



AGENDA

CITY OF SEASIDE
C-JOBS
COMMISSION ON JOBS,
OPPORTUNITIES
AND BUSINESSES IN SEASIDE

MEETING
440 HARCOURT AVE
Monday, June 5, 2023
4:00 PM

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2. To participate in this meeting: Using the Zoom application on your smart phone, laptop, tablet or desktop and click on this link: <https://us02web.zoom.us/j/89883468025>
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Enter the meeting ID 898 8346 8025 when prompted. There is no participate code – press the pound sign # after the recording prompts you.
4. To make public comment, the following options are available:
 - Before the Meeting via Email: Written comments can be emailed to CityClerk@ci.seaside.ca.us Include the following subject line: "Public Comment Item #___" (insert the agenda item number relevant to your comment). Written comments must be received at least two (2) hours prior to the meeting time on the day of the meeting.
 - During the Meeting via Oral Comments: When the Chair calls for public comment, attendees can queue to speak with the "Raise Hand" feature. On the Zoom application, click the "Raise Hand" button. On the phone, press *9.

IN PERSON PARTICIPATION INSTRUCTIONS

Members of the public participating in person and wishing to address the Commission may approach the podium when the Chair calls for public comment.

1. CALL TO ORDER

2. ROLL CALL - COMMISSION ON JOBS, OPPORTUNITIES, AND BUSINESS IN SEASIDE

Joy Anderson	Chair
Sharon Coggin	Commissioner
Avneesh Kumar	Commissioner
Mark Bryant	Commissioner
Alfredo Valdez	Commissioner

3. PUBLIC COMMENT

Members of the public wishing to address the Commission on matters within the jurisdiction of the City of Seaside, but not on this agenda, may do so during the Public Comment period for up to three (3) minutes. Comments on specific agenda items are heard under that item. For the public record, please state your name.

4. REVIEW OF AGENDA

If there are any items that arose after the 72-hour posting deadline, this is the point in the meeting where a vote may be taken to add the item to the agenda. (A 2/3-majority vote is required).

5. APPROVAL OF MINUTES

A. REVIEW AND APPROVE THE MINUTES FROM MAY 1, 2023

6. BUSINESS ITEMS

A. REVIEW AND COMMENT ON ECONOMIC DEVELOPMENT ELEMENT OF THE GENERAL PLAN PUBLIC REVIEW DRAFT

7. REPORTS FROM COMMISSIONERS

This is a time specifically set aside for Commissioners to make brief comments of general interest to the community, make requests that items be added to future meeting agendas as necessary, and report on Committee Assignments.

8. REPORTS FROM STAFF

This is a time specifically set aside for the Staff Liaison to provide updates on non-agendized requests from the Commission, and to provide brief information on topics under the purview of the Commission.

9. ADJOURNMENT

Next Regularly Scheduled Meeting:

The City of Seaside is committed to providing accessible facilities and accommodating people with disabilities in all of its services programs and activities. If special considerations are needed by any person to fully participate in this meeting, contact the City Clerk at 899-6707 no fewer than two business days prior to the meeting to allow reasonable arrangements. Agendas are posted at:

<http://www.ci.seaside.ca.us/129/City-Council-Committee-Agendas>

Agenda-related writings or documents provided during public meetings are available for public inspection during the meeting or from the office of the City Clerk. This agenda is posted in compliance with California Governor Newsom's Executive Orders N-29-20 and N-33-20.



**CITY OF SEASIDE
STAFF REPORT**

Item No.: 5.A.

TO: C-JOBS

BY:

DATE: June 5, 2023

SUBJECT: REVIEW AND APPROVE THE MINUTES FROM MAY 1, 2023

PURPOSE & RECOMMENDATION

BACKGROUND

ATTACHMENTS

1. CJOBS_2023.05.01_Draft Minutes
-

Reviewed for Submission to the City Council by:


Jaime M. Fontes, City Manager



A G E N D A

CITY OF SEASIDE

C-JOBS

COMMISSION ON JOBS, OPPORTUNITES
AND BUSINESS IN SEASIDE

SPECIAL MEETING

440 Harcourt Avenue

Monday, MAY 1, 2023

5:00 PM

1. CALL TO ORDER

Meeting called to order at 5:00pm

2. ROLE CALL – ESTABLISHMENT OF QUORUM

PRESENT: ANDERSON, BRYANT, COGGIN, KUMAR

PRESENT, NON-VOTING: MAYOR OGLESBY

ABSENT: VALDEZ

3. REVIEW OF AGENDA

No changes.

4. PUBLIC COMMENT FOR COMMISSIONS

No comments from the public.

5. APPROVAL OF MINUTES

A. REVIEW AND APPROVE THE MINUTES FROM APRIL 24, 2023

There were no comments from the public.

On motion by Commissioner Kumar and second by Commissioner Bryant, C-JOBS moved to approve the minutes of April 24, 2023.

RESULTS: 3-0

AYES: BRYANT, COGGIN, KUMAR

NOES: NONE

ABSTAIN: ANDERSON

6. BUSINESS ITEMS

A. ADOPTION OF 2023 C-JOBS WORK PLAN

Chair Anderson reviewed the work plan aloud, for reference.

Commissioner Coggin requested a review of the current status and roadmap for the three Economic Development focus areas listed on the work plan: the Business Retention and Expansion Program, the Business Ambassador Program, and on-going Entrepreneurial Development.

Staff Liaison Myrick provided feedback about project status.

To further Business Retention and Expansion, the City hired Laura Calata to serve on the Economic Development team as Administrative Analyst II. Calata has already initiated a business outreach program, and the Seaside Business newsletter. The City is in the process of hiring an Economic Development Director.

The Business Ambassador Program was previously proposed by C-JOBS, with the intention of partnering with outside organizations to expand community outreach. Toward this goal, CJOBS has conducted Business Walks, and intends to identify key organizations to establish working relationships.

On-going Economic Development Projects, such as Entrepreneurial Development, will be developed and initiated under the guidance of the Economic Director.

Mayor Oglesby thanked the Commissioners for their commitment and effort working through the challenges of a limited-body Commission. The Mayor stated that as the City emerges from the COVID-19 Pandemic, there is a lot of Economic Development work that must be done, in order to revitalize the community. The Mayor stated that he looks forward to input from CJOBS regarding the direction of the Business Ambassador Program.

On motion by Commissioner Bryant and second by Commissioner Kumar, C-JOBS moved to approve the work plan.

RESULTS: 4-0

AYES: ANDERSON, BRYANT, COGGIN, KUMAR

NOES: NONE

7. ADJOURNMENT

Chair Anderson suggests canceling the next regularly scheduled meeting, since they have held two meetings within two weeks.

By next meeting, Chair Anderson would like clarification on commissioner term lengths, attendance requirements, and the total number of seats intended to be filled for CJOBS, with the goal of discussing growth and restructure of CJOBS.

With no further business, the meeting adjourned at 5:14pm.

Respectfully submitted,

Olivia LaJudice, Clerk

Joy Anderson, Chair



CITY OF SEASIDE STAFF REPORT

Item No.: 6.A.

TO: C-JOBS

BY: Andrew Myrick, Economic Development & Community Planning Manager

DATE: June 5, 2023

**SUBJECT: REVIEW AND COMMENT ON ECONOMIC DEVELOPMENT
ELEMENT OF THE GENERAL PLAN PUBLIC REVIEW DRAFT**

PURPOSE & RECOMMENDATION

Review and Comment on Economic Development Element of General Plan Public Review Draft

BACKGROUND

A General Plan, colloquially referred to as a local government's constitution, is a document which guides long-term development - it represents a once-in-a-generation opportunity to define the vision and goals of a community. This is accomplished by outlining city goals and policies within distinct chapters called "Elements."

The City of Seaside last updated its General Plan in 2004. In 2015, the City began the process of creating a comprehensive General Plan Update, intended to provide a vision for the City through 2040. Extensive public outreach occurred in the preparation of this document (as detailed more later in the document). The effort was put on hold during the COVID-19 pandemic, and was reinitiated in late 2022. The document has now been updated to reflect changes to California law that have occurred over the past few years.

The updated General Plan was presented to the City Council on May 18, 2023, and was released for public feedback on May 22, 2023. City staff is seeking feedback from City Commissions regarding Elements within the scope of those Commissions.

The Economic Development Element is attached to this Staff Report. This Element includes a discussion of the City of Seaside and identifies five primary Goals.

Additionally, the Implementation Chapter, including specific actions to be undertaken by the City to accomplish the Goals identified in the Economic Development Element, is

attached as well. The actions specific to the Economic Development Element are identified in Table 21.

The full text of the proposed General Plan may be found at www.seaside2040.com.

ATTACHMENTS

1. Chapter4- Economic Development - Seaside GP - 051023
 2. Chapter13- Implementation- Seaside GP - 051023
-

Reviewed for Submission to the City Council by:

A handwritten signature in blue ink, reading "Jaime M. Fontes", is written over a horizontal line. Below the line, the name "Jaime M. Fontes, City Manager" is printed in a black, sans-serif font.

