

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



APRIL 2007

Department of Planning & Community Development
Preserving our Place-Shaping our Space



BEACH/SOUTH OF LAUREL NRSA PLAN TABLE OF CONTENTS

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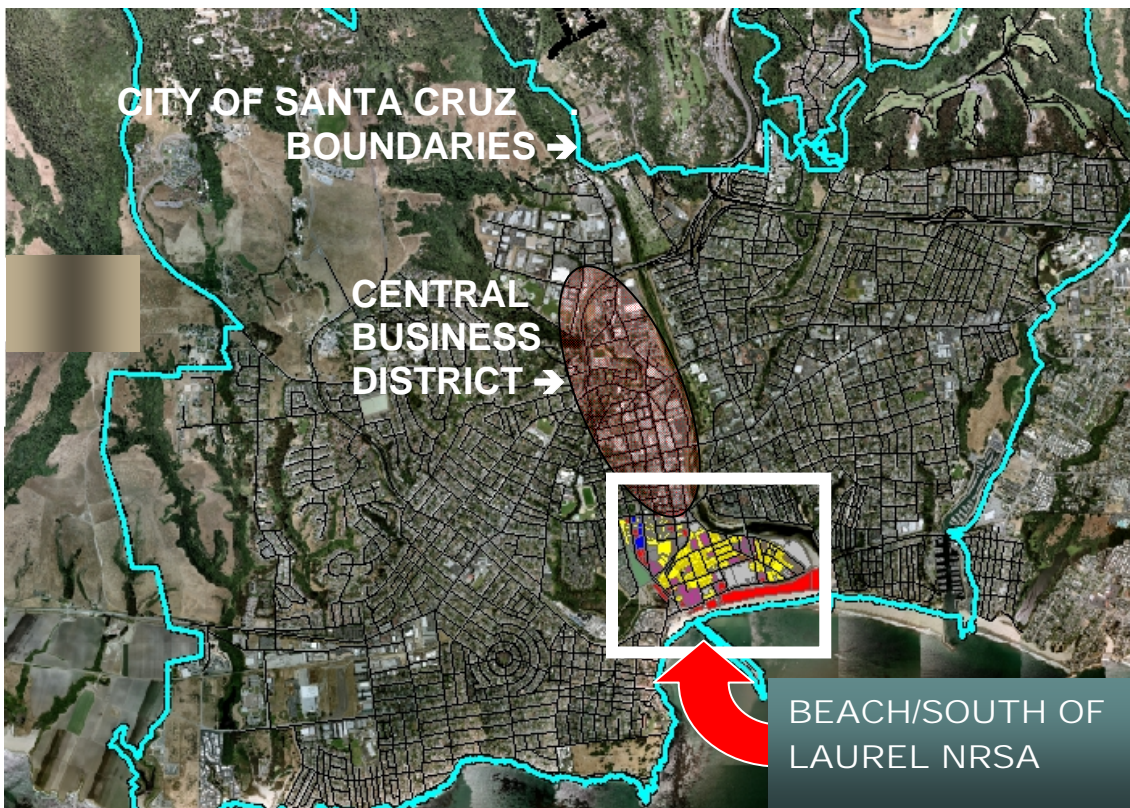
1. INTRODUCTION

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. Strategies are encouraged to 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. The Beach and South of Laurel neighborhoods are the first areas in the City of Santa Cruz to be included in an NRSA.

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. The Plan for the Beach/South of Laurel NRSA includes strategies in five areas, including:

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

The five year Plan takes advantage of existing programs, expanding and augmenting them as needed.



