



SAMUEL  
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## chapter four

# ECONOMIC DEVELOPMENT

*Economic development is a critical component of a community's well-being and prosperity, and foundational in setting strategies to meet a broad range of objectives, including business growth and investment, job creation and retention, supporting a diversity of employment opportunities, and fiscal stability. As such, the Economic Development Element of the Seaside 2040 General Plan is fundamentally tied to all other General Plan Elements. The other Elements of the General Plan establish policies that influence economic development and, in turn, economic forces influence the feasibility and performance in those Elements. This is reflected by the City's view that all Departments, staff members, and regional partners contribute to Economic Development in Seaside.*

*Following the decommissioning of Fort Ord, Seaside's economy has had an emphasis on tourism and visitor serving businesses. However, three major factors put Seaside in a very unique and advantageous position for future-oriented and sustainable economic development:*

- 1. Increasing resident educational attainment levels and participation in leading high-tech industries;*
- 2. Proximity to one of the largest concentrations of higher learning and research institutions, post-secondary schools, labs and institutes in the world; and*
- 3. Proximity to the nation's most powerful concentration of ag-tech, applied robotics, and advanced engineering businesses (including Silicon Valley).*

Additionally, Seaside is in a strategic position to drive economic development through attracting and retaining spinoff businesses from university and research programs, as well as startups and regional “tech” businesses looking to expand, due to:

**Relative Affordability** in home prices and rents compared to the region, and

**Robust existing clusters** in the Seaside region, which make it more attractive and efficient for new and expanding businesses to tap into key inputs such as a prepared workforce, distribution networks (movement of goods), access to raw materials, services, and warehousing. There are also latent efficiencies that can be realized as more than 93% of Seaside’s residents commute out of Seaside for work with an average total commute time of 40 minutes daily.<sup>11</sup>

This chapter covers the following topics: market conditions and trends, targeted industries, city revenue and expenditures, regional employment and workforce trends and industry cluster patterns. It also includes relevant goals and policies.

**Figure 13: Economics and Planning**



Source: LWC

## Statutory Requirements

The Economic Development Element is not among the seven elements mandated by California State Law. However, this Element is consistent with Section 65303 of the State of California Government Code that allows jurisdictions to adopt additional elements that relate to physical development.

## Setting the Scene

Economic development is fundamentally tied to all other topics in the General Plan. Other topics influence economic development as illustrated in Figure 13. The interrelatedness of these elements is also evidenced in the California Planning Roundtable<sup>12</sup> conclusions on California’s economic future and the State’s ability to:

- Reduce greenhouse gas emissions;
- Improve fiscal efficiency for public services;
- Provide affordable workforce housing closer to jobs;
- Improve public health with multimodal street design that encourages cycling and walking as safe, comfortable, and viable modes of transportation; and
- Attract and retain workforce talent and businesses.

The City of Seaside is in a unique economic position, largely due to its setting along Monterey Bay, which draws visitors from around the world. Seaside is the home of Fort Ord National Monument, California State University Monterey Bay, and Monterey College of Law; unique resources that represent opportunities in a well-prepared workforce, and leadership in technological and thought innovation in a backdrop of a rugged coastline and acres of intact natural habitat. By capitalizing on these resources, Seaside is positioned to strengthen and expand existing business clusters and attract new industries and businesses that will provide diverse, long-term revenues, and expand a diversity of employment opportunities from entry level to head-of-household.

## Industry Cluster Patterns

Clustering is the phenomenon whereby firms from the same industry gather together in close proximity. By sticking together, firms are able to leverage workforce expertise, supply chains, transportation, and information networks. Industry clustering may also provide a means for smaller companies to achieve economies of scale usually reserved for larger firms.

Many businesses in Seaside are currently leveraging these advantages, and clustering is a key approach in targeting and attracting appropriate industries for growth. While the highest concentration of industry in the Seaside region is in “Arts, Entertainment, and Recreation, and Accommodation, and Food Services,” reflecting the strong tourism economy, it is closely followed by “Information” (e.g., data processing, telecommunications, software publishing and support services). Industries presented in Table 4 demonstrate potential opportunities for Seaside to capitalize on industry clusters that generally support higher-wage jobs than those in the service industry.

Seaside’s strong tourism economy relies on natural beauty, such as the Fort Ord National Monument and Fort Ord Dunes State Park. Seaside has an enormous opportunity to capitalize on these resources and foster growth in the eco-tourism and outdoor recreation industries, once removal of unexploded ordnance has been completed. Targeted businesses could include visitor serving amenities that complement activities

like mountain biking, hiking, kayaking, wildlife viewing, parasailing, and others.

Although tourism and related industries represent the strongest industry cluster, several other concentrated industries, specifically “Information” and “Professional, Scientific, and Management (e.g., software design, engineering, legal services)” present opportunities to bolster existing businesses and draw new businesses that bring diverse, higher-paying jobs to Seaside. Seaside can strengthen these clusters by leveraging popular academic programs at nearby universities and the massive concentration of technology-oriented businesses in nearby Silicon Valley.

### REGIONAL TARGET INDUSTRY CLUSTERS

The greatest economic development opportunities in Seaside currently stem from collaborative opportunities and proximity with the educational and research institutions and the regional spinoff and startup businesses in cutting edge industries such as agriculture technology, applied robotics, alternative energy, advanced manufacturing, scientific research, and telecommunications. The Regional Target Industry Clusters map (Figure 14) illustrates just how close and how many businesses there are surrounding Seaside, from Silicon Valley (approx. 80 miles) to Monterey (7 miles). Seaside is in an excellent position to attract and retain businesses in these industries as it is geographically close and connected, has a workforce with a growing capacity and affordable rents and property values.

