



Lower Ocean/Downtown/River Neighborhood Revitalization Strategy Area 2023 Two Year Plan Extension



**City of Santa Cruz
July 2023 - June 2025**

City of Santa Cruz

Lower Ocean/Downtown/River 2023-2025 NRSA Plan

City Council:

Fred Keeley, Mayor
Renee Golder, Vice Mayor
Sandy Brown
Sonja Brunner
Shebreh Kalantari-Johnson
Scott Newsome
Martine Watkins

City Manager:

Matt Huffaker

Economic Development and Housing Department/Housing Division:

Bonnie Lipscomb, Director
Jessica de Wit, Housing and Community Development Manager
Jess Mellor, Principal Management Analyst
Andrea Inouye, Management Analyst
Emily Watkins, Housing Program Specialist

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I. INTRODUCTION

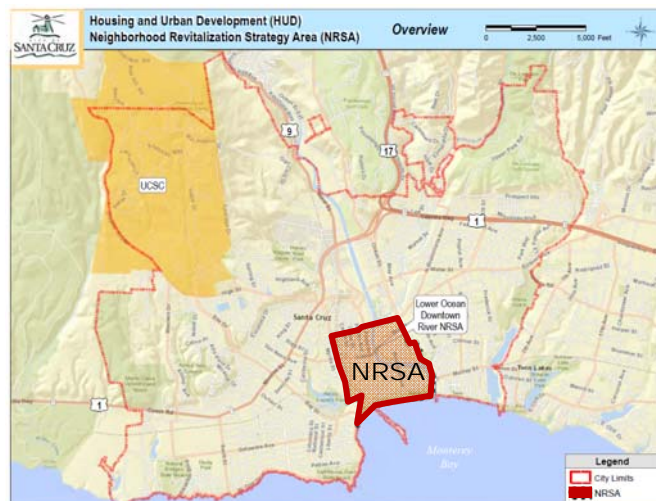
A Neighborhood Revitalization Strategy Area (NRSA) is created under the federal Department of Housing and Urban Development’s (HUD’s) Community Development Block Grant (CDBG) Program to encourage coordination of resources and facilitate a jurisdiction’s ability to engage in comprehensive community revitalization strategies for designated low-income areas. Cities are urged to have strategies that include partnerships among stakeholders in a community - involving 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 this there must be a realistic strategy and implementation plan. Successful neighborhood revitalization strategies bring together a variety of stakeholders in cross-sector partnerships that:

- Lay the groundwork for community growth.
- Make neighborhoods attractive for investment.
- Ensure that the benefits of economic activity remain in neighborhoods for long-term development.
- Support the use of neighborhood intermediary institutions to bridge gaps between local government agencies, the business community, community groups, and residents.
- Foster the growth of resident-based initiatives to identify and address their housing, economic and human service needs.

HUD has multiple incentives that it provides to encourage development of NRSA. Two of the most relevant incentives for this NRSA Extension are: (1) easing of HUD’s reporting requirements for the City in terms of job creation and/or retention in the NRSA for economic development and (2) exemption from HUD’s Public Service Cap for Community Based Development Organizations (CBDOs) undertaking programs or projects advancing neighborhood revitalization, community economic development, or energy conservation within an NRSA.

Primarily with the latter benefit in mind, the City of Santa Cruz established its first NRSA in 2007 that included the neighborhoods in the Beach/South of Laurel area. Since that time, the City has adopted three five-year plans (2007, 2012, 2017) with the boundaries of each NRSA evolving to reflect changing needs and activities of the City. The adjacent map shows the boundaries for the 2023-2025 Lower Ocean/Downtown/River NRSA Plan. These are the same as the 2017 NRSA boundaries.



Two Year Plan: HUD has requested that for the 2023 NRSA, the City develop a two-year rather than a five-year plan. The shortened implementation schedule will allow the approvals process for future NRSA plans to align with the approval and adoption schedule for the City’s overall HUD five-year Consolidated Plan. In a letter dated December 22, 2021, HUD agreed with the City’s proposal “to extend the existing NRSA period and set the date for submission of the City’s NRSA Plan to May 15, 2023.” This two-year NRSA Plan Extension and the current 2020 Consolidated Plan will both expire in June 2025. Initial City approvals will occur in March and April of 2025 for both a new five-year NRSA Plan as well as the five-year HUD Consolidated Plan.

