

# Chinatown Renewal Project Plan

*A Report to the City of Salinas Redevelopment Agency*



July 2007  
July 2008 Addendum

*Prepared by*

Local Government Commission  
Glatting Jackson Kercher Anglin  
Pyatok Architects, Inc.

# Acknowledgements

## Salinas Redevelopment Agency

Alan Stumpf, Director  
Don Reynolds, Redevelopment Project Manager

## Salinas City Council

Dennis Donohue, Mayor  
Sergio Sanchez, Councilmember, District 1  
Tony Barrera, Councilmember, District 2  
Janet Barnes, Councilmember, District 3  
Gloria De La Rosa, Councilmember, District 4  
Steven Villegas, Councilmember, District 5  
Jyl Lutes, Councilmember, District 6

## California State University Monterey Bay

Seth Pollack, Service Learning Institute Director  
Ken Feske, Soledad Street Project Director  
Aaron Nousaine, Administrative Assistant

## Buddhist Temple of Salinas

## Chinese Association of Salinas

## Salinas Downtown Community Board

Larry Hirahara, Co-Chair  
Tom Melville, Co-Chair

## Caltrans

Mark McCumsey, District 5

## Design Team



## Local Government Commission

Paul Zykofsky, Director Transportation &  
Land Use Programs  
Scott Clark, Project Manager  
1303 J Street, Suite 250  
Sacramento, CA 95814  
(916) 448-1998  
[www.lgc.org](http://www.lgc.org)

## GLATTING JACKSON KERCHER ANGLIN

Dan Burden, Principal, Senior Urban Designer &  
Executive Director of Walkable Communities  
33 East Pine Street  
Orlando, FL 32801

## Pyatok Architects, Inc.

architecture planning research

Michael Pyatok, Principal  
Marcial Chao, Project Architect  
1611 Telegraph Avenue, Suite 200  
Oakland, CA 94612

## With Contributions From

Lisa Feldstein, Public Health Law Program  
Al Zelinka, RBF Consulting  
Piper Ehlen & Danielle Crowell, Homebase, Inc.  
Kristen Willey



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*View and opinions presented in this report do not necessarily represent the views or opinions of Caltrans or the California Business, Transportation & Housing Agency.*





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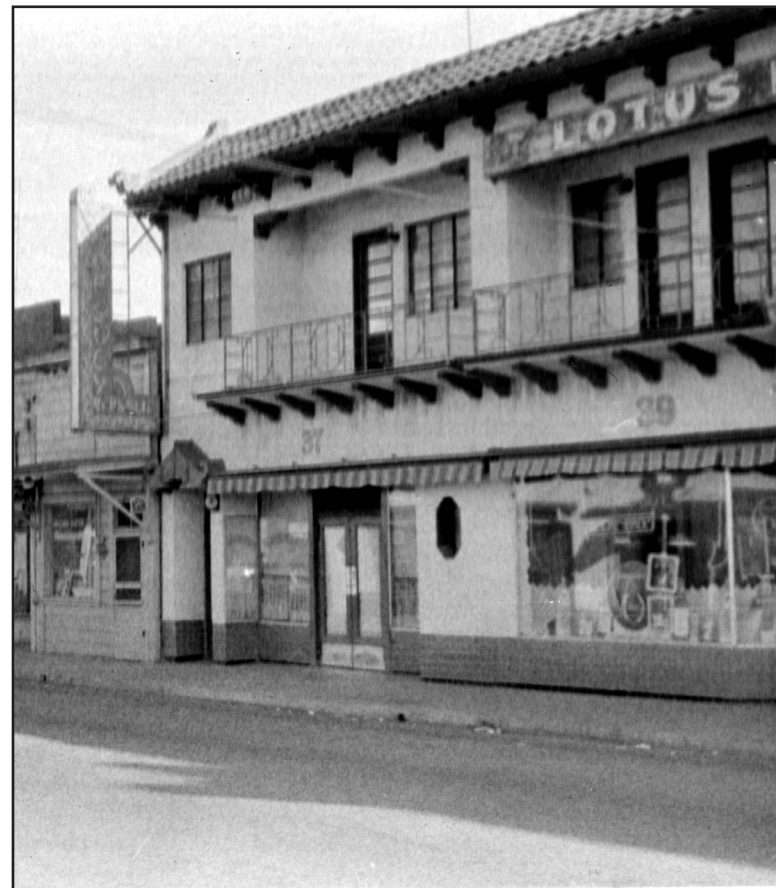
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# INTRODUCTION

## Project Description and Goals

This report summarizes the results of a charrette held in the Chinatown neighborhood of Salinas, California. A charrette is a series of interactive public events that spans several days or more and culminates in a vision or design. The Chinatown charrette was conducted March 8-13, 2007 to produce a redevelopment plan for a neighborhood facing a number of serious issues including crime, homelessness and neglect.

Salinas' Chinatown neighborhood is both literally and metaphorically "on the other side of the tracks" and while located close to major attractions and services, it suffers greatly from physical isolation. Once a home for many immigrant families, the neighborhood has undergone much change over the last century and has increasingly become an area of abandoned buildings amidst blight and hardship. Problems with drug trafficking, illegal dumping, and homelessness are now what the community is known for. However, there is also significant positive activity and energy thanks to a diverse group of community members dedicated to a renewed Chinatown.

The project, "Economic Revitalization and Cultural Reconnection for Downtown Salinas' Historic Chinatown Neighborhood," expands upon recent efforts to unite the neighborhood, preserve its cultural heritage, improve community services and eliminate the blight caused by years of neglect. The project area centers on Soledad Street and is roughly bounded by East Rossi Street to the north, Sherwood Drive to the east, Market Street to the



*Aerial view of central Salinas with Highway 101 seen running along the right side*

south and North Main Street to the west. The neighborhood is located in the City of Salinas, (population 151,000), which is the county seat for Monterey County, (population 402,000).

The 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, Walkable Communities, Pyatok Architects, Inc. and California State University Monterey Bay.



*Closer view of project area*





*The opening event featured cultural celebrations.*



*Community members participate in a walk audit of the neighborhood.*



*Stakeholders work together to create a vision of Chinatown.*

## The Charrette Process

In coordination with community partners, the Local Government Commission (LGC) organized a public design charrette process to produce a redevelopment plan for the Chinatown neighborhood. The process included a multi-day series of meetings, presentations and workshops that engaged key stakeholders including the Chinese community, the Japanese community, local elected officials, social service providers, low income and homeless residents, city and county staff, and property and business owners. The activities were designed to elicit their concerns and suggestions, provide information about possible solutions and foster collaborative development of a community vision.

In order to better address two contentious neighborhood issues, crime and homelessness, two days of pre-charrette meetings with neighborhood leaders were held February 26-27, 2007. Al Zelinka of RBF Consulting led a full day of discussion on improving safety and security through



*The community came out in large numbers for the closing workshop.*

community design. The following day, Piper Ehlen and Danielle Crowell from Homebase, a nonprofit public policy law firm, facilitated discussions on the core issues related to homelessness and the spectrum of services available.

The formal charrette process began with an opening event which over 120 people attended. It featured inspirational, cultural celebrations, an orientation to the issues and process, and community prioritization exercises. The first two days, six focus group meetings were held involving more than 100 stakeholders. The next event was a Saturday workshop with over 60 participants that featured a “walk audit” of the neighborhood, training on sound community design, and gave participants an opportunity to put their vision on maps during interactive design table discussions. The formal process finished with a presentation to over 100 community members of the recommendations generated by the team based on everything seen and heard during the events in the community. Over the six-day charrette, community members contributed over 1,000 hours of their time to the process.

This report is one outcome of the charrette process, but there were other results worth noting. The process represented the first time particular community stakeholders came together collaboratively. Chinese and Japanese community members participated en masse. Social service providers collaborated and their clients worked with local property owners.

This is an absolutely critical outcome, as the issues in Chinatown are serious and substantial enough that no one group or agency will be able to solve

them alone. Continued and increased collaboration is essential to realize the community's vision.

The charrette process is not solely responsible for the outcomes. It is important to acknowledge that many community members have been working for a long time to improve the neighborhood. In particular, the meetings of the Salinas Downtown Community Board have created an atmosphere of trust that set the stage for a successful charrette process.

## Existing Conditions and Background

### Rich Cultural History

The history of Salinas' Chinatown neighborhood is incredibly rich and this report does not aim to tell the full story. Instead, a quick historical summary and key events relevant to the project are provided for context.

Starting in the late 19<sup>th</sup> Century, the neighborhood was home to a flourishing community of Chinese agricultural workers and immigrants with many Chinese families living on Soledad Street. The Chinese were not allowed to own property and faced restrictions about where they could live due to the Chinese Exclusion Act, so the neighborhood remained their home for decades. After the act was repealed in 1943, many took advantage of the opportunity to move elsewhere, but the area remained under Chinese cultural influence. During Chinatown's heyday, mixed-use structures featuring residential over retail were common and a Confucius Church was built, which still serves the Chinese community throughout the Salinas Valley.

According to residents from the time, it was a thriving community up through the mid-1950s.

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. Like the Chinese before them, the Japanese faced considerable discrimination, especially during World War II when all Japanese were detained in internment camps. After their release, discrimination continued and they were unable to find property in other parts of Salinas, so they continued to make the most of Chinatown. The neighborhood featured restaurants, barber shops, a tofu shop and more. As a second generation grew up, opportunities to move increased and many left. Elders remember the area as vibrant through the 1970s.

Filipino immigrants also located in the area after the Japanese and the diverse cultural influence continued, but by the 1950s and 1960s, the



*The Confucius Church, shown in 1937, still serves the Salinas Valley.*



*Gasoline for 12 cents per gallon was sold at Soledad and Market.*



*Soledad and Lake in a thriving Chinatown.*



*Historical photos courtesy of Wally Ahtye.*





*A view of Chinatown from across the Union Pacific Railroad tracks.*



*The walled-off connection between Lake and Rossi.*



*Soledad Street is a gathering point for the homeless.*

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.

### **Challenges And Changes**

As change occurred within Chinatown and the City of Salinas, the neighborhood has become increasingly isolated over time. A vicious cycle is in place in which people have reacted to the problems in the neighborhood by cutting off connections to Chinatown, which in turn creates more problems as the area becomes more isolated and forgotten. Investment and upkeep has dropped significantly in the area, although there are exceptions such as the Buddhist Temple and Confucius Church. The isolation is a safety issue for the community.

Connections to the surrounding area have been removed over time, including the closing of three at-grade crossings of the railroad tracks which served as links to a now resurgent downtown to the south. The only connection to the north was removed when the Housing Authority was allowed to build a wall across a small neighborhood street, in an effort to reduce crime on their property. The Housing Authority reported a drop in crime, but the wall increased Chinatown's isolation and other

community members say that it made problems worse for the larger neighborhood.

The ability to travel within the neighborhood has been made more difficult as well. The City altered the traffic flow pattern through the neighborhood in an effort to reduce cruising for prostitutes. All of the north/south streets were changed to one-way streets that run to the north, and reportedly the strategy helped reduce prostitution in Chinatown. However, when combined with the neighborhood's limited entry points, the change to one-way streets made it very difficult for anyone to access legitimate uses within the neighborhood by vehicle. It may have also made it easier for criminal activity on foot — especially drug dealing — to gain a foothold in the area.

Within the City of Salinas, the Old Chinatown community and Soledad Street in particular, have been the hub for many social services since the 1980's. As redevelopment occurred in nearby areas of Salinas, the needy were further displaced away from those areas to Soledad Street and the Chinatown neighborhood. Victory Mission transitional living center, and the Franciscan Workers, who operate Dorothy's Place Hospitality Center, are long-time service providers currently located in Chinatown.

Faced with many challenges, there is a stigma associated with Chinatown and Soledad Street. The neighborhood's current reputation is a significant barrier to attracting investment and successfully revitalizing the neighborhood. Fortunately, there are people in the community working to make the neighborhood a better place.



## Working Toward the Future

Chinatown today is a collection of abandoned buildings and vacant lots, which unfortunately has become known as an area with an active drug trade, particularly during evening hours. Nevertheless, it serves as home for many positive uses, including the Salinas Japanese Buddhist Temple, Chinese Confucius Church, Bing Kong and Suey Sing Tongs, California State University Monterey Bay Service Learning Center, community garden, light industry, and a variety of social service providers offering a range of services and housing assistance.

The neighborhood has tremendous potential as it is located two blocks from the National Steinbeck Center, the centerpiece of ongoing downtown redevelopment, and within a quarter mile of a planned intermodal transit center with anticipated statewide service. Chinatown is within the Central City Redevelopment Project Area and the Salinas Redevelopment Agency owns property on Soledad Street that was bought with funds that must be used to develop affordable housing. The Agency has



*The community garden is a source of great pride.*



*The Buddhist Temple of Salinas is full of beauty.*



*Dorothy's Place is one of the service providers in Chinatown.*



*CSU Monterey Bay's Service Learning Center supports the neighborhood.*



*The Salinas Downtown Community Board discusses Chinatown's issues.*



*Close to Chinatown, Oldtown Salinas is undergoing a transformation.*



*Diverse stakeholders are building trust through collaboration.*

invested some money into the clean-up of toxics, but has identified other environmental obstacles to future development in the area. The Agency currently has only housing dollars for Chinatown, having spent almost all of the discretionary money generated by tax increment financing for the downtown area.

On March 4, 2005, the Agency and Buddhist Temple hosted a community forum with more than 100 people in attendance. The end result was the creation of the Salinas Downtown Community Board (SDCB) with 24 seats that include property owners, local businesses, community service providers, and local government.

Since formal establishment in November 2005, the SDCB has met monthly in the neighborhood to advise policy makers on the status of development plans in the area and has produced community expectations for the neighborhood. In addition, the meetings have created an important venue for the exchange of ideas among diverse community members and helped build trust in the collaborative process.

The City's most recent General Plan was designed to protect agricultural lands by encouraging infill growth. Chinatown lies within a "Focused Growth Area," where the city applies New Urbanist principles to design livable, walkable and sustainable neighborhoods that are compact, pedestrian-friendly and feature mixed-use development.

In December 2006, the zoning in Chinatown changed from Commercial to Mixed Use in order to help achieve the General Plan's goals. The Mixed Use designation allows for development including

a mixture of retail, office and residential uses in the same building, on the same parcel or in the same area.

The critical characteristic of true mixed use communities is that residents provide a market and employees for businesses, and in turn, businesses provide desired amenities and employment opportunities for residents. This synergistic relationship encourages long-term economic vitality in the community and can help create 24-hour neighborhoods where workers support retail and restaurants during the day and residents can support businesses at night and on weekends.

With the recent completion of a new parking garage, 14-screen multiplex theater and more downtown projects in the works, the City is poised to move across the tracks to Chinatown.



## DESIGN RECOMMENDATIONS

### Community Values & Priorities

The recommendations in this report are based on the values, priorities and vision of the community members who opened up their hearts and minds to share their dreams of a revitalized Chinatown.

The design team also worked to address environmental justice issues: that transportation and land use decisions meet the needs of all people, not at the expense of a particular population; and that all improvements be designed to fit harmoniously into the existing community.

Self-identified community values and priorities were determined at the opening event and are shown in boxes on this page. Some of the priorities consistently reappeared during focus group discussions, including security/safety, social services, a sense of history, parks/gardens, and connections to a larger community. In addition, the SDCB expressed that they valued a plan that is achievable and realistic.



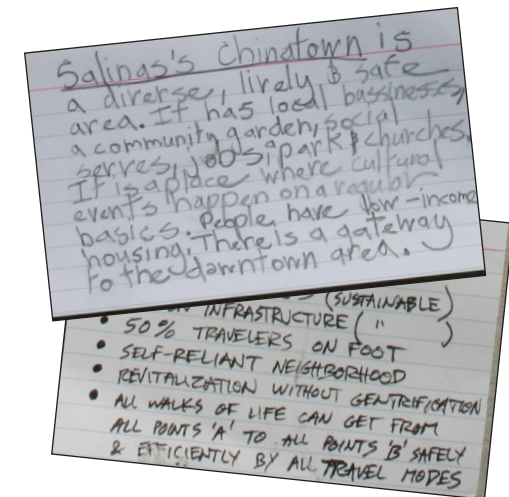
### Primary values identified by the community

- Peace/Caring/Support
- Culture/Diversity
- Family
- Safety
- Work
- Knowledge



### Ranked priorities identified by the community

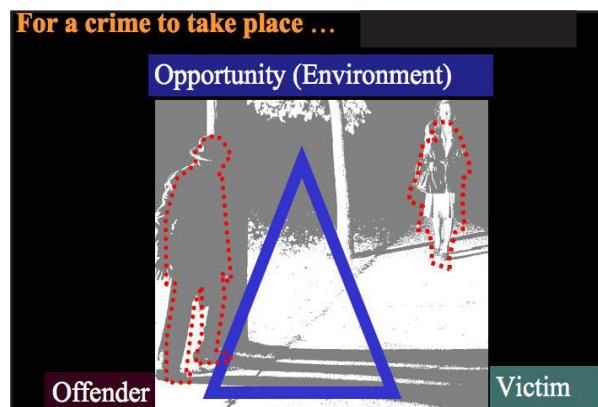
- 1) Security/Safety
- 2) Homeless Social Services
- 3) Places to Eat (Indoors & Outdoors)
- 4) Affordable Housing
- 5) Businesses
- 6) Cultural Center
- 7) Sense of History
- 8) Park or Garden
- 9) Connections to Larger Community
- 10) Public Restrooms



## Revitalize with Safety and Security In Mind

Safety/Security was the top priority identified by the community. The way we build, rebuild, and maintain our communities affects the behavior of people, and that behavior in turn influences public safety. The degree to which public safety exists will directly affect the vitality of Chinatown. In order to address the neighborhood's concerns, the following principles are incorporated into the recommendations.

To feel safe and enhance our safety, we need spaces that are watched over by people at all hours of the day and night. In order for crime to take place three things must be present: the criminal, the victim and the environment that allows a criminal to strike. The concept of “eyes on the street” or “public space” is considered a key to creating environments that feel safe and secure, and should be a central principle of all new development and redevelopment in the neighborhood.



*The Crime Triangle*

“Eyes on the street” can be accomplished by insuring that new and old buildings have some “transparency” to the public realm through inclusion of windows, storefronts, balconies and doorways. Equally important is to create places with a variety of residential, commercial and retail uses that encourage the presence of people throughout the day. A third element is to provide a high level of connectivity to other parts of the city so that people can walk, bicycle and drive through the neighborhood. An isolated, disconnected area lends itself to criminal activity because it can remain out of the public's eye.

Secure, safe places let us know where we are, where we are going, and what the rules are. This can be accomplished through overt methods, such as signage that helps people navigate the neighborhood, or more subtly by designing streets with enhanced pedestrian features that let drivers know they are in an area where they need to pay special attention to people on foot.



*A mix of uses can encourage the presence of people through-out the day.*

The public realm must provide opportunities for people to interact comfortably and build a sense of community in order to enhance overall public safety. This principle was a major factor in what is recommended in the plan. Current uses that encourage interaction, such as the various spiritual centers, should remain and be supplemented with new mixed-use structures that provide space for people to meet, eat, shop and mingle.

Private property and public space that is well maintained and allows individual expression contributes to a positive image, a feeling of safety and a sense of community. Everyone in the community can play a role including property owners, city code enforcement and neighborhood volunteer clean-up crews. Spaces that are maintained and managed for their intended purpose reinforce a feeling of safety and encourage people to use those spaces for productive reasons.

To feel safe, we need to know that others are aware of our presence. Likewise, it is important that we are aware of the people and activities going on around us. Visibility is a major factor and windows should be plentiful, while blank wall faces and fences should be minimized. Lighting is also critical and should be incorporated and improved with each redevelopment project.

Considering the severity of the problems, increasing the police presence in Chinatown is desirable. The recommendations include a police sub-station, but as the community stressed, a more important element is an increased street presence by law enforcement. Success in Chinatown will rely on a strong relationship between the community and law enforcement.



## Reconnect The Neighborhood

One of the most common issues discussed during the charrette process was the need to reconnect the neighborhood to the rest of Salinas. Multiple connections were added in all seven of the maps produced by the community during the design table exercise and also mentioned frequently in the focus groups. The most common link envisioned by participants was across the railroad tracks at Bridge and Market Streets, and there are other potential connections that could make a big impact. It is recommended that the City begin work to reconnect the neighborhood immediately as it will be a catalyst for other improvements.

## Improve Connectivity to the South

A critical element of successfully reconnecting Chinatown is to provide a more direct way across the railroad tracks. At all times of the day, people walk across the lightly used tracks because the other options are considered less desirable and less safe. For pedestrians, it is a long walk to the east to Sherwood Drive and then back along Market Street, which crosses under the railroad. The other option is to go to the northwest corner of the neighborhood to North Main Street and then head south. However, the undercrossing on that route is an uncomfortable, narrow sidewalk along a road with high traffic volumes and speeds. *Note: After the charrette, Union Pacific built a fence along the tracks to prevent people from crossing to and from Chinatown. The fence has created new problems, including safety concerns and conflicts for pedestrians on the narrow sidewalks along Main Street's railroad underpass.*



North only one-way streets and railroad tracks are significant barriers to connectivity.





*Red indicates the location of a potential pedestrian bridge over the tracks. A pedestrian connection to the transit center is shown in yellow.*



*The tracks separate Chinatown, on the left, from Old Town, on the right.*



*A bridge can be a thing of beauty that defines a community.*

The railroad tracks create connectivity problems for vehicles as well. Only the entrance at Market Way and Sherwood Drive allows legal access to all the properties in Chinatown. There are access points at either end of Lake Street, but because all of the north/south streets are one-way allowing north traffic only, the majority of the parcels are unreachable via Lake Street.

There is no easy solution to the connectivity problem posed by the railroad tracks. Ideally, an at-grade crossing would be opened at the same location where one used to exist, at the south end of Bridge Street, connecting to Market Street, allowing two-way travel for vehicles and pedestrians. However, it is important to acknowledge that reopening the crossing will be very difficult. Many California communities in similar situations have not been able to obtain the required support from the Union Pacific Railroad and the California Public Utility Commission, which have both established a goal to reduce the number of at-grade crossings.

Despite the significant challenge, the community and design team see this connection as a key to revitalizing Chinatown's isolation. The option is worth pursuing, and support from state and federal elected officials may help.

Acknowledging the difficulty of obtaining an at-grade crossing, the community can consider an array of alternatives. An option is a pedestrian bridge over the tracks in the same general area. The bridge could be designed to feature public art and could also serve as a beautiful gateway into Chinatown. A number of participants mentioned that a bridge designed to look like a dragon would be an attractive and culturally appropriate option.



Another option is to improve the undercrossing along Main Street, which would help improve connectivity and safety regardless of what happens elsewhere. In the City's General Plan, the Main Street undercrossing is slated for redesign, although there is no timeline included for the project. That anticipated project could be used to leverage additional funding to create a safer, quality environment for walking and biking. This portion of Main Street is a Caltrans facility, so it is important to explore options with their staff.

**Reopen North Connection From Lake Street to Rossi Street**

The obstructed roadway running north from Lake Street between Bridge and Soledad Streets is another important connection to reestablish. Once a through street, the link was severed when a wall was built across it in an effort to limit crime on Housing Authority property to the north. The recommendation is to remove the wall and reopen the street to two-way traffic for all modes. The connection can be enhanced with traffic calming features to minimize volume and speed through the relatively short section.

**Reestablish Two-Way Traffic Flow**

In order for the neighborhood to increase accessibility and circulation to the level required to encourage investment in Chinatown, reestablishing a two-way traffic pattern for the north/south streets is recommended. This will help make the neighborhood a place that is more convenient for people to access and travel within. Converting to two-way streets will immediately and at almost no cost improve connectivity by making the two

ends of Lake Street legitimate access points for all properties within Chinatown.

This approach is of concern to some stakeholders who fear that it will only help the law-breakers in the absence of other improvements. On the flip side, it is expected that investors will want to see better connectivity before putting money into the area. A potential solution is to tie future connectivity to a new project, letting investors know that when their project is built, two-way flow will be

reestablished. The change could also be linked to an increased law enforcement presence.

**Add New Pedestrian Connection to Transit Center**

Pedestrians would benefit greatly from a direct connection to the new transit center, which will be located on the west side of North Main Street. A connection could run parallel along the south side of the tracks from the proposed crossing point near



*Recommended circulation improvements*





*A pedestrian paseo is proposed connecting Bridge and Soledad Streets.*

Bridge Street (as discussed earlier). It would then cross North Main Street at the same elevation as the railway. The connection would create a safer and quicker way for more people to utilize the transit facilities, which should be of value to the transit authority.

**Create Pedestrian Paseo Linking Bridge and Soledad**

The plan includes a 20-foot wide pedestrian paseo running from Bridge Street to Soledad Street. This pedestrian connection would run between the social services building and parking structure on the west side of the alley. On the east side, the paseo would run between the police substation and mixed-use housing, as discussed in the next section.

**Build to Attract Early Investment**

One of the most common questions participants asked during the charrette process was “Where do we begin?” The community expressed a concern

- |  |                                    |
|--|------------------------------------|
| 1. Social Services Administration Building | 7. Mixed-Use (Housing over Retail) |
| 2. Police Substation & Public Restrooms    | 8. Market Rate Housing             |
| 3. Public Parking Garage                   | 9. Affordable Housing              |
| 4. Asian Cultural Center                   | 10. Alley Townhouses               |
| 5. Community Park & Playground             | 11. Housing Authority Site         |
| 6. Community Garden                        |                                    |

*Recommendations for building to attract early investment.*



that the neighborhood is in bad enough shape that no one would want to make a significant investment. The recommended approach is to build first to address underlying social issues and crime in order to better set the stage for new investment.

### **Build Community Services Center**

A key issue coming into the charrette was how handle the provision of social services in Chinatown, a challenging problem discussed in more detail in the “Add Opportunity for Improved Community Services” section of this report. Most participants including social service providers agreed that there was a need for more collaboration in order to better manage community services in Salinas. Participants also expressed the hope that the problems could be dealt with where they occurred, instead of displacing the needy.

In order for service groups to work more closely together, a 22,000 square foot community services building is proposed on Bridge Street. Social services currently provided on Soledad Street and in the surrounding neighborhood could be brought together along with homeless emergency services to form a “one-stop” service center, with transitional housing above.

A one-stop center approach would make it easier for those in need to get help and increase opportunities for social service collaboration through proximity. Another element of this structure is an internal courtyard, which would provide outside space away from the street for those receiving services.



*A public restroom and police substation are envisioned along a pedestrian path that connects Soledad and Bridge Streets.*

### **Build Police Substation**

Establishing a larger police presence in Chinatown would help address safety issues in the neighborhood. A police-substation located along the pedestrian paseo, near the social services building, but closer to Soledad Street is recommended. This would discourage illegal activity in the center of the neighborhood. A substation should not be situated so that it would discourage use of the social services, and so the recommended location is across

the alley from the service center.

