

# ECONOMIC DEVELOPMENT ELEMENT



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## INTRODUCTION

Recognizing the importance for a strong local economy that provides needed services and employment opportunities for local residents, the City has included an Economic Development Element. This Element focuses on promoting a healthy economy that allows for a fiscally balanced community with a high quality of life. The Economic Development Plan outlines the approach the City will implement to improve its economic and fiscal condition.

### PURPOSE OF THE ECONOMIC DEVELOPMENT ELEMENT

The purpose of the Economic Development Element is to plan, promote, and increase the health and diversity of the business and employment sectors in Seaside. This Element is an optional element under California law, rather than a mandatory element of the General Plan.

### SCOPE AND CONTENT OF THE ECONOMIC DEVELOPMENT ELEMENT

The goals, policies and implementation plans of this Element provide the overall framework for decision making that affects economic development in the City.

### RELATED PLANS AND PROGRAMS

Existing plans and programs specifically focused on economic development are as follows:

### Redevelopment Implementation Plan

A majority of the City of Seaside is within the “Merged Project Area” of the Seaside Redevelopment Implementation Plan. The Plan serves as a multi-year planning vehicle for projects in the Merged Project Area. The Plan provides policies, programs, and funding for the alleviation of blight and the provision of affordable housing. Recent accomplishments under the plan include the rehabilitation of residential units, the dedication of open space, and the completion of infrastructure improvements, street tree planting, land assemblage, and street lighting. Specific Redevelopment Agency projects that may help attract and retain businesses to Seaside include:

- ◆ Infrastructure Improvements Program
- ◆ Street Lighting Improvements Project
- ◆ Commercial Development Project/Site Acquisition
- ◆ Commercial Façade Program

### Broadway Avenue Improvement Plan

In 2002, the City undertook a comprehensive effort to revitalize the Broadway Corridor. The Broadway Improvement Plan includes recommended infrastructure and design standards needed to revitalize the Broadway Corridor and provide a cohesive connection between East and West Broadway.

### Fremont Boulevard Improvement Plan

The Fremont Boulevard Improvement Plan is a program designed to revitalize Fremont Boulevard. The Fremont Boulevard Improvement Project includes the following im-



provements along Fremont Blvd. from Broadway Avenue to the North City Limits: pavement resurfacing, installation of a traffic signal at Fremont and Playa, traffic signal cabinet upgrades, traffic signal interconnect, installation of a new median between Playa and Ord Grove, landscape improvements, and irrigation improvements.

### **Seaside Auto Mall Master Plan**

The Seaside Auto Mall Master Plan, updated in 2003, contains specific land uses, a circulation system, and design standards for the redevelopment and expansion of the 41.3-acre Auto Mall area. New development and redevelopment activities in the Auto Mall area will have to be consistent with this Plan.

### **RELATIONSHIP TO OTHER GENERAL PLAN ELEMENTS**

While the Economic Development Element is an optional element and is not required by State law, it must be consistent with the other General Plan elements. All of the elements are interdependent, as well as being interrelated. Certain goals and policies of each element may also address issues that are primary subjects of other elements. This integration of issues throughout the General Plan creates a strong basis for the implementation of plans and programs and achievement of community goals.

The Economic Development Element is most closely related to the Land Use and Urban Design Elements, which determine the amount and type of development that will occur in the community, and specifically address development standards and preferred land uses for potential economic development opportunity areas such as the Broadway Corridor, Fremont, the North and South Gateways, Gigling Road, and Auto Mall (See

**Figure LU-3** in the Land Use Element) . The Circulation Element is also important in that adequate and safe vehicular and pedestrian access as well as public transit must be provided to the City's business, employment, service, and tourist-oriented areas.

# ECONOMIC DEVELOPMENT ELEMENT

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## PLAN

Economic Development is a process of creating wealth through the mobilization of human, financial, and physical resources to generate marketable goods and services. Through comprehensive planning, it is possible to maximize utilization of local resources while minimizing local constraints in order to achieve a healthier local economy.