Given this shortened timeline, the City also indicated that the 2023 NRSA would “focus on the Public Service activities to be delivered by the area’s Community Based Development Organization (CBDO), Nueva Vista [...]”. In its response, HUD did not object to this approach and in fact agreed with it in subsequent meetings with City staff. Additionally, because of a recent growth of mixed-use developments within the NRSA, a strategy to encompass these changes has been included as appropriate.

In consideration of these factors, the 2023 NRSA Plan focuses on two strategic areas:

- 1. CBDO Community Services:** Nueva Vista Community Resources (Nueva Vista) is the only designated CBDO serving households and individuals in the NRSA. The goal will be to continue their current bilingual client services which help households access resources that offer greater stability and to provide some educational opportunities for adults and students.
- 2. Housing and Economic Development:** Ongoing support of new developments in the NRSA that may provide potential job opportunities and increased access to housing that in turn can help improve economic stability and household self-sufficiency. It is important to note that because households must be able to find housing that meets their needs, HUD encourages grant recipients to develop housing available for a broad range of household incomes. This includes housing for moderate to middle income households as well as low, very low and extremely low-income households.

II. LOWER OCEAN/DOWNTOWN/RIVER TODAY

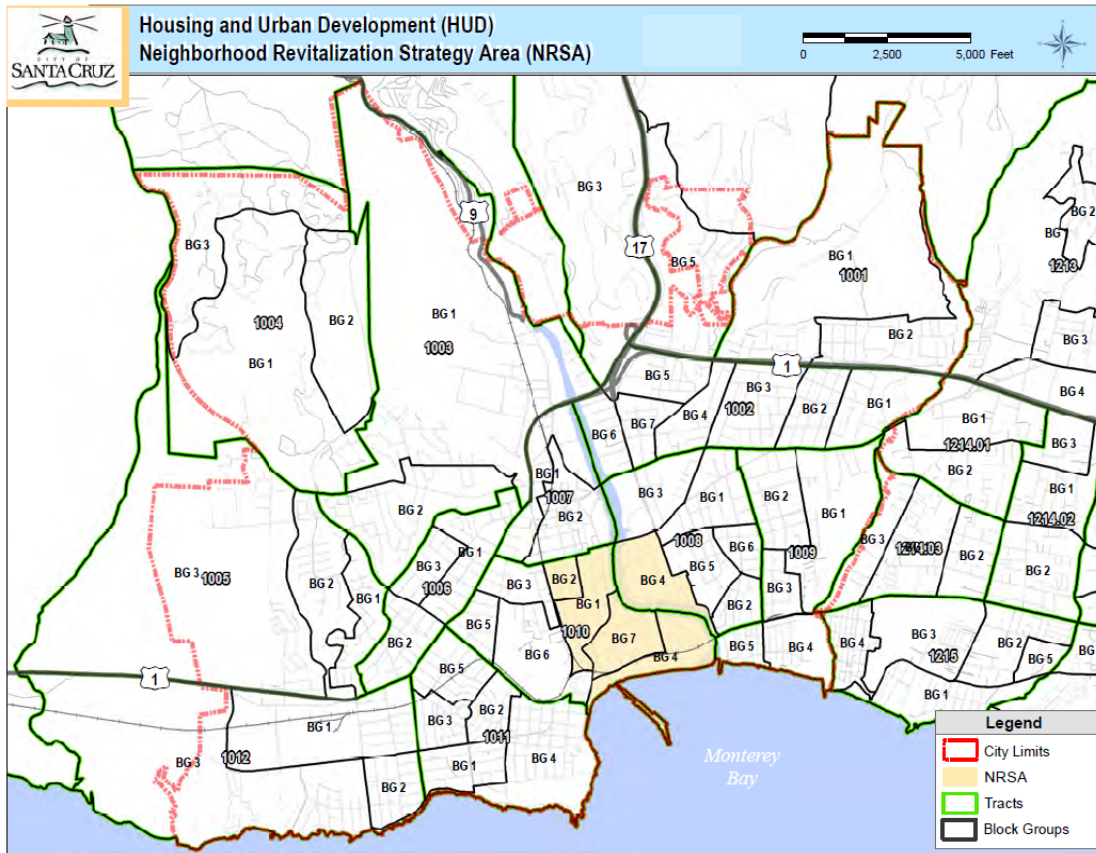
A. NRSA AREA

The City of Santa Cruz is situated at the northern end of scenic Monterey Bay. The 2023 Lower Ocean/Downtown/River NRSA lies between the commercial uses in the main part of downtown (DT) and along Ocean Street. Part of the NRSA includes the City’s Main Beach area as well. The NRSA is bisected by the San Lorenzo River which flows from north to south, directly into the Monterey Bay and the Pacific Ocean. The NRSA includes tourist attractions such as the historic Santa Cruz Beach Boardwalk, Main Beach and Monterey Bay National Marine Sanctuary Exploration Center. These and other attractions help bring about 3 million visitors to Santa Cruz County each year, thus providing a good source of jobs and economic health in the area.

