Community Health and Social Services Center, local restaurants and food industrial companies	Move Community Garden to long-term location. Implement partnership opportunities.	

Programs	Priority Actions	Description (sub actions)	Next Steps	Lead Implementer(s)	Necessary New / Changed Ordinances	Est. Public Capital Costs	Est. Public O&M Costs	Short Term by 2012	Med. Term (by 2020) 2013-2020	Long Term (by 2030) 2021-2030
		Partner with the Steinbeck Museum, CSUMB, CalPoly, and other organizations to plan for and build an Cultural Museum on Soledad Street on Wally's property.	Prepare capital development and operation/management plans and budgets for Cultural Museum. Develop partners and fundraise capital for development and operations.	Designate lead implementer, Cultural and Educational partners, Funding partners	Unknown at this time.	High (Insert estimate by Fe Thom.)	Maintenance costs need to be sustained by property owner. Public ROW costs would be borne by City.	Prepare capital development and operation/management plans and budgets for Cultural Museum. Stabilize and service the Old Republic Café.	Develop partners and fundraise capital for development and operations. Continue rehabilitative development.	
		Build Community Health and Social Services Center and supportive housing development.	Identify human service and supportive housing needs. Prepare capital development and operation/management plans and seek funding and partners.	Human service provider(s), Affordable housing developer, City of Salinas and Salinas Redevelopment Agency	Existing zoning may need to be modified to allow increased height and density.	High (To be determined. Potential to leverage funding from many different sources.)	Community Health and Social Services Center and Housing maintenance costs need to be sustained by managing organization. Public ROW costs would be borne by City; likely range of $-$	Identify human service and housing needs and phasing strategy of development including a potential relocation strategy for the Victory Mission and/or Dorothy's Place. Explore partnership opportunities, including potential synergies with the Community Garden to provide work opportunities for low income and disabled individuals.	Initial phase of development of Community Health Center and supportive housing. Begin partnership efforts with local non-profit and for-profit ventures.	Remaining phase(s) of development of Community Health Center and supportive housing.

Programs	Priority Actions	Description (sub actions)	Next Steps	Lead Implementer(s)	Necessary New / Changed Ordinances	Est. Public Capital Costs	Est. Public O&M Costs	Short Term by 2012	Med. Term (by 2020) 2013-2020	Long Term (by 2030) 2021-2030
		Provide opportunity sites for additional market rate and affordable housing development. Stabilize and enhance neighborhood.	Provide space and opportunity sites to be developed as additional housing in Chinatown as neighborhood is stabilized.	City of Salinas and Salinas Redevelopment Agency	Existing zoning may need to be modified to allow increased height and density.	Low to High (Depends on type of housing constructed)	Maintenance costs need to be sustained by property owner. Public ROW costs would be borne by City; likely range of $-$	Stabilize the neighborhood through public safety measures and create space for additional new housing to be developed after the catalyst sites.	Allow and encourage additional market rate and affordable housing units to be developed over time.	Allow and encourage additional market rate and affordable housing units to be developed over time.

Funding Matrix

Category	Agency	Program	Type	Description
Affordable Housing	CA Department of Housing and Community Development (HCD)	Emergency Housing and Assistance Program Capital Development (EHAPCD)	Loan	This program funds capital development activities for emergency shelters, transitional housing, and safe havens that provide shelter and supportive services for homeless individuals and families. Term ranges from 5 to 10 years based on the development activity. Competitive application process announced annually via a Notice of Funding Availability (NOFA). 80 percent of the total allocation is available to urban counties, and 20 percent to non-urban counties. Eligible activities include acquiring, constructing, converting, expanding and/or rehabilitating emergency shelters, transitional housing, and/or safe haven housing and administration of the award (limited to 5 percent). Eligible applicants include local government agencies and nonprofit corporations that shelter the homeless on an emergency or transitional basis, and provide support services.
Affordable Housing	CA Department of Housing and Community Development (HCD)	Joe Serna, Jr. Farmworker Housing Grant Program	Grant, Loan	Grants and loans to assist development or rehabilitation of various types of housing projects for agricultural worker households. A match of at least 100 percent is required for the primary JSJFWHG program. Homeowner Grants are for rehabilitation or new home construction. Lien restrictions are required for twenty years. If the unit is sold to a nonfarmworker buyer before completing the tenth year, the full grant amount must be repaid under most circumstances. Between the 10th and 20th anniversaries, the grant is forgiven at a rate of 10 percent per completed year; it is fully forgiven after completing 20 years. For rental construction grants or loans, lien restrictions for assisted units are required for 40 years. If assisted units are sold for uses other than farmworker housing before the 40th year, under most circumstances, the grant must be repaid in full. Loans may be made in conjunction with low-income tax credit financing only. For rental rehabilitation grants or loans, lien restrictions for assisted units are required for 20 years. If assisted units are sold for uses other than farmworker housing before the 20th year the grant must be repaid in full, under most circumstances. Loans may be made in conjunction with low-income tax credit financing only.
Affordable Housing	CA Department of Housing and Community Development (HCD)	Multifamily Housing Program (MHP)	Loan	Provides low interest loans to qualified affordable housing developments. Loan programs are generally made possible through the issuance of state-wide voter-approved housing bonds.
Affordable Housing	CA Department of Housing and Community Development (HCD)	Predevelopment Loan Program (PDLP)	Loan	This program provides predevelopment capital to finance the start of low income housing projects. Maximum loan amount for purposes other than site option or site purchase is $100,000. The maximum amount committed to any one borrower at any point in time is announced in each Notice of Funding Availability (NOFA). Eligible activities include predevelopment costs of projects to construct, rehabilitate, convert or preserve assisted housing, including manufactured housing and mobilehome parks. Eligible costs include, but are not limited to, site control, site acquisition for future low-income housing development, engineering studies, architectural plans, application fees, legal services, permits, bonding and site preparation. Priority will be given to developments that are rural, located in the public transit corridors, or which preserve and acquire existing government-assisted rental housing at risk of conversion to market rents. Eligible applicants include local government agencies, nonprofit corporations, cooperative housing corporations, and limited partnerships or limited liability companies where all the general partners are nonprofit mutual or public benefit corporations.

Category	Agency	Program	Type	Description
Affordable Housing	California Debt Limit Allocation Committee (CDLAC)	Tax-Exempt Multifamily Housing Revenue Bonds		This program provides low-interest construction and permanent tax-exempt bond financing for affordable housing projects.
Affordable Housing	California Housing Finance Agency (CalHFA)	New Issue Bond Program (NIBP)	Loan	Provides access to tax-exempt bonds for nonprofit, for-profit, and public agency sponsors of family and senior affordable housing developments.
Affordable Housing	California Tax Credit Allocation Committee (CTCAC)	Low Income Housing Tax Credits (LIHTC)	Other	The CTCAC administers two Low Income Housing Tax Credit (LIHTC) programs – federal 9% and 4% programs and a complementary state program. LIHTC programs were created to encourage private investment in affordable rental housing for households meeting certain income requirements.
Affordable Housing	Federal Home Loan Banks (FHLBs)	Affordable Housing Program (AHP)	Grant, Loan	Provides grants and subsidized loans to support affordable rental housing and homeownership opportunities for very low, low, and moderate-income households.
Affordable Housing	Home Depot Foundation	Affordable Housing Built Responsibly Grant Program	Grant	Through the Affordable Housing Built Responsibly grant program, the Home Depot Foundation administers millions of dollars in grants each year to nonprofit organizations whose missions align with the Foundation's interests in supporting the production and preservation of affordable, efficient and healthy housing. To better support its mission, the Foundation awards most of its grants by directly soliciting proposals from high-performing nonprofit organizations with the demonstrated ability to create strong partnerships, impact multiple communities and leverage grant resources. To identify potential future nonprofit partners or respond to unique community revitalization opportunities, a limited amount of unsolicited grant funding is set aside to be awarded through a competitive process. Preference is given to proposals that include community engagement that result in the production, preservation or financing of housing units for low to moderate-income families. The most promising proposals incorporate a number of “green” building design practices.
Affordable Housing	US Department of Housing and Urban Development (HUD)	Home Investment Partnerships Program (HOME)	Grant	The Home Investment Partnerships Program (HOME), administered by HUD, provides formula grants to states and localities that communities often use in conjunction with local nonprofit organizations to fund affordable housing activities. HOME funds are awarded annually to participating jurisdictions. States are automatically eligible and receive their funding each year. Local jurisdictions eligible for at least $500,000 under the formula ($335,000 in years when Congress appropriates less than $1.5 billion for HOME) may receive an allocation. HOME assisted rental housing must comply with certain rent limitations. In addition, HOME regulations include a maximum per unit subsidy limit and maximum purchase price limit. Eligible activities include home purchase or rehabilitation financing assistance; construction or rehabilitation of housing for rent or ownership; or "other reasonable and necessary expenses related to the development of non-luxury housing," including site acquisition or improvement, demolition of dilapidated units and payment of relocation expenses. Ten percent of the annual allocation may be used for program planning and administration. If a project does not receive HOME funding directly from HUD, it may apply for California’s HCD.
Affordable Housing	US Department of Housing and Urban Development (HUD)	HOPE VI	Grant	The HOPE VI program provides funding for capital costs of major rehabilitation, new construction and other physical improvements; demolition of severely distressed public housing; acquisition of sites for off-site construction; and community and supportive service programs for residents, including those relocated as a result of revitalization efforts. Any Public Housing Authority that has severely distressed public housing units in its inventory is eligible to apply.

