

# Vision 2017

*The New Alisal...Jewel of the Salinas Valley*

Notes from SUBA's  
Board Retreat & Visioning Session

Presented to the Salinas City Council  
January 9, 2007

Salinas United Business Association

## ***Vision 2017***

*The New Alisal is the Jewel of the Salinas Valley, an Economic Powerhouse, and a Thriving Community where Everyone is Welcome.*

Vision 2017 Steering Committee  
December 13, 2006

### **The Visioning Event**

On Saturday, November 18, 2006, the Salinas United Business Association (SUBA) held a special board retreat and invited a number of community stakeholders to participate in the day's activities. The retreat had as its primary purpose to establish a vision for the Alisal Business District. This full-day activity took place at the Rotunda at City Hall (200 Lincoln Avenue) in the City of Salinas.

### **Participants/Attendees**

What made the retreat "special" was that it provided an opportunity for SUBA's Board of Directors to interact and dialogue with prospective partners and community stakeholders. Individuals were invited to participate as strategic partners, resource partners, and participant observers. The list of attendees/participants included:

1. David Brown, SUBA (President)
2. Larry Dykes, SUBA (Vice President)
3. Deloris Scaife-Higgins, SUBA (Secretary)
4. Maria Orozco, Redevelopment Agency
5. Alan Stumpf, Redevelopment Agency
6. Don Green, SUBA
7. Sal Jimenez, SUBA
8. Juan Juarez, SUBA
9. Keven Pederson, SUBA
10. Rubin Pulido, Alisal Union School District
11. Ernestina Godinez, Resident
12. Nallely Gutierrez, Interpreter
13. Yvette Padilla, Recorder
14. Alfred Diaz-Infante, CHISPA
15. Carlos Ramos, Ramos Cordova Strategy Group
16. Jeff Bryant, Community Foundation for Monterey County
17. Gary Peterson, ALBA

18. Beverly Meamber, Salinas Valley Chamber of Commerce
19. Richard Lopez, SUBA Police Officer
20. Orlando Castro, Alisal Center for the Fine Arts
21. Cesar Lara, Central Coast Citizenship Project
22. Susan Stuart, Monterey County Public Health Department (Steps)
23. Elsa Mendoza, Monterey County Public Health Department (Steps)
24. Teresa Gomez, SUBA
25. Dennis Donohue, Mayor Elect
26. Sergio Sanchez, Councilmember District 1
27. Gloria de la Rosa, Councilmember District 4
28. Antonio Campos, SUBA
29. Victor Mehia, SUBA (Facilitator)
30. Zach Stahl, The Weekly

### **Important Dates in History**

To get things started, the group participated in an activity intended to provide a historical context for our discussion and the day's activities. Participants were asked to add important developments and other relevant information to a timeline that covered a period from 1935 to November 18, 2006. Below is a list of the items that appeared on the timeline at the end of the activity.

- 1935 Alisal District Inaugurated
- 1964 Annexation of the Alisal Area
- 1964 Del Rey Beauty Salon opens for business on East Alisal Street
- 1974 Hebron Heights Center opens its doors to the community
- 1978-1979 Jesse G. Sanchez and the AUSD launch Bilingual Education
- 1980 CHISPA is founded in east Salinas
- 1980 Clinica de Salud en El Valle de Salinas
- 1985 Completion of CHISPA's Las Casas de Madera Co-Op
- 1985 A1 Auto Wrecking property acquired by CHISPA for redevelopment
- 1986 LULAC 2055 formed by Jesse G. Sanchez
- 1987 Establishment of the Sunset Avenue Redevelopment Project Area
- 1987 Alisal Business Committee formed
- 1988 Simon Salinas elected to City Council
- 1990 Telemundo becomes the second TV outlet for Latino Market
- 1992 Jesse G. Sanchez School named
- 1992 Deloris Scaife-Higgins elected to the Salinas City Council
- 1992 Completion of the La Paz office building project
- 1992 Lawsuit filed over District Elections
- 1993 Song Do Won Karate School Opened
- 1993 First-time Homebuyers opportunities in east Salinas
- 1992 Breadbox Gym opens as a community project
- 1992 Simon Salinas elected to serve as a County Supervisor
- 1994 Alisal Merchants Association formed