Jaime M. Fontes, City Manager





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.

Seaside's economy has had an emphasis on tourism and visitor-serving businesses, all heavily impacted by the COVID-19 Pandemic. 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).*

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 about 84% of Seaside’s residents commute out of Seaside for work with an average total commute time of 44 minutes daily.¹⁰

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 12: 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 12. The interrelatedness of these elements is also evidenced in the California Planning Roundtable¹¹ 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 the Fort Ord National Monument, the Seaside region hosts a diversity of educational institutions, including California State University Monterey Bay, Monterey College of Law, and technical and medical schools, as well as nearby Monterey Peninsula College Police and Fire Academy; unique resources that represent opportunities in a well-prepared workforce and leadership in technological and thought innovation. It also boasts a comprehensive set of social services including being in close proximity to the Community Hospital of the Monterey Peninsula. All these institutions, businesses, and services are surrounded by 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

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 13) 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 Patterns¹²

Industry	Total Employment	% of Total	Regional Concentration (Location Quotient*)
Arts, entertainment, and recreation, and accommodation, and food services	15,743	13%	1.15
Information	1,665	1%	1.12
Transportation and warehousing, and utilities	5,049	4%	1.05
Educational services, and health care and social assistance	26,175	21%	1.03
Professional, scientific, and management, and administrative and waste management services	12,608	10%	1.03
Retail trade	13,107	10%	1.03
Other services, except public administration	5,708	5%	1.03
Source/Notes: U.S. Census 2020 5-Year American Community Survey, Table S2405: Industry By Occupation For The Civilian Employed Population 16 Years And Over.			
* The percentages were calculated based on the total employment (n=124,952) in the Seaside region, which includes industries beyond those highlighted here.			
* 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.			

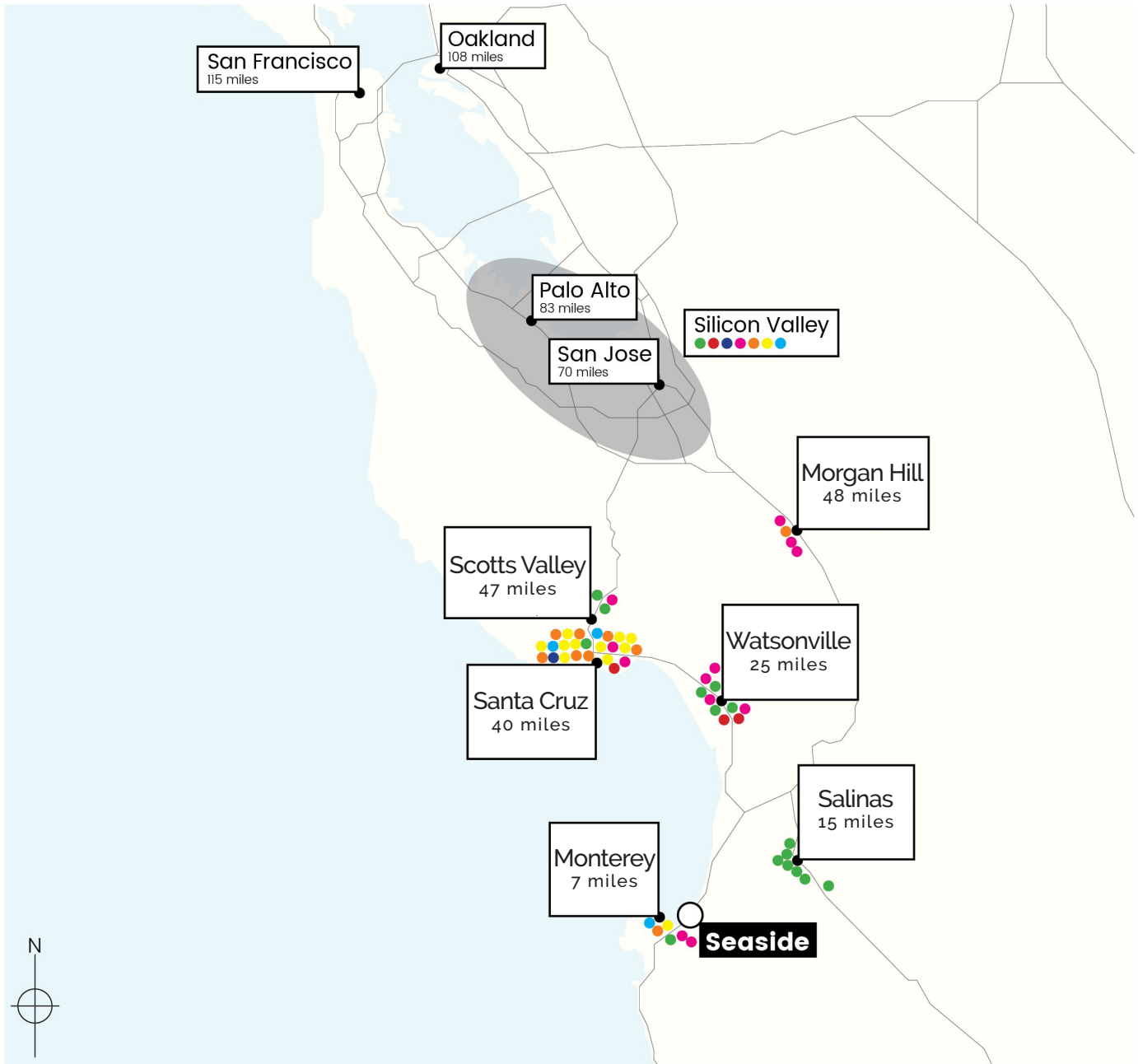
Regional Educational Institutions, Programs and Targeted Industries

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 and/or social beneficial employment opportunities.

Figure 13: 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

Table 5: Monterey Bay Region Universities, Community Colleges, and Institutes

Monterey Bay Universities/ Institutes	Sample Undergraduate (Bachelors, Associates or Certificate) Programs	Sample 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	
	MPA in Social Change	
	International Education Management	
	International Environmental Policy	
	International Trade and Economic Diplomacy	
	Nonproliferation and Terrorism Studies	
	Teaching Foreign Language	
	Translation and Interpretation	
	TESOL	
	Translation and Localization Management	
Naval Postgraduate School	Engineering and Applied Sciences	
	Operational and Information Sciences	
	Computer Science	
	Physics	
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)	
Hartnell College	Computer Science and Information Systems	
	Computer Science	
	Sociology	
	Manufacturing Technology	
	Agriculture Business and Science	
Cabrillo College	Business, Accounting, and Finance	
	Computer Science	
	Engineering	
	Physical and Bio Sciences	
	Health Sciences	
	Communication Studies	
Monterey Peninsula College	Computer Science and Information Systems	
	Arts and Humanities	
	Engineering	
	Business Administration	
	Automotive Technology	

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 systems¹³ (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.¹⁴

Opportunities: Regional Community Colleges

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 Ag-Tech Program, which offers certificates and associate of science degrees, at Hartnell College provides courses in agriculture technology, production, and business, 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 fourth highest number of employees in the County's "Professional, scientific, and management, and administrative and waste management services" industry.¹⁵

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. ¹
Agriculture Technology (Ag Tech)	Technology used for agricultural cultivation and distribution, including sensors, devices, robotics, machines, and information technology. ²
Advanced Manufacturing	Use of innovative technologies for production activities, including those that depend on information, automation, computation, software, sensing, and networking. ³
Cannabis Testing & Research	Research and testing related to cannabis, including pesticide screening, potency testing, genetic testing, and medical testing. ⁴
Computer Hardware, Software, & Data Services	Planning/design of computer systems related to hardware, software, and communications technology, and data processing/hosting systems. ⁵
Legal Services	Services provided by lawyers, notaries, settlement offices, and paralegal services. ⁶
Telecommunications	Services related to the transmission of voice, data, text, sound, and video. ⁷
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. ⁸
Scientific Research & Development Services	Services related to scientific research, including marine research, and research related to improving products or processes. ⁹

Sources:

¹ Coffey, V. (2015). Applied Robotics: How Robots Are Changing Our World. Photonics Spectra, June 2015. https://www.photonics.com/Articles/Applied_Robotics_How_Robots_Are_Changing_Our/a57448

² United States Department of Agriculture, National Institute of Food and Agriculture. (n.d.). Agriculture Technology. <https://www.nifa.usda.gov/topics/agriculture-technology>

³ Advanced Manufacturing National Program Office. (n.d.) <https://www.manufacturing.gov/partners/advanced-manufacturing-national-program-office> 4 Business Wire. (2021). Cannabis Testing Market by Products & Software, Services and End-user - Global Forecast to 2025. <https://www.businesswire.com/news/home/20210203005559/en/Cannabis-Testing-Market-by-Products-Software-Services-and-End-user---Global-Forecast-to-2025---ResearchAndMarkets.com>

⁴ Business Wire (2021). Cannabis Testing Market by Products & Software, Services and End-user - Global Forecast to 2025 <https://www.businesswire.com/news/home/20210203005559/en/Cannabis-Testing-Market-by-Products-Software-Services-and-End-user---Global-Forecast-to-2025---ResearchAndMarkets.com>

⁵ North American Industry Classification System. (2017). Executive Office of the President, Office of Management and Budget. https://www.census.gov/naics/reference_files_tools/2022_NAICS_Manual.pdf

⁶⁻⁹ Ibid.