Category	Agency	Program	Type	Description
Affordable Housing	US Department of Housing and Urban Development (HUD)	Housing Opportunities for Persons with AIDS (HOPWA) Program	Other	Under this program, HUD provides funds for a wide range of housing-related capital development and service activities for people with HIV/AIDS. The HOPWA program aims to increase the size of the permanently affordable housing stock, expand housing opportunities to meet the needs of HIV/AIDS residents, provide appropriate housing-linked supportive services, and assist nonprofit housing developers and service providers in increasing their skills and ability to create HIV/AIDS housing and related supportive services.
Affordable Housing	US Department of Housing and Urban Development (HUD)	Section 202 Supportive Housing for the Elderly Program	Loan	HUD provides interest-free capital advances to private, nonprofit sponsors to finance the development of supportive housing for the elderly. The capital advance does not have to be repaid as long as the project serves very low-income elderly persons for 40 years. Project rental assistance funds are provided to cover the difference between the HUD-approved operating cost for the project and the tenants' contribution towards rent. Project rental assistance contracts are approved initially for 3 years and are renewable based on the availability of funds. The available program funds for a fiscal year are allocated to HUD's local offices according to factors established by the Department.
Affordable Housing	US Department of Housing and Urban Development (HUD)	Section 811 Supportive Housing for Persons with Disabilities	Loan	HUD provides interest-free capital advances to nonprofit sponsors to help them finance the development of rental housing such as independent living projects, condominium units and small group homes with the availability of supportive services for persons with disabilities. The capital advance can finance the construction, rehabilitation, or acquisition with or without rehabilitation of supportive housing. The advance does not have to be repaid as long as the housing remains available for very low-income persons with disabilities for at least 40 years. HUD also provides project rental assistance; this covers the difference between the HUD-approved operating cost of the project and the amount the residents pay--usually 30 percent of adjusted income. The initial term of the project rental assistance contract is 3 years and can be renewed if funds are available. The available program funds for a fiscal year are allocated to HUD's local offices according to factors established by the Department. Each project must have a supportive services plan. The appropriate State or local agency reviews a potential sponsor's application to determine if the plan is well designed to meet the needs of persons with disabilities and must certify to the same. Services may vary with the target population but could include case management, training in independent living skills and assistance in obtaining employment. However, residents cannot be required to accept any supportive service as a condition of occupancy.
Affordable Housing	US Department of Housing and Urban Development (HUD)	Tax Credit Assistance Program (TCAP)	Grant	The Tax Credit Assistance Program (TCAP) provides grant funding for capital investment in Low Income Housing Tax Credit (LIHTC) projects via a formula-based allocation to State housing credit allocation agencies. The housing credit agencies in each State shall distribute these funds competitively and according to their qualified allocation plan.
Affordable Housing	US Department of Housing and Urban Development (HUD), US Office of Public and Indian Housing (PIH)	Public Housing Capital Fund, Capital Fund Financing Program (CFFP)	Grant, Loan	The Office of Public and Indian Housing (PIH) Office of Capital Improvements administers the Public Housing Capital Fund. The Fund provides annual funding to Public Housing Agencies (PHAs) for the development, financing and modernization of public housing developments and for management improvements. In addition, the Fund includes the Capital Fund Financing Program (CFFP), through which a Public Housing Authority (PHA) may borrow private capital to make improvements and pledge, subject to the availability of appropriations, a portion of its future year annual Capital Funds to make debt service payments for either a bond or conventional bank loan transaction.
Affordable Housing, Infrastructure	CA Department of Housing and Community Development (HCD)	Proposition 1C Programs	Grant, Loan	Proposition 1C, a component of California's Strategic Growth Plan, invests $2.85 billion in housing and infrastructure programs to produce affordable housing units, homeless shelters and infrastructure projects that help infill housing development such as water, sewer, parks, and transportation improvements. Specific programs funded under Proposition 1C include: affordable homeownership programs such as Cal Home, Building Equity and Growth in Neighborhoods Program (BEGIN) and the Affordable Housing Innovation program; multifamily rental housing programs; the Infill Infrastructure Grant (IIG) program; the Transit-Oriented Development (TOD) program; and the Housing-Related Parks program. The majority of Proposition 1C programs are implemented through HCD. New funding is dependent on future statewide bond issuances.

Category	Agency	Program	Type	Description
Affordable Housing/ Economic Development/ Infrastructure	CA Statewide Communities Development Authority (CSCDA or California Communities)	Private Activity Programs, Public Agency Programs	Loan, Other	California Communities is a joint powers authority sponsored by the League of California Cities and the California State Association of Counties (CSAC) to enable local government and eligible private entities access to low-cost, tax-exempt financing for projects that provide a tangible public benefit, contribute to social and economic growth, and improve the overall quality of life in local communities throughout California. California Communities offers a variety of innovative private activity bond and public agency programs including CaLease, Pension Obligation Bonds, Statewide Community Infrastructure Program (SCIP), Total Road Improvement Programs (TRIP), Tax Revenue Anticipation Notes (TRANs), bonds for water and wastewater improvements, 501(c)(3) Nonprofit Bonds, Multifamily and Senior Housing Bonds, Industrial Development Bonds, and Exempt Facilities/Solid Waste/Recycling Facilities and Equipment Bonds.
Affordable Housing/ Infrastructure	CA Department of Housing and Community Development (HCD)	Infill Infrastructure Grant (IIG) Program	Grant	The Infill Infrastructure Grant (IIG) program, administered by HCD, provides competitive grants to assist in the construction and rehabilitation of infrastructure that supports higher-density affordable and mixed-income housing in locations designated as infill. Eligible applicants include nonprofit and for-profit developers, as well as public agencies partnering with a private developer. The IIG program was approved in 2006 as part of Proposition 1C.
Affordable Housing/ Sustainable Development	Enterprise Green Communities / Enterprise Community Loan Fund	Various programs	Grant, Loan	Enterprise Green Communities administers a number of programs, including acquisition loans used to fund land or building acquisition for affordable housing; charrette grants for green design charrettes for affordable housing developers; Low-Income Housing Tax Credit (LIHTC) equity for nonprofit and for-profit affordable housing developers; planning and construction grants of up to $75,000 to cover costs of green components of affordable housing developments; sustainability training grants which support the transfer of design, operations and maintenance knowledge to residents of green affordable housing developments; and predevelopment loans to support affordable housing development costs prior to construction.
Affordable Housing/ Transportation/ Sustainable Development	US Department of Housing and Urban Development (HUD) (main lead), US Department of Transportation (DOT), and US Environmental Protection Agency (EPA)	Sustainable Communities Planning Grant Program	Grant	In the appropriations Act, Congress provided a total of $150 million to HUD for a Sustainable Communities Initiative to improve regional planning efforts that integrate housing and transportation decisions, and increase State, regional and local capacity to incorporate livability, sustainability, and social equity principles into land use and zoning. Of that total, $98 million is available for regional integrated planning initiatives. The purpose of the program is to support multi-jurisdictional regional planning efforts that integrate housing, economic development, and transportation decision-making in a manner that empowers jurisdictions to consider the interdependent challenges of economic growth, social equity and environmental impact simultaneously.
Arts & Library	National Endowment for the Arts (NEA)	Access to Artistic Excellence	Grant	The Access to Artistic Excellence program, created by the National Endowment for the Arts (NEA), fosters and preserves excellence in the arts and provides access to the arts for all Americans. One applicable program category is the Design Stewardship category, which funds projects that protect, share or celebrate Americans' collective design heritage. These include, among others, historic preservation activities; the exhibition and publication of historical design; and education and outreach that bring established design practices to American communities, such as conferences, symposia, and other gatherings that promote the heritage and conservation of design. In redevelopment terms, this program allows the grant to be spent on redevelopment activities, predevelopment, design fees and community planning, but will not fund construction, purchase or renovation of facilities.

Category	Agency	Program	Type	Description
Community Development	US Department of Labor	Workforce Investment Act (WIA)	Grant	The Workforce Investment Act (WIA) allocates funds by formula to states, who then distribute funds to local workforce areas, which operate One-Stop Career Centers that provide comprehensive services to workers and employers. The WIA includes programs to increase the employment, retention and earnings of unemployed, employed and dislocated adults by increasing their work readiness, educational attainment and occupational skills and by connecting them to jobs in demand. The WIA's Youth Program serves low-income in- and out-of-school youth, including youth with disabilities, basic skills deficient youth, youth offenders, homeless and runaway youth, and other youth who may require specialized assistance to complete an educational program or to secure and hold employment. Youth are prepared for employment and post-secondary education by stressing linkages between academic and occupational learning.
Community Health/ Social Services	CA Department of Community Services and Development	Community Services Block Grants (CSBG)	Grant	The Community Services Block Grant (CSBG) program is designed to provide a range of services to assist low-income people in attaining the skills, knowledge and motivation necessary to achieve self-sufficiency. The program also provides low-income people with immediate life necessities such as food, shelter and health care. In addition, services are provided for the revitalization of low-income communities, the reduction of poverty and to help provider agencies improve and increase their capacity to achieve results and to develop community resources with whom to link services and funding.
Community Health/ Social Services	CA Department of Mental Health	Limited grant funds for rental assistance	Grant, Loan	Deferred payment permanent loans under HCD's Multifamily Housing Program (MHP); construction, bridge and permanent loans from CalHFA; and limited grant funds for rental assistance from DMH.
Community Health/ Social Services	US Department of Housing and Urban Development (HUD)	Emergency Shelter Grants (ESG) Program	Grant	Grantees, which are state governments, large cities, urban counties, and U.S. territories, receive ESG grants and make these funds available to eligible recipients, which can be either local government agencies or private nonprofit organizations. The recipient agencies and organizations, which actually run the homeless assistance projects, apply for ESG funds to the governmental grantee, and not directly to HUD.
Community Health/ Social Services/ Community Facilities	US Department of Human and Health Services (HHS)	Community Health Centers	Grant	The American Recovery and Reinvestment Act (ARRA) provides $2 billion for Community Health Centers. This funding will support new and improved health center facilities and equipment, including the acquisition of health information technology systems, in many of the nations's most underserved communities. The Capital Improvement Program (CIP), Health Information Technology (HIT) systems/networks and Facility Investments (FI) grants support the development of health center infrastructure. Projects include construction, alteration/repair/renovation, purchase of equipment and HIT systems, and purchase and enhancement of Electronic Health Record (EHR) systems. CIP grants will fund capital improvements in health centers such as construction, repair, renovation, and equipment purchase, including health information technology systems. An estimated 1,130 health centers will receive grants to support capital improvements.
Economic Development	CA Franchise Tax Board	Enterprise Zone Tax Benefits	Other	The Enterprise Zone Program targets economically distressed areas throughout California. Special state and local incentives encourage business investment and promote the creation of new jobs. The purpose of the program is to stimulate development by providing tax incentives to businesses and allow private sector market forces to revive the local economy. Enterprise Zones are defined geographic areas in which businesses can claim certain state income tax savings and other advantages. California income tax and other benefits include: tax credits on up to half the wages paid to a qualified new employee; tax credits for sales taxes paid on equipment purchased for manufacturing or production purposes; all net operating losses may be carried forward as a deduction in future years; business equipment depreciation can be accelerated, up to a limited amount; and others.