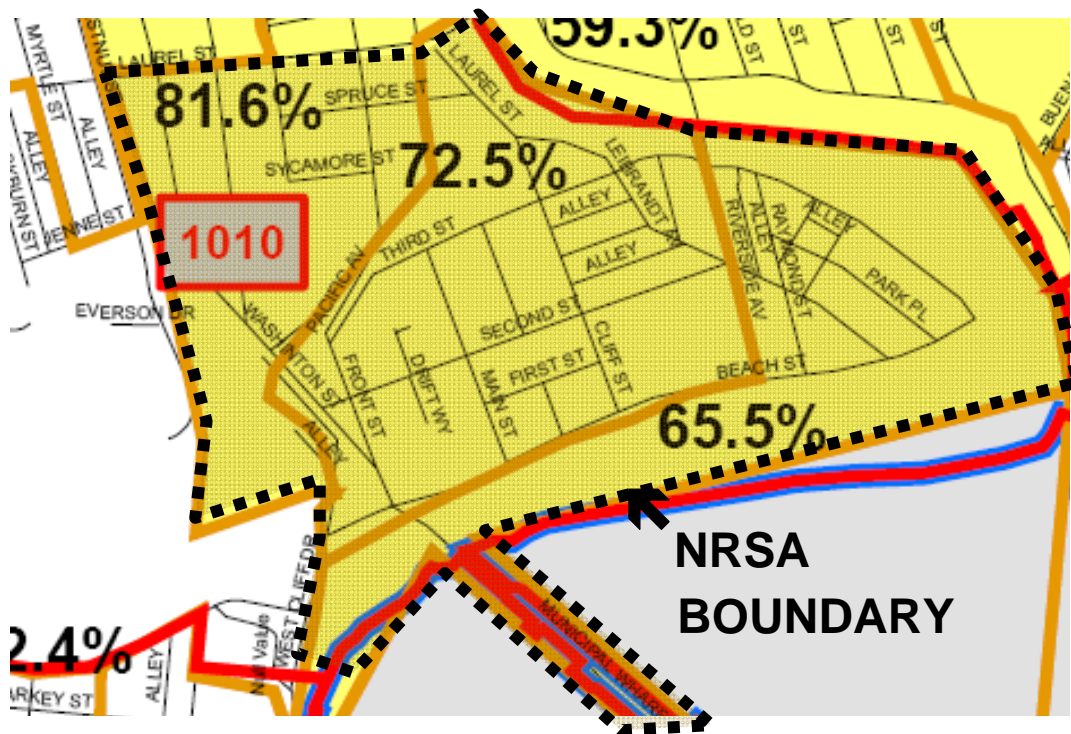
2. BEACH/SOUTH OF LAUREL TODAY

A. PLANNING AREA

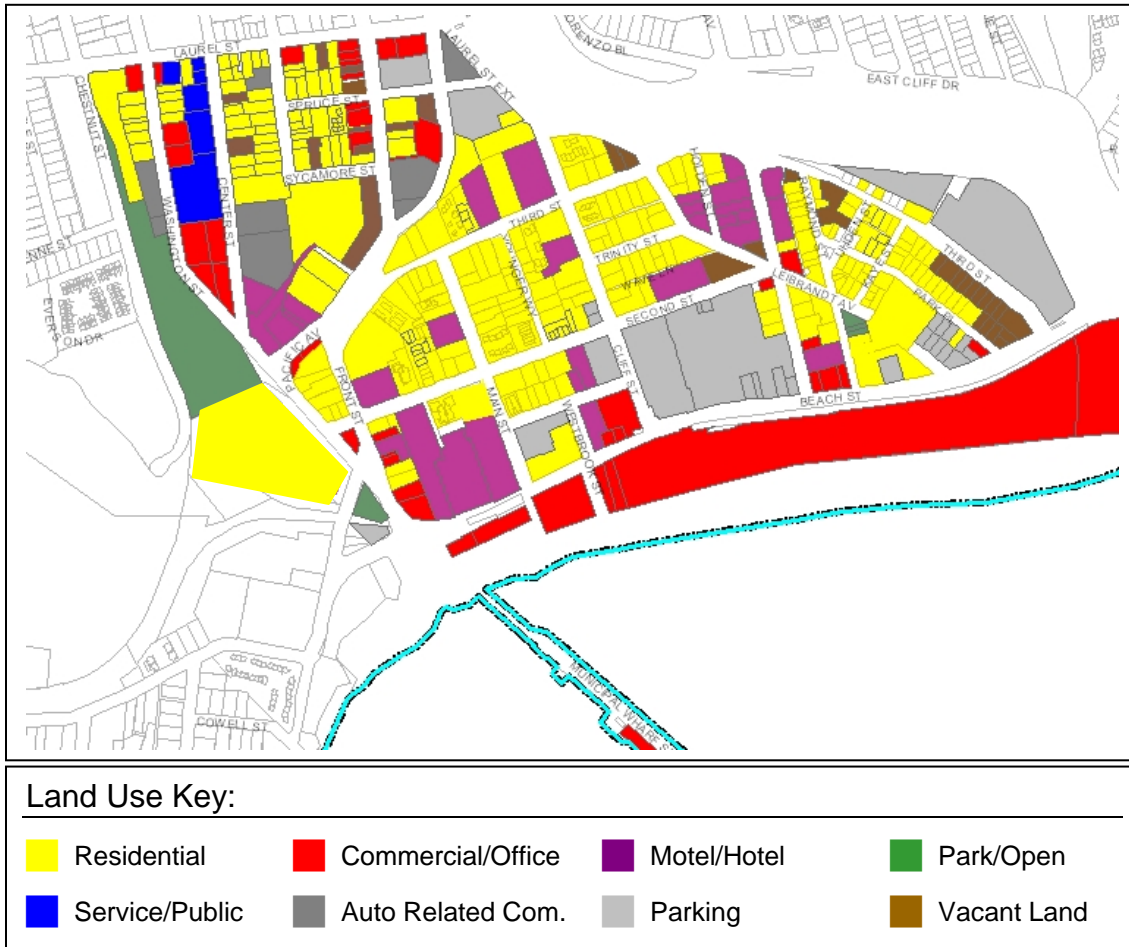
The City of Santa Cruz sits prominently on the northern end of the Monterey Bay. The Beach area neighborhood is located in the heart of Santa Cruz's waterfront in the low lying area between the San Lorenzo River and the upward sloping cliffs that characterize most of the coastal areas to the north toward San Francisco. Santa Cruz's Main Beach has the distinction of being the northern most warm water beach along California's coast and is one of the primary attractions bringing about three million visitors to Santa Cruz County each year.