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.¹⁶ 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.¹⁷

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.¹⁸ 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.¹⁹ As of September 2017, Google has begun testing delivery drone prototypes on former Fort-Ord Lands.²⁰ Similarly, Joby Aviation has a conditional use permit to develop and test their electric air taxi prototypes in Marina.²¹ 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, including cloud computing firms such as Looker, internet service providers such as Cruzio and Redshift, and companies involved in advanced manufacturing, such as Zero Motorcycles.²² 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 have partnered with larger international corporations, and export and sell the products they manufacture in international markets.²³

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 2019, over 20% of residents traveled over 50 miles to work, with many likely traveling to the Bay Area.²⁴ Scientific research will continue to be a strong industry, as it is among the leading regions for marine science in the nation.²⁵

With the passing of Measure G in June 2017, Seaside opened its doors to the potential for scientific research and testing related to cannabis. The City's sales and use tax for cannabis retail and online sales outperformed budget in FY 2021-22.²⁶ 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, and 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 between 15 and 45 minutes.²⁷ Generally, employment in Seaside consists of service-oriented jobs. But as educational attainment levels (bachelor’s degree or higher) increase in the area, more management jobs are appearing, promoting and sustaining a socio-economic diversity of job occupations.

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 the “management, business, science, and arts occupations” and “service occupations”, followed by “sales and office occupations”. Seaside’s growing education attainment levels, coupled with regional occupation trends, indicate the potential for growth in higher-paying management positions.

Between 2010 and 2020, the civilian employed population (16 years and over) in Seaside grew by 3%. Further, California State University Monterey Bay (CSUMB) has experienced continued enrollment increases. In its 2020 Master Plan Draft, CSUMB outlined a growth strategy to accommodate the targeted enrollment growth to 12,700 students.²⁸ In the region, “transportation and warehousing, and utilities” experienced the largest increase, followed by “agriculture, forestry, fishing and hunting, and mining” and “educational services, and health care and social assistance”. “Finance and insurance, and real estate and rental and leasing” experienced the largest decrease in the region.

Table 7: Seaside Region Occupation Cluster Patterns²⁹

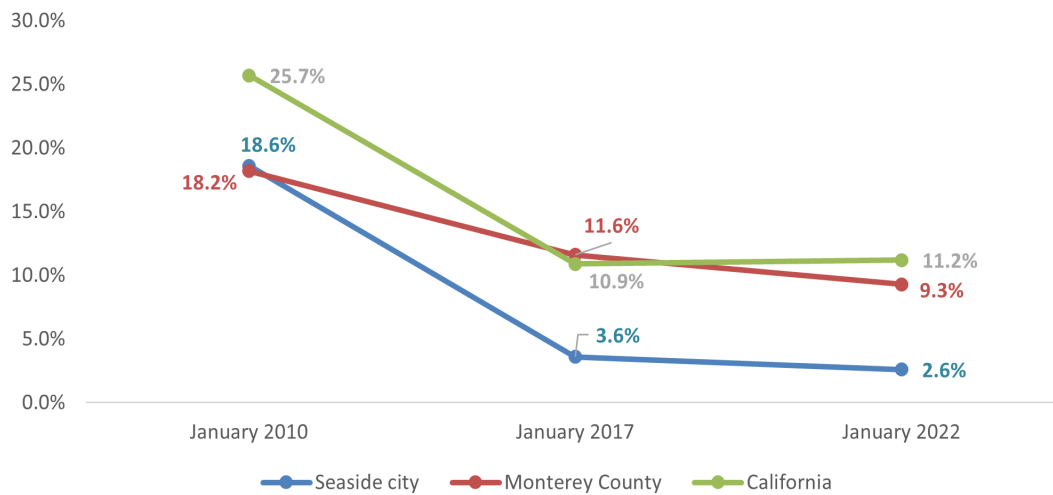
Occupation	Total Employment	% of Total	Regional Concentration (Location Quotient*)
Service occupations	26,407	21%	1.12
Sales and office occupations	23,853	19%	1.01
Production, transportation, and material moving occupations	14,359	11%	1.00
Management, business, science, and arts occupations	37,898	30%	0.96
Natural resources, construction, and maintenance occupations	22,453	18%	0.92
Source/Notes: U.S. Census 2020 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 2022 unemployment rates in Seaside decreased, signaling a recovery from the economic downturn and the COVID-19 Pandemic. In 2022 Seaside's unemployment rates were lower than the State and the County as shown in Figure 14.

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

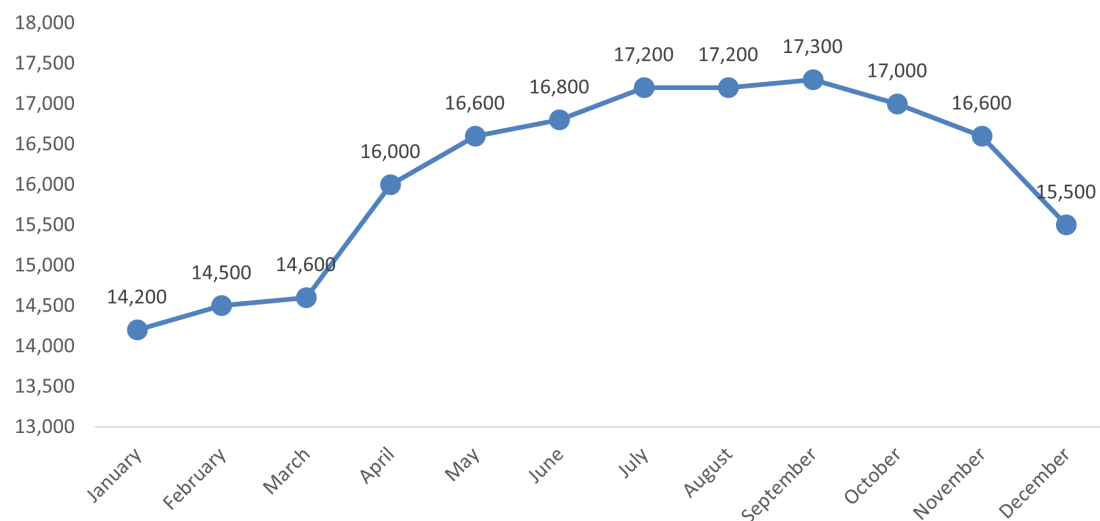
agricultural industries. With eight million tourists visiting Monterey County every year, tourism in Monterey County generates \$2 billion in spending annually and contributes to over 22,000 jobs.³⁰ Figure 16 demonstrates seasonal employment trends in Seaside for 2021, where employment dropped to 18% between its highest point in June and July (~17,000 jobs) and its lowest point in January (14,200 jobs).

Figure 14: City, County, and State Unemployment Trends: 2010, 2017, and 2022



Source: California Economic Development Department, Local Area Unemployment Statistics (LAUS), Annual Average

Figure 15: Seaside Seasonal Employment, 2021



Source: California Economic Development Department

Market Conditions and Trends

Homes in Seaside remain affordable relative to nearby cities and the County, though housing sales are rapidly increasing, with the median sale price for a house in Seaside having increased by close to 50% in the past five years. As of August 2022, the average sale price of a home in Seaside was \$725,000, which is comparable to cities nearby such as Marina and Salinas, but relatively affordable compared to other nearby cities in the region such as Monterey, Pacific Grove, and Carmel-by-the-Sea. 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 56%, demand for rental units is particularly high relative to regional and State trends, with a difference of 10 percentage points or more.³¹

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.

