

**CITY OF SANTA CRUZ
LOWER OCEAN - BEACH/SOUTH OF LAUREL
NEIGHBORHOOD REVITALIZATION STRATEGY AREA**

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Economic Development Department

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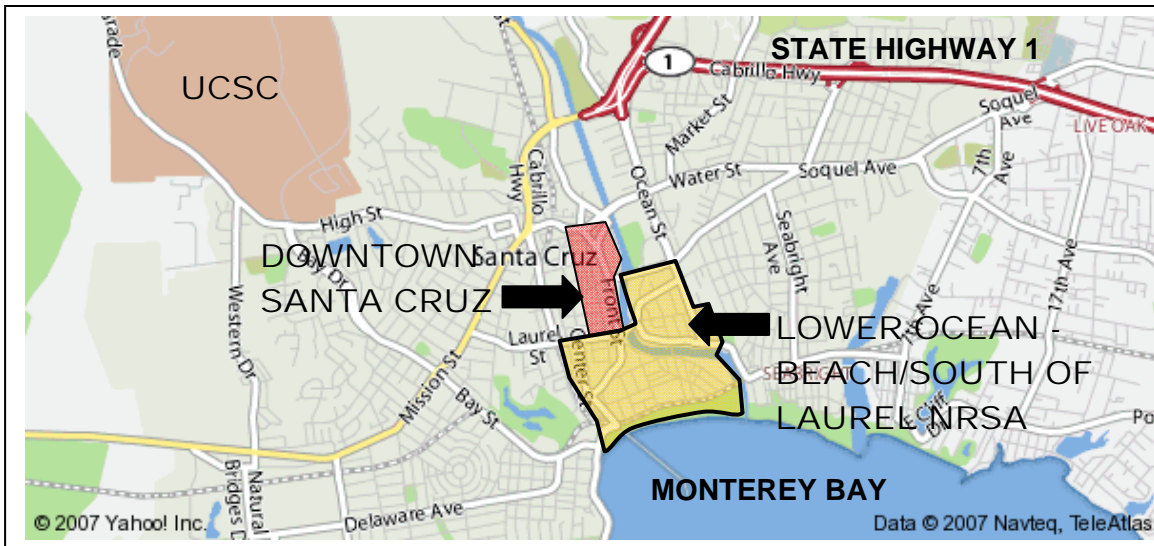
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1. INTRODUCTION

A Neighborhood Revitalization Strategy Area (NRSA) is created under the federal Department of Housing and Urban Development's (HUD) Community Development Block Grant (CDBG) Program to encourage coordination of resources and facilitate the City's ability to engage in comprehensive community revitalization strategies. Programs are encouraged to have strategies that include partnerships among stakeholders in a community - including federal and local governments, the private sector, community organizations and neighborhood residents. The overall intent is to stimulate reinvestment of human and economic capital while economically empowering low-income residents.

HUD states that to achieve economic empowerment there must be a realistic development strategy and implementation plan to promote the area's economic progress focusing on activities to create meaningful jobs for the unemployed and low- and moderate-income residents of the area as well as activities to promote the substantial revitalization of the neighborhood.

With these goals in mind, in 2007 the City of Santa Cruz established its first NRSA, developing a five year strategic plan for the neighborhoods in the Beach/South of Laurel area. Although many of the Plan's goals were met, the economic downturn beginning in 2007 delayed progress in some areas. In recognition that there are still needs to be met in the Beach/South of Laurel area and that other neighborhoods might also benefit from utilizing the NRSA tool, in 2012 the City initiated a new five year plan for an NRSA that includes the Lower Ocean Street and the Beach/South of Laurel neighborhoods.



The new Five Year Plan for the Lower Ocean - Beach/South of Laurel NRSA takes advantage of existing programs, expanding and augmenting them as needed. It includes strategies in five areas.

1. Public Facility Improvements
2. Economic/Job Development
3. Training and Education
4. Residential Investment
5. Community Safety and Neighborhood Improvements

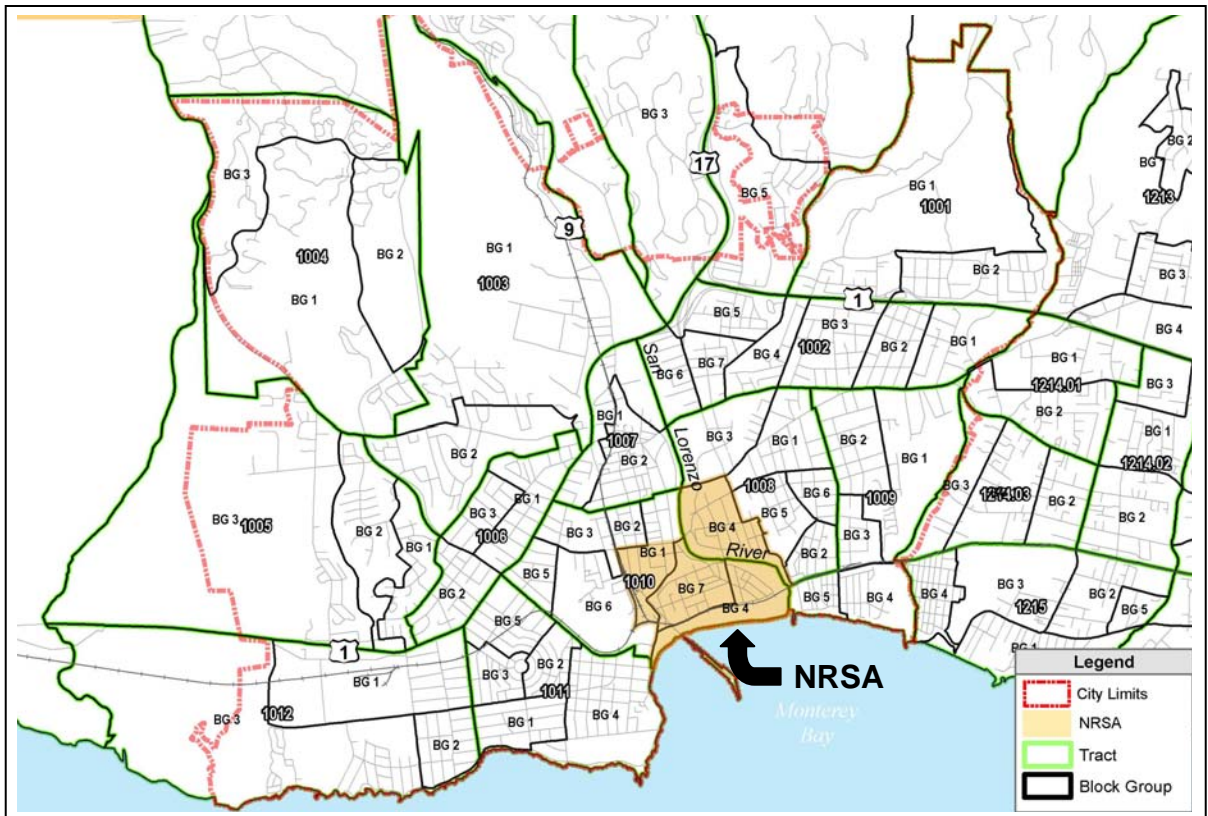
2. LOWER OCEAN AND BEACH/SOUTH OF LAUREL TODAY

A. NRSA AREA

The City of Santa Cruz is situated at the northern end of the Monterey Bay. The Ocean Street- Beach/South of Laurel NRSA represents a transition between the commercial uses in the downtown and along lower Ocean Street and the waterfront businesses along Monterey Bay. The area is bisected by the San Lorenzo River which flows into the Bay. The NRSA includes the historic Santa Cruz Beach Boardwalk and Main Beach, which are two major tourist attractions that help bring about three million visitors to Santa Cruz County each year. The new Monterey Bay National Marine Sanctuary Visitor Center, which will be completed in 2012, will also be a significant new attraction.

Despite the NRSA's proximity to Monterey Bay and major employment areas, NRSA neighborhoods continue to have the lowest incomes in the City. Over 30% of NRSA households are at or below poverty level, which is about twice as high the City as a whole. The NRSA is also home to highest concentration of Hispanic residents (46% versus 17% city-wide). Additionally although the NRSA only occupies about 3% of the City's total land area, about 41% of crime outside of the Downtown occurs in the NRSA which includes gang related activities.

NRSA Boundaries: The Lower Ocean- Beach/South of Laurel NRSA boundaries include Census Tract 8, Block Group 4 (Neighborhood of Lower Ocean) and Census Tract 1010, Block Group 4 (Beach Flats), Block Group 7 (Beach Hill and the area east and south of Front Street), and a portion of Census Tract 1010, Block Group 1 (area south of Laurel Street and east of Chestnut Street, including lower Pacific Avenue).