Despite an exceptional location and strong economic base anchored in tourism, the Beach and adjacent South of Laurel neighborhoods remain among the lowest income areas in the City of Santa Cruz. With over 65% of households below 80% of area median income and the only concentration of a minority population in the City, this area has been chosen as the first Neighborhood Revitalization Strategy Area to be created in the City of Santa Cruz.

NRSA Boundaries: The Beach/South of Laurel NRSA boundaries are Laurel Street to the north, the San Lorenzo River to the east, and Chestnut Street to the west. Monterey Bay, including the Wharf, forms the southern boundary. The numbers shown on the map below indicate the percentage of households in the 2000 Census block groups that are below 80% of median area income.



B. LAND USE



The Beach Area is predominantly residential with tourist related facilities clustered along Beach Street and tourist accommodations (motels and bed & breakfasts) scattered throughout the area. The Beach Area consists of three distinct neighborhoods:

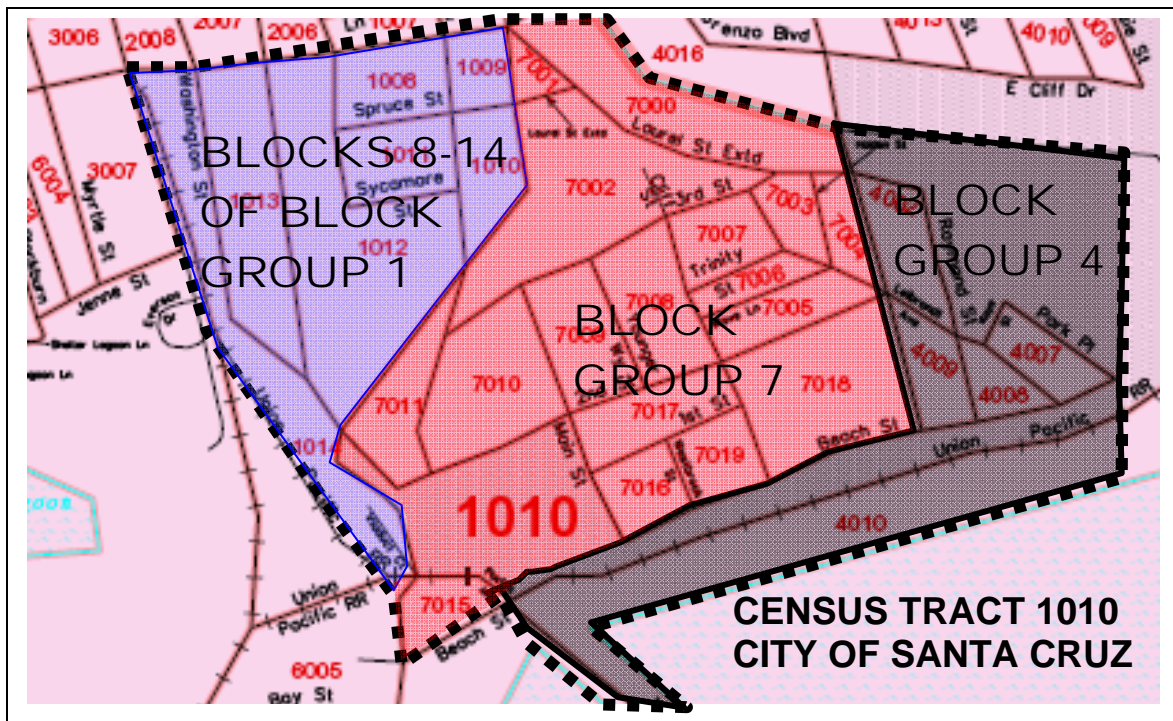
- **Beach Street Commercial Strip** includes small businesses on the north side of Beach Street; the historic Santa Cruz Boardwalk and associated businesses on the south side of Beach Street; and the Wharf, which is home to about twenty businesses and restaurants.
- **Beach Flats** is predominantly residential with some businesses and motels located along 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 to provide 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.

At the southern end of the City's downtown area, the South of Laurel neighborhood has significant future development potential. A new park (Depot Park) was recently built along the west side of the neighborhood and other new residential and mixed use developments are now in planning stages. The area is primed for change, which is a major reason for including it in the NRSA. Distinct areas in the South of Laurel Neighborhood include:

- **Lower Pacific and Front Streets** are a continuation of Santa Cruz's main commercial downtown area. However, about 50% of the properties along these streets are currently vacant or underutilized (parking lots or other low intensity uses) with great future potential for mixed use development. Except for the northern end of Pacific Street, many of the commercial uses are automobile related -- selling, renting or repairing cars.
- **Center, Washington, and Cedar Streets** are 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 are located at the intersection of Center Street and Pacific Avenue. Center and Washington Streets end with Depot Park, where future commercial development is planned.

