



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

REGULAR MEETING
440 HARCOURT AVE
Monday, June 8, 2026
4:00 PM

Virtual Participation Guide: <https://www.ci.seaside.ca.us/129/City-Council-Committee-Agendas>
<https://ci-seaside-ca-us.zoom.us/j/86479626009> | Webinar ID 864 7962 6009 | (669) 900-9128

1. CALL TO ORDER

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

Joy Anderson	Chair
Odir Bonilla	Commissioner
Darryl Choates	Commissioner
Sergio Vasquez	Commissioner
Pai Venegas	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. APPROVE MINUTES FROM APRIL 13 AND MAY 11, 2026 REGULAR MEETINGS

6. BUSINESS ITEMS

A. SELECTION OF JULY BUSINESS OF THE MONTH

B. INTRODUCTION OF THE DRAFT SEASIDE ECONOMIC DEVELOPMENT ACTION PLAN AND DISCUSSION OF COMMISSION REVIEW PROCESS

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:
July 13, 2026
4:00 p.m.

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**CITY OF SEASIDE
STAFF REPORT**

Item No.: 5.A.

TO: C-JOBS

BY: Laura Calata, Administrative Analyst

DATE: June 8, 2026

**SUBJECT: APPROVE MINUTES FROM APRIL 13 AND MAY 11, 2026
REGULAR MEETINGS**

RECOMMENDATION

Approve minutes from April 13 and May 11, 2026 meetings.

BACKGROUND

The minutes of the previous two meetings have been prepared and are ready for review. The minutes summarize the actions taken and discussions held during the previous meetings.

ATTACHMENTS

1. Minutes- C-JOBS 04.13.2026
 2. Minutes- C-JOBS 05.11.2026
-

Reviewed for Submission to the City Council by:

A handwritten signature in black ink, appearing to read "G. McDanel".

Greg McDanel, City Manager



**FINAL MINUTES
A G E N D A**
CITY OF SEASIDE
C-JOBS
COMMISSION ON JOBS,
OPPORTUNITIES
AND BUSINESSES IN SEASIDE

REGULAR MEETING
440 HARCOURT AVE
Monday, April 13, 2026
4:00 PM

Virtual Participation Guide: <https://www.ci.seaside.ca.us/129/City-Council-Committee-Agendas>
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1. CALL TO ORDER

City Manager, Greg Mc Danel, called the meeting to order at 4:03 p.m.

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

PRESENT: COMMISSIONERS ANDERSON, VASQUEZ (arrived at 4:05 p.m.),
VENEGAS

ABSENT: BONILLA, CHOATES

3. PUBLIC COMMENT

No public comment.

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

None

6. BUSINESS ITEMS

A. APPOINTMENT OF CHAIR AND VICE CHAIR FOR C-JOBS

On motion by Commissioner Venegas and second by Commissioner Anderson, Commissioner Vasquez was elected Chair.

RESULT: 3-0-0-2

AYES: Anderson, Vasquez, Venegas

NOES:

ABSTAIN:

ABSENT: Bonilla, Choates

ACTION: APPROVED

On motion by Commissioner Vasquez and second by Commissioner Venegas, Commissioner Anderson was elected as Vice Chair.

RESULTS: 3-0-0-2

AYES: Anderson, Vasquez, Venegas

NOES:

ABSTAIN:

ABSENT: Bonilla, Choates

ACTION: APPROVED

B. REVIEW OF C-JOBS PURPOSE, DUTIES, AND RESPONSIBILITIES

City Manager, Greg McDanel, went over Chapter 2.18 of the City Code outlining the responsibilities, expectations, and intent of the Commission's leadership roles. Commissioners were reminded of the purpose of the Commission and how the Chair and Vice Chair support its function.

C. DEVELOPMENT OF ANNUAL WORK PLAN FOR FISCAL YEAR 2026-2027

City Manager, Greg McDanel, informed Commissioners that each year all City commissions must prepare an Annual Work Plan. This plan is presented to the City Council and outlines:

- The Commission's progress during the current fiscal year
- Goals and priorities for the upcoming fiscal year

Commissioners were asked to consider goals they would like to accomplish and bring their ideas to the next scheduled meeting.

D. MONTEREY BAY FC PARTNERSHIP AND BUSINESS OF THE MONTH SELECTION PROCESS

City Manager, Greg McDanel, provided an overview of the Community Partnership between the City and Monterey Bay FC, the local professional football club. Key points included:

- The partnership aims to increase community awareness of the team
- The collaboration also seeks to position the City as a regional destination
- The Business of the Month selection process was discussed in connection with the partnership's promotional efforts

7. REPORTS FROM COMMISSIONERS

None.

8. REPORTS FROM STAFF

City Manager, Greg McDanel, shared details about the Seaside at Your Fingertips Program and how City staff is using Placer.ai software to augment its services. Staff also discussed the City's partnership with Retail Strategies and shared the deliverables provided by the consultant to assist with retail recruitment throughout the City.

Public Comment: Laura James shared she would like to see businesses that are sustainable uplifted and recognized. She is also interested in seeing progress in downtown Broadway.

9. ADJOURNMENT

Commissioner Anderson made a motion to adjourn the meeting at 4:51 PM. The motion was seconded by Chair Vasquez.

Next Regularly Scheduled Meeting:
May 11, 2026
4:00 PM

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FINAL MINUTES

AGENDA

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

REGULAR MEETING
440 HARCOURT AVE
Monday, May 11, 2026
4:00 PM

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1. **CALL TO ORDER**

Chair Vasquez called the meeting to order at 4:00 PM

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

PRESENT: COMMISSIONERS ANDERSON, BONILLA, CHOATES, VASQUEZ

ABSENT: VENEGAS

3. **PUBLIC COMMENT**

No public comment.

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. **BUSINESS ITEMS**

A. APPOINTMENT OF CHAIR

On motion by Commissioner Choates and second by Commissioner Vasquez, Co-Chair Anderson was elected Chair.

RESULT: 4-0-0-1
AYES: Anderson, Bonilla, Choates, Vasquez
NOES:
ABSENT: Venegas
ACTION: APPROVED

On motion by Commissioner Vasquez and second by Commissioner Bonilla, Commissioner Choates was elected Co-Chair.

RESULT: 4-0-0-1
AYES: Anderson, Bonilla, Choates, Vasquez
NOES:
ABSENT: Venegas
ACTION: APPROVED

B. DEVELOPMENT OF ANNUAL WORKPLAN FOR FISCAL YEAR 2026-2027

Administrative Analyst, Laura Calata, provided a draft work plan for the Commission's consideration. It outlined five top actions for the Commission to take in the next fiscal year. The Commissioners discussed the workplan goals and offered recommendations for staff, including recognizing businesses for their longevity and considering additional events, such as a mixer, to bring businesses together and increase awareness that the Commission is available to assist.

On motion by Commissioner Vasquez and second by Chair Anderson, the workplan was approved.

RESULT: 4-0-0-1
AYES: Anderson, Bonilla, Choates, Vasquez
NOES:
ABSENT: Venegas
ACTION: APPROVED

C. BUSINESS OF THE MONTH PROGRAM DEVELOPMENT AND JUNE AWARDEE SELECTION

Administrative Analyst, Laura Calata, provided program goals for the business of the month program and shared that the selected businesses have an opportunity to be featured during Monterey Bay FC home games as part of the Community partnership with the team.

On motion by Commissioner Vasquez and second by Chair Anderson, the business of the month program was approved.

RESULT: 4-0-0-1
AYES: Anderson, Bonilla, Choates, Vasquez
NOES:
ABSENT: Venegas
ACTION: APPROVED

On motion by Chair Anderson and second by Co-chair Choates, Angelina's Bakery was selected as business of the month for the month of June.

RESULT: 3-0-1-1
AYES: Anderson, Choates, Vasquez
NOES:
ABSTAIN: Bonilla
ABSENT: Venegas
ACTION: APPROVED

6. REPORTS FROM COMMISSIONERS

None.

7. REPORTS FROM STAFF

Administrative Analyst, Laura Calata, shared her experience attending the annual CALED conference, invited Commissioners to attend the HotWorx grand opening event on Friday, May 29th from 2-7 PM, and encouraged Commissioners to visit Ace Hardware as they are now open for business.