Category	Agency	Program	Type	Description
Economic Development	Public / Private Sector	Business Improvement District (BID)	Other	A Business Improvement District (BID) is a special type of assessment district that generates revenue to support enhanced services. Two types of BID mechanisms exist under California law: 1) Business Improvement Areas (BIAs); and 2) Property-Based Improvement Districts (PBIDs). BIAs have been used widely in the state and provide for an additional fee to be added to annual business licensing charges. However, due to the limited income generated through the business license fee, BIAs have typically had a relatively narrow scope of services. In 1994, the Property and Business Improvement District Law provided for an assessment of commercial property, thereby paving the way for a new generation of PBIDs to eventually replace the existing BIAs. The creation of a PBID requires petition support from business that would pay more than 50 percent of the annual fees to be collected in the proposed area. A PBID has a cap on assessments and a five year maximum life, requiring a new petition process. PBIDs require the creation of an advisory committee of property and business owners. PBID Funds are most effective when leveraged with CDBG funds and redevelopment funds. A BID can fund enhanced services including maintenance, sidewalk cleaning, security, marketing, and economic development. PBIDS can fund the aforementioned activities as well as public improvements such as acquisition and maintenance of parking facilities, benches, trash receptacles, street lighting, decoration, and public plaza.
Economic Development	US Department of Health and Human Services (HHS) - Office of Community Services	Community Economic Development (CED) Program	Grant	The purpose of the Community Economic Development discretionary grant program is to promote and support projects that address economic self-sufficiency for low-income persons and distressed communities by awarding funds to community development corporations (CDCs) to create employment and business development opportunities. Each year approximately 40-45 grants are awarded with a maximum grant award level of $800,000. Grants are awarded to cover project costs for business start-up or expansion and the development of new products and services. The grants serve as catalysts for attracting additional private and public dollars; for every CED dollar awarded, $3-5 is leveraged. Types of projects funded include business incubators, shopping centers, manufacturing businesses and agriculture initiatives. Funded projects are to create new employment or business opportunities for low-income individuals.
Economic Development	US Department of the Treasury	Recovery Zone Facility (RZF) Bonds	Other	The 2009 Recovery Act authorizes the issuance of $15 billion in a new category of tax-exempt private activity bonds, Recovery Zone Facility (RZF) Bonds, for use in areas designated as Recovery Zones. The Act generally defines Recovery Zones as areas designated by state and local governments as having significant poverty, unemployment or home-foreclosure rates. Generally, property eligible for depreciation that is actively used in a business may be financed with the proceeds of RZF Bonds, provided the property is acquired after the date on which a Recovery Zone designation took effect.
Economic Development	US Economic Development Administration (EDA)	Economic Development Assistance Programs (EDAP)	Grant, Other	Pursuant to the Public Works and Economic Development Act of 1965, as amended, the Economic Development Administration (EDA) administers grants and technical assistance under the Public Works, Planning, Local Technical Assistance, Regional and National Technical Assistance, and Economic Adjustment Assistance programs that will promote comprehensive, entrepreneurial and innovation-based economic development efforts to enhance the competitiveness of regions, resulting in increased private investment and higher-skill, higher-wage jobs in regions experiencing substantial and persistent economic distress.
Economic Development	US Economic Development Administration (EDA)/ CA Association for Local Economic Development	Small Business Revolving Loan Fund	Loan	Sponsored by the EDA and administered locally, the Small Business Revolving Loan Fund can be used in designated census tracts to provide low interest loans to businesses in disadvantaged neighborhoods. The loan fund can be used for a variety of assistance, such as working capital, machinery and equipment, leasehold improvements, and façade improvements benefiting disadvantaged neighborhoods. Interest accrued from the fund can be used for marketing, technical assistance and administrative costs.

Category	Agency	Program	Type	Description
Economic Development	US Small Business Administration (SBA)	SBA Loans and Grant Programs	Grant, Loan, Other	A number of federal SBA funding programs are available, including small business loans, special loans and equity investment programs. All financing options are tailored to small business needs. Loans programs include Basic 7(1) Loan Guaranty, Certified Development Company (CDC), and Microloan and Loan Prequalification. Special loan programs include the Export Working Capital Program, which provides short-term working capital to exporters, and the International Trade Loan. SBA's investment program consists of privately owned and managed investment firms that provide venture capital and start-up financing to small businesses. Generally, technical assistance is provided, but grants and loans are also available. This funding source could help strengthen the economic base of the business community. Eligible activities include one on one counseling with small business owners, hosting workshops, classes, and website design.
Economic Development/ Affordable Housing/ Community Development	US Department of Housing and Urban Development (HUD)	Community Development Block Grants (CDBGs) and Section 108 Loans	Grant, Loan	Community Development Block Grants (CDBGs) are allocated by HUD to fund activities such as public works; rehabilitation loans and grants; land acquisition, demolition, and relocation for redevelopment; public services; and affordable housing, social services and projects for the elderly or disabled. CDBG-funded projects and activities must principally benefit low and moderate-income persons, aid in the prevention or elimination of blight or address an urgent need. CDBG funds have provided a limited source of revenue for many redevelopment activities in California. Section 108 is the loan guarantee provision of the CDBG program. The objective of the loan funding is to provide communities with a source of financing for economic development, housing rehabilitation, public facilities, and large scale physical development projects. All projects and activities must either principally benefit low and moderate-income persons, aid in the elimination or prevention of slums and blight, or meet urgent needs of the community. The maximum repayment period for Section 108 loan is 20 years.
Economic Development/ Affordable Housing/ Community Development	US Department of the Treasury	New Market Tax Credit (NMTC) Program	Other	The New Markets Tax Credit (NMTC) program permits taxpayers to receive a credit against federal income taxes for making qualified equity investments in designated Community Development Entities (CDEs). A substantial amount of the qualified equity investment must be used by the CDE to provide investments in low-income communities. The credit provided to the investor totals 39 percent of the cost of the investment and is claimed over a seven-year credit allowance period. In each of the first three years, the investor receives a credit equal to five percent of the total amount paid for the stock or capital interest at the time of purchase. For the final four years, the value of the credit is six percent annually. Investors may not redeem their investments in CDEs prior to the conclusion of the seven-year period.
Economic Development/ Affordable Housing/ Community Development	US Department of the Treasury	Recovery Zone Economic Development (RZED) Bonds	Other	The Act authorizes the issuance of $10 billion in a new category of taxable bonds similar to Build America Bonds (BABs). Recovery Zone Economic Development (RZED) Bonds would pay interest at a taxable rate and the federal government would provide issuers with direct payments equal to 45 percent of the interest on the bonds (compared to 35 percent for BABs). RZED Bonds may be issued for purposes that promote development or economic activity in a Recovery Zone. The bonds also are subject to the present-law rules that apply to tax-exempt governmental bonds (e.g., private-use restrictions, arbitrage, etc.).
Economic Development/ Affordable Housing	Local Initiatives Support Corporation (LISC)	Various programs	Loan, Other	The Local Initiatives Support Corporation (LISC) administers a number of programs, including National Equity Fund equity investments in affordable housing projects eligible for Low-Income Housing Tax Credits; the Green Connection Loan Fund, which provides nonprofit developers with financing to incorporate green, sustainable materials and design features into affordable housing; a loan program which provides nonprofit community development corporations with the debt capital needed to enable otherwise worthy and feasible projects to be developed; and predevelopment zero interest loans, or "recoverable grants," which advance funds to nonprofit community development corporations for predevelopment costs.

Category	Agency	Program	Type	Description
Economic Development/ Infrastructure	US Department of the Treasury	Build America Bonds (BAB)	Other	Build America Bonds (BABs) are a new type of tax-credit bond that pays investors both taxable interest and a federal tax credit equal to 35 percent of that taxable interest. Through December 31, 2010, state and local governments may elect to issue BABs in lieu of a tax-exempt governmental bond. Importantly, issuers of BABs may elect to receive a rebate from the IRS of 35 percent of the interest paid on the bonds in lieu of investors receiving the tax credit. BABs may be issued only for those purposes for which tax-exempt governmental bonds may be issued under present law. In addition, the tax rules that apply to tax-exempt governmental bonds (e.g., private-use restrictions, arbitrage, etc.) also would apply to BABs. BABs for which an issuer has made the election to receive the 35-percent interest rebate option may only be used for capital expenditures, issuance costs and reserve funds.
General	Local Jurisdiction	Development Impact Fees	Other	Development impact fees are fees placed on new private development to mitigate specific consequences related to population growth. Impact fees can be used to mitigate the impact of new development. Under applicable state laws regarding the imposition of development impact fees, such fees can be imposed on a new private development only to the extent that a direct nexus or relationship exists between the need for public facilities caused by such new development and the level of fees imposed. Development impact fees can cover only the portion of the cost of needed public improvements attributable to new development.
General	Local Jurisdiction	General Fund	Other	The general fiscal condition of the country makes ongoing direct financial support of redevelopment activities difficult. State and federal governments have continued to reduce funding and shifted costs and program responsibility to cities and countries.
General	Local Jurisdiction	Interest Income	Other	A redevelopment agency or city can invest tax increment revenues and accrue interest on this investment. However, much, if not all, of the interest income will likely be offset by the need for the Agency to pay interest on indebtedness, including Agency issued bonds. Actual income from this source would also be influenced by the amount of money available for investment, the terms of the investment and achievable interest rates.
General	Local Jurisdiction	Land Sales	Other	The Redevelopment Agency may acquire property in implementing the Redevelopment Program. The sale of such property will create a resource that can be used to fund redevelopment activities. In most instances, land sale proceeds only offset a portion of the costs for a specific development project and do not create a resource that is available for a general revitalization effort.
General	Local Jurisdiction	Lease Revenues/Lease Revenue Bonds	Other	Lease-revenue bonds are a variant of revenue bonds secured by sources other than tax increment, such as tenant leases on publicly owned land or in publicly owned facilities.
General	Local Jurisdiction	Tax Increment Financing (TIF)	Other	Tax increment revenue is generated by the increase in property values within a designated Redevelopment Project Area. Generally, tax increment is the primary source of financing for the Redevelopment Agency's programs. The Agency is obligated to dedicate 20 percent of tax increment revenue to affordable housing production. Eligible activities include those that contribute to the elimination of blighting conditions within the designated Project Area and to the creation of affordable housing.
General	Private Sector	Developer and Property Owner Participation	Other	In addition to development impact fees, developer and property owner participation has been used as a means for funding redevelopment activities in many communities. For example, funds may be advanced to a city or agency in the form of a negotiated fee or grant, or a loan for public improvements that is repaid during the course of project implementation from tax increment revenues. Property owners provide repayment on low-interest loans or are required to provide private funds to match agency rehabilitation grants. Some agencies have development agreements with developers, by which developers contribute funding for or install specific improvements, such as infrastructure and street improvements.
General	Private Sector	Private Donations	Other	Private donations by individuals, civic booster organizations or corporate sponsors could make a small, but recognizable contribution to the implementation of the Redevelopment Program. Donations could be used to fund all or part of minor streetscape improvements such as benches, entrance signage, directional signs, bicycle racks, historic signage, or landscaping. However, in terms of the total funding needs of the Redevelopment Program, donations may be expected to provide only a small part of the needed implementation funding.