Seaside has experienced major changes in the socioeconomic characteristics of the community over the past decade due to a number of internal (local) factors such as the closure of Fort Ord, as well as external factors such as the ongoing housing crisis in the Bay Area and shifting demographic trends that are occurring throughout California and Monterey County. An understanding of how these changing characteristics influence Seaside's development opportunities is key to developing an appropriate and effective economic strategy for addressing the imbalance between jobs and housing in Seaside. This economic strategy will lead to the expansion and diversification of the local economy.

### FISCAL STRENGTH AND STABILITY

For any city to maintain a healthy economy, there must be a balance between revenue generating and employment generating uses and those uses that generally place a drain on the local budget. The City will strive to improve its fiscal strength and stability by providing an appropriate balance of land uses that will encourage economic development and improve the current jobs/housing ratio. Planned land uses and standards within the Specific Plan Areas (**Figure LU-3** in the Land Use Element) as well as standards and regula-

tions within the Land Use Element and Zoning Ordinance that will preclude development of over-represented commercial uses, will help provide a stronger local economy. For example, Regional Commercial uses at the North and South Gateways and Mixed Uses in the Broadway Corridor will help revitalize these areas and spur development of the type needed in Seaside. Please refer to the Land Use and Urban Design Elements for a more detailed description of desired uses throughout the community.

The City will use the Economic Development Strategy and prepare a fiscal model to assess development proposals to ensure they meet the economic development goals of the community.

### BUSINESS ATTRACTION AND RETENTION

Seaside needs to expand its retail base in order to capture a greater share of local-, regional- and visitor spending. To revitalize the community, strengthen its fiscal position, and create a positive identity on the Peninsula, Seaside will undertake a variety of activities to attract and retain businesses. The following describes the programs that the City will implement to: 1) improve the overall business climate in Seaside; 2) attract beneficial businesses to the community; and 3) assist existing businesses to succeed and expand.

To maintain a business climate in Seaside that supports the growth and prosperity of businesses in the community, the City will cooperate with local and regional organizations such as the Overall Economic Development Commission and Seaside/Sand City Chamber of Commerce to help businesses gain ready



access to business support organizations and resources. City staff will also assist new and expanding businesses with new site identification, access to workforce training programs, and access to financial resources for business growth.

To make Seaside a more attractive location for businesses, the City implements several programs that will help expedite the processing and evaluation of development proposals. Local, State, and federal funds, including Redevelopment Agency funds will be used to revitalize certain areas of the community and improve infrastructure. Improvements like those included in the Broadway Avenue and Fremont Boulevard Improvement Plans will make Seaside a more attractive location for businesses and visitors. To ensure quality development is constructed and maintained City-wide, the land use development and design standards contained in the General Plan, Specific Plans, and Zoning Ordinance must be met.

In cooperation with the Monterey Film Commission, Seaside will use its prime location on the Monterey Peninsula to market sites for film production. The culture and history of Seaside will be promoted by working with agencies such as CSUMB, the Seaside Cultural Arts Group, and the Monterey Culture Council to promote cultural attractions and events in the community that will attract visitors to the area.

### **JOB TRAINING AND EDUCATION**

Seaside's economy consists mainly of local support industries including retail and services, which together comprise about 75 percent of employment in the community. These are generally low-paying, low-skill jobs. Additionally, workforce is one of the biggest constraints to economic development in Seaside.

Many businesses in Seaside have difficulty finding qualified employees, and effective workforce development programs are badly needed. To attract businesses to Seaside that will create higher-paying employment opportunities, the City will work with the County Workforce Investment Board (WIB) to create suitable training programs and coordinate training resources in the County. The City will also consider proposals for employment generating developments, such as business parks, office complexes, light industrial and manufacturing, research and development, high technology, and financial institutions within the Regional Commercial areas in North Seaside.

### **JOBS/HOUSING RATIO**

Currently, Seaside has a 0.68:1 jobs/housing ratio, the lowest jobs/housing ratio on the Monterey Peninsula and in Monterey County as a whole. As shown in **Figure ED-1**, Seaside's jobs/housing ratio is significantly lower than Monterey County's ratio of 1.23:1 and the Department of Housing and Community Development-recommended 1.5:1 ratio. This indicates Seaside is primarily a bedroom community, whose residents work throughout the Monterey Peninsula and other nearby employment centers.