8. ADJOURNMENT

Commissioner Vasquez made a motion to adjourn the meeting at 5:14 PM. The motion was motioned by Commissioner Bonilla.

Next Regularly Scheduled Meeting:
June 8, 2026
4:00 p.m.

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**CITY OF SEASIDE
STAFF REPORT**

Item No.: 6.A.

TO: C-JOBS

BY: Laura Calata, Administrative Analyst

DATE: June 8, 2026

SUBJECT: SELECTION OF JULY BUSINESS OF THE MONTH

RECOMMENDATION

Consider selection for a July Business of the Month honoree.

BACKGROUND

At its previous meeting, the Commission reviewed and discussed the draft Business of the Month Program and established selection criteria to guide future nominations and selections. The Commission also selected the June Business of the Month for recognition at the June 10 Monterey Bay Football Club (MBFC) home game.

With the program criteria now established, the Commission is invited to consider nominations and select the July Business of the Month.

The Business of the Month Program is intended to highlight businesses that contribute positively to the community, support local economic vitality, and exemplify the values established by the Commission through the adopted selection criteria.

Commissioners may discuss nominations and evaluate them using the approved criteria. Following discussion, the Commission may select one business to be recognized as the July Business of the Month through the City's partnership with Monterey Bay Football Club.

The selected business will be recognized during an upcoming MBFC home game and will be featured through City communication channels.

ATTACHMENTS

None

Reviewed for Submission to the City Council by:



Greg McDanel, City Manager



**CITY OF SEASIDE
STAFF REPORT**

Item No.: 6.B.

TO: C-JOBS

BY: Greg McDanel, City Manager

DATE: June 8, 2026

**SUBJECT: INTRODUCTION OF THE DRAFT SEASIDE ECONOMIC
DEVELOPMENT ACTION PLAN AND DISCUSSION OF
COMMISSION REVIEW PROCESS**

RECOMMENDATION

Receive a presentation on the draft Seaside Economic Development Action Plan, provide feedback on the document's goals and priorities, and discuss the Commission's preferred approach for future review, refinement, and implementation of the plan.

BACKGROUND

The Economic Development Action Plan draft has been prepared to establish a strategic framework for supporting economic vitality, business retention and expansion, workforce development, investment attraction, and long-term community prosperity. The plan identifies opportunities, challenges, and potential actions that can guide economic development efforts over the next five years. The draft Action Plan was developed using the Seaside 2040 General Plan and adopted City Council Strategic Plan priorities as a foundational framework. The current draft is intended to serve as a high-level roadmap for further review and refinement by the Commission on Jobs, Opportunities, and Business in Seaside (C-JOBS), in collaboration with staff and the City Council.

At this stage, staff is not requesting final approval or adoption of the Action Plan. Rather, this item is intended to introduce the document to the Commission, receive initial feedback, and establish a preferred process for future review.

The draft Economic Development Action Plan will be introduced as part of the staff

presentation and made publicly available following introduction of the item, consistent with applicable public meeting and public records requirements.

DISCUSSION

As a comprehensive document, the Action Plan is intended to serve as a roadmap for advancing economic development initiatives and aligning resources with community and organizational priorities. The plan addresses several key areas of focus, including business retention and attraction, workforce development, opportunity site development, tourism and recreation, sports and events, infrastructure, water and mobility, and branding and economic identity.

Given the scope and breadth of the document, staff is seeking feedback from the Commission regarding:

- Initial impressions of the plan and its overall direction;
- Priority areas or initiatives the Commission believes warrant additional focus;
- Potential revisions or additions for future consideration;
- Preferred methods for reviewing and discussing the plan, including whether the Commission would like to evaluate the document as a whole or through a series of focused discussions on individual sections or topics; and,
- The Commission's role in supporting implementation and ongoing monitoring of the Action Plan.

Commission feedback will help inform the next steps for refining the document and establishing a process for future Commission review and recommendations. Future review may include more detailed discussion of specific strategy areas, implementation actions, performance measures, business outreach, workforce partnerships, funding tools, and potential recommendations to the City Council.

ATTACHMENTS

1. Draft Seaside Econ Dev Plan

Reviewed for Submission to the City Council by:



Greg McDanel, City Manager



CITY OF SEASIDE

Economic Development Action Plan

2026 – 2031

**A Strategic Framework for Economic Growth, Investment, and
Community Prosperity**

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Section A

Executive Summary



Section A — Executive Summary

Seaside stands at a transformative moment in its modern economic history. With major catalytic projects underway—including Campus Town, Main Gate, Broadway and Fremont corridor revitalization, and the forthcoming Seaside Grand Hyatt Hotel & Resort—the city is poised for unprecedented growth in housing, jobs, retail, hospitality, and recreation. Combined with the economic engine of California State University, Monterey Bay (CSUMB), the emergence of Monterey Bay FC, and Seaside’s expanding role in regional events such as Car Week, the City is uniquely positioned to reshape its long-term economic trajectory.

This Economic Development Action Plan outlines a comprehensive strategy to create a vibrant, inclusive, culturally rich, and economically resilient Seaside. It aligns directly with the Seaside 2040 General Plan and the 2025–26 City Council Strategic Plan, providing a framework to guide decision-making, investments, partnerships, and policy priorities over the next five years. This action plan is intended to serve as a practical and implementable roadmap, ensuring that strategic priorities translate into coordinated and measurable outcomes.

The plan is grounded in the community’s values and identity, balancing economic opportunity with cultural preservation, fiscal health with community benefit, and strategic growth with inclusivity and equity. The approach emphasizes responsible development, data-informed decision-making, and a sustained commitment to collaboration across departments and external partners.

This Economic Development Action Plan is intended to implement and is consistent with the Seaside 2040 General Plan, including Chapter 4 (Economic Development). The Action Plan does not amend or supersede the General Plan; rather, it provides a focused, time-bound framework for operationalizing adopted economic development policies through coordinated programs, partnerships, and investments. Where this Action Plan provides additional specificity, it is intended to advance the General Plan’s goals and policies while preserving City Council discretion and flexibility in implementation.

Vision

Seaside will be a dynamic, opportunity-rich coastal community with thriving mixed-use districts, strong local businesses, expanded tourism and events, robust partnerships with educational partners, and an economy that supports all residents.

Core strategies

- Business Retention, Expansion & Attraction
- Workforce Development & Talent Pipelines
- Opportunity Site Development
- Tourism, Recreation & Destination Economy
- Sports & Events Economy
- Infrastructure, Water & Mobility
- Branding, Marketing & Economic Identity

Together, these strategies provide a structured foundation for guiding private investment, shaping the built environment, and reinforcing the City's role in regional economic competitiveness.

Implementation

A structured governance and funding framework—including the long-term expansion of the Economic Development Division, annual reporting, KPIs, and financial tools (EIFD, CRIA, grants, P3s)—will ensure long-term accountability. Regular performance reviews, cross-department alignment, and transparent reporting will support continuous improvement and strengthen public trust in implementation efforts. Implementation will be supported by internal coordination, external partnerships, and advisory input from City commissions, including the Commission on Jobs, Opportunities, and Business in Seaside (C-JOBS), to ensure business perspectives and community insight inform execution of the Action Plan.

Section B

Economic Development Framework



Section B — Economic Development Framework

Seaside’s approach to economic development is rooted in three overarching goals:



A Strong, Diverse, and Inclusive Local Economy

Support small businesses, promote entrepreneurship, attract new employers, and ensure equitable access to opportunity across all neighborhoods. This includes fostering a predictable and efficient business environment that enables both new and existing businesses to thrive.



Vibrant Mixed-Use Districts and Opportunity Sites

Catalyze transformational development at Campus Town, Main Gate, and key commercial corridors to create high-quality housing, retail, office, entertainment, and public space. These districts will serve as economic anchors that broaden the City’s revenue base and enhance community identity.



Regional Competitiveness and Community Identity

Leverage Seaside’s unique strengths—CSUMB, cultural diversity, the golf courses, beaches, recreation, and events—to elevate citywide identity and improve fiscal sustainability. Strengthening Seaside’s position within the Monterey Peninsula economy requires coordinated regional partnerships, strategic marketing, and a commitment to high-quality development standards.