C. DEMOGRAPHICS

The Beach/South of Laurel NRSA is located within Census Tract 1010 and includes the highest populations of low/moderate income and minority residents in the City of Santa Cruz. Demographic data used in this report was obtained from the 2000 U.S. Census Block Group data and includes 73% of the population in Block Group 1 and 100% of Block Groups 4 and 7, as shown below. A summary Table of Demographic data is provided in Exhibit A.



The Beach/South of Laurel NRSA has an estimated population of 3,607 persons with a median age of between 28 and 29 years old. The 2000 Census estimated median household income (1999) is \$21,208 which compares to a City-wide median household income of \$58,640. Of the 1,244 households, 35% are below poverty level.

Education levels vary. Although over 50% of residents over 25 have some college education, this number is heavily skewed by Block Group 7 (Beach Hill). In contrast, 45% of Block Group 4 (Beach Flats) has less than a 9th grade education versus an average of 17% for the total NRSA.

Management and service industries are the primary sources of employment, each comprise about 30% of the employed population over 16 years old. Tourist related jobs represent a main source of service industry work in Santa Cruz. In 2000, the unemployment rate was 7% for men and 2% for women

Special Populations: The Hispanic population is of special interest in the revitalization of the Beach/South of Laurel NRSA. Beach Flats is predominantly Hispanic and frequently serves as a first stop for new immigrants who may or may not speak any English. The 2000 Census indicates that 54% of the population in Block Group 4 (Beach Flats) are foreign born and that 40% are considered linguistically isolated. Overall 12% of NRSA residents are linguistically isolated.

3. PLANNING PROCESS

A. CONSULTATIONS WITH STAKEHOLDERS

Community Groups: On November 22, 2006 staff presented the idea of creating an NRSA to the community at an annual Thanksgiving celebration. This event was chosen because it drew residents from both the Beach and South of Laurel areas. Input was sought at the event plus a suggestion box remained at the Beach Flats Community Center for an additional 2 months. On April 4, 2007, information was also provided at a meeting of the South of Laurel Neighborhood Association.

In all, twenty-six comments were received from the community. Comments focused primarily in four areas.

1. **Youth Activities:** Over eleven comments suggested the need for more activities specifically for youth.
2. **Park Facilities & Activities:** A total of eight comments addressed recreation activities/facilities without specifically targeting the youth. A number of comments suggested a new soccer field while others recommended programs for music, dance, and art.
3. **Safety:** Although this is known to be a major concern in the Beach Flats neighborhood, surprisingly only five comments were directed toward neighborhood safety. Two comments recommended more police officers for the area. One comment suggested a police substation while another suggested better lighting around park facilities.

4. **Street Improvements:** Three comments were made regarding street issues, including the need for speed bumps on 3rd Street and fixing roads by the market. Additional comments were made about cleaning up streets.

Other individual comments noted the need for job training; computer/internet access; a better bus system; and area grocery stores. One comment suggested that the city initiate collaboration between the University of California at Santa Cruz (UCSC) and the neighborhood.

Non-Profit Organizations: During the preparation of the draft plan, City staff consulted with individual non-profit organizations. Then, on April 9, an NRSA Stakeholder meeting was held. Non-profit stakeholders in the NRSA include:

- Community Bridges at Nuevo Dia,
- Residential Services, Nueva Vista,
- Barrios Unidos Kids Klub,
- San Jose Nursing Program,
- Familia Center,
- Santa Cruz Teen Center (City),
- Santa Cruz Adult School,
- Read to Me,
- Beach Flats Community Center (City).

Suggestions made by stakeholders at the April 9 meeting include:

- Create an adult education center in the NRSA;
- Hold three Teen Job Fairs a year and include interview training and business mentorships;
- Conduct a separate Teen Resource Fair that would include other services, including health services;
- Provide more educational opportunities in:
 - Literacy in Spanish;
 - Vocational ESL classes including the hospitality industry; and
 - Parenting education, including family strengthening, family literacy, teen parenting, and health/drugs.
- Develop mentoring program with UCSC, San Jose State, and other institutions;
- Increase availability of information about immigration with South County Immigration Project;
- Enter the “Make a Difference Day” competition to bring prize money for and interest in community clean-ups;
- Establish an email list for NRSA stakeholders to facilitate communication and coordination.; and
- Hold regular meetings for the NRSA Stakeholder Group.

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

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

- **Local Lenders:** Lenders working in the area were contacted directly by email in November 2006 and asked for input regarding any barriers toward lending in this area for individual businesses or property sales.

- **Chamber of Commerce Business Fair:** The Planning Department sponsored a booth with information about the Beach/South of Laurel NRSA at the annual Chamber Business Fair held in the NRSA on March 21, 2007.
- **Local Business Organizations:** The Beach Area Business Association was individually contacted for input.

Items identified by the business community include:

- Increase opportunities to connect with area youth for employment;
- Improve/accelerate approvals process for development;
- Addition of year round attractions for tourists/visitors (such as conference facilities).