The police department is looking for a location for a new full-sized station, but the design team felt that Chinatown would not be the best location as stations typically demand more space than Chinatown could handle and still achieve the community’s vision. However, a police substation, combined with an increased law enforcement presence in the neighborhood would help stabilize the neighborhood and create the sense of security





*A well-functioning woonerf in Asheville, North Carolina.*

that all participants in the workshop emphasized was key to revitalizing the neighborhood.

### **Build Public Restrooms**

Public restrooms could be located on Soledad Street, near the substation but with a separate entrance. This location would be central and convenient and the police presence will help prevent abuse. The separate entrance near the substation is recommended as an easy-to-access, low-hassle

approach that balances the dual concerns about sanitation and security.

### **Transform Alleys**

Making Chinatown more beautiful is a critical component to spurring investment in the community. In addition to the basic streetscape enhancements recommended in the “Improve Transportation Network, Streets and Parking” section, the three alleys that run north/south have great potential. The alleys can be transformed into a variation of a woonerf, a Dutch term for a common space designed to be shared by pedestrians, bicyclists and low-speed motor vehicles.



*The alley between Bridge and Soledad Streets can be transformed into a woonerf, as shown in this perspective drawing.*

The alleys already offer narrow streets without curbs and sidewalks (an element of a woonerf), and vehicles can be slowed by placing trees, planters, parking areas and other obstacles along the street. The alleys could be widened to 25’ to provide the right amount of space and interaction for very slow (less than 10 mph) two-way vehicle travel. Instead of solid fences with no through visibility, structures fronting the alleys would have thoughtfully designed exteriors and entrances with windows and doors facing the alley to make the space more inviting and intriguing. The woonerf design could also include a portion of Market Way just south of the alley between Bridge/Soledad.

### **Build Parking Garages to Handle Future Development**

While it is acknowledged that the City recently built a parking garage in Oldtown that is not yet generating significant revenue, “reservoir” parking



garages in Chinatown would be very useful for allowing new investment to occur. By providing space that new residential units would be able to claim, parking garages would make housing projects possible that may not be feasible otherwise based on the acreage available and existing parking requirements. This is especially the case along Soledad Street, which has several small parcels that would be difficult to develop at the density levels necessary to bring new housing and retail to the area. The cost of the structure could be paid for by developers incrementally as housing units are built and parking spaces are claimed.

A possibility for the first reservoir parking garage is to include it as part of the Housing Authority's development expected to happen in the next few years. It could be built to include parking for other parts of the neighborhood. At the early stage, this garage could also help serve the Buddhist Temple and Confucius Church by providing more parking spaces for their events, encouraging additional participants. Another possibility is to build a garage adjacent to the social services building. This garage



*Garages can incorporate vegetation and ground floor retail.*

could provide a direct connection to the social services building via an underground link.

At future garage sites, an option is to start with a surface parking lot as a first step. This approach could provide off-street parking at a low cost. As garages are built, including first floor retail around the outside of the garage is recommended. Garages can also act as windbreaks to the northwest wind.

### **Add More Uses Along Bridge and Soledad Streets**

An additional feature to consider early is an Asian Cultural Center in the historic buildings toward the south end of Soledad Street. Respecting and celebrating the rich cultural history of the neighborhood through a cultural center was a common theme.

The cultural center could be ringed with market rate town houses along the south side facing the park and along the alley. The townhouses could continue up the alley to Lake Street. Additional market rate



*This garage has transparent stairwell walls for increased safety.*

housing could be located at the southeast corner of Bridge and Lake Streets. Other sites along Bridge and Soledad can be developed as mixed-use with housing over retail when enough momentum has been generated.

### **Continue Taking Advantage of Short-Term and Inexpensive Improvements**

There are also some easier-to-accomplish and short-term actions that can help jump-start major projects. It is important to point out that much of the recent improvement in the neighborhood is due to the community proactively recognizing such opportunities and acting on them.

Opportunities include doing façade improvement. Repainting a building can make a big difference and the City has an improvement program that can offset some of the cost to property owners and businesses for painting, as well as for signage, awnings, parking lot landscaping and related exterior improvements. Property owners can add additional lighting and security cameras. Simple landscaping improvements can also make the neighborhood more attractive.

### **Invest in Open Space**

Charrette participants made it clear that the existing community garden was a critical and positive aspect of the neighborhood that should be preserved. However, at some point the garden site has to be moved, because the Redevelopment Agency is obligated to build housing on the current location of the garden. This presents several options. One possibility is to initially expand and eventually

relocate the community garden to the other side of Soledad Street. An agreement could be reached for joint-use with Comcast, which owns the northernmost parcel on the west side of Soledad that has a small shed in one corner. Comcast's property is a smaller parcel than the current garden plot, but additional space could be added by utilizing the adjoining two parcels to the south as community garden space instead of developing as mixed-use.

This option may be expensive considering the potential costs of acquisition and clean up.



*High-quality parks can be created even when space is limited.*



*A well designed sidewalk includes a pedestrian zone clear of obstacles.*

An alternative is to require that all housing provide smaller community garden spaces instead of finding a single, larger site for a garden. With the style of buildings proposed, it would be possible to include gardens in the center interior courtyards, and this approach would bring the gardens closer to where people live.

As revitalization progresses and positive activity increases, in turn bringing additional passive surveillance, a community park and playground could be located at the south end of Soledad Street. A well-thought out park would transform this location from an eyesore to a point of community pride. It could feature design elements that continue the theme of highlighting Asian culture. The timing of park construction should be tied to an increase in legitimate users in Chinatown, but design and clean up the property could begin immediately.

In addition, the current location of the City's pump station at the southeast corner of Lake and Rossi could be turned into open space that could serve as an attractive gateway to the neighborhood. This area



*Crossings can feature high-visibility striping.*

once housed the neighborhood's only playground, and it could return to those historical roots and also tie into the proposed park across the street to the north where a basketball court is envisioned.

## **Create Complete Streets**

The streets of Salinas ought to be for everyone, whether young or old, motorist or bicyclist, walker or wheelchair user, bus rider or shopkeeper. But many streets are designed only for speeding cars or creeping traffic jams. They're unsafe for people on foot or bike, and unpleasant for everybody.

In communities across the country, a movement calling for "Complete Streets" is growing. Like many people in other states, cities and towns, charrette participants asked for road networks that are safe and convenient for everyone, whether young or old, motorist or bicyclists, walker or wheelchair user, bus rider or shopkeeper.

Improving streets and intersections would help set the stage for additional investment, increase safety for all users and provide the necessary built environment to support a thriving neighborhood. Streets should be designed with features that moderate vehicle speeds and that make them comfortable for walking and bicycling. See the Livable Streets Toolbox in the Appendix for additional details.

## **Crossings**

No matter what mode they are using, people like to take the shortest, safest and most convenient route to a destination. Walkers and bicyclists are especially vulnerable to vehicles, so they spend as little time as



possible in the roadway or crossing it. Pedestrians need well-designed and well-marked locations to cross streets.

In locations with high traffic volumes or high speeds, tools need to be used to create a safe crossing. For example, short curb radii can significantly slow vehicle turning speeds. Compact, well-designed intersections benefit all roadway users, as less time is needed for crossing and pedestrians have less exposure to moving traffic.

Medians and crossing islands make it much easier for pedestrians to cross the street. The pedestrian only has to deal with traffic in one direction and has a location to pause and get out of the street while finding a gap to cross the second leg. Islands for pedestrians would work well on North Main St., East Market St., Rossi St., and Sherwood Dr.

### **Curb Extensions**

Curb extensions can be used throughout the project area and surrounding streets. Curb extensions are

built into the street to the width of the parking lane at corners or at mid-block crossing locations. Curb extensions have many benefits: they shorten the distance pedestrians have to cross; they make it easier for motorists to see pedestrians (and vice versa); and they have a traffic-calming effect by narrowing down the road. There are curb extensions in the City of Salinas close to Chinatown, in the 100 block of Main Street.

### **Access Management**

Excessive driveways are an issue along Sherwood Drive. As revitalization occurs, there is an opportunity to consolidate driveways and minimize risk to pedestrians, bicyclists and drivers – referred to as access management. In addition, all driveways should be designed so that motorists understand that they are crossing the pedestrian realm. This can be accomplished by using contrasting materials and ensuring that the material used for the sidewalk continues across the driveway. The slope should be placed outside the sidewalk surface to assist wheelchair users in crossing the driveway.

### **Vertical Curbs**

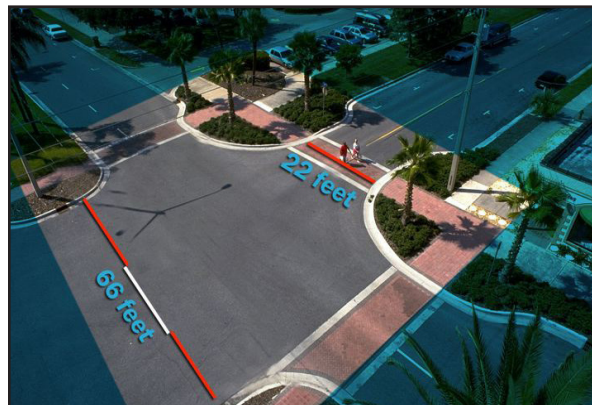
Vertical curbs keep vehicles from parking on the sidewalk and clearly delineate the pedestrian from the automobile zone. Streets with rolled curbs encourage motorists to park on the sidewalk and create additional obstacles for pedestrians. Alleys should not have curbs, but need to be designed with features in the roadway that keep automobile speeds low.

### **Curb Ramps**

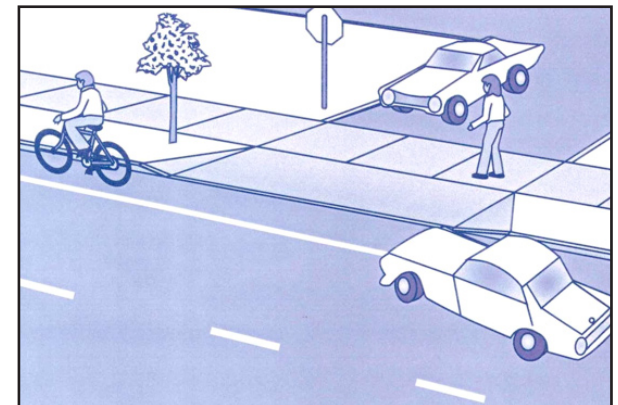
Curb ramps are a necessary improvement in order to meet the needs of all users. Instead of placing a single ramp at each corner of an intersection, ADA guidelines currently support placing two ramps at each corner with a vertical curb from the sidewalk to street. A single ramp in the center of the corner sends the user into the middle of the street and makes it hard for those in wheelchairs or with visual disabilities to correctly align themselves.



*Medians make it easier for pedestrians to cross the street.*



*Curb extensions reduce crossing distance by two thirds in this example.*



*A distinct sidewalk should continue across a driveway.*





*There is no buffer between pedestrians and cars on North Main Street.*



*A buffer can make an underpass more pedestrian friendly.*



*Pedestrian scale lighting can playfully interact with other features.*

## **Landscaping**

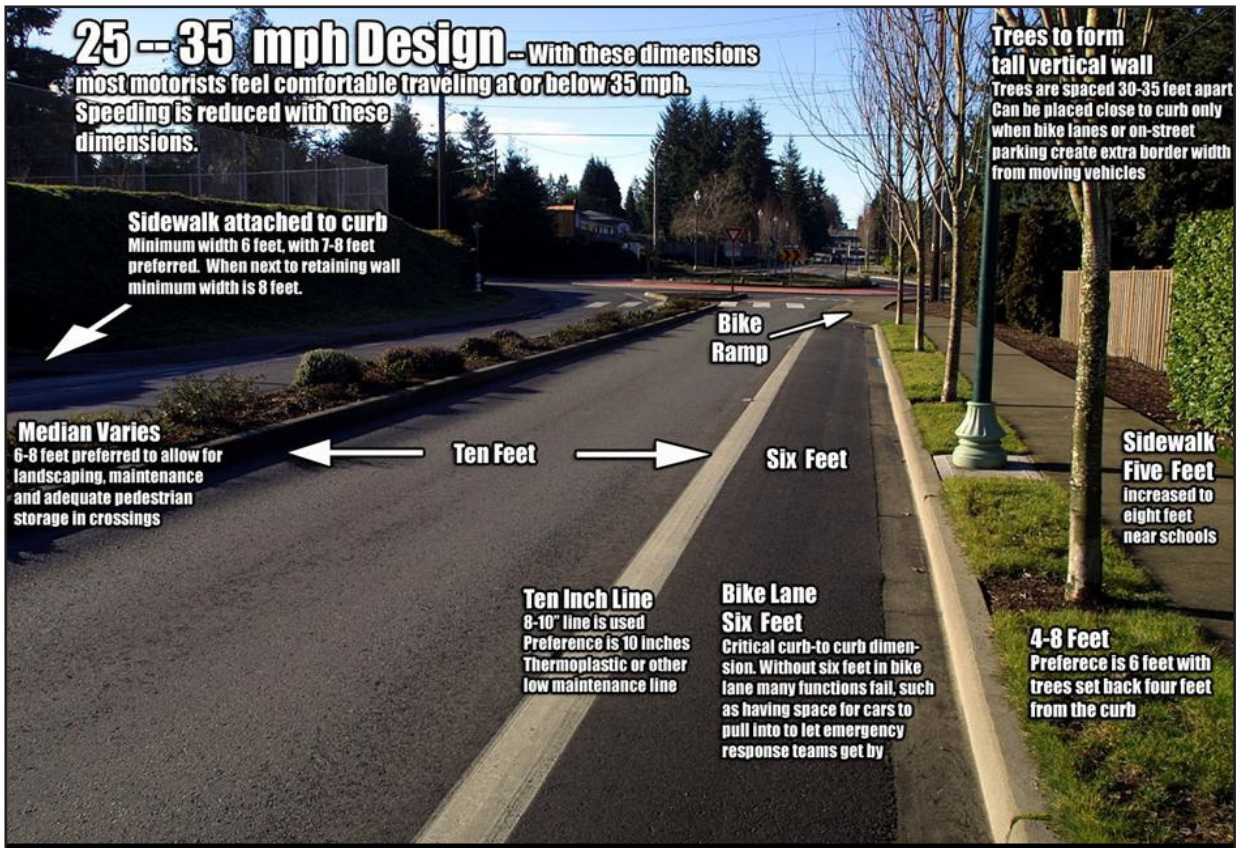
When there is enough space, it is best to include a landscape strip between the street and the sidewalk. This is a traditional street design approach seen in many older neighborhoods and has many benefits, including providing a buffer for pedestrians and slowing vehicle speeds.

Soledad and California Streets don't have enough room for a 6-foot landscape buffer, but there are

other options on narrow streets. Small trees can be placed at regular intervals within the parking zone. Landscaping can also be included in curb extensions and median islands.

## **Lighting**

A lighting study conducted by the City in 1991 highlighted the need for additional light in the neighborhood, and this was identified as a priority during the charrette. Pedestrian-scale lighting should



*With these dimensions, motorists typically keep speeds under 35 mph.*



be incorporated and will need to be thought out as revitalization occurs.

### **Narrow travel lanes**

Travel lanes should be no more than 10-11 feet in the neighborhood and the surrounding area to encourage slower speeds. Reducing travel lanes to this width will provide room for other elements such as parking, landscape buffers and medians.

### **Roundabouts**

Roundabouts are un-signalized intersections in which traffic circulates around a raised center island. More American cities are experiencing the benefits of well-designed roundabouts: reduced collisions, improved traffic flow, and increased pedestrian safety. Properly designed, a roundabout will allow large trucks and buses through, yet keep all vehicle speeds low.

Three roundabouts are proposed for this project. One is at the intersection of Rossi and Main and



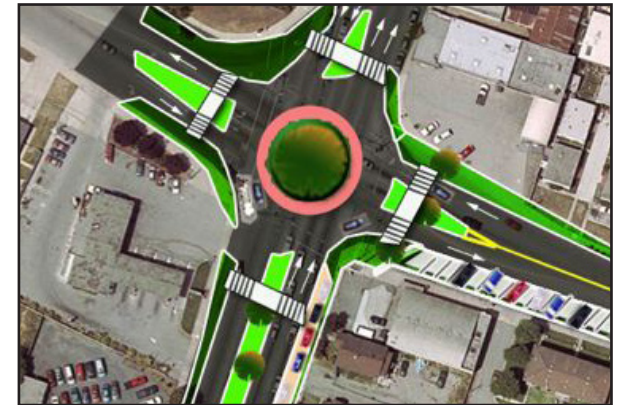
*At 69 feet wide, Market Way has extra space that can be used.*



*A roundabout is proposed for Market Street at Bridge Street.*



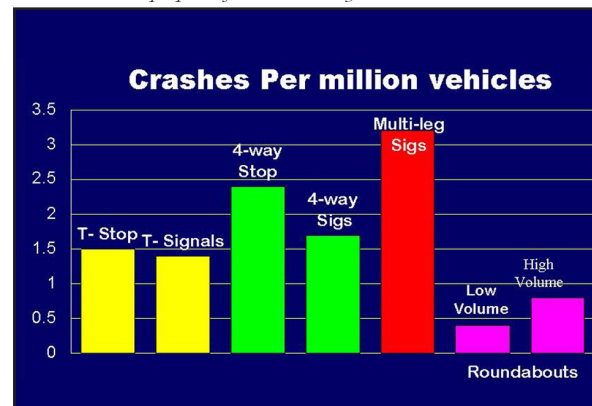
*A roundabout is proposed for Market Way at Sherwood Drive.*



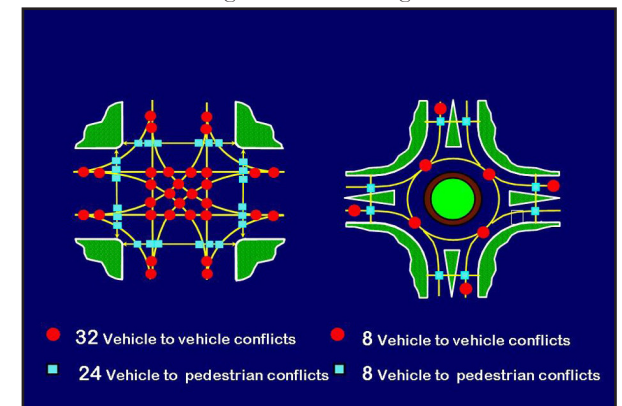
*A roundabout at Rossi and Main Streets is recommended.*



*A roundabout can be designed to handle both high and low volumes.*



*Roundabouts have lower crash rates than other intersection designs.*



*Roundabouts reduce conflict points for pedestrians and vehicles.*



was previously recommended in design work performed by Calthorpe and Associates. The other two are located at Market and the reestablished Bridge Street, and Market at Sherwood. Currently the intersections of Rossi at Main and Market at Sherwood are not comfortable places for pedestrians. Roundabouts would improve the environment for walking.

Successfully implementing a roundabout includes providing education to users. Signage, media

coverage and printed materials can all help. First hand experience is also beneficial and one approach may be to install a smaller scale roundabout somewhere in the city, before building the larger versions recommended here.

### Speed Humps

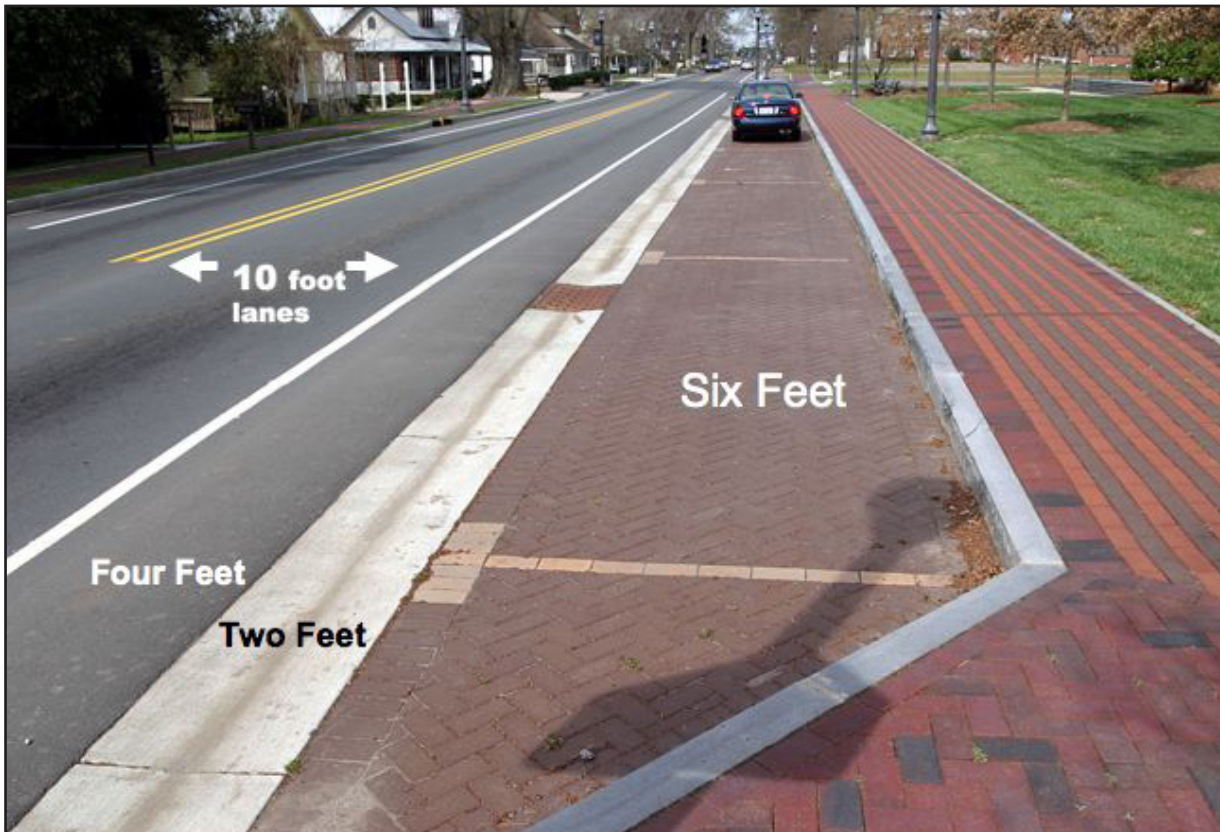
Speed humps are not recommended as part of this project. If the other elements recommended can be implemented, then they will achieve traffic calming, and do so without the drawbacks that come with

speed bumps: slowed emergency responders, increased noise, and discomfort for those with back problems.

### **Change Parking**

Parallel parking is recommended along both sides of Soledad, both sides of Lake, the west side of Sherwood, and the east side of West Main between Rossi and Lake. Dual side angled parking is recommended on both sides of Market Way between Soledad and Sherwood. Single side angled parking is recommended along the south side of Rossi. On California and Bridge, a combination of parallel parking on one side and angled parking on the other is recommended.

Considering the lower speeds and volumes on California and Bridge, back-in angle parking could be implemented. The basic idea behind back-in angle parking is that it is better to reverse into the known as opposed to backing into a roadway with an obstructed view, as in the case with standard forward pull-in parking. As such, back-in angle



*Parallel parking can be designed to look different from the roadway, thus visually narrowing the roadway.*



*Back-in angled parking is growing in popularity.*



parking has been shown to reduce collisions. Back-in angle parking also directs people towards the sidewalk as they exit their vehicles, a benefit in particular for those with children.

On-street parking can play a role in traffic calming. The space for parking can be colorized to provide contrast to the asphalt travel lane and thus visually narrow the roadway and help lower vehicle speeds. Using the same color or texture as the sidewalk gives the sense that the parking space is part of the pedestrian realm and makes the roadway feel narrow even when there are no cars parked alongside it.

It is also worth exploring options to remove minimum parking requirements or reduce parking ratios and consider shared parking to reduce the overall space needed for parking. Shared parking is when two or more users (a store, office, restaurant, residential, etc.) share the same parking spaces instead of each having dedicated spaces. Since the neighborhood is only about a quarter of a mile from transit, Chinatown can thrive with less parking than is required by typical strip malls and suburbs.



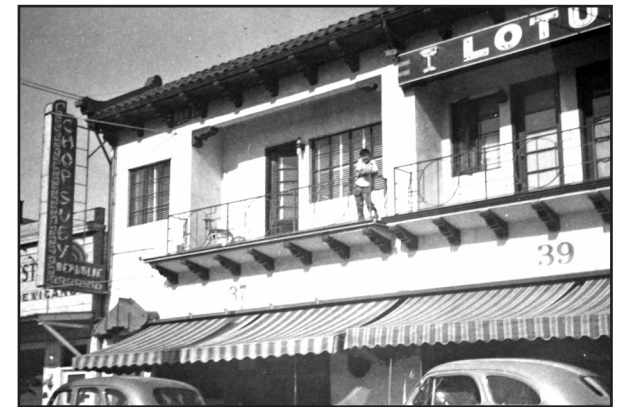
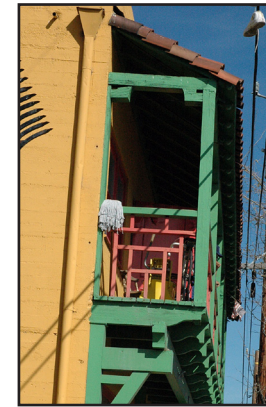
## Create a Sense of Place

In order to attract residents, customers and visitors, it is important for Chinatown's community to think in terms of making the neighborhood a place that is unique. The vision developed during the charrette included the concept that the neighborhood would be comfortable and sociable. Chinatown would be a place where people could meet, with businesses and events that draw activity, and that featured unique art and intriguing places to explore.

## Incorporating Chinatown Culture and History in Style and Design

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.

Throughout the process of revitalization, the neighborhood should embrace local artists, including school children, to help create a



neighborhood that celebrates the culture and history of the area. Art can be used to make Chinatown special in every aspect of revitalization.

There is great potential to incorporate cultural elements in aspects of design, including sidewalks, signage and parks. A specific historical consideration is recreating the historical “arcade” on Soledad Street by having the second stories jut out a bit to achieve that effect. Another way to celebrate the history of Chinatown is to preserve and revive structures with historical significance that are structurally sound and can be safely reused.

The community discussed the possibility of creating design guidelines to establish a clearer plan for new construction. Well-designed projects that are consistent with a Chinatown style are desirable, but the community wants to be careful about how such a process would work so that it does not create a hurdle that would make it harder to attract developers.



*Signage allows people to feel safe and enhances safety.*

## **Signage and Wayfinding**

Entryways are another way that communities can stand out and encourage passersby to enter and explore. Attractive gateway signs can be placed at major entry points. Once in the neighborhood, wayfinding signage of a consistent style will help visitors navigate Chinatown. Signage allows people to feel safe and enhances safety by letting the user know where they are, where they are going, and what the rules are.