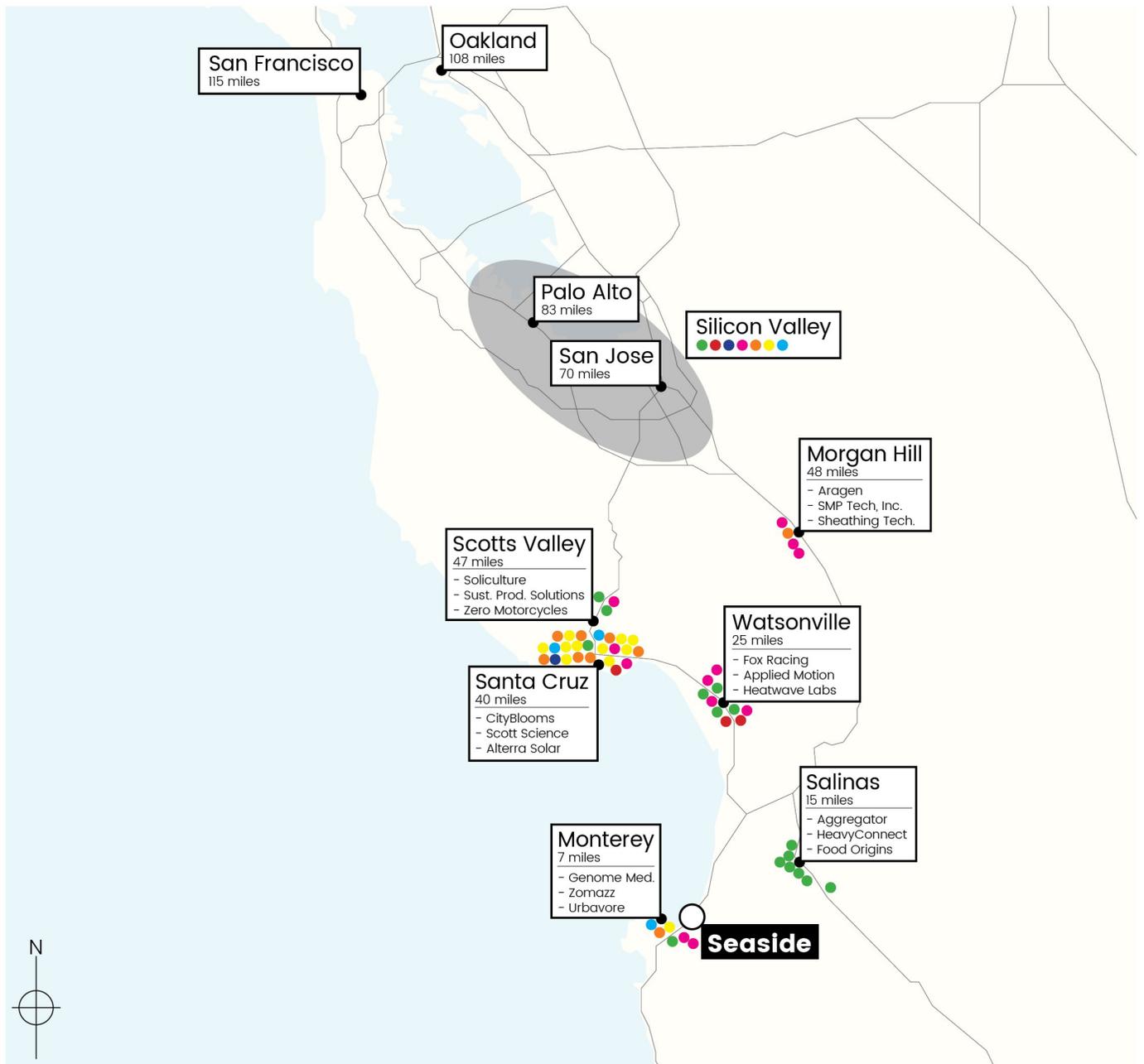
**Table 4: Seaside Region Industry Cluster Patterns<sup>13</sup>**

Industry	Total Employment	% of Total	Regional Concentration (Location Quotient*)
Arts, entertainment, and recreation, and accommodation, and food services	17,161	14%	1.15
Information	1,540	1%	1.12
Transportation and warehousing, and utilities	4,123	3%	1.05
Educational services, and health care and social assistance	25,145	20%	1.03
Professional, scientific, and management, and administrative and waste management services	11,246	9%	1.03
Retail trade	12,941	10%	1.03
Other services, except public administration	6,122	5%	1.03

Source/Notes: U.S. Census 2015 5-Year American Community Survey, Table S2405: Industry By Occupation For The Civilian Employed Population 16 Years And Over.

\* Location Quotient (LQ) is a metric used to quantify how concentrated a particular industry, cluster, or occupation is in an area as compared to a larger region. The industries listed with LQ values above 1.0 present a greater concentration of jobs relative to Monterey County.

**Figure 14: Regional Target Industry Clusters**



**Key**

- Agriculture Tech
- Applied Robotics
- Alternative Energy
- Advanced Manufacturing
- Scientific Research & Development Services
- Computer Hardware, Software, & Data Services
- Telecommunications

\*Mileage is distance from Seaside  
 \*Precise business locations are not shown  
 \*Businesses listed are examples within identified industries

## Regional Educational Institutions, Programs and Targeted Industries

The Monterey Bay region boasts one of the highest concentrations of higher education institutions in the world, ranging from four-year universities, community colleges, law schools, and public policy institutes, in addition to wildlife and marine research labs such as the NOAA National Marine Sanctuary and Moss Landing Marine Laboratories. These institutions offer courses in applied robotics, advanced engineering, computer science, environmental and foreign policy, business administration, military technology, law, biological and marine sciences, and education. This concentration and diversity of educational facilities offers an attractive potential for “Town-Gown” partnerships which leverage

the City’s resources and needs and the goods, services and needs of local educational institutions (diversity of the potential workforce and customer base from entering students to PhDs and university staff). The retention and attraction of college graduates as Seaside residents presents an opportunity to expand employment “ladder” opportunities and should be analyzed in the context of “target” industries.