Census Tract/Block Group Income Qualifications: Census Tracts and Census Block Groups must have at least 51% of households at or below 80% of Area Median Income (AMI) in order to qualify to be included in an NRSA. The following table demonstrates qualifications of each Block and Block Group included in the NRSA.

CENSUS TRACTS	BLOCK GROUPS	% of Households at or below 80% of Area Median Income
1008	BG 4	62.3%
1010	BG 1 (Blocks 8-14)	77.8%
	BG 4	83.5%
	BG 7	70.6%
1008 & 1010	(All of Above)	70.5%

B. LAND USE AND PUBLIC FACILITIES

Lower Ocean Street: Although the Lower Ocean Street neighborhood is mostly residential, due to its proximity to Monterey Bay and its beaches there are scattered motels throughout the area with some the larger hotels located along Ocean Street. There are also some commercial uses along Broadway. The area has a very active neighborhood association (Neighborhoods of Lower Ocean or NOLO).

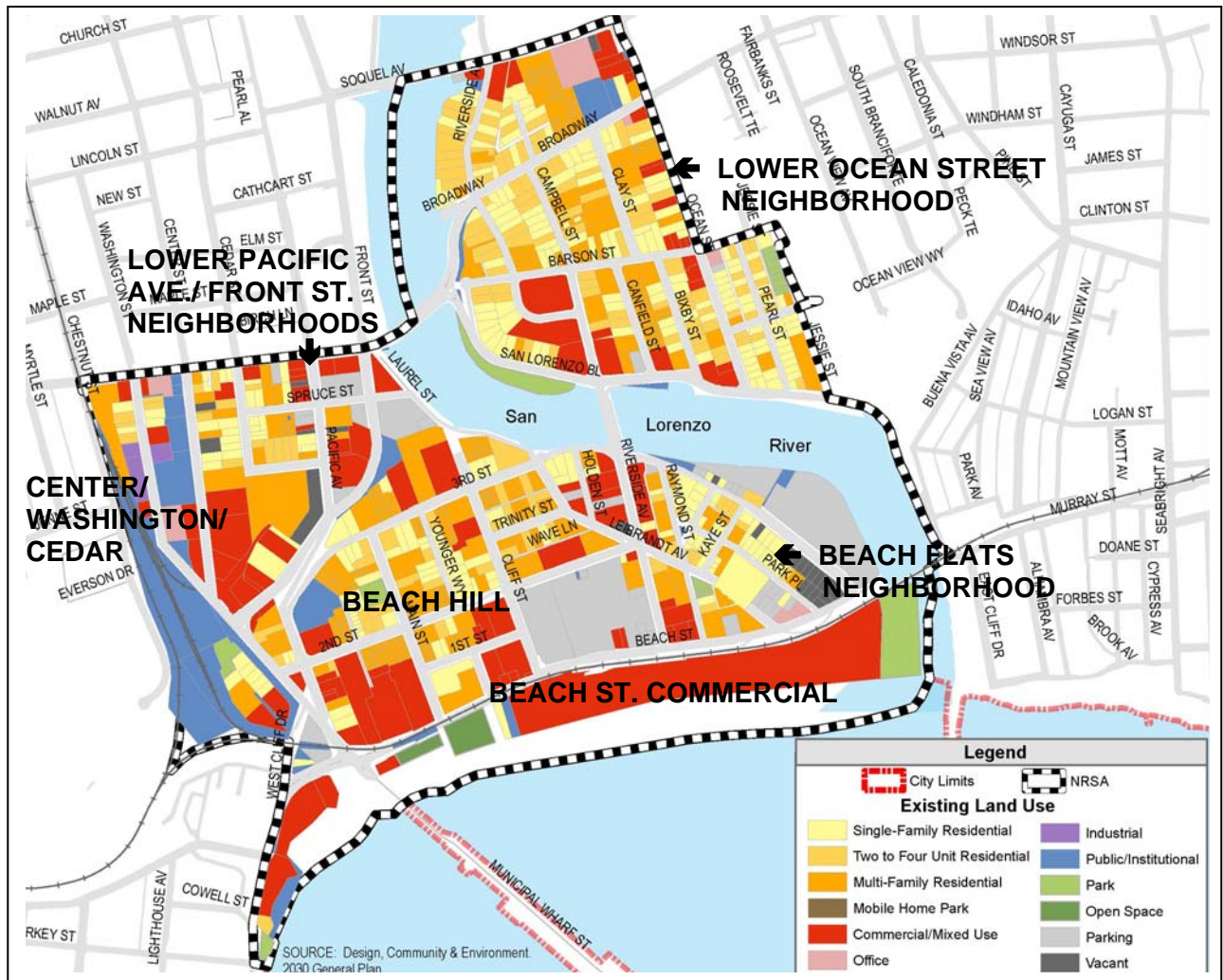
South of Laurel: The area south of Laurel Street includes two distinct sectors that reflect different characters. The area also has an inactive neighborhood association (South of Laurel Association). The two sectors include:

- **Lower Pacific and Front Streets/Downtown Extension:** Poised as the next extension of the Downtown, the Lower Pacific Avenue/Front Street area is has great potential for redevelopment. About 50% of the properties along these streets are currently vacant or considered to be underutilized (i.e. parking lots or other low intensity uses). Recent studies have recommended replacing the numerous automobile related uses and surface parking lots with new mixed use development that includes ground floor commercial uses and residential development on the upper floors. This area was included in a River/Front and Lower Pacific Avenue Planning Study that was completed in 2010. A follow-up parking strategy study will be completed in 2012.
- **Center, Washington, and Cedar Streets:** This area south of Laurel Street is predominantly residential with scattered auto related commercial properties. The City's police station occupies much of the east side of Center Street and motel complexes dominate the intersection of Center Street and Pacific Avenue. Center and Washington Streets end with Depot Park, where there is an opportunity for future commercial development in the historic Freight Building.

Beach Area: The Beach Area includes Beach Hill and Beach Flats, which are predominantly residential with tourist related facilities clustered along Beach Street, the Santa Cruz Wharf, and Lower Pacific Avenue. Tourist accommodations (motels and bed & breakfasts) are scattered throughout the area, including on Beach Hill. Beach Hill and Beach Flats both have neighborhood associations which are periodically active.

The following summarizes the of three distinct Beach Area neighborhoods.

- **Beach Street Commercial Strip** includes small businesses on the north side of Beach Street; the historic Santa Cruz Boardwalk and related businesses and restaurants on the south side of Beach Street; and the Santa Cruz Wharf, which is home to about twenty businesses and restaurants. The Main Beach is a major tourist draw with access to water sports, surfing classes, and City volley ball facilities.
- **Beach Flats** is predominantly residential with some businesses and motels located along or near Riverside Avenue. The Beach Flats Community Center and Park are located in the center of the neighborhood. Residential areas have a mixture of single family homes and multi-family apartments.
- **Beach Hill** is dominated by single and multi family residences with a scattering of motels. Many of the large Victorian homes that characterize sections of Beach Hill have been subdivided with multifamily ownership and rental units. Although statistically, Beach Hill is a low income area, property values tend to be higher than in the surrounding areas.



Age of Housing: Like most of Santa Cruz, the majority of the area’s housing stock consists of older single family homes with some apartment complexes and single room occupancy (SRO) developments. In the Lower Ocean Street portion of the NRSA, 47% percent of the housing is over 50 years old and 23% is over 70 years old. This is equivalent to the age of housing city-wide. Housing stock in the Beach/South of Laurel portion of the NRSA is slightly older with 55% being over 50 years old and 27% older than 70 years old. The table below compares the age of housing in the NRSA and the City.

AGE OF HOUSING STOCK	NRSA SUB-AREAS		TOTAL NRSA	CITY OF SANTA CRUZ*
	Lower Ocean	Beach/S. of Laurel		
Total Housing Units	762	1,311	2,073	21,460
% of Housing Over 50 Years Old	47%	59%	55%	47%
% of Housing Over 70 Years Old	23%	29%	27%	22%

Source: US Census 2000 (Note 2010 data is not available at a Block Group level).

*Only Census 2000 numbers are available by block group. For consistency City count is also for yr. 2000.