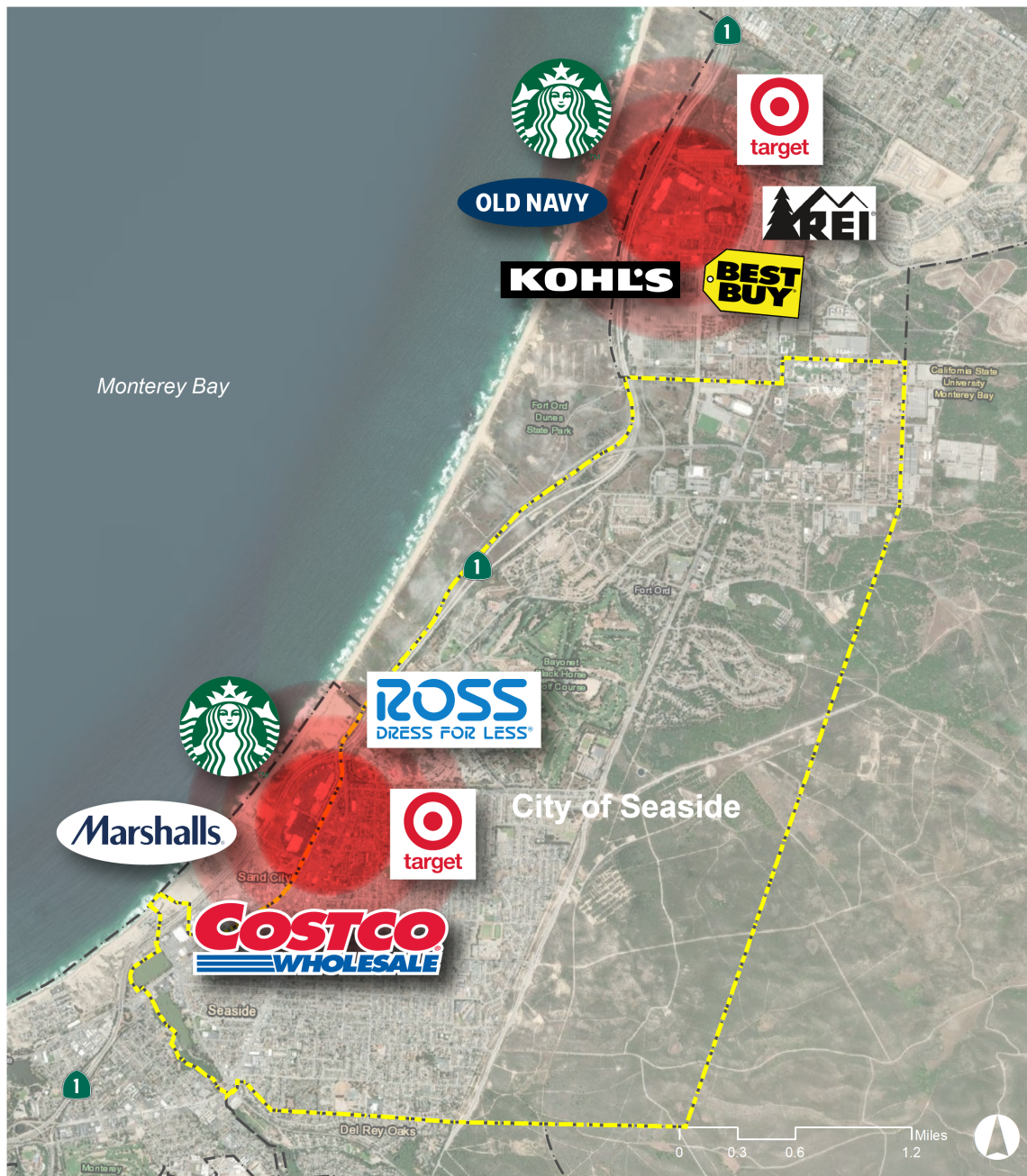
Despite growing demand for rental property, vibrancy in home sales and vibrant auto related and food businesses, retail rents have decreased, and have not been high enough to support new development. In addition, two key regional-serving retail clusters are located immediately outside City limits, potentially challenging the development of additional regional-serving retail in Seaside as shown in Figure 16.

Seaside grouped with San City, Del Rey Oaks, and Marina, has the lowest inventory of office space of the Santa Cruz County and Monterey County submarkets, all of which is Class B.³² The average asking office rental rates in Seaside have remained below the level of “rent per square foot” required to support new development.

The industrial vacancy rate of the Seaside/Sand City/Marina submarkets is slightly lower (2.2%) than the the Central Coast region’s average vacancy rate of 2.9%.³³ 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.³⁴ 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.³⁵ More generally, the County of Monterey has identified R&D as crucial for strengthening the overall Federal anchor in the region, such as for Monterey-based defense institutions and natural resource management agencies. The 2021-2026 Comprehensive Economic Development Strategy (CEDS) for the County of Monterey also 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. Monterey Bay is a global center for marine science research and education, with a cluster of about 27 federal or state agency marine science programs, facilities, and institutions. As of 2016, the region supported over 2,300 scientists and staff and counted with an annual budget totaling more than \$337 million.³⁶

Figure 16: Seaside Area Regional-Serving Retail Clusters



Sources: City of Seaside (2016); City of Monterey (2016); AMBAG (2016); ESRI (2022); USGS & NOAA (2016).

Source: LWC

Goals and Policies

Business Retention and 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, 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 a series of SD Employment zoning districts 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, and therefore be able to reduce the cannabis city sales tax so as to alleviate cumulative tax burden on cannabis operators.

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.
- **Flexible spaces.** Promote flexible workspaces 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 and 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. This goal is intended to diversify job opportunities within and beyond service industries and strengthen workforce development 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, energy and water efficiency, 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 accessory dwelling units and missing-middle housing opportunities in Seaside.
- **Apprentice and intern programs.** Work with local universities and colleges to identify opportunities for apprentice and internship programs at Seaside businesses.

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.

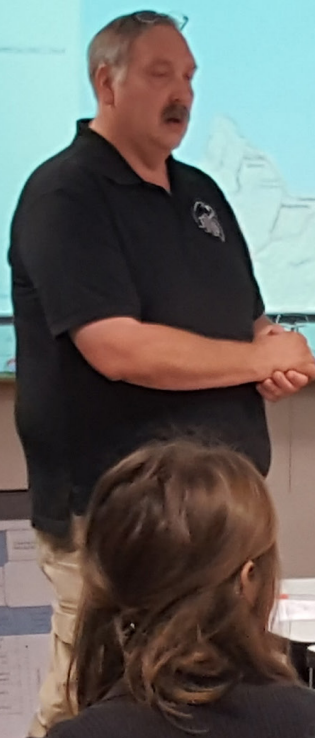
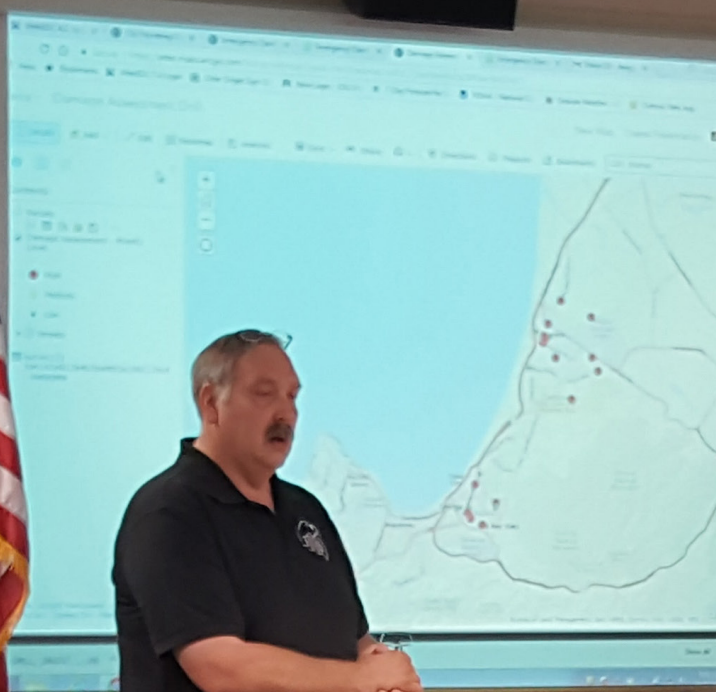
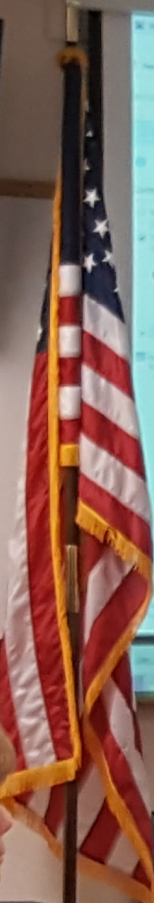
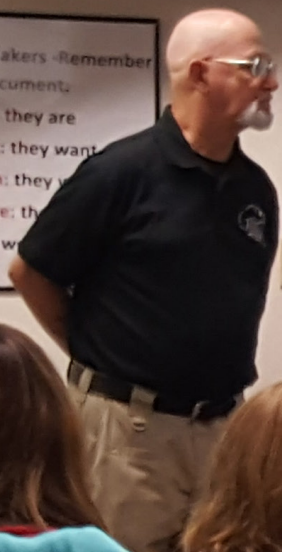
Policies:

- **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 emerging professionals.** Promote efforts to attract emerging 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.

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Call Takers -Remember
to document:
Who: they are
What: they want
When: they want
Where: they want
How: they want





chapter thirteen

IMPLEMENTATION

This section describes the implementation program for the General Plan. Implementation actions are generally actions needed to mobilize and execute specific policies within the General Plan, such as creating an ordinance or updating a master plan. The chapter also includes indicators to track the implementation of the General Plan over time.

Plan Implementation and Administration

The General Plan will be implemented over an extended period of time with a time horizon of 2040. During this time, long-range planning efforts will continue using the goals and policies in the General Plan as a guide.