Table 5 lists key institutions in the immediate Monterey Bay region that specialize in fields with strong potential for future growth and offer the skills required for higher-wage employment opportunities.

**Table 5: Monterey Bay Region Universities & Institutes**

Monterey Bay Universities/ Institutes	Core Undergraduate Programs	Core Graduate Programs
California State University Monterey Bay	Business Administration	Business Administration
	Psychology	Social Work
	Kinesiology	Education
	Biology	Instructional Science and Technology
UC Santa Cruz	Social Sciences	Engineering
	Physical and Bio Sciences	Physical and Bio Sciences
	Engineering	Social Sciences
	Humanities	Humanities
Monterey College of Law	Doctor of Jurisprudence (J.D.) degree program	
	Master of Legal Studies (M.L.S.) program (including joint M.L.S/J.D)	
	Advanced legal education program for practicing attorneys (LL.M)	
Middlebury Institute of International Studies	International Policy and Development	
	Public Administration	
	Business Administration (MBA) in Global Impact Management	
	International Education Management	
	International Environmental Policy	
	International Trade and Economic Diplomacy	
	Nonproliferation and Terrorism Studies	
	Teaching Foreign Language (TFL) & Translation	
Naval Postgraduate School	Engineering and Applied Sciences	
	Operational and Information Sciences	
	Business and Public Policy	
	International Graduate Studies	
Defense Language Institute	Range of foreign language programs for military personnel	
	Associate of Arts Degree in foreign languages for civilians	
The Panetta Institute of Public Policy	Range of educational programs in foreign and domestic policy (no degree programs offered)	
Source/Notes: Core graduate and undergraduate programs for CSUMB and UCSC are ranked in order by number of undergraduate and graduate degrees issued in 2016, using admissions and enrollment data. Other institutes of higher learning included in Table 2 did not have similar data available on core programs.		

## Opportunities: CSU Monterey Bay (CSUMB) and UC Santa Cruz (UCSC)

Several of the core undergraduate and graduate programs at CSUMB and UCSC are directly related to growing industries in the region – notably Education and Instructional Science and Technology at CSUMB, and Physical and Bio Sciences and Engineering at UCSC. At CSUMB, the Education and Instructional Science and Technology graduate programs provide enormous potential to staff and provide leadership for the region’s concentration of four-year universities, community-colleges, institutes, and K-12 schools. Graduates from the Computer Science program comprise 7% of undergraduate majors and could contribute to computer hardware, software, and data services industries growth in Seaside. UCSC’s Physical and Biological Sciences program and Genomics Institute is considered a top-tier institution in the biological/marine research and biotechnology industries, and offers potential employment, leadership and manufacturing opportunities for local businesses and business clusters.

The Baskin School of Engineering at UCSC offers academic programs tailored to growing regional industries and Silicon Valley, such as computer system/network design, artificial intelligence, applied robotics, remote sensing (e.g., surveying oceanic environments), and database systems<sup>14</sup> (see Table 6). A number of successful spinoff companies have emerged in the region from the Baskin School of Engineering, primarily offering services related to data storage and biotechnology, and the UC Santa Cruz Center for Innovation and Entrepreneurial Development (CIED) works directly with the local tech business community to support entrepreneurship and spinoffs.<sup>15</sup>

## Opportunities: Regional Community Colleges

In addition, the region’s community colleges - Hartnell College in Salinas, Cabrillo College in Santa Cruz, and Monterey Peninsula College in Monterey - offer programs aligned with growing tech industries, including computer science/coding and engineering. The Advanced Technology Program at Hartnell College provides courses in ag-tech, supported by partnerships with regional industry leaders, leveraging the proximity to the Salinas and Central Valleys, the most productive agricultural regions in the U.S.

## Opportunities: Naval Postgraduate School and Defense Language Institute (DLIFLC), Middlebury Institute of International Studies (MIIS), Panetta Institute of Public Policy, and Monterey College of Law

The DLIFLC, MIIS and Panetta Institute of Public Policy offer unique programs in foreign policy, environmental policy, international business and language. Graduates from these programs and the Monterey College of Law could contribute to the local legal and management services industries, which are included in the sector with the highest number of employees in the County’s “Professional, scientific, and management, and administrative and waste management services” industry.<sup>16</sup>

Potential targeted industries for Seaside (Table 6) are based upon existing concentrated industries (see Table 4), core programs at local institutions of higher learning (Table 5), and industries with strong future growth expected, including those that have experienced recent success in the region and in Silicon Valley.