Community Facilities and Parks: Both the Lower Ocean Street neighborhoods and Beach/South of Laurel neighborhoods have significant community and park facilities. Facilities and parks within or adjacent to the Beach/South of Laurel area include:

- **Beach Flats Community Center:** The BFCC serves as a neighborhood gathering and information center as well as providing after school, health related, and other programs. Staff also do significant outreach into the neighborhood and sponsor a number of community events. BFCC is a Community Based Development Organization (CBDO) and receives federal CDBG and other assistance from the City.
- **Beach Flats Park and Poet’s Park:** Beach Flats Park is adjacent to the Community Center which serves as the location for a number of community events. The park also has a children’s play and picnic/barbeque area. Poet’s Park is new park one block away. It has a smaller play and seating area and community gardens. CDBG funds have been used to improve both of these parks.
- **Main Beach:** This beach is located adjacent to the Santa Cruz Beach Boardwalk and the Santa Cruz Wharf. Lifeguard service is provided during prime user times. The City maintains 16 beach volleyball courts. Private companies provide surfing lessons on the western end of the beach. Boat and kayak rentals are available on the Wharf.
- **Louden Nelson Community Center & Laurel Park:** Although the Center and Park are just outside of the NRSA, these facilities are important to NRSA neighborhoods. The Loudon Nelson Community Center is home to the Teen Center and a senior lunch program as well as other events and programs. CDBG funds have been used to assist with facility improvements and are currently used to help fund the Teen Center.
- **Depot Park:** This Park is adjacent to the NRSA and features artificial turf soccer fields and picnic areas. Youth and adult soccer programs as well as after school sports programs use this facility. The Freight building located at the park has a theater and gymnastic programs, classes in yoga and dance, and is available for rent to the public. City summer camps also use Depot Park and the Freight building.

Facilities and parks within or adjacent to the Lower Ocean Street area include:

- **Familia Center:** Familia Center assists with direct services and referrals as well as providing case management services. Familia Center also has a teen after school program, a food pantry, and sponsors a summer lunch program. Familia Center is a CBDO and receives federal CDBG assistance from the City.
- **Mike Fox Park/Ken Wormhoudt Skate Park:** A new skate park feature which dominates the park was completed in 2007.
- **San Lorenzo Park:** This community park is located just to the north of the NRSA and the Lower Ocean Street neighborhood. The park has a large playground, a duck pond, and a lawn bowling green facility. A Pedestrian bridge connects the park to the downtown.
- **Oceanview Park:** This Park which is located just east of NRSA has a basketball half court, playground, picnic tables, and off-leash dog area.
- **Proposed Lower Ocean Neighborhood Park:** Currently in planning stages.



C. DEMOGRAPHICS & EMPLOYMENT

Population & Ethnicity: There are 5,725 people living in 1,981 households in the Lower Ocean-Beach/South of Laurel NRSA. Average household size is slightly larger than the rest of the City (2.65 vs. 2.44 persons per household) but is below the state average which is 2.87 persons. The NRSA is home to the highest concentration of a minority population in the City of Santa Cruz. About 46% of residents are Hispanic compared with 17% citywide.

OVERALL POPULATION CHARACTERISTICS	NRSA SUB-AREAS		TOTAL NRSA	CITY OF SANTA CRUZ
	Lower Ocean	Beach/S. of Laurel		
NRSA Population (US Census 2000)	2,118	3,607	5,725	--
Average Household Size (# of persons)	2.86	2.52	2.65	2.44
% Hispanic Population in NRSA	45%	46%	46%	17%
% of City's Total Hispanic Population	10%	18%	28%	100%

Source: US Census 2000 (Note 2010 data is not available at a Block Group level).

Age: The median age of NRSA residents is about 28 years old which is slightly lower than the City-wide median age of 32 years. The following table breaks down the age characteristics of the Lower Ocean and Beach-South of Laurel areas, the entire NRSA and the City. Overall, the NRSA population is younger than the rest of the City.

AGE OF RESIDENTS	NRSA SUB-AREAS		TOTAL NRSA	CITY OF SANTA CRUZ
	Lower Ocean	Beach/So. of Laurel		
% Population Under 18 years	18.5%	19.5%	19.5%	17.3%
% Population 18-24 years	25.9%	23.2%	23.3%	20.5%
% Population 25-44 years	36.1%	38.6%	37.9%	32.6%
% Population 45-64 years	13.0%	14.3%	14.3%	21.0%
% Population 65+ years	6.5%	5.1%	5.1%	8.5%

Source: US Census 2000 (Note 2010 data is not available at a Block Group level).

Education: The level of college educational attainment for both the NRSA and City of Santa Cruz reflects accessibility to the University of California at Santa Cruz (UCSC) within the City plus Cabrillo College in nearby Aptos. In the NRSA 54% of residents over 25 years of age have some college education. However in the NRSA, at the lower levels of educational achievement 29% did not complete high school compared to an overall City percentage of 17% and a state-wide percentage of 23%. The following table breaks down the education attainment levels for residents of the NRSA and the City.

EDUCATION LEVEL OF RESIDENTS OVER 25 YRS OLD (By Percent of Total Population)	NRSA SUB-AREAS		TOTAL NRSA	CITY OF SANTA CRUZ
	Lower Ocean	Beach/So. of Laurel		
% No Schooling Completed	5%	3%	4%	1%
% Some Elementary School	14%	11%	12%	3%
% Some Junior High School	3%	3%	3%	1%
% Some High School	9%	10%	10%	5%
% High School Graduate	15%	19%	17%	14%
% Some College	33%	31%	32%	30%
% College Bachelor's Degree	17%	15%	16%	27%
% Advanced or Professional Degree	3%	7%	6%	17%

Source: US Census 2000 (Note 2010 data is not available at a Block Group level).

Income: As shown below, median income levels are also lower in the NRSA than in the City. Additionally 32% of the population in the NRSA is below poverty level versus 16% Citywide. With lower incomes, it's not surprising that there are fewer homeowners in the NRSA. Eighty-eight percent of residents in the NRSA rent their homes versus 53% in the rest of the City. The table below shows a breakdown of these numbers.

INCOME AND RENTER STATUS	NRSA SUB-AREAS		TOTAL NRSA	CITY OF SANTA CRUZ
	Lower Ocean	Beach/S. of Laurel		
Median Household Income	\$36,645	\$21,366	\$27,066	\$50,605
% of Population below Poverty Level	26%	35%	32%	16%
% Renters	83%	92%	88%	53%

Source: US Census 2000 (Note 2010 data is not available at a Block Group level).

Employment: The City of Santa Cruz has a number of key industries that employ residents City residents, including those from the NRSA. The City's largest industry is educational services. The UCSC is the City's largest employer with more than 7,000 employees. Combined with the local school system, educational services account for over 25% of total employment in Santa Cruz.

The largest private sector employers include: (1) Plantronics (manufacturing) with 505 employees; (2) Santa Cruz Beach Boardwalk (amusement park located in the NRSA) with 347 employees, (3) Costco (retail) with 239 employees, (4) Threshold Enterprises, LTD (manufacturing and distribution) with 213 employees; and (5) Community Bridges (human services) with 212 employees.

Principal Employers in 2011 in Santa Cruz		No. of Employees	% Total Employment
1	University of California at Santa Cruz	7,364	24.96%
2	County of Santa Cruz	2,319	7.861%
3	City of Santa Cruz	780	2.64%
4	Plantronics	505	1.71%
5	Santa Cruz Beach-Boardwalk	347	1.18%
6	Costco	239	0.81%
7	Threshold Enterprises, LTD	213	0.72%
8	Community Bridges	212	0.72%
9	New Teacher Center	211	0.72%
10	Santa Cruz Biotechnology Incorporated	204	0.69%

Source: City of Santa Cruz Comprehensive Annual Financial Report, 2011

Given the predominance of UCSC as an employer, it is not surprising the highest category of employment for residents in the 1008 and 1010 Census Tracts is professional and related occupations. This category includes education, training and library occupations. The next highest category is service occupations. This includes many of the lower paying job categories such as healthcare support, food preparation and serving,

building and grounds cleaning and maintenance, and personal care and service occupations. Census Tract 1010 which includes Beach/South of Laurel area has the highest percentage in service occupations with over one quarter of residents included in that category. The following table shows distribution of employment for the 1008 and 1010 census tracts, which include the NRSA. Since data is not available by census block group level, it is reasonable to assume that the census tracts that include the NRSA would fairly closely reflect occupations of residents in the NRSA.

Employment of Residents in Census Tracts 1008 & 1010	% by Tract Number		
	1008	1010	BOTH
Management, business, and financial operations occupations	11%	9%	10%
Professional and related occupations	28%	26%	27%
Service occupations	20%	27%	24%
Sales and office occupations	23%	19%	21%
Farming, fishing, and forestry occupations	1%	2%	2%
Construction, extraction, and maintenance occupations	9%	7%	8%
Production, transportation, and material moving occupations	8%	9%	9%

Source: US Census 2000.

3. PLANNING PROCESS

A. CONSULTATIONS WITH STAKEHOLDERS

Non-Profit Organizations: During the preparation of the draft plan, City staff consulted with individual non-profit organizations through the City’s Community Program. An NRSA Information Summary was sent to over 50 nonprofit organizations along with an invitation to attend a Community Programs Committee meeting on February 13, 2012 and/or submit comments or suggestions. Representatives of the Beach Flat Community Center, Familia Center, the Teen Center, and the Boys and Girls Club volunteered to be members of a Stakeholder Committee. Comments are summarized below.