Although, the General Plan is a living document. State law allows it to be updated and refined over the coming decades. It encourages annual review of implementation actions and recommends that the entire General Plan be thoroughly reviewed every five years to ensure that it is still consistent with the community's goals.

The General Plan can be amended up to four times per year to accommodate changing conditions. Property owners, the Planning Commission, the City Council, or City staff may propose amendments. Proposed changes must be reviewed by the Planning Commission and the City Council at public hearings and the potential of environmental impacts must be evaluated in accordance with the California Environmental Quality Act.

This implementation chapter includes the following two components, each organized by General Plan chapter:

- **Implementation Programs.** These include programmatic actions to be completed by the City, such as updating plans, completing studies, or implementing new programs.
- **Physical Improvements.** These include physical infrastructure or facility improvements that should be completed to implement the general plan vision.

Each implementation program and physical improvement identifies the responsible City departments, a level of priority (high, medium, or low) and a suggested time frame, as described in Table 19.

Table 19: Time Frame Guide

Estimated Date of Completion	
Short	1 – 5 years
Medium	5 – 10 years
Long	10+ years
Ongoing	Recurring or continuous action

Implementation Programs

The table below identifies programs, policy updates, planning efforts, coordination efforts, and other actions that will help implement the General Plan's vision and policies. Programs are organized by General Plan chapter, and are consistent with each chapter's goals and policies.

Table 20: Land Use and Urban Design Programs

	Description	Priority	Time Frame	Responsibility
LUD 1.	Specific Plan Consistency. Following adoption of the General Plan, review the existing, adopted Specific Plans and make changes to ensure consistency with the General Plan.	High	Short	Planning
LUD 2.	Neighborhood conservation. To preserve Seaside's existing residential neighborhoods, the City should take the following steps to foster change within each neighborhood. • Residential zoning and objective design standards: Review and update residential zoning standards to ensure new development complements existing neighborhoods through objective design standards. • Residential parking programs: Publicize the existing residential parking permit program to manage on-street and off-street parking.	High	Short	Planning
LUD 3.	Business Improvement Districts. Facilitate the formation of Business Improvement Associations (BIA), Business Improvement Districts (BID), or similar to unite business owners into area branding, marketing, on-going maintenance, and beautification efforts.	Medium	Ongoing	Planning, Community and Economic Development
LUD 4.	Specific Plans. Create and implement Specific Plans to bridge the policies of the General Plan with the standards of the zoning code for subareas of the city. Plans should address key opportunities for the area and include the following: • The location, phasing, and amount of designated land uses, including parks and recreational uses • Objective urban design standards • Circulation network, including a comprehensive and connected trails plan • Open space and sensitive habitat • Demand for new infrastructure and utility services • An implementation program for public and private development Plans should include a broad community engagement process tailored to surrounding neighbors, property owners, businesses, tenants, and other key community members and stakeholders. New Specific Plans should be created for Seaside East, Main Gate and Fremont Boulevard.	Medium	Long	Community and Economic Development

LUD 5.	West Broadway Urban Village Specific Plan. Modify development standards in the West Broadway Urban Village Specific Plan to help spur catalytic projects and development.	High	Short	Planning, Community and Economic Development
LUD 6.	Development review. As feasible, streamline the development review and update process for projects that conform with the goals and policies of the General Plan to ensure that development applications are implemented in a timely manner. This may include ministerial review for projects that fall within the building height and intensity limits. Zoning code updates should address this development review process.	High	Short	Planning, Community and Economic Development
LUD 7.	Development fees. Develop city-wide or area-wide development impact fees for infrastructure, community benefits, and long-range planning. As part of this process, complete the following activities: - Review and modify existing fees. - Work collaboratively with developers to establish a common set of development impact fees for infrastructure, parks and recreation, transportation, affordable housing, and others as needed.	High	Medium	Planning, Community and Economic Development
LUD 8.	Development fact sheets. Create and promote a series of one-page fact sheets about permitting, zoning, building, and development requirements and questions. Incorporate sustainability practices related to building construction, site design, and renovation into materials.	Medium	Ongoing	Planning, Community and Economic Development
LUD 9.	Infill housing incentive program. Establish an infill housing incentive program. Potential incentives may include an expedited building permit process, impact fee waivers or other incentives.	Medium	Long	Planning, Community and Economic Development
LUD 10.	General Plan Reviews. Review the General Plan on a five-year cycle, including a review of individual elements and community programs. Periodically revise the General Plan and respond to individual Plan Amendment petitions.	High	Short	Planning, Community and Economic Development
LUD 11.	Resident Handbook. Prepare a handbook of information about neighborhood and civic organizations addressing subjects like disaster preparedness, neighborhood beautification, and a “how-to” communicate with City departments.	Medium	Short	All City Departments
LUD 12.	Development review for childcare. Streamline processing and permit regulation, to the extent possible, to promote and support the development of childcare facilities and family childcare homes. Review zoning regulations regarding home-based early childhood education facilities for areas that can be streamlined. Ensure consistency with State Code.	High	Short	Planning, Community and Economic Development

LUD 13.	Community liaison. Create a community liaison position to encourage community participation and support community engagement efforts, including addressing inclusion, cultural responsiveness, and selection of planning spaces.	Medium	Medium	Planning
LUD 14.	Land use monitoring. Establish a monitoring and reporting system for land use development in the city. Land use monitoring should include metrics, such as number of new housing units, affordable housing units, commercial square footage, and natural and undeveloped areas on former Fort Ord lands, among others.	High	Short	Planning
LUD 15.	Define and develop missing middle housing. Conduct an analysis of employee inflow/outflow, median housing prices, median area incomes, other demographic/housing variables, and urban form to define appropriate missing middle housing types for Seaside. Encourage the development of appropriate missing middle housing types through zoning standards, development review procedures, and appropriately structured fees that encourage missing middle units.	High	Short	Community and Economic Development

Table 21: Economic Development Programs

	Description	Priority	Time Frame	Responsibility
ED 1.	Business retention and expansion program. Create a business retention and expansion program that includes a longitudinal study of local businesses, hiring practices, workforce, and workforce means.	High	Short	Community and Economic Development
ED 2.	Comprehensive branding and marketing plan. Work with the business community to develop a Comprehensive Branding Plan that includes a new, unique logo for Seaside with accompanying fonts and other visual themes that highlight Seaside's various attributes.	High	Short	Community and Economic Development
ED 3.	Comprehensive marketing plan. Work with the business community to develop a Comprehensive Marketing Plan that includes 1) a target list of businesses for attraction and expansion; 2) policies, actions, and marketing strategies; and 3) benchmarks to measure progress in implementation. The marketing strategies should highlight value propositions for doing business in Seaside.	High	Short	Community and Economic Development
ED 4.	Marketing and support service coordination. Align efforts with regional and local partners to provide marketing services that support Seaside businesses.	Medium	Ongoing	Community and Economic Development
ED 5.	Marketing and placemaking programs. Develop marketing and beautification strategies to raise awareness of areas targeted for revitalization.	High	Ongoing	Planning, Community and Economic Development
ED 6.	Broadway Avenue Improvement Plan. Market the Broadway Avenue Improvement Plan to developers and businesses generally conducive to a pedestrian-oriented Downtown area, such as a mix of local and regional-serving retail, local serving office uses, and cafes/restaurants.	High	Short	Community and Economic Development
ED 7.	Base industry marketing program. Develop a marketing program to attract economic base industries in high regional demand with anticipated low susceptibility to seasonality or downturns including expanding innovative technology firms in Silicon Valley. Track emerging technologies with the potential for expansion and location in Seaside as part of this program.	Medium	Short	Community and Economic Development
ED 8.	Restaurant marketing campaign. Work with restaurant owners to develop marketing strategies that highlight Seaside's unique restaurants.	Medium	Ongoing	Community and Economic Development
ED 9.	Start-up/spinoff marketing program. Work in coordination with the Monterey Bay Economic Partnership and regional institutions of higher learning to develop marketing strategies to attract and expand emerging start-ups and spinoffs in innovative industries, such as agriculture technology, applied robotics, computer hardware, software, and data services.	High	Short	Community and Economic Development