This framework builds on the Seaside 2040 General Plan, which calls for:

- Strengthening the city’s economic base
- Supporting high-quality infill development that enhances neighborhood vitality and walkability.
- Enhancing commercial corridors and key nodes
- Expanding tourism and hospitality
- Improving the public realm
- Encouraging mixed-use and walkable environments
- Supporting sustainable and equitable economic mobility

This framework should also be implemented through practical district-based tools that strengthen Seaside's commercial corridors, support existing businesses, and create a more coordinated approach to revitalization. As part of implementation, the City should evaluate participation in the California Main Street Program or development of a locally tailored Main Street-style framework for Broadway and other priority commercial corridors. This approach would help organize business support, district promotion, public realm improvements, cultural identity, events, and economic vitality under a clear and recognizable structure.

The City should also continue to expand the use of data-informed tools, including Placer.ai and similar market analytics platforms, to support retail recruitment, visitor analysis, business district marketing, and performance tracking. These tools should complement direct business engagement and help the City better understand customer trade areas, event impacts, spending capture opportunities, and gaps in retail, restaurant, entertainment, and service categories.

Together, these principles provide a cohesive structure for guiding development decisions, prioritizing public investment, and ensuring that Seaside's economic growth aligns with long-term community values and expectations.

Engagement with local businesses, institutions, and advisory commissions will support implementation of this framework by providing real-time feedback on economic conditions, emerging opportunities, and program effectiveness

Section C

Seaside Today: Economic Baseline & Context



Section C — Seaside Today: Economic Baseline & Context

C.1 Community Overview

Seaside is a diverse coastal city of approximately 32,700 residents with a strong multicultural identity, military heritage, and a growing reputation as a recreation-oriented, education-linked, opportunity-rich community. The community’s character is shaped by its long-standing neighborhoods, cultural diversity, and proximity to natural and regional amenities.


Key strengths include proximity to regional job centers, recreational amenities, CSUMB, the Monterey Bay coastline, and significant undeveloped or underutilized land holdings. This combination of location advantages and available development sites positions Seaside uniquely among Peninsula cities for long-term economic expansion.

C.1.a Data-Informed Market Snapshot


Recent demographic and market indicators reinforce Seaside’s focus on neighborhood-serving services, small business growth, and stronger local spending capture. Seaside’s estimated population is 32,716 residents (Q4 2024), with a median household income of \$81,720 and an average household income of \$104,266.



Population:
32,716
residents.



Median Household
Income:
\$81,720.



Diversity:
46% Hispanic or
Latino population.

Household composition reflects a family-serving market, with an average household size of approximately 3.07 persons, supporting demand for everyday retail, food service, personal services, and community-oriented amenities. Seaside’s diversity—including a population that is approximately 46 percent Hispanic or Latino—reinforces the importance of culturally responsive entrepreneurship, inclusive business support, and locally accessible goods and services.

C.2 Regional Positioning

Seaside sits at the geographic center of the Monterey Peninsula region, sharing borders or proximity with Marina, Monterey, Del Rey Oaks, Pacific Grove, and Carmel. This positions the City to serve as:

- A gateway to the Peninsula
- A regional hub for workforce housing
- The primary university-adjacent commercial destination within the region
- A growing market for sports, recreation, and events
- A community with emerging hospitality and tourism assets

Its central location along major transportation corridors, combined with an increasingly diversified economic base, enhances Seaside’s role as a connector between regional employment, education, recreation, and tourism hubs.

C.3 CSUMB Economic Relationship

California State University, Monterey Bay (CSUMB) maintains its official address in Seaside, with campus lands spanning jurisdictional boundaries and portions located within the City of Marina. This positioning places Seaside in a uniquely advantageous role as the university’s host city. As the host city, Seaside benefits from the university’s enrollment growth, employment base, visitor population, and expanding academic programs.

Historically, however, most commercial activity adjacent to CSUMB took root in Marina, resulting in substantial leakage of student, faculty, and visitor spending. Marina’s new retail and restaurant clusters captured discretionary dollars that could have naturally

flowed into Seaside. This pattern is reinforced by market data indicating significant unmet retail and food service demand within Seaside, despite strong household income levels and a sizable resident and workforce population.

Strategic Shift

With Campus Town and Main Gate, Seaside now has the opportunity to:

- Capture student, faculty, visitor, and game-day spending
- Develop walkable, mixed-use districts directly connected to campus
- Strengthen partnerships for workforce development, innovation, and entrepreneurship
- Shift the commercial “pull” of campus southwest toward Seaside
- Reinforce Seaside’s identity as the university community—without rebranding as a “college town”

By shaping high-quality mixed-use districts that meet university-driven demand, the City can improve fiscal sustainability, enhance quality of life, and expand opportunities for local businesses.

C.4 Major Catalytic Projects

Campus Town - A 122-acre mixed-use district planned to include housing, retail, restaurants, hospitality, open space, and entertainment. It is the largest mixed-use project on the Peninsula in a generation. Phase IA is currently underway with vertical construction planned for Fall 2026.

Main Gate Mixed-Use Development - A 50-acre employment and commercial hub serving as a major gateway into Seaside and CSUMB.

Seaside Grand Hyatt Hotel & Resort - A luxury conference and resort hotel integrated with the Bayonet & Black Horse golf courses, poised to anchor Seaside’s hospitality and tourism economy.

Broadway Corridor Revitalization - Supporting small businesses, arts, culture, public realm activation, and redevelopment of underutilized parcels. This effort includes the

Upper Broadway Complete Streets Project, which will transform the eastern/upper portion of the corridor into a safer, more walkable streetscape that supports small business vitality, multimodal access, and long-term reinvestment.

Fremont Corridor Improvements - Streetscape, mobility, and safety enhancements along a critical regional corridor.

Monterey Bay FC - A professional soccer franchise based in Seaside, bringing regional visibility, game-day spending, and year-round sports tourism.

Seaside Car Week/Exotics on Broadway - Seaside's signature Car Week events, drawing tens of thousands of visitors and generating significant economic activity.

Together, these projects represent the most significant wave of economic investment in Seaside in decades and will serve as the foundation for job creation, revenue generation, and long-term identity-building.

C.5 Tourism & Events Baseline

Seaside has historically underperformed in tourism relative to Monterey, Pacific Grove, and Carmel. However, multiple indicators now point toward accelerating growth:

- The Grand Hyatt will expand hospitality capacity and conference activity
- Outdoor recreation, trails, and coastal amenities are growing draws
- Major events generate meaningful visitor and retail spending
- The City's partnership with See Monterey is expanding marketing reach

Demographic and spending data indicate growing capacity to support visitor-serving uses, particularly food service, entertainment, and neighborhood retail, reinforcing the City's strategic shift toward a more active visitor economy.

Improved visitor-facing amenities, coordinated marketing, and enhanced event programming will be essential to capturing a larger share of regional tourism activity

C.6 Summary of Baseline

Seaside possesses arguably the greatest development capacity of any Monterey Peninsula city, while maintaining deep community roots and cultural heritage. Strategic and coordinated action is required to fully convert these assets into sustainable long-term prosperity. With deliberate planning, strong partnerships, and clear implementation, Seaside can leverage its competitive advantages to support both economic growth and community well-being.

Recent market analysis indicates that Seaside continues to experience substantial leakage of resident and visitor spending to surrounding jurisdictions and online platforms. This leakage represents both a challenge and a strategic opportunity to strengthen the City's existing business base, guide targeted recruitment, and improve the capture of everyday consumer spending through neighborhood-serving businesses and mixed-use development.

C.7 Retail & Service Spending Capture Opportunities

Seaside's sales gap analysis indicates significant unmet retail and service demand within the City. Total unmet demand (demand minus supply) is estimated at approximately **\$238 million** annually, demonstrating strong market support for additional commercial activity.

The strongest near-term opportunities are concentrated in food service and community-serving businesses, including restaurants and limited-service eating places, as well as health, personal care, and neighborhood retail categories.

A substantial share of unmet demand is also reflected in electronic shopping and mail-order purchases, reinforcing the importance of pairing storefront recruitment with strategies that help Seaside businesses compete through digital visibility, online ordering, and omnichannel customer access.

The City should connect this opportunity directly to business-facing implementation tools such as Seaside at Your Fingertips, coordinated district marketing, and data-supported business outreach. By combining sales-gap analysis, foot traffic analytics, business directory modernization, and visitor-origin data, Seaside can better support

existing businesses while also presenting stronger evidence to prospective tenants, developers, brokers, and investors.