Stakeholder Committee: In January 2012, a Stakeholder Committee was formed to help guide the NRSA strategy development and planning process. Members represented residents, neighborhood associations, nonprofit organizations serving the area, businesses, and the City of Santa Cruz departments of Economic Development, Parks and Recreation, and Police. The Committee met during development of the NRSA Plan and may continue to meet throughout the life of the five year Plan.

Suggestions made by stakeholders include:

- The primary focus of the NRSA should be on youth and youth programs as a long term strategy, reaching out to young people through programs that can help to provide guidance and positive experiences that can improve their future opportunities.
- Encourage partnership opportunities between organizations to build and expand proven existing programs like the PRIDE Program or link existing programs to reach a larger age group.

- Look at UCSC as a potential pool for volunteers.
- For job training, focus on youth programs.
- For adults, focus language programs and provide computer lab training to help access jobs for adults as well as teens.
- Work with the community to identify low cost ways to improve safety such as restriping crosswalks.
- Explore ways to bring legal assistance logistically closer to residents.

The suggestions listed above have been incorporated into the Lower Ocean-Beach/South of Laurel NRSA Plan when possible.

Community Groups: Presentations were made to the two active community groups in the NRSA. On January 16, 2012, the proposed NRSA was introduced at a community meeting at the Beach Flats Community Center. On February 22, 2012, staff made a presentation to the Neighborhoods of Lower Ocean (NOLO) Association meeting.

In addition to the community meetings, bi-lingual written surveys were done at Familia Center and the Beach Flats Community Center. Surveys were also sent to NOLO members.

In all, 62 surveys were completed; 32 from the Beach Flats Community Center and 30 from Familia Center. Based on these surveys and comments received from community members, the top three areas of concern include:

1. **Crime:** Drug sales (60%) and gangs (60%) were top two concerns of respondents to the community survey. For the residents of the lower Ocean Street neighborhood prostitution tied for the third ranking spot with gangs (40%) but was ranked last (23%) in the Beach Flats community survey.
2. **Street Lighting:** Dark streets was ranked third overall (47%) as an issue but was the number one concern (60%) for those that filled out the survey at Familia Center.
3. **Unsafe Housing:** Housing safety was the third ranked concern for Beach Flats respondents but was ranked as last by the Familia Center respondents.

Areas in which residents wanted to see improvements or activities included:

1. **Youth Programs:** This ranked number one across the board with 69% of respondents wanting to see more youth activities.
2. **Job Training:** This ranked third in each sub area but overall was ranked third with 56% of respondents indicating that this was a priority need.
3. **Infrastructure Improvements:** The need for more street lights was ranked third overall but was the second most important improvement for those in the Beach Flats area, tying with Job Training at 56% of respondents.
4. **Adult Programs:** Literacy and parenting programs ranked second for respondents at Familia Center (63%) but was ranked fourth overall (45%).

The following table shows overall rankings and percentages as well as those provided by respondents at Familia Center on the east side of the NRSA and the Beach Flats Community Center (BFCC) on the west side of the NRSA.

QUESTION TOPICS & SURVEY RESPONSES BY OVERALL RANK	RANK BY SUB-AREA		% OF RESPONDENTS		
	BFCC	FAMIILIA	BFCC	FAMILA	ALL
Major Community Concerns.					
1 Gangs	1	3	78%	40%	60%
1 Drug Sales	2	2	66%	53%	60%
3 Dark streets	4	1	34%	60%	47%
4 Housing Safety	3	6	47%	27%	37%
5 Traffic	5	5	22%	37%	29%
6 Prostitution	6	3	6%	40%	23%
Improvements/Program Priorities.					
1 More Youth Programs	1	1	69%	70%	69%
2 Job Training	3	3	56%	57%	56%
3 More Street Lights	2	4	56%	40%	48%
4 Adult Programs: literacy/parent ed.	4	2	28%	63%	45%
5 More Clinics, etc.	6	5	16%	33%	24%
6 More Active Neighborhood. Assoc.	5	6	19%	27%	23%

Business Community: Three outreach efforts were initiated to consult with stakeholders from the business community:

- **Local Lenders:** Lenders working in the area were interviewed to identify any issues or barriers toward lending in this area for individual businesses or property sales.
- **Chamber of Commerce Business Fair:** The Economic Development Department sponsored an information booth at the annual Chamber Business Fair held in the NRSA on March 14, 2012. HCD staff provided information and networked with participating business attendees at the information booth.
- **Local Business Organizations:** Representatives of local businesses participated in the NRSA Stakeholder Committee.

Action items identified by the business community include:

- Increase opportunities to connect with area youth for employment.
- Improve/accelerate approvals process for development.
- Facilitate addition of year round visitor attractions (such as conference facilities).

B. PUBLIC PARTICIPATION & REVIEW OF NRSA PLAN

The Lower Ocean- Beach/South of Laurel NRSA is being approved as an amendment to the 2010-2015 Comprehensive Plan in coordination with the 2012 Action Plan approvals process. This includes two noticed public hearings at City Council meetings with a

noticed 30 day noticed community comment period. Spanish translation was available at these City Council meetings.

- **March 13, 2012:** Introduced at a public hearing for the 2012 Action Plan
- **March 23 – April 23:** 30+ day community review and comment period.
- **April 24, 2012:** Final Plan presentation and approvals.

4. COMMUNITY ASSESSMENT

A. ASSESSMENT OF ECONOMIC CONDITIONS

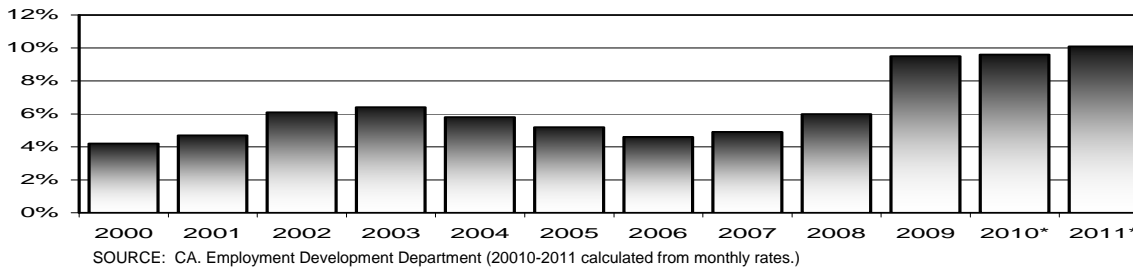
Employment and Businesses in the NRSA: The Lower Ocean - Beach/South of Laurel NRSA has significant employment opportunities both within the NRSA boundaries and in nearby commercial areas. In addition to residential use, two types of businesses dominate the NRSA; the first is visitor serving uses. Hotel/motels, restaurants, and tourist related shops and entertainment venues are predominantly located along or near the beach, but smaller motels, hotels, and restaurants are also scattered throughout the NRSA. Although historically, tourism has been one of Santa Cruz's strongest economic forces, over the last 30 years there has been a drop in Santa Cruz's visitation as well as an aging of the tourist servicing accommodations. Strengthening tourism in Santa Cruz would directly benefit job availability for NRSA residents.

The largest tourist venue and the fifth largest employer in the City is the Santa Cruz Beach Boardwalk which has almost 350 employees and is located adjacent to the Beach Flats neighborhood. Nearly 25 motels/hotels are also located in the NRSA. Although data is not available on the actual number of jobs in hotel/motels and related restaurants, it is safe to say that there are a significant number of tourist related service jobs located in the NRSA. As previously noted, according to the 2000 Census about one quarter of NRSA residents consider their work to be a service related job.

The second but much smaller type of use that is predominant in the lower Pacific Avenue and Center/Washington/Cedar Street areas is auto-related businesses. However, it is anticipated that this may change as the lower Pacific Avenue area evolves and new development is introduced. The potential for higher land costs may pressure existing car related uses to move elsewhere as property values increase. A recent planning study completed in 2010 (River/Front and Lower Pacific Design Guidelines and Development Incentives Study) recommended that to help the lower Pacific Avenue area transition into a mixed use extension of the downtown and link to the Beach area, relocation of auto-related uses would facilitate this transition.

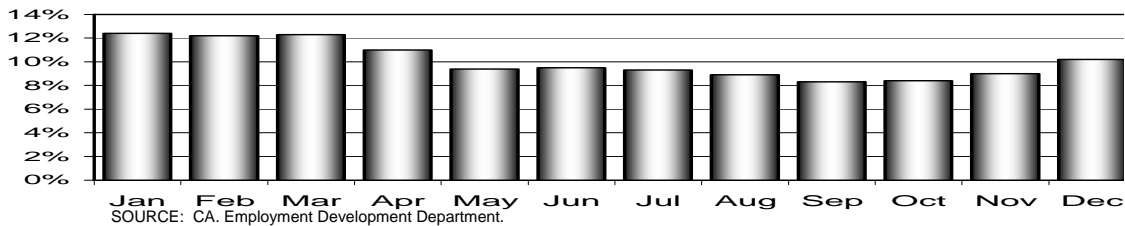
Unemployment: Despite access to employment resources, unemployment rates for the City of Santa Cruz remain fairly high. In December, 2011, according to the Bureau of Labor Statistics, unemployment was at 12.2% for the Santa Cruz-Watsonville, CA Metropolitan Statistical Area. The unemployment rate for City of Santa Cruz was lower at 10.8%, which is about the same as the State's unemployment rate of 10.9% for the same period. The national rate for December 2011 was 8.5%. The following chart with the annual unemployment rates for the City of Santa Cruz since 2000 shows the impact of the economic downturn that began in 2007.