Through implementation of the City's primary land use documents (General Plan, Specific Plans, and Zoning Ordinance) and the review of development proposals, the City encourages the location of employment-generating uses in Seaside.

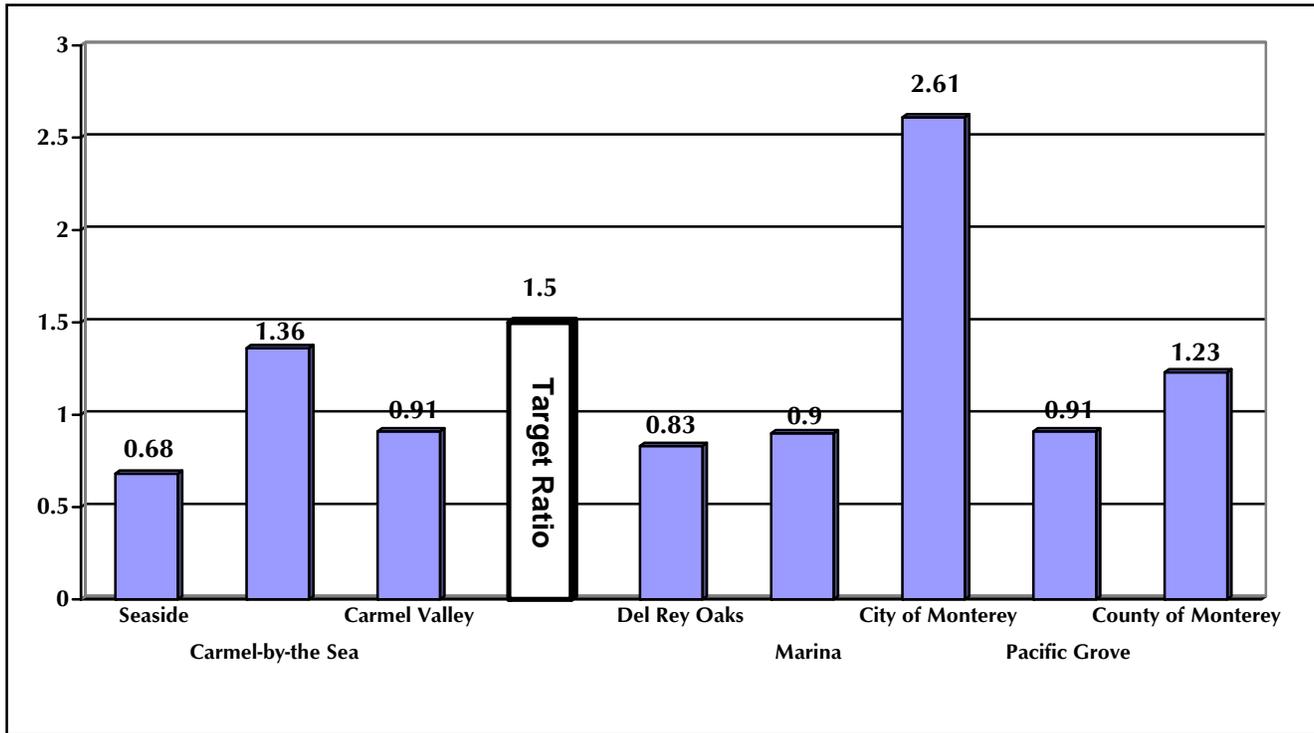


Figure ED-1: Jobs/Housing Ratios

### Gigling Road/Surplus II

A significant number of parcels in the Gigling Road/Surplus II area (See **Figure LU-3** Specific Plan Areas) have already been conveyed to non-profit organizations. In order to prevent an over concentration of non-revenue generating businesses in the area and to establish a desirable environment for new revenue generating businesses to locate in this area, the City will restrict additional non-profit uses from locating in this area. Further, the City will strive to develop this area with businesses that generate high paying jobs for community residents. In addition, high density rental and ownership units with community serving retail and services are appropriate land uses for this area.