**Table 6: Potential Targeted Industries**

Monterey Bay Universities/ Institutes	Core Undergraduate Programs
Alternative Energy	Research/design, manufacturing, and the installation of alternative energy sources to fossil fuel.
Applied Robotics	Robotic systems used for a range of commercial, scientific, military, and personal services purposes often in the form of programmable automated parts. <sup>1</sup>
Agriculture Technology (Ag Tech)	Technology used for agricultural cultivation and distribution, including sensors, devices, robotics, machines, and information technology. <sup>2</sup>
Advanced Manufacturing	Use of innovative technologies for production activities, including those that depend on information, automation, computation, software, sensing, and networking. <sup>3</sup>
Cannabis Testing & Research	Research and testing related to cannabis, including pesticide screening, potency testing, genetic testing, and medical testing. <sup>4</sup>
Computer Hardware, Software, & Data Services	Planning/design of computer systems related to hardware, software, and communications technology, and data processing/hosting systems. <sup>5</sup>
Legal Services	Services provided by lawyers, notaries, settlement offices, and paralegal services. <sup>6</sup>
Telecommunications	Services related to the transmission of voice, data, text, sound, and video. <sup>7</sup>
Translation & Interpretation Services	Translating written material and interpreting speech from one language to another, including include transcription service, sign-language services, and closed captioning services. <sup>8</sup>
Scientific Research & Development Services	Services related to scientific research, including marine research, and research related to improving products or processes. <sup>9</sup>
<p>Sources:</p> <p><sup>1</sup> Coffey, V. (2015). Applied Robotics: How Robots Are Changing Our World. Photonics Spectra, June 2015. <a href="https://www.photonics.com/Article.aspx?AID=57448">https://www.photonics.com/Article.aspx?AID=57448</a></p> <p><sup>2</sup> United States Department of Agriculture, National Institute of Food and Agriculture. (n.d.). Agriculture Technology. <a href="https://nifa.usda.gov/topic/agriculture-technology">https://nifa.usda.gov/topic/agriculture-technology</a></p> <p><sup>3</sup> Advanced Manufacturing National Program Office. (n.d.) Manufacturing.gov. [Online] <a href="http://manufacturing.gov/welcome.html">http://manufacturing.gov/welcome.html</a>.</p> <p><sup>4</sup> SBWire. (2017). Cannabis Testing Global Market Key Developments, Outlook, 2017 Analysis &amp; Forecast to 2025. <a href="http://www.sbwire.com/press-releases/cannabis-testing-market/release-858646.htm?utm_source=djournal&amp;utm_medium=feed&amp;utm_campaign=distribution">http://www.sbwire.com/press-releases/cannabis-testing-market/release-858646.htm?utm_source=djournal&amp;utm_medium=feed&amp;utm_campaign=distribution</a></p> <p><sup>5</sup> North American Industry Classification System. (2017). Executive Office of the President, Office of Management and Budget.</p> <p><sup>6</sup> Ibid.</p> <p><sup>7</sup> Ibid.</p> <p><sup>8</sup> Ibid.</p> <p><sup>9</sup> Ibid.</p>	

## **Opportunities: Targeted Industries, Ag-Tech, Applied Robotics, Drones, Computer Science, Networking, Advanced Engineering, Marine Sciences, Cannabis Research and Testing**

The Monterey Bay Economic Partnership's Tech Ecosystem Initiative, a key initiative of the regional organization, aims to support the growth of the region's tech industry (ag-tech in particular) by facilitating the development of high-speed internet services, supporting entrepreneurship programs at local institutions of higher-learning, facilitating graduate job placement, promoting co-working "maker" spaces, and marketing the region's attributes to potential businesses and investors.<sup>17</sup> This initiative largely builds on recent successes of the growth in the tech industry in Santa Cruz, and the ag-tech industry in the region's agricultural areas. Pajaro and Salinas valleys have become recognized as leaders in the ag-tech industry, an industry that is growing increasingly important due to profit, efficiency, safety, and environmental benefits.<sup>18</sup>

Technology associated with ag-tech varies, but much of it focuses on automation through applied robotics. Industry leaders believe there will be widespread future use of automated robotic systems for agriculture, including crop harvesting.<sup>19</sup> Several companies in the region already develop applied robotics for agriculture and other purposes, such as deep-sea exploration, capitalizing on the region's concentration of marine-research institutes.<sup>20</sup> As of September 2017, Google has begun testing delivery drone prototypes on former Fort-Ord Lands.<sup>21</sup> This momentum, coupled with UCSC's academic program in robotics, positions Seaside well for these industries.

Other tech-oriented industries, including hardware, software and network design, have the potential to locate in Seaside. Census data indicates a relatively high-concentration of these jobs in the region; computer science and engineering are popular programs at educational institutions (including UCSC, CSUMB, Monterey Peninsula College, Hartnell College, Cabrillo

College); and nearby Silicon Valley boasts the highest concentration of tech-oriented businesses in the world. Further, the region is home to innovative tech-firms, such as the cloud computing firms such as Looker, internet service providers such as Cruzio and Redshift, and companies involved in advanced manufacturing, such as Zero Motorcycles.<sup>22</sup> Tech-oriented industries and firms often not only supply markets outside of their immediate region, but also outside of the United States. Multiple firms noted above and listed in Figure 2 have partnered with larger international corporations, and export and sell the products they manufacture in international markets.<sup>23</sup>

The attraction of similar tech-firms to Seaside would have a range of economic benefits, and would help to reduce commute times for Seaside residents who travel to Silicon Valley for work. As of 2014, approximately 25% of residents traveled over 50 miles to work, with many likely travelling to the Bay Area.<sup>24</sup> Scientific research will continue to be a strong industry, as it is among the leading regions for marine science in the nation.<sup>25</sup>

With the passing of Measure G in June 2017, Seaside opened its doors to the potential for scientific research and testing related to cannabis. Although this industry is not yet established in the region, the potential for research – including medicinal research, potency testing, and microbial testing – could present a unique opportunity, possibly drawing graduates from UCSC's renowned Center for Biomolecular Science and Engineering, and the Genomics Institute.