**CITY OF SANTA CRUZ
2000-2011 UNEMPLOYMENT RATE**



The following 2011 monthly unemployment rate chart for the City of Santa Cruz shows the seasonality of employment. This affects service related tourist, agriculture, and construction jobs. About 30-35% of residents in the NRSA work in these types of jobs.

**CITY OF SANTA CRUZ
2011 UNEMPLOYMENT RATES**

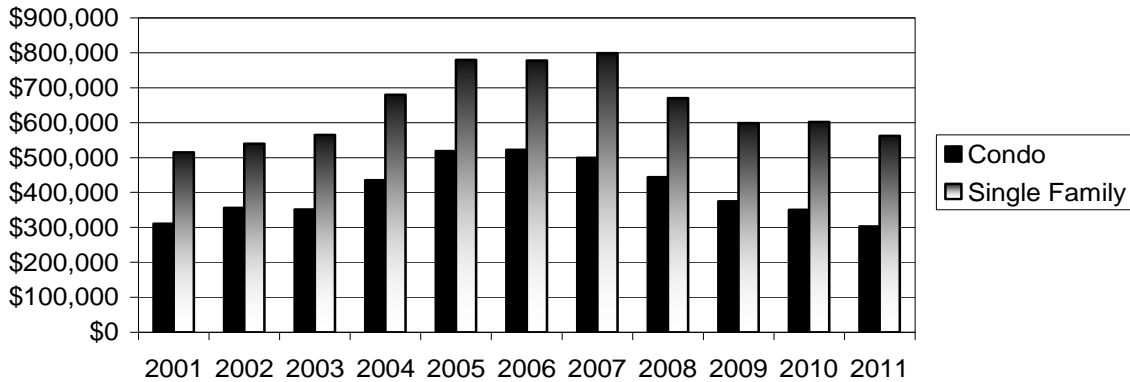


Economic Recovery: Although the employment and economic growth in Santa Cruz has been declining since the nationwide economic downturn began in 2007, there are a few signs of recovery. The Santa Cruz Sentinel newspaper reported on January 20, 2012 that the increase in the number of employment ads and a decrease in the unemployment rate (when considering seasonal adjustments) indicate that the economy in Santa Cruz is beginning to recover. The following table gives the growth trends in various employment sectors over the last year. Each category except farm work and to a lesser degree, construction, shows improvement.

TYPE OF EMPLOYMENT	DEC 2011: # OF JOBS	JOB # CHANGE DEC. 2010-2011	% CHANGE DEC. 2010-2011
Private education, health	14,300	+ 800	6%
Trade, transportation, utilities	17,500	+ 700	4%
Professional and business	9,800	+ 600	6%
Information	1,000	+ 100	10%
Manufacturing	5,500	+ 100	2%
Leisure and hospitality	11,500	+ 600	5%
Financial activities	3,400	+ 100	3%
Other services	3,600	0	0%
Mining, logging, construction	2,900	- 100	-3%
Government	20,400	+ 500	2%
Total Nonfarm Jobs	89,700	+ 3,400	4%
Total Farm Jobs	6,100	- 1,700	-28%
Total Farm and Nonfarm jobs	95,800	+ 1,700	2%

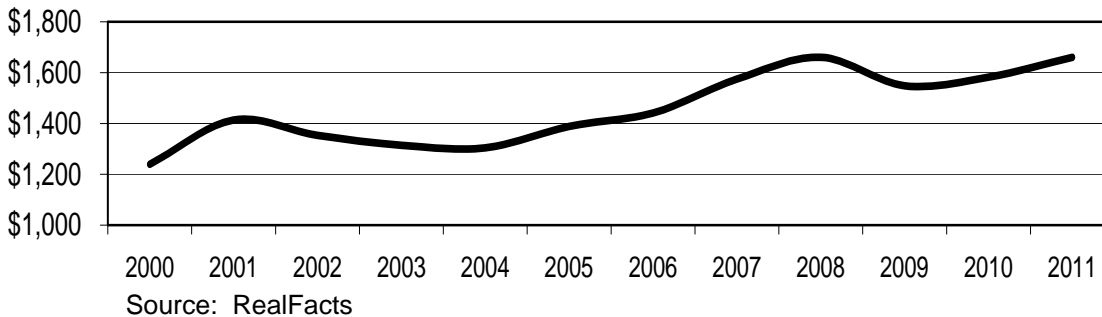
Housing: In 2011 the National Housing Conference (NHC) ranked the Santa Cruz area as the fifth least affordable place to buy a home in the entire country. To purchase a \$300,000 condominium unit at February 2012 interest rates, a household’s income would need to be about \$65,000 per year, assuming only 30% of that income would be used for housing costs. Under HUD’s 2012 income limits, this \$300,000 unit would be affordable to a low income three person household. Single family homes are not affordable for low income households.

City of Santa Cruz Median Housing Prices 2001-2011



For renters the situation is more extreme. In 2011, the NHC ranked Santa Cruz as the second least affordable rental housing market in the nation. While single family and condominium housing prices have dropped since the economic downturn in 2007, demand for rental housing and subsequently rents have stayed the same or slightly increased.

Average Rents –City of Santa Cruz 2000-2011



The NHC has also established a housing index based on the percentages of what 74 common types of jobs can support in terms of rent for a two bedroom apartment. For the City of Santa Cruz, only 8% of these 74 jobs provide enough income to rent a two bedroom apartment without exceeding HUD’s 30% of household income guideline for housing costs. The following chart provides average rents by unit type from 2009 through 2011.

AVERAGE RENTS BY UNIT TYPE 2009-2011

UNIT TYPE	AVERAGE RENT			3 YEAR CHANGE
	2009	2010	2011	
All Unit Types	\$1,548	\$1,582	\$1,661	5.00%
STUDIO	\$1,036	\$1,061	\$1,050	-1.10%
1BD 1BTH	\$1,414	\$1,441	\$1,546	7.30%
2BD 1BTH	\$1,626	\$1,653	\$1,711	3.50%
2BD 2BTH	\$1,987	\$2,039	\$2,220	8.80%
2BD TH	\$1,906	\$1,979	\$2,020	2.10%
3BD 2BTH	\$2,131	\$2,188	\$2,202	0.60%

SOURCE: Real Facts

With these high rents it's not surprising that over 53% of renters in the City of Santa Cruz pay more than 50% of their household income for housing costs. In the NRSA, almost 60% of renters in Census Tract 1010 and 45% in Census Tract 1008 pay over 35% of their household income toward housing costs. (Note: This data is only available on a Census Tract level.)

Since 88 % of NRSA residents are renters, the cost of rental housing in relation to incomes has a significant impact on whether or not an NRSA household's can afford to live in Santa Cruz without working multiple jobs or resorting to overcrowding housing units.

Availability of Capital for Small Businesses in the NRSA: A significant portion of small business loans in the City of Santa Cruz are made by community banks. According to these local lenders, access to capital for small business development is very strong at the present time. Since community bank decisions are made locally and banking is based on relationships, the two local community banks in the City of Santa Cruz, Lighthouse Bank and Santa Cruz County Bank, are able to reflect the City's shared community values for promoting a diverse community in their lending practices.

From interviews with lenders and the City's Economic Development Coordinator, issues regarding discrimination based on location of the business or the ethnic or economic status of the borrower are not common, if they occur at all and are therefore not considered to be a barrier for access to capital for businesses in the NRSA. The key factors determining whether or not a community bank lends money to a business is based on the soundness and quality of the borrower's business plan as well as their provision of two acceptable sources to back up the loan. This last requirement for a second source is sometimes difficult for new start-up businesses to meet. Businesses in the City of Santa Cruz have the added advantage of access to the Grow Santa Cruz small business loan program, which is described in the next section of this report.

Availability of Community Services: The County of Santa Cruz Workforce Investment Board (WIB) is a collaborative effort to coordinate employment, job retention, and occupational skills services. WIB supports activities to help improve the quality of the local workforce, reduce welfare dependency, and assist businesses in achieving greater success.