B. PUBLIC PARTICIPATION

The Beach/South of Laurel NRSA was included with the 2007 Annual Action Plan and was subject to two public hearings, including:

- Draft Strategy on March 13, 2007 followed by a 30 day comment period; and
- Final Plan on April 24, 2007 followed by a 15 day comment period.

Public notices in the local newspapers for both meetings specifically identified the Beach/South of Laurel NRSA. The only comments received were in support of the proposed NRSA.

4. COMMUNITY ASSESSMENT

A. ASSESSMENT OF ECONOMIC CONDITIONS

The City of Santa Cruz has a number of key industries that employ residents from the City, including from the Beach/South of Laurel NRSA. The City's largest industry is educational services, accounting for over 17% of working residents. The University of California at Santa Cruz (UCSC) is the City's largest employer with more than 4,000 employees.

The largest private sector employers include: (1) Plantronics (manufacturing) with 414 employees; Santa Cruz Beach Boardwalk (located in the NRSA) with 340 employees, (3) Community Bridges (human services) with 265 employees, and (4) Costco (retail) with 225 employees. Between 2000 and 2002, the City of Santa Cruz lost a number of major employers including Texas Instruments, Lipton, and the Salz Tannery. This resulted in a loss of over 1,200 jobs.

Despite the departure of these industrial uses, the overall economy is sound. In the City's Downtown area just north of the Beach/South of Laurel NRSA, the two vacant sites remaining from the 1989 Loma Prieta earthquake are being developed. Although it is controversial, UCSC is planning to grow by about 30% by 2020.

According to an economic study by Bay Area Economics (BAE), retail sales in the City of Santa Cruz fared relatively well through the economic downturn of the early 2000's

with several categories exceeding statewide averages. Today, the City has a lively downtown, which stretches into the northern end of the NRSA, and a number of other successful business districts, including the Wharf and Beach Street. The Santa Cruz County Workforce Investment Board names retail as the fastest growing industry in Santa Cruz.

Historically, tourism has been one of Santa Cruz's strongest economic forces. However, 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. That too is at a turning point as one of the largest hotels adjacent to the NRSA will be undergoing major renovations in 2007-2008 and plans are being finalized for a new "boutique" hotel off of Beach Street. In addition, at least one new major motel is being planned outside of the NRSA along Ocean Street.

B. OPPORTUNITIES FOR ECONOMIC DEVELOPMENT IMPROVEMENT

A main tourist draw to Santa Cruz and a major source of employment for NRSA residents are tourist related Beach area businesses. Despite its age, the historic Beach Boardwalk continues to stay current and grow as a tourist attraction by updating its facilities and adding new rides such as the 125 foot tall Double Shot ride that was built in 2004. In addition, Santa Cruz was selected as the site for the new Monterey Bay Sanctuary Center, which will be built on the western edge of the NRSA. This coupled with improvements in area hotels and motels will continue to provide opportunities for economic growth in the tourism industry.

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 "spin-off" business ventures.

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 Santa Cruz County Workforce Investment Board. 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 Beach/South of Laurel Area assist non-English speaking residents with language skills, job application, and some job training.

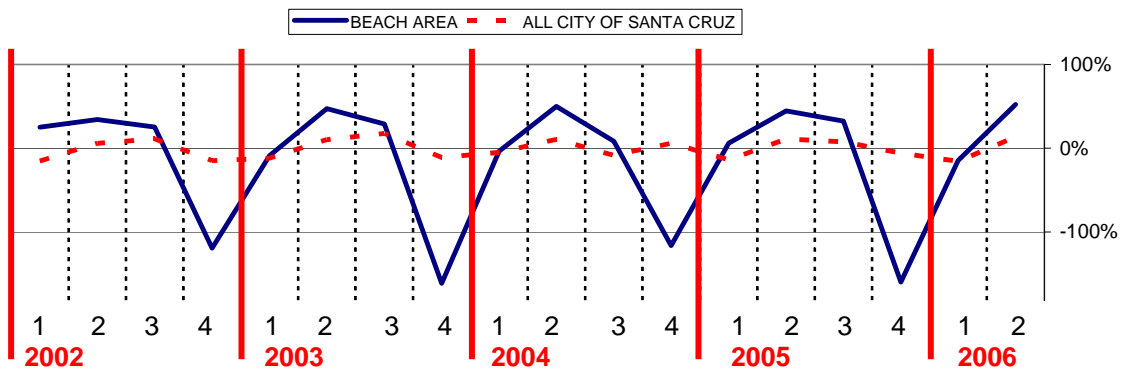
C. PROBLEMS LIKELY TO BE ENCOUNTERED

Several long standing challenges, especially when combined, create potential problems for economic empowerment of the low- and moderate-income residents and economic growth in the Beach/South of Laurel area. Key challenges include:

- (1) **Lack of Affordable Housing:** Over 50% of residents in the City of Santa Cruz pay over 50% of household income toward housing. As a result, overcrowding is

common is some areas such as the Beach Flats. This lack of affordable housing also makes it more difficult to attract new businesses to the City.