## **Railroad Track Fencing**

The area between the railroad tracks and Market Way is a space that can also be transformed to something beautiful that enhances safety. For example, an artistically- designed, low-height fence with high through-visibility could direct people to the at-grade crossing or bridge.

In this context, thinking along the lines of designing something simply from the perspective of preventing access typically does not work, as every community has evidence of fences and walls that were breached and broken through. A low fence would serve the purpose of directing law-abiding citizens to proper crossing points and clearly defines where they should and should not be. In addition, if a law-breaker decides to cross over, they will not destroy the fence in the process. It is important not to further isolate the neighborhood and preserve existing passive surveillance by taking care not to obstruct the view across the tracks.

## **Add quality housing**

A rich mix of housing choices is a prerequisite to a diverse neighborhood, and the plan takes this into account. The envisioned units include a comprehensive mix of housing types that meets the needs of a broad spectrum of community members: subsidized affordable and market-rate; supportive, service-enriched and independent; permanent and transitional; family, senior, and singles; live/work, apartments, and townhomes. 1,964 units are shown, of which 65% are planned as market rate housing. Some of the units are in the surrounding area, with 650 in the core of the project area. Residential zones and densities are shown on pages 24 and 25.

In general, buildings along the perimeter of the project are 5-stories and include 1-story of “podium” parking at ground level, which can be ringed with retail or other housing. There are three-story buildings in the interior of the project area, particularly along California Street. Alley townhouses are two-story.

One cost consideration for 5-story buildings is related to the parking. The first floor podium parking is concrete construction, which allows for 4-story of wood construction on top. The wood construction is more affordable than the concrete construction, so developers would likely be attracted by the possibility of building out to maximum height to make the most of their concrete costs.

The 5-story buildings include a second story courtyard built on the top of the parking level. The housing units are built ringed around a central



courtyard open to the sky. This serves as small-scale open space where only residents have access. The 5-story construction can be stepped back from the roadway as it goes higher, so that it doesn't overwhelm the street.

The 3-story housing sites have a small amount of first floor parking built in, but do not require concrete construction and would be walk-up buildings so no elevator would be needed, further lowering development costs. The properties across the street from the Buddhist Temple were designed at 3 stories, assuming that these would be developed in smaller pieces by the existing owners.

The recommendations about what kind of housing to build where were tied to existing plans, such as Housing Authority and Redevelopment Agency intentions, and the community table exercises, which included the recommendations for senior housing and the community services center. In locations where future housing types were less clear, the need for affordable housing was balanced against the number of market units in which a developer could typically make a worthwhile investment.

### **Affordable Housing**

Well-designed, affordable, subsidized housing is often at the vanguard of revitalization efforts. Its presence brings population into the neighborhood, which provides stability and encourages market-rate development. Here, "affordable" is used to mean housing that is affordable to a low-income household, meaning that such a household would spend no more than 30% of its income on housing costs. In the plan, area U is designated 100% affordable housing.

The US Department of Housing and Urban Development (HUD) defines "low-income" as a household whose income is at or below 80% of the area's median for households of the same size. According to HUD, in 2007, median income for a household of four in Salinas is \$63,400. A household of four would qualify as low-income if their income did not exceed \$51,600; an individual with an income of \$31,600 would also be considered low-income.

Some funding sources have different requirements; common ones are 60% of area median income, 50% of area median income (considered very low income) and extremely low income (considered 30% of area median income). HUD recalculates the dollar figures annually.

### **Transitional Housing**

Plan areas B and W are envisioned as transitional housing in the form of single room occupancy (SRO) development. The goal of transitional housing is to provide a service-enriched environment that stabilizes a formerly homeless individual with the goal of readying him or her for permanent housing. Individuals who become healthy enough and acquire the skills to live more independently receive assistance in locating permanent housing that meets their needs, with ongoing support services if necessary.

### **Workforce Housing**

Plan areas A through I include workforce housing, with percentages ranging from 20%-50% of the housing proposed. It is important to understand that unlike terms such as "low-income," the term

"workforce housing" does not have a HUD standard definition. However, in its Inclusionary Housing Guidelines (adopted November 2006; see below for more information), Salinas defines workforce housing as affordable to households earning up to 160% of Area Median Income (AMI).

Generally speaking, workforce housing is understood to mean housing that is affordable (using the metric of 30% of income going to pay housing costs) to middle-class households working



*Like this example from Salinas, affordable housing can be attractive...*



*...Both inside and out.*





## Proposed Residential Density

- A. 200 Lofts 200 Autos
- B. 50 Dwelling Units 50 Autos
- C. 28 Dwelling Units 28 Autos
- D. 175 Dwelling Units 220 Autos
- E. 160 Dwelling Units 210 Autos
- F. 155 Dwelling Units 380 Autos
- G1. 108 Dwelling Units 110 Autos
- G2. 84 Dwelling Units 112 Autos
- H. 175 Dwelling Units 220 Autos
- I. 160 Dwelling Units 160 Autos
- J. 30 Dwelling Units 20 Autos
- K. 30 Dwelling Units 20 Autos
- L. 30 Dwelling Units 20 Autos
- M. 30 Dwelling Units 20 Autos
- N. 30 Dwelling Units
- O. 47 Dwelling Units 35 Autos
- P. 48 Dwelling Units
- Q. 38 Dwelling Units
- R. 4 Dwelling Units
- S. 28 Dwelling Units
- T. 28 Dwelling Units
- U. 54 Dwelling Units
- V. 18 Dwelling Units
- W. 125 Dwelling Units (SRO)
- X. 65 Dwelling Units
- Y. 64 Dwelling Units

## Proposed Residential Zones

- A. Market (80%) & Workforce (20%)
- B. Transitional (50%) & Workforce (50%)
- C. Market (80%) & Workforce (20%)
- D. Market (70%) & Workforce (30%) + Mixed Use
- E. Market (80%) & Workforce (20%) + Mixed Use
- F. Market (70%) & Workforce (30%) + Mixed Use
- G1. Market (80%) & Workforce (20%) + Mixed Use
- G2. Market (80%) & Workforce (20%) + Mixed Use
- H. Market (80%) & Workforce (20%)
- I. Market (80%) & Workforce (20%)
- J. Senior Housing (100%)
- K. Senior Housing (100%)
- L. Senior Housing (100%)
- M. Senior Housing (100%)
- N. Market (100%) + Mixed use
- O. Senior Housing (100%)
- P. Market (100%) + Mixed use
- Q. Market (100%) + Mixed use
- R. Market (100%) + Mixed use
- S. Market (100%) + Mixed use
- T. Market (100%) + Mixed use
- U. 100% Affordable Housing
- V. Market (100%) + Mixed use
- W. 100% Transitional Housing (SRO)
- X. Market (100%) + Mixed Use
- Y. Market (100%)

## Unit Summary

Market Rate: 1,286 (65%)  
Transitional: 150 (8%)  
Workforce: 307 (16%)  
Affordable: 54 (3%)  
Senior: 167 (8%)  
Total Units: 1,964



*Mixed-use can successfully integrate retail and housing.*



*Narrow lots can be developed as "sliver" buildings.*



*The use of color can bring life to mixed-use projects.*

in jobs such as teaching, firefighting, policing, clerical, and social work. In places where housing costs are high, such as Salinas, many professionals are unable to afford adequate housing. Workforce housing may allow such professionals to stay in the community in which they work.

### **Senior Housing**

The recommended senior housing is centered on California Street near the Buddhist Temple and Confucius Church in areas J, K, L, M and O. A mix of market-rate and subsidized, independent living and service-enriched units will ensure that housing options are available for a spectrum of seniors. The senior housing recommended on Buddhist Temple property would be above the existing surface lot with all existing structures preserved, including the bell.

### **Supportive Housing**

An additional component that could overlay some of the units is supportive housing, which includes services designed to meet the specific needs of the population housed. The types and intensity of services varies with the housing, so this broad category can include housing for senior citizens with social programs, clean and sober housing for former substance abusers with intensive counseling and money management services, or family housing with ESL classes and childcare on-site.

### **Other Housing Components**

Areas A, C, D, E, F, G, H I, N, P, Q, R, S, T, V, X and Y are envisioned as primarily mixed-use, market

rate housing. The housing planned for Market and Main would be a more pricey development than other properties and would come late in the phasing. It would feature a second story garage to which a pedestrian bridge across the tracks could link.

The plan takes advantage of the Housing Authority's intent to redevelop their property along Rossi and also at Rossi and Sherwood in the near future. More units than currently exist are possible at both locations, even with a parking structure included at the Rossi site.

Live-work units are shown in the current auto industry building at Market and Bridge. Alley townhouses are found between Sherwood and California. Retail redevelopment along Sherwood would encourage this development.

The plan also shows development on land currently owned by PG&E. This land is currently underutilized and a conversation about potential use with PG&E is encouraged.

### **Parking**

The proposal includes recommendations for off-street parking and additional on-street parking. Two multi-story garages are shown in the project area (as discussed earlier) with a third shown on what is currently PG&E property. Each garage could hold approximately 450 cars.



## **Density**

The City's current General Plan recommends 583 new units in the Central City over 20 years. The recommendations in this report show a build-out scenario with 1,964 units in Chinatown and the surrounding neighborhoods. Based upon the community's vision, the design team believes that the number of residential units shown in this report achieves the vibrant street life that would ensure that vision of Salinas' downtown. The plan supports the City's goals of preserving agriculture and open space and also provides the numbers to support enhanced transit services.

In addition, the scenario shown is expected to be attractive to developers, who may need the higher density to make things more financially feasible given the increasing costs of construction, especially if they were expected to build some affordable housing.

There is increasing demand for the types of units shown, as more and more people are looking for smaller spaces. This includes the booming population of retirees who are willing to give up expansive backyards requiring lots of maintenance for proximity to shops and services. The number of households without children is also on the rise and they often choose more compact neighborhoods with lots of activity.

Higher density can be alarming to some, and people often envision projects that have been notable failures. In order to be successful, the community's structures and spaces have to be built with safety and security in mind.

The community may chose to build less units and could still achieve the desired effect, but it was felt that it would be most beneficial to see what kind of density is possible and allow the neighborhood to scale back, as opposed to vice-versa.

On pages 28-31, conceptual images are provided to show how the building, street and landscaping would interact based on the community's vision. The inset photos show the current view of the street that served as the basis of the perspective drawings.

## **Seek Retail to Support the Neighborhood**

The community expressed a strong desire for basic retail in the neighborhood that would reduce the need for trips outside the area. The most common retail desired centered on food, including grocery stores and markets featuring healthy food, cafes and restaurants. To get the right type of investment, the City should take an active role to pursue potential development that best serves the community.

Businesses deemed nonconforming by the recent change to mixed-use zoning should be allowed to continue in the area. The presence of local manufacturing and service businesses add to the vitality of the neighborhood and should be provided support. Over time, however, as more housing and retail uses are built, these businesses will likely decide to redevelop their properties and benefit from their higher value.



*Live-work units are designed to enable both residential and business use.*



*Small markets can work in mixed-use settings with enough density.*



*Coffee shops and cafes are desired in Chinatown.*





*Perspective drawing of Soledad Street looking north from Market Way*





*Perspective drawing of California Street looking south from Lake Street*





*Perspective drawing of Bridge Street looking south from Lake Street*





*Perspective drawing of Lake Street looking west from Bridge Street*



## Add Opportunity for Improved Social Services

How best to help the neediest in society is a complex issue, extending far beyond the stark question of whether someone has a roof over his or her head. During the charrette, a variety of perspectives were shared about how to care for the homeless, the marginalized, the poor, and those otherwise at-risk in Chinatown. Despite some disagreement on specifics, the team clearly heard that the current approach could be improved and that increased collaboration and communication was needed to improve services in Chinatown.

Giving the issue of expanded community services the attention it deserves is outside the scope of this project. However, because it was recognized as a central issue, efforts were made to bring in additional resources. This report addresses the issue as best it can, but more focused discussion, strategizing and collaboration are needed in the neighborhood, city and county.



The recommendations are:

- Create a citywide plan to end homelessness to complement the County's plan
- Develop a comprehensive network of services co-located in one center in Chinatown
- Maximize funding opportunities
- Explore increased capacity by using the Chinatown community and City resources
- Encourage existing social service providers to engage in deeper collaboration to develop a more inclusive network of services

This issue of homelessness goes beyond Chinatown; the City of Salinas must decide how to approach this problem. Does the city want to relocate social services as the area gets revitalized? Or does it want to support efforts to help the needy where the affected are located and can most easily access services? It is a challenge to fully prepare a redevelopment plan for an area so impacted by these issues in the absence of clear direction.

In a January presentation to the Salinas City Council, the Salinas Downtown Community



Board expressed a need to better understand the City's plan to deal with homelessness. Developing a citywide plan to end homelessness would help neighborhoods like Chinatown deal with the complexities.

Based on background information, input from participants and contributions from Homebase, providing better services for the needy in Chinatown is preferred to displacing them. A key strategy is to provide a one-stop service center to make it easier for those in need to find the continuum of services they need.

There is some concern that if community services in Chinatown improve, then the neighborhood will become a magnet for more people in need. Homebase's experts shared a perspective on this issue: "Quality homeless services are not a magnet for more homeless, rather the absence of any policy, the void, is the magnet. If a structured services plan is in place, those who choose not to participate will move on."





Currently, there is the impression that social services are disjointed. Monterey County has established the Continuum of Care (CoC), and many positive collaborations and results have come out of this. Participants mentioned that there was significant collaboration at the macro level, but there was a need to build on that to focus on the micro level issues in Chinatown.

Part of the issue is that many of the County's services are located in Fort Ord, outside of Salinas. It is worth noting that after the County adopted its current 10 Year Plan to End Chronic Homelessness and focused its efforts on providing services at Fort Ord, the 2005 Homeless Census reported an 80% increase in the homeless population in Salinas.

A significant part of the problem is that the social service providers are overwhelmed. Local staff and volunteers shared that they don't have the capacity to take on the additional tasks required to address the community issues more comprehensively. A key example of this challenge is that the CoC has not maximized HUD Supportive Housing Bonus funding opportunities. The money must be used for housing, but the HUD funding has not been pursued because there is a lack of capacity to provide services to those who would be housed.

In response, Homebase recommended broader participation in the CoC to expand capacity, and to consider that research has shown that putting a roof over a person's head goes a long way towards combating homelessness. Homebase made the point that once a person doesn't have to spend their day worrying about where they will live, sleep, and go to the bathroom, many other parts of their lives fall

back into place. Adding a bit of housing stock every year can make a big difference over time.

There appears to be a lot of excitement among providers to move forward with creating change in the downtown area, both by coordinating services and by creating additional services. Capacity can be increased through collaboration. It may take additional work up front, particularly in creating something like the recommended one-stop service center, but collaboration will pay off in the end.

Perhaps there are other organizations in the neighborhood or City departments that could step up and commit funding or time up front to help bring the groups together. There could be an important role for the Coalition of Homeless Services Providers to play in moving this plan forward.

A potential underutilized resource are the residents within Chinatown. Charrette participants from this group were very motivated to see change and interested in job training opportunities. Exploring potential ways to use their skills and experience to address the capacity issue is strongly recommended.

Increased communication is one aspect of collaboration that is encouraged. Social service providers and those who support them, need to ensure that the word gets out about what is available. An example is that a Salinas police officer did not know that there was a mental health emergency hot-line.

The support of the larger Chinatown community is needed for success. In the report "Addressing

Homelessness: Successful Downtown Partnerships," the International Downtown Association makes an excellent point about collaboration.

"Everyone with an interest in the problem has a legitimate set of goals that need to be respected and reflected in the program response. When the means selected to address homelessness and mental illness meet the business sector's goal of restoring a sense of safety on the streets, when they also meet the advocates goal of respecting the rights of homeless people and when they meet the service providers goal of treating the root causes of the problem as well, success will follow. Success does not require each interest group to embrace the goals of the others."

"By building strong nonprofit and business partners, government resources can go further, with less duplication or gaps and toward a set of goals that are bipartisan and community-wide."

Caring, peace, and support were values self-identified as the most important to the Community. Even businesses and groups who have had to deal with significant problems associated with the issues expressed deep concern for the needy and showed a willingness to help. There is a tremendous reservoir of support and energy in Chinatown and its people have the drive to make their neighborhood a better place.

## IMPLEMENTATION

### Phasing

The diagrams on pages 34-35 summarize the recommended three-step phasing plan for a revitalized Chinatown. The phasing should be viewed as flexible, and generally projects from one phase can occur in an earlier or later phase without compromising the overall plan. However, there are aspects that are critical to address in Phase 1, including improving safety, security and connectivity, in order to better set the stage for future investment.

The principles behind the phasing recommendations include looking for opportunities that will stimulate private investment, acknowledging projects in the works, capacity, and the values and priorities of the community.

Throughout all of the stages, and particularly early on, the community can continue to make quick and inexpensive improvements to facades, lighting, landscaping and other design elements. Chinatown has already made progress thanks to community action, and the effort creates a strong foundation for future investment.

The bulk of the transportation improvements are shown occurring in Phase 1, as they will be vital to reconnecting the neighborhood and make new investment more attractive. The focal point for community services shifts from Soledad Street to Bridge Street in the first stage, and redevelopment of the Housing Authority properties provides new opportunities for additional housing and parking.

## Chinatown Renewal Project Phase 1 2012 (1-5 Years)



Key Legend

- |   |  |
|---|--|
| 1. Community Services Building          | 8. Market Rate Housing                             |
| 2. Police Substation & Public Restrooms | 9. Affordable Housing<br>(Housing over Retail)     |
| 3. Public Parking Garage                | 10. Alley Townhouses                               |
| 4. Asian Cultural Center                | 11. Housing Authority Site<br>(Affordable Housing) |
| 5. Community Park & Playground          |  |
| 6. Community Garden                     |  |
| 7. Mixed Use (Housing over Retail)      |  |



## Chinatown Renewal Project Phase 2 2017 (5-10 Years)



## Chinatown Renewal Project Phase 3 2022 (10-15 Years)



Key Legend

- |                               |                                    |
|-------------------------------|------------------------------------|
| 1. Buddhist Temple            | 7. Mixed-Use (Housing over Retail) |
| 2. Confucius Church           | 8. Market Rate Housing             |
| 3. Renovate Existing Building | 9. Affordable Housing              |
| 4. Senior Housing             |                                    |
| 5. Alley Townhouses           |                                    |
| 6. Grocery Store              |                                    |

Key Legend

- |                                    |
|------------------------------------|
| 1. Pedestrian Bridge               |
| 2. Basketball Park                 |
| 3. Mixed-Use (Housing over Retail) |
| 4. Market Rate Housing             |
| 5. Alley Townhouses                |
| 6. Affordable Housing              |



# Chinatown Renewal Project at Buildout





The second phase focuses on the section between Soledad Street and the alley east of California Street. It includes a significant investment in senior housing. Toward the end of this stage, it is likely that there will be enough people in the area to support a grocery store at Market Way and Sherwood.

Redevelopment is shown starting primarily in the heart of Chinatown and then later focuses more on the fringes of the project area and along the arterials. This includes acquiring land from the PG&E property north of Rossi and using it for landscaping, parking and additional affordable housing. If a connection across the railroad tracks at Bridge Street has not yet been constructed, there is an opportunity to incorporate a crossing into the development south of the tracks at Market and Main.

## Funding

The vision for the Chinatown neighborhood includes housing affordable to a mix of incomes and household types, businesses, gathering places and community services. Much of this development will rely on private capital, but before private investors can be persuaded to take risks with their money, it will be necessary to “prime the pump” with public and semi-public investments.

Ideally, a mix of hard and soft funding would be acquired to provide both infrastructure and services. It will likely be harder to find sustainable funding for services. This will be a complicated task and we recommend hiring a full-time coordinator with experience and expertise to maximize the utilization of the available funding resources.

There is a broad range of financial instruments and resources that are potentially appropriate for the planned revitalization of New Chinatown, considering that the plan incorporates diverse mix of uses. Each component requires and has the potential to access different financing tools. The Potential Funding Appendix includes additional information about the variety of funding options and opportunities. Some of the key sources to consider are discussed here.

Outside of such traditional financial products as bank loans and private venture capital, there is a wide range of instruments available to finance revitalization efforts. This generally includes grants, loans, tax credits, bonds, taxes and fees.

## Financing Infrastructure

In order to successfully compete for many of the funding sources available to revitalize Chinatown, entities with experience and a track record of success will need to be brought in as partners and, in some cases, created. For affordable housing and in some cases economic development, Community Development Corporations (CDCs) and Housing Development Corporations (HDCs) will need to be at the table. For support service funds, experienced support service agencies should take the lead. For a thriving business environment, local businesses may want to organize a Business Improvement District (BID).

### Community Development Corporations

A community development corporation (CDC) is a non-profit community-based organization that serves low-income families and neighborhoods.

CDCs are formed by residents, small-business owners, congregations, and other local stakeholders. CDCs help a community address poverty and its symptoms. Many CDCs build affordable housing and create jobs for area residents. Jobs are often created through small-business loans or commercial business projects. Some CDCs also create programs that tutor children after school, care for senior citizens, organize neighborhood watches, and otherwise respond to community needs.

### Housing Development Corporations

A Housing Development Corporation (HDC) is much like a CDC. It is also a non-profit organization that serves low-income families and neighborhoods. It differs in that its primary mission is to create housing for low-income households, and it is not necessarily neighborhood-based.

California is home to many of the most sophisticated and innovative CDCs and HDCs in the nation. A number are active in and around Salinas, a partial list of which are in the Potential Funding Appendix, along with some of their particular strengths.

### Business Improvement Districts

Business Improvement Districts (BIDs) are public/private sector partnerships in which property and/or business owners of a defined area elect to make a collective contribution to the maintenance, development and marketing/promotion of their commercial district. BIDs are grassroots organizations that are driven by community support. However, to establish one the participating businesses must have legislative authorization from the City Council. Once established, BIDs are

overseen by a member-elected Board of Directors. BIDs typically provide services such as street and sidewalk maintenance, public safety officers, park and open space maintenance, marketing, capital improvements, and various development projects. The services provided by BIDs supplement the services already provided by the municipality.

BIDs are funded through special assessments collected from businesses (including landowners who lease property) and/or property owners within the defined boundaries of the district. In Chinatown, considering how few businesses are currently located in the neighborhood, it makes sense to pursue a BID that focuses on the property owners.

### **Funding Sources**

For senior housing, Section 202 funding can be sought from HUD. Section 202 is the primary dedicated funding source for low-income senior housing. It is a very competitive grant program

provides development financing, as well as an operating subsidy for the property.

For supportive housing, the Multifamily Housing Program – Supportive Housing is a State capital financing program. It is targeted to the creation of supportive housing with associated health and social services for low-income renters with disabilities. Section 811 funding from HUD also finances the creation of permanent supportive housing for disabled adults. This competitive grant program provides development financing, as well as an operating subsidy for the property.

For permanent housing for the formerly homeless, the State is working to consolidate its homelessness programs under the Governor’s Homeless Initiative. A variety of deferred payment loan programs that have been managed through different State agencies are being administered through an interagency effort. The funds are available as deferred payment construction, bridge, and permanent loans; terms vary depending on the funding source. Housing

must be supportive and designated for persons with severe mental illness who are chronically homeless.

For transitional housing, the primary federal funding source is the Emergency Shelter Grant Program. The City of Salinas receives an annual allocation of these funds from HUD, and spends those funds to support the priorities outlined in the City’s Consolidated Plan and the related annual Action Plans. In Fiscal Year 05-06, Salinas anticipated receiving approximately \$110,000 in ESG funds.

The largest number of financing instruments are available for developing housing for households that meet specific income requirements (low-income or less), but do not have age or disability restrictions. It should be noted that many of these funding sources could be used to augment the other sources discussed above. It is also important to note that some of the funding sources discussed in this subsection have set-asides for specific subpopulations, and that in addition to that





jurisdictions may choose to target some funds to meet policy goals. Such targeting might include more stringent income requirements, or housing for the formerly homeless.

Low-income housing support can be found through the State Predevelopment Loan Program and the Multifamily Housing Program, the federal HOME Investment Partnerships block grant program and Community Development Block Grant Program, the federal Low Income Housing Tax Credits program, and tax-exempt bond financing.

A key policy already in place is Salinas' Inclusionary Housing requirements adopted in 2005. The Salinas Inclusionary rules require that the creation of 10 or more units of market-rate housing must be augmented by the development of affordable units as well. The requirements can be met in a variety of ways: the developer can build the affordable units along with the market-rate units, can pay "in-lieu" fees and dedicate land for the development of the affordable units, or can contract with a nonprofit developer to build the units subject to City Council approval. Units must be targeted to four income levels: Very Low Income (50% of AMI); Low Income (80% of AMI); Moderate Income (120% of AMI), and Workforce (160% of AMI). There are additional requirements for the number of units (and at which income levels) must be developed as rental and homeownership opportunities.

The Redevelopment Agency is another potential source of funding. At the moment, they have money for affordable housing and plan to build on their property that is the current site of the community garden. While there is no discretionary funding currently, additional resources and

redevelopment tools are possible as the Agency develops future implementation plans.

Economic Development covers everything from neighborhood revitalization to job creation to microlending. New Chinatown will benefit from programs that encourage businesses to locate within the neighborhood, building a job base and the "bones" of a vibrant neighborhood. There are a wealth of programs and several are worth investigating for use in Chinatown, including New Markets Tax Credits, Economic Development Administration grants, and Office of Community Services low-income employment grants.



The Chinatown Renewal Project recommendations are presented as a conceptual plan based on the community's priorities, values and vision as heard during the charrette process. On a project of this scale, no one group or agency will be able to address all the issues. Continued and increased collaboration is essential to realize the community's vision of a revitalized Chinatown.

The Design Team would like to sincerely thank the community for their participation during the charrette process. There is an amazing amount of passion and dedication in Chinatown and because of this, great things will continue to happen in the neighborhood.

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## July 2008 Addendum on Cultural Heritage: Chinatown Community in Action

Following the community design charrette, the Chinatown Renewal Plan was presented to the City Council at a study session with the Salinas Downtown Community Board (SDCB) on October 16, 2007. Feedback received from various community groups and stakeholders was also shared. The City Council indicated support for the community's efforts to make improvements in Chinatown, and there was discussion over the best way to move forward.

At the follow-up SDCB meeting on October 30, 2007, the SDCB created five Action Teams to respond to the top five priorities identified in the plan and established a universal reporting format consistent with the current plan to identify specific milestones to be reached and define the projects, costs and remaining questions. The format also divides each project in three five-year phases from 2007-2022, consistent with the plan.