Category	Agency	Program	Type	Description
Green/ Sustainable Development	CA Energy Commission (CEC)	Energy Efficiency Financing	Loan	The CEC provides loans to cities, counties, public schools, public hospitals, and special districts to finance energy-saving projects. Projects with proven energy and/or capacity savings, such as building insulation, lighting systems, streetlights, and wastewater treatment equipment, are eligible for loans. The maximum loan amount is $3 million and there is no minimum loan; the maximum interest rate is 3 percent.
Historic Preservation	CA Office of Historic Preservation	Mills Act Property Tax Abatement Program	Other	The Mills Act Property Tax Abatement program provides eligible historic private property owners the opportunity to actively participate in the restoration of their properties while receiving property tax relief. Owner must enter into a ten year contract with a participating city to rehabilitate the building in exchange for a reduction in local property taxes. Owner-occupied single family residences and income-producing commercial properties may qualify. Eligible properties must be listed on the National Register of Historic Places, be located in a National Register or local historic district, or be listed on a state, county or city official register. Local jurisdictions adopt an ordinance to participate in program.
Historic Preservation	National Trust Community Investment Corporation (NTCIC)	National Trust Community Investment Funds (NTCIF)	Other	NTCIC is a wholly owned for-profit subsidiary of the National Trust for Historic Preservation, the leading nonprofit advocate for historic preservation in the United States. All NTCIC profits are upstreamed to the National Trust to support its many preservation-based community development programs. The NTCIC makes equity investments in real estate projects that qualify for federal historic tax credits and, when available, state historic tax credits and New Markets Tax Credits. NTCIC works with a wide variety of property owners including for-profit developers, nonprofit organizations and local governments. Its focus is on projects that have a high economic impact on the surrounding community. NTCIC's primary investment vehicle is the National Trust Community Investment Funds (NTCIF).
Historic Preservation	National Trust for Historic Preservation	Inner City Ventures Fund (ICVF)	Loan	The Inner-City Ventures Fund (ICVF) finances community development projects that result in preserving historic properties that benefit low, moderate or mixed income neighborhoods. The program has geographic restrictions intended to battle displacement caused by inner-city revitalization efforts by helping to meet the needs of existing residents. Eligible projects involve the acquisition, stabilization, rehabilitation, and/or restoration of historic properties in conformance with the Secretary of the Interior's Standards for the Treatment of Historic Properties.
Historic Preservation	National Trust for Historic Preservation	National Trust Preservation Funds / National Trust Loan Fund (NTLF)	Grant, Loan, Other	National Trust Preservation Funds provide several types of financial assistance to nonprofit organizations and public agencies, including matching grants for planning and educational efforts, and intervention funds for preservation emergencies. The matching grants are awarded annually and may be used to obtain professional expertise in such areas as architecture, archeology, engineering, preservation planning, land use planning, fund raising, organizational development, and law, as well as preservation activities to educate the public. Intervention funds are awarded to nonprofit organizations or public agencies in emergency situations such as fires or natural disasters or to help pay for expert testimony in court. In some instances, consultants are paid directly for their services. Each year almost 300 National Trust Preservation Fund grants totaling more than $1 million are awarded. Grants usually range from $500 to $5,000. Another National Trust Preservation Funds program is the National Trust Loan Fund (NTLF), which provides funding for a variety of preservation projects. Projects may include establishing or expanding local and statewide preservation revolving funds; acquiring and/or rehabilitating historic buildings, sites, structures, and districts; and preserving National Historic Landmarks. Projects must demonstrate a community revitalization aspect that ensures the project's impact will be far-reaching. The program includes project-based loans for one specific building and lines of credit for rehabbing several buildings in the area. Eligible projects involve the acquisition, stabilization, rehabilitation, and/or restoration of historic properties in conformance with the Secretary of the Interior's Standards for the Treatment of Historic Properties.
Historic Preservation	US National Parks Service (NPS)	Historic Preservation Grants-in-Aid	Grant	The Historic Preservation Grants-in-Aid Program provides matching grants-in-aid to states to assist their efforts to protect and preserve properties listed in the National Register of Historic places.

Category	Agency	Program	Type	Description
Historic Preservation	US National Parks Service (NPS)	Historic Rehabilitation Tax Credits	Other	The Historic Rehabilitation Tax Credits program provides: 1) two tier tax credit equal to 20 percent of the cost of rehabilitating certified historic buildings, or 2) tax credit equal to 10 percent of the costs of substantial rehabilitation of depreciable property. Rehabilitation must meet specific physical tests for retention of external walls and internal structural framework. Credit cannot be claimed on "tax exempt use" or on federal grant funds used for rehabilitation. Eligible activities include rehabilitation of certified historic buildings and rehabilitation of non-historic buildings built before 1936 used for non-residential purposes.
Infrastructure	Local Jurisdiction	Assessment Districts	Other	Used to levy additional taxes on property with defined boundaries, through a separate unit of government, to finance improvements and manage resources directly benefiting the area. As self-financing legal entities, assessment districts have the ability to raise a predictable stream of money such as taxes, user fees or bonds. Often, bonds are issued to finance local improvements such as streets, sidewalks, and parking facilities. Districts are established in accordance with particular enabling legislation chosen to meet the needs of a given district, and can be established by local governments or by voter initiative.
Infrastructure	Local Jurisdiction	Mello-Roos Community Facilities District (CFD)	Other	The most common method for imposing special taxes in California is through a tax levied pursuant to the Mello-Roos Community Facilities Act of 1982 (the Mello-Roos Act), which authorizes certain public entities to form a Community Facilities District (CFD). The Mello-Roos Community Facilities Act authorized the formation of a special tax district to finance capital improvement projects and pay for ongoing operations and maintenance. A CFD can be formed in conjunction with the establishment of a redevelopment project to undertake new public projects to joint benefit. One of the key innovations of the Mello-Roos statute is that it allows for property owners to approve a parcel tax if there are less than 12 registered voters. Property owners can be taxed for improvements that provide a general, areawide benefit. Mello-Roos parcel taxes are levied on real property and collected on the county property tax bills. The taxes are calculated pursuant to a formula that is established during the formation proceedings and is effectively part of the voter approval. Mello-Roos taxes are commonly based on the size of property or the improvements on the property. The City or Agency can issue Mello-Roos bonds to finance public infrastructure that are secured by the special taxes on privately owned land and improvements. Typically, Mello-Roos districts are very difficult to form in urbanized areas, given that they require two-thirds resident voter approval.
Infrastructure	US Department of Transportation, California Department of Transportation (Caltrans)	Safe Routes to School Programs	Grant	The Safe Routes to School programs are intended to increase the number of children who walk or bicycle to school by removing the barriers that currently prevent them from doing so. Barriers include lack of infrastructure or inadequate infrastructure that poses a safety hazard, or lack of outreach programs that promote walking/bicycling through education and encouragement for children, parents and the community. There are two separate and distinct Safe Routes to School programs. The California-legislated program is referred to as SR2S and provides infrastructure funding for cities and counties. The federal program, referred to as SRTS, is part of SAFETEA-LU and offers funding to state, local and regional agencies for infrastructure and non-infrastructure projects.
Infrastructure / Community Facilities	California Infrastructure and Economic Development Bank (IBANK)	Infrastructure State Revolving Fund (ISRF)	Loan	Low cost financing to public agencies for a wide variety of infrastructure projects with loan terms of up to 30 years to be repaid with local tax revenues. The interest rate is fixed for the term of financing and is set at 67 percent of tax-exempt “A” rated bonds with a weighted average life similar to IBANK financing. Eligible applicants include cities, counties, special districts, assessment districts, joint powers authorities and redevelopment agencies. Eligible projects include city streets, county highways, state highways, drainage, water supply and flood control, educational facilities, environmental mitigation measures, parks and recreational features, port facilities, public transit, sewage collection and treatment, solid waste collection and disposal, water treatment distribution, defense conversion, public safety facilities, and power and communication facilities.

Category	Agency	Program	Type	Description
Infrastructure / Community Facilities	US Department of Housing and Urban Development (HUD)	Office of University Partnerships (OUP)	Grant	The Office of University Partnerships (OUP) facilitates the formation of campus-community partnerships through sharing information about community partnership development, in general, and about OUP's various funded programs. OUP is committed to helping colleges and universities join with their neighbors to address urban problems—partnerships that enable students, faculty, and neighborhood organizations to work together to revitalize the economy, generate jobs, and rebuild healthy communities. OUP administers the following grant programs: Alaska Native/Native Hawaiian Institutions Assisting Communities (AN/NHIAC), Doctoral Dissertation Research Grants (DDRG), Hispanic-Serving Institutions Assisting Communities (HSIAC), Historically Black Colleges and Universities (HBCU), and Tribal Colleges and Universities Program (TCUP).
Transportation	CA Department of Transportation (Caltrans) Division of Local Assistance	Bicycle Transportation Account	Grant	The Bicycle Transportation Account (BTA) provides state funds for city and county projects that improve safety and convenience for bicycle commuters. To be eligible for BTA funds, a city or county must prepare and adopt a Bicycle Transportation Plan (BTP) that complies with Streets and Highways Code Section 891.2 and the following: The governing body of a city or county must adopt the BTP by resolution or certify that it is current and complies with Streets and Highways Code Section 891.2. The city or county must submit the BTP to the appropriate Metropolitan Planning Organization (MPO) or Regional Transportation Planning Agency (RTPA) for review and approval for compliance with Streets and Highways Code Section 891.2 and the regional transportation plan (RTP). Following regional approval, the city or county must submit the resolution adopting the BTP and the letter of approval from the MPO/RTPA to the Caltrans Bicycle Facilities Unit (BFU). BTP adoption establishes eligibility for five consecutive BTA funding cycles.
Transportation	California Transportation Commission (CTC) /Metropolitan Transportation Commission (MTC)	State Transportation Improvement Program (STIP)	Grant	The State Transportation Improvement Program (STIP) is a multi-year capital improvement program for transportation projects on and off the State highway system. STIP programming generally occurs every two years. The program lists all capital improvement projects approved by the CTC to be funded with state transportation funds, including proceeds from bond acts (such as Proposition 116) and motor vehicle fuel taxes. The STIP also includes federal funds apportioned to the State for transportation purposes.
Transportation	Transportation Authority of Monterey County (TAMC)	Transportation Development Act (TDA)	Grant	Transportation Development Act (TDA) funds are generated statewide through a one-quarter cent tax on retail sales in each county. Cities receive an annual TDA apportionment, and the TAMC determines the ways in which the funds are spent. TDA funds may be used for regional and municipal transit projects, special transit projects for disabled persons, bicycle and pedestrian purposes, and other improvements or programs designed to reduce automobile usage.
Transportation	Transportation Authority of Monterrey County (TAMC)	Regional Bicycle and Pedestrian Facilities Program	Grant	The Regional Bicycle and Pedestrian program will receive 3% of the transportation sales tax funds, estimated at a total of a $29.5 million over 25 years. In order to qualify for funding, projects must be included in the regional bicycle plan, be reviewed by the Bicycle and Pedestrian Facilities Advisory Committee and approved by the Transportation Agency for Monterey County.

Category	Agency	Program	Type	Description
Transportation	Transportation Authority of Monterrey County (TAMC)	Smart Growth Transportation Initiatives Program	Grant	The Smart Growth Transportation Incentives program will receive 1% of the transportation sales tax funds, estimated at a total of $9.8 million over 25 years. This program will build on the Transportation Agency for Monterey County's existing Transportation for Livable Communities program by providing financial incentives to communities for new development that is designed to reduce the need to drive to all destinations. The Transportation Agency for Monterey County will competitively allocate monies in this program to the County or cities as a reward for land use developments that best implement smart growth transportation principles. Funding may be used by the successful grant applicant agency to pay for transportation improvements related to the land use project in their jurisdiction. The Transportation Agency for Monterey County will periodically conduct a call for Smart Growth Transportation Incentives program applications. Eligible applicants will be the cities in Monterey County and the County of Monterey. The Transportation Agency shall adopt guidelines for award of funding to set project scoring criteria and to assure that the land use projects are constructed within a reasonable period of time; funds shall be reallocated to a future grant cycle if the land use project is not constructed within the required timeframe. Monies shall be distributed as reimbursement for eligible expenses.
Transportation	US Department of Transportation Federal Highway Administration, CA Department of Transportation (Caltrans)	Transportation Enhancement Activities	Grant	Transportation Enhancement (TE) activities offer funding opportunities to help expand transportation choices and enhance the transportation experience through 12 eligible TE activities related to surface transportation, including pedestrian and bicycle infrastructure and safety programs, scenic and historic highway programs, landscaping and scenic beautification, historic preservation, and environmental mitigation. TE projects must relate to surface transportation and must qualify under one or more of the 12 eligible categories.

HomeBase Multi-Service Examples

HomeBase profiled over 40 Multi-Service Centers in California and in other regions of the country. The information presented in this document reflects examples of facilities that have been profiled with varying levels of information based on availability. For more detailed information on the facilities profiled, please contact HomeBase.