Despite the NRSA’s proximity to Monterey Bay with its extensive tourism as well as other areas of employment, NRSA neighborhoods continue to have the lowest incomes in the city. According to the most recent American Community Survey (ACS) in 2019 by the US Census Bureau, about 36% of NRSA households are at or below poverty level,

which is about twice as high as in the city as a whole (City is currently about 18%). The NRSA is also home to highest concentration of Latinx residents (44% versus 21% City-wide).

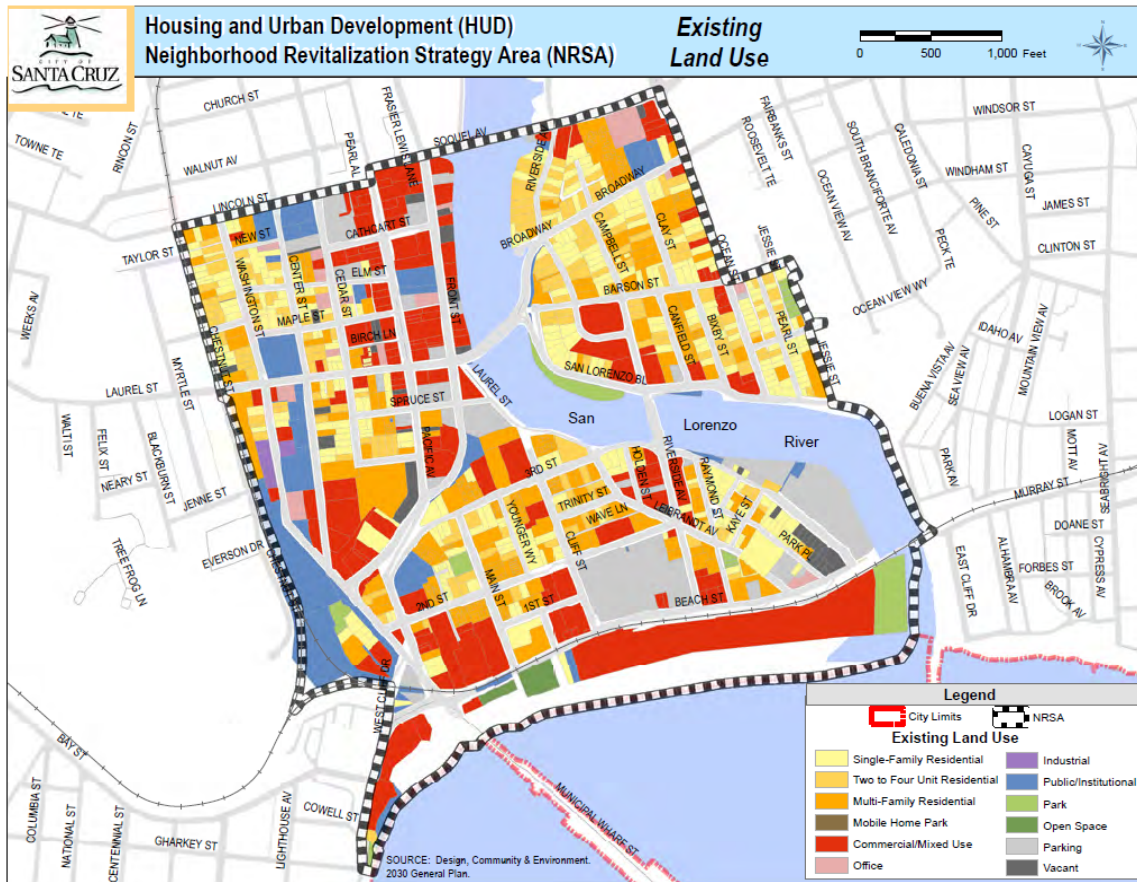
NRSA Boundaries: The Lower Ocean/Downtown/River NRSA boundaries include Census Tract 1008, Block Group 4 (Neighborhoods of Lower Ocean) and Census Tract 1010, Block Groups 1 and 2 (Lower Downtown Area); and Block Groups 4 and 7 (Beach Area).