The community identified Chinatown's cultural heritage as one of the top priorities that plays an integral role in meeting the community's vision and expressed an interest in further developing the cultural heritage elements touched on in the plan. A two-day workshop was held on November 29-30, 2007, featuring architect Richard Fe Tom from Tucson, Arizona, who shared his experience related to revitalizing communities with rich cultural heritage and history. Mr. Tom described the wealth of culture he discovered in Chinatown, and recommended that the community arrive at a

central message to convey. Retired Professor Sandy Lyon contributed by providing an account of the historical background of Salinas. The workshop was attended by members of the community, city staff, CSUMB faculty and Caltrans. Representatives from the Chinese, Filipino and Japanese communities shared their family history, photos and stories of Chinatown from the mid-1920s to present.

Together, Dr. Lyon and Mr. Tom encouraged the Chinatown community to work towards creating a vibrant community and attraction for visitors through revealing the rich culture and history of Chinatown's past.

As discussed in the implementation section of the Chinatown revitalization plan, a key element of success is being flexible and looking for opportunities that will stimulate investment while addressing the community's priorities. In exploring cultural heritage elements more in depth, the community has determined that a cultural center may be a key first phase project. To this end, a cultural heritage Action Team ("ACE" or Asian Cultural Encounter") was established in November 2007, with the goal of preserving the history and culture of Chinatown and creating an attraction to draw people to visit the area. The formation of this action team is an exciting step towards implementing the vision of a revitalized Chinatown.

The ACE team has identified four focus areas to meet their goal. The first focus area is developing the "The Story," utilizing the expertise of CSUMB students and faculty for research and historical documentation partially provided through CSUMB



*Richard Fe Tom shares his experience.*



*Dr. Sandy Lyon (on the right) discusses the historical context.*

## The Next Steps for Chinatown from Richard Fe Tom's workshop summary report:

### 1. Identify the vision

- a. Identify stakeholder issues
- b. Identify the program
- c. Identify the concepts
- d. Identify the story

### 2. Develop the Images

- a. Create identifying elements to attract the Community to this project
- b. Identify Chinatown elements
- c. Why would people want to come

### 3. Provide historic study and nomination to the National Historic District.

### 4. Develop the Master Plan

- a. Identify the major focus.
- b. Identify public and celebration spaces.
- c. Create a "Sense of Place."

### 5. Identify the Economic cost and payback

- a. Identify the scope of this project and the cost.
- b. Identify the economic payback and options for success.
- c. Identify funding sources and fund-raising opportunities.

HUD Grant funds. Consultants Dr. Lyon and Mr. Tom will provide community-based planning to validate the story through Caltrans planning grant funds. Rediscovering the history and culture of Chinatown will provide the foundation needed for a sense of place to evolve.

A second area, "The Exhibit," will focus on creating the media to tell the story through a web, video or virtual communications exhibit. This will be partially funded through the CSUMB HUD Grant. Through utilizing the latest media, the Chinatown story has the potential to reach far beyond the city of Salinas as an important part of American history to remember and preserve.

A third focus area, "The Center," will form a Center Design Team to investigate opportunities and create a budget for renovating the Republic Café as an Interim Cultural Center to provide space for the story exhibit. The Center will improve the attractiveness of the neighborhood, which will help bring people to the area and increase its economic potential.



*Walking tour of Chinatown.*



*Mr. Tom meets and talks with the Chinatown community.*



*Community members discuss next steps at the two-day workshop.*



The fourth focus area is “Preservation.” Because there are no other Chinatowns left along the coast between Oakland and Los Angeles, it is essential that Salinas preserve and enhance what is left of their Chinatown.

The ACE team plans to take these steps through creating a Historical Designation, archiving histories and developing architectural design guidelines for new and existing buildings. Developing a plan for protecting and renovating existing buildings and creating consistent design guidelines for new buildings to fit in with the historical character of Chinatown is an important piece of preserving the history and telling the story of Chinatown. This is an approach supported by Caltrans staff, which in response to a draft of the plan noted, “While some buildings may appear to be in poor condition, it is no reflection or indication of their potential historical significance. It would be extremely beneficial to incorporate cultural resources planning into the Chinatown renewal process.”

As discussed in the Chinatown Renewal Plan, collaboration is critical to success. To date, the community has done an excellent job of working together and direct involvement of the City Council and staff in the planning process has helped to maintain a high-level of community participation and helped focus available resources to advancing the plan, while allocating time to seek additional resources to further this effort. Continued collaboration between the SDCB and the City is essential for implementing the short and long-term recommendations in the Chinatown Revitalization Plan and to achieve the developing vision of a cultural heritage center.



*Exterior of Tucson Chinese Cultural Center (photos on this page courtesy of The Architecture Company)*



*Interior of Tucson Chinese Cultural Center*



*Interior of Tucson Chinese Cultural Center*

# APPENDICES



# Livable Streets Toolbox

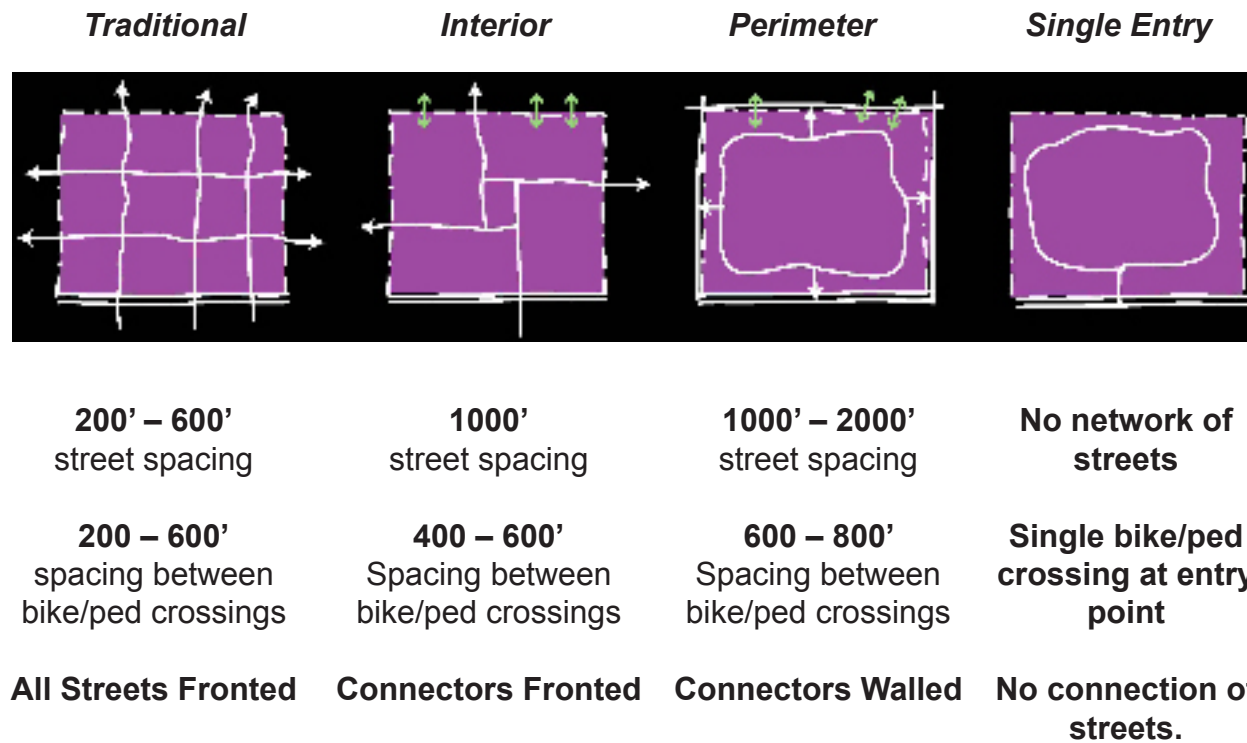
In order to create a great place, there needs to be a great emphasis on the design of streets. Streets are key determinants of neighborhood livability. They provide access to homes and neighborhood destinations for pedestrians, and to a variety of vehicle types, from bicycles and passenger cars to moving vans and emergency response trucks.

The design of streets, together with the amount and speed of traffic they carry, contributes significantly to a sense of community, neighborhood feeling, and perceptions of safety and comfort. The fact that these may be intangible values makes them no less real or important when considering variables that affect street design.

Because of their key role in overall sense of community, many disciplines must collaborate to achieve the best street patterns.



The degree to which communities are connected has strong implications for how well they serve pedestrians. The greater the number of opportunities to form direct paths, to choose between alternative routes, and generally to navigate through our built environment, the more attractive and practical walking becomes as an option. Minimizing the length of trips saves energy and time. The following illustrations underscore the importance of connectivity and why it should be enhanced.







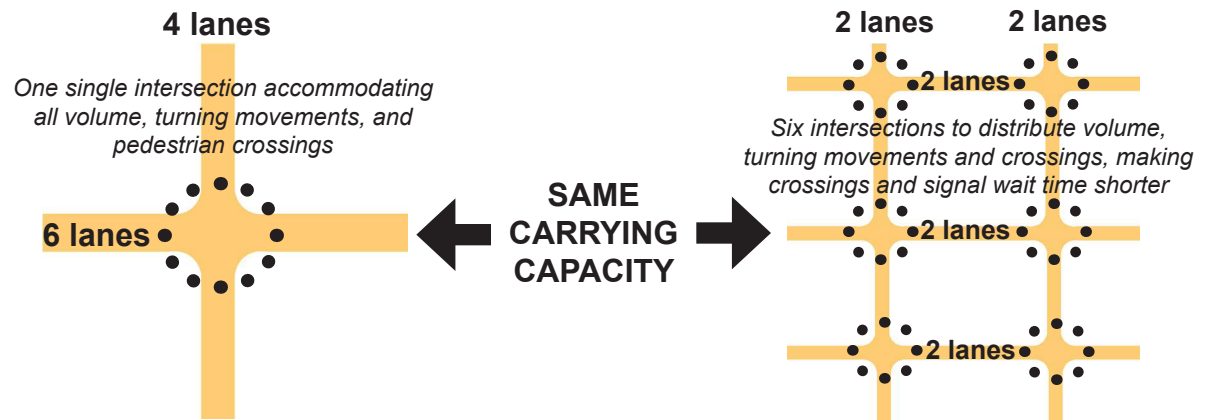
This illustration underscores the consequences if we fail to provide connectivity. Though the actual distance between the house circled in yellow and the house circled in blue is less than two hundred feet, the street path that must be taken is many times that. Improved connectivity would make walking between these two points a more practical option, compared to the current street design which makes walking highly inconvenient. Walkability depends on connectivity to make moving around on foot an attractive and useful choice.

This diagram of Meriam Park in Chico, California illustrates the principle of connectivity. Not only are there well-established paths for pedestrians and motorists alike to cross the streets on the edge of the neighborhood, the close block spacing provides more options and disperses traffic.

*Diagram courtesy of New Urban Builders*

Connectivity provides greater options for vehicle movements. The two diagrams below illustrate the same number of lanes in each direction: four total lanes north and south, six total lanes east and west. In the diagram on the left, all of these lanes must be managed through a single intersection. Assuming this intersection is signalized, the wait times are longer. In the well-networked diagram on the right, vehicle wait times are much shorter with increased turning opportunities at each intersection.

The difference also has implications for pedestrians. Instead of crossing narrower streets that have collectively distributed traffic flow of a larger area, pedestrians must cross larger, busier roads that are less safe and potentially require greater crossing time.

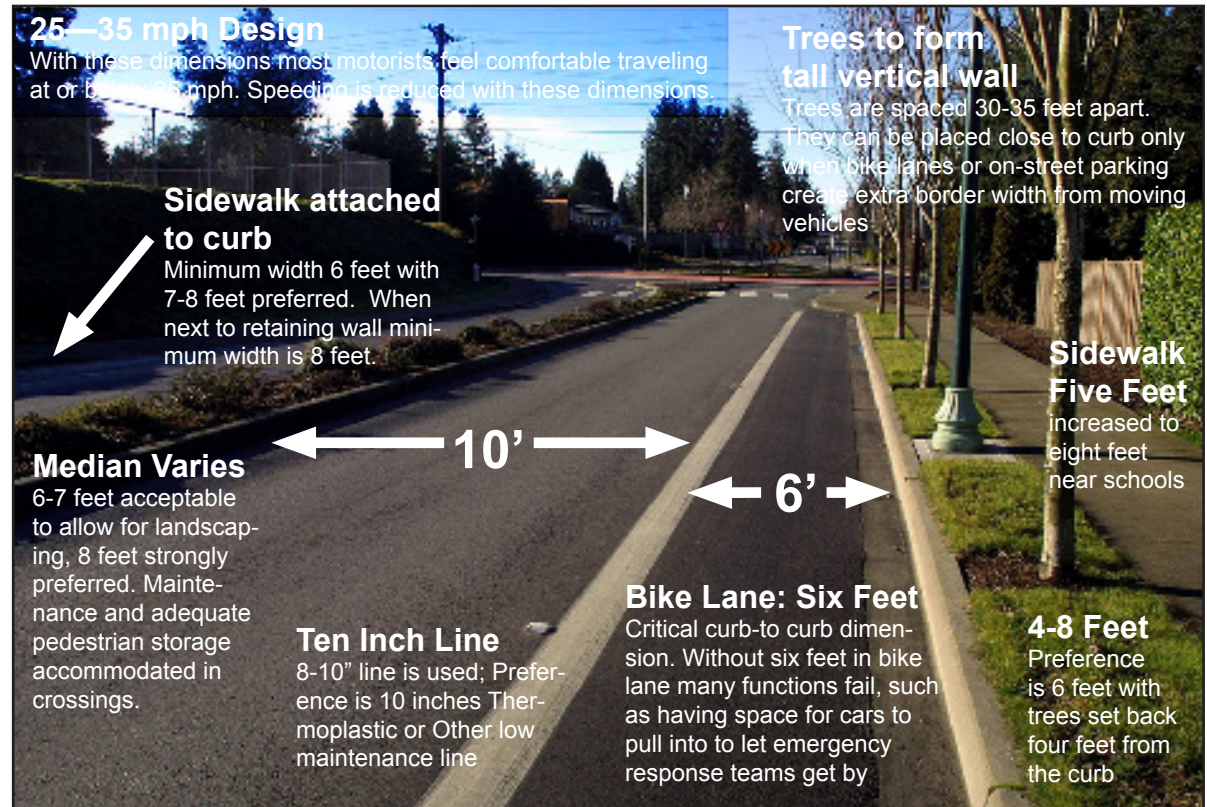




Lane width is an important element of roadway design in determining vehicle speed and overall safety. Lane widths of ten feet allow ample separation for both cars and trucks on urban streets. Eleven-foot lane widths are acceptable, and twelve-foot widths should be avoided on urban streets.

Many urban streets have been designed to the specifications of rural roads and highways, namely with wider lanes and overall wider roadways. Motorists feel more comfortable speeding on oversized streets, but streets can be designed to encourage drivers to go slower and create a more walkable environment. Reducing lane widths and including bike lanes, sidewalks, medians and shade trees can be used to naturally decrease speeds.

Reducing excessive travel lane widths also allows the same roadway to accommodate additional functions. For example, turning lanes that keep through traffic flowing without impediment can be added or on-street parking that enhances viability and access to land uses along the street.



**25—35 mph Design**

With these dimensions most motorists feel comfortable traveling at or below 25 mph. Speeding is reduced with these dimensions.

**Trees to form tall vertical wall**

Trees are spaced 30-35 feet apart. They can be placed close to curb only when bike lanes or on-street parking create extra border width from moving vehicles

**Sidewalk attached to curb**

Minimum width 6 feet with 7-8 feet preferred. When next to retaining wall minimum width is 8 feet.

**Median Varies**

6-7 feet acceptable to allow for landscaping, 8 feet strongly preferred. Maintenance and adequate pedestrian storage accommodated in crossings.

**Ten Inch Line**

8-10" line is used; Preference is 10 inches Thermoplastic or Other low maintenance line

**Bike Lane: Six Feet**

Critical curb-to curb dimension. Without six feet in bike lane many functions fail, such as having space for cars to pull into to let emergency response teams get by

**Sidewalk Five Feet**

increased to eight feet near schools

**4-8 Feet**

Preference is 6 feet with trees set back four feet from the curb

*10-foot travel lanes provide a good balance between vehicle and pedestrian safety and comfort.*





Planning solely for the motor vehicle has led to numerous unintended problems including stark streets, high traffic speeds, and reduced accessibility. These negative impacts have the additional effect of discouraging people from walking or biking, further adding to traffic congestion as they use their cars instead.





Ten foot travel lanes, curb extensions, trees, shrubs, and improved markings bring speeds to more appropriate levels, reduce crossing distances and allow areas to be reclaimed for mixed use. Speed reductions of 2-7 mph are common with a comprehensive treatment.

Mounting evidence is available regarding the safety and effectiveness of narrow lanes. The tendency to use 12 foot travel lane widths as the starting point for urban travel lanes may no longer be justified for safety or capacity. Narrow lanes carry vehicles at lower speeds, which result in fewer fatal crashes.



**Olive Avenue.** Lanes were narrowed to 10 feet in downtown West Palm Beach, Florida in 2005-06. This city is now completing a series of lane width reductions on four different typical sections of Olive Avenue (formerly 3 to 5 lanes wide).

**Conclusions**

The results of this analysis suggest that changes in highway infrastructure that have occurred between 1984 and 1997 have not reduced traffic fatalities and injuries and have even had the effect of increasing total fatalities and injuries.

This conclusion conflicts with conventional engineering wisdom on the benefits of “improving” highway facilities and achieving higher standards of design (Transportation Research Board, 1987). While not all explicit highway design improvements were analyzed, the fact that adding new and higher design standard lane miles leads to increased fatalities and injuries suggests that new “improved” design standards are not achieving safety benefits.

— Robert B. Noland

*TRAFFIC FATALITIES AND INJURIES: ARE REDUCTIONS THE RESULT OF ‘IMPROVEMENTS’ IN HIGHWAY DESIGN STANDARDS?*  
(November, 2000)



CHINATOWN RENEWAL PROJECT



Pedestrian-friendly crossings feature a continuous path with the sidewalk. If it is not possible to create a continuous path, deviation should be minimized.

In general, crossings should be of adequate width for the volume of pedestrians that the street is carrying. They should not be significantly narrower than corresponding sidewalks, though accessible ramps can be narrower.



*Crossings should be wide enough to accommodate the expected volumes, including people with disabilities.*



*Tactile edges allow the vision-impaired to sense the edge of the “safe zone” for pedestrians and know they are crossing traffic.*



*ADA requirements were often originally met in haste without proper alignment of paths. Many municipalities are now correcting these placements.*



*Crossing enhancements (especially stripes) should be maintained to draw motorist attention to pedestrian zones. Crossings that are not maintained lead to less certain (and less visible) pedestrian paths.*





Crossings can be either informal (bottom) or formal (top). In many cases it is preferred to formalize crossings in order to direct pedestrians to the best places to cross. These areas should have a minimum of six seconds of detection (discovery) time.

On streets with on-street parking, curb extensions reduce the total crossing distance, which helps pedestrians in two ways: it reduces the time they are exposed to moving traffic, and it makes it easier for pedestrians to assess and find an acceptable gap, because the time needed to cross is shorter. They also increase visibility: the waiting pedestrian can better see approaching motor vehicle traffic and motorists can better see pedestrians waiting to cross the road; their view is no longer blocked by parked cars. Curb extensions should be designed to accommodate storm water drainage and should never extend into a bicycle lane.



Median Islands  
Formal crossings



Crossing Islands  
Informal crossings





Mid-block crossings are appropriate on longer block lengths. Though intersections are the preferred locations for pedestrian crossings, when block lengths exceed 400 feet it is a good idea to consider formalized mid-block crossings to avoid “impromptu crossings” from pedestrians that may be unsafe. Using a diagonal shift from one leg of the crossing to the next (image at top right) allows pedestrians to have refuge, and physically shifts the pedestrian’s view toward motorists, forcing them to look in the direction of oncoming traffic. The eye contact established with the motorist also helps to tame his or her behavior, resulting in a safer pedestrian environment



Mid-block crossings seek to minimize the distance between intersections, but careful placement (especially in front of important civic buildings, transit facilities, and other destinations) renders them far more useful and allows them to contribute better to overall pedestrian safety than when their placement is arbitrary (or at least determined solely by distance).

To aid motorist detection of islands, it is best to have both colorful ground cover and vertical trees. When using ground cover preference is given to native species that are slow growth varieties. Irrigation may be required with many plant types. Many areas may prefer low maintenance designs. Vegetation should be kept trimmed so it does not block the view of pedestrians or drivers.



Pedestrians and bicyclists seek to cross streets without going too far out of their direction of travel. Crossing islands or crossing points allow pedestrians to cross where conflicts are minimized. Crossing islands reduce the potential for a crash by up to 40%. A pedestrian crossing island breaks an otherwise difficult crossing maneuver into two easier, shorter steps. Instead of needing to find a gap long enough to cross all lanes at once, a pedestrian looks left, finds an acceptable gap in one direction only, crosses to the island, then looks right and finds a second gap. Principles include:

**Basic and advanced measures:**

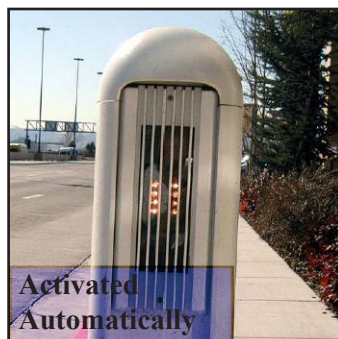
1. Assure 6 or more seconds of sight lines (discovery time) at crossing points
2. Use good lighting of crossings
3. Use high emphasis crosswalk markings
4. Use at least minimum required signing and pavement markings (MUTCD). Additional measures are encouraged.
5. Use curb extensions on streets with parking to maximize view of pedestrians and motorist conflicts, and to minimize crossing distances.
6. Use raised tables on appropriate streets



ADA – crossing angle can be detected by blind.



Information provided



Activated Automatically



Activated by Pedestrian



**Driveways, alleys and other crossings.**

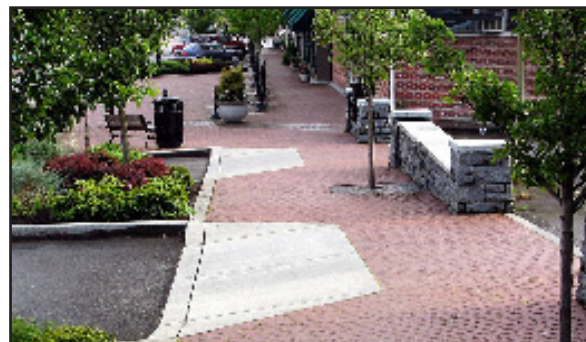
Many driveways are incorrectly designed to look like a street intersection. They are often overly wide, poorly lit, and pose multiple threats (up to six conflict points) to pedestrians. Transitioning from suburban areas where pedestrians were largely omitted from roadway designs includes changing driveway designs to look, act and feel like driveways. Suburban driveways were often designed to allow high speed exits to and from adjacent roadways. Transitioning to pedestrian friendly corridors requires the following measures:

**Driveway details:**

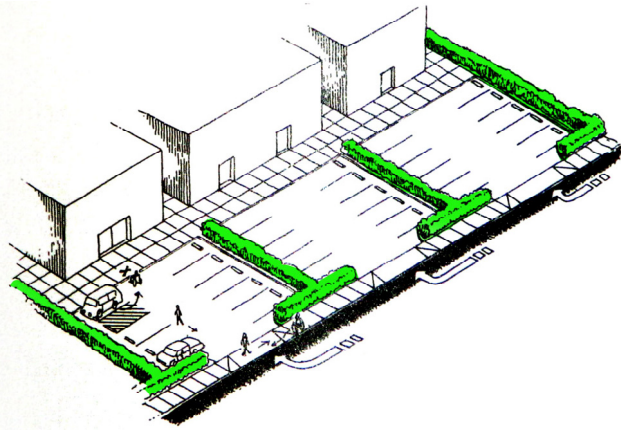
1. Keep entry and exit speeds low. General approach speeds should be 5-8 mph, or less.
2. Speed can be controlled by a change in grade (gradual ramps increase speed potential).
3. It is best to use color, patterns and texture to highlight and make clear to motorists that they are intruding into the right-of-way of pedestrians, and that they have a legal duty to allow pedestrians to complete their movements.
4. In some cases tactile areas are used to define edges of safe zones (especially for visually-impaired pedestrians). Use of color and texture helps all people,

especially during twilight when changes in grade are difficult to detect.

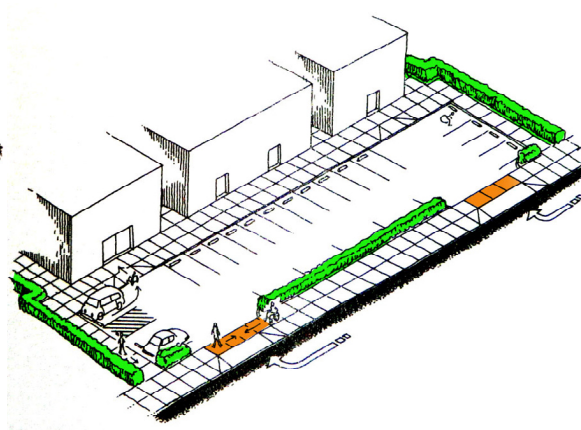
5. When necessary, sidewalks can be brought down to lower driveway elevations in order to meet ADA needs. It is often best, however to use planter strips and have grade changes be in portions of the right-of-way occupied by planter strips. Keep sight lines open.
6. Keep higher capacity (commercial) driveways well lit, with strong, well defined edges to accentuate crossing areas.
7. Pedestrian crossings of driveways are best when kept to the full width of the sidewalk. A five foot minimum width sidewalk is necessary on long driveways (more than 20 feet wide).
8. Right-in, right-out (or single direction) driveways are strongly preferred, especially on multiple lane roadways.



*Landscape bumpouts and sensitive ramp treatments can ease driver behavior when frequent driveway cuts need to be employed.*



Multiple driveway access points increase the hazard to the pedestrian.



Consolidating driveway access extends the pedestrian's path without conflict opportunity.

In addition to the benefit of facilitating vehicle movements by eliminating the numbers of turning opportunities that make streets and roads inefficient, managing and consolidating access to fewer points lengthens the pedestrian's comfort zone and minimizes the opportunity for vehicle-pedestrian conflicts.

The wider a turning radius, the greater the distance a pedestrian must travel to cross the street at a corner. The extended distance increases the potential for conflicts, especially toward the edges of the crossing areas (the corners) where motorist attention may be diverted to checking for oncoming traffic before making turns.

In addition to managing access by limiting the number of driveways, it is important to ensure that turning radii at corners are adequate to allow safe movement but not overly wide.