- 1994 Passage of Proposition 187
- 1995 CCCP opens
- 1996 Phase 1 of Streetscape on East Alisal Street
- 1997 Salinas Pawn opens for business
- 2001 Completion of Hebron Residencias, an affordable housing project
- 2002 Salinas United Business Association formed
- 2004 Salinas opened on Market Street; Closed on Alisal Street
- 2004 Start of the SUBA District Unit
- 2005 Completion of Sanborn Road Streetscape project
- 2006 Completion of Los Abuelitos Senior Housing Project on Market Street
- 11/18/2006 SUBA-Community Partnership Retreat

### Lessons Learned

Participants were also asked to reflect on past experiences and identify the lessons learned through previous work on community improvement projects in Salinas, particularly those in east Salinas. The lessons learned included:

- It's important for people to become involved; to become engaged in public and civic life.
- Certain circumstances and/or actions have resulted in east Salinas becoming a "special" needs area (e.g., densely populated areas).
- Lack of careful planning creates "special" needs areas.
- There have been turning points in our area.
- Turning points come as a result of community action.
- There are already assets and strengths [in our community] to build upon.
- Business working with community creates synergies that can be used to create positive change.

### Group Visioning Activity

The information contained in the balance of this summary was collected as part of a group visioning activity. Participants were provided with a scenario statement that sought to engage them in a process of piecing together information such that the result would serve as a snapshot of their vision for the Alisal Business District.

### A New Name

As a first step in the visioning process, participants were instructed to come up with a "working" name for the community they envisioned. Based on the discussion around the table, it was clear the group wanted to stay away from names that included words like "east" or "east side." Several alternatives were provided, but the group agreed the best choice was *The New Alisal of Salinas/El Nuevo Alisal de Salinas*. The group believed *The New Alisal of Salinas/El Nuevo Alisal de Salinas* reflected a clear statement of change, acknowledged the history and uniqueness of the area by referencing the Alisal tree, and placed the area firmly within the City of Salinas so as to reassure all audiences that we are indeed part of the City. The group agreed that *The New*

*Alisal of Salinas/El Nuevo Alisal de Salinas* was bigger than the Sunset Avenue Redevelopment Project Area, and, as a consequence, the vision should cover the entire area, not just the area within the existing Sunset Ave boundaries.

### **Who is us?**

Having come up with a name and geographic identity for *The New Alisal of Salinas/El Nuevo Alisal de Salinas*, the next step was to determine who was in our community. The question was: *Who is us?* Participants agreed that the area is made up of a diverse population – diverse in terms of socio-economic status, ethnic background, and so on. The list below contains the group's responses to the *Who is us?* question.

- We are a diverse community
- There are big fish and little fish
- There are new comers and veterans
- We are shoppers and consumers
- Some people in our community are vocal but not engaged in the process of creating change (maybe because they do not feel empowered)
- Our community thinks of itself as independent
- There is a perception within our community that some of us are wounded or have been treated like a step child
- Some are disenfranchised
- There is a perception within our community that we exist in a comfort zone and prefer not to leave our area
- We are a growing community
- There are homeowners and renters in our community
- There are businesses
- There are teachers and learners
- There are takers and producers
- There is a perceived lack of knowledge in our community

### **Impact Areas**

Participants were then asked to identify at least four parts of the community that we would need to impact or change in order to transform the existing area into *The New Alisal of Salinas/El Nuevo Alisal de Salinas*. The group identified the following four impact areas:

- Built Environments/Natural Environments;
- Local Economy/Local Businesses;
- People/Neighborhoods; and
- Policies, Systems, and Institutions.

**Piecing Together a Vision for The New Alisal of Salinas/El Nuevo Alisal de Salinas**

Having identified the impact areas, the group was then asked to list things they would expect to see in each area at the end of a ten-year community transformation initiative. Working as a group, the participants provided their input for the vision by writing their comments on large sheets of paper – one for each of the four impact areas. While most of the participants provided responses in the form of outcomes or results, some identified things they would expect to see along the way. Others provided input in the form of actions that would take place on the way to the vision.

Participants were asked: If we set out to build *The New Alisal of Salinas/El Nuevo Alisal de Salinas* in 10 years...

- What would we see?
- How would it sound?
- How would it feel?
- How would it act?
- How would we know it's the community we envision?
- What would make it special or unique?