There are many other industries with high potential appropriate for establishment and growth in Seaside, including legal services, environmental policy, language, military technology, among others. The Goals and Policies listed later in this chapter are aimed to attract emerging industries that are most desired by the City, and those that most benefit from Seaside's competitive advantages (e.g., proximity to institutions of higher learning and proximity to similar firms and Silicon Valley).

## Employment & Workforce Trends

The majority of Seaside residents currently commute outside of the City for work - only 6.8% of the Seaside workforce currently lives and works in the City.<sup>26</sup> Generally, employment in Seaside consists of lower-wage jobs, but higher-paying jobs - such as management occupations - are increasing, as are educational attainment levels (bachelor degree or higher).

Occupation data reflects the distribution of the Seaside region's workforce into key job categories and opportunities. Table 7 outlines the region's occupation patterns.

Occupations in the region are currently most concentrated in service and sales and office, followed by "production, transportation, and material moving occupations". However, "management, business, science, and arts" occupations comprise the largest number of workers in the region. Seaside's growing education attainment levels, coupled with regional occupation trends, indicate the potential for growth in higher-paying management positions.

Since 2000, the "educational services, and health care and social assistance" industry saw the largest increase of jobs in Seaside. This growth can be largely attributed to continued enrollment increases at California State University Monterey Bay (CSUMB). In the region, "agriculture, forestry, fishing and hunting, and mining" experienced the largest increase, followed by "educational services, health care and social assistance" and "arts, entertainment, recreation, accommodation and food services". "Wholesale trade" experienced the largest decrease in the region.

**Table 7: Seaside Region Occupation Cluster Patterns<sup>27</sup>**

Occupation	Total Employment	% of Total	Regional Concentration (Location Quotient*)
Service occupations	28,377	23%	1.12
Sales and office occupations	25,972	21%	1.01
Production, transportation, and material moving occupations	13,953	11%	1.00
Management, business, science, and arts occupations	33,062	27%	0.96
Natural resources, construction, and maintenance occupations	22,770	18%	0.92

Source/Notes: U.S. Census 2015 5-Year American Community Survey, Table S2405: Industry By Occupation For The Civilian Employed Population 16 Years And Over

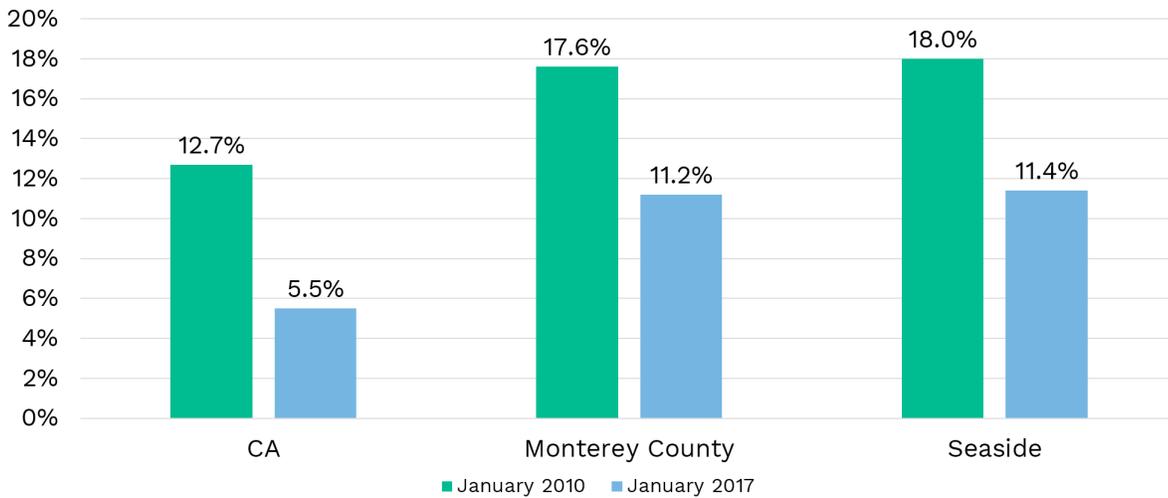
Location Quotient (LQ) is a metric used to quantify how concentrated a particular industry, cluster, or occupation is in an area as compared to a larger region. The industries listed in Table 1 with LQ values above 1.0 present a greater concentration of jobs relative to Monterey County.

Between 2010 and 2017 unemployment rates in Seaside decreased, signaling a recovery from the economic downturn. In 2017 Seaside's unemployment rates were higher than the State and the County as shown in Figure 15.

Employment rates in Seaside and Monterey County fluctuate significantly throughout the year, largely due to seasonality in the tourism/hospitality and