						
Facility Name, Location	PathMall Los Angeles	St. Anthony Foundtion San Francisco	Community Action Partnership San Luis Obispo	Joan Croc Center Village San Diego	Maricopa Human Services Campus Phoenix	GRIP Richmond, CA
Number of People Served	4,500 people annually	4,000 people annually	800 – 900 people annually	313 family members and single women in transitional housing each night 1,400 meals served daily	7,000 people annually	2,000 people annually
Total Square footage	40,000 sq ft	47,000 sq ft	22,371 interior area total	110,000-square-foot residential facility - includes 3 floors, central courtyard and underground parking garage with room for 125 vehicles		12,000 sq foot
One Building	X	X				X
Campus			X	X	X	
Square Footage By Building	40,000 sq ft	47,000 sq ft	Emergency and Transitional Bed Space (200 beds for individuals and families in 4 dorms): 6530 sq ft			12,000 sq foot
Square Footage By Service Component	Services (Reception, Health, Employment, Benefits, Meals): 20,000 sq ft Housing: 20,000 sq ft	Medical Clinic: 14,000 sq ft Social Work: 7,000 sq ft Employment: 5,000 sq ft	Showers: 750 sq ft Reception: 900 sq ft Dining: 1850 sq ft Classrm: 252 sq ft Laundry: 450 sq ft Exterior: 22,450 sq ft			Dining: 2,500 sq ft Transitional: 4,500 sq ft Permanent: 2,000 sq ft

CalPoly Student Form-Based Code

form-based codes

chinatown urban design plan
salinas, california

T. James Alexander, Rebecca Bustos, Danielle Lam
Matthew Severson, Solomon So
CRP 203 - Spring 2009
California Polytechnici University San Luis Obispo

CalPoly Student Illustrative Site Plan

Arial view of retail on Sherwood

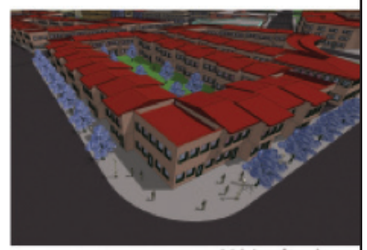
Arial view of townhomes and community garden

A look down Soledad Street

Affordable housing / Mixed Use

Senior Resident Housing

Community park near townhomes on East Lake Street



Arial view of townhomes

A look down East Lake Street

Chinatown Pedestrian Bridge

Although there was support at the October workshop for the creation of an above-grade pedestrian overpass to link the district back to downtown, technical and financial constraints make this option a challenge. However, if funding is identified, it is recommended, based on community input, that the bridge be designed to look like a dragon which would serve as a beautiful gateway into Chinatown and draw visitors to the area in the same way that the Snake bridge in Tucson, Arizona and the Sundial bridge in Redding, California have done. In the Chinese Culture, the dragon provides good luck and fortune and the double dragon means extreme fortune.

Snake bridge in Tucson, Arizona.

Sketch of double dragon pedestrian bridge.

Feedback from Community Workshops

Community Workshop #1 – Kick-Off Meeting

April 17, 2009
1:00-5:00 pm

Attendees (84):

Kyle Titus, Monterey Co. Behavioral Health
Gerry Low-Sabado
Umut Toker, Cal Poly
Christina Watson, TAMC
Isabel Estlano, LFNE
Annie Ryan, Cal Poly
Mary Ann Warden, Traffic Community
Elizabeth Grenville, CSUMB
John Chang, CACA
Brian Cly, CACA
Mike Hornick, Salinas Californian
Sandra Reeder, Monterey Co. Housing inc.
Leslie Tom, The Arch. Co.
Richard Fe Tom, AIA, The Arch. Co.
Jesus Gonzalez, Spring FWB Church
Kethy Young
Libby Seifel, Seifel Consulting Inc.
Helen Lee, Seifel Consulting Inc.
Laura Lee Lienk, SLI/CSUMB
Armando Oriz
Carol Cheang
Penny Culus, Spring Fee Will Church
Stephen Jackson, Cal Poly
Collin Tatelshi, Cal Poly
Jonelle Format, Cal Poly
Amy Chesarek, Cal Poly
Arnold Darchner, Cal Poly
Marcus Carloni, Cal Poly
Maurice McClure, Cal Poly
Amy Scott, Cal Poly
Erin Gorman, Cal Poly
Mike Hawlbett, Cal Poly
Matthew Severson, Cal Poly
James Alexander, Cal Poly
Jarred Glenn, Cal Poly
Steve Decak, Cal Poly
Rebecca Bustos, Cal Poly
Zach Stahl, McWeekly
Dana Eglesias, Dorothy's Place
Jill Allen, FWJS
Pam Motike, CSUMB
James Parrish, Cal Poly
Omas Salazar, Cal Poly
Terry Nance, Dorothy's Place
Shelly Labinien, Dorothy's Place
Willy Aglupo,s Cal Poly
Victoria Hernandez, Cal Poly
Monica Kittinger, Cal Poly
Wendy Castillejo, Cal Poly
Douglas Swamoto, Buddhist Temple
Solomon So, Cal Poly
Daniel Lam, Cal Poly
Ian Fronczak, Cal Poly
Jasmin Kaybour, Cal Poly
Joe Nayeock, Public Internet
Alma McHoney, One Stop and MHC
Robert Smith, Franciscan Workers
Elen Hu
Lucy Hu, Chinese Association
Michael McDonald, Interim, McHome
Ken Lee Rep., Land Owner
Ruben Cortes, Property Owner
Alfred Diaz-Infante, CHISPA
Marilyn Dorman, HRC
Steve Hoffman, Steinbeck Center
Les Kaneshiro, BTS
Yic Blea, CACA
Jean Goebel, Haem
Carolina Sahayan, Housing Authority
Candice Chin, Property Owner
Heidi De La Mason, City of Salinas
Roberto Ztani, Owner
John Yung
Mia Fenreira, Franciscan Worker
Parker Chin
Tom Melville, SDCB
Dr Tao
Rife Tom, TAC
Leslie Tom, TAC
Alan Stumpf, City of Salinas
Lacey Hiahola, BTS
Stan, CSUMB/SC
Chris Brown, CSUMB
Nathan Chaney, Johnson and Moncrief

Notes:

Table 1.

- 2 ways streets
- At grade crossing
- Connection to Steinbeck
- Mixed us on bridge and market
- Gateways in front of Confucius church & Sherwood and market
- Commercial & retail on Soledad
- Market rate on East lake
- Community garden across the street
- Parking on CA and bridges streets
- Connection to train

Table 2.

- Connectivity from Carlake projects &
- Pedestrian dragon bridge from Old town,
- Entrance to Chinatown at the end of the bridge,
- Entrances at Sherwood, Sherwood and Rossi and traffic circle on north main. Social service center off bridge street
- Gardens
- Mixed us at current garden
- History park- at old republic cafe
- Koi pond
- All streets 2 way
- Bridge street connecting under dragon bridge for bicycles
- Greenways
- Grocery store- most important business!

Table 3.

- Community garden across the street, more open space! Even if it means less density
- Gateways at N Main and E Lake St, E Rossi and CA, Market and Sherwood- each with a different theme (Chinese, Japanese, Pilipino)
- Like SF Chinatown, Asian town motive
- Parking 2nd to other uses
- Park in the middle of Soledad
- Dry cleaner etc that would be used by residents
- Permanent supportive housing, studios, 1 bedrooms not SROs, "Plaza Grande" model
- Dragon bridge
- Grocery store!
- Eating establishments and park to draw people in from downtown
- Roundabouts TBD

Table 4.

- Multi ethnic, age and social class
- Pedestrian bridge- mostly green, connect to main downtown corridor, green space on other side to draw people in
- Senior housing across from Buddhist temple, with Asian grocery
- Zen center on E Lake Street
- Art gallery and co-op on Soledad, space for non-alcoholic dance and performance space
- Bike Shop
- Training space
- Dorothea's space, have residents form a plan for food, housing, and help them contribute back to the community (house down streets or mow the lawn)
- Asian fusion restaurant, Asian and Mexican fusion restaurant food
- Used book shops, coffee shops, Asian dessert shop
- Make sure it doesn't become to commercial oriented, keep original feel

Table 5.

- Area of exclusion
- Open up sound wall of Steinbeck center so you can see Chinatown
- Making Chinatown inclusive
- Keep green space triangle (not as Renaissance project wants to do with building)…amphitheater for events
- Pedestrian bridge, elevated affordable housing on the other side of the tracks, high rise on Chinatown side mixed use high rise building on Bridge street
- Too ambitious by 2033 to expect all that housing, may need to be downsized
- Like traffic circle, green space, mixed housing
- Downtown Y won't be 2-way
- Overpass walk and bikeway from market to get to green triangle
- Bridge, CA 2 way, Soledad keep 1-way: keep narrow, accessible for foot traffic or block off as pedestrian mall
- Bio swale lake to combat parking lack of drainage on Bridge street
- Multi-use center on bridge street
- Garden- keep and expand for solar, hydroponics, warehousing on it
- Gateway at California and E Rossi

Table 6.

- Keep Gutierrez restaurant (revenue)!
- Keep social services center planned
- Park and gateway on market and Soledad

- Mixed use on Soledad
- Keep parking
- Museum
- Mixed use where garden is, move garden across the street, keep some green space
- Retail and parking on E Lake Street
- Change to 2-ways
- Housing along CA street

Table 7.

- 2 way streets, possibly keep CA a 1 way street
- Pedestrian paseos
- Keep Buddhist and Confucius church and change everything else
- Main gateway on Soledad and market & E Lake and Soledad…signs on market and Sherwood, E Rossi and CA and N Main and E Lake street
- Move garden across the street
- Keep museum
- Keep social services
- Mixed use along Soledad (E Lake and Soledad)
- Grocery store within easy walking distance
- Social services on bridge street
- Cultural landmark and Asian youth center at old Pilipino church…need youth recreational opportunities

Table 8.

- Lake street and Soledad as 2 way
- Mixed housing with retail on Soledad
- Gateway at lake and Soledad
- Multi service center at CA and E Lake street
- Senior center with affordable housing
- Park in the middle of Soledad
- Gardens in the affordable housing and senior housing
- Lamps along Soledad St, with Chinese design
- Alley way to cross Soledad and connect with a walkway going to Steinbeck center
- Affordable housing and retail on Lake St.

Table 9.

- Pedestrian bridge at bridge street
- Housing and gardens (downtown side), terraced so that it's not too steep- seniors don't like stairs
- Service center- campus on Bridge street (where auto mechanic shop is) with garden, teach guests at Dorothea's to cook and serve and be part of service industry
- Public parking on the other side of bridge
- Mixed use
- Chinese or Asian market on Soledad
- Green pathway from Bridge to alley behind CA (need space on Buddhist temple land for pathway through)
- High end restaurant where Dorothea's is
- Police sub station combined with Starbucks at E Lake and Bridge
- Park on the corner of E Lake and CA with recreational
- Town homes on E Lake
- Commercial on Main and Rossi
- Playground and Market and CA
- Senior housing on CA
- Commercial on Sherwood with parking on both ends
- High tech ag industry on Market and Sherwood (triangle area)
- Gateway on market way and Sherwood, roundabout and roundabout and E Rossi and Main St

Table 10.