What follows is the input participants provided for each of the four impact areas.

**Built Environments/Natural Environments**

- Safe for all people to walk
- Development with integration of green space
- Pretty buildings
- Safer streets
- Business corridors with residential
- Rename streets
- Complete the streets and connect and improve the sidewalks
- Improve curb appeal
- Landscaping and community gardens
- Improve lighting
- Bikeable
- Walkable community
- Mix-use (housing/retail/office) that creates a “place”
- Cultural centers
- Museum and centers for visual arts and performing arts
- Entertainment venues
- Farmers’ Markets
- Natural landscaping
- Space for everybody
- Parking facilities
- Emphasize attractive gateways

- In-fill development
- Open green spaces
- Heart of Salinas needs repairing
- Public transportation projects
- Development for night life, patio dining, etc.
- Development that attracts tourists and other consumer groups (e.g., scholars)
- Easily accessible recreation areas that promote good health habits
- Mexican/Chicano History Museum

**Local Economy/Local Businesses**

- Increased wealth
- Business development
- Job and work opportunities for everybody who wants to work and can
- Workplace safety
- Economic opportunity
- Increased profit margins
- Local ownership and investment
- New business incubator
- Business resource center (Technical Assistance)
- Marketing plan (Image/Public Relations)
- Utilize existing vacant building as cultural and resource centers
- Listing of assts and other market research
- Economic development partnership and MOUs
- Public transportation projects (e.g., trolleys)
- Establish enterprise zone
- Food-related and agricultural value-added businesses
- Higher paying jobs
- Eastside Hartnell Campus
- International marketing
- Non-profits are treated as businesses and bring money into community
- Parking facilities
- Diversification of merchandise
- Tourism
- Micro-business incubator
- Workforce skills
- Training for business management
- Expand on recruitment and training for all health care providers/workers
- No more rent-a-docs
- Expand boys and girls club in The New Alisal
- Recruit Silicon Valley to the Salinas Valley

**Policy, Systems, and Institutions**

- Progressive policies that emphasize human development
- Focused government resources
- State and Federal grants and programs for capital projects, police, code enforcement, and health and social resources
- Enterprise Zone Development
- Worksite organization wellness policies (e.g., smoke-free entry ways, healthy foods, and walking clubs)
- Business compliance (and support for achieving it)
- Mixed-use planning
- Revamp zoning
- Image
- More private money (and greater public match) for BIDs (i.e., SUBA)
- Design guidelines for developers and new businesses
- Business development center
- Housing policies and rules
- Police Department – community partnership, ambassadors, clean-safe teams, TAGG teams, encourage ownership
- Parking policies and enforcement
- Streamlined city/county processes for securing the permits and licenses needed to start or transition a business
- Pro Business Culture and economic opportunity across all city government agencies
- Commitment by City to act as a city that is prepared to do what is necessary to support revitalization efforts in all areas

**People/Neighborhoods**

- People walk
- Safety
- Cultural centers
- Museums for visual
- Centers for performing arts
- Entertainment venues
- No homeless people
- Immediate and local access to affordable basic commodities that will sustain a family
- Teen centers
- Tourism
- Safer and Walkable streets
- Family resources centers
- Customer loyalty
- Corner store and schools

- Taquerias
- Recreation centers
- More mixed-used development for housing and retail
- Healthy options
- Safety
- Redevelop the old Natividad Medical Center
- Access to training institutes and magnet schools leading to citizens prepared to support community needs

## **Vision Statement**

The vision statement below attempts to capture and synthesize the common elements appearing in each of the four impact areas.

*“The New Alisal is the jewel of the Salinas Valley, an economic powerhouse, and a thriving community where everyone is welcome.”*

We envision a place where expanded economic opportunities allow new and existing businesses to thrive and reach their full potential; where businesses, residents, and visitors are safe; where good-paying jobs and career opportunities are available for anyone willing and able to work; where everyone has access to affordable and comfortable housing; where people are informed, educated, and engaged in civic life; where people and the environments they live, work, and play in are healthier; where new development and redevelopment projects promote economic opportunity and revitalization; where the redevelopment planning and implementation process are informed by the community; where the built environment addresses the need for improved access to commerce, education, and entertainment in our community; where policies, systems, and institutions are responsive to the community’s changing needs and priorities; where business and the community work together to preserve local assets and resources; and where there is a measurable sense of pride of ownership among the members of a community that has been transformed.