Programs such as Seaside at Your Fingertips should be treated as economic development infrastructure, not simply communications tools. When integrated with business outreach, retail recruitment, event promotion, and visitor-facing marketing, these platforms can help local businesses improve digital visibility, capture visitor spending, and compete more effectively with online and out-of-area alternatives.

These findings support a dual strategy of targeted retail and service recruitment alongside investments that strengthen the competitiveness, modernization, and resilience of Seaside's existing business base.

DRAFT

Section D

SWOT Analysis



Section D — SWOT Analysis

The SWOT analysis identifies internal strengths and weaknesses, as well as external opportunities and threats, that influence Seaside's economic development efforts. This analysis is intended to inform strategic prioritization, guide implementation decisions, and highlight areas requiring mitigation or leverage.



Strengths

- Cultural diversity and strong community identity
- California State University, Monterey Bay (CSUMB) located in Seaside
- Bayonet & Black Horse Golf Courses
- Growing hospitality footprint anchored by the future Seaside Grand Hyatt Hotel & Resort
- Affordable commercial rents and competitive land availability
- Central location with access to regional transportation corridors
- Significant opportunity for mixed-use and infill development

These strengths provide the foundation for Seaside's economic development strategy, positioning the City to attract investment while preserving community identity and cultural authenticity.



Weaknesses

- Water constraints and regulatory limitations on new development
- Limited economic development staffing capacity
- Underdeveloped tourism and destination brand
- Leakage of university spending to Marina due to historical development patterns
- Aging building stock in key commercial corridors
- Limited industrial and flexible commercial space
- Fragmented perception of Seaside's economic identity within broader region
- Limited fiscal flexibility to self-fund major infrastructure without partnerships

Addressing these weaknesses will require coordinated infrastructure planning, organizational capacity building, and continued process improvements across departments.



Opportunities

- Activation of Campus Town and Main Gate
- Opening of the Seaside Grand Hyatt Hotel & Resort
- Expanded partnership with See Monterey for tourism marketing
- Sports tourism and recreation economy through Monterey Bay FC and regional athletics
- Entrepreneurship and minority business growth supported by Seaside's diversity
- Infrastructure investment tools such as EIFD and CRIA
- Growing regional demand for housing, hospitality, retail, and workforce amenities
- Increased ability to capture CSUMB-related spending through university-adjacent development.
- Expansion of conference, event, visitor-serving uses tied to Grand Hyatt and regional tourism.
- Leveraging placemaking, arts, and cultural programming to activate commercial corridors.
- Demonstrated retail and service spending gaps that support expansion of neighborhood-serving businesses and local spending capture.

These opportunities align directly with the City's Core Strategies and offer clear pathways to increase employment, expand the tax base, and enhance community-serving amenities.



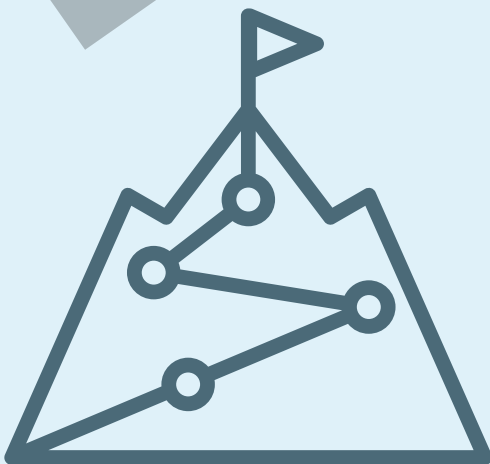
Threats

- Regional hospitality and retail competition from Monterey, Marina, Carmel, and Pacific Grove
- Infrastructure limitations, parking constraints, and regional traffic patterns
- Ongoing water supply uncertainty
- Rising construction and labor costs
- Perception risks associated with growth, development, and change
- Statewide regulatory pressures affecting land use, housing, and CEQA compliance
- Regional labor shortages in hospitality, service, and construction sectors
- Economic volatility and potential shifts in tourism, higher education enrollment, or regional employment trends

Mitigating these threats will require proactive planning, transparent public engagement, regional coordination, and flexibility in implementation as market conditions evolve.

Section E

Vision & Guiding Principles



Section E — Vision & Guiding Principles

Seaside’s economic future is guided by a clear vision and a set of principles designed to ensure that growth strengthens community identity, expands opportunity, and enhances quality of life. These principles serve as a decision-making framework for public investment, policy development, private-sector partnerships, and implementation actions outlined in subsequent sections of this Plan.

Vision Statement

Seaside will be a dynamic, opportunity-rich coastal community with thriving mixed-use districts, strong small businesses, expanded tourism and events, robust partnerships with CSUMB, and an inclusive economy that supports residents at every stage of life. This vision emphasizes economic vitality alongside cultural authenticity, environmental stewardship, and long-term fiscal sustainability.

Guiding Principles

1 Honor Seaside’s Cultural Identity

Seaside’s diversity, history, and community traditions form the foundation of its identity. Economic development must reinforce these strengths by supporting local businesses, cultural districts, military, arts, community-based organizations, and inclusive public spaces. Development and investment decisions should reflect Seaside’s unique character and ensure that economic growth enhances, rather than displaces, existing communities.

2 Maximize CSUMB Partnerships Without Rebranding as a “College Town”

The City will embrace CSUMB as a transformative economic partner while maintaining Seaside’s broader identity. Development near campus should serve students, faculty, alumni, and visitors while enhancing Seaside as a vibrant, multigenerational community.

Partnerships with CSUMB should support workforce development, innovation, applied learning, and economic activity while respecting Seaside's role as a full-service city with diverse neighborhoods and economic drivers.

3

Advance Inclusive and Equitable Economic Participation

Economic opportunity must be accessible across neighborhoods, income levels, and demographic groups. This includes supporting minority-owned businesses, strengthening workforce pathways, and expanding access to job training, entrepreneurship, and career advancement. The City will prioritize inclusive engagement, culturally responsive outreach, and equitable access to programs and resources as part of its economic development efforts.

4

Build a Balanced and Resilient Local Economy

A strong economic foundation includes a diverse mix of housing, retail, tourism, recreation, employment, and education assets. New development should enhance fiscal stability, reduce economic vulnerabilities, and provide long-term community benefit. Economic resilience will be supported by diversification, disciplined fiscal planning, and investments that strengthen the City's revenue base while managing long-term service costs.

5

Expand Seaside's Sports, Recreation & Events Strength

From Monterey Bay FC and golf tourism to Exotics on Broadway and outdoor recreation, Seaside will continue to grow its regional role as a destination for sports and events—strengthening the City's visitor economy and brand identity. Strategic coordination among event organizers, businesses, and City departments will maximize economic impact while managing operational and infrastructure demands.

6

Invest in High-Quality Development and Infrastructure

Infrastructure must keep pace with growth. Strategic investment in water, mobility, broadband, public realm improvements, and sustainable development will be essential to supporting new businesses, housing, and mixed-use

districts. Infrastructure investments should be prioritized to support opportunity sites, enhance safety and accessibility, and advance climate-resilient and sustainable development outcomes.

7

Foster Strategic Regional Partnerships

Seaside's economy is interconnected with surrounding cities. Collaboration with See Monterey, regional transit agencies, CSUMB, Monterey County, and private sector partners will be critical to maximizing the City's economic impact. Regional partnerships will be leveraged to pursue shared funding opportunities, coordinate marketing efforts, and align infrastructure and workforce initiatives.

8

Ensure Transparency and Accountability

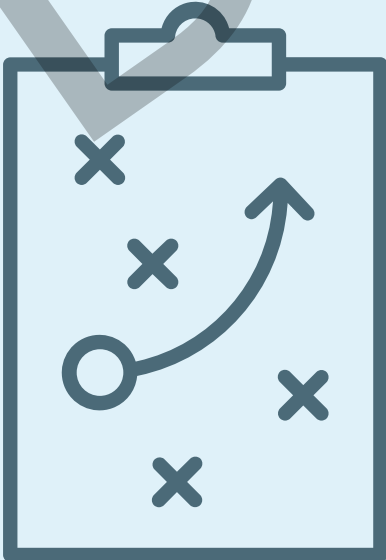
Clear communication, measurable goals, public reporting, and data-driven evaluation will guide implementation and strengthen trust in the City's economic development efforts. Ongoing performance monitoring and public reporting will ensure that progress is transparent and that strategies can be refined in response to changing conditions. Advisory commissions, including C-JOBS, will support transparency and accountability by providing structured, publicly accessible input on economic development initiatives and outcomes.