For those seeking employment or job advancement, the WIB provides a full-service Career Center in Watsonville. Additionally, the Central Coast Small Business Development Center (SBDC) provides assistance to businesses that are experiencing difficulties in keeping their business open, retaining employees and avoiding layoffs. The SBDC provides technical assistance through trained business counselors aimed toward increasing efficiency and reducing costs, and offer business planning services.

The County Office of Education (COE) and Cabrillo College provide a Career Technical Education (CTE) collaborative. CTE provides technical training options for high school youth through a network of teachers, employers and industry-trained instructors. The CTE Advisory Council includes representation from business, including the construction, retail and culinary fields.

Youth activities and services include: (1) COE's Academies that provide programs that include field trips, job shadowing and volunteer opportunities in the community; (2) the Volunteer Center's community work activities; and (3) Regional Occupational Program's special vocational classes and projects.

For persons with special needs programs are provided by the County's Department of Rehabilitation and the non-profit, Central Coast Center for Independent Living. Additionally, Career Center services are available to people with disabilities.

B. OPPORTUNITIES FOR ECONOMIC DEVELOPMENT IMPROVEMENT

The following are City Programs or efforts to provide opportunities that will benefit NRSA businesses development and subsequent job creation potential for NRSA residents.

Grow Santa Cruz: To make funding more accessible to local businesses, the City of Santa Cruz and the National Development Council (NDC) have partnered to provide Small Business Administration (SBA) guaranteed loans to businesses in Santa Cruz, including those in the NRSA. NDC is a nationally recognized Small Business Lending Company licensed by the SBA and is also a Community Development Financial Institution as designated by the United States Department of the Treasury, CDFI Fund. Through this partnership, the City promotes the program and refers qualified businesses to the NDC. The NDC then underwrites, funds and services the loans. Local banks also invest in the "Grow Santa Cruz" revolving loan fund. Grow Santa Cruz loans can range from \$50,000 to \$300,000, at or below market rates and for terms up to 25 years.

Partnerships with UCSC to Create Incubator Businesses: The proposed UCSC Marine Research and Education Center at Terrace Point and other possible incubator space development for start-up businesses represent major economic development opportunities for the City. Collaboration with UCSC on joint economic development can create high-quality, sustainable jobs and catalyze related research and development of

“spin-off” business ventures. UCSC and the City are partners in two economic development programs: (1) The Project for Innovation and Entrepreneurship (PIE), which provides opportunities for students to become entrepreneurs within a classroom setting; and (2) The UCSC Business Plan Competition which connects students and faculty from a variety of disciplines to develop and pursue commercially viable business plans.

New Mixed Use Development: Recommendations from the 2010 River/Front and Lower Pacific Design Guidelines and Development Incentives and the 2012 Ocean Street Corridor Plan support new mixed use development along key corridors including lower Ocean Street, Pacific Avenue, and Front Street. Mixed use development would not only provide new jobs but much needed housing on the upper floors. New zoning code requirements that would incentivize mixed use development are a recommendation of both efforts. For the Ocean Street Plan, it is expected that these new zoning requirements will be adopted over the 5 year period covered by the NRSA Plan. In addition the Lower Pacific Avenue area recommended developing parking plans to support and encourage future development. The Lower Pacific Avenue Parking Study was initiated by the City in 2011 and is expected to be completed in 2012.

Improved Linkage with Downtown and Beach: As previously noted, the lower Pacific Avenue area is situated between the City’s Downtown and the tourist rich Beach Area. The River/Front and Lower Pacific Study recommended several strategies to improve this linkage and ultimately attract more beach going tourists to the downtown, providing greater opportunities for local businesses. Initiation of a Downtown to Beach Trolley service was one recommendation of the Study to do this. In 2011, the City partnered with the Chamber of Commerce to begin a trial period for operating the Trolley. Following the success of this initial season, the Trolley will continue to run during the tourist season and possibly be available for special events during the off season.

Year Round Tourist Venues: Given the seasonality of many jobs in the City and the NRSA, the City is working to promote businesses, events, and tourist attractions that also support off season employment. As one of these efforts the new Monterey Bay National Marine Sanctuary Exploration Center, which is located in the NRSA, will be completed in 2012. The City also continues to work with developers on potential convention facility development as well as new off season entertainment venues.

Workforce Development: For NRSA residents there are numerous training opportunities to gain the skills needed for economic empowerment. Several workforce development organizations exist within the City with a mission to train workers. These include Goodwill Industries and the WIB. Cabrillo College, located in South Santa Cruz County with some classes taught in the City of Santa Cruz, provides training in health services and computer applications/ business technology. The Santa Cruz Adult School also provides job related training. In addition, several non-profit organizations serving the Lower Ocean - Beach/South of Laurel NRSA assist non-English speaking residents with language skills and job applications.

C. PROBLEMS LIKELY TO BE ENCOUNTERED

Several long standing challenges and the overall economic climate create potential problems for economic empowerment of the low- and moderate-income residents and economic growth in the NRSA. Key challenges include:

- (1) **Weakened Economy:** Starting with recession of 2007/08, Santa Cruz along with the rest of the country continues to experience the impacts of a weakened economy. The result is fewer jobs, stalled development, a difficult residential lending environment, and reduced funding for public services. Although there are signs of improvement, it is expected that the impacts of the recession will be felt throughout the five year planning period for the NRSA. Many financial analysts believe that the overall economy cannot improve as long as residential housing prices remain weak and/or continue to decline. In Santa Cruz, like other California communities, this situation is exacerbated by the termination of Redevelopment Agencies by the State legislature.
- (2) **Lack of Affordable Housing:** Despite recent drop in housing prices, the high cost of housing remains an impediment to maintaining a balanced community with adequate housing and jobs. The challenge for the City is not only to increase the number of affordable restricted units through the City's inclusionary and other housing programs but to also encourage the development of smaller, more affordable market rate housing units. Limited land for development is a driving force behind high housing prices. This lack of affordable housing also makes it more difficult to attract new businesses to the City.
- (3) **Developer Uncertainty:** Commercial and housing developers have stated that one of the major impediments to developing housing and introducing new economic development is the length of time for and uncertainty of the approvals process. The Planning Department already facilitates approvals through coordinated preliminary reviews. But to get the housing densities needed to make a project feasible, developers typically must apply for variances or other zoning exceptions, which take time to process. Developers have indicated that if they could do projects as-of-right this would largely address the barrier.
- (4) **Seasonal Employment Patterns:** City-wide unemployment typically fluctuates about 3% over the year due to the seasonality of the tourist industry and agriculture. Employment in the NRSA Beach area is significantly affected.
- (5) **Safety:** The neighborhoods of Beach Flats, lower Pacific Avenue and lower Ocean Street continue to be some of the highest crime areas in the City of Santa Cruz. This includes gang and drug related crimes. The Lower Ocean Street neighborhood also reports significant problems with prostitution. These factors may discourage some businesses from locating in the area or make it more difficult for individuals living in the NRSA to have home businesses that require client access.
- (6) **Language Barriers:** Despite the availability of education programs, about 11% of NRSA households are linguistically isolated according to the 2000 Census. This percentage increases to 40% in the Beach Flats neighborhood. The Census Bureau defines a linguistically isolated household as one in which all members of the household 14 years old and over have at least some difficulty with English.

5. STRATEGIC PLAN

A. PUBLIC FACILITIES

GOAL 1: Continue investment in City infrastructure within the NRSA.

It is important for the City to continue to improve public facilities within the NRSA in order to provide a quality environment for both the community and businesses. The community's overall quality of life is a critical factor in providing support to working families or individuals. Likewise businesses rely on a well functioning infrastructure system. Improvement of public facilities is being proposed in four categories as follows:

Streets & Traffic Signals: Street improvements are needed throughout the City, including in the NRSA. Both businesses and residents need easy access to and through neighborhoods. To help provide increased safety and facilitate traffic flow in the Beach area, a second roundabout is proposed at the intersections of Beach Street and Pacific Avenue. Traffic signals are also proposed at the intersections of Beach Street and West Cliff Drive, and Riverside Avenue and Second Street. Additionally utilities will be placed underground along Riverside Avenue and streetscape and other improvements will be completed. Specific street improvement and traffic signal installation projects in the NRSA that are included in the City's Capital Improvement Plan and constitute Public Facility Strategies for the NRSA are:

- PF- 1: Ocean and Broadway Streets Intersection Study.
- PF- 2: Riverside Avenue Improvements.
- PF- 3: Riverside Avenue/Second Street Traffic Signal, and Undergrounding and Streetscape Improvements.
- PF- 4: Beach Area Roundabout & Traffic Signal Project.
- PF- 5: Beach Street/West Cliff Drive Traffic Signal.

