Crime Prevention Through Environmental Design on the East Alisal Street Business Corridor in Salinas, CA

August 2016

Monterey County Health Department
With Support from: Building Healthy Communities - East Salinas, East Salinas Youth Interns, and Raimi + Associates
# Table of Contents

Acknowledgments ........................................................................................................ iii

Introduction ................................................................................................................... 1
  Project Overview and Purpose ................................................................................. 1
  Crime Prevention Through Environmental Design (CPTED) ...................................... 2

Business Safety Survey ............................................................................................ 3
  Survey Methodology ............................................................................................... 3
  Survey Results .......................................................................................................... 5

East Alisal Street Existing Conditions ................................................................. 11
  Existing Conditions from Business Survey and Youth Observations ...................... 12
  1. Visibility and Lighting Existing Conditions ....................................................... 13
  2. Pride and Ownership Existing Conditions ......................................................... 14
  3. Maintenance Existing Conditions ....................................................................... 15
  4. Community Activities Existing Conditions ....................................................... 17
  5. Gathering Spaces Existing Conditions ............................................................... 18
  6. Promoting Appropriate Behavior ....................................................................... 19
  7. Healthy Neighborhoods and Land Uses ............................................................. 20
  8. Security ............................................................................................................... 21

CPTED Recommendations ...................................................................................... 22
  Opportunity Sites ................................................................................................... 23
  East Alisal Street CPTED Recommendations ........................................................ 31

Photo Credits ............................................................................................................. 34
Acknowledgments

Monterey County Health Department
Linda McGlone, STRYVE Youth Violence Prevention Program Coordinator
Jennifer Pantoja, Intern
Andrea Lopez, Intern

Building Healthy Communities - East Salinas
Jeanette Pantoja, Land Use Coordinator (former)
Isidro Cerda, Land Use Coordinator (current)
Andrea Manzo, Hub Manager
BHC Land Use Action Team Members

Raimi + Associates
Beth Altshuler, Senior Associate
Lucina Navarro, Community Health Planner
Stephanie Benzel, Planner/Designer

East Alisal Street Business Surveyors and Community Researchers
Building Healthy Communities – East Salinas Youth Interns
Miguel Alcala
Nancy Chavira
Carla Garcia
Gerardo Hernandez
Katelyn Jimenez
Mayra Elizabeth Nieto
Daisy Xitlaly Garcia Olivera
Sandra Olivera
Yasmin Sarai Marquez Sanchez
Mariluz Tejeda-Leon

Salinas City Council
Gloria de la Rosa, Council Member, District 4

Developed by STRYVE (Striving to Reduce Youth Violence Everywhere), with funds from the Centers for Disease Control and Prevention, award number 5 U81 CE 002072 – 05 to the Monterey County Health Department, Salinas CA, in 2016.
Project Overview and Purpose

The Monterey County Health Department (MCHD) was awarded a STRYVE grant from the federal Centers for Disease Control and Prevention (CDC) which seeks to prevent youth violence and improve community safety in the Alisal (also known as East Salinas). In January of 2016, the MCHD collaborated with a local coalition of community groups and residents called Building Healthy Communities – East Salinas (BHC) to identify how the STRYVE grant program could support the upcoming Alisal Neighborhood Vibrancy planning process.

Through previous community engagement efforts, community members frequently mentioned that the businesses along East Alisal Street are part of what makes East Salinas such a special and unique community. East Alisal Street is a major commercial corridor in the area where residents of all ages regularly shop and conduct business. Many of the businesses are small and locally owned, providing goods and services tailored to the primarily Mexican culture of the residents. Although East Alisal Street is a major economic generator for the City of Salinas, the corridor lacks the urban design and pedestrian amenities to match the high volume of pedestrians that pass through each day. Additionally, real and perceived safety and violence is a major concern for shoppers, pedestrians passing through, and business owners/employees alike.

The MCHD commissioned an East Alisal Street Business Safety Survey to understand the safety challenges and opportunities of East Alisal Street businesses. The MCHD partnered with BHC to conduct surveys with business owners and employees along the East Alisal Street business corridor. Additionally, the youth who helped conduct the in-person surveys collected additional information about the corridor through observations, mapping, and photos, which are presented in this report. The results from both the survey and neighborhood observations informed the recommendation actions at the end of this document.

The purpose of this project was to document the crime and safety challenges on this major commercial corridor and provide a set of recommended solutions related to the implementation of the well-respected Crime Prevention through Environmental Design (CPTED) principles. The City of Salinas, community groups, and the business community, including Salinas United Businesses Association (SUBA) can utilize these recommendations for the Alisal Vibrancy Plan and other initiatives.

This report contains a summary of the business survey results and key findings, youth observations of East Alisal Street (organized by CPTED principle), a description of youth identified opportunity sites along the corridor, and area wide recommendations.

Neighborhood Crime, Violence, & Public Health

Violent and property crime have health, economic, and emotional impacts on victims and their families. But crime and violence can also have a broad impact on the community at large. Public health professionals see community crime and violence as a public health issue since it can cause injury or death to the victims and psychological distress to the perpetrators, victims, witnesses, and people who live or work in high crime areas. Additionally, community violence and fear of crime/violence can modify people's behaviors. For example, someone scared of crime may choose to drive instead of walk to run errands or they might prefer their children to play inside instead of visiting the neighborhood park. Urban planners and economic development professionals are also looking for ways to prevent crime and violence, especially along commercial corridors where retail businesses benefit from having high foot traffic.

We acknowledge that crime and violence have deep societal and economic root causes. Looking at community design is one piece of solving a larger puzzle. The Monterey County Health Department is committed to future collaborations with community based organizations (such as Building Healthy Communities – East Salinas), the City of Salinas, and the business community to address these larger root causes.
Crime Prevention Through Environmental Design (CPTED)

What is CPTED?
Both the public health and urban planning professions see “Crime Prevention Through Environmental Design” (CPTED) as a promising practice to improve the perceived and actual safety of an area. CPTED is a multi-disciplinary approach that uses environmental design to deter criminal behavior. CPTED strategies seek to shape the built, social, and administrative environment to influence offender decisions that precede criminal acts. It is pronounced “sep-ted”. Various organizations, scholars, and practitioners have published multiple versions of the CPTED principles. For the purposes of this study and report, we have written the following CPTED principles that specifically apply to a commercial corridor.

CPTED Principles

1. Visibility and Lighting
The design and placement of physical features (both inside and outside) to eliminate hiding places and improve sightlines can increase perceived and actual visibility for pedestrians and people inside businesses. Key strategies include increasing lighting of doors, windows, walkways, gathering areas, roadways, and structures, creating clear sightlines, and having unobstructed windows, all to increase eyes on the street.

2. Pride and Ownership
Commercial streets that have consistent and attractive business façades and signs, neighborhood banners on streetlights, colorful murals, and wayfinding signage all signal pride and ownership. Areas that look well-respected tend to be better respected by visitors.