- (2) **Lack of Land for Economic Development:** Few large development sites remain in the City of Santa Cruz. The focus is now on redevelopment of underutilized sites and development of mixed uses with higher density housing along transportation corridors.
- (3) **Seasonal Employment Patterns:** City-wide unemployment typically fluctuates between 6 and 9% annually due to the seasonality of the tourist industry. However, the Beach area is affected even more by this seasonality as illustrated in the following graph which shows the percent change in quarterly sales tax revenue for the Beach area and the City.



- (4) **Safety:** The Beach Flats area continues to be one of the highest crime areas in the City of Santa Cruz. This may discourage some businesses from locating in the area or make it more difficult for individuals living in Beach Flats to have home businesses that require client access.
- (5) **Language Barriers:** As previously noted, despite the availability of education programs, about 12% of residents over 5 years old in the NRSA and 40% in the Beach Flats area are linguistically isolated according to the 2000 Census.

5. STRATEGIC PLAN AND PERFORMANCE MEASUREMENTS

Advancing the economic empowerment of the low- and moderate-income residents in the NRSA relies on three factors: a strong employment sector, skills needed to compete in the job market; and a supportive community. The following goals of the proposed Strategic Plan are designed to support at least one of these factors.

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. Improvements of public facilities are being proposed in three areas:

PUBLIC PARKS: In addition to the beach itself, there are two existing and one proposed park within the NRSA. The new Depot Park, located at 119 Center Street has picnic areas, soccer fields, and playgrounds. No improvements are needed. The Beach Flats Park at 122 Raymond Street is heavily used for neighborhood events and individual use of the playground and picnic area. Improvements are needed both at that site and the site of the former Community Center. A small neighborhood park and community garden on Raymond Street will be constructed in the next fiscal year.



Left: Beach Flats Park
Center: Aerial of Depot Park
Right: Depot Park Picnic Area

STREETS: 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, roundabouts are proposed at the intersections of Beach and Pacific and Center and Pacific. A traffic signal is proposed at the Beach and Cliff intersection. As a part of the NRSA strategy, future funding will be directed to improve NRSA streets in addition to existing City plans to improve Pacific Avenue.

FLOOD CONTROL & SANTARY SEWERS: The storm water run-off systems in Beach Flats and the commercial area along Beach Street are challenged by both the age of the system and flat topography. To protect the storm drain and sanitary sewer, systems have or will be upgraded to prevent groundwater from entering the area’s storm drain and sanitary sewer system. A larger pump station is also being designed to reduce flooding potential in the Beach Flats neighborhood. Other storm water and sanitary sewer improvements will be done as needed.

STRATEGIC PLAN SUMMARY FOR PUBLIC FACILITIES

CATEGORY		STRATEGY	5 YR PERFORMANCE INDICATORS	SCHEDULE		HUD OBJECTIVE	HUD OUTCOME
				YR 1	YR 2-5		
Streets	1	Rehabilitate residential streets within NRSA.	Initiate Construction		✓	Suitable Living Environment	Sustainability
	2	Beach Area Round-About & Traffic Signal Project.	Initiate Construction		✓	Suitable Living Environment	Sustainability
	3	Construct Pacific Avenue improvements.	Initiate Construction		✓	Suitable Living Environment	Sustainability
Parks	4	Raymond Street Park.	Complete Construction	✓		Suitable Living Environment	Sustainability
	5	Construct improvements to Beach Flats Park.	Complete Construction		✓	Suitable Living Environment	Sustainability
Flood Control	6	Rehabilitate flood control facilities.	Initiate Construction		✓	Suitable Living Environment	Sustainability
	7	Construct Dry Weather Diversion Project.	Initiate Construction		✓	Suitable Living Environment	Sustainability

B. ECONOMIC/JOB DEVELOPMENT

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

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/Redevelopment Agency (RDA) works with local businesses to encourage growth in tourism and tourist related businesses. In partnership with the National Oceanic and Atmospheric Administration, the City will build a new Monterey Bay National Marine Sanctuary Visitor Center in the NRSA, which will greatly enhance the Beach area's attraction to tourists. RDA will also initiate a Hospitality Enhancement Program, which among other efforts will include a partnership with UCSC to provide a range of new tourist activity packages. RDA also has an on-going Façade Improvement Program available to businesses along lower Pacific Avenue.



INCREASED PRIVATE DEVELOPMENT: In addition to the direct assistance to businesses, the City of Santa Cruz Department of Planning and Community Development will initiate a program to encourage economic development by fast tracking economic development projects through permit stages and may provide other assistance when possible. Currently a new 120 room boutique hotel (La Bahia) is being proposed north of Beach Street. South of Beach Street, over the five year plan, it is expected that the Santa Cruz Beach Boardwalk may propose improvements which could benefit from fast tracking and other assistance. Finally, City staff is working to develop the commercial component of Depot Park during the five years covered by the NRSA Plan.