ED 10.	Bureau of Land Management and State Parks marketing program. Work in coordination with appropriate city agencies and private developers to develop a marketing and branding program that highlights northern Seaside, including the Campus Town Specific Plan, as a site to potential visitors.	Medium	Long	Community and Economic Development
ED 11.	Economic Development Strategic Plan. Create an Economic Development Strategic Plan to maintain a favorable business climate and address changes in economic trends.	High	Short	Community and Economic Development
ED 12.	Cultural attractions and events. Work with local and regional organizations to establish and promote a multiplicity of cultural attractions and events in the community linked to the City's Historic Context Statement (Action C 7).	High	Ongoing	Community and Economic Development
ED 13.	Film production. Coordinate with the Monterey Film Commission, the California Film Commission, CSUMB, and local K-12 schools to market sites in Seaside for film production.	Low	Ongoing	Community and Economic Development
ED 14.	Coastal signage program. Adopt a public access/directional and interpretive sign program in accordance with Local Coastal Plan policies PAR-CZ 1.1.C. and PAR-LG 1.1.B.i. that provides residents and visitors with informational signs identifying the location of the Monterey Bay and California Coastal Trail alignments within Seaside.	Medium	Short	Planning, Public Works
ED 15.	Commercial recreational facility. Attract the development of a large-scale commercial recreational facility to serve residents and tourists.	Medium	Medium	Community and Economic Development
ED 16.	Shovel-ready inventory. Consult with private property owners and identify City-owned parcels (including those in the Long-Range Property Management Plan) to create a current list of parcels suitable and ready for development.	High	Short	Planning, Community and Economic Development
ED 17.	Infrastructure and utility provision for shovel-ready sites. Provide shovel-ready sites with necessary infrastructure and utility services to ensure efficient development.	Medium	Ongoing	Planning, Public Works
ED 18.	Market shovel-ready properties. Establish a marketing program to advertise shovel-ready opportunity sites to the development community.	High	Short	Community and Economic Development
ED 19.	Enhanced Infrastructure Financing Districts & Community Revitalization Investment Authorities. Continue to support development of an Enhanced Infrastructure Financing District(s), Community Revitalization Investment Authorities, and other financing opportunities as they arise to support the funding of long-term, more costly infrastructure improvements and associated revitalization efforts.	Medium	Ongoing	Community and Economic Development
ED 20.	Enhanced economic development utilities rate. Work with the California Public Utilities Commission, PG&E, Central Coast Community Energy, and other utility companies to establish an Enhanced Economic Development Utility Rate and accompanying program that provides discounted utility rates to attract, expand, and retain qualifying businesses.	Low	Medium	Community and Economic Development

ED 21.	Advanced and sustainable industry workforce training. Coordinate with applicable entities to identify or create training and placement programs in targeted industries including advanced manufacturing, applied robotics, agriculture technology, cannabis testing and research, computer hardware, software, data services, legal services, telecommunications, and other fields.	High	Medium	Community and Economic Development
ED 22.	Provide information for financing assistance to businesses. Develop and advertise programs that assist firms proposing substantial new job creation to access SBA and State and local development funds.	High	Ongoing	Community and Economic Development
ED 23.	Workforce training. Conduct an inventory of workforce training needs of businesses in Seaside and coordinate with regional partners, and other regional institutions of higher learning to identify or create suitable training programs, and help coordinate training resources in the County.	Medium	Medium	Community and Economic Development
ED 24.	Public-private partnerships. Support the use of public-private partnerships to foster job growth and vocational training, including partnerships used or planned by major public entities in Seaside such as with CSUMB, Hartnell College, Cabrillo College, Monterey Peninsula College, and the US Defense Department.	Medium	Ongoing	Community and Economic Development
ED 25.	Regional institutes of higher learning/City of Seaside Economic Strategic Plan. Coordinate with CSUMB and other regional institutes of higher learning to develop a joint Economic Development Strategic Plan focused on enhancing “town-gown” relationships and coordinating planning efforts as part of the Economic Development Strategic Plan. Ensure that the joint Strategic Plan addresses the following: - Partnerships between the City, the CSUMB Institute for Innovation and Economic Development, and the UCSC Center for Innovation and Entrepreneurial Development to support entrepreneurship and to bring emerging spinoffs and startups to Seaside; - Partnerships between the City and appropriate technology transfer offices of regional institutes of higher learning to support transfer of knowledge and technology to emerging spinoffs and start-ups; - Measures the City may take to facilitate the formation of emerging spinoffs and start-ups, such as assistance navigating the City’s permit process, expedited project review, and assistance in finding appropriate locations/spaces in Seaside; and - Internships and apprentice programs to connect students from regional institutes of higher learning with full-time employment opportunities in Seaside.	Low	Ongoing	Planning

Table 22: Mobility Programs

	Description	Priority	Time Frame	Responsibility
M 1.	Vision Zero Action Plan. Prepare a Vision Zero Action Plan that sets forth goals and targets to reduce car crash deaths and collisions, including active transportation and street design strategies, safe routes to school, and multi-modal transit initiatives. The plan should also include an analysis of unsafe pedestrian and cycling areas, provisions for sidewalk safety, and bike parking standards.	High	Medium	Public Works, Police, Fire, City Attorney
M 2.	Bicycle Master Plan consistency. Revise the Bicycle Master Plan and make changes to ensure consistency with the General Plan.	High	Medium	Planning, Public Works
M 3.	Parking standards consistency. Revise the Zoning Ordinance requirements for off-street parking to ensure consistency with the General Plan.	High	Short	Planning
M 4.	Pedestrian Master Plan. Develop a citywide Pedestrian Master Plan or incorporate a pedestrian element into the Bicycle Master Plan update (i.e., would become a Bicycle & Pedestrian Master Plan) to identify recommended improvements in each of the Pedestrian Improvement Focus Areas.	High	Short	Planning, Public Works
M 5.	Transportation impact criteria. Revise the Seaside transportation significance criteria for projects subject to CEQA, including adoption of a vehicle miles travelled (VMT) threshold.	High	Short	Public Works
M 6.	Transportation Impact Fee and Nexus Study. Conduct a nexus study as a basis for a transportation impact fee (TIF) program update.	High	Short	Planning, Public Works
M 7.	Dedicate City staff for Complete Streets and Safe Routes to School projects. Allocate additional staff resources to manage, implement and pursue funding for Complete Street projects, including the submittal of grant applications for bikeway, pedestrian and Safe Routes to School (SRTS) funding.	High	Ongoing	Public Works

Table 23: Conservation, Park, and Open Space Programs

	Description	Priority	Time Frame	Responsibility
C 1.	Tree Preservation Ordinance. Adopt an ordinance specifically addressing the preservation of oak trees. At a minimum, this ordinance shall include restrictions for the removal of oaks of a certain size, permit requirements for removing oaks of the size defined, and specifications for relocation or replacement of oaks removed.	High	Short	Planning
C 2.	Habitat Management Plan. Continue to partner with local, regional, and federal agencies to implement the programs outlined by the HCP and HMP.	High	Ongoing	Planning
C 3.	Seaside Habitat Management Plan. As funding becomes available, develop a Seaside Habitat Management Plan that outlines the habitat management protection measures not already addressed in the Fort Ord HMP and HCP to protect habitat and species specific to Seaside and for areas outside the Plan Area of the FORA HCP. The Seaside Habitat Management Plan should include roles and responsibilities and identify funding or financing mechanisms to implement the plan. The Seaside Habitat Management Plan should be consistent with the Fort Ord HMP and HCP.	Medium	Medium	Planning
C 4.	Fort Ord Regional Habitat Cooperative. Be a cooperative member of the Fort Ord Regional Habitat Cooperative (Joint Powers Authority), and coordinate with FORA and the other cooperating members to finalize the HCP Plan and Implementing Agreement.	High	Short	Planning
C 5.	Dark Sky Lighting Ordinance. Prepare a Dark Sky Ordinance to regulate outdoor lighting through the adoption of comprehensive citywide outdoor lighting standards.	Medium	Medium	Planning
C 6.	Archaeological Sensitivity Map. Develop a Cultural Resource Sensitivity Map based upon field and literature surveys identifying the locations of known cultural resources and areas of archaeological sensitivity within the City and its Sphere of Influence.	High	Short	Art and History Commission, Planning
C 7.	Historic Context Statement. Prepare a historic context statement to form the basis of evaluating significance and integrity of historic resources.	High	Short	Art and History Commission, Planning

C 8.	Historic Resource Survey. . Use the Historic Context Statement to guide, establish, and maintain an historic resource survey for Seaside	High	Ongoing	Planning, Art and History Commission
C 9.	Siltation Program. Seaside, in consultation with the Natural Resources Conservation Service, shall develop a program that will provide, to every landowner, occupant, and other appropriate entities information concerning vegetation preservation and other best management practices that would prevent siltation of waterways in or downstream of the former Fort Ord.	High	Short	Planning, Public Works
C 10	Update Zoning Code. Update the zoning code and requirements for all new land use development applications to establish standards that further the health and diversity of Seaside's urban forest. Updates should include tree planting guidelines, accommodation of trees during infrastructure design for projects, and preservation of mature trees where possible.	Medium	Short	Planning,
PO 1.	Wayfinding program. Implement a wayfinding and signage program to improve visibility to key City parks, the National Monument, Seaside Beach, and the State Dunes Beach.	Medium	Short	Public Works, Planning, Recreation Services
PO 2.	Joint use with MPUSD. Maintain existing joint use agreements with MPUSD to allow residents greater park access.	High	Short	Public Works, Planning, Recreation Services
PO 3.	Joint use with CSUMB. Strive to establish a formal joint use agreement with CSUMB allowing Seaside residents to use campus sports and recreation facilities.	Medium	Short	Public Works, Planning, Recreation Services
PO 4.	Joint use with US Army. Strive to establish a formal joint use agreement with the US Army allowing Seaside residents to use publicly-accessible parks and open spaces.	Medium	Short	Public Works, Planning, Recreation Services
PO 5.	Seaside history. Create a short history of Seaside and its peoples for distribution to schools, visitors and interested businesses.	High	Short	Arts and History Commission
PO 6.	Maintenance plan. Develop a park maintenance plan that specifies the types of maintenance required for each park and timing of such work.	High	Short	Public Works