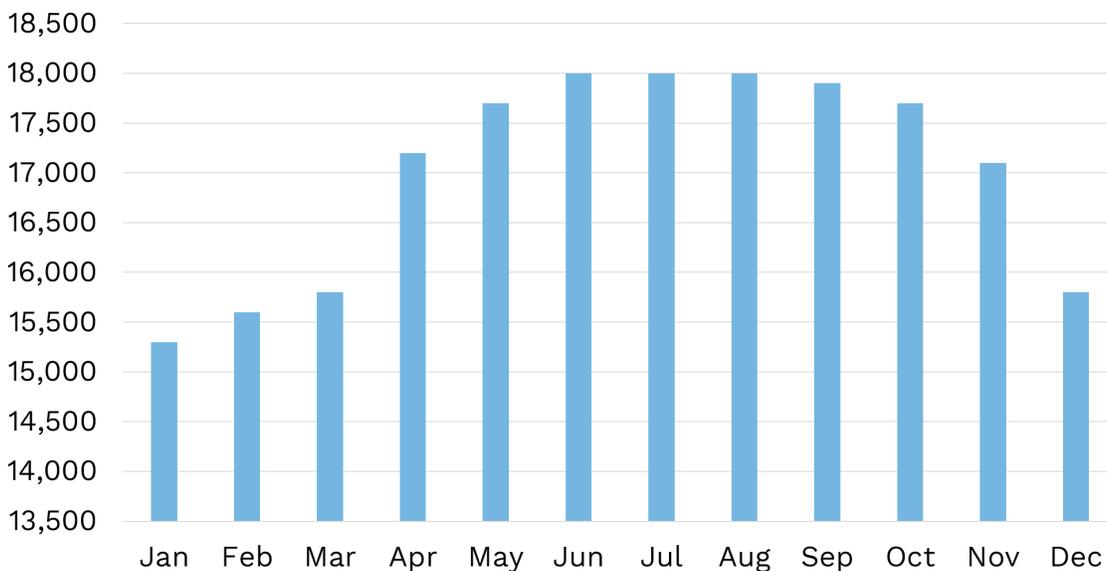
agricultural industries. With eight million tourists visiting Monterey County every year, tourism in Monterey County generates \$2 billion in spending annually and contributes to over 22,000 jobs.<sup>28</sup> Figure 16 demonstrates seasonal employment trends in Seaside for 2016, where employment dropped to 18% between its highest point in June and July (18,000 jobs) and its lowest point in January (15,300 jobs).

**Figure 15: City, County, and State Unemployment Trends: 2010 and 2017**



Source: California Economic Development Department

**Figure 16: Seaside Seasonal Employment, 2016**



Source: California Economic Development Department

## Market Conditions & Trends

Homes in Seaside remain affordable relative to nearby cities and the County, though housing rents and sales are increasing, suggesting increased demand. Homes in Seaside are selling faster when compared to the past several decades. However, as the number of CSUMB students and retirees increase, there is potential for a growing demand for smaller, more affordable units. At 62%, demand for rental units is particularly high relative to regional and State trends.

The retail market in Seaside is mostly comprised of chain and independent neighborhood-serving retail, with a significant cluster of auto dealers and repair shops at the Seaside Auto Center off Del Monte Boulevard. Other retail clusters include eateries along Fremont Boulevard, Broadway Avenue, and Del Monte Boulevard.

Despite growing demand for rental property, vibrancy in home sales and vibrant auto related and food businesses, retail rents have decreased, and have not been high enough to support new development. In addition, two key regional-serving retail clusters are located immediately outside City limits, potentially challenging the development of additional regional-serving retail in Seaside as shown in Figure 17.

Seaside has the second lowest inventory of office space of eight surrounding submarkets, all of which is Class B.<sup>29</sup> The average asking office rental rates in Seaside have remained below the level of “rent per square foot” required to support new development.

While the industrial vacancy rate of the Seaside/Sand City/Marina submarkets may be considered low (3.2%), it is higher for the Central Coast region which averages a vacancy rate of 1.1%.<sup>30</sup> However, the City of Seaside specifically has little to no vacant industrial property or buildings to accommodate for the growth of existing businesses or to attract new businesses that are in demand throughout the region.<sup>31</sup> For example, there is demand for research and development (R&D) uses, including robotics, marine research, and advanced manufacturing uses that have recently moved into adjacent communities, such as the City of Santa Cruz.<sup>32</sup> The 2015 Economic Development Strategic Plan for the County of Monterey describes R&D as a key economic opportunity for the region, corroborated by the Monterey Economic Partnership, which describes the region as a leader in marine research, and increasingly becoming home to innovative technology and advanced manufacturing companies. As of July 2014, there were 25 federal or state agency marine science programs, facilities, and institutions clustered around Monterey Bay, with over 2,300 scientists and support staff and annual budgets totaling more than \$315 million.<sup>33</sup>

**Figure 17: Seaside Area Regional-Serving Retail Clusters**



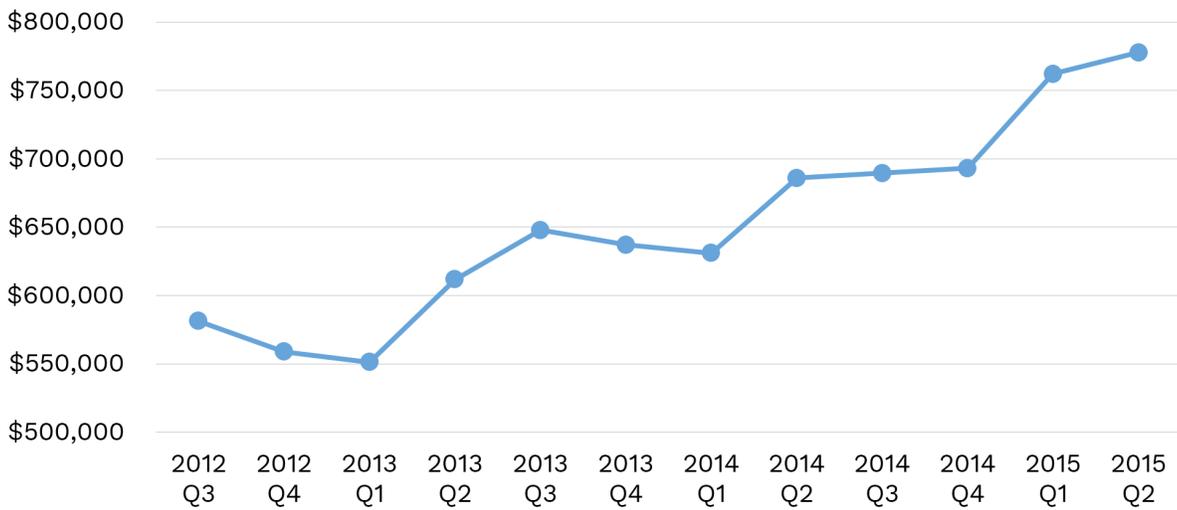
Source: LWC

## City Revenue & Expenditures

Although Seaside has experienced significant budgetary challenges following the Great Recession (2007-2009) and the closing of Fort Ord, fiscal conditions have improved in recent years largely driven by a substantial increase in sales tax revenue from auto-related sales as shown in Figure 18. Seaside's top sources of revenue are sales and transaction tax, property tax, and Transient Occupancy Tax, which make up almost three-quarters of General Fund revenues.