# ECONOMIC DEVELOPMENT ELEMENT

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## GOALS, POLICIES, AND IMPLEMENTATION PLANS

While not a mandatory General Plan element, the City of Seaside makes a healthy local economy a high priority. The goals, policies, and implementation plans outlined in this section are intended to provide direction as to how the community can focus resources to retain local businesses, attract new commercial and industrial development, diversify and expand the tax base, and revitalize existing commercial areas. These goals and policies are intended to work in concert with other elements of the Seaside General Plan, and serve as the foundation for an overall economic development strategy for the City.

### FISCAL STRENGTH AND STABILITY

A strong, diversified economic base creates a number of benefits for the community including tax revenues to help fund services for residents, jobs to provide income for residents, and stability to withstand fluctuations in regional and national economic conditions.

**Goal ED-1: Establish a diverse and balanced mix of businesses that will generate a stable, long-term stream of revenue to fund city services.**

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**Policy ED-1.1:** Encourage the full and efficient use of vacant and underutilized parcels in appropriately designated areas to support the development and expansion of targeted industrial and commercial facilities.

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### IMPLEMENTATION PLANS

**Implementation Plan ED-1.1.1 CDBG Incentive Program.** Augment the Community Development Block Grant (CDBG) incentive program to include the provision of low-interest loans for property improvements and for assistance with the acquisition of adjacent properties. (See also Implementation Plan LU-2.1.2)

**Responsible Agency/Department:** Community Development, Redevelopment

**Funding:** CDBG funds, Redevelopment funds

**Time Frame:** Ongoing

**Implementation Plan ED-1.1.2 Project Processing Streamlining.** Streamline the certificate of occupancy process for identified appropriate land uses as per revisions to the Zoning Ordinance. (See also Implementation Plan LU-2.1.5)

**Responsible Agency/Department:** Community Development

**Funding:** General fund, Developer fees

**Time Frame:** Adopt a streamlined process with the adoption of the updated Zoning Ordinance by the end of 2005

**Implementation Plan ED-1.1.3 Accelerated Entitlement Processing.** Institute accelerated entitlement processing for economic development projects. (See also Land Use Implementation Plan LU-2.1.5)

**Responsible Agency/Department:** Community Development



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**Funding:** General fund, developer fees  
**Time Frame:** Adopt streamlined entitlement processing with the adoption of the updated Zoning Ordinance by the end of 2005

**Responsible Agency/Department:** Community Development  
**Funding:** General fund, State and federal funds  
**Time Frame:** Adopt an implement an updated Ordinance by the end of 2005

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**Policy ED-1.2:** Diversify the local economy by targeting business development and attraction efforts toward businesses whose economic cycles are less likely to correspond to those of major retailers in the City.

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**Policy ED-1.4:** Create a favorable environment in the Gigling Road /Surplus II Area to establish quality urban development compatible with CSUMB's academic environment, provide employment opportunities with high pay and benefits for community residents, new high density rental and ownership housing opportunities and generate revenue to support City services.

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#### IMPLEMENTATION PLANS

**Implementation Plan ED-1.2.1 Economic Development Strategic Plan.** Periodically update the Economic Development Strategic Plan to assess the performance of the retail sector and to identify gaps that need to be addressed.

#### IMPLEMENTATION PLANS

**Implementation Plan ED-1.4.1 Specific Plan.** Prepare a Specific Plan for the Gigling Road/Surplus II Area that will preclude additional non-profit organizations other than those with land conveyances through the Fort Ord Closure Process from locating in the area. The Specific Plan should include design criteria, infrastructure improvements and development incentives to attract revenue-generating businesses to the area.

**Responsible Agency/Department:** Community Development, City Manager, Redevelopment, Public Works  
**Funding:** General fund, State and federal funds  
**Time Frame:** Review annually; update as necessary

**Responsible Agency/Department:** Community Development  
**Funding:** General Fund, State and Federal funds  
**Time Frame:** Adopt and implement a Specific Plan by the end of 2006

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**Policy ED-1.3:** Create commercial zoning districts that reduce the need for General Plan amendments.