Together, these guiding principles establish the foundation for a resilient, inclusive, and prosperous Seaside—one that honors its past while building its future through intentional, well-managed economic growth

Section F

Core Strategies

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Section F — Core Strategies

While the Seaside 2040 General Plan identifies broad economic sectors and industry clusters that contribute to regional competitiveness, this Action Plan is intentionally designed to remain market-responsive. Business recruitment, retention, and development priorities will be periodically evaluated and refined based on market conditions, infrastructure capacity, workforce availability, and fiscal impacts, consistent with General Plan policy direction.

Seaside’s **seven core strategies** form the backbone of the Economic Development Action Plan. Each strategy is interconnected and designed to elevate Seaside’s economic competitiveness, strengthen community identity, and ensure inclusive prosperity. Together, these strategies establish clear priorities for City action, private investment, and regional collaboration.



F.1 Business Retention, Expansion & Attraction (BREA)

A strong local economy depends on the success of existing businesses and the strategic attraction of new ones. Seaside will:

- Support small businesses with improved technical assistance, permitting guidance, and proactive outreach
- Strengthen partnerships with local chambers, minority business groups, and regional agencies
- Streamline permitting and improve customer service across departments
- Target business attraction for Campus Town, Main Gate, and priority corridors
- Identify and recruit missing retail, dining, entertainment, and service uses based on demonstrated market demand and sales-gap opportunities
- Pair targeted recruitment with programs that strengthen the competitiveness and expansion capacity of existing Seaside businesses, ensuring local firms are positioned to capture a greater share of community and visitor spending
- Support business modernization efforts, including online visibility, ordering, delivery, and coordinated district marketing, in recognition of continued growth in electronic and remote purchasing behavior
- Integrate Seaside at Your Fingertips, Placer.ai, and similar business intelligence tools into business retention, expansion, and attraction efforts to improve digital visibility, track market trends, support event-related business activation, and provide stronger data for retail recruitment
- Develop a Business Incentive and Fee Evaluation Framework to assess potential tools such as fee deferrals, targeted fee reductions, façade and tenant improvement grants, expedited review, small business modernization grants, pop-up business assistance, district marketing support, and performance-based incentives
- Ensure any business incentive or fee reduction program includes clear eligibility criteria, legal review, fiscal impact analysis, equity considerations, Council approval, and measurable return-on-investment standards

- Establish a formal business retention and expansion (BRE) program focused on proactive engagement with existing employers
- Improve interdepartmental coordination to reduce review timelines and increase predictability for applicants
- Engage C-JOBS as an advisory partner to support business outreach, review business climate feedback, and inform refinement of retention and expansion strategies
- Prioritize locally owned, minority-owned, and community-serving businesses as a part of attraction and retention efforts
- Expand culturally responsive small business support, including language-accessible technical assistance, permit navigation, and tailored financing readiness pathways that reflect Seaside's diverse community profile

This strategy prioritizes stability, responsiveness, and growth within Seaside's existing business base while strategically recruiting uses that strengthen neighborhood vitality and fiscal sustainability.

As part of this strategy, the City should avoid committing to specific fee reductions or financial incentives before completing a policy-level evaluation. Instead, the Action Plan should direct staff to analyze incentive options, identify appropriate use cases, and return to C-JOBS and the City Council with a recommended framework. This approach allows the City to respond to business and Council interest in incentives while protecting fiscal sustainability, transparency, and consistency.

F.2 Workforce Development & Talent Pipelines

Seaside's economy is strengthened by access to a young, diverse, and growing talent base from CSUMB, Monterey Peninsula College (MPC), and regional training programs.

The City will:

- Partner with CSUMB and MPC to align workforce programs with employer needs
- Develop training pathways in hospitality, recreation, trades, public safety, education, and healthcare

- Support workforce development aligned with Grand Hyatt, Monterey Bay FC, and Campus Town employers
- Collaborate with countywide workforce boards to expand apprenticeship and internship programs
- Facilitate connections between local employers and education partners to support applied learning, internships, and career placement
- Support workforce housing strategies that help retain employees within the local labor market
- Utilize C-JOBS to provide business-oriented input on workforce needs and skills demand to complement partnerships with education and workforce institutions

These efforts will strengthen talent pipelines, improve local hiring outcomes, and ensure that economic growth translates into accessible career opportunities for Seaside residents.

F.3 Opportunity Site Development

Catalytic projects are essential for Seaside's next-generation growth. Priority sites include:

- Campus Town — 122-acre mixed-use development
- Main Gate — 50-acre employment and commercial gateway district
- Seaside Grand Hyatt Hotel & Resort — anchor hospitality and tourism asset
- Broadway Corridor — small business, arts, culture, entertainment
- Fremont Corridor — mobility, safety, streetscape, and redevelopment potential
- Seaside East (long-term) — future housing and open space planning

Strategy priorities:

- Accelerate development timelines through coordinated permitting
- Establish clear infrastructure, mobility, and water strategies
- Support developers in achieving financing, phasing, and project readiness
- Ensure community benefits and long-term fiscal sustainability

- Coordinate infrastructure investment and public improvements to support phased development across opportunity sites
- Align land use, zoning, and capital planning decisions to reduce uncertainty and support project delivery
- Evaluate targeted, performance-based incentives or fee tools where appropriate to support priority opportunity sites, tenant attraction, adaptive reuse, or catalytic commercial investment, subject to legal review, fiscal analysis, and Council policy direction.

This strategy focuses on disciplined project execution, public-private coordination, and long-term value creation across Seaside's most significant development opportunities. Advisory input from C-JOBS may be sought to inform business mix, activation strategies, and economic outcomes associated with key opportunity sites.

F.4 Tourism, Recreation & Destination Economy

Seaside's visitor economy has untapped potential. The City will:

- Strengthen collaboration with See Monterey for branding, digital marketing, and group travel
- Promote Grand Hyatt-related conference tourism and golf tourism
- Enhance trail networks, beach access, sports fields, and recreation amenities
- Expand food, arts, entertainment, and cultural offerings
- Develop and promote signature Seaside events
- Improve wayfinding, signage, and visitor facing amenities to enhance the Seaside visitor experience
- Engage C-JOBS to provide business and operator perspectives on visitor-serving needs, gaps, and opportunities that support a stronger destination economy
- Coordinate tourism promotion with local businesses to maximize visitor spending and length of stay
- Use Placer.ai and similar visitor analytics tools to evaluate visitor origins, travel patterns, event activity, and business district impacts associated with major tourism, recreation, hotel, sports, and cultural events

- Coordinate visitor-facing campaigns with Seaside at Your Fingertips and local business listings to convert event attendance and overnight visitation into direct spending at Seaside restaurants, retailers, service businesses, and entertainment venues.

This strategy supports year-round visitation, diversified tourism offerings, and stronger integration between recreation, hospitality, and local businesses.

F.5 Sports & Events Economy

Sports and events are among Seaside's strongest differentiators. The City's initial formal partnership with Monterey Bay FC represents an important step in advancing Seaside's sports and events economy through structured collaboration focused on economic impact, visitation, and community benefit. The City will:

- Advance a strategic, performance-oriented partnership with Monterey Bay FC to increase game-day spending, sports tourism, regional visibility, and year-round economic activity
- Expand Exotics on Broadway and related Car Week activities
- Position Seaside as a regional sports hub for tournaments, training, and outdoor recreation
- Improve event logistics, permitting, infrastructure, and marketing
- Strengthen coordination between event organizers, City departments, and local businesses
- Periodically engage C-JOBS to assess economic impacts and business benefits associated with major sports and event activities
- Balance event growth with neighborhood impacts, safety, and infrastructure capacity

Sports and events partnerships will be managed as performance-oriented economic development tools, with defined objectives and periodic evaluation related to local business participation, visitor conversion, event-day spending capture, community access, and brand visibility, reinforcing sports and events as high-impact drivers of visitation, brand recognition, and local economic activity.