- Liked ideas in existing plan (garden at end of Soledad)
- Garden at both ends of Soledad
- A lot of green space!
- Pedestrian bridge & connecting street
- 2 ways streets
- Multi-service center at the bottom by bridge
- Grocery store!
- Parking by Rossi
- Use alley way and townhouses
- Trees and green space!
- Bookstore
- Cafes, coffee shops, restaurants, deli or corner store
- Bike paths, on grade street to bring bikes in
- Draw attention in, street or bridge, need green areas to draw attention into Chinatown

Community Workshop #2

October 15, 2009
4:00-8:30 pm

Attendees (65):

Tom O. Wong, Chinese Assn.
Wenson Louie, Chinese Assn.
Les Kaneshiro, Buddhist Temple
Alma L. McHoney, O.E.T.
Sean U-McLauhglin, M.I.I.S. (student)
Larry Tokiwa, BTS
Ernie B Suucha
Mae Sakasegawa
Alan Bilinsky, Intern, Inc
Matt Nohr, WRD Architects
Deborah Silsvero, NSC
Christina Watson, TAMC
Kalei Hui
Eugene Bigay
Candice Chin
Tom Sears
Roberta Haine
Robert Smith
Paul Tran
Janet Marsh
Wellington Lee
Van Gresham
David Swanson
Tsugu Kuramura
Lisa Schuljak
Christina Garibay
David Anderson
Anthony Henderson
Jacqueline Revis
Gregory Tippett
Dan Herron
Ruben Cortes
Carolina Sahaguin
Mia Ferreira
Rick Slane
Kathy Young
Jill Allen, FWJS
Alen Dermicek, Eric Miller Arch.
Case Maloyer, Interim Inc.
Kelly McMillin
Daniel Silvgrie IV
Diana Armenta
Daniel Silvgrie III
Eric Miller
Jess Tabasa
Doug Lwamota
Dennis Cortes
Michael McDonald, Interim
Leel Paulin
Kathleen Biersteker
Alan Stumpf, City of Salinas
Dobrato Coner, Cal Poly
Mandy Jackson, Dorothys Volunteer
Wallace Ahtye, Zahrman ACE
Gerald Cheang, Confucius Church
Carol Cheang, Confucius Church
Steven Levinson, CSUMB
Wannie Yee
Samuel Zee
Matt Gallego, CSUMB
Chris Wolf, CSUMB
Aline Sanchez, Office Assemblymember Caballero
Roslyn Chin, Confucius Church
Janet Chin, Confucius Church
Parker, Confucius Church
Marcus Kelly
Curtis Leidig
E Whang
R. Wasoon
Dana Cleary
Tom Melville
Joel Panzer
Raquel Cortez

Notes:

Cultural Center/Sense of History/Identity

Cultural Center: The Community feels that this Center is very critical and important as a first step in the redevelopment of Chinatown.

- Preserve History: Need cultural center to preserve local history from the 1850s to today and to draw interest to this area. It will serve as an interpretive center.
- Chop Suey Sign Lighting: This is a very important step to show the community that Chinatown is coming back.
- Asian Festivals: Provide and develop an iconic festival for Chinatown.
- Restaurant: Keep some use as a restaurant at the beginning.

History of Chinatown:

- Immigrant experience: express the 4 cultures: the Chinese, Japanese, Philipino and Latino.
- Historic Events: Use the center to identify the historic events. We had started this at the Community Meeting with a time line exhibit that allows participants to add additional items.

Design Concepts:

- Maintain Building Integrity: Use this building as the cultural anchor / symbol.
- "Chop Suey- Americanized": Chinatown has its own unique architecture.

Historic District: Cal Poly students and CSUMB will help prepare the nomination for historic places.

Construction / Cost: Sean Upton-McLaughlin and Ernest Mill with Mill Construction has prepare a cost estimate for complete restoration.

Cal Poly Design Samples: Student's works from Margarida Yin's Architecture class were shown at the community presentation.

China Town Form Base Codes

Community Vision: The Community want to redevelop the 29 acre China Town area to create a sense of place that reflects its history and give it a community vitality that is adjacent to Main Street Downtown

Cal Poly Land Use Plans and Form Base Code Standards: The Students provided 5 examples of their presentations which included: Land Use Maps, Form-Based Code Standards and Urban Design Plan Documents for the review of the participants. The Students were part of the Planning Class headed by Umut Toker.

Form-Base Code Discussions: The Form-Based Code is a method of regulating development to achieve a specific Urban Form as determined by the Stakeholders of this community.

Public Space Standards:

- Sense of History: The Streets, Sidewalks, Walkability and Street Elements should reflect the scale and feelings of the historic spaces.
- Four gateways-
  - one for each of the 4 cultures is a great idea. The gateways should be gentle reminders of the history of each culture.
  - one major gateway: to symbolize the unity/cohesiveness of the community? The same gateway can be used in more than one entryway
  - Do not make it "Disneyland." This is a neighborhood in Salinas.
- Walkable Sidewalks: Use easy to clean materials and create vibrant streets.
- Linkages / Railroad crossings: Get railroad representatives involved.
- Street lamps: Use a lantern motif
- Open Spaces:
  - Provide relaxing + surprise spaces
  - Provide a memorial Garden on Soledad
- Prevailing wind / microclimates: Use building elements and trees as windbreaker.
- Public art: use art at roundabouts to honor the 4 cultural groups
- Market Street: Remove the wall.
- Soledad Street: Maintain Chinese Signage

Building Form Standards:

- Historic Features: The building design should not be "Disneyland". They should reflect the existing architecture in a modern manner.
- Restore Historic Facades: Restore existing visible structures from Downtown to invite curiosity and draw interests/visits
- Materials: Use materials that are sensitive and responds well to the historic materials. Use quality and durable materials.
- Building Scales: Keep building scale (future buildings) compatible, 2-3 stories (Alley) 1-2 stories (@ public street)
- Architecture: use simple western buildings
- Balconies: Use of balconies are encouraged.
- Accent Element: Use Asian elements for accent

Mix Use:

- Live/ Work Spaces
- Commercial with residential spaces above

- Social Spaces
- Residential to include many different types: market rate, affordable, student, work force

Good Examples of Restored Chinatowns and Japantowns:
- San Francisco
- Oakland
- San Jose

Homeless Social Services/Affordable Housing

Option A-Campus→(Winning Option)
- More work to build campus, but can move out to different areas
- Flexible
- Uses existing resources, capitalize on strengths
- Room to add what you want later
- Helps people move around, get "out and about"
- More realistic
- Opportunity to let different organizations participate
- (Food Bank, Dorothy's Place, etc)
- Not a 4-6 floor building here—smaller buildings, linked together

What we want to see:
- Small, multiple buildings
- Simple, cloistered services together
- Green, gardens, outdoor space
- Cheap affordable housing nearby/linked
- Warmth and welcoming environment of new SAF reception area
- Maricopa assessment area — sit or wait on line?
- Emergency Housing and assessment services
- Meals
- Services off the Street (East Lake and Bridge St.)
- Let victory Mission stay

Good examples:
- Maricopa
- Madonna, SAF: provides services for other people as well as those who live there
- SF Zen Center: 3 Centers (Julia Morgan)
- Green Gulch: Multiple Buildings, less institutional, nurtures people more
- Mission Solano Bridge to Life Center
- Yolo Wayfarer Center

Option B-One Building→
- Warehouse, institutional
- No overlap and interaction with rest of neighborhood
- City is too small to handle a big building
- No champions for big space

Connections to Larger Community-Transportation

From the transportation perspective, the three primary points of conversation included:
- Bridging the gap between Chinatown and Downtown over the UP Railroad tracks
- Better public transportation access within the site
- Conversion of one-way streets to two-way streets

Bridging the gap: The most pressing issue for the community was to determine a way to reconnect the Chinatown district to other parts of the city. This is an issue with more than one side of the study area. However, the side that is adjacent to the railroad tracks is the most visibly disconnected and exhibits a large number of individuals crossing despite installed safety fences. The community expressed the following concerns and comments:
- Based on an informal vote, most would like to see an bike/ped overpass as compared to other crossing options (at-grade or underpass)
- The connection points on both sides of any potential crossing are very important. These should connect appropriate pedestrian destinations such as the transit center or Soledad St.

- Other suggestions were to improve/ widen the underpass at Main Street and to shorten existing pedestrian walking distances by providing stairs to connect California Street to Front Street

Public Transportation Access: Many people expressed that the site was underserved by public transportation. There was no overlay of current public transit to aid the discussion. However, the following suggestions were provided:

- A circulator service or a re-routing of existing routes should be provided for the District
- A pathway was proposed along the railroad tracks, over Main Street to connect the District directly to the Amtrak Station.

One-way Street Conversion: Most people were generally in favor of converting one-way streets back into two-way streets. Yet, there seemed to be confusion over the benefits and drawbacks of one-way versus two-way streets. The following comments were provided:

- Conversion should take place only after it is ensured that crime/undesirable activities can be reduced to an adequate level.
- Two-way streets provide better access to businesses and are less confusing for those visiting the District for the first time.
- If roads are converted to two-way, it should be ensured that the final circulation pattern in the District could handle future traffic volumes.

Current Opportunities & Constraints- Places to Eat/Businesses

Keep it local: Many people spoke about opportunities to create space for local businesses, thinking creatively about restaurants that might either have a cooking school component, a local garden as a resource, or serve Asian inspired cuisine – or all of the above! Ideas about how to employ and train the current Chinatown population were interwoven into food and restaurant ideas. An organic food store would be welcome and a local bookstore was requested. Farmer's Markets! Create more events that bring people and money into the neighborhood –think festivals.

Housing as a Catalyst: Several people shared their opinion that with the Housing Authority property moving forward with new affordable units, they didn't think that affordable housing was the best catalyst. Others wondered about the best sequence of catalyst sites saying that housing could be part of that sequence, just maybe not first.

Resources in the Community: Local foundations, or foundations that support local projects: Harden Foundation, Packard Foundation. Create partnerships with other museums.

Security/Safety

Problems: drugs, public sanitation, and isolation.

Law Enforcement: Participants voiced a need for an increased security/police presence and new law enforcement strategies such as establishing relationships for a community-oriented approach and having police patrol on foot or bicycle. They also agreed with the 2007 report strategies including creating a police sub-station, increasing lighting and installing additional security cameras.

Accessibility: The main issues are the wall between East Lake and Rossi, a lack of connections to downtown and one-way streets which not only make it difficult for access within Chinatown but cause problems for law enforcement (drug dealers now only worry about police coming in on Market).

Possible Solutions: Neighborhood watch (people using services could be asked to contribute to the community's security), determine priority areas for short-term increases in safety/security, quarterly clean ups, restrictions on after hours parking,

change traffic flows, more free dumping days, security cameras, and call boxes.

Park or Garden

Accessible Green Open Space: Community members voiced concerns that the current garden is gated and closed off to the public. Participants asked for more green space, and emphasized that the spaces should be open and accessible to the public with events like Farmer's Markets to encourage it's use. Bridge & Market Way was discussed as a potential location.