Effect of Corner Turning Radii on Pedestrian Crossing Distances



Radius	Crossing Distance	Increased Crossing	Percent Increase
15'	37'	+11'	42%
25'	50'	+24'	92%
50'	89'	+63'	203%





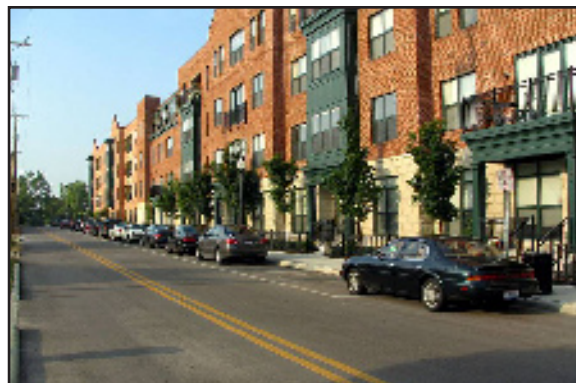
Traditional streets favor on-street parking over off-street parking. On-street parking can be used as part of the strategy to reduce motorist speed through increased “side-friction.” Sight lines are preserved at intersections with 30 to 50 foot parking setbacks from intersecting legs.

Compared with on-street, off-street parking requires three times the land and creates three times the heat gain, increases water runoff and other negative environmental impacts. Walkable communities tap into significant on-street parking. Visual effects from on-street parking provide multiple benefits of including traffic calming, improved safety, buffers to sidewalks and shopping convenience.



*Back-in angled parking is safer and easier to manage than head-in angled and parallel parking. The most important safety advantage is the driver’s ability to see into the travel lane when pulling out of the parking stall.*

*Head-in angled parking is familiar to most motorists along with its primary benefit (larger parking supply) and its primary safety problem (blindly backing out into a travel lane). A growing number of cities are converting their head-in parking to back-in parking.*



Road diets, bike lanes and on-street parking can be used in combination. A number of minimum dimensions are needed to maximize speed reductions, safe entry and exit from autos, and comfortable bike lane use.



The following principles apply:

1. Quiet neighborhood collectors. If volumes and speeds are low (25 mph or less), keep roadways compact, and do not use bike lanes. Bicyclists do well when there are few autos, and in this case bicycle lanes result in wider streets and higher vehicle speeds which discourage bicycling.
2. On major collectors and arterials, the higher the volume and speed the more

important bike lanes become. Minimize width of marked parking to six feet, then maximize the width of bike lanes (7 feet is preferred, and no less than 6 feet should be used next to parking).

3. With two-lane ten foot lane diets shown to the right, parking is kept to six feet. A two foot valley gutter adds bonus width to both the bike lane and/or parking lane. This combination, next to travel lanes creates low speed travel and a designated place for bicyclists.

4. Although narrow lanes and on-street parking with bike lanes may be comfortable for many, it is the very low turnover of parking and moderately low traffic volume that creates the greatest comfort. Taking one additional foot out of the travel lane increases comfort, and reduces the tendency to travel fast. The primary purpose of an auto trip here is to search for elusive parking spaces.



**Bicycle parking.** Convenient and secure bicycle parking should be provided at several locations on each block of all commercial areas. Employers with more than 25 employees and all schools should also provide bicycle parking. All bike parking should be attractive, convenient, and in plain view for security reasons. It can also be whimsical and fun as some of these photos show. Apartments and employers should provide interior, secure parking.

- Large work centers (50 or more employees) should provide showers and lockers.
- Parking garages should have fenced in, secure parking near toll operations. Access by key code or other convenient, secure systems are needed.
- Significant transit stops should have parking. Major transit stops should provide lockers.
- Parking garages and all employment centers with 25 or more employees should have secure parking (lockers, garage space or interior building parking).





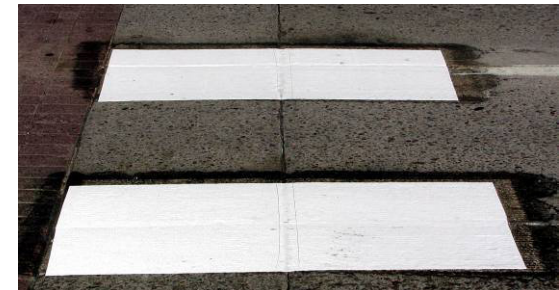
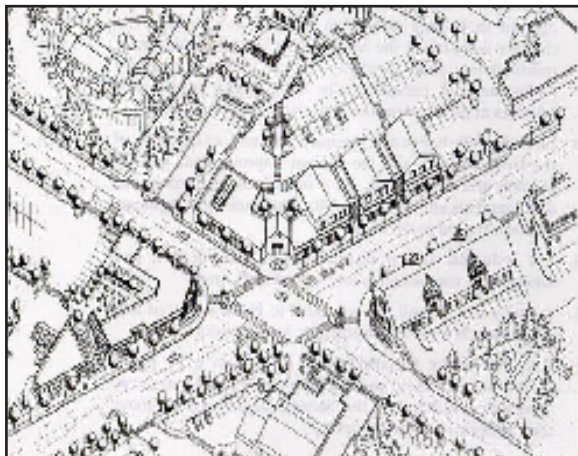
**Intersections.** To enhance walkability the following generic geometric, operations and maintenance practices are recommended.

- All lanes and intersections should be built as narrow and compact as practicable to perform their mission to safely and efficiently move and provide for all modes of travel.
- Curb radii should be kept tight, generally using 15 foot radii when practicable. Wider radii should be used in industrial areas, as appropriate, to meet truck turning needs. Effective turn radii are enhanced through curb extensions, bike lanes and parking lanes.
- Curb extensions should be used whenever practicable to reduce crossing distances and times, add greenery, and to allow shorter signal clearance intervals.
- Enhanced crosswalk markings should be used for crossings of all primary road

systems. Side street crossings can be maintained with either enhanced or standard, well maintained crosswalk markings.

- Countdown signals should be installed on all crossings greater than 50 feet.
- Pedestrian Lead Intervals should be used where there is a history of turning motorists cutting off pedestrians.
- Medians and median noses should be provided on all intersections where they are practicable. Signal recall controls should be used in medians.
- Primary streets do not require pedestrian push button controls as they should automatically signal for pedestrian crossings on each cycle.

- Pedestrian signals automatically activate where sufficient time exists for pedestrian crossings. Push buttons are used in many walkways and trails, but not on main streets.

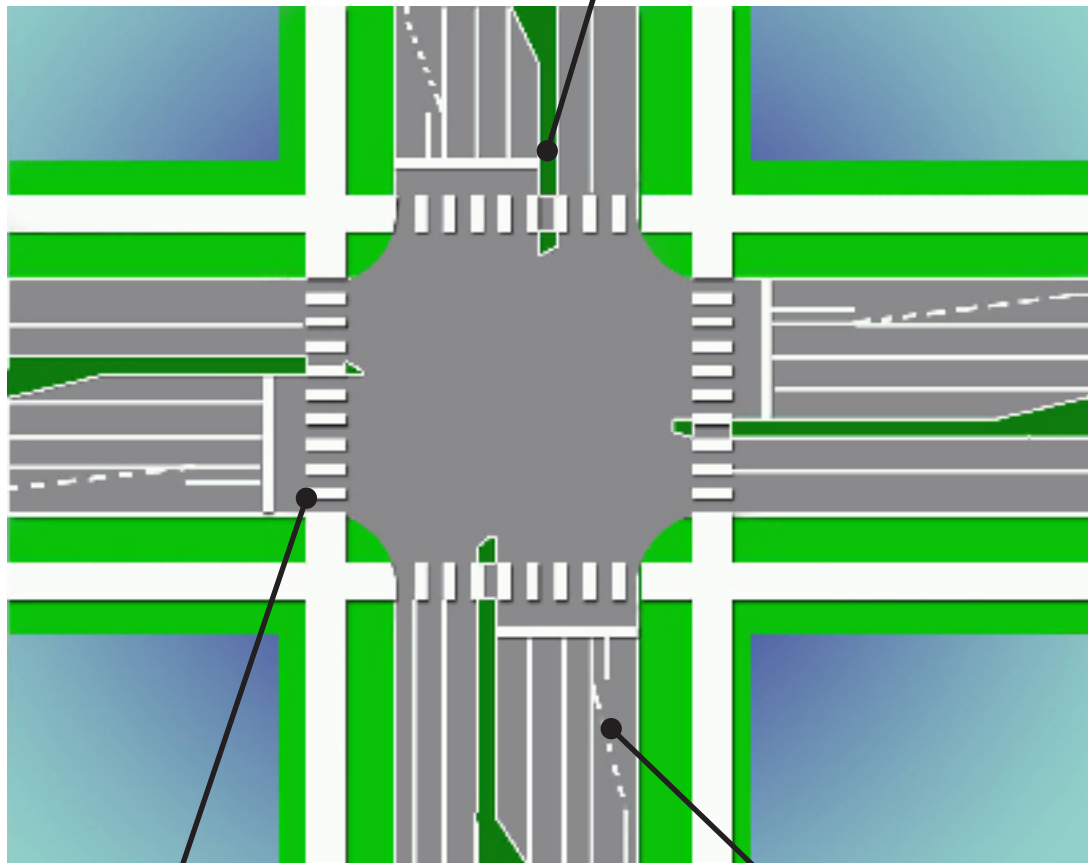




Large intersections do not have to be impediments to connectivity, but they must be given special treatment to optimize safety and accessibility.

**Medians as refuge islands**

Medians should be extended through the alignment of the sidewalk to allow them to function as pedestrian islands.

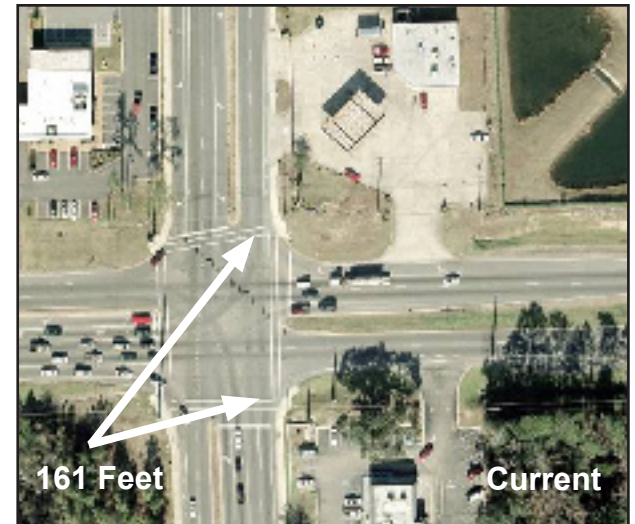


**Correct crossing placement**

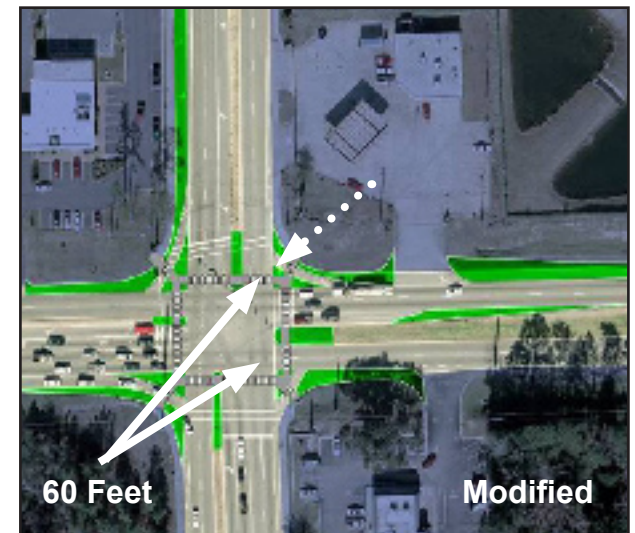
Crossings should be *ahead* of the stop bar to keep motorists (especially right turns) from violating the pedestrian's right-of-way

**Bicycle lane transitions**

Bicycle lanes should be aligned to direct traffic through the intersection, meaning right-turn vehicle lanes are aligned outside of them. Proper striping to guide the bicycle lane and to alert the motorists of this change in alignment will allow for a safe and effective transition.

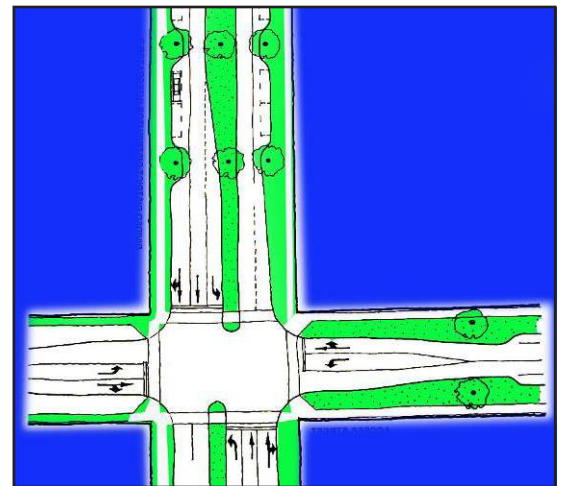


Overly wide intersections create unsafe conditions, discourage walking and bicycling, and lead to long delays of motorists. The pedestrian clearance interval for this crossing is 60 seconds.



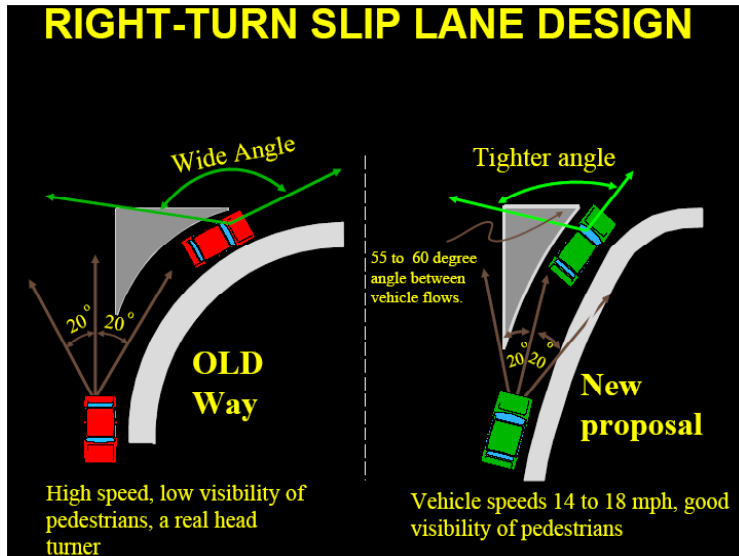
Crossing islands (pork chop islands) medians and more compact designs shorten pedestrian crossings to 30 second allowing motorists to be underway with less delay.





CHINATOWN RENEWAL PROJECT

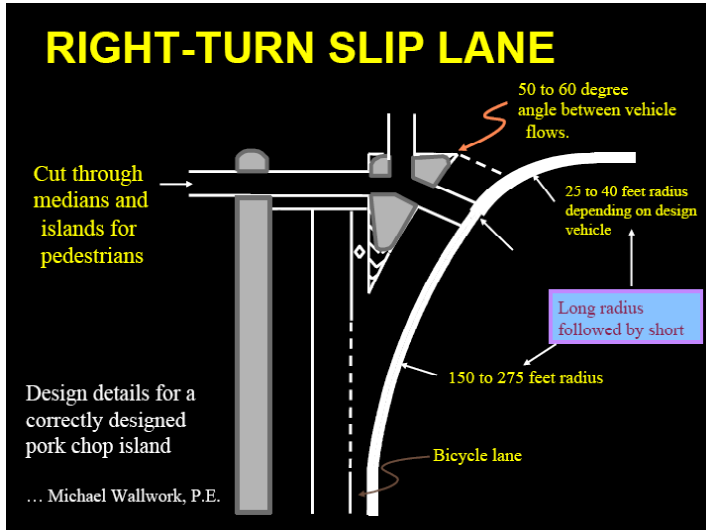




At larger intersections, right-turn slip lanes provide additional storage room for vehicles attempting right turns and, in volumes that do not exceed the length of the lane, allow the outer travel lane of the street to be reserved for through traffic. While they have advantages to motorists and are beneficial from a traffic engineering perspective, they can be a detriment to a safe and convenient pedestrian environment. Right turn slip lanes increase the distance pedestrians must travel from corner to corner when crossing a street, and the curve in most designs (old way in diagram to left) suggests that motorists may make the turn without slowing. The new design shown here lowers speeds, makes pedestrians more visible and allows drivers to find a gap without turning their necks as much.

**Geometry.** Entry ramps (pork chop islands) in urban areas should control speeds to safe and efficient levels. In general, 10-12 mph entry speeds give the best opportunity to merge safely in standard intersections, while 15-25 mph may be acceptable over some ramp areas and allow trailing motorists time and distance to respond. These speeds also produce the greatest yielding rates to pedestrians and bicyclists.





*The photo to the right illustrates a low speed entry ramp accentuated by a raised crossing to assure low speeds.*

The illustration at top left provides design details when bike lanes are used at conventional intersections. Entry principles remain similar in a SPUI (Single Point Urban Interchange). Other ways to reduce crashes include high emphasis crossings and focus on entry angles of pedestrians (face toward motorists).

When these slip lanes are augmented by pedestrian crossings that take advantage of them, they function as refuge islands between vehicles making right turns and those moving through the intersection, and they allow the paths of sidewalks to remain aligned mostly parallel to the streets with minimal diversion.





At certain intersections, placement of a roundabout greatly facilitates through traffic and turning movements without requiring signal control delays. Roundabouts are made up of a circulating roadway with a raised island that is often used for landscaping or other decorative features. The circulating roadway is typically wider than approach roadways and features an additional “raised truck apron” on the outer section of the circle; both of these features allow for operating contingencies, especially with trucks, emergency response vehicles, and other large vehicles.

Roundabouts most often increase intersection capacity up to 30 percent: as the only requirement for yielding the right-of-way is to traffic already in the circulating roadway, vehicles can continue moving through intersections carrying a light volume, requiring no queue at the approach roadways and potentially allowing all intersecting streets to use the intersection at once.

Roundabout benefits are so significant that some states and cities require that any intersection rebuilds must be first modeled to see if a roundabout will work. Benefits include:

1. Reduction in personal injury crashes (80-90%)
2. Reduced delays
3. Increased capacity (often 30% is a safe estimate).
4. Increased property values. At times higher development potential can pay the cost of new roundabouts.
5. Improved conditions for motorists, pedestrians and bicyclists.
6. Space conserving. As a general rule a single lane roundabout fits into a 130-foot intersection (measured diagonally from one corner to another). Some roundabouts can fit into less space (see above Bradenton Beach, Florida roundabout).



**Bradenton Beach, Florida.** This high-volume intersection was one of the town’s most dangerous for pedestrians, though immediately adjacent to its prime amenity.



Installation of a roundabout calmed traffic speeds and facilitated pedestrian crossing. It also improved property values and catalyzed redevelopment.



Myth breaker. This Brighton, Michigan roundabout disproved the myth that roundabouts with dominant primary street volumes will not let side street traffic enter during peak periods. It handles 20,000 vehicles per day and vehicles on the secondary street find numerous gaps when cars enter or exit the roundabout, a pedestrian crosses or a cars slow to park.

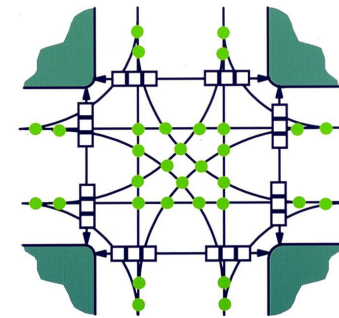




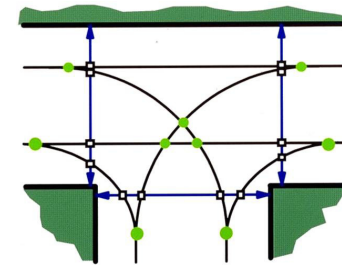
Roundabouts provide safer and more amenable pedestrian crossings, namely from use of the splitter island on each approach as a pedestrian refuge. Including one car length between the yield line and crossing optimizes roundabout efficiency for vehicles, allowing vehicles waiting to enter the circulating roadway to be closer and preserving a safe distance between pedestrians and vehicles traveling out of the circulating roadway to one of the cross streets.

One very important safety feature of roundabouts is their reduction of conflict opportunities. When crossing, pedestrians face only one potential conflict (traffic either entering or exiting the roundabout, divided by the splitter island).

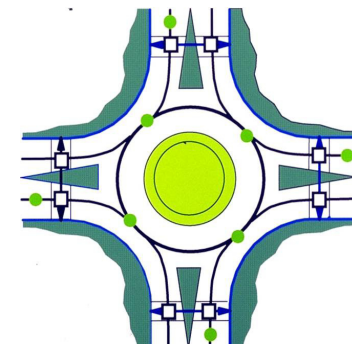
Pedestrian crossings at roundabouts require as little as 13-14 feet of exposure per crossing versus 60-100 feet at signalized intersections capable of carrying similar traffic volumes. Speeds and crashes are greatly reduced.



**FOUR-WAY INTERSECTION**  
32 Vehicle-Vehicle conflicts  
24 Vehicle-Pedestrian conflicts



**THREE-WAY (T) INTERSECTION**  
9 Vehicle-Vehicle conflicts  
12 Vehicle-Pedestrian conflicts



**ROUNDBABOUT**  
8 Vehicle-Vehicle conflicts  
8 Vehicle-Pedestrian conflicts





A 2000 report by the Insurance Institute for Highway Safety reported that: “Results of this study indicate that converting conventional intersections from stop sign or traffic signal control can produce substantial reductions in motor vehicle crashes.”

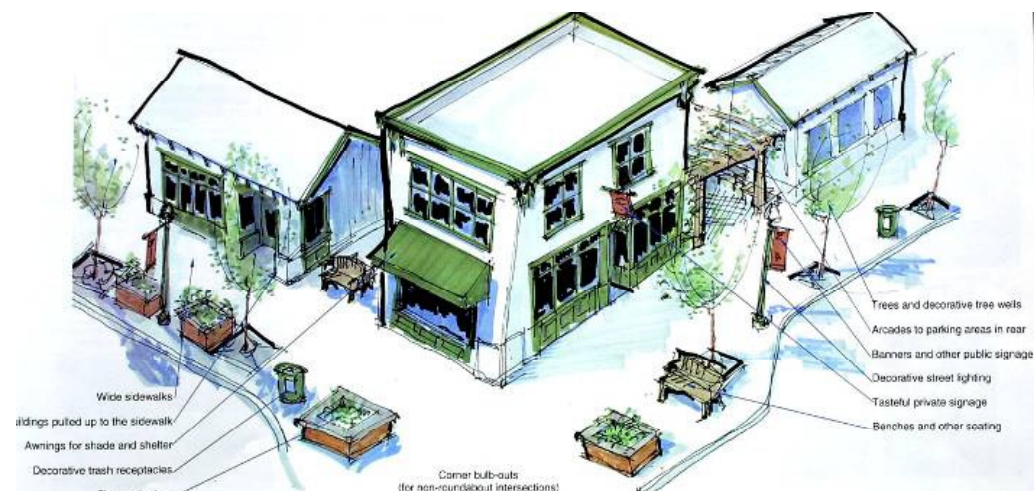




Streets are the most fundamental and basic public space in our built environments. Not only do streets provide the crucial function of circulation, they also create a sense of place through their celebration of local architecture, local customs or simply the integration of natural and built environments.

Streetscaping refers to the planting of street trees, median treatment, corner treatment, decorative signs, park benches, pathways, color, lighting, transit stops, etc. All these amenities increase motorists' awareness of the various purposes of the street besides moving cars.

Engaging streets also provide opportunities for discovery and surprise. Public art, street furniture decoration or other functional elements can be used to proclaim a place's history, its people and its values. These additions to the street define its character and charm.





The best urban environments have a very strong sense of place: the feeling of ownership and belonging that people have for their communities and the sentiment of pride and distinction that visitors experience, creating memories of their visit and knowing without a doubt where they are.

Signs that celebrate local culture, environment or monuments affirm a walkable environment by speaking about the character of a place. Gateways offer a sense of arrival and help to mark transitions between one part of a place and another, such as crossing town limits or moving from one neighborhood to another.

While communities without a strong sense of place may have all of the characteristics of a walkable environment, the nod to local culture signifies that certain places have utilized their walkability to more than a functional level: their streets have become public space and incubators of social activity, exchange and community interaction.



## POTENTIAL FUNDING SOURCES FOR CHINATOWN

Lisa Feldstein, Public Health Law Program

### Introduction

The vision for a revitalized Chinatown includes housing affordable to a mix of incomes and household types, businesses, gathering places and community services. Much of this development will rely on private capital, but before private investors can be persuaded to take risks with their money, it will be necessary to “prime the pump” with public and semi-public investments. There is a broad range of financial instruments and resources that are potentially appropriate for the planned revitalization; this chapter outlines some of those resources, their application, and what infrastructure might be required to access them successfully.

### Overview of Financial Resources

Outside of traditional financial products such as bank loans and private venture capital, there is a wide range of instruments available to finance revitalization efforts. These fall, generally, into the following categories:

#### Grants

Grants are funds that are provided for a specific purpose, either by a grant-making

foundation or a public agency. These funds do not have to be repaid so long as they are used for the intended purpose. Grants can be difficult to access without skilled grant writers and an applicant with a history of success, as the funds are often competitive.

#### Loans

Below-market rate loans are available from public agencies, as well as from Community Development Finance Institutions (CDFI’s are not-for-profit banks) and, on occasion, from traditional banks. Some individuals may also make below-market rate loans. These funds generally must be repaid (some public agencies will convert certain loans to grants or otherwise forgive debt), though repayment terms are often more attractive than conventional loans. Many loan programs are for specific types of development, such as housing for a specific population. Like grants, lower-cost loan funds can be competitive, and accessing funds may require an applicant with an established track record for providing the type of facility funded by the loan program.

#### Tax Credits

Tax credits provide tax benefits to investors in specific types of projects. There are established markets for purchasing tax credits, and investors who seek them out as an investment tool. There are a variety of tax credit programs that vary in how competitive

they are based on a number of factors, and require ongoing administration that has costs attached to it. They can be complex programs to access and administer, causing many organizations to seek professional help in utilizing these tools.

#### Bonds

A wide range of bond financing instruments are available, both public and private. Like loans, bonds must be repaid, but they can be more cost-effective than loans. Access to the proceeds of some public bond programs is competitive; virtually all bond programs require the expertise of professionals, an up-front cost that must be considered. Public agencies utilize two types of bonds; *General Obligation* bonds are repaid from the jurisdiction’s general fund, while *Revenue* bonds are repaid from the revenue stream generated by whatever the bonds proceeds have been used to finance.

#### Taxes & Fees

Taxes and fees are two of the primary tools jurisdictions have at their disposal to raise revenues for running government and financing improvements. In California, *taxes* are subject to voter approval but tax proceeds are unrestricted revenue. *Fees* do not require voter approval, however the cost of the fee must be based on the cost of providing the service for which the fee is charged, and



expenditure of fee proceeds must have a rational relationship to that service.

### **Proposed Neighborhood Components**

The plan generated by the charrette envisions a rich, vibrant neighborhood. Like all such communities, this vision incorporates a diversity of types of development and uses. All are necessary to achieve the goal and each component requires and has the potential to access different financing tools. Because eligibility for most of the tools discussed are determined by use, this section is divided by type of development (housing, business, etc.), with appropriate financing options described within that subsection. The final section of this chapter offers an overview of the types of organizations and institutions required to best access available financing.