F.6 Infrastructure, Water & Mobility

Infrastructure investment and development facilitation will be aligned with adopted General Plan policies and long-term service capacity, including water availability, mobility, and public facility constraints. Infrastructure investment is essential for economic growth.

The City will:

- Advocate for long-term water supply solutions for housing and mixed-use development
- Improve multimodal mobility, public transit integration, and pedestrian safety
- Coordinate capital improvements with economic development priorities
- Pursue state and federal grants supporting infrastructure and resilience
- Align infrastructure investments with opportunity sites and economic development phasing
- Support climate-resilient infrastructure that enhances long-term sustainability and reliability

This strategy ensures that infrastructure capacity supports growth while advancing safety, accessibility, and long-term resilience.

F.7 Branding, Marketing & Economic Identity

Seaside's identity is rooted in diversity, authenticity, creativity, recreation, and opportunity.

The City will:

- Develop a cohesive brand narrative for economic development
- Highlight Seaside's unique culture, university adjacency, sports assets, and natural amenities
- Promote key districts including Campus Town, Main Gate, Broadway, and the importance of the coastal zone
- Strengthen digital presence, storytelling, and investor-facing marketing materials
- Leverage Seaside at Your Fingertips as a core business and visitor-facing platform to strengthen digital visibility for local businesses, support district-based

marketing, and connect residents, students, visitors, and event attendees with Seaside businesses.

- Use Placer.ai, sales-gap analysis, website analytics, and campaign performance data to refine economic development messaging, investor-facing materials, tourism campaigns, and business district promotion.
- Reinforce that Seaside is not only a college-adjacent city, but a dynamic, inclusive coastal community
- Align economic development branding with tourism, community engagement, and investment attraction efforts
- Seek advisory input from C-JOBS on business-facing branding, marketing, and investment messaging to ensure alignment with market realities and local business perspectives
- Ensure messaging reflects Seaside's values, diversity, and long-term vision

Branding and marketing efforts should be coordinated with business support programs so that Seaside's economic identity is not only communicated externally, but also converted into measurable local business activity. This includes connecting campaigns to business listings, district events, visitor itineraries, event-day promotions, and data-informed reporting on engagement and economic impact.

Together, these strategies provide a roadmap for inclusive, sustainable economic advancement that honors Seaside's heritage while building its future.

The strategies outlined above define the City's long-term economic direction. Section G translates these strategies into implementation steps, timelines, responsible partners, funding tools, and measurable indicators to ensure that progress is transparent, achievable, and aligned with the Seaside 2040 General Plan.

Section G

Implementation Plan



Section G — Implementation Plan

G.1 Implementation Approach

Section G outlines the operational framework that transforms the Core Strategies in Section F into coordinated, accountable, and measurable actions. Effective implementation of the Economic Development Action Plan requires a coordinated, disciplined, and transparent structure. The City of Seaside will use an integrated approach that aligns internal operations, external partnerships, and long-term strategic priorities. This section establishes clear roles, processes, and performance expectations to ensure that strategic intent translates into real-world outcomes.

Leadership Structure

- The City Manager's Office will provide executive oversight.
- The Economic Development Division will serve as the primary lead for implementation, coordination, and reporting.
- A cross-department "Economic Delivery Team" will align planning, permitting, public works, water, finance, housing, and communications functions.
- C-JOBS will serve as an advisory body supporting economic development implementation through business insight, stakeholder feedback, and public engagement.
- Regular coordination with developers, businesses, workforce partners, CSUMB, See Monterey, and regional agencies will ensure momentum.

This leadership structure is intended to reduce silos, improve decision-making speed, and provide a single point of accountability for economic development outcomes.

Operational Priorities

- Maintain project management timelines for Campus Town, Main Gate, Grand Hyatt, and corridor initiatives.
- Strengthen internal communication workflows across development services.
- Use standardized performance tracking tools to monitor progress.

- Integrate Placer.ai, Seaside at Your Fingertips, business license data, sales tax data, event metrics, and other market intelligence tools into economic development tracking, business outreach, and annual reporting.
- Prepare a Business Incentive and Fee Evaluation Framework for review by C-JOBS and the City Council before adoption of any new incentive, fee reduction, or subsidy program.
- Evaluate California Main Street Program participation or creation of a local Main Street-style district framework for Broadway and other priority commercial corridors.
- Integrate economic development considerations into budget, capital planning, and permitting systems.
- Ensure implementation activities remain aligned with the Seaside 2040 General Plan, Strategic Plan priorities, and annual Council direction.

Operational priorities will be revisited annually to reflect changing conditions, project milestones, and Council policy direction.

G.2 Implementation Matrix

The Implementation Matrix translates the Core Strategies into specific, actionable steps and serves as the City's primary operational guide. It outlines:

- Specific action steps
- Responsible departments
- Partner organizations
- Near-term, mid-term, and long-term milestones
- Required funding or resources
- Key performance indicators

The Implementation Matrix is designed to function as a living management tool, supporting day-to-day coordination while enabling leadership oversight and public transparency. Where appropriate, Action Tables identify C-JOBS as a partner to reflect its advisory role in supporting staff-led implementation.

The following subsection (G.2.1 – G.2.7) correspond directly to the Core Strategies defined in Section F, ensuring clear linkage between strategic intent and operational execution.

G.2.1 – G.2.7 Action Tables

The Action Tables that follow organize implementation efforts by strategy area and identify the actions necessary to achieve the Plan’s objectives. Together, these tables provide a comprehensive roadmap for implementation across departments and partners.

G.2.1 Action Table — Business Retention, Expansion & Attraction

Action	Lead	Partners	Timeline	Funding Sources	KPIs
Launch formal BRE program	ED / CM	SBDC, Chamber, MPC, C-JOBS	Near-term	General Fund	# of business visits; satisfaction rating
Retail & Service Spending Capture Strategy (Sales Gap-Informed)	ED	Property Owners, developers, SBDC, Chamber, C-JOBS	Near & Mid-term	GF, developer contributions	Category “fills”; vacancy trend, sales tax trend
Business Concierge service	ED	CD, Finance, C-JOBS	Near-term	GF	Avg. processing time; # of inquiries served
Annual business survey	ED	Chamber, C-JOBS	Near-term	GF	Survey response rate; key concerns collected

Business Incentive and Fee Evaluation Framework	ED/CM	C-JOBS, Chamber, SBDC, business community	Near-term	GF	Framework completed; fiscal/legal review, council policy direction received, incentive tools identified
Seaside at Your Fingertips business modernization program	ED/Comms	C-JOBS, Chamber, SBDC, local businesses	Near-term	GF, grants, sponsorships	Number of businesses participating, website/app engagement, campaign click-throughs
Placer.ai supported retail recruitment and business district analysis	ED	Property owners, brokers, developers, C-JOBS	Near & mid-term	GF, developer contributions	Foot traffic reports completed; visitor-origin data analyzed; prospect inquiries, tenant leads
Minority business support programs	ED	SBDC, nonprofits, C-JOBS	Mid-term	Grants, GF	Growth in M/WBE business numbers
Targeted tenant recruitment (Campus Town/Main Gate)	ED	Developers, CSUMB	Near & Mid-term	Developer contributions, GF	Lease-up rate; diversity of tenant mix
Supplier/vendor pipeline for Hyatt & CSUMB	ED	Hyatt, CSUMB, SBDC, C-JOBS	Mid-term	GF, private	# of Seaside businesses contracted

G.2.2 Action Table — Workforce Development & Talent Pipelines

Action	Lead	Partners	Timeline	Funding Sources	KPIs
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Develop CSUMB internship & applied learning program	ED	CSUMB, C-JOBS	Near-term	GF	# of placements; employer participation
Hospitality training pipeline for Hyatt	ED	Hyatt, MPC, C-JOBS	Near-term	Private, grants	# trained/hired
Trades training expansion	ED / PW	MPC, unions	Near & Mid-term	Grants, employer contributions	Apprenticeship enrollments
Youth career pathway initiatives	ED / Rec	MPUSD, CSUMB	Mid-term	Grants, GF	Youth employment participation
Workforce-housing coordination	CM / CD	Developers, MPC	Long-term	Grants, PPP	# workforce units produced