Serve Many Purposes: There were many ideas for the use of a garden or park including: providing educational services (sustainability, food security issues, history, art, skill development); growing food for the local café/soup kitchen; cultural preservation and practice (meditation, Japanese teahouse, Taichi Garden); and music and entertainment (amphitheatre for Bitgan, Taiko and the Lion Dance, tables for Ma Jong, chess & checkers).

Design: Participants had a variety of ideas for designing Chinatown public spaces in a way that represents the community's needs and culture including: sculpture gardens, Koi pond, Asian landscaping, pagoda, benches, draw bridge, game tables, stage/amphitheater, bike racks, recycling containers.

Ideas for Support: Participants suggested getting assistance from local growers around Asian fruits and vegetables, attracting tourist and asking the Chinese government to support the garden with money and skilled workers.
Appendix

Card & World Café Comments:

Cultural Center/Sense of History/ Identity

Card Comments:

- Four gateways- one for each of the 4 cultures is a great idea
- Sense of history- can be promoted by design of new buildings: don't go Disney, but don't go "attention-grabbing" modern either
- Use materials that reflect earlier days (wood, stucco, arrogated metal, trees).
- Immigrant experience- asta … … Latino- to be understood.
- Present building integrity of Republic … as cultural anchor/symbol
- Historic Events?
- Architecture models (Chinatown, Oakland, Japan)
- Lighting (lantern motif)
- Walkways (easily cleanable materials?)
- Restore facades (Historic), visible from Downtown to invite curiosity and draw interests/visits
- Keep building scale (future buildings) compatible, 2-3 stories (Alley) 1-2 stories (@ public street)
- Live/work mix
- Restaurant/Cultural Center would be the main, most important...
- Need restaurant to bring business as a start
- Need cultural center to preserve local history and to draw interest to area
- I like the idea of gateways-however, 4 gateways with 4 different identities may be confusing- What about molding these 4 identities into one major gateway, to symbolize the unity/cohesiveness of the community? The same gateway can be used in more than one entryway

World Café Comments:

- -Asian festival
- -Neon Light
- -Rood/Bldg Disposition
- -Salinas Chinatown is unique /Chop Sue/ Americanized
- -Interpretive center
- -Vibrant Street
- -Form based code determined by community
- -Balconies-scenic
- -Service center-important to stay
- -Facades
- -2-3 story feel but height behind
- -Intimate sense

- -Higher quality materials
- -Market St. creates wall
- -Entry gate (Disneyland) not for Salinas
- -Asian accent elements
- -Simple western buildings.
- -Chinese signage-Soledad
- -Open space- relax + surprise
- -Prevailing wind/micro-climate
- -Roundabout/artwork honoring groups
- -Trees-wind break
- -Memorial Garden on Soledad
- -Get railroad representative involved
- -Lighting lantern motif

Homeless Social Services/Affordable Housing

INPUT FROM TABLES – Service Options

BASIC NEEDS:

- Food
  - Free
  - Sliding Scale
- Housing
  - Emergency Shelter
  - Transitional Shelter
  - Mixed-income
  - Intentional Living
- Safety
- Mail
- Showers
- Laundry
- Telephone
- Clothing

EMPLOYMENT SERVICES/MICRO-ENTERPRISE

- Part-time
- Full-time
- Casual Labor, Artistic labor
- Peer counseling
- Job Training/Mentoring
- Computer Lab/Internet Access
- Library

BENEFITS ASSISTANCE

- Legal Assistance
- Housing Assistance
- Transportation Assistance
- Transitioning from incarceration, hospitalization, in-house rehabilitation centers

HEALTH AND BEHAVIORAL HEALTH CARE

- Healthcare Clinic
  - With Lab, X-ray, Ultrasound
  - Continuity Clinic
  - Urgent Care Clinic
- Mental Health Clinic
  - Social Workers
  - Psychologists
  - MFT's
  - Case Workers
  - Urgent Care for drug/alcohol relapse, rape, psychosis, etc
- Dental Clinic
- Optometry/Eye care
- Drug and Alcohol Rehabilitation

Card Comments:

OPTION A:

- Option A—Campus Model: Lots of outside Space/trees/foundations
  - Mental Health Services--#1 need
  - Employment Services--#2 need
- Pet Area—crucial for single people or elderly people
- Don't force current population out of area—we need a balance—transitional housing, with market rate (low-income and market rate housing)
  - Medical clinic and other client services bight be compatible
- Campus Model seems most appealing and realistic. It allows for step-by step development, which could allow for increased dialogue and utilization of existing resources, as well as new economic development. Option B seems too institutional
- Option A is best-We need comprehensive, free, or sliding scale free services for drug and alcohol rehab, housing, good, and medical care, mental health care, dental care, optometry,

legal assistance, immigration services, computer lab, job opportunities with micro-enterprises

- Option A Campus Model is best but not all services need to be in the immediate Chinatown—some can be across market or to the east
- Suggest Campus model if located outside of Soledad St.
- Campus model seems most practical and allows for different service delivery needs
  - Don't displace current community
- Like Option A Best-North Bridge and East Lake—Soup Kitchen as catalyst with café/training center
- Option A is better because it would be tough to have a multiple story building in Chinatown—takes away the ambiance of the neighborhood

OPTION B:

- Option B would be best because it has more security and takes up less land; building should be located away from Soledad st.
  - Build on current assets
- Option B—One Stop Center: provides most cost effective way to build one building rather than multiple buildings; most useful to clients' needs.
- Option B will encourage vertical development
- MSC must be inviting-for intended clients and for neighbors—should include some services for the community and not just the homeless
- Would initially prefer Option B One Stop Building if on Soledad St.

Connections to Larger Community- Transportation

Card Comments:

- Do something to break the market street barrier (and SPRR). It totally isolates Chinatown. If money were no object, do like Monterrey did with the lighthouse tunnel/ Custom House plaza. Put Market Street below grade from Monterrey Street/Pajaro St. to the RR over crossing @ market before Sherwood.
- Need (at least) AT Grade Crossing
- Open vehicle access (open Bridge St)
- Two way traffic
- McArther BART overpass
- 2-way streets, reversal of Soledad St. grade crossings, bike/ped underpass, bridge
- Walkway ped/bike from Market St. to end Market Way
- … Walkway to 2nd floor, MSC bldng. @ Soledad @ Market Way
- Circle road like Capitola. California 2-way, Soledad 1-way
- How to cross the RR tracks safely?
- Barrier for one side of walkway-widen this walkway, make sure walkway is well-lighted
- Or have Oregon-over RR tracks
- Room for buses on Soledad St.
- Previous plans have focused on access across Market toward downtown- how about pedestrian/bike access west across Main toward train station? Bridge over main?
- At the minimum, Soledad St. should be two way
- Underpass not safe? Crime? Lighting? At grad crossing shall be …
- Possible pedestrian overpass using Chinese "Moonbridge" or Art design part of gateway or pedestrian bridge with ramps
- Now that we're moving from "big vision" (no holds barred, ignore real barriers, etc.) to real implementation. I think the drawings/maps/representations need to reflect the reality that an at-grade crossing of the railroad tracks is extremely unlikely. Look instead at collaborating with all stakeholders (city, Renaissance partners, TAME, UP, Amtrak) or fixing the Main St. RR bridge & widening under crossing to make it more pedestrian & bike friendly.
- Been assuming RR tracks can't move. Can they be lowered?
- Roundabouts may work in New Jersey but in California too many Drunk Drivers can't drive straight let alone in a circle

World Café Comments:

Transportation – Group #1

- Roundabouts should be added near the Chinatown district in appropriate locations
- Before making a conversion to two-way streets, we need to ensure that drug problems on the streets are resolved
- The overpass option is safer than the other options
- Security issue with underpass, unsafe
- A Market Street overpass could be done by physically raising the entire street to the level of the overpass
- An overpass could enter the 2nd Floor of a building on the Chinatown side to reduce the amount of land needed for touchdown ramps
- Q) Fence? Market St.
  No current underpass barrier on N Maim, a barrier should be added
- The perimeter road around the Chinatown district could be two-way or one-way, similar to a loop road
- Q) Parking for future?
  Capitola, an example of a one-way to two-way conversion
- The lack of a railroad crossing is a barrier; Chinatown needs direct access to old town Salinas
- Transit on Soledad would benefit Chinatown

Transportation – Group #2

- Transit goes over and ground level is for Peds.
- 1-way streets are confusing and we lose visitors who get frustrated with the site
- Widen N. Main Sidewalk (Lake-Side)
- Bridge should connect more directly to transit center or Steinbeck Center.
- Informal vote: 7 people favor overpass, 1 underpass + underground mall, 2 at-grade crossing
- Q) Parking capacity? Depends on event scheduled?
- Circulation is awkward as is (Market Way) left turn into Market Way
- Potential alley upgrades present utility issues
- 2-Way conversion is possible
- A connection between the Chinatown district and the train station should be - create a bridge over main
- Roundabout should be placed at Rossi & Sherwood truck access could be provided through a rolled curb
- Main St. underpass, too narrow

Transportation – Group #3

- Bus/shuttle access to Chinatown should be provided. Maybe a circulator shuttle service
- Main St-use widening for ped. & bike
- Overpass (built around bridge)-gateway-landmark, transparent (safety)
- At Grade XSG
- Circulation Plan
- Restoration of 2-Way street

Current Opportunities & Constraints- Places to Eat/Businesses

World Café Comments:

- Produce companies drive local biz – hit the big ones
- Wish we had culinary institute (like SF) type of cooking school, good façade
- Rooftop gardens "sell it restaurant"
- Restaurant w/ garden. i.e. training center
- Pre-rec to clean up streets – Soledad central coordinated – blocking development
- Safety in numbers

2. Focus on things that come from Asian community (Dim sum)

- More volunteers @ Dorothy's to build relationships over time
- Volunteer projects as catalyst projects
  - Enlist healthy guys to peel potatoes
  - Where to put a building?

3. CATALYST PROJECTS

- Can you have a catalyst before dealing with homeless population?

- Service center v. cultural center
- Should catalyst be homeless center?
- Big picture: Housing Authority building affordable housing – 2 phases
- Dense, affordable housing coming to area
- Keep mixed use to thrive. Big mistake for dense low income. Sets tone for whole area.
- Business drawn in by low rents – were more auto shops
- Garden significant, welcoming project
- One good restaurant would bring people in > reason to come
    - Asian, California fusion – something different

1.

- Organic food store
    - Always busy – do we have market?
- Bookstore – local, not chain
    - Internet café
    - W/ gift shop
    - Access to computers
    - ART!