Table 24: Healthy and Sustainable Communities Programs

	Description	Priority	Time Frame	Responsibility
HSC 1.	Health resources inventory. Develop an inventory of health resources in the City in cooperation with the Monterey County Department of Public Health and the Blue Zones project..	Medium	Short	Planning
HSC 2.	Healthy food choices. Develop a plan to attract more healthy food choices to the residents of the city. The plan should strategically consider location and expansion of new and existing businesses to promote access to healthy food choices throughout the city.	Medium	Long	Planning
HSC 3.	Greenhouse gas inventory. Prepare a revised greenhouse gas inventory on regular 3-year cycles.	Medium	Ongoing	Planning, Engineering
HSC 4.	Climate Action and Adaptation Plan. Prepare a Climate Action and Adaptation Plan that establishes greenhouse gas reduction targets in alignment with State targets. Specify energy, water, transportation, and other actions necessary to meet those targets. Identify Seaside's most significant potential climate change risks and vulnerabilities in order to create a framework for decision makers to build a more resilient and sustainable community. Include an adaptation strategy and regular plan maintenance as addressed in the Health and Sustainable Community Element. Special focus should be provided related to sea level rise and coastal flooding, drought, extreme heat, and wildfire risk.	High	Ongoing	Planning, Engineering
HSC 6.	Zoning and implementation ordinances. Regularly review and update zoning and building codes to enable innovative sustainability measures, including implementation of the following: • Greywater capture and reuse systems • On-site bioretention-based stormwater facilities • Wind generation on residential and commercial buildings • Electric vehicle infrastructure requirements • Establish green building performance standards • Design standards that promote healthy food and activity choices, including sidewalks, safe routes to schools, and access to parks and open space.	High	Ongoing	Planning, Building and Code Enforcement
HSC 7.	Educational materials. Produce a City resource guide for commercial and residential solar and wind installation, including information on state and local regulations, incentives, and other third-party programs.	Medium	Ongoing	Planning, Building and Code Enforcement

HSC 8.	Central Coast Community Energy. Annually review the progress of the Central Coast Community Energy region-wide collaborative partnership progress in funding renewable energy projects and reducing carbon-based emissions.	High	Ongoing	Planning, Engineering
HSC 9.	Information campaign about early childhood education. Promote significant benefits of quality early childhood education to community members, employers, businesses and developers through social marketing campaigns.	Medium	Ongoing	Planning, Community and Economic Development
HSC 10.	Licensed childcare providers. Work with local institutions of higher education and the Child Care Resource & Referral agency to coordinate and expand professional development pathways for residents to become licensed childcare providers.	Medium	Short	Planning, Community and Economic Development
HSC 11.	Child care needs assessment. The City will work with local institutions, including the Monterey County Health Department and Monterey Unified School District, to assess child care needs and will work with local organizations and institutions, where feasible, to implement programs to address childcare shortfalls.	High	Ongoing	Planning, Community and Economic Development
HSC 12.	Enrichment programs. Partner with local institutions, including the Monterey Peninsula Unified School District and Monterey County Free Libraries, and other public and private organizations to maintain and enhance existing extended learning opportunities through after-school enrichment programs, summer boost programs, school breaks, and weekends for all children.	High	Short	Planning, Community and Economic Development
HSC 13.	Siltation program. Develop a program preventing siltation of waterways focused on former Fort Ord lands.	High	Short	Public Works, Planning

Table 25: Utility Infrastructure

	Description	Priority	Time Frame	Responsibility
CFI 1.	Plan consistency. Following adoption of the General Plan, review the existing, adopted Specific Plans, and the Local Coastal Plan (LCP) and the LCP Implementation Plan, and make changes to ensure consistency with the General Plan.	High	Short	Planning, City Attorney
CFI 2.	City ordinances. Update the existing City code and ordinances to reflect current requirements and GP policies for water, sewer, and storm drainage requirements and policies.	High	Short	Planning, Public Works
CFI 3.	Water System Master Plan and Rate Study. Revise the Water System Master Plan based on current requirements and policy for Seaside Muni, CalAm, and Marina Coast	Medium	Ongoing	Seaside Municipal Water Supply
CFI 4.	Water allocation process. Take a leadership role in the development of a unified water allocation process for all local agencies, including: • Support regional efforts to develop new water supplies for Cal-Am and MCWD to ensure water supply for both existing and proposed uses within the City. • Work with regional partners (Cal-Am, MCWD, MRWPCA, and/or MPWMD) to ensure new water supplies are obtained for SMWS to meet its long- term needs. • Establish priorities for water allocation in order to catalyze investment in key areas of the City, such as Downtown (West Broadway Urban Village Specific Plan area) and Fremont Boulevard	High	Short	Public Works, SMWS, Planning
CFI 6.	MRSWMP participation. Continue to participate in the Monterey Regional Stormwater Management Program (MRSWMP).	Medium	Ongoing	Public Works
CFI 7.	Stormwater development standards. Develop a guidance document to clarify stormwater requirements specific to the Coastal Zone, the former Fort Ord, and any requirements which the City may have over-and-above the MRSWMP requirements. Identify opportunities that result in water being “credited” back to the City.	High	Short	Public Works
CFI 8.	Stormwater Master Plan. Update the 2013 Draft Stormwater Master Plan to reflect current and upcoming permit requirements and resulting capital expenditures.	High	Ongoing	Public Works
CFI 9.	Stormwater Utility Fee. Implement a Stormwater Utility Fee.	Medium	Short	Public Works
CFI 11.	Maintenance schedule. Create a routine maintenance schedule for infrastructure.	High	Short	Public Works

Table 26: Safety Element Programs

	Description	Priority	Time Frame	Responsibility
S 1.	California Building Codes. As new versions of the California Building Standards Code (CCR Title 24, published triennially) are released, adopt and enforce the most recent codes. Specifically, to minimize damage from earthquakes and other geologic activity, implement the most recent State and seismic requirements for structural design of new development and redevelopment.	Medium	Ongoing	Public Works, Building and Code
S 3.	Flood inundation map. Partner with the USGS to develop a flood inundation map to identify areas prone to localized flooding in Seaside.	Medium	Short	Public Works, Planning
S 4	Fire Code. Adopt the most recent Uniform Fire Code provisions and appropriate amendments.	Medium	Ongoing	Fire, Building and Code Enforcement
S 5.	Fire preventative measures. Develop fire prevention measures in wildland-urban interface areas to reduce wildfire hazards, in cooperation with Fort Ord jurisdictions and the surrounding communities' fire protection agencies.	Medium	Ongoing	Fire, Planning
S 6.	Remediation of hazardous and toxic materials. Work closely with regional and federal partners on former Fort Ord remediation. Perform timely reviews of the implementation progress and maintain a public record of property locations which contain hazardous materials, including a timetable for and the extent of remediation to be expected.	High	Ongoing	Planning
S 7.	Hazardous materials management. For the use of former Fort Ord lands, the City shall assess the use of hazardous materials as part of its environmental review and/or include approval, and development of a hazardous management and disposal plan as a condition of project, subject to review by the County Environmental Health Department.	High	Ongoing	Building and Code Enforcement, Fire
S 8.	Emergency Preparedness Plan. Prepare an Emergency Preparedness Plan for disaster planning and guidance in responding to emergencies.	High	Ongoing	Fire
S 9.	Emergency response training sessions. Hold annual training sessions for staff and the public to educate all residents and businesses about emergency response procedures, evacuation routes, and locations of critical facilities.	Medium	Ongoing	Fire
S 10.	Critical facilities inventory. Establish a critical facilities inventory and establish guidelines for operations of such facilities during emergencies.	High	Short	Fire, Police

Table 27: Noise Programs

	Description	Priority	Time Frame	Responsibility
N 1.	Requirement for acoustical studies. Amend development application requires so that prior to accepting development applications as complete, projects complete acoustical studies prepared by qualified professionals for all new development that is: - Proposed in the City's jurisdiction that could result in noise environments above Zone A of Table 19, (normally acceptable noise ranges), including any proposed development located within a 60dBA CNEL or higher noise contour, as shown in Figure 61, Future Noise Contours. - Proposed in the Fort Ord Planning Area that could result in noise environments above noise range I (normally acceptable ranges), as shown in Table 20. Acoustical studies shall identify mitigation measures that would be required to comply with the noise guidelines in Table 19 and Table 20 to ensure that existing or proposed uses will not be adversely affected.	High	Ongoing	Planning
N 2.	Update the City's Noise Ordinance. Provide development standards and project design guidelines that include a variety of mitigation measures that can be applied to meet City standards. Additionally, the City shall update the City's Noise Ordinance for application in the former Fort Ord, including adopting land use compatibility criteria for exterior community noise, shown in Table 4.5-3 of the FORA Base Reuse Plan Conservation Element; and incorporating the performance standards shown in Table 4.5-4 of the FORA Base Reuse Plan Conservation Element to control noise from non-transportation sources, including construction noise.	High	Short	Planning
N 3.	Construction noise limits. Review the hours of allowed construction activity to ensure they effectively lead to compliance within the limits (maximum noise levels, hours and days of allowed activity) established in the City's noise regulations (Title 24 California Code of Regulations, Zoning Ordinance, and Chapter 21A of the Municipal Code).	Medium	Ongoing	Planning