G.2.3 Action Table — Opportunity Site Development

Action	Lead	Partners	Timeline	Funding Sources	KPIs
Campus Town implementation coordination	CM / CD	Developer, CSUMB	Near & Mid-term	Private, EIFD, grants	Construction milestones; tenant mix
Main Gate development support	CM / ED	Selected developer, CSUMB, regional agencies as applicable	Near & Mid-term	Private, EIFD	Jobs created; sq ft delivered
Grand Hyatt Resort development oversight	CM / PW / ED	Hyatt, developer team	Near & Mid-term	Private	Milestones; TOT growth projections
Broadway & Fremont revitalization	ED / PW	Business owners, C-JOBS	Near & Mid-term	CRIA, grants	Vacancy reduction; façade improvements

Action	Lead	Partners	Timeline	Funding Sources	KPIs
Seaside East planning & phasing	CM / CD	Developers	Long-term	Grants, PPP	Master planning milestones
Evaluate targeted development and tenant attraction incentives for opportunity sites and corridors	ED/CM	Developers, property owners, C-JOBS	Near & Mid-term	GF, grants, CRIA/EIFD where applicable	Incentive options evaluated; fiscal impact reviewed, council direction received

G.2.4 Action Table — Tourism, Recreation & Destination Economy

Action	Lead	Partners	Timeline	Funding Sources	KPIs
Tourism marketing partnership w/See Monterey	ED / Comms	See Monterey	Near-term	TOT, GF	Website traffic; visitor inquiries
Wayfinding and signage upgrades	PW / ED	Consultants	Near & Mid-term	Grants, CIP	Installation milestones
Recreation & coastal activation plan	Rec / ED	CSUMB, local orgs	Mid-term	Grants	New programs/events launched
Grand Hyatt conference strategy	ED	Hyatt	Mid-term	TOT, GF	# of conferences booked
Expand cultural & seasonal festivals	Rec / ED	Local nonprofits, C-JOBS	Mid-term	Sponsorships, GF	Attendance numbers
Visitor analytics and event impact reporting	ED / Comms	See Monterey, hotels, Monterey Bay FC, Car Week organizers	Near & Mid-term	TOT, GF, sponsorships	Visitor-origins; event impact summaries; foot traffic, overnight stay indicators

G.2.5 Action Table — Sports & Events Economy

Action	Lead	Partners	Timeline	Funding Sources	KPIs
Monterey Bay FC Community Partnership Agreement	CM / ED	Monterey Bay FC	Near-term	GF	Attendance; community program hours
Expand Car Week programming	ED / PD / PW	Car Week organizers	Near & Mid-term	GF, Sponsorships	Visitor count; local spending
Tournament & sports tourism strategy	Rec / ED	CSUMB, Hyatt, Monterey Bay FC	Mid-term	Sponsorships, grants	# tournaments hosted
Streamline event permitting	ED / CM	PD, PW	Near-term	GF	Permit processing time reduction
Event-day business activation program	ED	Businesses, C-JOBS	Mid-term	GF	Sales uplift reports

G.2.6 Action Table — Infrastructure, Water & Mobility

Action	Lead	Partners	Timeline	Funding Sources	KPIs
Water supply agreements & recycled water expansion	CM / PW	MCWD	Near & Mid-term	Grants, water revenue	Additional acre-feet allocated
EIFD alignment for Campus Town/Main Gate	CM / Finance	Consultant	Near-term	TIF	District adoption

Action	Lead	Partners	Timeline	Funding Sources	KPIs
Broadway & Fremont mobility improvements	PW / ED	MST	Mid & Long-term	CIP, grants	Pedestrian count; traffic flow metrics
Parking & circulation plan for events	PW / PD	Monterey Bay FC, Car Week	Near-term	GF	Event congestion reduction

G.2.7 Action Table — Branding, Marketing & Economic Identity

Action	Lead	Partners	Timeline	Funding Sources	KPIs
Develop new economic identity narrative	Comms / ED	Stakeholders, C-JOBS	Near-term	GF	Engagement metrics
Promote mixed-use districts	ED / Comms	Developers	Near & Mid-term	Private	Social media reach; inquiries
CSUMB community-facing marketing	ED / Comms	CSUMB	Mid-term	GF	Student/faculty engagement
California Main Street Program	ED / CM	C-JOBS, business and property owners, California Main Street	Near-term	GF, grants, sponsorships	Feasibility review competed; district options identified, governance model evaluated, C-JOBS review, Council direction
Seaside at Your Fingertips	ED / Comms	Local businesses, hotels, See Monterey, CSUMB, C-JOBS	Near & Mid-term	TOT, GF	Business participation, campaign engagement, referrals to businesses

Unified placemaking program	PW / ED	Local artists	Mid-term	CIP, grants	Installations completed
Visitor-facing Seaside campaign	Comms / See Monterey	Hotels, Hyatt	Mid-term	TOT, tourism grants	Visitor count; overnight stays

The Implementation Matrix will be updated annually to reflect progress, new opportunities, and emerging challenges. Updates will be coordinated with partners and incorporated into the annual Economic Development Report. This annual refresh ensures that implementation remains responsive to market conditions, funding availability, and community priorities.

G.3 Key Performance Indicators (KPIs)

KPIs will measure the City’s progress and ensure accountability. Key indicators include:

Economic Indicators

- Sales tax growth
- Transient Occupancy Tax (TOT) revenue increases
- Business license trends
- Job creation and employment rates
- Retail category gap reduction and targeted tenant recruitment progress
- Business participation in Seaside at Your Fingertips and related digital visibility programs
- Foot traffic, visitor-origin, and trade area trends from Placer.ai or similar tools

Development Indicators

- Housing unit approvals and completions
- Commercial square footage delivered
- Project milestone completions for Campus Town, Main Gate, and Hyatt

Workforce & Education Indicators

- Enrollment in job training programs
- Local hiring and workforce placements
- Internship and apprenticeship participation

Tourism & Events Indicators

- Hotel occupancy and ADR trends
- Event attendance and visitor impact metrics
- Engagement metrics from See Monterey collaboration
- Event-related business district foot traffic
- Visitor-to-business campaign engagement
- Event impact summaries for Monterey Bay FC, Seaside Car Week, hospitality related conferences, and other major events

Infrastructure Indicators

- Water allocation progress
- Streetscape and mobility improvements completed
- Broadband and digital access expansion

Organizational Indicators

- Processing times for permits and approvals
- Customer satisfaction for business services
- Completion of annual reporting milestones
- Completion of Business Incentive and Fee Evaluation Framework
- Number of incentive, fee, or process improvement options evaluated
- C-JOBS and Council review milestones for incentive policy development
- California Main Street Program framework evaluation milestones

KPIs will be refined over time to incorporate new data capabilities, industry benchmarks, and evolving community priorities.

G.4 Reporting & Accountability

The City will establish a strong culture of transparency and ongoing refinement through:

Annual Economic Development Report

Summarizing progress, major achievements, challenges, and updated KPIs. The Annual Economic Development Report should include a dedicated section on business climate, corridor revitalization, retail recruitment, event impacts, and digital business visibility. This section should summarize progress on Seaside at Your Fingertips, Placer.ai-supported analytics, retail and service spending capture, business incentives or fee evaluation work, and any California Main Street or Main Street-style district framework efforts.

Quarterly Internal Check-Ins

Economic Delivery Team review sessions assessing workflows, permitting, and project timelines. Quarterly check-ins should include review of major opportunity sites, business assistance activity, permitting and fee-related concerns, retail recruitment leads, event impacts, and corridor revitalization priorities. Where appropriate, summary updates should be shared with C-JOBS to support transparent advisory review.

Five-Year Comprehensive Update

A full plan refresh in alignment with the Seaside 2040 General Plan and evolving economic conditions. Additional interim updates may be presented as major catalytic project reach key milestones.

G.5 Funding Alignment

A core component of implementation will include aligning resources to priorities, including:

- General Fund allocations
- EIFD and CRIA tax-increment tools

- State and federal grants
- Public–private partnerships
- Developer contributions and community benefits
- Tourism-related revenue streams including Hyatt and sports tourism
- California Main Street Program-related resources and technical assistance
- Technology and data tools supporting retail recruitment, visitor analytics, business outreach, and performance reporting
- Potential targeted business incentive programs, subject to fiscal analysis, legal review, and Council approval

Successful implementation will require disciplined financial planning, proactive grant pursuit, and structured partnership agreements to support long-term vitality. Funding strategies will be evaluated annually to ensure alignment with implementation priorities and fiscal capacity.