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#### IMPLEMENTATION PLANS

**Implementation Plan ED-1.3.1 Zoning Ordinance.** Create Zoning regulations that provide flexibility in design for desired uses and preclude the location of additional businesses in the community that are already over-represented in Seaside, such as liquor stores, convenience stores, thrift stores, bars, automotive repair, and fast food restaurants. (See also Land Use Implementation Plans LU-2.1.1 and 2.3.1.)

**Implementation Plan ED-1.4.2 Mixed Use Development Criteria.** Include design criteria in the Specific Plan to establish high-quality mixed-use residential developments.

**Responsible Agency/Department:** Community Development  
**Funding:** General Fund, State and Federal funds



**Time Frame:** Adopt and implement a Specific Plan by the end of 2006

## BUSINESS ATTRACTION AND RETENTION

Expansion and diversification of the Seaside economy requires a well-defined strategy to attract new businesses and retain/expand existing businesses. Seaside has identified a number of potential near-term opportunities for local-, regional-, and visitor-serving commercial development through revitalization and redevelopment of its primary commercial corridors, as well as new commercial and mixed use development in North Seaside.

**Goal ED-2: Maintain a business climate in Seaside that supports the growth and prosperity of businesses that are advantageous to the community.**

**Policy ED-2.1:** Coordinate with regional economic development agencies and business serving organizations to provide support for business growth, retention, and expansion in Seaside.

## IMPLEMENTATION PLANS

**Implementation Plan ED 2.1.1 Broadway Avenue Improvement Plan.** Market the Broadway Avenue Improvement Plan to developers and businesses.

**Responsible Agency/Department:** Community Development, City Manager, Redevelopment, Seaside/Sand City COC

**Funding:** General fund

**Time Frame:** Provide information by the end of 2004; ongoing outreach

**Implementation Plan ED 2.1.2 Economic Development Networking.** Maintain City staff capability through networking with public and private sector organizations to assist

expanding businesses with new site identification, access to workforce training programs, and access to financial resources for business growth.

**Responsible Agency/Department:** Community Development, City Manager, Redevelopment

**Funding:** General fund

**Time Frame:** Ongoing

**Implementation Plan ED 2.1.3 Overall Economic Development Commission (OEDC).** Maintain City participation in the County Overall Economic Development Commission (OEDC) and help businesses to gain ready access to business support organizations and resources.

**Responsible Agency/Department:** Community Development, City Manager, Redevelopment, OEDC

**Funding:** General fund

**Time Frame:** Ongoing

**Implementation Plan ED-2.1.4 Marketing and Support Services for Businesses.** Support the efforts of the Seaside/Sand City Chamber of Commerce, the Gavilan and Cabrillo SBDCs, SCORE, and other County-wide agencies to provide marketing and other support services to Seaside businesses.

**Responsible Agency/Department:** Community Development, City Manager, Redevelopment

**Funding:** General fund, Redevelopment funds

**Time Frame:** Ongoing

**Implementation Plan ED-2.1.5 Business Attraction.** Target business attraction efforts to low impact distribution enterprises that have high taxable sales potential and import/export firms not affected by local economic cycles. Encourage such firms to use the services of



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available programs such as the Monterey Bay Export Assistance Center, BAYTRADE, Export Loan Guarantee Program (California Export Finance Office), and the Export-Import Bank of the U.S.

**Responsible Agency/Department:** Community Development, City Manager, Redevelopment

**Funding:** General fund, Redevelopment funds, State and federal funds, private funds

**Time Frame:** Ongoing

**Implementation Plan ED-2.1.6 Film Production.** Coordinate with the Monterey Film Commission to market sites in Seaside for film production.

**Responsible Agency/Department:** Community Development, City Manager

**Funding:** General fund

**Time Frame:** Ongoing

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**Policy ED-2.2:** Support business expansion through active assistance to remove obstacles.

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#### IMPLEMENTATION PLANS

**Implementation Plan ED-2.2.1 Redevelopment Agency Activities.** Determine appropriate leveraging activities for the Redevelopment Agency to encourage desired revitalization projects.