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) to qualify to be included in an NRSA. The Lower Ocean/Downtown/River NRSA exceeds this percentage at 85%. The following table demonstrates qualifications of each Block Group included in the NRSA.

NRSA AREAS	CENSUS TRACTS	BLOCK GROUPS	% of Households at or below 80% of AMI
Lower Ocean	1008	BG 4	89%
Lower DT Area	1010	BG 1 BG 2	91% 78%
Beach Area	1010	BG 4 BG 7	100% 76%
Source: HUD Maps Arc GIS 3.15.22 cva	(All of the Above)		86%

B. LAND USE



HUD regulations require that an NRSA must be predominantly residential. Although the City’s Lower Ocean/Downtown/River NRSA includes several commercial areas, including the lower part of the City’s Downtown, by encouraging mixed-use development in these areas, the residential component in commercial areas is growing and creating stronger neighborhoods as well.

The NRSA can be divided into 4 distinct areas in terms of land use and character, as described below and shown in the map below.

1. Lower Ocean Street Neighborhood: Although the Lower Ocean Street

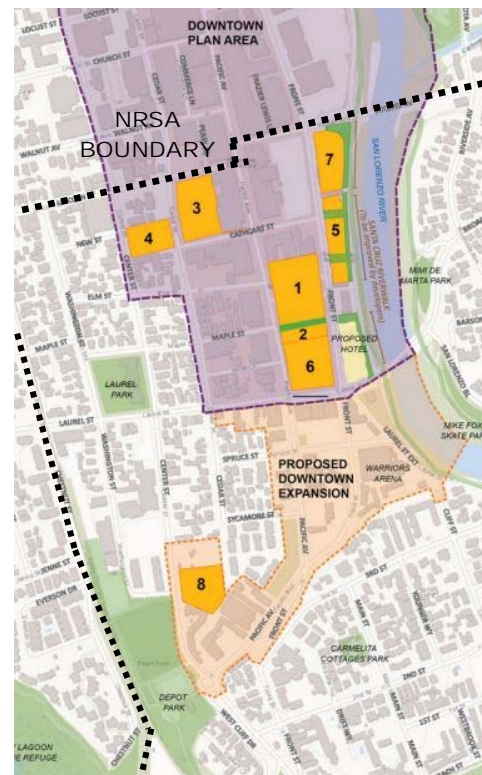
neighborhood is mostly residential, due to its proximity to Monterey Bay and its beaches, motels are scattered throughout the area with some of the larger hotels being located along Ocean Street. There is also newer hotel development occurring along Broadway. Prior to the COVID-19 Pandemic, NOLO or Neighborhoods of Lower Ocean, had been one of the City’s most active neighborhood associations. Lower Ocean includes all the NRSA east of the San Lorenzo River.



2. **Lower Downtown Area:** Neighborhoods in the downtown area south of Lincoln/Soquel Streets, east of Chestnut Street, and west of the San Lorenzo River relate strongly to the City’s Downtown centered along Pacific Avenue. For discussion purposes, this area can be subdivided into two parts – the area included in the City’s Downtown Plan and Proposed Downtown Expansion and the remainder, which tends to be mixed residential, including single family homes, with scattered auto related commercial properties and motel complexes.

The area that includes the lower portion of the City’s Downtown Plan Area and the proposed Downtown Expansion Area, is currently one of the most active areas being developed in the City. In a 2010 City study that included the lower Downtown area, about 50% of the properties were vacant or considered to be underutilized (i.e., parking lots or other low intensity uses). With eight new mixed-use developments either in the planning or construction stages, this will be changing. These projects are briefly described below. (Note: A more detailed description of their combined impact can be found in Section II.D.)

Plans for redevelopment of the METRO Pacific Station Bus Terminal as shown on the adjacent map, (**Site #1. Pacific Station North**), will include a 128-unit affordable housing development with ground-floor commercial space along Pacific Avenue. The bus station would then be reoriented to face Front Street. Two more projects to the south are currently under construction, a 70-unit affordable housing project (**Site #2. Pacific Station South**) and a 205 market-rate project (**Site #6. Anton Pacific**). Additionally, two market-rate housing projects (**Site #5. Riverfront Apartments and Site #7. 530 Front Street**) totaling about 151 units (of which 57 units will be affordable) are also being planned between Front Street and the San Lorenzo River. Like those along Pacific Avenue, these projects will be mixed-use with commercial spaces located on the ground floor. They will also have a strong link to the Riverwalk recreation trail that provides pedestrian access along the San Lorenzo River.