### **Housing**

A rich mix of housing choices is a prerequisite to a diverse neighborhood: subsidized affordable and market-rate; supportive, service-enriched and independent; permanent and transitional; family, senior, and singles; live/work, apartments, and townhomes. Well-designed, affordable, subsidized housing is often at the vanguard of revitalization efforts. Its presence brings population into the neighborhood, which provides stability and encourages market-rate development.

There are a large number of tools that are available to finance the development of affordable and supportive housing. Here, “affordable” is used to mean housing that is affordable to a low-income household, meaning that such a household would spend no more than 30% of its income on housing costs. The US Department of Housing and Urban Development (HUD) defines “low-income” as a household whose income is at or below 80% of the area’s median for households of the same size. According to HUD, in 2007, median income for a household of four in Salinas is \$63,400. A household of four would qualify as low-income if their income did not exceed \$51,600; an individual with an income of \$31,600 would also be considered low-income. Some funding sources have different requirements; common ones are 60% of area median income, 50% of area median income (considered very low income) and extremely low income (considered 30% of area median income). HUD recalculates the dollar figures for these levels annually.

Supportive housing is housing that includes services designed to meet the specific needs of the population housed. The types and intensity of services varies with the housing, so this broad category can include for example, housing for senior citizens with social programs, clean and sober housing for former substance abusers with intensive

counseling and money management services, or family housing with ESL classes and childcare on-site.

The funding sources are designed to support the development of specific types of housing; that is, to address the housing needs of specific populations. The funds originate from a variety of sources: federal, state, and local governments all make housing development resources available, as well as banks and other sources. In some cases, federal funds are given in a lump sum (“block-granted”) to a local government to reallocate. It should be noted that in high-cost areas like Salinas, multiple funding sources are often necessary to assemble sufficient financing for a single development. Experience and expertise are required to maximize the utilization of the available funding resources.

### **Senior Housing**

A mix of market-rate and subsidized, independent living and service-enriched units will ensure that housing options are available for a spectrum of seniors. Public funds are available for supportive housing for low-income seniors.

#### Section 202

The primary dedicated funding source for low-income senior housing is the US Department of Housing and Urban Development’s Section 202 program.

This competitive grant program provides development financing, as well as an operating subsidy for the property. HUD provides capital advances to finance the construction, rehabilitation or acquisition with or without rehabilitation of structures that will serve as supportive housing for very low-income elderly persons, including the frail elderly, and provides rent subsidies for the projects to help make them affordable. These funds do not have to be repaid so long as the property is operated as housing for the designated population for at least 40 years. Although HUD 202 housing is required to feature support services such as cleaning, cooking, transportation, etc., residents should be able to live independently (not require intensive assisted living support). Households must be very low income as defined by HUD (income at or below 50% of Area Median Income (AMI)) and at least one member of the household must be at least 62 years of age.

Because the HUD 202 program offers both capital and operating subsidies (which is unusual), this program is very competitive. HUD issues periodic Notices of Funding Availability (NOFA's) for distribution of HUD 202 funds. Successful applicants – which must be private non-profits – usually have a track record of developing and managing HUD 202 properties. This program has matching fund requirements for the capital awards.

### **Supportive Housing – Substance Abuse/Disabilities**

#### **Multifamily Housing Program – Supportive Housing**

The Multifamily Housing Program – Supportive Housing is a State capital financing program. It is virtually identical to the Multifamily Housing Program described under “Low-Income – general population” below, but is targeted to the creation of supportive housing with associated health and social services for low-income renters with disabilities.

#### **Section 811**

Structured almost exactly like HUD's Section 202 program, the Section 811 program finances the creation of permanent supportive housing for disabled adults. This competitive grant program provides development financing, as well as an operating subsidy for the property. HUD provides capital advances to finance the construction, rehabilitation or acquisition with or without rehabilitation of structures that will serve as supportive housing for very low-income disabled adults, and provides rent subsidies for the projects to help make them affordable. These funds do not have to be repaid so long as the property is operated as housing for the designated population for at least 40 years. Although HUD 811 housing is required to feature support services such as cleaning, cooking,

transportation, etc., residents should be able to live independently (not require intensive assisted living support). Households must be very low income as defined by HUD (income at or below 50% of Area Median Income (AMI)) and at least one member of the household must have a disability, such as a physical or developmental disability or chronic mental illness.

Because the HUD 811 program offers both capital and operating subsidies (which is unusual), this program is very competitive. HUD issues periodic Notices of Funding Availability (NOFA's) for distribution of HUD 811 funds. Successful applicants – which must be private non-profits – usually have a track record of developing and managing HUD 811 properties. This program has matching fund requirements for the capital awards.

**Housing Opportunities for People With AIDS**  
The HOPWA Program was established by HUD to address the specific needs of persons living with HIV/AIDS and their families. HOPWA makes grants to local communities, States, and nonprofit organizations for projects that benefit low-income persons medically diagnosed with HIV/AIDS and their families. Capital funds are made available through competitive NOFA's. Funds for support services and rent subsidies are also available.



## **Formerly and/or At-Risk of Homeless**

Many funding sources directed towards permanent housing for formerly homeless individuals and families require that those housed also have a diagnosis of mental illness, substance abuse, or some other disability. These requirements are so noted within this subsection.

### **Governor's Homeless Initiative**

The State is working to consolidate its homelessness programs under the Governor's Homeless Initiative. A variety of deferred payment loan programs that have been managed through different State agencies are being administered through an interagency effort. The funds are available as deferred payment construction, bridge, and permanent loans; terms vary depending on the funding source. Housing must be supportive and designated for persons with severe mental illness who are chronically homeless. Eligible projects must have State Department of Mental Health (DMH) fund commitments for supportive services and typically require rent subsidies (also available from DMH). The capital funds are made available through NOFA's, and are subject to competitive processes; applicants or their principals must have successfully developed at least one affordable housing project. Eligible applicants are local public entities, for-profit and nonprofit corporations, limited equity housing

cooperatives, individuals, Indian reservations and rancherias, and some limited partnerships.

### **Multifamily Housing Program – Supportive Housing**

An additional State program for housing those who are formerly/at risk of homelessness is the Multifamily Housing Program – Supportive Housing. This State capital financing program is virtually identical to the Multifamily Housing Program described under “Low-Income – general population” below, but is targeted to the creation of supportive housing with associated health and social services for those who are moving from emergency shelters or transitional housing, or are at risk of homelessness.

### **Farmworker**

#### **Joe Serna, Jr. Farmworker Housing Grant Program**

The State administers the Joe Serna, Jr. Farmworker Housing Grant Program, which finances the new construction, rehabilitation and acquisition of owner-occupied and rental units for agricultural workers, with a priority for lower-income households. Funds are available for both the construction and the rehabilitation of rental units, and require additional funding from Low-Income Housing Tax Credits (See “Low-Income – General Population” below). Funds are provided as loans, but if the housing is used to house

farmworkers for the period required by the lien restrictions, the loan can be converted to a grant. Local government agencies, nonprofit corporations (and limited partnerships where the partners are nonprofits), federally recognized Indian Tribes, and cooperative housing corporations are eligible to apply for funds when NOFA's are issued.

### **Transitional Housing and Emergency Shelters**

The goal of transitional housing is to provide a service-enriched environment that stabilizes a formerly homeless individual with the goal of readying him or her for permanent housing. For this model to be successful a “continuum of care” must be in place; depending on the individual it may start with detox, emergency shelter, or psychiatric care. Transitional housing is the next step in the continuum, offering continued – though less intensive – support services that meet the individual's specific needs; counseling, money management and education are examples. Individuals who become healthy enough and acquire the skills to live more independently receive assistance in locating permanent housing that meets their needs, with ongoing support services if necessary.

#### **Emergency Shelter Grant Program**

The primary federal funding source for transitional housing and emergency shelters

is the Emergency Shelter Grant Program. The City of Salinas receives an annual allocation of these funds from HUD, and spends those funds to support the priorities outlined in the City’s Consolidated Plan and the related annual Action Plans. In Fiscal Year 05-06, Salinas anticipated receiving approximately \$110,000 in ESG funds.

### **Emergency Housing and Assistance Program Capital Development**

The state administers the Emergency Housing and Assistance Program Capital Development (EHAPCD) program, which provides deferred payment, low-interest loans that are forgiven when the loan term is complete. Both local government agencies and nonprofit corporations that shelter the homeless and provide support services for that population are eligible for the funds, which can be used for acquisition, construction, expansion or rehabilitation of emergency shelters or transitional housing. The state issues periodic Notices of Funding Availability (NOFA’s); funds are subject to a competitive process for distribution. The state administers a companion funding program: Emergency Housing and Assistance Program Operating Facility Grants (EHAP) which provides operating grants for emergency shelters, transitional housing projects, and supportive services for homeless individuals and families.

### **Low-Income – General Population**

Unlike the term “low-income,” the term “Workforce Housing” HUD does not have a standard definition for Workforce Housing. However, in its Inclusionary Housing Guidelines (adopted November 2006; see below for more information), Salinas defines Workforce Housing as affordable to households earning up to 10% of Area Median Income (AMI). Generally speaking, Workforce Housing is understood to mean housing that is affordable (using the metric of 30% of income going to pay housing costs) to middle-class households working in jobs such as teaching, firefighting, policing, clerical, and social work. In places where housing costs are high, such as Salinas, many professionals are unable to afford adequate housing. Workforce housing may allow such professionals to stay in the community in which they work. Table B-1 offers some context for understanding whom might benefit from housing that is targeted as Workforce Housing:

From the chart, it is easy to see that many workers would qualify as low income, as they earn 80% or less than AMI. Even for those who do not qualify as low-income, however, many earn less than median income for a household of four. These households likely pay too much for their housing (more than 30% of income), or live far away where

housing is less costly. They would benefit from housing subsidies.

The largest number of financing instruments are available for developing housing for households that meet specific income requirements (low-income or less), but do not have age or disability restrictions. It should be noted that many of these funding sources could be used to augment the other sources discussed above. It is also important to note that some of the funding sourced discussed in this subsection have set-asides for specific subpopulations, and that in addition to that jurisdictions may choose to target some funds to meet policy goals. Such targeting might include more stringent income requirements, or housing for the formerly homeless.

### **Predevelopment Loan Program**

This State funding program makes provides predevelopment capital to finance the start of low-income housing projects. Loans are short-term, low-interest and are available to local government agencies, nonprofit corporations, cooperative housing corporations, and some limited partnerships or limited liability companies. Applications are accepted and evaluated on a continuous basis; priority is given to projects which are rural, located in public transit corridors, or which preserve and acquire existing government-assisted rental housing at risk of conversion to market rents.



Table B-1: Examples of Jobs that might qualify worker for "Workforce Housing"

Assumption: Workforce housing is for households between 80%-120% median income

Job	Median Wage	% of Median - 1 person household	% of Median - 4 person household	% of income needed to buy median-priced home
Registered Nurse	\$82,721	209%	130%	50%
Social Workers	\$57,761	146%	91%	35%
Teacher	\$56,680	143%	89%	34%
Construction Mgr.	\$47,049	119%	74%	29%
Agricultural Inspectors	\$53,664	136%	85%	33%
Police Officers	\$55,702	141%	88%	34%
Farm/Ag. Mgrs	\$48,713	123%	77%	30%
Firefighters	\$55,120	140%	87%	33%
Social Svce. Mgr.	\$48,193	122%	76%	29%
Mental Health Counselor	\$41,371	105%	65%	25%
Mail Carriers	\$46,425	118%	73%	28%
Administrative Asst.	\$39,956	101%	63%	24%
Auto Body Repair	\$37,211	94%	59%	23%
Truck Drivers	\$34,444	87%	54%	21%
Preschool Teacher	\$25,708	65%	41%	16%
Bank Teller	\$27,705	70%	44%	17%
Janitor	\$22,380	57%	35%	14%
Home Health Aide	\$20,280	51%	32%	12%

Data Source: California Employment Development Department

### Multifamily Housing Program

Financed through voter-approved bonds, this State program has many components that address the needs of specific populations. The basic program offers deferred payment loans to assist in the new construction, rehabilitation and preservation of permanent and transitional rental housing developments for lower-income households of at least five units. Funds are made available through competitive NOFA's to local public entities, for-profit and nonprofit corporations, limited equity coops, individuals, Indian reservations and rancherias, and certain limited partnerships. Applicants or their principals must have successfully developed at least one affordable housing project.

### HOME Investment Partnerships Program (HOME)

HOME is a federal block grant program that provides grants to States and localities that communities use—often in partnership with local nonprofit groups—to fund a wide range of activities that build, buy, and/or rehabilitate affordable housing for rent or homeownership or provide direct rental assistance to low-income people. Salinas receives HOME funds directly from HUD each year. The city goes through a process to determine how those funds will be spent based on identified priorities. These priorities are described in the city's Consolidated Plan; each year Salinas also produces an Action Plan to describe more

specifically how the funds will be spent in the current year. In Fiscal Year 05-06, Salinas anticipated receiving almost \$1,000,000 in HOME funds. Funds can be used for a range of housing-related activities, but beneficiaries must be at or below 80% of AMI.

### **Community Development Block Grant (CDBG)**

The CDBG entitlement program allocates annual grants to larger cities and urban counties to develop viable communities by providing decent housing, a suitable living environment, and opportunities to expand economic opportunities, principally for low- and moderate-income persons. As with HOME funds, Salinas receives CDBG funds directly from HUD each year; approximately \$2.8 million were anticipated in Fiscal Year 05-06. CDBG priorities, like HOME priorities, are described in the Consolidated Plan. However, unlike HOME, CDBG funds can be spent on non-housing community development activities, including social services and economic development.

### **Low Income Housing Tax Credits (LIHTC)**

The LIHTC Program is an indirect Federal subsidy used to finance the development of affordable rental housing for low-income households. The LIHTC Program creates a mechanism by which private investors subsidize the capital costs of developing affordable housing. The State receives an

annual allocation of tax credits; it distributes these LIHTC through a competitive application process with complex formulas aimed at ensuring a distribution of credits both geographically and to support specific sub-categories of housing such as homeless, large households, and special needs. LIHTC are awarded to developers of qualified projects. Developers then sell these credits to investors to raise capital (or equity) for their projects, which reduces the debt that the developer would otherwise have to borrow. Because the debt is lower, a tax credit property can in turn offer lower, more affordable rents. Provided the property maintains compliance with the program requirements, investors receive a dollar-for-dollar credit against their Federal tax liability each year over a period of 10 years. Tax credit housing must serve households at or below 60% of AMI. Competition for funds is intense, and the regulations for this type of housing are complex; success generally requires specialists in this funding source.

### **Tax-Exempt Bond Financing (4% Credits)**

The State of California offers an additional Tax Credit finance program for affordable housing. Known as the “4% Credit” program, it relies on tax-exempt bond financing. It is less competitive than the LIHTC, but offers less financing per unit, requiring developers to finance more debt than with LIHTC-funded projects.

### **Federal Home Loan Bank Affordable Housing Program (AHP)**

The Federal Home Loan Banks’ Affordable Housing Programs (AHPs) provide developers and their non-profit/public agency partners with gap financing (in the form of direct subsidies or subsidized advances) for affordable multi-family and single-family projects. AHP funds are awarded through two highly competitive applications rounds during the year. A project is eligible for AHP funds if it targets low- and very-low-income households; competitive projects offer at least 60% of units at 50% of AMI).

### **Tax Increment**

Tax increment financing (also known as TI financing or TIF) allows redevelopment agencies to receive and spend property tax revenues from the increase in assessed value that has occurred after adopting a redevelopment project area. TI financing uses the future growth in property tax values generated within a redevelopment project area to finance the redevelopment program. When an agency adopts a redevelopment plan, the total assessed value of property within the project area is established as the base assessed value, or frozen base. For up to the next 45 years, most of the property tax revenues generated from subsequent increases in assessed property values above the frozen base will be allocated to the redevelopment agency. These revenues are



called the tax increment, and in most cases, redevelopment agencies will issue bonds against this property tax increment to fund the implementation of the redevelopment plan. The tax revenues received from the TI will be used to pay off those bonds. TI financing must be used to finance capital improvements and infrastructure, and at least 20% of the TI funds must be spent on the creation of low- and moderate-income housing. TI funds are one of the few funding sources that can be used to subsidize moderate-income households, defined as households earning 81%-110% of AMI. TI financing must generally be spent within the redevelopment plan area, though there are limited exceptions to this.

**Inclusionary Housing**

To ensure that everyone has housing that is accessible to them, housing must be developed that is affordable to a range of income levels. Recognizing that growth creates the need for affordable as well as market rate housing, many cities are requiring that market rate developers help meet the need for more affordable units through the adoption of Inclusionary Housing requirements. Salinas adopted such requirements in 2005.

The Salinas Inclusionary rules require that the creation of 10 or more units of market-rate housing must be augmented by the development of affordable units as well.

The requirements can be met in a variety of ways: the developer can build the affordable units along with the market-rate units, can pay “in-lieu” fees and dedicate land for the development of the affordable units, or can contract with a nonprofit developer to build the units subject to City Council approval. Units must be targeted to four income levels: Very Low Income (50% of AMI); Low Income (80% of AMI); Moderate Income (120% of AMI), and Workforce (160% of AMI). There are additional requirements for the number of units (and at which income levels) must be developed as rental and homeownership opportunities.

Table B-2 provides income requirements under the inclusionary housing requirements as of 2006.

Note: Salinas uses State of California income limit figures. The state uses a different methodology to calculate these numbers, thus they differ from the HUD figures.

**Economic Development**

Economic Development is a very broad, general term. It covers everything from neighborhood revitalization to job creation to microlending, and other programs that encourage businesses to locate within the neighborhood, building a job base and the “bones” of a vibrant neighborhood.

**New Markets Tax Credits (NMTC)**

These tax credits are distributed by the U.S. Treasury Department to specially designated community development entities (CDEs) in return for their investment in nonresidential development projects in low-income areas. These investments generally take the form of low-interest loans or equity investments in projects located in low-income census tracts.

**Economic Development Administration (EDA)**

This unit of the U.S. Department of Commerce manages several programs designed to support projects that create job

Table B-2

Household Size	Area Median Income	Very Low Income (50% AMI)	Low Income (80% AMI)	Moderate Income (120%AMI)	Workforce Income (160%AMI)
1 Person	\$43,500	\$21,800	\$34,900	\$52,200	\$69,800
4 Persons	\$62,200	\$31,150	\$49,850	\$74,600	\$99,700

Source: City of Salinas Inclusionary Housing Guidelines

opportunities in economically distressed communities. Over \$250 million was available through EDA grant programs in 2006.

### **Office of Community Services (OCS)**

The OCS Urban and Rural Community Economic Development program offers grants of up to \$700,000 for business development or commercial real estate projects that are likely to result in the creation of new jobs for low-income people.

### **State Enterprise Zone Program**

This program is designed to stimulate business investment and job creation for disadvantaged individuals in state-designated economically distressed areas of California. There are a variety of types of zone designations; eligible communities can apply to the State Department of Housing and Community Development for designation during open application rounds. Zones, once created, remain in effect for 15 years. Businesses located within the zones receive a wide range of incentives to help them succeed and expand.

### **Neighborhood Infrastructure**

#### **Workforce Housing Reward Program**

These grants provide financial incentives to jurisdictions that issue building permits for new housing affordable to very low- and/

or low-income households. The sizes of the grants are based on the number of bedrooms for which building permits were issued in units restricted for eligible households. The funds can be used for such capital assets as traffic improvements, neighborhood parks, bike paths, libraries, school facilities, play areas, community centers, police or fire stations. Application is invited through a NOFA; eligible applicants are jurisdictions found by the State to be in substantial compliance with laws concerning the housing element of the jurisdiction's general plan.

### **Historic Preservation**

Soledad Street is fortunate to feature a number of potentially historic buildings. Preservation and rehabilitation of these buildings may be costly, but there is a resource that may make restoration more economically feasible.

The Federal Historic Preservation Tax Incentives program fosters private sector rehabilitation of historic buildings and promotes economic revitalization. The program is jointly managed by the National Park Service and the Internal Revenue Service in partnership with the State Historic Preservation Offices. The Federal Historic Preservation Tax Incentives are available for buildings that are National Historic Landmarks, that are listed in the National Register, and that contribute to National

Register Historic Districts and certain local historic districts. Properties must be income producing and must be rehabilitated according to standards set by the Secretary of the Interior. There are two levels of credit available: A 20% tax credit to private investors who help developers finance the rehabilitation of historic properties; and a 10% tax credit to investors who rehabilitate older properties that are not officially deemed historic.

### **Financing Infrastructure**

In order to successfully compete for many of the funding sources available to revitalize New Chinatown, entities with experience and a track record of success will need to be brought in as partners and, in some cases, created. For affordable housing and in some cases economic development, Community Development Corporations (CDCs) and Housing Development Corporations (HDCs) will need to be at the table. For support service funds, experienced support service agencies should take the lead. For a thriving business environment, local businesses may want to organize a Business Improvement District (BID).

#### **Community Development Corporations**

A community development corporation (CDC) is a non-profit community-based organization that serves low-income



families and neighborhoods. CDCs are formed by residents, small-business owners, congregations, and other local stakeholders. CDCs help a community address poverty and its symptoms. Many CDCs build affordable housing and create jobs for area residents. Jobs are often created through small-business loans or commercial business projects. Some CDCs also create programs that: tutor children after school, care for senior citizens, organize neighborhood watches, and otherwise respond to community needs.

### **Housing Development Corporations**

A Housing Development Corporation (HDC) is much like a CDC. It is also a non-profit organization that serves low-income families and neighborhoods. It differs in that its primary mission is to create housing for low-income households, and it is not necessarily neighborhood-based.

California is home to many of the most sophisticated and innovative CDCs and HDCs in the nation. A number are active in and around Salinas. A number of those are listed in Table B-3 on page 80, along with some of their particular strengths.

### **Business Improvement Districts**

Business Improvement Districts (BIDs) are public/private sector partnerships in which property and/or business owners of a defined area elect to make a collective contribution to

the maintenance, development and marketing/promotion of their commercial district. BIDs are grassroots organizations that are driven by community support. However, to establish one the participating businesses must have legislative authorization from the City Council. Once established, BIDs are overseen by a Board of Directors that is elected by the members of the district.

BIDs typically provide services such as street and sidewalk maintenance, public safety officers, park and open space maintenance, marketing, capital improvements, and various development projects. The services provided by BIDs are a supplement the services already provided by the municipality.

BIDs are funded through special assessments collected from the property owners in the defined boundaries of the district. The assessment is typically levied on the property owners who can, if the property lease allows, pass it on to their business tenants.

Table B-3: Examples of California CDC and HDC Resources

American Baptist Homes of the West

6120 Stoneridge Mall Road, Suite 300, Pleasanton, CA 94588

Develops, owns and manages continuing care and affordable senior housing throughout the Western US, including as nearby as Carmel Valley.

BRIDGE Housing Corporation

1 Hawthorne St., Suite 400, San Francisco, CA 94105

BRIDGE focuses on affordable rental and home ownership opportunities. They are an experienced Tax Credit developer. They have not yet done any work in the Salinas area, but they work throughout California.

Christian Church Homes of Northern California

303 Hegenberger Road, Suite 201, Oakland, California 94621-1419

Develops, owns and manages affordable senior housing throughout the Western US.

CHISPA, Inc.

295 Main St., Suite 100, Salinas, CA 93901

Experienced affordable housing developer that focuses on family and senior rental housing, and home-ownership opportunities for low- and moderate-income households. Have developed at least seven properties in Salinas.

Ecumenical Association for Housing

2169 E. Francisco Blvd., Suite B, San Rafael, CA 94901

Very experienced affordable housing developer whose portfolio includes senior, disabled and family housing. Experienced Tax Credit, HUD 202, HUD 811, and service-enriched housing developer. Develops both rental and ownership housing. Properties in Hawaii and California, including as nearby as Morgan Hill.

Mercy Housing California

1360 Mission Street, Suite 300, San Francisco, California 94103

Very experienced affordable housing developer whose portfolio includes senior, disabled, SRO and family housing. Experienced Tax Credit, HUD 202, HUD 811, and service-enriched housing developer. Develops both rental and ownership housing. Mercy Housing in a national organization; within California nearby property locations include Soquel and Santa Cruz.

South County Housing

9015 Murray Avenue Suite 100, Gilroy, California 95020

Experienced affordable housing developer. Focuses on family housing, but portfolio includes senior, disabled SRO, family and “self-help” (family provides sweat equity) permanent housing, as well as transitional and emergency housing. Developed Una Nueva Esperanza in Salinas.



## FOCUS GROUP NOTES

*Note: Names of attendees may not be spelled correctly due to difficulty reading some handwriting.*

### Japanese Community March 8, 2007 3:00-4:00 pm

Attendees (6):

*Craig Yama, Church Member  
Les Kaneshiro, Buddhist Temple  
Tsugu Kuramura, Buddhist Temple  
Kenny Gatabaga, Buddhist Temple  
Roberta Itani, Property Owner  
Larry Hirabara, Buddhist Temple*

Notes:

Temple has been here since 1924. Grew from small temple. Redevelopment has been tried a lot of times in this area. At one point tried to get all the property owners together on Soledad Street to attempt to do redevelopment. Make nicer place that might not attract the homeless as much.

Primary goal to build senior housing complex for Asian seniors. Majority of owners probably don't live in the area. Small lots. Difficult to bring them together. At one time was vibrant community about 30 years ago. There was a restaurant nearby. 1960s. Last business on street that was functioning about 25-30 years ago. Wasn't much housing around even then.

Public housing nearby. Is it well maintained. Seems to be well managed. No issues with public

housing residents.

Bar is accessed by residents nearby. Copacabana Bar. Another bar on E. Lake was closed down a few years ago. Police report some trouble with the bar.

Community meeting used to have Salinas Police rep and what they said was that they don't get many calls from this area. Many problems but not reported. Encouraging Temple to call if there are problems so that there's a history of calls. Fear of gangs. Drug gangs in this area. Homeless not part of the drug problem.

Why did area start losing vibrancy? My guess is that folks that came here were first generation. In Japanese culture put children and education first. As second generation came of age they were assimilating and started moving. In old days couldn't move anywhere else. After the War couldn't buy where I live because there was so much discrimination. Couldn't buy property anywhere else.

Not clear if many Japanese or Chinese would come back if you had senior housing here. Could have problems with gangs.

There are a few Asian markets in area in downtown but not in this area.

Temple has about 230 members. One major event every month and will get 150+ people. Folks park in parking lot. Careful about where they park. Evening events rarely have women only events and have chaperones. Most troubles are related to hustling and panhandling. Have neighborhood

security commission on California Street. Not as common to see syringes and condoms on street anymore.