**Responsible Agency/Department:** Redevelopment, Community Development, City Manager

**Funding:** General fund

**Time Frame:** Annually during the budget process; ongoing

**Goal ED-3: Provide the necessary public facilities and infrastructure to support new commercial and industrial development.**

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**Policy ED-3.1:** Seek innovative ways of financing infrastructure provision without unduly transferring the cost burden to the residential sector.

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#### IMPLEMENTATION PLANS

**Implementation Plan ED-3.1.1 Economic Development - Infrastructure Provision.** Support industry desired by the community by providing, whenever appropriate and financially feasible, necessary infrastructure, services, and assistance. When determined appropriate and feasible, use federal and State resources such as EDA loans, CDBG funds, and the California Infrastructure Bank to leverage local funds for infrastructure development.

**Responsible Agency/Department:** Redevelopment, Community Development, Public Works

**Funding:** State and federal funds, Redevelopment funds

**Time Frame:** Annually during the budget process; ongoing in response to development proposals

**Goal ED-4: Attract and expand local serving retail and services in existing commercial areas.**

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**Policy ED-4.1:** Encourage the development of retail establishments that will reduce leakage of resident spending.

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#### IMPLEMENTATION PLANS

**Implementation Plan ED-4.1.1 Seaside/Sand City Chamber of Commerce.** Continue to support Seaside/Sand City Chamber of Commerce in its efforts to provide marketing and other support services to Seaside businesses.



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**Responsible Agency/Department:** Community Development, City Manager

**Funding:** General fund

**Time Frame:** Annually during the budget process; ongoing

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**Policy ED-4.2:** Encourage the use of public/private partnerships as a means of redeveloping and revitalizing targeted areas.

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#### IMPLEMENTATION PLANS

**Implementation Plan ED-4.2.1 RFPs for Public/Private Partnerships.** Issue Request for Proposals (RFPs) to solicit public/private partnerships.

**Responsible Agency/Department:** Community Development, Redevelopment, Public Works

**Funding:** General fund

**Time Frame:** Ongoing

**Goal ED-5: Attract new regional- and visitor-serving businesses.**

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**Policy ED-5.1:** Attract and support commercial and employment generating development that is consistent with the General Plan and City ordinances.

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#### IMPLEMENTATION PLANS

**Implementation Plan ED-5.1.1 Marketing Seaside.** Continue to use the City's website and brochures as marketing tools to highlight the City's amenities, market available sites, and attract new development.

**Responsible Agency/Department:** City Manager

**Funding:** General fund

**Time Frame:** Ongoing

**Implementation Plan ED-5.1.2 Regional Commercial at North Gateway.** Work with private developers to establish a regional commercial center with one or more anchor tenants at the North Gateway.

**Responsible Agency/Department:** City Manager, Community Development, Redevelopment

**Funding:** General fund, Redevelopment funds

**Time Frame:** Ongoing

**Implementation Plan ED-5.1.3 Seaside Auto Center.** Continue to work with auto dealerships to enhance and expand the Seaside Auto Mall. (See also Land Use Implementation Center Plans LU-2.7.1.)

**Responsible Agency/Department:** City Manager, Community Development, Redevelopment

**Funding:** General fund, Redevelopment funds

**Time Frame:** Ongoing

**Implementation Plan ED-5.1.4 Zoning Ordinance – Visitor Serving Commercial Uses.** Through the Zoning Ordinance update, expand opportunities to serve the tourist market on the Monterey Peninsula by encouraging the development of appropriate commercial uses in proximity to the major hotels at Canyon Del Rey and Del Monte Boulevard and the planned hotels at North Seaside. (See also Land Use Implementation Plan LU-2.1.1.)

**Responsible Agency/Department:** Community Development

**Funding:** General fund, State and federal funds

**Time Frame:** Adopt and implement updated Zoning Ordinance by 2005

**Implementation Plan ED-5.1.6 Commercial Recreational Facility.** Attract the development of a large-scale commercial recreational



facility to serve residents and tourists. Identify appropriate sites for such facilities on the City's website and through other appropriate means.

**Responsible Agency/Department:** Community Development, Redevelopment

**Funding:** Redevelopment funds

**Time Frame:** Ongoing

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**Policy ED-5.2:** Highlight cultural events and attractions in Seaside to help project a high quality of life image to potential visitors and business prospects.

