



SEABROOK
ECONOMIC DEVELOPMENT CORPORATION



Seabrook Marina / Flickr user Katie Haugland

2024-2026 Strategic Plan

The Strategic Planning Process

In February 2024, the Seabrook Economic Development Corporation (EDC) embarked on a strategic planning process to develop the strategic priorities for 2024 through 2026. The following is the process used to reach the conclusions for the strategic plan.

The process kicked off with a preliminary meeting between City Manager and Economic Development Director Gayle Cook and professional facilitator Alysia A. Cook, PCED, IOM with Opportunity Strategies LLC. The two met to review key issues facing the organization, understand the programs and projects currently underway, and to prepare the process and format for the planning session.

On March 1, 2024, the Seabrook Economic Development Corporation (EDC) board of directors and staff met at the SpringHill Suites Marriott in Seabrook for a strategic planning workshop to begin planning for 2024 through 2026.

The following is the Seabrook EDC 2024-2026 Strategic Plan.



Summary

The EDC Board of Directors invited all of city council and other community leaders to attend the first portion which was an interactive economic development training workshop called “Understanding the Economic Development Process.” It included the following topics:

- Community Development
 - Leadership Development
 - Workforce Development
 - Social Infrastructure
 - Physical Infrastructure
- Business Development
 - Recruitment/Attraction
 - Business Retention & Expansion
 - Entrepreneurial Development
 - Tourism Development
- EDC Board Responsibilities/Engagement
- Elected Official Responsibilities/Engagement
- Best Practices
- 5 C’s of Ethical Economic Development

Following the training workshop, the EDC Board adjourned the training portion and provided lunch to their guests. After lunch, just the EDC board and staff remained to develop the 2024-2026 Strategic Plan.



2024-2026 Strategic Plan

Vision Statement



Mission Statement

Seabrook is a sustainable, energetic, and beautiful coastal community that embraces environmental stewardship, fosters safe neighborhoods, and promotes tourism and economic diversity.

The City of Seabrook is responsive, innovative, and fiscally sound in delivering services that preserve, protect, and enhance quality of life.

Goals



1.

**Support Existing
Local Businesses
and Industries**

2.

**Business
Marketing &
Recruitment**

3.

**Quality of Life
Infrastructure**

4.

Communications

5.

Old Seabrook

SWOT & Start-Stop-Accelerate

Prior to the planning session, the facilitator conducted an online SWOT Analysis and a brainstorming exercise called Start-Stop-Accelerate. The results of that are printed in the separate Appendix.

Expectations

The facilitator asked the participants to share with one another what were important topics to them for the group to discuss before the day was over. The following were their responses:

- Expanded communications between EDC and city boards/ committee including budget dollars
- Unified vision for EDC expenditures
- Connect with Planning & Zoning more
- Scope of EDC services
- Opportunities we can pursue and leverage
- Commitment to move forward on the goals we establish
- Represent our citizens
- Execute our goals in the plan we create
- More retail
- Higher use of waterfront
- Polish what we have
- Marketing to developers

The EDC Board and staff developed the following 5 goals for 2024-2026:

- 1. Support Existing Local Businesses and Industries** - To establish a comprehensive Business Retention & Expansion Program aimed at fostering local business growth and sustainability by identifying their needs, providing assistance and fostering an environment conducive to business success.
- 2. Business Marketing & Recruitment** - To enhance Seabrook's economic landscape by implementing targeted marketing strategies and proactive recruitment efforts to attract prospective businesses.
- 3. Quality of Life Infrastructure** - To prioritize infrastructure development that enhances quality of life, including signage, recreation, and essential services accessibility for residents and businesses, optimizing economic growth.
- 4. Communications** - To enhance communication efficiency and effectiveness both internally and externally, facilitating better collaboration and engagement around economic development initiatives.
- 5. Old Seabrook** - To begin the Old Seabrook Livable Center Development Project.





Goal #1: Support Existing Local Businesses and Industries

To establish a comprehensive Business Retention & Expansion Program aimed at fostering local business growth and sustainability by identifying their needs, providing assistance and fostering an environment conducive to business success.