YOUTH EMPLOYMENT: 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 improve job availability is to increase teen access to employers plus provide them with the tools they need to secure a job. The City's Department of Parks and Recreation currently sponsors one Teen Job Fair each year. This would be increased to two Job Fairs per year, with one being held at the Teen Center and the other at the Beach Flats Community Center (both located in the NRSA). In addition, Interview Training and Business Mentoring Programs would be established at these Teen Job Fairs. (Note: skill training and community support are addressed by other strategies.)



CITY OF SANTA CRUZ TEEN JOB FAIR

STRATEGIC PLAN SUMMARY FOR ECONOMIC/JOB DEVELOPMENT

CATEGORY		STRATEGY	5 YR PERFORMANCE INDICATORS	SCHEDULE		HUD OBJECTIVE	HUD OUTCOME
				YR 1	YR 2-5		
Enhance Tourism	1	Construct Marine Sanctuary Visitor Center.	Initiate Construction		✓	Economic Opportunity	Availability/ Access
	2	Establish Hospitality Enhancement Program.	Establish Program	✓		Economic Opportunity	Availability/ Access
			Assist 2-3 Businesses		✓		
	3	Continue Façade Improvement Program.	Assist 3-4 Businesses	ON-GOING		Economic Opportunity	Availability/ Access
Assist Private Development	4	Initiate program to fast track key economic development projects	Establish Program	✓		Economic Opportunity	Availability/ Access
			Assist 2-3 Projects		✓		
	5	Introduce commercial development at Depot Park.	Assist 1-2 Businesses		✓	Economic Opportunity	Availability/ Access
	6	Develop Lower Pacific Area Plan to Facilitate New Development	Complete Plan		✓	Economic Opportunity	Availability/ Access
Youth Employment	7	Increase number of Teen Job Fairs	2 Teen Job Fairs/Yr.	✓	ON-GOING	Economic Opportunity	Availability/ Access
	8	Establish Interview Training Program	1-2 Training Sessions/Yr.	✓	ON-GOING	Economic Opportunity	Availability/ Access
	9	Establish Business Mentorship Program	Engage 2-5 Businesses over 5 Yrs.		✓	Economic Opportunity	Availability/ Access

C. TRAINING AND EDUCATION

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

There are a number of organizations that provide educational opportunities for adult and teenage residents of the NRSA. This NRSA Training and Education strategy primarily builds upon or expands programs that are already provided. This includes programs sponsored by non-profit service providers, the Beach Flats Community Center, and the Public Library's bookmobile. In addition, as recommended by NRSA Stakeholders, a new mentoring program for teens would be initiated in partnership with area colleges and/or universities. For job training, existing programs may be expanded or possibly new programs added by non-profit organizations currently serving the area.

STRATEGIC PLAN SUMMARY FOR TRAINING & EDUCATION

CATEGORY		STRATEGY	5 YR PERFORMANCE INDICATORS	SCHEDULE		HUD OBJECTIVE	HUD OUTCOME
				YR 1	YR 2-5		
Education Programs	1	Provide more adult educational opportunities in: <ul style="list-style-type: none"> • Literacy in Spanish • Vocational ESL classes • Parenting education 	1-2 New or Expanded Classes.	✓	ON-GOING	Suitable Living Environment	Availability/ Access
	2	Initiate new or expand existing job training program.	1 New or Expanded Program	✓	ON-GOING	Economic Opportunity	Availability/ Access
	3	Conduct Teen Resource Fair	Annual Fair Initiated		✓	Suitable Living Environment	Availability/ Access
Library Services	4	Provide bookmobile in NRSA.	1 Time/Wk Over Year		ON-GOING	Suitable Living Environment	Availability/ Access
Teen Mentoring	5	Initiate University/NRSA mentoring program.	3-10 Teens Matched with Mentor		✓	Suitable Living Environment	Availability/ Access

D. RESIDENTIAL INVESTMENT

GOAL 4: Increase NRSA residents access to affordable housing.

The key barrier to economic advancement throughout Santa Cruz is the lack of affordable housing. This two part strategy (1) helps individual households with purchasing or improving their home and (2) strives to increase the amount of affordable rental housing in the NRSA.

STRATEGIC PLAN SUMMARY FOR RESIDENTIAL INVESTMENT

CATEGORY		STRATEGY	5 YR PERFORMANCE INDICATORS	SCHEDULE		HUD OBJECTIVE	HUD OUTCOME
				YR 1	YR 2-5		
Housing Programs	1	Increase the availability of homeownership Loans	1-3 Loans	✓	ON-GOING	Decent Housing	Affordability
	2	Increase the availability of rehabilitation Loans	1-3 Loans	✓	ON-GOING	Decent Housing	Availability/ Access
	3	Conduct 1-2 First Time Homebuyer Seminars	1-2 Seminars		✓	Decent Housing	Availability/ Access
Rental Housing	4	Develop or Rehabilitate at least 20 units of affordable rental housing.	20 Affordable Units		✓	Suitable Living Environment	Availability/ Access

E. COMMUNITY SAFETY AND NEIGHBORHOOD IMPROVEMENTS

GOAL 5: Improve neighborhood quality and safety within the NRSA.