3. Maintenance
Maintenance includes the repair, replacement, and general upkeep of a space, building, or area. Key strategies include maintaining landscaping, removing trash and weeds, promptly painting over graffiti, and maintaining building exteriors (e.g., chipped paint, broken doors and windows, etc.).

4. Community Activities
Thoughtful planning, placement, and production of safe community activities can increase the number of people using a space, thereby enhancing visibility, social comfort, and safety. Activities that build social capital create networks that residents can draw upon to solve common problems and foster civic engagement. Individuals and/or community groups can organize projects such as community gardens and neighborhood clean-ups or sidewalk and street-level activities such as markets, fairs, and festivals in key community areas.

5. Gathering Spaces
When there are attractive public spaces for people to gather, it creates visibility, builds social capital and trust, and puts more “eyes on the street”. When community members are out in public, it is harder for people to commit crimes without someone else seeing or stopping them. Key strategies include creating public community rooms or event spaces, and public outdoor gathering spaces such as plazas, amphitheaters, parklettes, or sidewalk seating.

6. Promoting Appropriate Behavior
Safety research shows that it is important to send messages about how a space should be used. Strategies to promote appropriate behavior, such as posting signs that positively reinforce keeping the area clean and organizing neighborhood walking clubs, are useful models. Improving the community-police relationship through community policing and fair and consistent consequences for violations can help foster safe, orderly, and predictable behaviors. Finally, businesses can collaborate, either informally or through an association, to collectively promote positive behavior.

7. Healthy Neighborhoods and Land Uses
Factors that create a healthy neighborhood include stores and restaurants that sell/serve healthy food, green space and parks, a pleasant and safe environment for pedestrians, and quality mixed-income housing to ensure there are people around during the day and night.

Healthy land uses include a balanced distribution, location, and amount of land for various uses. By increasing the presence of positive land uses in the neighborhood, there are less opportunities for crime and violence. Vacant and underutilized land can negatively impact the feeling of safety in an area.

Some positive strategies include activating vacant land, restricting uses that attract crime and violence, training local planners and architects in CPTED, and incorporating CPTED principles into planning processes.

8. Security
Cities and business owners can be proactive in creating public and private spaces that discourage or are resistant to criminal activity. Some security strategies include the reinforcement of windows and doors and installing alarms, locks, and cameras/videos. Additionally, instead of having security guards, many business districts create ambassador programs where staffers assist pedestrians, keep the area clean, and are on the lookout for suspicious behavior.
The 21 question survey instrument was created both in English and Spanish with the help of staff from Raimi + Associates, the BHC Hub, the Monterey County Health Department, members of the BHC Land Use Action Team, and 10 BHC youth interns. Staff from BHC and the MCHD presented the draft survey at a SUBA meeting to get feedback and to encourage members to participate and spread the word. The project team tested the final survey instrument with a local business owner in Spanish and in English.

The project team trained the 10 youth interns in general CPTED concepts, survey administration best practices, and etiquette. A terminology list was created in English and Spanish to support the youth in answering any questions from survey respondents. Since the survey was an opportunity to provide resources to local businesses, the project team prepared an educational CPTED fact sheet to hand out to businesses (whether or not they agreed to fill out the survey). The hard copy survey was administered in person during the last two weeks of March 2016 by BHC interns with supervision and support by BHC and Raimi + Associates staff. Salinas City Council Member Gloria de la Rosa also helped collect some surveys.

The survey team walked along East Alisal Street between Kern Street and Sanborn Road and stopped in every business to invite the owner or most senior employee present to take the survey. If no one present had time to fill out the survey, surveyors would schedule a time to come back. Surveyors also provided also businesses with a flyer about the survey that included a link to the online version. No one completed the survey online.

Surveyors administered the survey verbally, referring to photos and the CPTED fact sheet when applicable. In a few cases, the survey respondents requested surveyors to leave a copy of the survey and pick it up once they had time to complete it.

It is important to note that just before the survey period, the City dismantled a homeless encampment in an adjacent neighborhood. Many of the displaced homeless residents relocated onto the East Alisal Street business corridor. We believe that this may have influenced some of the survey participants’ responses.

Who Responded to the Survey?
A total of 43 businesses completed the survey. They were geographically well-distributed along the corridor.

<table>
<thead>
<tr>
<th>Block Along East Alisal Street</th>
<th>From</th>
<th>To</th>
<th>Surveys Collected</th>
</tr>
</thead>
<tbody>
<tr>
<td>400 block</td>
<td>Kern St</td>
<td>Maderia Ave</td>
<td>9</td>
</tr>
<tr>
<td>500 block</td>
<td>Maderia Ave</td>
<td>Wood St</td>
<td>12</td>
</tr>
<tr>
<td>600 block</td>
<td>Wood St</td>
<td>Hebbron Ave</td>
<td>6</td>
</tr>
<tr>
<td>700 block</td>
<td>Hebbron Ave</td>
<td>Filice St</td>
<td>2</td>
</tr>
<tr>
<td>800 block</td>
<td>Filice St</td>
<td>Holaday Ave</td>
<td>10</td>
</tr>
<tr>
<td>900 block</td>
<td>Holaday Ave</td>
<td>Sanborn Rd</td>
<td>2</td>
</tr>
<tr>
<td>No Address</td>
<td>-</td>
<td>-</td>
<td>2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td><strong>43</strong></td>
</tr>
</tbody>
</table>
PRINCIPLES OF Crime Prevention Through Environmental Design (CPTED)

WHAT IS CPTED?
Crime Prevention through Environmental Design (CPTED) is defined as the proper design and effective use of the built environment to reduce crime, disorder and the fear associated with crime.

CPTED in EAST SALINAS

REAL LIFE EXAMPLES (CONTINUED)

BEFORE AFTER
Community Art

BEFORE AFTER
Community Art

BEFORE AFTER
Repurposed Phonebooth

BEFORE AFTER
Community Garden

BEFORE AFTER
Outdoor Seating

for more information please contact:
Jeanette Pantoja, Land Use Project Coordinator | Building Healthy Communities | (831) 727-4384 | jeanettebhc@actioncouncil.org
Survey Results

**Top Concerns of East Alisal Businesses**

Many merchants expressed that violent crime was a problem on their block and half of respondents have been a victim of theft at their place of business. Based on the survey responses, respondents had strong agreement on the following items:

- Respondents did not feel safe in unlit areas along the corridor. They believed that adding pedestrian-scaled lighting along sidewalks and outside of businesses could make the area feel safer.

- Many respondents did not understand the City of Salinas regulations limiting excess signage/advertisements on store windows. The excessive window signage decreases visibility into and out of the business.

- Businesses were supportive of additional community events happening on East Alisal Street to improve safety.

- Numerous respondents were supportive of businesses, the City, or a business association installing additional outdoor seating (tables and chairs or just seating) in front of their business or on their business block to put more “eyes on the street.”