Types of businesses that used to be here: restaurants, bathhouse, barber shops, tofu shop, etc. Japanese workers worked in fields and would come into town on weekends. Chinese owned property and had business below with residential above. Last business was a body shop. Harry's garage. For school, went to Lincoln or Roosevelt. Had two Japanese doctors and there were local hospitals. Not different from any other immigrant neighborhood that is across the tracks. Arrive with very little, pool resources, support one another.

Businesses: Mostly all new businesses, auto repair. Apartments on California St. owned by Otani. Mostly Section 8. Thinking about selling. Buildings built in 1923 and lot of expenses in upkeep. Latinos, Mexicans live there. Ruben owns used car lot and bought hotel. Not sure what will do. Keep as is for a while. Farm workers living there? Is cleaning up.

Baptist Church used to be Filipino church. Now go to Catholic Church.

Get drug addicts out of here. Had abandoned car in back of property. But had to call police because there was someone living there. There was a resident who used to keep people out. Safe, Secure, Sanitary. Hard to rent unit because of proximity to Soledad Street.

Community Garden. Have minimum wage job training program there.

Multi-use area where have business on bottom and residential above. That's the kind of business that can flourish here. Won't get single family dwellings. Could get senior housing. Would put people in the area. If gets developed in that way then crime and homeless problem would move out. Dorothy's Kitchen has women's crisis center.

New SRO hotel across Market St. I hear its not full. People are starting to move back in because people are getting cited crossing the tracks.

Underpass made this area an island. Area was connected to rest of town. Underpass isolated the entire area. No occupation. No eyes on street.

This area could be prime property with great access to train station.

Reestablish Bridge Street to connect back to rest of town.

Provide incentive for putting business here.

Bridge and Lake businesses are a mess.

High speeds through area. Folks don't want that.

Don't need alleys, close them off. People race through alleys. But fire marshal wouldn't allow closing.

Businesses like old town could work in this area. Has to be more accountability on social service providers.

No public restrooms. Are looking for a grant to build some.

Put police station/substation in area?

Requested that police be out here on full-time basis. Will only put 2 officers out and need grant money to do more? Prostitution has moved out.

Chinese would like to have historical recognition for area in Soledad Street. Don't have that sense from Japanese community. Cannery Row used to have these same problems, blighted area that was redeveloped.

Government has to do better at managing homeless problem. All band-aid fixes. If bring in more services might attract more homeless. Need to establish norms that are based on incentives to modify behavior. Lot of services at Fort Ord but they're already at capacity.

Can build on asset of Temple. Almost abandoned this area in 1976. There was a big controversy about whether to stay or go.

Area dedicated as an Asian Park so it is the theme of the area. Japanese Garden is very nice but takes a lot of maintenance. Opportunities for us to participate in area. Gym not used much. Lot of people don't know about it. Sponsored YMCA to use the gym. Rent out basketball court to folks outside.

Stigma with name "Soledad Street."

About 50 years ago Hispanics became majority. Now about 70%. Japanese school at temple on Saturdays. Same with Confucius Church. Can get high school credits.

Considered a floodplain, but no drainage problems and a canal to the north take cares of most of it.

## **Residents and Volunteers March 9, 2007 8:30-9:30 am**

Attendees (21):

*Marcus Kelly, Resident*  
*Wayne Ross, Resident*  
*LaVerne Stevens, Resident*  
*Robert Henderson, Resident*  
*Christine Hernandez, Community Volunteer*  
*Terry Nance, Resident*  
*Jim Ferguson, Resident*  
*Chris Sloan, Resident*  
*Peter Nelson, CSUMB Garden Project*  
*Lara Randall, Resident*  
*Arthur Me*  
*Randolph Martinez, Resident*  
*Claudia Rivera, Housing Authority*  
*Jean Goebel, Housing Authority*  
*Sara de Campos, Community Volunteer*  
*Kevin Hayes, Dorothy's Volunteer*  
*Renee Smith, Resident*  
*Louise Petragallo, Manager of Lake Hotel*  
*Michel Guirie, Resident*  
*Rose Mary Florez, Resident*  
*Pastor Gary Dean Gallegos, Victory Mission*

Notes:

Housing authority has had problems in this area for many years. Hard to get residents to move into this area. Worked hard with City to get police presence here but was told they wanted to keep the problem contained in Chinatown. Put wall across street. Want to make sure that whatever is done here doesn't impact our housing area. When streets made one way problems shifted. After wall most



of problem went back to area and stayed out of transitional housing.

Build safer environment for residents that live in housing authority area. Needs: market, retail, shopping. Used to be restaurants in Chinatown. Nearest market at least ½ mile away.

Wall itself might not have helped. Problems were addressed by some of the services, Dorothy's Kitchen where you can go to wash clothes, play games. Those programs have moved people away from street. There are also people who live here that want to get off the street.

Need more drug rehab programs.

A lot of housing authority residents live there because they are poor. But if person has felony or drug conviction they can't get that assistance. They still need housing but can't get.

Back in 1996 when wall was built went to police and they basically said this problem is contained there. If they intervened they were worried problems would move to other areas. Traffic pattern changes had negatively impact our problem. Wall not solving the big problem.

Wall has served purpose because it was an area where people used to buy and use drugs.

If police aren't going to provide services, we are going to continue to have problems. Problems with guys dealing dope. Some type of security.

Live in Dorothy's shelter and they've helped me get off drugs.

Experience has been very positive. Started working on Soledad with homeless, formerly homeless from neighborhood. Garden project has been challenging, interesting, fulfilling job. People I've met have been great. Garden has been very important. Have seen tangible results. Employment with CSUMB foundation is appreciated. Would hope that garden be funded for long term. Garden site slated for other purposes and if that's the case then we would need a new garden site. Funding probably not a problem. Garden too valuable to lose. Basketball court would be great addition.

Dealing with homelessness, job training, services within walking distance. Services are spread all over town. Have them in compact area where social security, DMV, birth certificates should be in one place. Poor people don't have a way to get around to all these places. A lot of people in this neighborhood have all had problems and it's hard to deal with those by yourselves. Dorothy's Kitchen helps you deal with these things. Even if get low income a job, still need these things. Can look out for ourselves. Need help to get out. Needs to start with government of Salinas, state to help out.

Problems are historical. Not a recent problem. This area has been location where these problems have existed for many years. Wall was good thing because folks in the area started to take care of themselves. Folks working in garden have really taken pride and started caring more about. Most of us who are residents and have lived down here have been towed away in some way. Need to start getting services in this area. DMV is 12 miles down the road. Have to make our community work and as a whole town. Salinas has always been dumping ground for County. Now they don't want to see me standing in

front of Kmart or freeway with a sign. Hope that with this charrette instead of people staying in their little part of town they would think lets find ways to fix these areas.

Taking out of site, out of mind approach isn't going to solve problem. We need more drug rehab because have folks that come from outside to buy drugs.

I have seen a lot of progress in this area. A lot of things have changed since started garden project. Maybe a shuttle. Need to be more resources in the area.

Have seen many who have benefited in positive ways.

Praise the Victory Mission and Dorothy's. Didn't have place to stay. Good programs but there needs to be more. There are people out there that care but need to be more resources. No one is better than someone else just because they've got money. People served their country and they haven't been treated right.

Product of this community. Dorothy's Kitchen has really helped me. Got me job with community center and CSUMB and with temple. What we all want is to see it continue from a kitchen to a diner not just a soup kitchen. I've seen a lot of changes. There's a place to shower, wash clothes. Dorothy's Kitchen and Victory Mission have helped a lot. Used to be drug addict but these programs have helped. Everyone has to have a place. Hope we can keep our place. Whatever you draw make sure we still have place.

Been in and out of Victory Mission. There isn't a place in this area where I haven't abused. Through God my life has changed. Have 18 years of wasted time. I feel I've helped other people through Victory Mission and Dorothy's Kitchen. Have interest in what's going on in the area. Changing community outlook with education. No one showed me what would happen if I made wrong decisions. Would like to see public schools coming down here so folks would come down here and get involved with community. Would make it illegal to do drugs around school and would make felony. Might help curb problem. Might help educate kids. Garden site has been great. Money management. Would like to see companies take interest to hire people from this area. People that live here should get a chance to get the jobs that come with redevelopment. Job services to use people in this area. Painting services. Put people to work for aged. Do that for youth. Would be good to see people that are capable to have jobs. Chinatown brings negative attitude. Stereotypes the area. Needs to be a better name. People associate with drugs and prostitution. Can't keep putting people in jail. Lot of people in this area have low self esteem. People need to learn that they can be somebody. If make wrong decisions that's what's going to happen. One wrong decision can bring people around.

I can remember area back in 1960s. Garden project is a wonderful opportunity. Excellent point about getting schools involved. Why not have art section that a school will make some art that will tie things together. And have a new school each year. People who work here can also make art. Not only grow plants but also ideas and strengths. There is great strength here.

Live at Plaza House across from tracks and work at Dorothy's. Problem I'm seeing lately with police presence is that it has cut crime in neighborhood and have gotten commitment to beef it up. But problem I'm seeing is that property owners/managers allowing dope is coming in there now. Have had a dope dealer living in housing. Property manager isn't dealing with drugs on the premises. On positive note I can see businesses, restaurants. No restaurants, grocery stores, nothing down here. Vacant lots, run down buildings. Need locals to get involved otherwise are just going to see people from outside making money from this. No transit. Closest bus stops are not in the area. Why not have buses going through Chinatown. If could have a historic memory of why Chinatown was here. Might help deal with crime if put back two-way streets. Wall did help but maybe it could come down now. Need rehabs in this area. All the ones in County have waiting lists of 6-8 months. No access to EDD, DSES, rehab, one-stop. No transportation. Don't have access. Have people in the community that don't have access.

Born and raised in area and know what it was before. There was a time when couldn't walk down street without getting jumped at gunpoint. Now can drive down here and park it. Have a society where there's always going to be drugs, prostitution, alcohol but have to find ways to solve these problems. Need to provide services.

Goes through phases. Have kids that used to be in gangs. Are now out. But have also lost a lot of these kids. Every generation is going to bring alcohol, drugs, etc.

Fort Ord had a lot to do with this area. This was

where they used to come down for prostitution and drugs. Since closed Fort Ord violent crime on homeless has dropped. Also the patrols have helped. Find volunteer security to help out.

First time came down here I was very scared. Now a volunteer at Dorothy's and through the years people have been nice to me. One of buildings needs to be a church where they can go and pray for things to happen. Families to come and love and not be hateful. Want people to feel free who they are and express who they are. Doesn't matter if black, gay, bi, etc. I consider many of people who are down here are my friends and family. I consider Dorothy's my home. I want a church there where folks can sing and dance and love one another.

There is a church that helps. We are open 7 days a week. We take people to services. We have a bathroom. But some people won't come in to use services and would rather urinate on the wall of the church.

Where are folks going to go? When I came to hotel there was a prostitution ring. Now run the hotel. Can't give up on folks. Don't care how much money you have, won't get into kingdom of god. Through prayer trying to get a woman's home started. Folks need guidance. I don't care about 2-way roads down Soledad. Need a way to get help to folks. Trying to figure out what permits we need, to get prostitutes off street. All the buildings on Lake Street are vacant.

Dorothy's Kitchen has helped me out a lot. Don't have a car. Helped get me a job. Can get to a job that is close now. Have benefited from this a lot. Have found a lot of support. Need these programs



to keep going on. Have supported me to get books for GED. Would like to see Dorothy's and Garden keep going on. People who work there because they like their jobs. Not because of money. Appreciate support.

I make T-shirts and I make one that says "it's not a crime to be kind." People have gotten very selfish.

What makes service providers work really well is that they care.

Population is growing in this area right now but depends on the season.

People down here they get arrested and don't get their act together but they keep coming back because this is what they know. Can't force people to do what you want to jump through hoops. Give people a chance. Put services that people can use. Put services in concentrated area. What is the million dollar spot? Need grocery store, washing machines, etc. Police presence is good and bad; need it. But this area is going to grow. Would like to send all people in this area to other area.

This area would be great location for community services. This could be a model for rest of country. Now is a community center. This could be a national model.

We are being discriminated against just like Chinese and Japanese were. It's the same story.

When asked to add one final thought:

Love

People stick together - crayons in a box stick together, why can't we

Barbecue pit  
Cameras to watch over  
Basketball court, activities  
Unify  
Self-esteem and pride-building  
Child care center  
Equality  
Library where send it out. Emphasize the positive.  
Tutoring.  
Cooperation with everyone  
Grocery store, restaurants  
Police our own community  
Peace  
Join as family  
Free counseling center with 20 counselors  
Police substation

### **City and County Staff**

**March 9, 2007**

**10:30 am-12 noon**

Attendees (11):

*David Kuperman, Caltrans*

*Starla Warren, HACM*

*Susan Stuart, Steps to a Healthier Salinas*

*Mary Archer, Monterey Salinas Transit*

*Christina Watson, Transportation Agency*

*Bob Richelieu, City Planning*

*Carl Niizawa, City of Salinas*

*Don Reynolds, Redevelopment Agency*

*Barbara Holley, Behavioral & Mental Health Commissioner*

*Alan Stumpf, Redevelopment Agency*

*Courtney Grossman, Community Planning & Development*

Notes:

MST. Salinas has lots of transit users. Don't have breakdown for this area. Near future intermodal

station. Walking very important. If can get to bus stop can get to transit and not have huge expense for car - 1/3 of transit users for system. MST has a manual that talks about TOD and related concepts, including ability to walk. Make developers aware of this. Main and Rossi has stop. Next month will install "next bus" information at Salinas transit station. Will also have at intermodal station.

TAMC. Developing Caltrain station, current Amtrak Station. Begin construction in 2008. State funds used but are also seeking Federal funds. Hope to get Fed funds next year. Train service by 2010. Have certified environmental document. Several plan alternatives. City has to choose between 4 different versions. Potential TOD sites. Have no impact on tracks south of station. Are putting in layover tracks in Salinas since will be end of line from SF to San Jose to Salinas. Will add Caltrain program. Amtrak 2 trains/day. Caltrains: 2 at beginning of service, but expect to expand up to 4 or 6.

Discussion about land use and developing a healthy community. Make wellness type of community. Also interested in TOD. 1/4 mile radius reaches California Street. Establish a transit district/village for area. New one in works. Opportunity to emphasize intermodal nature of area. Provide relief from Caltrans LOS standards to allow.

Planning to redevelop the 2 housing authority sites in near future. Possibility of redeveloping entire frontage along E. Lake. Possible mixed use. Combination of bonds, City funds. Active and progressive developer. Also landlord in area and have many hands in the area. Sponsor for continuum of car program. Started homeless coalition about 10 years ago. Concern that area

would be marketable enough to get necessary level of underwriting. Financial partners might not want to invest if there's huge homeless population that isn't being dealt with.

Mixed income. What percentage would be serving income levels currently on sites? Low utilization on sites. Could double number and still address same number of lower income residents. Population in there are in 30-50 (to get in) but can increase up to 100% of AMI. Probably pushing 80%.

To make more attractive to middle income is that area is very isolated. How to reconnect for people with more choice?

Consensus among group to build and keep momentum going for area.

General Plan adopted in 2002. Identification of focused growth areas. Locations determined to be appropriate sites for enhancement. Areas where there was some disinvestment that with some incentives could be changed. After plan adopted started implementation through zoning code. Received grant from HCD that allowed City to bring Calthorpe in focus growth areas. Met with community members and worked out potential scenarios and solutions that got translated into zoning code. Emphasis to anchor residential community with higher densities potentially ownership housing so that there's more sense of vesting/community ownership. Zoning is mixed use zoning. Have changed focus from more suburban to more urban orientation with focus on TOD, new urbanism. Mixed use is highest intensity district. Allows most FAR outside downtown. Allow portion of what could be done commercially to be

done as residential development. Section of zoning code that illustrates potential of area. Action items. Redevelopment agency has been very active in trying to acquire property. One of oldest areas in town with tiny lots and diverse ownership. Through public agency participation could acquire those and best chance to redevelop.

Will continue to be focus of homeless services. Business pressures to move homeless to other areas. After Loma Prieta earthquake and were able to redevelop in downtown where Dorothy's Kitchen used to be located. Political decision to shift homeless services to this area. Building that formerly housed facility burned. Other buildings in area had to be torn down because they were structurally unsound.

Homeless Coalition would like to have Project Homeless Connect. Effort to bring all services together. Possibility of doing it in Soledad Street or near Amtrak parking lot. Every 3-6 months, one-day fair. Expecting first one in April.

Mental health commission. Prop 63 dollars. Need housing for clients and consumers. Need services, safe places to live. Elderly is one group that is so underserved. Biggest need is permanent housing. Only have interim housing. Lupine Gardens was very effective at getting people off drugs. Seniors going to be a bigger issue.

Meet youth/senior needs in one?

Adopted grandparents program where they came and mentored children.

Problem is HUD guidelines make it difficult. Can

pass discrimination by setting up two entities that provide housing for seniors.

Capacity for additional services if built more housing?

Needs for mental health is so great. Have Natividad but partnership is so key. Can't turn people away. Not clear how to do it. Need to be creative.

Caltrans. Main concerns would be improving connections to downtown; currently very weak. Encourage transit use. Walking and bicycling.

Health dealing with chronic disease. Trying to get folks to be more physically active, healthy eating. Like to see more people walking, physically active in city. Concern, lack of connectivity. Difficult to walk through. Very interested in community garden project. Where there are trees and plants and vegetables and fruit people start to own space and crime goes down. Community Garden has changed peoples lives. Connections to land and to culture and roots. Obesity epidemic a big issue and getting a lot of attention. Concern with barriers or fear of walking.

In history of downtown redevelopment need to understand that situation is a lot better than it was 20-30 years ago. Result of improvements in downtown. 100 block of Main Street was skid row back in 1970s. Dilapidated SROs, drug dens. To get downtown as far as has gone has required relocation of some of services. Make it possible to get investment.

Now have day shelter at Swinging Door with 90 unit with Victory Mission. Green Gold Inn was



considered a temporary fix until City could come up with more permanent location. Opportunity to acquire building that had potential for housing. Investment in neighborhood so building would get value and providers could move on to other neighborhood. Tried to identify alternative locations but unsuccessful. Facing checkered history with homeless services as far as influence on surrounding area. In many places homeless shelter is identified with criminal activity. With that perception becomes a real negative in terms of economic development. With Green Gold Inn the idea was that there would be yards on side where folks could hang out and not have nighttime activity. But haven't had resources to provide facilities. Piecemeal approach. Hope is to not only look for revitalization of this area but to look at homeless issue in general and to not have it be a negative issue.

Redevelopment can acquire property, do cleanup. In process of doing but with limited funds. Have tapped out redevelopment funds except for housing, affordable and market rate. Implementation: Start with key corner. Starting with Lake and Soledad or do you do whole urban renewal approach. Happy to see last night a large contingent from Asian community because that's key to future flavor of neighborhood; is it going to continue to be Chinatown or area without much of an identity. Buddhist Temple had looked at option of senior housing. Ideal to have housing close to place of worship. Huge potential resource because they are very successful members of community.

Lack of food in area, markets. Need to improve access to healthy foods.

MST trying to jumpstart housing to make housing

more affordable, especially for seniors. Lower parking spaces and provide transit passes done in Salinas and Santa Cruz. Make housing more affordable and appropriate for older population.

Interested in having clear plan that we can implement rather than have plan to put something in and take out later. Traffic concerns. Trying to make things work. Cognizant of some of practical issues. Challenge to put at grade crossing at Market.

Eventual plans to widen Main under RR tracks. Could have pedestrian crosswalk next to that as part of widening project.

Piecemeal approach up to now. A lot of crime result of black hole of legitimate activity.

As look at Monterey/Carmel and liked point about how we are an agricultural county. And we need to have places where we can provide services, especially in South County.

Is Soledad Street perceived by rest of county as homeless center? If consolidate services then you create incentive to bring more people to area. Homeless census showed decrease in county but increase in Salinas. Homeless going to open land including in north County.

Downtown Phoenix going through resurgence. Built concentrated campus for homeless with shelters, transitional housing, etc. Reno is also attempting to do that. Homebase said that you need to have services near where population. If that's the case then why put services in Fort Ord? Focus of attention on Ft. Ord has increase problem in Salinas.

Focused growth area covers much larger area. Is it going to be difficult to get sufficient focus on this area.

Wherever opportunity presents itself need to do what can to take advantage of it. Focused group areas came out of meetings with community. SB 394 looking at infrastructure tax increment financing to help infill projects.

Desire of Oldtown Association about reconnecting this area to downtown or keep separate? Homeless are viewed as something that affects their businesses in negative way. But if area is revitalized and address homeless issue so isn't problem for surrounding area they'd be ok. Oldtown has been participant in the area.

## **Social Service Providers**

### **March 9, 2007**

### **1:00 pm-2:30 pm**

Attendees (23):

*Lynda Dunn, One Stop*  
*Jill Randolph, Franciscan Workers*  
*Nancy DeSerpa, Congressman Farr's Office*  
*John Goebel, Housing Authority*  
*Maria Lindley, Interim, Inc.*  
*Alfred Diaz Infante, CHISPA*  
*Katherine, John XXIII*  
*Barbara Verba, MC DSES*  
*Tom Carvey, Common Ground*  
*Wayne Clark, MCBH*  
*Konstanze Assaad, Monterey County*  
*Danielle Crowell, HomeBase*  
*Bev Morson, MCBH*  
*Mary Adams, United Way*  
*Mia Ferreira, Dorothy's Place*  
*Dave Kuperman, Caltrans*

Marcus Kelly, Dorothy's Place  
Margarita Zarraga, DSES  
Robert Smith, Dorothy's Place  
Alma McHoney, DET  
Marilyn Dorman, HAC  
Elisa Hupp, HAC  
Nellie David, HAC

#### Notes:

Provide AIDS services. Education prevention services. Focus on health but by extension get a lot of homeless. Avoid revitalizing part of community but drive problems somewhere else.

Work with homeless mentally ill since started 4-1/2 years ago. Get a lot of referrals from this area. See a lot of potential for there to be cohesive services.

Dorothy's Place - April 7<sup>th</sup> will be 25<sup>th</sup> anniversary working on Soledad Street when it was wild west. Today can't compare with 20 years ago. Many ideas for future. Clients tell us: We need shelter, we need jobs. Would want to be off the street, "normal", whatever that is. Visions of integrated community that includes Chinese/Japanese communities. Wise community plans for people breaking. Real humanity and community that embraces humanity.

Connection through community action partnership. Calworks program. General interest and aware of the issues. Trying to find balance. Balance of trying to meet needs

Put more money in. But can't just do that. Need inclusive participation that are trying to do here. Personal vision for this area. Sophisticated mixed-use community. Shopping, restaurants, schools and where everyone would be able to participate. Hope

that emerges from this process.

Have affordable housing in neighborhood. Need commercial services in the area. Residents that live here don't have access to many services. Give those people a place.

Through community action partnership provide funding. Bring money to provide continuum of care. Make area attractive, even a tourist attraction to shop and learn about Asian culture. What's going to happen with social services that are already in the area.

Best models: Napa has gone through similar redevelopment. Got foundation to donate land where they were able to build multiservice center. All services connected. Benefits, planned parenthood. Lot of business buy-in to program. Clients work at nearby businesses, get experience.

Office of employment training. Find ways to create local opportunities for training for folks that need it most. Very important that when businesses come into the community that there are agreements for training people to work in them.

Housing, recovery, getting people back to work.

Interested in mixed use neighborhood with services and general public can interact, houses, offices, etc. Area where people can live and interact with one another.

Need more programs. Need more mental health outreach worker. Mental health services, access to substance abuse programs. And of course housing. Bookstore. Quadruplication of services.

Problem with remoteness of all the services. Need diverse, inclusive neighborhood where people can live with one another.

Visualize all services to come together. Excited about possibilities of mixed use.

Ad hoc committee set up by City Council and discussion about having a 10-year plan to end homelessness in the area.

Need resources, capital to make improvements that you want to see. Housing and services in the core area. Lots of constraints and why people wouldn't want to invest. Hard to imagine reward to investment in the area. Have to make attractive, have a vision of what it can become. To attract capital from private side will be challenge. There has to be reward not only from social aspect but also financially.

There are moneys out there for mental health, lots of money for supportive housing for runaway youth.

Intensify services that these folks need. Until that happens the private capital won't be attracted to the area.

See models in communities similar to ours. Grants often don't fit our needs. Timelines don't work. Plan has to be achievable. Can't stumble over next decade. Model of success that resembles community composition.

What comes first? Do you meet the needs of existing homeless services or do you try to bring in outside developers. Are we going to provide more



services. How to get started.

3 years ago met with Congressman Farr and showed up with drawing put together by Wheel of Hope, 4 members of Buddhist Temple and Franciscans to jointly own Dorothy's Kitchen. Was advised by the congressman to go talk to CSUMB. Met with Seth Pollack and the rest is history. Out of that came soup line forums with another planning meeting. Came up with downtown community board. Chinese, Japanese and Franciscans need to agree on a vision - the key stakeholders. Buddhist temple is in drivers seat. They need to agree that Dorothy's Place and homeless services are acceptable on Soledad Street. They have been incredibly gracious to bend over backward and continue conversation. Want to have a clear sense of direction for services on Soledad. Need to be able to tell them what our vision for services is. They need to check it off. That check off is going to be trigger for any possible next step. Common vision that everyone can say I'm in. And then our job to sell vision. Very powerful moment. How augment services provided by Victory Mission and Dorothy's Kitchen. Don't want to continue as we are. Not going to do us any good. Need people to maximize space we have. No reason we can't negotiate for more office space with City. So people can encounter our guests. Need shelter, community, friends, place to eat. Can build that step by step. We need money to attract people over here from downtown, for lunch on Soledad Street. If Council can sign off that will be tremendous.

Everyone agrees. Where put first step? What comes first? Somebody needs to put first foot down. It is time now. Need push. Need plan to put first foot down.

One of keys to remember is that the Buddhist temple going back a couple of years brought in some developers to look at Soledad and came very close to buying most of properties along street. One of big problems was Dorothy's and Victory.

Built-in conflicts and resistance. Could become energizer to get progress. Provision of services aspect is contradictory to flow of capital to area. Provision of housing might be way to break impasse.

Housing First philosophy. Effective way to end homelessness. Philosophy that substance abuse, etc. won't go away unless provide housing with wraparound services. With mental health, supportive services, etc. Permanent supportive housing. The more the better, but limit to how much funding you can get. There is funding under Prop 1C and Mental Health Services Act. Need developer to team up with service provider.

Anchor, Dorothy's Place with building that can accommodate cohesion of services and housing. Have several assets, Temple, church and housing authority that owns large property. How can expand those services in inexpensive way. But there might be way to juxtapose side by side. 10 years from now can do the more intensive development.

Victory mission is opening supportive housing near corner with Main and Lake but there are several large social service providers that are not at the table. Coalition meeting isn't best mechanism for figuring out how to do that. Homeless Assistance committee should be part of that. Needs to be more targeted to this area. Which agency will take on the responsibility for wraparound services.