Pedestrian Improvements & Lighting: The City of Santa Cruz encourages reduced reliance on automobiles. An important part of a strategy to achieve this goal is to improve the pedestrian environment. In addition to the streetscape improvements noted above for Riverside Avenue, improvements that have already been initiated along the Beach end of Pacific Avenue will be completed. Pedestrian safety improvements will be completed at the intersection of Broadway/Riverside Avenue and the Riverside Avenue Bridge will have decorative more energy efficient lighting installed. Pedestrian improvements will also be made to the San Lorenzo River Trestle Bridge. Energy efficient street light fixtures will be replaced throughout the NRSA, which not only improves energy consumption but heightens safety by providing a broader more effective light source. Specific pedestrian and lighting improvement projects in the NRSA that are included in the City's Capital Improvement Plan and constitute Public Facility Strategies for the NRSA are:

- PF- 6: Pacific Avenue Streetscape
- PF- 7: Streetlight Fixture Energy Efficient LED (Light Emitting Diodes) Retrofit

- PF- 8: Broadway/Riverside Intersection Pedestrian Safety Improvements
- PF- 9: Riverside Avenue Bridge Decorative Lighting
- PF-10: San Lorenzo River Trestle Bridge

Park Facility Improvements: Quality park facilities are a priority for neighborhoods. A new neighborhood park will be created along lower Ocean Street. Improvements will also be made to the Beach Flats Park and the Ken Wormhoudt Skate Park. Specific park facility improvement projects in the NRSA that are included in the City’s Capital Improvement Plan and constitute Public Facility Strategies for the NRSA are:

- PF-11: Lower Ocean Neighborhood Park Development.
- PF-12: Construct improvements to Beach Flats Park.
- PF-13: Skate Park Improvements

Other Public Facilities: The Santa Cruz Wharf, which is managed by the Parks and Recreation Department, is a major tourist facility in the City of Santa Cruz. The City intends to complete a Wharf Master Plan that will acknowledge and provide guidelines to accommodate commercial uses; develop short and long term strategies to improve the wharf pedestrian and vehicular surfaces; identify needs and plans for specific maintenance operations as well as structural deficiencies recommending future improvements; and plans for recreational and educational services.

- PF-14: Wharf Master Plan

B. ECONOMIC/JOB DEVELOPMENT

GOAL 2: Support Economic and Job Development in the NRSA.

Enhance Tourism: A healthy year-round tourist industry is needed to grow businesses and provide more jobs in the NRSA. The City of Santa Cruz’s Economic Development Department works with local businesses to encourage growth in tourism and tourist related businesses. In partnership with the National Oceanic and Atmospheric Administration, the City is completing the new Monterey Bay National Marine Sanctuary Exploration Center in the NRSA in 2012, which will greatly enhance the Beach area’s attraction for tourists. In 2011, the City worked with the Chamber of Commerce to establish a pilot program for a tourist Trolley between the Beach and Downtown. 2012 will be the second year the Trolley will operate. Additionally, the City continues to help maintain the attractiveness of the Beach area as well as the NRSA and City in general through its Graffiti Abatement Program

- ED-1: Open Monterey Bay National Marine Sanctuary Exploration Center.
- ED-2: Continue to support operation of DT/Beach Trolley.
- ED-3: Continue Graffiti Abatement Program.

Business Assistance: The City has two programs assisting businesses to improve their appearance. This includes the on-going Facade Improvement Program and a new Motel Improvement Program. In addition to this direct assistance to businesses, the City

of Santa Cruz Department of Planning and Community Development will continue their efforts to encourage economic development by fast tracking economic development projects through permit stages and may provide other assistance when possible. The City's Parks and Recreation Department is also working to develop the commercial component for Depot Park during the five years covered by the NRSA Plan. And finally, to encourage business development in the Lower Pacific Avenue area, the City has initiated a parking strategy study that will provide options to facilitate future development through the provision of parking. This study is scheduled to be completed in 2012. Implementation could begin in 2012/2013.

- ED-4: Continue Façade Improvement Program.
- ED-5: Continue Motel Improvement Pilot Program.
- ED-6: Continue Program to fast track key economic development projects.
- ED-7: Introduce commercial development at Depot Park.
- ED-8: Complete Lower Pacific Ave Parking Study & initiate implementation.

Youth Employment: The Stakeholder Committee and community surveys identified youth activities as the highest priority for the NRSA. There are three aspects to facilitating increased employment for youth: (1) job availability; (2) skill training; and (3) community support and guidance. The key strategies to both increase access to jobs and develop the skills to both obtain and be successful in a job is the Teen Job Fair and Teen Mentoring Program. Unfortunately, in the down economy potential employers have not been interested in participating in a job fair. When the economy improves and employers are willing to participate, the City's Parks and Recreation Department will again initiate sponsorship of an annual Teen Job Fair. In addition, the Boys and Girls Club will begin to work with the Teen Center, the Beach Flats Community Center, and Familia Center to initiate Teen Employment Training to help teens develop job interview and application skills and Teen Business Mentoring to help them be both successful and fulfilled in their chosen jobs.

- ED-9: Hold Annual Teen Job Fair (when feasible).
- ED-10: Initiate Teen Employment Training Program.
- ED-11: Establish Teen/Youth Business Mentorship Program.

C. EDUCATION AND TRAINING

GOAL 3: Expand educational and training opportunities in the NRSA.

Education Programs: There are a number of organizations that provide educational opportunities for adult and teenage residents of the NRSA. Again, these strategies build upon or expand programs that are already provided. This includes programs sponsored by, the Beach Flats Community Center, Familia Center, The Boys and Girls Club and the Teen Center. Existing programs will be enhanced by linking and better coordinating these programs to maximize use of assets. Based on the Stakeholder Committee recommendations, for adult programs the emphasis will be on language skills training. Nutrition and health education programs are also recommended. For Teens, an

information brochure will be developed that provides a list and access to websites of the many teen resources that already exist.

- TR- 1: Provide more adult language educational program opportunities through coordination between non-profit organizations.
- TR- 2: Provide Nutrition/Health Education Program
- TR- 3: Provide information or list of Teen Resources for handouts and websites

Library Services: Continued access to library services is important for the on-going education of the community. The bookmobile will continue to be available in the Beach Flats neighborhood one day per week.

- TR- 4: Continued provision of City and County of Santa Cruz Library bookmobile one day per week.

Teen Mentoring Program: In addition to the Teen/Youth Business Mentorship Program, a University/NRSA Mentoring Program will be initiated to provide mentoring opportunities with UCSC or Cabrillo College students.

- TR- 5: Initiate University/NRSA mentoring program.

D. RESIDENTIAL INVESTMENT

GOAL 4: Increase NRSA residents access to affordable housing.

Homeowner Housing Programs: The key barrier to economic advancement throughout Santa Cruz is the lack of affordable housing. The first part of a two part strategy helps individual households with purchasing or improving their home. For the NRSA, City HCD staff will do outreach through the Beach Flats Community Center and Familia Center for the City's First Time Homebuyer (FTH) and Unified Housing Rehabilitation Loan Programs. Additionally one to two first time homebuyers seminars will be offered in the NRSA to help educate both those actively looking for a home or considering options to renting their home.

- RI- 1: Increase the availability of homeownership loans.
- RI- 2: Increase the availability of rehabilitation loans.
- RI- 3: Conduct 1-2 First Time Homebuyer Seminars.

Rental Housing: The part of a two part strategy strives to increase the amount of affordable rental housing in the NRSA. As previously noted the majority of the NRSA residents rent rather than own their homes. With a vacancy rate that consistently is between two and five percent, affordable rental housing is in high demand. Although the goal is to produce up to 20 units of new or rehabilitated rental housing, funding is a major issue since the State has eliminated the City's major source of funding for affordable housing when they eliminated Redevelopment Agencies. In addition, HOME fund has been reduced by nearly 50% over the last two years by HUD.

- RI- 4: Develop or rehabilitate affordable rental housing.

E. COMMUNITY SAFETY AND CODE ENFORCEMENT

GOAL 5: Improve the quality and safety of neighborhoods.

Community Safety: Improving neighborhood safety helps to create both a successful environment for businesses and residents. To improve safety, the City of Santa Cruz Police Department will increase efforts to eliminate gang activity by joining the County Enhanced Gang Enforcement Task Force. Additionally, the Department will increase the number of Police Officers that work in the NRSA by: (1) realigning the Beat areas so that more officers are available; and (2) fill vacant positions in the Street Crimes Unit.

- CS-1: Enhanced Gang Enforcement.
- CS -2: Increase number of Officers in NRSA

Gang Prevention/Youth Development: The Police Department (SCPD) helps to provide three opportunities for teen education and development. The SCPD, in conjunction with Santa Cruz City Schools, has created the Personally Responsible Individual Development in Ethics (PRIDE) program which is a multi-faceted approach to early gang prevention for local intermediate school-aged kids. The program is designed to educate, mentor and guide troubled youth in the decision-making process. Two sessions are held each year.