RESOURCES

- Larger foundations in the area
    - Harden Foundation
    - Packard Foundation
- Government
- Partnerships – link up with other facilities – even in other cities
    - i.e. Smithsonian w/ museum out of Europe

CATALYST PROJECTS 1

- Façade improvements for historical buildings, existing structures
- Garden related to restaurant
    - Look @ the White House!
- Local brewing company, draw people in – plenty of land
- More cultural enrichment & center – the whole coming together with culture
    - Ex: Farmer's Market
    - Montery County 1-stop career center [Marlene Esquera]
        - Youth do wood totems, paintings, use of what is around the area
- Bring people & money into community
    - EVENTS – Chinese cooking, culture, art events
    - Money can put people back in the community

1 CATALYST PROJECTS

- Affordable housing
    - MC Housing Authority
        - Now: 26 units + office
        - ~300 sites, hoping to acquire more
        - Replacing w/ higher density (across from Chinatown & in Chinatown)
- Restaurant that uses mentally handicapped-
    - Working skills, teaches cooking, opportunity to earn income
    - Buffet restaurant
    - Soup Line Café
        - Over next year
- Area sustainable business (Ex: SF Fillmore)
    - People living there use the business
    - People don't have to walk far
- Graystone Bakery (in NY) – on YouTube
    - Provides brownies for Ben & Jerry's
- Small convenience store
    - Area for Asian food (now – Tokyo Foods on San Miguel)

Security/Safety

Card Comments:

- Free Chinatown. To paraphrase Ronald Regan: "Mayor Donohue, tear down that wall" (Between East Cake + Rossi)
- Market Street + RR tracks isolates area. Need to connect to old town somehow for flow
- One-way streets further isolate area. Need security/police presence-city sub-station?

- Better lighting. Compatible w/ architecture
- Need more police pressure
- Need "political will" of police to end drug sales
- Neighborhood watch
- Drug dealing on the streets
- More lighting on Soledad
- More police presence
- Could the low income as part of their commitment to their living be given jobs as Area Security? i.e. Community Watch

World Café Comments:

- Cameras
- Public Sanitation
- ¼ clean up
- Priority Areas short-term increase safety/security
- No open drug sales on Soledad by 2011
- More law enforcement
- Community-oriented/Establish relationships
- Security cameras
- Police walking/bicycle beat
- New strategies needed by L.E.
  - Ex. Criminals are working around cameras
- Clean-up area/maintenance
  - Invites dumping
  - More free dumping days
- Lighting
- Restrictions on after hours parking
- Community patrol
- Police substation on Soledad
- Soledad one-way, 2-way on Calif. + Br.
- Circulation now makes it difficult for L.E. to enforce
- Drug dealers now only worry about police coming in on Market
- Change traffic flows
- Tear down wall on street next to housing authority
- Call box-change psychology

Park or Garden

Card Comments:

- While well intentioned, the current garden is like a plant prison. The metal fence isolates and does not invite. The sharp tops offer a prison/correctional institute (turn off) quality
- Public spaces need to be open and accessible to the public, not off limits
- More use of open space to balance future construction would be welcomed (10% of lot) detained as open space.
- Open areas-events, Farmer's Market?
- Bike racks, alternative transport measurements? Communal food supplies, economic uses?
- Has changed the neighborhood
- Keep as much green space as possible

World Café Comments:

- Garden as inspiration
- Garden as a metaphor; growth & development
- Food security issues& education
- Locate on bridge & Market Way
- Integrate history & interpretive art (Asian Culture & History)
- Skill Development
- Sculpture Gardens, Koi Pond
- Asian landscaping, meditative spaces
- Pagoda, benches, draw bridge
- Taichi Garden
- Chinese govt. to support with money and skilled workers
- Attract tourists
- Japanese teahouse
- Teaching bonsai & flower arranging
- Places to sit and relax
  - Benches
  - Ma Jong tables
  - Chess, Checkers
- Stage for Taiko, Lion Dance,
- Grow food for a local café/soup kitchen
- More communication with kitchen & garden
- Get assistance from local growers around Asian veggies & fruits
- Amphitheatre use of Bitgan
- Memorial Park
- Connect back of Steinbeck to thriving

Park that has music, entertainment, Amphitheatre

- Parking or Park?
- Interpretative Center
- Open space
- Bike racks
- Recycling containers
- Sustainability
- Farmer's Market
- Roof top gardens and solar!
- Garden or open space

Feedback from Salinas Downtown Community Board

Reconnect and Traffic Circulation

Caltrans Study Session #3
Monday September 13, 2010 8:30 at the Confucius Church

Don Reynolds, Redevelopment Project Manager provided the aerial map of the Chinatown, a copy of the "Livable Streets Tool Box," (an appendix of the 2007 Chinatown Renewal Plan provided by Glattis Jackson and Associates-by Dan Burden), and a copy of the report submitted in April 28 for the June 1, 2010 Council Study Session from Nelson\Nygaard Consulting Associates. The Livable Streets Tool Box was reviewed as well as the build-out plan from the 2007 Chinatown Renewal Plan. The proposed changes to traffic circulation proposed in 2007 were reviewed, and set the stage fro a review of the Nelson\Nygaard report.

Many features in the 2007 Plan are not a part of the Nelson\Nygaard report, and include: no roundabouts, no pedestrian bridge, and only vague references to the treatment of allies. Rather than an at-grade street crossing for vehicles and pedestrians at Bridge Street, and at-grade crossing for pedestrians and bicycles only was being proposed.

In reviewing the existing conditions, it was noted that despite efforts to curtail pedestrian crossing the tracks by installing the fence, Union Pacific has not bee successful in halting it altogether. Whether formally recognized or not, the tracks are crossed illegally on a daily basis- as shown in the photos.

Recommendation #1
A request was made to solicit the Police Department for formal feedback regarding the return of two-way traffic to Soledad and California Streets. This is the feedback received thus far:

> *Don:*
>
> *I have received your e-mail and read through the document.*
>
> *It will be difficult to comment on the recommendations unless it's framed against the rest of the redevelopment plan. The four "Preliminary Recommendations" listed will have little chance of success unless they are directly tied to changing the area from the current open air drug market. At the security meetings I have attended making the types of changes listed in this document came after (or at least in parallel to) other parts of the redevelopment project such as developing eyes on the street living space, possible movement of the homeless/shelter services, etc.*
>
> *With that said, I will circulate the document internally and ask for comments.*
>
> *I am sure the PD will support most if not all recommendations as long as they are tied to ongoing and sustained redevelopment in the Chinatown neighborhood.*
>
> *Tracy Molfino*

It was recognized that the return to two-way streets on California Street would reduce the street parking available to the Buddhist Temple. Feedback on this proposal is also needed from the Temple's Board. The conversion of Soledad Street was not seen as problematic, and was generally support, especially on trial basis.

Recommendation #2
This discussion was re-enforced by the Glattis Jackson "Tool Kit." The aerial map makes this point especially upon review of the width of Market Way as a fragment of the busy street it used to be. Traffic calming has also been a topic of many discussions in Chinatown as it relates to the Alleys. The alleys need traffic calming, and because in some instances, and alley

is too narrow, (Lake Alley) or incomplete (not paved) adding speed bumps cannot be completed. All alleys, including Rossi Alley need to be completely paved. The City has had a policy of widening alleys as development occurs- (Bridge Alley) that leaves the alley adequately wide in some places, yet ignored in others. The City needs to take action to complete this program even when development does not occur.

Recommendation #3a
The aerial photo shows Caltrans working on Highway 183 at the intersection of Monterey Street and East Market Street. After investing $7 million dollars in these improvements, Caltrans skipped the underpass and continued improvements north at Rossi Street. This is believed to be because the 1925 Agreement with then Southern Pacific dates this improvement to times well before ADA requirements, and Caltrans did not have the resources to address the need for ADA improvements here. Caltrans would like the City to take-back Highway 183- and there may be further opportunity to improve this underpass.

The California Street/East Market Street improvements were not seen to be a big factor in helping pedestrian cross the tracks because it simply is not centered on getting this traffic to the downtown efficiently- (folks would still cross tracks illegally, if improvements were made).

Recommendation #3b and #3c
Both received strong support from the SDCB.

Recommendation #4
Parking is an issue now in Chinatown, because folks are living in their cars. A petition has been circulated to eliminate overnight parking. It will be considered by the Traffic and Transportation Commission in October. Shared parking opportunities between the institutional and residential uses were also considered, as well as employee parking to occur off-site.

Feedback from the Development and Engineering Department concerning the Nelson\Nygaard Report has been requested, but none has been received yet.

In general the SDCB approves of the actions recommended in this report. It was a conclusion of the study group that shortly after land use is reconsidered, changed and amended, that infrastructure plans would follow. We need to finalize the land use plan now.

Economic Development

Caltrans Study Session #4
Tuesday September 14, 2010 8:30 at the Confucius Church

Don Reynolds, Redevelopment Project Manager briefly reviewed economic issues identified by the 2007 Chinatown Renewal Plan. The Implementation Maps created by Architecture Inc. (Fe Tom) were re-distributed, as well as the report provided by Seifel Consulting Inc. ("SCI" - April 2010). The Section beginning on Page 10 of the SCI report is where the conversation began.

To compare the demand for housing and jobs in Salinas and relate that to Chinatown is very helpful. RHNP of Salinas, and filter-out that portion related to Chinatown, made the housing density conclusions easier to understand.

The Final Report has to reference those projections provided on Page 11:

"... if Chinatown were to capture 5 to 10 percent of the City's anticipated population growth, the neighborhood could grow by approximately 465 to 930 residents, which translates to 130 to 260 new housing units."

One has then to take 260 units and map this factor per the land uses provided by Fe

Tom- to arrive at housing densities. This 260 unit figure is much more acceptable to the community than the 2007 plan which described capacity for 1,800.

"... Chinatown may also be capable of capturing some of the city's anticipated job growth particularly in the service and public sectors..."

Jobs created in Chinatown will be public services, retail and service related employment. If the social service campus provides some regional services, it can accommodate growth in this sector.

Again it was requested that 1 Bridge Street be shown as sub-divided into several smaller lots, with a reduced footprint for the social service campus. Also consider instead of having the garden out on Sherwood, moving it to the southern corner of Lake Street and Bridge Street.

It was noted that there was not much conversation about existing employers, or fraternal organizations. Many fraternal organizations in the community are downsizing if not re-integrating into the institutions that established them. Questions were asked concerning the future of the Bing Kong and Suey Sing on Soledad Street. There is no mention of the two fiber-optic sites on Lake Street and their possible relocation. If these uses remain, maybe they can be integrated into a parking structure or take on some other form of hidden presence. In general, the City needs to consider auto repair- because there is a big demand for it, it exists in much of the areas currently zone for mixed use, it provides jobs, and it is currently an integral part of Chinatown's economy.

Types of new economic growth considered by the focus group include youth hostiles, and elder hostiles, and niche restaurants and grocery outlets. Funding sources for economic growth were in question, and the difference between the role of the City (Redevelopment versus/and Economic Development) seemed to be unclear.

The Housing Authority would like to move ahead quickly, and they have seen the establishment of Form Based Codes take several years. They are hoping that once the community's concepts are formalized, (in the next 6-12 months) that their development on Rossi Street can move forward in lieu of having completed a formed based code. Perhaps a PUD or DDA can be written with an "eye" on intention, to provide for more development flexibility than the current code allows.

This lead to a discussion of the catalyst projects listed on Page 16. We learned that as much as we want to see growth happen on Soledad Street, to get retail on this street would require other sites to develop first. The Housing Authority's site is the obvious first choice. Adding the Red Artichoke (the name of the café to replace the soup kitchen) to the list of potential catalyst sites is requested by the Franciscan Workers.

Lastly, Chinatown has a logo and the City is finalizing the results of an RFP to re-brand the City. Chinatown would like to keep its logo (an off-shoot from the Asian Festival) and wants to know how branding can effect the community's growth, both alone and as part of the whole city.