Monterey County has some excellent examples of supportive services. All over county.

Not enough resources, need more funding and ability to house people. Are doing at Fort Ord and have several people to a house. It works but how can you make it happen here.

Lupine Garden two blocks over where they are getting wraparound services funded by MHSA. Have 30-person waiting list there already. And need operational money, that's a bigger challenge. Sustainability is challenge. Getting harder to maintain those programs because operational services aren't there.

Housing First model is cheaper than. AB 2034, has evaluation of programs. AB34.org. Three reports that chronicle this work in New York.

Try to employ people were trying to serve. Have them work on it as well and get paid. Way to give back and build self esteem. Birmingham example, had homeless come in and had them help build the houses.

Intimidated by high cost of housing. Hard to provide services for homeless without housing.

New Holly example where they set up "factory" to build housing and got residents in area to build. Other example from Hoopa tribe.

The more dense the more skills you need.

Amount of money granted in this area from Feds is very small. This group should be very competitive.

Make clear if are providing about homeless services or services for poor. This area will be desirable for poor. Which goes first, if somehow build multiservice center where everything works. Will that attract the private sector. What types of businesses? Grocery store, modest restaurant, drugstore, etc. Nothing fancy.

How many homeless? Not many live in area but could be hundreds. Housing for 100 would make a significant effect.

## **Chinese Community**

### **March 9, 2007**

### **3-4:30 pm**

Attendees (34):

*Mona Lee, CACA*  
*Vic Blea, CACA*  
*Fook Taing, BCK*  
*Phil Lee, Chinese Association*  
*Lora Lee, Chinese Association*  
*Esmond Chan, Chinese Association*  
*Clara Chan, Chinese Association*  
*Gorden Chen*  
*Ira Katz, CACA*  
*Connie Poon Katz, CACA*  
*Louis Lee, Salinas Confucius Church*  
*Jack Yee, Chinese Association*  
*Simon Yue, Suey Sing Assn.*  
*Wai Lee, Suey Sing Assn.*  
*Janet Mahn, Chinese Association*  
*Stuart Li, Chinese Association*  
*Richard Yee, Chinese Association*  
*Jean Yu, Chinese Association*  
*DW*  
*Linda Lam, Chinese Association*  
*Chris Lee, Chinese Association*  
*Shirley Lee, Chinese Association*  
*Joyce Lowe, Chinese Association*  
*Julie Wun, Chinese Association*

*Joyce Liners, Suey Sing Assn.*  
*Alice Lee Soliven, Suey Sing Assn.*  
*Wallace Abtye, Property Owner*  
*Tom Wong, Chinese Association*  
*John Gong, Chinese Association*  
*Sherman Lam, Chinese Association*  
*Horing Ye, Chinese Association*  
*Flora Chong, Chinese Association*  
*Carol Cheang, Chinese Association*  
*Gerald Cheang, Confucius Church*

Notes:

Clean up area, when people loitering encourage them to move on. Stop camping along fence line or next to building.

Clean up not going to happen until move Dorothy's Kitchen somewhere else.

Property owners have to pay for improvements and also get grants from state/federal government.

11 out of 24 parcels owned by Chinese. 3 own property in area.

Grew up in neighborhood. We're very interested in seeing a positive aspect of Soledad rather than negative. Disagree with previous speaker. We all need a place to be. Dorothy's Kitchen. If move homeless services to another area won't work. Dorothy's Kitchen belongs there.

In 1920 a few dozen families on Soledad Street. Dilapidated housing but more commercial. Till 1955. There were lots of restaurants. Thriving community. Would like to come back to that. It's part of our heritage.

Chinese families moved because they had other opportunities. In early days because of Exclusion Act Chinese couldn't own property. Mr. Sherwood leased land to Chinese. So had a thriving community here. After its repeal after the War then more opportunity to move elsewhere.

Lots of history in this area. Feel very much a part of this community. But necessary to develop this area like Chinatown in other big cities. It's a positive. Change negative image. Start somewhere. Are at preliminary stage of how to clean up the area. Something that transplants from other areas.

Restaurants, housing, etc. with Chinatown feel. Asian flavor, doesn't have to be Chinese.

Live above bakery or restaurant. Don't want to have to go to SF. If had senior housing there are folks that they would like. Like to walk to services and other things nearby. Has to be safe, secure. Needs to be respectable. Place you feel good about going to.

Dream: That Chinatown will someday be a tourist attraction. Travelers from all over the world will come visit. How to do: Oriental Garden with Pagoda and water fountains over lily pond with koi meandering up stream. Wooden bridge crossing over stream. Cherry tree that blossoms. Historical museum. Could be a joint project with Japanese and Filipino. Chinese worked in mining industry doing menial work and on railroad. There were lots of Filipinos in this area and they also have history. All buildings in Chinatown built with oriental architectural design. Buildings that exist need to be remodeled and add oriental architectural features. Good Chinese restaurants needed. Used to have



Republic café on one side and several others. During 30s and 40s very popular. Could cater to tourists. Low cost housing in this area for seniors. Hard to walk. Convenience store in area that also sells some oriental goods. Gift shop. Convenient for elderly living in housing project. Beautify street. Plant lots of trees. Make area very attractive maybe with flower containers. Eliminate parking on one side so can widen sidewalk and put more trees. Most importantly Dorothy's Kitchen doing a fantastic job but with all the homeless people but I think they will be obstacle of this general area. If stay here that they can provide day room so they don't congregate on street. To have better chance to develop need to find some way to move homeless off the street. Drink in back, not in the front. One of most important thing is to create atmosphere that has safety and comfort. Very difficult to invest money into area if don't feel that people will come. If want to redevelop Chinatown have to move drug dealers, prostitution, homeless, etc. off the street. Not concentrated on street. Who thought we would land someone on the moon in 1969 so anything is possible.

Move police station to Chinatown. Otherwise will take a long time. City needs to take over. No matter how great vision is.

Important that Chinese have a voice in redevelopment so that there is a way to connect to history. Address our history. Need cultural center here so Chinese don't become a cultural minority. Learn what Chinese history, heritage are all about. And what issues about being Chinese.

A lot of homeless in this area are not drug addicts or alcoholics. Are mentally ill that were let loose.

Eke out a living the best way they can. There are programs in place to get jobs. Have homeless go to work for their food stamps. Had an out if could show that they were medically incapacitated. Got free medical attention, food. Buildings subsidized to house homeless. Transient housing becomes burgeoning business for property owners that don't want to maintain them. Day room or place for people to work. My dream is to have businesses that employ people that are homeless. Agree with idea to have a community center here that showcases Asian culture and history. There are many educated people here. Based on culture and tradition we are losing many young people. Are not attracting enough young people because can't meet their needs.

Most of the things that you'll be incorporating into plan are long term. What about short term recommendation in plan that some of the property owners were to allow the City to use that building for a police substation in lieu of paying taxes. If got rid of drugs would get rid of prostitution.

How clean up Soledad Street. Have to get rid of drugs. Even with police they still deal drugs. When police not around open drug market. Create scary situation. Fighting among drug dealers. Heroin, cocaine, marijuana. Right now can't stop it. Call police and wait for 4 hours for them to respond.

I've seen other areas where situation have been turned around. If work together can create good old Chinatown. 1942 was staying in Chinatown and it was safe.

Trying to work out an association of property owners that can communicate. Sui Sing is also

a social club. Charities, cultural events with 100s of people. Dinners for members every month. Church has association that encompasses whole valley. Have Chinese Citizens Alliance. Seniors Club. Women's Club. Chinese School. Line dancing. Ping Pong Club. All take place at Confucius Church.

Soledad is prime property in center of Salinas. People drive around here. They've blocked the Community off so it's not a place that people have access to.

Nice to bridge to Chinatown needed.

Japanese community was treated very poorly during the War.

Really impressed with meeting last night. With transformations you showed yesterday. I'm hoping that something like that will happen here. However, City cannot be entrusted with maintaining beautification of City. Doesn't get maintained. City spent 1/4 of a million dollars on landscaping for underpass. Since then very poor City maintenance. Has to be irrevocable commitment by an agency. City cannot be entrusted to maintain.

Immediately need City to get the drug, prostitution, etc. problem under control.

## **Business and Property Owners**

**March 9, 2007**

**5-6:30 pm**

Attendees (9):

*Ruben Cortez, Property Owner*

*Frank Saunders, Property Owner*

*Mae Sakasegawa, Property Owner*  
*Pamela Motoike, Wheel of Hope Board Member*  
*Walter Irvin, Sr., Happy 2 Be Nappy Owner*  
*Kathy Youn, Property/Business Owner*  
*Larry Hirahara, Salinas Buddhist Temple*  
*Roberta Itane, Property Owner*  
*Ted Ponton, Property/Business Owner*

Notes:

Zoning changed in December and City didn't tell us. Grandfathered in so if stay are ok. Would like to see more businesses in area. Don't favor dense housing. Businesses with housing above. Dense housing with children is not ok.

Would like Soledad Street cleaned up.

Built in 1938 lost during the war and then came back. Housing Mexican laborers there. Have cleaned it up. 18 rooms out of 20. Below market rate. \$350/month. Like to help them out. Microwaves in hallway. Two bathrooms at each end. Used to be restaurant next door. Have building next door up for sale.

Hope is to have safe, secure and clean place. Security #1 and cleanliness close second. Have to have a safe environment for our members to come here. Have residential minister who lives here as well. Wheel of Hope owns Dorothy's Kitchen building and have 8-member board, 4 from Buddhist temple, 4 from Franciscan brothers.

Would like to continue to have automotive uses. Priority has always been safety. Most of businesses wary to tell folks they are in Chinatown because considered unsafe. Formed a security meeting. Buddhist Temple helps a lot to address safety,

combat drug dealers, prostitutions. Real challenge. Salinas PD has been more responsive. Concern with vehicles that come through and distribute drugs. Problem with homeless is that they can't work and the drug dealers get them to sell. Gang related. Better use for that space and talked about putting in angled parking. Like it that way because as come to Sherwood and Market there are a lot of produce trucks and when they miss their turnoff to 183 they come in and make U-turns. Like to see some sort of development. Drug dealers like to be in front of empty storefronts.

Lease building don't own. Like to see one level above with housing, not two. When do all this don't run out the pioneers with high rent. Business is slow because of all the construction on Market Street.

Have been here for 30 years and have seen that area go through similar transition to what's happening in this area now. Over many years that area came back. People started investing and reinvesting in the area. City and redevelopment put \$ into streets and sidewalks. Now is very vibrant and doing quite well. Planning large commercial project on 100 block with 100 condos, hotel and commercial on ground floor. I've been coming to this area. Has a lot of history and architecture. Would love to see that preserved in addition to bringing in new housing with retail/commercial. Needs to be cleaned up, needs to be safe. Lot of people want to keep homeless services but totally disagree. Might be able to get away with Victory Mission and well-run services. Folks get food and then just hang out and create eyesore. People may not be bad but very difficult to get folks to invest there. Simply can't let that happen if want this area to be improved. Can't

be the way it is now in order to be successful. Also feel bad for folks that own businesses over here that get notices suddenly saying they are non-compliant.

Cleanliness, trash pickup, restroom. Safety and cleanliness are key concerns. For Franciscans they see their mission as serving needs of indigent population. They also want to get drug dealers out. A lot of tensions. Vision to have services for homeless along with businesses, retail, etc. Combination of businesses, Japanese and Chinese, and to help folks get on their feet.

On Lake Street don't have problems that have on Soledad Street. We maintain street, clean it every day. Sometimes police turn their back on things. Had a car that sat there for years. Control parking lot. Used to be recyclers already there. Hard to visualize that can clean area up if homeless still hanging out. Doesn't affect my business. Occupied businesses don't have a problem.

Hard time keeping clean and occasionally have break-ins. Have had folks come in and trashed everything on apartment upstairs. Would like to see cultural center. Multi mix with more permanent housing. Beautification, trees on sidewalks and maybe oriental garden as come into Soledad so it can be seen from Market Street. Dorothy's Kitchen needs to deal with folks hanging out. Might have to change the way they do business and eliminate having people just hanging out there.

Copacabana is only operating Saturday night. Is full with capacity for 240. Charge \$20 cover charge, live bands. Business is bad because residents scared to come due to crackdown on illegal immigrants. When it was open 7 nights would be a nuisance.



Parking. Run a tighter ship now. Bouncer. Keep lot clean.

Vandalism. Two students had cars and Franciscan van was broken into.

Need to get county, city, federal government to do effective treatment. Very difficult to figure out who is responsible.

Have seen a tremendous change in the area in last 20 years. Used to be much worse.

CSUMB has had tremendous positive influence.

Models to consider:

Seattle, Pioneer Square

San Diego, Gas lamp Quarter

Portland, Chinatown

Mix of people and buildings. Asian garden. Place in Salinas where everyone can come together.

## WORKSHOP NOTES

### Saturday Workshop March 10, 2007 9:00 am – 3:00 pm

#### Attendees:

*Gloria De La Rosa, City Council District #4*  
*Brian Dove, Housing Authority*  
*Joan Weiner, CSUMB*  
*Wayne Ross, Resident*  
*Rita Lee, CACA*  
*David Ligare, Dorothy's/Wheel of Hope*  
*Lara Randall, Dorothy's Place*  
*Les Kaneshiro, Buddhist Temple*  
*Ruben Cortes, Property Owner*  
*Mia Feweira, Dorothy's Place*  
*Dana Iglesias, Dorothy's Place*  
*Quinton Roland, Consultant*  
*Elliot Robinson, DSES*  
*Alan Stumpf, Salinas Redev.*  
*Gary Tanimura, Salinas Buddhist Temple*  
*Barbara Mitchell, Interim Inc.*  
*Douglas Inamoto, Buddhist Temple*  
*Jill Randolph, Franciscan Workers*  
*Kevin Hayes, Dorothy's*  
*Pamela Motoika, CSUMB*  
*Marcus Kelly*  
*Mary Archer, Mon. Transit – Salinas*  
*Gordon Chen*  
*Don Reynolds, Salinas Redevelopment Agency*  
*Terry Nana*  
*John Bailey, Dorothy's*  
*S. Smith*  
*Daniel Simpson, CHIN/AHTYE*  
*Nancy McNais, Dorothy's*  
*George McInnis, Dorothy's*  
*Robert Russell, City of Salinas*  
*Kristin Willey*  
*Jane & Roger Anton, Dorothy's Place*  
*Van Gresham*  
*Marlys Maher, Salinas Bike/Ped Comm.*  
*Mark McCumsey, Caltrans*

*Vic Blea, CACA*  
*Larry Hirabara, BTS*  
*Kathy Young, Property/Bus. Owner*  
*Carl Niizawa, City of Salinas*  
*Dona Bezold, Dorothy's Kitchen*  
*Ken Allen, Dorothy's*  
*Brandi McClellan, CSUMB*  
*Ruby Hernandez, CSUMB*  
*Linda Low, Chinese Assn.*  
*Dana Cleary, CHISPA Inc.*  
*Jenny Nelson, CSUMB*  
*Jeff Bryant, Salinas Resident*  
*Wallace Abtje, Property Owner*  
*Clara Chan, Chinese Assn.*  
*Lola Lee, Chinese Assn.*  
*Charles Lowe, Property Owner*  
*Lisa Feldstein, PHLP/LGC*  
*Joe G. Rivers, Downtown/Oldtown*  
*Flora Chong, Chinese Assn./CACA*  
*Howard D, Shelter Outreach Plus*  
*Evelyn Vargas*

#### Notes:

##### Group 1:

First thing we'd like to see is senior housing. Also like to see it developed at grander scale in relation to transit center, downtown. Open area up and designated zone between Market and RR tracks as open space where could have park, walkways, recreation facilities. And a bridge from garage across RR tracks. Also bridge to transit center. Open space to draw people across from downtown and properties right across tracks would be showcase. Cultural center. Rest of Soledad retail and Mixed use. Chinese associations, Victory Mission and Dorothy's Kitchen stay but should be rehabbed. Low cost housing at north end of area including community garden area. Mixed use across from Confucius Church with residential. Sherwood

would be better for commercial. Integrate more social services into area adjacent to Dorothy's. So that they can all coexist and future tourist hotspot.

##### Group 2:

Mixed businesses on Bridge Street. Look at redeveloping at Universal Towing and mixed use housing next to where old Chevron tanks used to be. Opening Bridge Street across RR tracks. Soledad two way with curb extensions at corners. Keep as more of a business street. Bring them back. 100% corner, park at triangular corner. Chin building really like architecture, keep façade and 9" concrete walls. Refurbish. Opening a music business or coffee house in middle section. Look at restaurant or multistory with business. Police substation mid-block on Soledad. Open areas, some hazardous soil, need to be cleaned up. Corner lot has room for community access. Alley access from Buddhist temple. Possible parking area where produce company is now. 3-story parking and access to alley to get over to Soledad St. Entry or gateway to community or part of community garden. Opening Bridge Street so it would still be accessible (with bollards). Could have island at entry ways to California Street from either end. Could collaborate with Chinese and Filipino community. If Main Street gets widened would be good to get better connection to transit station for pedestrians. Bridge for pedestrians across Market and RR tracks.

##### Group 3:

Community that would help reintegrate homeless people. Stages. 1<sup>st</sup> stage, police substation best fit where Swinging Door once was (on corner Market Way and Soledad) with community Services.



Allow to have a Zen park or community park on triangle as public space. Across from police substation to have eyes on park. Start out fencing park. Contaminated areas, some buildings that can't be used. Second stage would be to bring in cultural. Coffee house would be good start. Easy to start. Transitional jobs for folks in area. Could become culinary institute in conjunction with restarutant. Soledad would be main focus of area. Retaining look of area by restoring the facades of the buildings. Start there and move outward. Residential with business on bottom. Keep learning center and moving community garden across the street. Children's Center. Polluted land could have multistory parking with housing on either end. Leave warehouse building as multi use. Another restaurant location on northeast corner Market and Bridge.. Grocery store on East Lake and remove wall across to housing authority site. Provide higher density housing across from Temple. Could be best place for senior a bit quieter; more appropriate for seniors. Center could have courtyard. Left bridges as afterthought. Pedestrian crossing at tracks to line up with crosswalks across Market. Should have different identity from downtown and other places.

#### Group 4:

Incredibly fun process. Get from old town Salinas to Chinatown. New sculpture park in Seattle over freeway. Bridge across Market that would take you across to Bataan Park and then build deck over roadway. Bridge with park over it and comes down and moves under RR tracks through underpass. Park that connects to 2 areas. Good area for seniors to visit. Connect to Claus Oldenburg hats that are in Salinas to this location. Cultural Center with pagoda that could be seen from downtown.

Farmers Market where storage/warehouses are. Housing down below with Soledad street cutting through to housing, remove wall. Shop houses on Market Street. Mixed use, social services integrated with housing. Create attractive place where people really want to come. Through culture, restaurants. Similar to what Portland Chinatown has done. Moving train station to lot that has storage automotive with restrooms, restaurants and attractive place for Caltrain Station right in center of it all.

#### Group 5

Great conversations and then started talking about trains. Direct link to Main Street and better connection to downtown. Cross at grade. See it in Davis, San Diego. 100% location Soledad and Market Way. Where illegally parked car and distributed sandwiches 25 years ago. Because it is so visible. Could be major attraction for eyes and bodies to come to Soledad area. Key buildings that are essentially anchors to this area. Confucius Church, Buddhist Temple, Chop Suey, Dorothy's, tortilla factory, etc. that probably will stay. Redevelopment site that has community garden. Retail and housing. Housing authority that owns large area will be redeveloping and what about making Soledad Street to roundabout on Lake Street with housing on either side and big fountain at end of street. People are the key. Only thing that will change illegal activity is having more eyes. If everyone in room spent next 6 months on Soledad drug dealing would disappear. Went step by step and then sending feelers out to other areas. Just can't focus on one thing without seeing connections to old town, Chinatown, Carr Lake. Have to think of all of this as a piece, not separate pieces.

Completing link to Market Street, Bataan Park and property across street.

#### Group 6:

Focused a lot on what will be there but doesn't matter where it goes. Drug rehab place on Market near RR tracks. And park on open space with bridge to downtown. Recreation center with pool, churches, Dorothy's, grocery store, community center, daycare center, microenterprise sewing center, police substation, affordable housing, shelter for women and children, community garden, public restrooms, day laborer, restaurants. Speed bumps on Soledad Street. Change direction. History of Native Indians, cultural history museum.

#### Group 7:

All agreed on pedestrian bridge, dragon theme. Cultural, tourist center. Buddhist Temple could open gift shop. Garden on triangle corner with Japanese theme. Another bridge over track. Integrate housing into social services. Mixed use on all of Soledad with housing above it. Move Dorothy's into area behind it. With courtyard in middle so there would be areas where they can hang out comfortably. If homeless don't want that to distract from businesses. Integrate into housing. If tourist draw would need cultural center where history starting with Native Americans could be in area. Senior housing could be in housing authority or buildings on Lake Street. Similar to other groups, mixed businesses, small businesses, cafes, outdoor areas. Plaza near cultural center. Open up the traffic and find as many opportunities for green spaces. Police substation, mixing seniors with children.

**Closing Presentation**  
**March 13, 2007**  
**6:00-8:00 pm**

Attendees:

Dennis Donohue, Mayor  
 Gloria De La Rosa, City Council District #4  
 N. McLomes, Dorothy's  
 Mae Sakasegawa, Property Owner  
 Roberta Cortez  
 Jill Suarez, Guest  
 C. Malendaz, Herald  
 Alan Stumpf, City of Salinas  
 Alma L McHoney, Mo Co OET  
 Theresa Sacman, CSUMB  
 Iris Peppard, CSUMB  
 Jazzylyne Allensworth, CSUMB  
 Mwangola Leoni, CSUMB  
 Tom Melville, SDCB  
 Ken Feske, CSUMB  
 Gerald Cheang, Confucius Church  
 David Swanson, City of Salinas  
 Kristin Willey  
 Frank Tang  
 Tamara Espinet, USC  
 Lena Kim, USC  
 Chloe Chun, USC  
 Ravi Iyer, USC  
 David Parker, Confucius Church  
 Larry Hirabara, BTS  
 Jimmy Matt, CCC  
 Gary Smith, Hartnell College  
 Kelly B. Teague  
 Stuart Li, Chinese Assn.  
 Helen Gong, Chinese Assn.  
 Celand Krisley, Chinese Assn.  
 Alarith Thomland, CHSP  
 Tracy Molfino, Salinas Police  
 Philip Lum, Chinese Association  
 Chris Essert  
 DW Chin, Chinese Assn.  
 Jeff Taylor, Developer  
 Dan Ortega, Salinas P.D.  
 Joan Weiner, CSUMB

Alex Hulanidei, Salinas  
 John Gong, Salinas  
 Rob Russell, City of Salinas  
 Connie Poonkat, CACA  
 Robert Smith, Dorothy's  
 Howard, Shelter Outreach  
 Louis Lee, Salinas Chinese Assn.  
 Ruby Hernandez, CSUMB  
 Jack Yae  
 Seth Pollack, CSUMB  
 Jill Randolph, Franciscan Workers  
 Stella Perez, Fran Workers/Dorothy's  
 Daniel Simpson, Chin/AHTYE  
 Chloe Smith, USC  
 Kevin Webb, USC  
 Joe Bodner, USC  
 Clara Chan, Chinese Assn  
 Carol Cheang, Chinese Assn  
 Stan O. Argik  
 Mia Fewena, Dorothy's Place  
 Alex Reynoso, Design Review Board – Salinas  
 John Bailey, Dorothy's  
 Pat Hunton, Mental Health Commission  
 Marcus Kelly, Dorothy's  
 Barbara Verba, MoCo DSES  
 Amy Rothenberger, CSUMB  
 Margarita Zarraga, DSES  
 Kathleen Mendoza, USC  
 JungGon Her, USC  
 Jason Batten, USC  
 Ruben Cortez, Property Owner  
 Obuk & Lola Lee, American Citizen Alliance  
 Kevin Veseby, MLA  
 Roberta Hani, Owner  
 Les Kaneshiro, Buddhist Temple  
 Linda Lon, Chinese Assn.  
 Henry Mar  
 Wallace Abtye, Chinese Assn.  
 Frank Pierce, City Consultant  
 Watson, Dorothy's Place  
 Marilyn Dorman, HAC  
 David Ligare, FWS/Wheel of Hope  
 Octavio Hernandez Jr., MLA  
 Candice Chin, Property Owner  
 Ves Na, Property Owner  
 Marcy Mabher, Salinas Bike/Ped Comm

Flora Chong, Chinese Assn.  
 Rachel Cortez  
 Zach Stahl, Mont. City Weekly  
 Paul Tran, CHISPA  
 Andy Smith  
 Carl Niizawa, City of Salinas  
 Elliot Robinson, Monterey Co. DSES  
 Pam Motuika, CSUMB  
 Sherman Low, Chinese Assn. Of Salinas  
 Lori Wood, National Steinbeck Ctr.  
 Kevin Hayes, Dorothy's Place  
 Mona Lee, CACA/Sal Chinese Assn  
 Lauren Cercone  
 Victor Olea, CACA/Sal Chinese Assn  
 Sonny & Julie Wun, Salinas Chinese Assn.  
 Martin Vonnegit, F-W  
 Van Gersbaim  
 Parker Chin

Questions and comments on presentation:

- Bicycle access?
- Underground connections – How do we get sewer service, etc.?
- Cooperation critical
- Truck traffic considerations, Market Street in particular
- Texture of buildings?
- Cost of rebuilding?
- Disabled access included?
- Consider Soledad as pedestrian mall
- Utilities and density
- Start up money – How do we get?
- Storage rooms
- Children, education and experience
- Make garden larger
- Create security 1<sup>st</sup>
- Room for outdoor amphitheater?



## **Cultural Heritage Workshops November 29-30, 2007**

### Attendees:

Don Reynolds, SRA  
Wallace Athye, Confucius Church, Property Owner  
Yoshiko Saito Abbott, CSU Monterey Bay  
Thomas F. Abbott, CSU Monterey Bay  
Sandy Lydon, Cabrillo College- local historian  
Douglas Iwamoto, Buddhist Temple, Property Owner  
Gerald Cheang, Confucius Church  
Larry Hirahara, Buddhist Temple  
Frank Oshita, Buddhist Temple  
David Ligare, President, Franciscan Workers  
Robert Smith, Exec. Director, Franciscan Workers  
Parker Chin, Confucius Church, Property Owner  
Seth Pollack, CSU Monterey Bay  
David Anderson, CSU Monterey Bay  
Fely B. Garden, Filipino Group  
Rina Benmayor, CSU Monterey Bay  
Jeff Weir, City of Salinas Economic Development  
Melchizedek Solis, Filipino Community  
Brian Graham, Caltrans  
Nancy Tom, the architecture company  
Richard Fe Tom, the architecture company