N 4.	Reduce motor vehicle noise. The City should coordinate with Caltrans to evaluate the exposure of existing and future residences in Seaside to noise generated by motor vehicle activity on State Route 1 and Canyon Del Rey Boulevard/State Route 218. As appropriate and feasible to protect residents from excessive traffic noise, the City should encourage the construction of aesthetically pleasing sound barriers on Caltrans facilities.	Medium	Ongoing	Planning, Caltrans
N5.	Reduce rail noise. If TAMC initiates passenger rail service in Seaside, the City should coordinate with TAMC to encourage the designation of “quiet zones” along the rail corridor adjacent to land uses that are sensitive and/or the installation of aesthetically pleasing sound barriers to reduce the exposure of nearby residences to rail noise. In addition, the City should coordinate with TAMC to encourage the design and use of trains that reduce groundborne vibration.	Medium	Ongoing	Planning, TAMC

Physical Improvements

The table below identifies physical improvements to implement the General Plan's vision and policies, organized by Plan Chapter. Physical improvements are consistent with each chapter's goals and policies, though not every chapter has associated physical improvements.

Table 28: Mobility Physical Improvements

	Description	Priority	Time Frame	Responsibility
M 2.	High-Priority Crossing Improvements. Install intersection-specific crossing improvements to reduce the rate of collisions at the following intersections: - Hilby Avenue & Fremont Boulevard: Install pedestrian crossing enhancements to reduce the rate of pedestrian collisions. - Del Monte Avenue & Canyon del Rey Boulevard: Install high-visibility bicycle lane or sharrow treatments to reduce the rate of bicycle collisions.	High	Short	Public Works
M 3.	Noche Buena Safe Routes to School & Traffic Calming Improvements. Plan, design, and install pedestrian improvements along the Noche Buena Avenue corridor that connects Seaside High School with Del Rey Woods Elementary School. Include traffic calming measures on segments not served by MST JAZZ service (north of Playa Avenue and south of Hilby Avenue). Initial planning could occur as part of the Pedestrian Master Plan (see Mobility Programs), or sooner as a standalone project.	High	Short	Public Works
M 4.	East Broadway Complete Streets. Construct "complete street" improvements on Broadway Avenue, between Fremont and General Jim Boulevards, as identified in the 2040 General Plan Mobility Element to include: - Reduce motor vehicle lanes to one through lane per direction to allow for bicycle lanes and wider sidewalks. - Widen sidewalks to 15 feet between Fremont Blvd & Noche Buena Ave. - Provide bulbouts at most crosswalks to reduce crossing distances. - Provide transit stop amenities at MST JAZZ stops located on East Broadway.	High	Short	Public Works

M 5.	Fremont Boulevard Complete Streets Corridor. Construct street improvements on Fremont Boulevard, as identified in the Seaside 2040 Mobility Element to include: • Install bicycle lanes in both directions. • Reduce to one southbound through lane for motor vehicles to allow for a reduction in pedestrian crossing distances, wider bicycle lanes. • Coordinate signals to reduce delays to all travel modes. • Provide transit stop amenities at MST JAZZ stops. Consider the provision of transit signal pre-emption, and bus queue-jump lanes at some locations, to reduce delays to MST JAZZ service on Fremont Boulevard.	High	Ongoing	Planning, Engineering
M 6.	LaSalle Avenue Safe Routes to School & Traffic Calming Improvements. Plan, design and install pedestrian improvements along the LaSalle Avenue, from Del Monte Boulevard to Old Terrace Elementary School. Initial planning could occur as part of the Pedestrian Master Plan (see Mobility Programs).	High	Medium	Public Works
M 7.	FORTAG Trail. Construct the FORTAG trail. Add wayfinding, viewing platforms, seating, and other amenities. Seaside reserves the right to modify portions of the trail within city boundaries. Connect the FORTAG trail to the circulation network of the city, including but not limited to Broadway Avenue, Hilby Avenue, San Pablo Avenue, Eucalyptus Road, Campus Town, Main Gate, and under Highway 1.	High	Medium	Public Works
M 8.	Coastal Access Pedestrian Improvement Focus Area Design. Pursue funding for, and construct pedestrian improvements between Oldemeyer Center and the coastline.	Low	Medium	Public Works, Caltrans
M 9.	Bicycle Boulevards. Design, pursue funding for, and construct bicycle boulevards to connect Seaside neighborhoods and schools as identified in the Mobility Element.	Low	Medium	Public Works
M 10.	Del Monte Boulevard Complete Streets Corridor. North of Broadway: reduce to one northbound through lane for motor vehicles (concurrent with elimination of one southbound lane on Fremont Boulevard) to allow for bicycle lanes (without requiring removal of on-street parking), and reduced pedestrian distances. Coordinate signals for southbound travel.	Low	Medium	Public Works
M 11.	Seaside East: Complete Streets Network & Pedestrian Improvement Focus Area improvements. Construct the complete street improvements to serve Seaside East concurrent with, and primarily funded by, new development in Seaside East.	Low	Ongoing	Community and Economic Development, Public Works

M 12.	Campus Town Complete Streets Network & Pedestrian Improvement Focus Area. Construct the complete street improvements to serve Campus Town, concurrent with, and primarily funded by, new development.	High	Ongoing	Community and Economic Development, Public Works
M 13.	Seaside Transit Station. Continue to support efforts aimed at providing regional rail or bus rapid transit (BRT) service that would include the planned Seaside Transit Station on Del Monte Boulevard at the western end of Broadway Avenue.	High	Medium to Long	Public Works, TAMC
M 14.	Citywide Bikeway Network Completion. Complete installation of the entire planned citywide network of Class II bicycle lane, Class III-E Bicycle Boulevard and Class IV Exclusive Bikeway segments by 2030.	High	Medium to Long	Public Works
M 15.	Highway 1 – Redesign of Franklin Boulevard Interchange. Continue to pursue the planned, but unfunded, redesign of the Highway 1 interchange with Franklin Boulevard.	Medium	Long	Public Works, Caltrans
M 16.	Roundabouts. Consider installation of roundabouts to reduce speeds on General Jim Moore Boulevard and at other locations as shown on the 2040 Roadway Network map, subject to available funding.	Low	Long	Public Works
M 17.	New Highway 1 Interchange to/from Monterey Road. Collaborate with Caltrans and TAMC to pursue implementation of the proposed additional Highway 1 interchange to/from Monterey Road, subject to available funding.	Low	Long	Public Works, TAMC, Caltrans
M 18	Visibility Improvement of Crosswalks. Improve safety at crosswalks where paint has faded	Medium	Ongoing	Public Works

Table 29: Parks, Open Space, and Conservation Physical Improvements

	Description	Priority	Time Frame	Responsibility
PO 1.	Seaside East Regional Park. Build approximately 50 acres of commercial recreational open space and parks in Seaside East.	High	Medium	Public Works
PO 2.	FORTAG. Connect the FORTAG trail. Add wayfinding, viewing platforms, seating, and other amenities. Connect the FORTAG trail to the circulation network and consider place making opportunities.	High	Medium	TAMC
PO 3.	Parks in Existing Seaside Neighborhoods. Create new parks within existing Seaside Neighborhoods as funds and opportunities are available	Medium	Long	Public Works
PO 4.	Parks in existing Seaside neighborhoods. Create new parks within existing Seaside neighborhoods, as identified in the West Broadway Urban Village Specific Plan, the Parks Master Plan, and north of East Broadway (as funds are available).	High	Long	Public Works

Table 30: Infrastructure Physical Improvements

	Description	Priority	Time Frame	Responsibility
CFI 1.	Capital improvement projects. Implement capital improvement projects identified in the Water System Master Plan.	Medium	Ongoing	Public Works
CFI 2.	Water supply. Modify the SMWS system to allow new supplies developed in conjunction with regional partners (Cal-Am, MCWD, MRWPCA, and/or MPWMD) to be transmitted and connected to the SMWS system.	High	Short	Public Works
CFI 3.	Short-term (priority) storm drainage projects. Implement near-term capital improvement projects identified in the Stormwater Master Plan.	High	Short	Public Works
CFI 4.	Long-term storm drainage projects. Implement medium- and long-term capital improvement projects identified in the Stormwater Master Plan.	Medium	Medium/ Long	Public Works

Notes

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