- About 80% of respondents support seeing more murals painted along the corridor to express pride in the community’s culture and discourage graffiti.

“Let’s all get united and be on the same boat! Once a week we could all clean our streets and help our neighbors do the same. Let’s paint our buildings nice light colors. If we work together, we can do this as a united town.”

- Survey Participant
Survey Results

1. Role of person answering survey (optional):

- Forty-two percent (42%) of survey respondents were the owners of the business.
- Seventy percent (70%) of respondents were senior level (including owners, managers, or assistant managers).
- Those who responded “other” listed their positions as: agent, butcher, cook, master technician, worker, and radio host.

2. Are you or is the business owner a member of any business organizations?

- Even though all the businesses along Alisal pay SUBA fees, less than half (45%) of the respondents identified as members of the Salinas United Business Association (SUBA).
- Forty-two percent (42%) of respondents identified as non-sure of their business memberships, while three percent (3%) are members of the Comite Cultural (3%) and nine percent (9%) are members of an unlisted group.

3. Please mark whether your store has ever been a victim of...

- About half (48%) of the respondents have been a victim of theft and forty-two percent (42%) have been a victim of vandalism.
- Eighteen percent (18%) of respondents have had a customer assaulted at the business and twenty-two percent (22%) have had an employee assaulted at the business.

4. What makes you feel safe here? (Mark all that apply)

- Seventy-three percent (73%) of the respondents feel safe where there are well-lit streets in Alisal and elsewhere.
- Sixty-eight percent (68%) of the respondents indicated that police presence makes them feel safe.
- The people who answered “other” said that security cameras, doors, and God make them feel safe.
5. What makes you feel unsafe here? (Mark all that apply)

- Visual/line of sight obstructions (tall wall, tree, or parked car that blocks view) 33%
- Groups of people 14%
- Vandalized property 60%
- Trash 57%
- Graffiti 56%
- Advertisements/signs covering windows 33%
- Lack of people around 36%
- Unlit areas 71%

6. Has fear of crime caused you to...

- Limit the hours of operation or the times of day you work? 67%
- Keep a weapon at your business for self-protection? 87%
- Install a security system/alarm? 23%
- Install protective devices such as bars on the windows, buzzers on windows and/or doors? 35%

7. Please indicate how strongly you agree or disagree with the following statements about your business’ block.

- Violent crime is a problem on my block 67%
- Graffiti is a problem on my block 46%
- Vandalism is a problem on my block 53%
- Abandoned or boarded-up businesses are a problem on my block 68%
- Vacant lots are a problem on my block 68%
- Dirty or unkempt storefronts are a problem on my block 54%

8. Where should the City or businesses install additional street lighting?

- Along sidewalks for pedestrians 84%
- Outside business 77%
- Along alleyways 65%
- Other 36%

- The majority of respondents identified unlit areas as the top reason for feeling unsafe.
- Nearly one in three respondents (31%) have limited their hours of operation due to fear of crime.
- Seventy-two percent (72%) of respondents indicated that they have installed a security system/alarm due to fear of crime in the area.
- Sixty-two percent (62%) installed protective devices such as bars on the windows, buzzers on windows and/or doors.

- The majority of respondents indicated that vandalized property (60%), trash (57%), and graffiti (55%) were additional top concerns that make them feel unsafe.
- The majority of respondents (71%) identified unlit areas as the top reason for feeling unsafe.
- More than half of respondents indicated that vandalized property (60%), trash (57%), and graffiti (55%) were additional top concerns.
- Sixty-two percent installed protective devices such as bars on the windows, buzzers on windows and/or doors.
- The majority of respondents (71%) identified unlit areas as the top reason for feeling unsafe.
9. How should the City or businesses respond to graffiti along the Alisal?

- Merchants were split on their preferred response to graffiti; 53% felt that the City should paint over graffiti and 45% thought a mural or other decoration would be the best response

10. Windows covered by inventory, signs, and advertisements...

- Half of respondents (50%) felt that having many signs on their windows was helpful for their businesses
- About one in three respondents (32%) believe that signs prohibit pedestrians from seeing into the store
- Slightly less than half of respondents (46%) indicated that sign covered windows contributes to a lack of safety

11. Did you know that the City’s Code of Ordinances states: “The following signs are prohibited: Window signs that exceed 25% of the visible window glass panel area of a window?” (Article V. - Supplemental Regulations Applying to All Districts. Division 3. - Signs. Sec. 37-50.590. - Prohibited signs.

- The majority of respondents (59%) did not know about the 25% maximum window coverage City's Code of Ordinance

12. Do you view an increase of community events as an asset or a way to improve safety?

- The majority of respondents (74%) indicated that they view an increase of community events as an asset or a way to improve safety
13. Do you feel like community events benefit your business? (See picture)

- The majority of respondents (63%) feel that community events benefit their businesses

14. How supportive are you of this type of change in the Alisal at or near your business?

14a. A mural painted on the side of your business.

- Most respondents support the idea of more murals along the Alisal corridor (80%) including 41% of respondents open to a mural on their business’ wall (29% of respondents would need financial support from the City) and 29% would create a mural without financial support.
- Thirty-nine percent (39%) support murals on the block, but at other businesses

14b. Creating outdoor seating areas in front of businesses

- Seventy one percent of respondents support outdoor seating in front of businesses
- Eighteen percent (18%) would make this improvement on their own, while 28% would make this improvement with City financial support.
- One in four respondents support more outdoor seating, but not in front of their own businesses

14c. Neighborhood banners or signage

- Seventy-eight percent of respondents support some type of neighborhood banners or signage for the East Alisal corridor
- No, I do not support this improvement, 30%
- Yes, but not at my business, 25%
- Yes, but would need financial support from the City, 28%
- Yes, we would make this improvement at our business, 18%
- Yes, we would make this improvement at our business, 12%
15. Do you support the following uses on empty lots/underutilized areas?

- Twenty percent (20%) of respondents want the booths completely removed 28% of respondents do not support re-purposing booths.
- More than half of the respondents (53%) would like to see this improvement - either re-purposing the telephone booths on their own (13%); re-purposing, but with outside financial assistance (20%); or elsewhere in the area, but not at their business (20%)

16. Would you or a business colleague be interested in attending a training to learn how to apply safety/CPTED principles to your own business?

- More than half of the respondents (54%) would like to participate in a CPTED training.
- Of those who responded yes, 48% would like the training scheduled in the morning and 43% in the evening.

17. How can we create a healthier and more vibrant Alisal corridor?

(Comments are summarized)

- **Safety:** More police presence, better lighting.
- **Social cohesion:** More cultural community events, fun programs, soccer clubs, parks, opportunities to engage with one another.
- **Social problems:** Invest more resources to end homelessness and prostitution in the area.
- **Public space:** Clean and widen sidewalks, install more trash cans, pick up litter, plant more street trees.
- **Businesses:** Improve facades (get rid of temporary signs), have a designated space for food trucks with seating and trashcans.
East Alisal Street Existing Conditions

The following section of the report presents the maps and photos of East Alisal Street existing conditions organized by CPTED principle. The information in these sections comes from detailed answers in the business survey and youth observations. After surveying businesses, BHC youth interns walked along the business corridor and noted their observations of the area related to the CPTED principles. They noted specific locations on paper maps (see the two maps on this page) that needed improvement and could potentially pose a threat to real or perceived safety. The youth also took photographs to document these locations.