## **Vision 2017**

In establishing such an ambitious vision for the area, participants understood that getting to *The New Alisal of Salinas/El Nuevo Alisal de Salinas* would take a lot of work, require a lot of resources, and depend on the firm commitment and full participation of key stakeholders. Moreover, the transformation of an entire area would not happen over night, so setting a reasonable timeline was identified as an important first step in the process.

The proposed Vision 2017 concept establishes a 10-year timeline for the work needed to achieve *The New Alisal of Salinas*. Vision 2017 is a community transformation initiative comprised of three 3-year strategic plans, each placing an emphasis on a particular set of elements pertaining to the vision. The initiative’s final year would be used to complete projects, evaluate the initiative, and prepare for a year-long celebration that would begin at the end of 2017. Part of the

preparation would involve a major marketing and promotional campaign intended to serve as an invitation to the world, to be a part of several major events throughout the year that would be used to unveil and welcome people from around the world into *The New Alisal of Salinas*.

### **It's Going to Take a Village**

Participants agreed that one group alone could not get us to *The New Alisal of Salinas/El Nuevo Alisal de Salinas*. As such, the Vision 2017 Steering Committee was formed.

The Steering Committee is made up of a diverse group of experts and community stakeholders, including:

- Alfred Diaz-Infante, CHISPA
- Keven Pederson, SUBA
- Dr. Ruben Pulido, Alisal Union School District
- Larry Dykes, SUBA
- Reverend Manuel Dorado, Templo Rosa de Saron
- Jeff Bryant, Resident and Community Advocate
- Carlos Ramos, Ramos Cordova Strategy Group
- Gloria de la Rosa, Councilmember District 4
- Richard Lopez, SDU Police Officer
- Jeff Lofton, SDU Police Officer
- Sergio Sanchez, Councilmember District 1
- Susan Stuart, Steps to a Healthier Salinas
- David Brown, SUBA
- Ramon Pedroza, La Campesina 107.9 FM
- Teresa Gomez, SUBA
- Dennis Donohue, Mayor of Salinas
- Maria Orozco, Redevelopment Agency
- Ernestina Godinez, Resident and Community Advocate
- Dr. Max Cuevas, Clinica de Salud
- Youth Leader/Advocate (Placeholder)
- County Official/Staff (Placeholder)
- Media Partner (Placeholder)
- Victor Mehia, SUBA

Although SUBA has taken the lead in bringing forth Vision 2017, the Steering Committee (of which SUBA is a member) will serve as the leadership team and be responsible for the planning and implementation of projects that are part of the Vision 2017 Initiative. Each participating organization remains accountable to its respective constituency for achieving that organization's objectives, but under the Vision 2017 Initiative, the Steering Committee is committed to working towards a common vision (*The New Alisal of Salinas*), achieving common goals, and being jointly accountable to a broader constituency – the businesses, residents, and visitors who collectively make up what we refer to throughout this document as *The Community*.

## **Next Steps**

The Steering Committee's first meeting has been set for Wednesday, December 13, 2006 at 5:30 p.m. The meeting will take place at the Alisal Union School District (1205 E. Market Street).

Among the Steering Committee's priorities are:

- Articulate Vision 2017's desired outcomes, objectives, and benchmarks/ milestones
  - Develop and/or refine Vision 2017's approaches and strategies
  - Prepare for the official launch of Vision 2017 set for January 2007
  - Recruit and form subcommittees for each of the four impact areas
  - Plan and implement Vision 2017 grant writing and fundraising activities
  - Create a master calendar
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## **Questions or Comments**

If you have any questions or comments, or if you find that something is missing from or inaccurate in this summary, please let us know. Send your feedback to Victor Mehia at [subadirector@sbcglobal.net](mailto:subadirector@sbcglobal.net).

## **Thank You**

On behalf of SUBA's Board of Directors and the Vision 2017 Steering Committee, thank you for being our partner in a movement to transform the "eastside" into *The New Alisal of Salinas / El Nuevo Alisal de Salinas*. Making the vision a reality wouldn't be possible without the support, commitment, and full participation of partners like you. You are the agents of change!