Seaside's reliance on auto-related sales tax and Transient Occupancy Tax revenues represent a modest diversity, but given the potential of leveraging partnerships with regional educational institutions and attracting target industries, there is much opportunity to drive a more robust diversity and better assure a more resilient long-term economy. Further, Seaside will diversify its tax base by approving cannabis businesses, which is anticipated to result in a new and steadily increasing business tax revenue stream starting in 2018.

**Figure 18: New Motor Vehicle Sales Tax Trends Q3 2012 to Q2 2015**



Source: City of Seaside Quarterly Sales Tax Updates, Q3 2012 – Q2 2015.

# Goals and Policies

## Business Retention & Attraction

### Goal ED-1: A healthy business climate that supports the growth and prosperity of businesses that are beneficial to the community.

Intent: A healthy business climate directly serves Seaside residents by providing jobs, earnings, and vibrancy on the streets, while strengthening and diversifying the City's tax base. The City seeks to achieve a healthy business climate through the revitalization of commercial areas, the retention and expansion of existing businesses, and the attraction of new businesses, particularly those that provide benefit to the community. Further, this goal is intended to contribute to a more resilient long-term economy.

#### Policies:

- **Placemaking.** Support a variety of revitalization and improvement programs focused on placemaking and beautification, such as facade improvements, small plazas, public art, and community events.
- **Economic diversification.** Focus economic development efforts on attracting and retaining a greater range of business types which appeal to the needs of the current and expected future resident demographic.
- **Vacant and underutilized sites.** Support the full and efficient use of vacant and underutilized nonresidential and mixed-use sites for the development and expansion of targeted commercial and industrial facilities.
- **Opportunity site marketing.** Continue to market development opportunity sites to encourage development consistent with the General Plan.
- **Targeted revitalization.** Encourage the redevelopment and revitalization of targeted areas by undertaking strategic initiatives, such as creating a form-based code and allowing for temporary uses (e.g., food trucks, pop-up restaurants, farmer's markets, competitive sports events, temporary seating/furniture), to attract development.
- **Catalytic projects.** Pursue publicly-funded catalytic projects and investments, such as shared public parking garages, streetscape improvements, and infrastructure upgrades and expansion that support the vitality of retail along Broadway Avenue and Fremont Boulevard.
- **Employment zoning districts.** Create an employment zoning district that allows for a variety of commercial, industrial, and research and development uses that are consistent with and effectively implement the General Plan.
- **Streamlined permit process.** Continue to streamline the permit review process to facilitate business attraction, retention, and expansion for projects that are consistent with the General Plan.
- **Efficient infrastructure and utility delivery.** Maintain an alignment between the Capital Improvement Plan and the City's related public works, public utilities, and transportation plans to ensure efficient delivery of infrastructure and utilities to support the City's economic development goals.
- **Innovative financing methods.** Seek innovative ways of financing infrastructure without unduly transferring the cost burden to the residential and business sector.
- **Revenue diversification.** Continually evaluate potential opportunities to diversify revenue.

## Goal ED-2: A strengthened and diversified economy, with additional employment opportunities brought by the attraction and expansion of local and regional businesses.

Intent: The City of Seaside currently relies heavily on several revenue sources to sustain operations, and most residents travel outside of the City for employment. This goal aims to expand revenue sources for the City, to stabilize the service industry during off-peak seasons by attracting new, diverse service-oriented businesses, and to provide existing and future residents with a diversity of consistent employment opportunities (from entry level to head-of-household jobs).

### Policies:

- **Business retention – retail and services.** Continue working to retain existing local businesses that serve the needs of residents.
- **Local retailers and small business programs.** Increase efforts to communicate and build relationships with small businesses and local retailers to inform them of programs aimed at empowering and strengthening local business capacity.
- **Regional economic development strategies.** Support regional economic development efforts through land use planning decisions to improve the competitiveness of the Monterey Peninsula.
- **Retention of Minority/Disadvantaged Businesses** Support the retention and expansion of minority/disadvantaged businesses in Seaside.
- **Auto Mall expansion.** Continue to work with auto dealerships to enhance and strategically expand the Seaside Auto Mall.
- **Retail business development.** Encourage the development of retail establishments that will capture resident spending that would otherwise be spent outside Seaside.
- **Expansion of growing industry sectors.** Support the expansion of sectors that are growing locally, such as accommodation, retail, and food service.
- **Expansion of potentially growing industry sectors.** Support the expansion of sectors with a strong potential for growth, such as alternative energy, applied robotics, ag-tech, advanced manufacturing, computer hardware, software, networking and data services, scientific research, and cannabis research and testing.
- **Regional coordination for business development.** Coordinate with regional economic development organizations to increase support for business attraction, growth, retention, and expansion in Seaside.
- **Special Financing Districts.** Support branding, marketing, and maintenance efforts in commercial areas through the formation of Business Improvement Associations (BIA) or Districts (BID), Enhanced Infrastructure Financing Districts (EIFD), Community Revitalization Investment Authorities (CRIA) or other innovative approaches to facilitate investment and revitalization.
- **Branding program.** Support the development of a unique brand comprised of visual themes and taglines that distinguish Seaside from other jurisdictions in the region and accentuate its opportunities and attractions.
- **Marketing program.** Support marketing programs that emphasize Seaside’s unique economic opportunities including, social, geographic, and environmental advantages and attributes.