Implementation success depends on strong partnerships, disciplined management, and long-term commitment.

Section H

Governance, Funding Tools & Supporting Frameworks



Section H — Governance, Funding Tools & Supporting Frameworks

H.1 Governance Structure

Successful economic development requires clear roles, strong coordination, and intentional partnership. The governance structure for Seaside’s Economic Development Action Plan establishes defined responsibilities, coordinated decision-making, and sustained collaboration across City departments and external partners. This structure is designed to support effective implementation, accountability, and long-term alignment with City Council priorities and community expectations.

City Manager’s Office — Executive Leadership

The City Manager’s Office provides overall strategic direction, interdepartmental coordination, and policy oversight. This role ensures that economic development initiatives remain aligned with City Council priorities, the adopted Strategic Plan, and the Seaside 2040 General Plan, and that economic development considerations are integrated into budgeting, capital planning, and organizational decision-making.

Economic Development Division — Implementation Lead

The Economic Development Division serves as the primary lead for implementation and day-to-day coordination of the Action Plan. Responsibilities include:

- Managing business support, and development facilitation
- Coordinating opportunity site development and investor relations
- Overseeing branding, marketing, and tourism partnership initiatives
- Leading reporting, data analysis, and performance tracking

The Division acts as the central point of accountability and liaison between internal departments, elected officials, and external partners.

Economic Delivery Team — Cross-Department Implementation

The Economic Delivery Team is a multi-department operational group responsible for aligning implementation across key City functions, including:

- Planning and Community Development
- Public Works and Engineering
- Water and Utilities
- Finance
- Housing and Human Services
- Communications
- Police and Fire (as needed for permitting and events)

This team supports coordinated problem-solving, project sequencing, and timely decision-making to advance priority economic development initiatives.

External Advisory Roundtable — Quarterly Collaboration

An External Advisory Roundtable will convene quarterly to provide market insight, partnership support, and community perspective. Participants include:

- Local business leaders
- CSUMB representatives
- Workforce and education partners
- See Monterey and tourism stakeholders
- Commercial property owners and developers
- Community-based organizations

The Roundtable serves in an advisory capacity, helping identify barriers, strengthen partnerships, and promote transparency in implementation.

H.2 Funding Tools

Effective implementation of the Action Plan requires diversified, reliable, and strategically aligned funding sources. Tools available to the City include:

Enhanced Infrastructure Financing Districts (EIFDs)

EIFDs may be used to fund infrastructure, mobility improvements, utilities, and public facilities that support development, particularly within Campus Town, Main Gate, and other designated opportunity areas.

Community Revitalization Investment Authorities (CRIAs)

CRIAs provide a tool for corridor revitalization, anti-displacement strategies, affordable housing, and infrastructure upgrades, with potential application along Broadway, Fremont, and other targeted areas.

California Main Street Program / Main Street-Style District Framework

The City should evaluate whether participation in the California Main Street Program, or creation of a locally tailored Main Street-style district framework, could support revitalization of Broadway and other priority commercial corridors. A Main Street approach could help organize business engagement, district promotion, design and public realm improvements, cultural programming, property owner participation, and economic vitality efforts under a coordinated implementation structure.

State & Federal Grants

The City will pursue targeted grant opportunities from agencies such as the U.S. Economic Development Administration, U.S. Department of Transportation, U.S. Environmental Protection Agency, Caltrans, the California Natural Resources Agency, and the California Department of Housing and Community Development. Grant efforts will be coordinated to leverage local and private investment.

Public-Private Partnerships (P3s)

P3s may be utilized for infrastructure delivery, structured parking, amenities, and catalytic development projects, with an emphasis on appropriate risk-sharing, fiscal responsibility, and community benefit.

Developer Contributions & Community Benefits

Project-specific contributions may be negotiated to address infrastructure needs, workforce agreements, public realm improvements, and other community priorities consistent with adopted policies.

Business Incentives and Fee Tools

The City may evaluate targeted business incentives, fee deferrals, fee reductions, grants, expedited review, tenant improvement assistance, facade programs, pop-up business support, and other tools designed to support business attraction, retention, and expansion. These tools should not be implemented automatically. Any program should be evaluated through a formal framework that includes eligibility criteria, fiscal impact analysis, legal review, equity considerations, return-on-investment standards, and City Council approval.

Tourism & Events Revenue

Tourism-related revenues—including growth in transient occupancy tax, Hyatt-related conference activity, Monterey Bay FC sports tourism, and major events such as Exotics on Broadway—will be reinvested strategically to support visitor-serving infrastructure, marketing, and programming.

Data, Technology, and Business Visibility Investments

Economic development funding may also support data and technology tools that improve decision-making, business visibility, and performance tracking. This may include Placer.ai, Seaside at Your Fingertips, business directory tools, visitor analytics platforms, campaign dashboards, and other resources that help the City measure economic activity, support local businesses, and strengthen investor-facing marketing.

H.3 Evaluation & Continuous Improvement

The City will use an ongoing evaluation framework to ensure the Action Plan remains effective, responsive, and aligned with evolving conditions.

Annual Economic Development Report

A comprehensive report summarizing progress, project milestones, performance metrics, challenges, and priorities for the coming year, presented to the City Council and made publicly available.

Data Dashboards

Performance dashboards tracking economic indicators, permitting activity, business licenses, sales tax, transient occupancy tax, and event metrics to support data-driven decision-making. Data dashboards should incorporate available indicators from Placer.ai, sales tax analysis, business license trends, Seaside at Your Fingertips engagement, event metrics, visitor-origin data, and corridor-level activity where feasible. Data should be used to support decision-making and public reporting, while recognizing that analytics tools supplement but do not replace direct business engagement and community input.

Quarterly Reviews

Internal performance reviews conducted by the Economic Delivery Team to assess workflows, address bottlenecks, and maintain implementation momentum.

Five-Year Comprehensive Plan Update

A full plan refresh aligned with implementation progress, changing economic conditions, updates to the General Plan or Strategic Plan, and new state or federal opportunities.

H.4 Recommended Appendices

To support implementation and decision-making, the following materials will be maintained and updated as appropriate:

- Market and demographic profiles
- Opportunity site profiles and development packets
- Infrastructure and mobility analysis
- Funding and grant matrices
- Branding and marketing toolkit

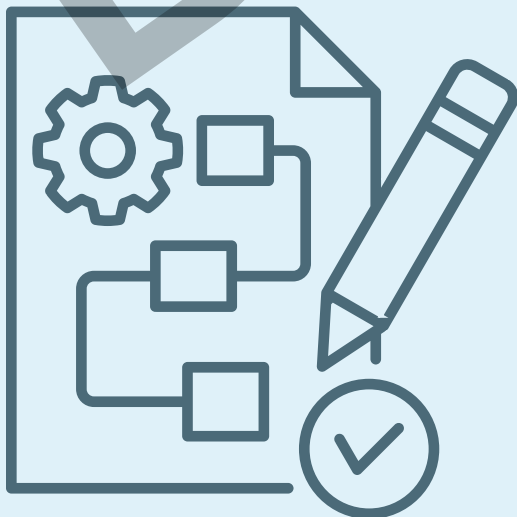
- Stakeholder engagement summaries
- Annual KPI dashboards

Together, the governance structure, funding tools, evaluation processes, and supporting materials ensure that the Economic Development Action Plan remains actionable, accountable, and aligned with Seaside's long-term goals.

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Appendix I:

Methodology & Approach



Appendix I: Methodology & Approach

Introduction:

TO BE DEVELOPED AND INCLUDE MUNICIPAL IEDC/CEDC BEST PRACTICES

Data Sources:

- Sales Gap Analysis by Store Type with Total – KLI Retrieval / Retail Strategies, LLC
- PopStats: Demographic Summary – KLI Retrieval / Retail Strategies, LLC
- PopStats: Extended Demographics – KLI Retrieval / Retail Strategies, LLC
- PopStats: Full Demographics – KLI Retrieval / Retail Strategies, LLC
- National Retailer Prospect List

Appendix II:

Best Practices



Appendix II: Best Practices

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