1. Visibility and Lighting
2. Pride and Ownership
3. Maintenance
4. Community Activities
5. Gathering Space
6. Promoting Appropriate Behavior
7. Healthy Neighborhoods and Land Uses
8. Security
Existing Conditions from Business Survey and Youth Observations
1. Visibility and Lighting Existing Conditions

Sidewalk Street Lighting
While E. Alisal St. does have street lights for cars, it lacks pedestrian-scaled lighting for sidewalks. For example, business survey respondents identified Griffin St., King St., and Pearl St. as unsafe streets due to lack of lighting at night. Additionally, back alleys and some storefronts are dark at night and make people feel unsafe. The map above shows areas that the survey respondents and youth interns identified as lacking sufficient lighting at night.

Hiding Places
Youth identified two locations along E. Alisal St. with overgrown landscaping, which creates easy hiding places for people seeking to commit a street crime, hiding weapons, or a place to litter. The first is in front of the Corner Market store at East Alisal Street and Madeira Avenue. The second is on the corner of E. Alisal St. and Wood St.

Storefront Window Visibility
Signage on the windows can prevent employees from looking out and pedestrians or police officers from looking into the store. Many businesses along E. Alisal St. have signs that cover more than 25% of their street-facing windows, which violates the Salinas city code. Fifty-nine percent of the survey participants indicated they were not aware about the City of Salinas’ Code of Ordinances (Article V. - Supplemental Regulations Applying to All Districts. Division 3. - Signs. Sec. 37-50.590) which states: “The following signs are prohibited: Window signs that exceed 25% of the visible window glass panel area of a window”. Half of survey participants (50%) indicated that having signs on their windows was helpful for attracting customers, however some of those same respondents and others (46% of all respondents) indicated that covering up their windows contributes to a lack of safety. This shows that it is important to develop a plan that helps businesses keep their signs in a way that does not completely cover their visibility, while ensuring their businesses remain viable.
2. Pride and Ownership Existing Conditions

**Murals**
Compared to blank walls, murals are less likely to be vandalized by graffiti and can also enhance the neighborhood's identity. Numerous murals along E. Alisal St. highlight the culture of the Alisal community. Some of the corridors existing murals require restoration due to their old age. According to business survey results, most respondents (80%) support the idea of more murals along E. Alisal St.

**Landscaping**
Public landscaping along sidewalks, as well as on private property in front of businesses, can enhance the overall appearance of an area. For example, the KFC at Hebron Ave. and E. Alisal St. has an attractive front yard that enhances the overall feel of the immediate area. Regarding public greenery, the corridor has very few, inconsistent street trees. While the City and neighborhood business association installed some street trees and sidewalk planters, many of them are either empty, poorly cared for, or are a magnet for litter. While conversing with business owners during the survey process, we learned that some businesses planted plants in empty public planters, however city code enforcement removed them since they were not the “correct” type of plant.

**Neighborhood and Business Signs**
Business signs, awnings, colorful exterior paint, and other façade treatments can help create an identity for an area, especially when multiple neighboring businesses have a complementary aesthetic. The majority of blocks on E. Alisal St. do not have a consistent style or interesting storefront signs. Below are examples of a few nice spots along the corridor. Neighborhood or shopping district signs can also be a nice addition to the area, however E. Alisal St. does not have any signs “branding” the neighborhood.

**Wayfinding Signage**
Wayfinding signage informs visitors about landmarks and destinations and provides information to help people orient themselves and navigate to various destinations (distance and direction). Signs can also include maps and directories. E. Alisal St. lacks any wayfinding information system to help visitors navigate the 300+ businesses along the corridor. A few of the “plazas” and “mercados” or strip malls have a sign at the entrance such as “la Plazita” and the “Indoor Swap Meet”.

![Mural at the WIC office](image1)
![Mural at 504 E. Alisal St.](image2)
![KFC on E. Alisal St and Hebron Ave.](image3)
![Boutiques between N. Wood and Pearl St.](image4)
![La Plazita between N. Wood St. and Madeira Ave.](image5)
3. Maintenance Existing Conditions

**Graffiti and Vandalism**
Graffiti and vandalism are perceived as a social disorder problem that makes people feel unsafe. Forty-six percent of survey respondents said graffiti was a problem on the block where their business is located. Business owners try hard to keep up with graffiti removal, however it is not always sustainable. Forty-five percent of respondents thought a mural or other decoration would be the best way to cover graffiti.

**Litter and Weeds**
Fifty-seven percent of respondents said that litter makes them feel unsafe since it sends a signal that the area is not cared for. The street trashcans are overflowing with garbage. There are not enough sidewalk trashcans and pedestrians throw their trash in the street planters. Weeds are also a problem, especially around sidewalk trees and in vacant lots.
3. Maintenance Existing Conditions (continued)

Unmaintained Public and Private Property

Physical maintenance involves the repair, replacement, and general upkeep of a space so that it can be used as intended. All of the telephone booths on E. Alisal St. are vandalized and dirty. The phone booth at Los Arcos Restaurant is the only functioning one along the street. Many no longer even have a telephone receiver. Survey respondents were supportive of repurposing the phone booths into public art or removing them. The entity responsible for removing the phone booths should be identified. The sidewalks have severe cracks that pose a safety problem to the many families walking the street each day. Like litter and graffiti, broken windows are another signal that an area is not well cared for. They make people feel unsafe, discourage upkeep at surrounding properties, and are highly correlated with criminal behavior.
4. Community Activities Existing Conditions

Community Events
Community events bring more people to an area and their “eyes on the street” provide informal surveillance of the urban environment. People tend to feel safer moving through the streets or gathering in a space when other people are present. Ciclovía and El Grito, the two main events that happen annually on East Alisal Street, bring thousands of people out onto the street. During both events, Alisal Street is open to pedestrians and the street is activated with music, art, food, and fun activities. Almost half (49%) of the survey participants said seeing more human presence makes them feel safer. Additionally, these types of events help bring new customers to the area. The majority of respondents (63%) think community events benefit their businesses beyond the day of the event by creating a more positive perception of the area.

Farmers’ Market
The Alisal Certified Farmers’ Market occurs every Tuesday next to the Monterey County Women, Infants, and Children (WIC) office on E. Alisal St. Because this farmers’ market is weekly, it provides a consistent activity to foster neighbor interaction and connection. Additionally, it provides an affordable source of healthy, local, and culturally relevant fresh foods.