- **Outdoor recreation business attraction.** Support the attraction and clustering of outdoor recreation related businesses focused on the Ford Ord National Monument and Dunes State Park that offer visitor serving amenities such as bicycle rental, kayak rental, and complementary retail establishments.
- **Eco-tourism industry growth.** Work with CSUMB and regional partners to support the growth of the eco-tourism industry.
- **Cultural events and attractions.** Continue to publicize cultural and competitive sports events and attractions in Seaside to residents, potential visitors and business prospects.
- **Public art.** Promote the creation and/or funding of public art as part of new development and redevelopment projects.
- **Cultural tourism.** Recognize the value of music, dance, theater and visual arts to Seaside's quality of life and economy, supporting cultural tourism as part of an economic development strategy for the City.



Food trucks in Seaside.



Seaside events.



Hot Cars, Cool Nights in Seaside.

## Goal ED-3: Industries that supply markets outside of the region are attracted and expanded to create a more stable, diversified local economy and additional employment opportunities.

Intent: This goal is intended to attract “Base Industries” that supply markets outside of the region. These industries attract resources from outside the community, including internationally, to create jobs in Seaside, and long-term sources of revenue for the City while contributing to an image of vibrancy and opportunity to potential investors.

### Policies:

- **Strategic business attraction.** Support the attraction of businesses in fields with a high probability of long-term future demand, such as alternative energy, applied robotics, ag-tech, advanced manufacturing, computer hardware, software, and data services, and scientific research.
- **Business attraction - base industries.** Support branding and marketing efforts aimed at desired industries and businesses that supply markets outside of the region, such as those targeted for strategic business attraction in the previous Policy.
- **Flexible spaces.** Promote flexible work spaces that can be shared among commercial and/or educational tenants to support entrepreneurship, affordability, sharing of resources and appeal to start-ups and/or spin-offs from regional institutions of higher learning and the modern workforce.

## Jobs & Workforce Development

### Goal ED-4: Seaside’s labor force is highly utilized and recognized as an economic development asset.

Intent: Most Seaside residents travel outside of the City for employment. Occupations in Seaside are primarily related to service industries, which contributes to the local economy but lacks in providing upward mobility. This goal is intended to provide residents with higher wage, better benefits, and succession employment opportunities in Seaside.

### Policies:

- **Job training and placement.** Promote job training and placement in industries responsive to future economic trends and the City’s economic goals, such as “green” industries focused on alternative energy technologies, applied robotics, ag-tech, advanced manufacturing, computer hardware, software, and data services, telecommunications, scientific research and cannabis research and testing.
- **Regional coordination for workforce training and development.** Work with regional partners to support job training and workforce development.
- **Economic development and labor pool alignment.** Align economic development efforts with the labor pool to increase the number of jobs filled by Seaside residents. This concept also relies on a diversity of job types from entry level to head-of-household to generate a more consistent and sustainable economy.
- **Missing-middle housing.** Encourage the growth of diverse housing types including missing-middle housing opportunities in Seaside.

## Goal ED-5: Regional institutions of higher learning are key partners, contributors and beneficiaries to Seaside's local economy.

Intent: Seaside has an opportunity to capitalize on the region's high concentration of institutions of higher learning, that include four-year universities, community colleges, law schools, military schools, research institutes, and labs. This goal is intended to retain graduates as permanent Seaside residents, promote entrepreneurship, match students and Seaside's workforce to entrepreneurs, and to support the growth of cutting-edge industries with a high probability of long-term future demand.

### Policies:

- **Town-gown partnerships.** Maintain strong "town-gown" relationships with regional institutes of higher learning, including CSUMB, UCSC, Monterey College of Law, Panetta Institute of Public Policy, Middlebury Institute of International Studies, Naval Postgraduate School, and others, and collaborate on potential expansion as appropriate.
- **Regional institutes of higher learning student retention.** Promote efforts to retain students from regional institutes of higher learning as permanent Seaside residents and members of the local workforce after graduation.
- **Attraction of young professionals.** Promote efforts to attract young professionals from the region's institutions of higher learning – including CSUMB, UCSC, Monterey Peninsula College, Naval Postgraduate School, and Middlebury Institute of International Studies – and young professionals from institutions outside of the region – as members of the local workforce or business owners.
- **Entrepreneurship support.** Partner with regional institutions of higher learning to promote entrepreneurship efforts that bring innovative new businesses and start-ups to Seaside.
- **Matching workforce to entrepreneurs.** Align entrepreneurship efforts with the Seaside's labor pool to increase the number of jobs in innovative industries with a high probability of long-term demand.
- **Technology transfer.** Establish working relationships with technology transfer offices of regional institutions of higher learning to facilitate the transfer of knowledge and technology to Seaside businesses and start-ups.
- **Technology tracking and support.** Continue to identify emerging technologies that can be commercialized within the local research community and provide appropriate assistance in early stage of business formation.
- **Technology showcasing.** Support the establishment of an "innovation marketplace" that serves as a forum for showcasing innovation from regional institutions of higher learning, and as a place for idea exchange with local industries.