STRATEGIES	WHO'S RESPONSIBLE?	START Q/YR	COMPLETE Q/YR	METRIC/KPI
1. Invest in relationship building activities with existing businesses in an effort to retain, grow and strengthen				
a. Establish and update a Master Business List and update quarterly	EDC Administrative Support	Q3 2024	Q3 2024	<input type="checkbox"/>
b. Conduct periodic check-ins with individual businesses to better understand their needs, identify obstacles in the business environment, and share local business success stories. Goal is 50/year	EDC Administrative Staff and EDC Board	Q2 2024	Ongoing	# visits in 2024: _____ # visits in 2025: _____ # visits in 2026: _____
c. Maintain the Master Business List as a tool to track activity and outcomes from visits or contacts by staff or board members	EDC Administrative Staff	Ongoing	Ongoing	<input type="checkbox"/>
2. Establish an Annual Top 3 Targeted Sectors List	EDC Administrative Staff and EDC Board	Q2 2024	Annually	
a. Annually establish with the EDC Board a Targeted Sector List identifying top three (3) sectors based on review of market, current real estate availability and zoning	EDC Board	Q2 2024	Annually	Publish Targeted Sector List on Website
b. Focus marketing and outreach with emphasis on the Top 3 List and track contacts in a Prospect List by Sector	EDC Administrative Staff	Q2 2024	Ongoing	# Contacts by each Targeted Sector
c. Develop and maintain a Brokers List that specializes in targeted tenants that align with Seabrook's vision 2040 Plan	EDC Administrative Staff	Q2 2024	Ongoing	Maintained List

STRATEGIES	WHO'S RESPONSIBLE?	START Q/YR	COMPLETE Q/YR	METRIC/KPI
3. Attract Speciality (Non-Franchise) Retail and Dining for Old Seabrook District	EDC Administrative Staff / Public Affairs	Q2 2024	Ongoing	# Contacts
4. Conduct an online Sector Specific Business Business Retention and Expansion (BRE) Survey (different sector each six months)		Q3 2024	Q4 2026	Bi-Annual Report of Responses
a. Survey any barriers for businesses visioning growth	EDC Administrative Staff			<input type="checkbox"/> Did we conduct surveys and compile summary in 2024?
b. Survey any opportunities businesses could be attracted to in the broader regions	EDC Administrative Staff			<input type="checkbox"/> Did we conduct surveys and compile summary in 2025?
c. Survey business on knowledge of local/regional resources or issues impacting their sector	EDC Administrative Staff			<input type="checkbox"/> Did we conduct surveys and compile summary in 2026?
5. Create an Annual Business Appreciation Event	EDC Board & Staff	Q1 2025	Q3 2025	<input type="checkbox"/> Did we host a BRE appreciation event in 2024?
a. Explore creative ways to encourage attendance and promote the event (i.e. tournaments, competitions, etc.)				<input type="checkbox"/> Did we host a BRE appreciation event in 2025?
				<input type="checkbox"/> Did we host a BRE appreciation event in 2026?
6. Determine the funding proportion of Business Retention & Expansion (BRE) vs. Business Development/Marketing vs. funding other projects such as CIP projects	EDC Board	Q3 2024	Q3 2024	<input type="checkbox"/>



Goal #2: Recruitment & Marketing

To enhance Seabrook's economic landscape by implementing targeted marketing strategies and proactive recruitment efforts to attract prospective businesses.

STRATEGIES	WHO'S RESPONSIBLE?	START Q/YR	COMPLETE Q/YR	METRIC/KPI
1. Reference previous studies showing Gap Analysis of business types that are not currently located in Seabrook				<input type="checkbox"/>
a. Research recent studies funded by EDC and regional partners	EDC Administrative Support	Q3 2024	Q4 2024	
b. Place studies and summaries before the EDC Board for review	EDC Board	Q4 2024	Q2 2025	
2. Establish recruitment targets for retail restaurants, warehousing, medical center, and any other business types identified from Gap Analysis in (1) above	EDC Meeting	Q1 2025	Q1 2025	<input type="checkbox"/>
3. Create marketing and business recruitment programs to identify recruitment targets based on Gap Analysis	EDC Administrative and Public Affairs Staff	Q2 2025	Q2 2025	<input type="checkbox"/>
4. Create and expand signature commercial broker events	EDC Administrative and Support Staff	Q2 2024	Ongoing	<input type="checkbox"/>
a. Continue Keels and Wheels Broker and Developer Event	EDC Administrative and Support Staff	Q2 2024	Ongoing	
b. Explore new events to attract commercial brokers and developers to Seabrook for unique experience to expose them to opportunities the City can provide for their clients	EDC Administrative and Support Staff	Q2 2024	Q4 2025	# of Broker Events

STRATEGIES	WHO'S RESPONSIBLE?	START Q/YR	COMPLETE Q/YR	METRIC/KPI
5. Create and promote a positive brand identity	EDC Public Affairs Staff	Q3 2025	Q3 2025	<input type="checkbox"/>
a. Maintain website with relevant and current content	EDC Administrative and Public Affairs Staff	Q2 2024	Ongoing	<input type="checkbox"/>
b. Utilize CoStar or similar third-party software for maintaining list of available properties on website	EDC Administrative and Public Affairs Staff	Q2 2024	Ongoing	<input type="checkbox"/>
c. Evaluate website and marketing metrics to explore ways to improve digital engagement	EDC Administrative and Public Affairs Staff	Q3 2024	Bi-Annual EDC Report to Council	<input type="checkbox"/> 2024 <input type="checkbox"/> 2025 <input type="checkbox"/> 2026
6. Conduct annual review of Marketing program and Recruitment successes/misses	EDC Board	Q4 2024	Annually	<input type="checkbox"/> Did we we conduct annual review in 2024?
				<input type="checkbox"/> Did we we conduct annual review in 2025?
				<input type="checkbox"/> Did we we conduct annual review in 2026?