Ciclovía Salinas event on E. Alisal St., October 2015
Farmers’ market customers
5. Gathering Spaces Existing Conditions

Urban Design that Encourages Interaction

Urban design is the coordination of buildings, public space, streets, transport, and landscaping. When cities have clear urban design standards in place, each neighborhood or corridor’s personality and culture can shine through. The bench in the photo was placed facing the stores (instead of the street) to encourage interaction with pedestrians and shop keepers. While E. Alisal St. does not have any plazas, the design of the plaza would influence how community members use the space.

Outdoor Seating and Meeting Places

Meeting places in a neighborhood can increase interaction among residents and build stronger neighborhood bonds. Currently, there are limited formal and informal indoor and outdoor gathering/meeting spaces along E. Alisal St. Some areas of the corridor discourage people from interacting due to narrow sidewalks, limited seating areas and lighting, and speeding car traffic.

There are many benches along E. Alisal St. that are underutilized. While the concrete benches have an attractive design, the light color is filthy and some have been vandalized, making them unappealing to the community. Cleaning the benches would encourage people to use them.

A few well-loved food trucks park along E. Alisal St. each day in the same place. While food trucks are not designed to provide seating for customers, many patrons do enjoy their meal on the sidewalk, even at night with limited lighting. Some cities have converted vacant lots into food truck parks. Parks provide seating (and sometimes other amenities like music or portable restrooms), and numerous food trucks set up to serve patrons all in one centralized location. More than half (58%) of business survey participants were “very supportive” of installing a food truck park. Before any action is taken, much more engagement would have to be done with food truck owners and local brick and mortar restaurant owners.
6. Promoting Appropriate Behavior

Environmental Cues
Environmental cues and social norms can show visitors how a space should be used and conversely, resident behavior and proper use of public spaces can signal norms to others. Signage, maintenance, and residents actions all send a message about expectations for behavior. A business’ entrance can promote appropriate behavior with a well maintained path and carefully landscaped border. These improvements send a message that littering and cutting across a landscaped area is inappropriate. Additionally, environmental cues like posted rules or other signs can be more explicit about preferred and expected behavior. East Alisal St. does not have many signs that remind people of the expectations required to keep the corridor safe and thriving. One type of educational signage we found was that street trash and recycling receptacles have signs in English, Spanish, and images that explain what items belong in each bin.

Community Policing
Community policing is focused on police building ties and working closely with community members to improve safety. Sixty-eight percent of the respondents indicated that police presence makes them feel safe. The businesses currently feel “under-policing”, while many other residents feel “over-policing”. This contradiction implies that the Alisal community at large would benefit from a shift in how the Police Department operates.
7. Healthy Neighborhoods and Land Uses

Vacant and Underutilized Lots and Abandoned Buildings
Vacant lots and abandoned buildings that attract unwanted activity are unattractive. Research studies have shown that crime is higher in areas with vacant lots and buildings. While E. Alisal St. has only a few vacant lots, there are numerous underutilized lots with large parking lots or empty land. There are many opportunities for activating vacant lots with temporary or pop-up uses that can be an asset to families in the area. Turning a vacant lot into a permanent or pop-up park can activate spaces that make people feel unsafe. Almost four out of five (79%) survey respondents were very supportive of installing mini-parks on empty lots.

Positive Land Uses
A healthy, safe, and complete community offers residents a mix of goods and services within walking distance to their homes. The Alisal community has a very limited housing stock, and often, multiple families share a single unit. Converting single family homes to multi-family buildings that can accommodate the multiple families already living there would be a good long term goal. Healthy neighborhoods should also have nice green spaces that can encourage physical activity and bring more people to an area. Currently, there are very few green spaces along E. Alisal St. (La Paz Park) and limited and inconsistent street trees. E. Alisal St. does an excellent job at providing a mix of retail that serves daily needs, from clothing to sporting equipment to laundry. Finally, the area also contains a number of critical social services, such as the County’s Women Infants and Children (WIC) office, which provides healthy food and support to expecting and new mothers and their children.

Food Stores, Alcohol Retail, and Restaurants
Unhealthy food stores and restaurants are very common along E. Alisal St. Fast food establishments are very prevalent and community members would like to see healthier, sit down options. There are only a few full service grocery stores and a fruit truck that sell fresh fruits and vegetables on the side of the road. Studies have found that areas with high densities of liquor stores have higher actual violence crime and lower perceived safety. The corridor also has numerous convenience stores that sell unhealthy food and alcohol and two liquor stores. For instance, one of the alcohol outlets has been robbed several times.

Walkability and Bikability
On any given day, E. Alisal St. is bustling with pedestrians. It is very common to see mothers pushing strollers and walking their older children to school while sharing the sidewalks with bicyclists. Most sidewalks are not wide enough to accommodate a family and bicyclists do not feel safe riding in the street. Improved sidewalks and bicycle lanes could help encourage greater use of the corridor. Additionally, many intersections do not have clear signals or designated crossings for pedestrians – these improvements could help prevent collisions.
8. Security

Security Guards or Ambassador Program
Having security guards that walk the streets and have friendly conversations with people to understand their needs and work towards developing relationships and build trust can improve the overall safety of an area. Forty-six percent of survey respondents said security guards would make them feel safer. Instead of having security guards, many business districts create ambassador programs where staffers assist pedestrians, pick up litter, paint over graffiti, maintain public landscaping, and are on the lookout for suspicious behavior. The Alisal does not currently have such a program.

Locks/Alarms
Locks and alarms can help people feel safe in their homes or businesses. In fact, 72% of survey respondents indicated that they have installed a security system/alarm at their business due to fear of crime. Sixty-two percent installed protective devices such as bars or buzzers on windows and/or doors.

Video Surveillance
Closed circuit television (CCTV), also known as video surveillance, can improve safety and security for customers, employees and business owners. The percent of businesses that have video surveillance along E. Alisal St. is unknown, however the footage can help law enforcement in solve crimes when they do occur.

Business Associations
While all the businesses on Alisal are in SUBA (the local business association’s) area, only 45% of respondents identified as a member of SUBA. If businesses could organize through SUBA or some other venue, they could increase the amount of trust and coordination among all the businesses to prevent crime and violence along E. Alisal St.
CPTED Recommendations

This section contains two sections – “Opportunity Sites” and “East Alisal Street CPTED Recommendations”. While surveying and taking stock of the area’s CPTED existing conditions, the youth interns identified seven vacant or underutilized “Opportunity Sites”. The “Opportunity Sites” section includes information about each site and potential short- and long-term improvements that could enhance the safety and overall quality of life along the corridor. For each site we present photos and a map of the location, information about the site, and photos of the potential improvements. Some potential improvements were suggested by the youth interns, while others were suggested by our project team based on the surrounding uses and existing land use and zoning designations of the site.