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#### IMPLEMENTATION PLANS

**Implementation Plan ED-5.2.1 Cultural Attractions and Events.** Work with CSUMB, the Seaside Cultural Arts Groups, and the Monterey Cultural Council to establish and promote a multiplicity of cultural attractions and events in the community.

**Responsible Agency/Department:** City Manager, Recreation and Community, CSUMB, Seaside Cultural Arts Groups, Monterey Cultural Council

**Funding:** General fund, private funds

**Time Frame:** Ongoing

**Goal ED-6: Attract economic base industries.**

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**Policy ED-6.1:** Support the development of small-scale light manufacturing.

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#### IMPLEMENTATION PLANS

**Implementation Plan ED-6.1.1 Attract Research and Business Park Uses.** Create a suitable environment to attract research and business park uses in North Seaside and coordinate with UC MBEST to prevent duplication of efforts .

**Responsible Agency/Department:** City Manager, UC MBEST

**Funding:** General fund, State and federal funds, private financing, developer fees

**Time Frame:** Ongoing

#### JOB TRAINING AND EDUCATION

The capacity to serve the workforce needs of existing and future employers is developed through effective job training and education programs. The City of Seaside recognizes the importance of workforce development and the role that it plays in achieving its goals for economic growth and prosperity.

**Goal ED-7: Use Seaside's labor force as an economic development and business attraction tool and increase the number of new jobs filled by Seaside residents by coordinating economic development efforts with employment placement.**

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**Policy ED-7.1:** Support job training for skilled labor through City- and employer-sponsored training or continuing educational programs.

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#### IMPLEMENTATION PLANS

**Implementation Plan ED-7.1.1 County CDBG EEF Revolving Loan Funds.** Assist firms proposing substantial new job creation to access State and local development funds, including the County CDBG EEF Revolving Loan Funds, and the industrial development bond program.

**Responsible Agency/Department:** Community Development, Redevelopment Agency, City Manager

**Funding:** General fund, State and federal funds

**Time Frame:** Ongoing in response to development proposals



**Implementation Plan ED-7.1.2 Work Force Training.** Inventory workforce training needs of businesses in Seaside and coordinate with the County WIB to identify or create suitable training programs. Participate with WIB efforts to coordinate training resources in the County.

**Responsible Agency/Department:** Community Development, City Manager, WIB

**Funding:** General fund, State and federal funds

**Time Frame:** Complete first inventory by the end of 2006; update as necessary

## JOBS/HOUSING RATIO

According to California Department of Housing and Community Development (HCD) guidelines, a balance between jobs and housing in the community is attained when the jurisdiction has a ratio of 1.5 jobs for every housing unit available for occupancy (1.5:1). According to the best available data on jobs and housing units within the city limits, the City of Seaside currently has a jobs-housing ratio of 0.68:1. Increasing employment opportunities in the community and improving the jobs-housing ratio, therefore, is a key factor in Seaside's economic development strategy.

**Goal ED-8: Actively promote a balance between the numbers and types of workers residing in Seaside and the opportunities for employment in the city.**

**Policy ED-8.1:** Encourage development that helps the City achieve a jobs/housing ratio of 1.5:1. (See also Land Use Policy LU-1.2).

## IMPLEMENTATION PLANS

**Implementation Plan ED-8.1.1 Jobs/Housing Ratio.** Conduct an annual review of the jobs/housing ratio in Seaside. (See also Land Use Implementation Plan LU-1.2.1).

**Responsible Agency/Department:** Community Development

**Funding:** State funds, General fund

**Time Frame:** Annually

**Implementation Plan ED-8.1.2 Community Commercial Inventory.** Conduct a bi-annual inventory of community commercial uses. As part of this inventory, identify community commercial needs (i.e., grocery stores, movie theatres) that are unavailable within Seaside's city limits. (See also Implementation Plan LU-1.2.2)

**Responsible Agency/Department:** Community Development

**Funding:** State funds, General fund

**Time Frame:** Complete first inventory by 2004, update every two years as determined necessary