The second opportunity is the Teen Citizen's Police Academy, which was initiated by SCPD to provide a hands-on learning for 14 to 18 year-olds to learn about a variety of police procedures and what it means to be a member of the SCPD. While the main focus of the class is to educate and encourage teens about police life, it also aims to impact the community in a positive way by building bridges and opening lines of communication.

The third opportunity is the Regional Occupational Program (ROP) of the Santa Cruz County Office of Education's summer Public Safety Academy which consists of four day sessions where students gain experience and learn to use critical thinking skills.

Although the academy introduces students to criminal justice and fire service careers, it also provides students with a road map in career exploration which they could apply to any field in which they might be interested. Currently outreach is through area high schools. NRSA stakeholders will work with schools to encourage outreach to NRSA residents.

Through the NRSA, outreach to teens to participate in these programs will be increased in NRSA neighborhoods through collaborative efforts of the SCPD, Teen Center, Familia Center, and the Beach Flats Community Center. Additionally, coordination between existing programs operated by these organizations and the PRIDE Program will be encouraged to potentially expand the reach of that Program.

- CS - 3: Continue PRIDE Program with outreach to NRSA teens.
- CS - 4: Continue Teen Citizen's Police Academy with outreach to NRSA teens.
- CS - 5: Continue Teen Public Safety Academy (ROP) with outreach to NRSA teens.

Code Enforcement: Code Enforcement activities can help to preserve aging housing stock as well as ensure that the physical environment in NRSA neighborhoods is both safe and has a well maintained appearance. Although the CDBG Targeted Code Enforcement Program includes a much broader area than just the NRSA neighborhoods, Code Enforcement Officers will provide additional focused activities in the NRSA. First, if the local neighborhood association requests proactive code enforcement, a pro-active code enforcement drive will occur 2 days per month. Secondly, Code Enforcement Officers will assist with at least two neighborhood clean-ups in the NRSA per year with at least one clean-up occurring on the west side of the San Lorenzo River and one of the east side of the River. Information will also be provided to the community to educate them about code enforcement and their rights. Finally, the NRSA will continue to participate in the pro-active Rental Housing Inspection Program which will bring all rental properties up to code within the life of the Plan.

- CS - 6: Conduct pro-active code enforcement if requested by the local Neighborhood Association.
- CS - 7: Sponsor community clean-ups.
- CS - 8: Provide educational materials and/or information to Neighborhood Associations.
- CS - 9: Continue to participate in the Rental Housing Inspection Program.

E. SUMMARY OF STRATEGIES AND PERFORMANCE MEASUREMENTS

The table on the next page provides a summary of the forty-three strategies identified in the NRSA Plan including fourteen Public Facility strategies; eleven Economic Development strategies; five Education and Training strategies; four Residential Reinvestment strategies; and nine Community Safety strategies.

Measurable performance indicators and goals are also identified in the table along with a schedule that shows which activities will occur in the first year. Plan Year 1 will be from July 1, 2012 through June 30, 2013. The final Year (5) will end on June 30, 2017. This summary chart will be updated annually as a part of the Annual Action Plan. Additionally, accomplishments will be reported as a part of the Consolidated Annual Performance and Evaluation Report (CAPER).

SUMMARY OF STRATEGIES AND PERFORMANCE MEASUREMENTS

CATEGORY	NO.	STRATEGY	PERFORMANCE INDICATORS (5 YR)	PLAN YEAR	
				1	2-5
A. PUBLIC FACILITIES					
Streets & Traffic Signals	PF-1	Ocean/Broadway Intersection Study	Complete Study.	✓	
	PF-2	Riverside Avenue Improvements	Complete Construction.	✓	
	PF-3	Riverside Ave./Second St. Signal, Undergrounding, & Streetscape Improvements.	Complete Construction.		✓
	PF-4	Beach Area Roundabout & Traffic Signal Project.	Complete Construction.		✓
	PF-5	Beach St./West Cliff Drive Signal	Complete Installation.		✓
Pedestrian Improvements & Lighting	PF-6	Pacific Ave. Streetscape	Complete Construction.	✓	
	PF-7	Streetlight Fixture LED Retrofit	Complete Construction.	✓	
	PF-8	Broadway/Riverside Pedestrian Safety Improvements	Complete Construction.		✓
	PF-9	Riverside Ave. Bridge Decorative Lights	Complete Construction.		✓
	PF-10	San Lorenzo River Trestle Bridge	Complete Construction.		✓
Park Facility Improvements	PF-11	Lower Ocean Neighborhood Park	Complete Construction.	✓	
	PF-12	Beach Flats Park Improvements	Complete Construction.	✓	
	PF-13	Skate Park Improvements	Complete Construction.		✓
Other Public Facilities	PF-14	Wharf Master Plan	Complete Plan; Initiate Implementation.		✓
B. ECONOMIC/JOB DEVELOPMENT					
Enhance Tourism	ED-1	Open Monterey Bay National Marine Sanctuary Exploration Center.	Center opened to public.	✓	
	ED-2	Continue support of DT/Beach Trolley.	25,000+ riders per year served.		ON-GOING
	ED-3	Continue Graffiti Abatement Program.	Remove reported graffiti within 2 working days.		ON-GOING
Business Assistance	ED-4	Continue Façade Improvement Program.	Assist 2-3 Businesses.		ON-GOING
	ED-5	Continue Motel Improvement Pilot Program.	Assist 2-3 motels.		ON-GOING

	ED-6	Continue program to fast track key economic development projects.	Assist 2-3 Projects.	ON-GOING
	ED-7	Introduce commercial development at Depot Park.	Assist 1-2 Businesses.	✓
	ED-8	Lower Pacific Ave Parking Study & initiate implementation.	Plan completed & implementation initiated.	✓
Youth Employment	ED-9	Hold Annual Teen Job Fairs (when feasible).	1 Teen Job Fair/Yr. after program start-up.	✓
	ED-10	Initiate Teen Employment Training Program.	1-2 Training Sessions/Yr.	✓
	ED-11	Establish Teen/Youth Business Mentorship Program.	After Program initiation, mentor 5-10 teens / Yr.	✓

C. EDUCATION PROGRAMS

Education & Training Programs	TR- 1	Provide more adult educational opportunities through coordination between non-profit organizations.	10-20 adults participate per year.	✓	ON-GOING
	TR- 2	Provide on-going Nutrition/Health Education Programs.	5-15 adults participate per year.	✓	ON-GOING
	TR- 3	Provide information or list of Teen Resources for handouts and websites.	List produced & placed on 3+ websites.	✓	
Library Services	TR- 4	Provide bookmobile in NRSA.	Service 1 Time/Week over year.		ON-GOING
Teen Mentoring	TR- 5	Initiate University/NRSA mentoring program.	Program initiated; 5-15 Teens Matched with Mentors after initiation.		✓

D. RESIDENTIAL INVESTMENT

Housing Programs	RI- 1	Increase the availability of homeownership loans.	Provide 1-3 loans.	✓	ON-GOING
	RI- 2	Increase the availability of rehabilitation loans.	Provide 1-3 loans.	✓	ON-GOING
	RI- 3	Conduct 1-2 First Time Homebuyer Seminars.	Conduct 1-2 seminars.		✓
Rental Housing	RI- 4	Develop/rehabilitate affordable rental housing.	Develop/rehab 5-20 new affordable rental units.		✓

E. COMMUNITY SAFETY AND CODE ENFORCEMENT

Community Safety	CS-1	Enhanced gang enforcement.	Join & continue in County Gang Task Force.	✓	ON-GOING
	CS -2	Increase number of Police Officers in NRSA.	(1) Beat Area realigned to provide more Officers.	✓	ON-GOING
			(2) Existing vacancies in Street Crime Unit filled.	✓	ON-GOING
Gang Prevention/ Youth Development	CS -3	Continue PRIDE Program with + NRSA teen outreach.	Conduct 1-2 sessions per year with 6-10 NRSA teens per session.	✓	ON-GOING
	CS -4	Continue Teen Citizen's Police Academy with + NRSA teen outreach.	Conduct 2-3 sessions per yr with 10-20 NRSA teens per session.	✓	ON-GOING
	CS -5	Teen Public Safety Academy (ROP) – outreach in NRSA through Teen Center; BFCC; and Familia Center	Recruit 1-2 ROP participants per year from NRSA.	✓	ON-GOING
Code Enforcement	CS -6	Conduct pro-active code enforcement if requested by Neighborhood Assoc.	Close 15-30 cases in NRSA per year.	✓	ON-GOING
	CS -7	Sponsor Community Clean-ups.	Initiate and assist with at least 2 clean-ups/yr.	✓	ON-GOING
	CS -8	Provide educational materials and/or information to Neighborhood Assoc.	Develop Brochure & provide information at Neighborhood meetings.		✓
	CS -9	Continue to participate in Rental Housing Inspection Program	Inspect all res. rental properties in NRSA.	✓	ON-GOING