The land use map shows that the parcels along E. Alisal St. are red (retail) and light pink (office). The entire E. Alisal St. corridor is zoned “Commercial Retail (CR) District”. It is worth noting that the City of Salinas Zoning Code, Division 3. - Commercial (C) Districts, Sec. 37-30.190 states that one of the purposes of commercial districts is to “promote vital and safe commercial areas through the incorporation of crime prevention through environmental design (CPTED) features in building and site design.” The commercial retail (CR) district allows a wide range of retail stores, restaurants, hotels and motels, commercial recreation, personal services, business services, offices, financial services, mixed use residential, and/or limited residential uses. CR parcels can develop “in accordance with the R-H-1.8 district development regulations and design standards to a maximum of twenty-four dwelling units per net acre without a density bonus...and a maximum commercial floor area ratio (FAR) of 0.40 plus ten dwelling units per net acre without density bonus shall be permitted.”

The entire study area for this project is also part of the City’s “Focused Growth Overlay Area 5: East Alisal Street/East Market Street”. According to the City’s ordinance, “the purpose of the focused growth overlay district regulations is to focus growth at high potential, under-utilized sites (“focused growth overlay areas”) within Salinas by providing standards that will enhance the city and its neighborhoods and create incentives for mixed use neighborhoods that are active, pedestrian-friendly, safe, and welcoming”. While it’s important to understand the development potential of the opportunity sites along East Alisal Street, it is equally important to reaffirm that any future development in the community should expand affordable housing and improve the quality of life of the people that have made this community such a vibrant commercial corridor. Together they form a symbiotic relationship that needs to be recognized and nurtured so that the future prosperity of the East Alisal Street commercial corridor also benefits the greater community.

The second section, “East Alisal Street CPTED Recommendations” lists policy and action recommendations that apply to the entire East Alisal Street corridor. These recommendations are organized by CPTED principle and may be implemented by the City, business associations, community based organizations, and individual residents and businesses.
Opportunity Sites

EAST ALISAL STREET OPPORTUNITY SITES

1. HYW 101 overpass at E. ALISAL ST. between KERN ST. & GRIFFIN ST.
2. 515, 521 & 523 EAST ALISAL STREET
3. 554 E. ALISAL ST.
4. Behind north side of EAST ALISAL ST. between WOOD ST. & PEARL ST.
5. 710 E. ALISAL ST.
6. N. FILICE ST. between E. ALISAL ST. & EAST ST.
7. 917, 919, & 921 EAST ALISAL ST.

Vacant/Undeveloped Opportunity Site
Developed Opportunity Site
This site is the Highway 101 overpass crossing E. Alisal St. between Kern and Griffin Streets. Although there are some existing murals under the walls of the overpass, as drivers and pedestrians approach the underpass, they see stark blank concrete. The space on both sides of the overpass could create a gateway welcoming people to the Alisal. Colorful murals or three dimensional signage or art could liven up the block.
OPPORTUNITY SITE: 515, 521 & 523 EAST ALISAL STREET

515, 521 & 523 E. Alisal St. (parcel 004041064000) has a total area of 0.86 acres or 37,000 square feet. The dark orange area is currently used for customer parking, but is underutilized (especially 523 E. Alisal St. pictured on left). Pop-up events and activities can activate the site by using movable furniture, art, and games for people to enjoy. In the long term, the entire parcel (light and dark orange) could be redeveloped up to 20 multi-family housing units or a mixed-use building with ground floor retail and fewer residential units above.

existing

about

opportunity for temporary pop-up seating

opportunity for long term mixed-use or multi-family building
This site consists of two parcels totaling in 0.21 acres or 9,200 square feet; 448 E. Alisal St. is 0.09 acres or 4,000 square feet and 9 Smith St. is 0.12 acres or 5,200 square feet. The 99 Cents Store is currently on the light orange portion of the site and the darker orange area is an underutilized customer parking lot. To temporarily activate a portion of the parking lot, outdoor seating could be installed for employees and customers of the food truck at E. Alisal St. and Smith St. In the longer term, this site could be redeveloped as a community commercial kitchen to incubate small scale food businesses.
OPPORTUNITY SITE: PARCELS BETWEEN WOOD & PEARL STREETS

about

This site is a mix of 10 partially developed parcels along E. Alisal St. between Wood St. and Pearl St. currently zoned Commercial Retail (CR). The undeveloped area (darker orange) is 1.4 acres or 62,000 square feet and the total area (dark and light orange) is approximately 3.1 acres or 135,700 square feet. The undeveloped area could become a pop-up park connecting to La Paz Park across the street. In the longer term the vacant land (dark orange) could become up to 34 units of multi-family housing or the entire 10 parcels could be redeveloped into a multi building mixed use site.

opportunity for temporary pop-up park

opportunity for multi family housing or mixed-use development
710 E. Alisal St. (parcel 004063030000) is a very narrow and long vacant lot between Payless Shoes and the Goodwill store. The total area of this site is 0.41 acres or 17,700 square feet. The site connects to a back alley, which allows an opportunity for temporary pop-up events, such as an alley gallery that showcases work by local artists. In front of Payless, Goodwill, and the 710 site is off street parking. The frontage of the properties should be reclaimed and parking can occur on the street or in the back of the businesses. In the long term, this site could be redeveloped to have a two- or three-story building with a restaurant on the ground floor and office space above.
OPPORTUNITY SITE: NORTH FELICE STREET & EAST STREET

existing

about

North of E. Alisal St., North Felice St. runs for half a block, stops at a dead end and then continues on past East St. On North Felice St. between E. Alisal and East St. is a small area that is not functional and not well maintained. It has weeds growing out of the concrete and a lot of litter. Installing a small seating area with activities and planters could create a nice space to relax and connect with others.

opportunity for public seating area
OPPORTUNITY SITE: 917, 919, & 921 EAST ALISAL STREET

917, 919, and 921 E. Alisal St. (parcel 004103002000) has a single story building with a beauty salon and an insurance agency office in the front half of the parcel (light orange). The back half of the parcel (dark orange) is an empty square of dirt. The entire area, including the undeveloped area (dark orange) plus developed area (light orange), is approximately 5,396 square feet or 0.12 acres. To better utilize the space, the property owner could work with a community group or neighbors to create a community garden. This would provide healthy food access and a place for neighbors to socialize.
East Alisal Street CPTED Recommendations

1. Visibility and Lighting
1.1 Install additional street lighting along sidewalks for pedestrians, along alley ways, backroads, in front of the businesses who specified in survey, and areas identified by the youth in their observations.

1.2 Inform businesses about the City’s window coverage ordinance through multilingual fact sheets and trainings to help merchants bring their window signage up to code to improve visibility, while maintaining some advertising.

1.3 Review the City’s sign ordinance to identify potential revisions that might help small retailers implement creative signage to capture increased foot traffic.

1.4 Create a tree-lighting program to illuminate trees in different areas of East Alisal Street.

1.5 Identify potential hiding places and support businesses in mitigating the potential for those spaces to support unwanted activity (e.g., prune existing shrubs, re-landscape with different plants, illuminate dark spaces, etc.).