Goal #3: Quality of Life Infrastructure

To prioritize infrastructure development that enhances quality of life, including signage, recreation, and essential services accessibility for residents and businesses, optimizing economic growth.

STRATEGIES	WHO'S RESPONSIBLE?	START Q/YR	COMPLETE Q/YR	METRIC/KPI
1. Branding for Signage				
a. Hire a Marketing/Branding/Signage Consultant	City Manager	Q3 2024	Q3 2024	<input type="checkbox"/>
b. Approve and fund new signage	EDC Board and City Council	Q3 2024	Q3 2024	<input type="checkbox"/>
c. Build and complete signage project	Staff	Q1 2025	Q1 2025	<input type="checkbox"/>
2. Bayside Park Expansion				
a. Design the Demo	Staff	Q3 2024	Q4 2024	<input type="checkbox"/>
b. Execute the Demo	Staff	Q1 2025	Q1 2025	<input type="checkbox"/>
c. Design of park & Main Street improvements	EDC/Council/OST	Q3 2024	Q4 2024	<input type="checkbox"/>
d. Approve and fund the Bayside Park Expansion	EDC Board	Q4 2024	Q4 2024	<input type="checkbox"/>
e. Complete the buildout	Staff	Q2 2025	Q2 2025	<input type="checkbox"/>
3. Select a third Quality of Life Infrastructure Project for 2025-2026	EDC Board	Q2 2025	Q2 2025	<input type="checkbox"/>
a. Complete that project #3	Staff	Q4 2025	Q4 2026	<input type="checkbox"/>



Goal #4: Communications

To enhance communication efficiency and effectiveness both internally and externally, facilitating better collaboration and engagement around economic development initiatives.

STRATEGIES	WHO'S RESPONSIBLE?	START Q/YR	COMPLETE Q/YR	METRIC/KPI
1. Establish Economic Development Roundables quarterly meetings with local government officials (Committee Chairs and the Mayor), economic development agencies, and business leaders to collaborate on strategic initiatives and shared goals	EDC President, Mayor, Planning & Zoning Commission Chair, and key topic leaders	Q3 2024	Ongoing	# of meetings in 2024: _____ # of meetings in 2025: _____ # of meetings in 2026: _____
2. Establish Bi-annual joint meetings for all members of Planning & Zoning, EDC, and city council for updates on all strategic plans related to development	EDC Administrative Staff, Support Staff, Planning & Zoning, EDC Board and City Council	Q3 2024	Ongoing	# of meetings in 2024: _____ # of meetings in 2025: _____ # of meetings in 2026: _____
3. Publish Economic Development reports for the business community and Seabrook Economic Development Corporation of insights and guidance on Economic Development initiatives from meetings for publication (City website, social media, etc.)	Public Affairs	Q3 2024	Ongoing	<input type="checkbox"/> 2024 <input type="checkbox"/> 2025 <input type="checkbox"/> 2026
a. Final approval of said summary and publication of the summary	EDC Administrative Staff and Public Affairs	2024 2025 2026	Ongoing	<input type="checkbox"/> 2024 <input type="checkbox"/> 2025 <input type="checkbox"/> 2026



Goal #5: Old Seabrook

To begin the Old Seabrook Livable Center Development Project.

STRATEGIES	WHO'S RESPONSIBLE?	START Q/YR	COMPLETE Q/YR	METRIC/KPI
1. Plan and discuss progressing with a phase in Old Seabrook	Staff & EDC Board	Q3 2024	Q3 2024	<input type="checkbox"/>
a. Authorize a preliminary Engineering Study for Old Seabrook	EDC Board	Q3 2024	Q4 2024	<input type="checkbox"/>
b. Execute the completed study	EDC Board	Q1 2025	Q1 2025	<input type="checkbox"/>
c. Construction vendor selected by City Council	City Council	Q2 2025	Q2 2025	<input type="checkbox"/>
d. Establish the construction timeline	Staff & City Council	Q4 2025	Q1 2026	<input type="checkbox"/>