CHAPTER 6
IMPLEMENTATION STRATEGY
6.1 INTRODUCTION

Through an extensive outreach process, four major themes were developed for the Vibrancy Plan. These themes were used to define the structure and effectively became the main chapters of the report. At the end of each chapter, recommendations have been made with the goal of restoring activity, commerce, and vitality in downtown Salinas.

Chapter 2 Destination Downtown
Chapter 2 discusses how to improve mobility for pedestrians, bicyclists, transit riders, and vehicles in downtown. By altering the circulation patterns and street characteristics downtown, Salinas can be emphasized as a primary destination and activity center. Two-way roadway operations, multi-modal corridors, new bike and pedestrian facilities, traffic signal refinements, roadway extensions and street closures have all been recommended to create a destination where streets are comfortably shared by all users. The recommendations included in this chapter also embrace the Capital Corridor Extension to Salinas project and the improvements to the Intermodal Transportation Center.

Chapter 3 Managing Parking Resources
Chapter 3 discusses the issues where parking should be provided, how unused City and County-owned surface parking lots should be redeveloped and how that parking should be effectively managed. Parking has always been a critical piece to the vibrancy and economic vitality of downtown. A professional parking management plan and district is recommended to take advantage of one of downtown Salinas’ biggest assets. As part of the Vibrancy Plan a parking model (Park – >) was developed for downtown Salinas. It is recommended to continue to use and update this model to effectively track parking demand and manage parking supply.

Chapter 4 Building the Heart of Salinas
Chapter 4 discusses how to turn downtown into an attractive and vibrant destination. Public events, parks, lighting, landscape, facilities, amenities, art and historic marker installations are all recommended to create a desirable downtown. Salinas is rooted in an unique multi-cultural and multi-ethnic past; it is recommended to implement both small and large scale changes to create an attractive and safe downtown. Working together, merchants, property owners, citizens, volunteers, and government officials can successfully implement changes and create the districts, boards, and programs recommended in this chapter. In fact, the people of Salinas, with their spirit and enthusiasm, will be instrumental in transforming downtown into the heart and soul of Salinas.

Chapter 5 Stimulating Development Activity
Chapter 5 discusses the means for aligning the land use approval process to attract and help facilitate private investments in downtown. Five strategies are recommended in this chapter to stimulate economic development. By creating development catalyzed sites, creating a strong job base around Government Center, adding additional residential development, streamlining the development approval process, and increasing the profitability and sustainability of retail businesses private sector investment downtown Salinas can be transformed into a vibrant center.

As discussed in the beginning of this plan, the final and arguably most important stage is implementing the plan. This final chapter (Chapter 6) merges the recommendations from each previous chapter into comprehensive implementation strategies. These strategies have been divided into three main categories:

Policy and Process Changes

Process changes for City Council
Big Changes:
- Create new Districts and Boards
- Amend the General Plan to reflect changes in land use and circulation elements
- Initiate relinquishment of GR-189 to local control
- Rezone City and County-owned parking lots to allow for development
- Streamline Downtown Development Review and Approval Process

Financing, Management, and Oversight Districts

Organized structure to effectively fund and implement Vibrancy Plan elements
Enhanced Management:
- Parking Management District
- Community Benefit District
- Arts Oversight Committee
- Historic Resources District
- Enhanced Infrastructure District

Capital Projects and Studies

One-time expenditure to build, design, or study something
Big Projects:
- Pedestrian, bicycle, and roadway improvements
- Capital Corridor Passenger Rail Extension
- Public Transportation
- Downtown improvements
- Parking Structures
- Parks and Plays
- New Market Rate Housing Developments

The Vibrancy plan has received nearly universal support, and is in good standing for an enthusiastic approval. The strategies included in the plan vary greatly in procedure and complexity. The process as a whole is expected to continue for the next decade and there are sure to be hurdles along the way. However, with positive endorsements and support, the plan has successfully created sufficient momentum to launch into implementation and overcome these foreseeable obstacles. This strong momentum is already exhibited in some “fast-track” improvements and development projects that have already been built and in some cases, secured grant funding.
### 6.2 Policy and Process Changes

#### New Districts and Boards
- Parking Management District (PMD)
  - Parking Oversight Committee
  - Parking Enterprise Fund
- Community Benefit District (CBD)
  - Ambassador Program
- Enhanced Infrastructure District
- Arts Oversight Committee
- Historic Resources District

#### New Plans, Guidelines, and Code Changes
- Downtown Design Guidelines
- Sign Plan
- Updates to Sign Code
- Way-Finding Program

#### General Plan to Reflect Changes in Land Use & Circulation Element
**Lead Implementers: City of Salinas (Public Works, & Community and Economic Development)**
- Update Circulation Element
- Active Management Plan
- Rezone catalyst sites to allow for mixed-use development
- Fulfill CEQA Requirements

#### Caltrans Relinquishment of SR 183 in Downtown
**Lead Implementers: City of Salinas (Public Works) & Caltrans**
- Begin conversations with Caltrans staff and City representatives to initiate relinquishment process for state routes designated for local control

#### Downtown Development Process Streamlining
**Lead Implementer: City of Salinas**
- Enhance the Community and Economic Development Department services
- Implement customer service training to promote streamlining of City review processes where possible
- Implement organizational alignment with ED element (including Vibrancy Plan as key policy)
- Prepare development application guide and/or other documents detailing the zoning and development regulations process
- Create development priority strategies
  1. Identify key sites
     - Residential development (market rate)
     - Entertainment, multi-generational, or destination retail
     - Office and mixed-use buildings that accommodate professionals
     - Projects that fill vacant space on or near Main Street
  2. Create and distribute marketing materials and packages
  3. Conduct follow up with interested parties
  4. Facilitate development of key sites
- Develop incentives to attract priority developments
  Incentives can include:
  - Allow a waiver from participation in City’s inclusionary housing program until market rate housing is built
  - Infill reductions in development impact fees
  - Environment impact analysis streamlining for urban infill and transit oriented development projects
  - Reduce parking requirements
  - Relief from on-site open space requirements when parks and plazas are nearby

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