2. Pride and Ownership
2.1 Identify funding for the planting and maintenance of additional street trees.

2.2 Clarify the roles, responsibility, and regulations related to the sidewalk planters, and if appropriate, engage businesses to support ongoing maintenance.

2.3 Promote East Alisal Street as a destination by creating district shopping guides, retail attraction events, and merchant networking forums.

2.4 Create a website to introduce people to the Alisal business corridor, its businesses, special events, commercial opportunities and much more.

2.5 Work with insurance agents and the Chamber or SUBA to provide educational materials in English and Spanish about insurance coverage to all businesses and support for those business that have been victims of vandalism or crime.

2.6 Identify funding to paint and maintain murals at public and private property locations identified by business owners and youth.

2.7 Create and install wayfinding signage that has maps and lists of all the businesses along East Alisal Street. The information should be available in English and Spanish, on street displays, and online. Because businesses come and go, consider a public digital directory that could be easily updated when new businesses open.

2.8 Expand opportunities for small businesses to have access to commercial revitalization grants and capacity building workshops.

3. Maintenance
3.1 Collaborate with local artists and businesses to decorate electrical boxes and potentially non-working telephone booths.

3.2 Remove non-working telephone booths.

3.3 Paint and maintain newspaper boxes.

3.4 Install more trash and recycling bins along East Alisal Street.

3.5 Increase the frequency of trash collection from public trash cans.

3.6 Repair sidewalk and road cracks along East Alisal Street.

3.7 Create trainings and materials that provide business and property owners with informational resources to make effective and affordable maintenance improvements.

3.8 Clean existing sidewalk benches and other pedestrian amenities.

4. Community Activities
4.1 Create and promote community events and engagement programs like street fairs, live music and dance performances, community movie nights, and cultural festivals.

4.2 Support and promote existing community events, such as
Ciclovía, Breast Cancer Awareness, and El Grito festival.

4.3 Investigate the possibility of making the weekly Alisal / WIC farmers’ market a year round event.

5. Gathering Spaces
5.1 Work to create a streamlined bulk purchasing and permitting program to install seating areas in front of businesses that are interested in this improvement.

5.2 Support the installation of mini-plazas, food truck parks, and parklets in appropriate opportunity areas.

5.3 Install bus shelters at popular bus stops.

5.4 Encourage businesses to participate in PARK(ing) Day to temporarily re-imagine how street parking spaces can be transformed into creative public gathering spaces.

5.5 Ensure that new developments contribute to an urban design that encourages community member interaction.

6. Promoting Appropriate Behavior
6.1 Encourage business owners to share their safety and business concerns and collectively find solutions and make improvements.

6.2 Build relationships between businesses and police officers to support safety and norms that respect the integrity of the business district.

6.3 Add signage that promotes positive behaviors, such as use of the waste receptacles instead of littering.

7. Healthy Neighborhoods and Land Uses
7.1 Review zoning and ownership of vacant lots to identify opportunities for residential and mixed use projects that could provide affordable housing.

7.2 Conduct an inventory of vacant and underutilized parcels to assess the potential for temporary/pop-up uses, such as community gardens or parklets before a more permanent development project is initiated.

7.3 Involve residents in efforts to limit additional unhealthy fast food establishments.

7.4 Limit the number of new retail alcohol licenses.

7.5 Improve existing food stores to expand their healthy food offerings and encourage new healthy food stores to locate along East Alisal Street.

7.6 Increase the amount of green space and recreational areas on or adjacent to East Alisal Street.

7.7 Enhance pedestrian safety with improved pedestrian intersection crossings and wider sidewalks.

7.8 Enhance bicyclist safety with marked bicycle lanes and bike parking along the corridor.

7.9 Work with the City and property owners to identify creative parking solutions that decrease the need for large parking lots.

8. Security
8.1 Expand community policing strategies that build meaningful relationships to help businesses feel well-protected, while ensuring that residents and shoppers do not feel over-policed.

8.2 Create a list of businesses with security cameras so police can easily obtain footage when investigating potential criminal activity.

8.3 Review and potentially update design guidelines so the City can provide businesses guidance on how to install safety enhancements (e.g., metal bars on doors and windows) while maintaining a welcoming atmosphere.

8.4 Research interest in and possibility of creating corridor ambassador programs that would employ local residents to maintain the street’s cleanliness and offer help to visitors.
# Photo Credits