Improving neighborhood safety and environs helps to create both a successful environment for businesses and residents. To improve safety, the City of Santa Cruz Police Department will reintroduce “Street Crimes Unit” in the Beach Area when staffing levels permit this to occur. To improve safety along the San Lorenzo River, the Department of Parks and Recreation will initiate a program to coordinate park security (park rangers) with the Police Department. Finally, the Fire Department will initiate an annual Safety Education Program in the NRSA.

To improve the physical environment of NRSA neighborhoods, three activities will occur. First, the Code Enforcement Program will schedule pro-active enforcement at least two days per month. On a pro-active code enforcement day, the officer will drive through the area to identify code violations. For areas where tenants may be hesitant to make formal complaints for fear of reprisal by landlords, this is a particularly effective strategy. The Code Enforcement Program and other City departments will also sponsor at least one clean-up per year in the NRSA. Finally, to make it easier for residents of the NRSA to communicate with the City regarding complaints or other issues, a coordinated complaint management system will be initiated that will include facilitated access for Spanish speakers.

STRATEGIC PLAN SUMMARY FOR COMMUNITY SAFETY & NEIGH. IMPROVEMENTS

CATEGORY		STRATEGY	5 YR PERFORMANCE INDICATORS	SCHEDULE		HUD OBJECTIVE	HUD OUTCOME
				YR 1	YR 2-5		
Safety	1	Reintroduce the Street Crimes Unit within the City-wide Program.	Program Initiated		✓	Economic Opportunity	Availability/ Access
	2	Initiate program to coordinate Park Security and Police activities along River.	Program Initiated		✓	Economic Opportunity	Availability/ Access
	3	Initiate Fire/Safety Education Program & conduct annual workshop in community.	Training Session Conducted		✓	Suitable Living Environment	Availability/ Access
Neigh. Improvements	4	Initiate scheduled pro-active code enforcement program at least 2 days per month.	Number of Days of Pro-Active Inspections	✓	ON-GOING	Economic Opportunity	Availability/ Access
	5	Conduct at least 1 Community Clean-up/Yr.	Number of Clean-ups	✓	ON-GOING	Suitable Living Environment	Availability/ Access
	6	Initiate coordinated compliant management system with access to Spanish speakers.	Program Initiated		✓	Economic Opportunity	Availability/ Access

EXHIBIT A: DEMOGRAPHIC TABLE BEACH/SOUTH OF LAUREL NRSA PLAN

SOURCE: 2000 CENSUS FOR CITY OF SANTA CRUZ CENSUS TRACT 1010	Group 1 Blks 8-14	Group 4	Group 7	TOTAL	%
TOTAL POPULATION	728	1,068	1,811	3,607	--
MEDIAN AGE					
Median Age Total Population in Yrs	25.7	24.9	32	28.6	--
Male (in Yrs.)	26.2	25.8	32.4	29.2	--
Female (in Yrs.)	25.3	23.7	31.6	28.0	--
EDUCATION LEVEL OVER 25 YRS OLD					
<i>Base Population No.</i>	402	416	1,134	2,109	100%
No schooling completed	15	7	44	72	3%
Below 9th Grade	28	182	72	293	14%
Above 8th Grade/no Diploma	43	76	72	208	10%
High school graduate (includes equivalency)	69	42	253	391	19%
Some College	76	48	322	475	23%
Associates/Bachelor's Degree	118	53	291	508	24%
Advanced Degree	53	8	80	162	8%
TOTAL POPULATION BY RACE					
<i>Base Population No.</i>	728	1,068	1,811	3,607	100%
White alone	425	455	1,388	2,268	63%
Black or African American alone	22	26	29	77	2%
American Indian and Alaska Native alone	3	25	10	38	1%
Asian alone	20	19	60	99	3%
Native Hawaiian and Other Pacific Islander alone	3	1	1	5	0%
Some other race alone	229	505	239	973	27%
Two or more races	26	37	84	147	4%
HISPANIC OR LATINO					
Not Hispanic or Latino:	389	179	1,395	1,963	54%
Total HISPANIC OR LATINO	339	836	487	1662	46%
<i>Base Population No.</i>	728	1015	1,882	3625	100%
Percentage Hispanic	47%	82%	26%	46%	--
LANGUAGE/LINGUISTIC ISOLATION					
<i>Base Population No.</i>	364	252	715	1,331	--
English Only	268	94	550	912	69%
Spanish Speaking	65	158	85	308	23%
Linguistic Isolation	22	102	36	160	12%
HOUSEHOLD TENURE & INCOME					
Total Households	277	304	661	1,242	100%
Owner occupied	13	10	81	104	8%
Renter occupied	264	294	580	1,138	92%
Median household income in 1999	\$22,829	\$19,138	\$21,777	\$21,208	--
% Below Poverty Level	31%	39%	35%	35%	--
HOUSING					
Housing Units	283	330	721	1,334	--
Median year structure built	1,981	1,950	1,952	--	--