<table>
<thead>
<tr>
<th>Page</th>
<th>Photo (from top left to bottom right)</th>
<th>Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>El Grito</td>
<td><a href="http://www.cityofsalinas.org/">http://www.cityofsalinas.org/</a></td>
</tr>
<tr>
<td>2</td>
<td>Bike Rack (Bicycling Monterey)</td>
<td><a href="http://marilynch.com/blog/east-salinas-dia-de-los-muertos-observance-at-closter-park.html">http://marilynch.com/blog/east-salinas-dia-de-los-muertos-observance-at-closter-park.html</a></td>
</tr>
<tr>
<td>3</td>
<td>Business Safety Survey Flyers</td>
<td>Raimi + Associates</td>
</tr>
<tr>
<td>4</td>
<td>CPTED Fact Sheet</td>
<td>Raimi + Associates</td>
</tr>
<tr>
<td>5</td>
<td>BHC Youth interns</td>
<td>BHC Staff</td>
</tr>
<tr>
<td>9</td>
<td>Murals</td>
<td>Google Images</td>
</tr>
<tr>
<td>9</td>
<td>KFC on East Alisal Street</td>
<td>Monterey County Health Department</td>
</tr>
<tr>
<td>10</td>
<td>Repurposed telephone booths</td>
<td><a href="https://www.pinterest.com/pin/201817627024555040/">https://www.pinterest.com/pin/201817627024555040/</a></td>
</tr>
<tr>
<td>10</td>
<td>Parklets, plazas, and food truck parks</td>
<td>Google Images</td>
</tr>
<tr>
<td>11</td>
<td>BHC Youth interns</td>
<td>BHC Staff</td>
</tr>
<tr>
<td>11</td>
<td>East Alisal Street Street Maps for Observations</td>
<td>Raimi + Associates</td>
</tr>
<tr>
<td>13</td>
<td>Street Lights and shrubs/bushes</td>
<td>BHC Youth Interns</td>
</tr>
<tr>
<td>13</td>
<td>Store window</td>
<td>Isidro Cerda</td>
</tr>
<tr>
<td>14</td>
<td>Mural at the WIC Office</td>
<td>Isidro Cerda</td>
</tr>
<tr>
<td>14</td>
<td>Mural at 504 East Alisal Street</td>
<td>BHC Youth Interns</td>
</tr>
<tr>
<td>14</td>
<td>KFC Landscaping, Boutiques btw N. Wood and Pearl St.</td>
<td>Google maps image</td>
</tr>
<tr>
<td>14</td>
<td>La Plazita between N. Wood St. and Madeira Ave., Painted wall, litter, &amp; weeds</td>
<td>BHC Youth Interns</td>
</tr>
<tr>
<td>16</td>
<td>Rusty pole, phone booth, cracked sidewalk, &amp; broken window</td>
<td>BHC Youth Interns</td>
</tr>
<tr>
<td>17</td>
<td>Farmers’ market shoppers</td>
<td><a href="http://everyoneharvest.org/farmers-markets/alisal-certified-farmers-market/">http://everyoneharvest.org/farmers-markets/alisal-certified-farmers-market/</a></td>
</tr>
<tr>
<td>17</td>
<td>Farmers’ market flyer</td>
<td><a href="https://www.facebook.com/salinas.wic/posts/770331453064759">https://www.facebook.com/salinas.wic/posts/770331453064759</a></td>
</tr>
<tr>
<td>18</td>
<td>Ciclovía Salinas Intersection Repair Mural</td>
<td>Raimi + Associates</td>
</tr>
<tr>
<td>19</td>
<td>Street trash and recycling</td>
<td>BHC Youth Interns</td>
</tr>
<tr>
<td>19</td>
<td>Alisal youth</td>
<td>Center for Community Advocacy</td>
</tr>
<tr>
<td>Page</td>
<td>Photo (from top left to bottom right)</td>
<td>Source</td>
</tr>
<tr>
<td>------</td>
<td>--------------------------------------</td>
<td>--------</td>
</tr>
<tr>
<td>20</td>
<td>Mi Pueblo Food Center</td>
<td><a href="https://www.yelp.com/biz/mi-pueblo-food-center-salinas">https://www.yelp.com/biz/mi-pueblo-food-center-salinas</a></td>
</tr>
<tr>
<td>20</td>
<td>Produce truck, fast food restaurants</td>
<td>Isidro Cerda</td>
</tr>
<tr>
<td>20</td>
<td>Uneven sidewalk, pedestrians</td>
<td>BHC Youth Interns</td>
</tr>
<tr>
<td>21</td>
<td>Block by Block Program in Downtown Nashville.</td>
<td><a href="http://blockbyblock.com/program/nashville-downtown">http://blockbyblock.com/program/nashville-downtown</a></td>
</tr>
<tr>
<td>21</td>
<td>Logos</td>
<td>SUBA, Salinas Rotary, Monterey County Hispanic Chamber of Commerce, Salinas Valley Chamber of Commerce</td>
</tr>
<tr>
<td>22</td>
<td>Salinas Land Use Map</td>
<td>City of Salinas, CA</td>
</tr>
<tr>
<td>24</td>
<td>101 Freeway overpass at E. Alisal St.</td>
<td>Google Maps Street View, May 2016</td>
</tr>
<tr>
<td>24</td>
<td>New Mexico Bridge Art</td>
<td><a href="https://www.newmexico.org/bridge-art-detail/">https://www.newmexico.org/bridge-art-detail/</a></td>
</tr>
<tr>
<td>25</td>
<td>515,521 &amp; 523 E. Alisal Street</td>
<td>Google Maps Street View, May 2016</td>
</tr>
<tr>
<td>25</td>
<td>Multi-family housing</td>
<td><a href="http://ladleyandassociates.com/2012/03/dallas-townhomes/">http://ladleyandassociates.com/2012/03/dallas-townhomes/</a></td>
</tr>
<tr>
<td>26</td>
<td>536 E. Alisal St. &amp; 9 Smith St.</td>
<td>Google Maps Street View, May 2016</td>
</tr>
<tr>
<td>26</td>
<td>Food truck park</td>
<td>Google images</td>
</tr>
<tr>
<td>26</td>
<td>Commercial Kitchen Incubator Program (CKIP)</td>
<td><a href="http://elpajarocdc.org/en/commercial-kitchen-incubator">http://elpajarocdc.org/en/commercial-kitchen-incubator</a></td>
</tr>
<tr>
<td>27</td>
<td>16 Wood St.</td>
<td>Google Maps Street View, May 2016</td>
</tr>
<tr>
<td>27</td>
<td>Park trail</td>
<td>Google images</td>
</tr>
<tr>
<td>27</td>
<td>Multi-family residential</td>
<td><a href="http://www.houzz.com/ideabooks/593372/list/lets-hear-it-for-duplexes-and-townhomes">http://www.houzz.com/ideabooks/593372/list/lets-hear-it-for-duplexes-and-townhomes</a></td>
</tr>
<tr>
<td>27</td>
<td>Mixed-use building</td>
<td><a href="http://www%5Bresilientregion.org/land-use/">http://www[resilientregion.org/land-use/</a></td>
</tr>
<tr>
<td>28</td>
<td>710 E. Alisal St.</td>
<td>Isidro Cerda</td>
</tr>
<tr>
<td>Page</td>
<td>Photo (from top left to bottom right)</td>
<td>Source</td>
</tr>
<tr>
<td>------</td>
<td>-------------------------------------------</td>
<td>------------------------------------------------------------------------</td>
</tr>
<tr>
<td>28</td>
<td>Art murals, colorful umbrellas in Portugal</td>
<td><a href="http://luxuryachts.eu/lifestyle/top-5-amazing-outdoor-art-instalations">http://luxuryachts.eu/lifestyle/top-5-amazing-outdoor-art-instalations</a></td>
</tr>
<tr>
<td>28</td>
<td>The Alley Project</td>
<td><a href="http://thealleyproject.tumblr.com/">http://thealleyproject.tumblr.com/</a></td>
</tr>
<tr>
<td>28</td>
<td>Mexican restaurant</td>
<td><a href="https://mnprairieroots.com/2013/05/30/a-photographic-tour-of-downtown-fergus-falls/">https://mnprairieroots.com/2013/05/30/a-photographic-tour-of-downtown-fergus-falls/</a></td>
</tr>
<tr>
<td>28</td>
<td>Restaurant with seating area</td>
<td><a href="https://www.pinterest.com/pin/379991287289323266/">https://www.pinterest.com/pin/379991287289323266/</a></td>
</tr>
<tr>
<td>29</td>
<td>N. Felice St. &amp; East St.</td>
<td>Google Maps Street View, May 2016</td>
</tr>
<tr>
<td>29</td>
<td>Large planters</td>
<td>Google images</td>
</tr>
<tr>
<td>29</td>
<td>Seating area</td>
<td>Google images</td>
</tr>
<tr>
<td>30</td>
<td>921 East Alisal St.</td>
<td>BHC Youth Interns</td>
</tr>
<tr>
<td>30</td>
<td>Community garden</td>
<td><a href="http://urbanresolve.tumblr.com/post/45360268503/downthealbion-lafayette-greens-an-urban">http://urbanresolve.tumblr.com/post/45360268503/downthealbion-lafayette-greens-an-urban</a></td>
</tr>
<tr>
<td>30</td>
<td>Community gardens</td>
<td>Google images</td>
</tr>
</tbody>
</table>