To the west of Pacific Avenue on Cedar Street, a 65-unit affordable housing project (**Site #4.**) is under construction adjacent to Calvary Church. Across Cedar Street, a new project (**Site #6. Library Mixed-use Project**) is being planned that includes a new Main Branch Public Library as well as 124 units of affordable housing and a day care center. Farther south on Center Street in the Proposed Downtown Expansion Area, a 233-unit market-rate housing project (**#8. Calypso**) with 35 affordable units and ground floor commercial is proposed.

West of the Downtown Plan and Proposed Extension: The remaining areas within the NRSA located along Cedar, Center, Washington, and Chestnut Streets are

primarily a mix of residential use with scattered auto related commercial properties and motel complexes. It also includes the City's Police Station which has a large community meeting room often used by the public and London Nelson Community Center and adjacent park. Currently, no major projects are being proposed in this area.

- 3. 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, mostly on Beach Hill. Beach Flats and Beach Hill both have neighborhood associations which are periodically active.

The following summarizes these three distinct Beach Area neighborhoods.

- **Beach Street Commercial Strip** includes 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 volleyball facilities.
- **Beach Flats** is predominantly residential with some businesses and motels located along or near Riverside Avenue. The BFCC, Beach Flats Park, and the smaller Poet's Park are in the center of the neighborhood. Residences are 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 Beach Hill is statistically a low-income area, property values tend to be higher than in the surrounding areas.

C. PARKS AND NEIGHBORHOOD FACILITIES

The Lower Ocean Neighborhoods, Lower Downtown Area, and Beach NRSA has significant neighborhood and park facilities. The following briefly describes: (1) Nueva Vista; (2) facilities to the west of the San Lorenzo River; (3) facilities to the east of the river; and (3) facilities in close proximity to the NRSA.

1. Nueva Vista:

- **Community Based Development Organization (CBDO):** Nueva Vista is a CBDO that receives federal CDBG and other General Fund assistance from the City. Nueva Vista is affiliated with Community Bridges for most administrative tasks but is registered and operates as a separate non-profit 501(c)3 organization in the NRSA. Nueva Vista Community Resources primarily serves Latinx communities in the Lower Ocean and the Beach Flats neighborhoods. It has two separate facilities.
- **Resource Center:** The Nueva Vista Community Resource Center located on East Cliff Drive in the Lower Ocean neighborhood provides client services to assist residents in obtaining needed services, linkages to benefits as well as providing on-going case management. A food pantry and donation closet are also provided at Nueva Vista twice a month.

- **The Beach Flats Community Center (BFCC):** BFCC is located on the west side of the San Lorenzo River in Beach Flats. It serves as a neighborhood gathering and information center as well as providing after school, health related, and other programs.

Staff at both BFCC and Nueva Vista also do significant outreach into the neighborhoods and co-sponsor various community events.

2. West of the San Lorenzo River:

- **Beach Flats Park and Poet's Park:** Beach Flats Park is adjacent to the BFCC which serves as the location for numerous community events. The park also has a children's play and picnic/barbeque area. Poet's Park is a relatively new park one block away. It has a smaller play and seating area and community gardens. CDBG funds were used to improve the Beach Flats Park and help construct Poet's Park.
- **Main Beach:** This beach is located adjacent to the Santa Cruz Beach Boardwalk and the City owned Santa Cruz Wharf. Lifeguard services are 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. A master plan for expansion and improvements of the Wharf was completed in 2014. Parts of this plan are being implemented now.
- **London Nelson Community Center & Laurel Park:** The London 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 being used to help fund Teen Center operations. Laurel Park has beautiful lawn areas, a basketball court, and playground.
- **Depot Park:** Depot Park 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 in the park has theater and gymnastic programs and classes in yoga and dance. It is also available for rent to the public. City summer camps also use Depot Park and the Freight Building. CDBG funding has been awarded to renovate the Freight Building.

3. East of the San Lorenzo River:

- **Riverside Gardens:** This neighborhood park has a playground, picnic tables, and community gardens.
- **Santa Cruz Riverwalk:** City of Santa Cruz maintains a multi-use Pedestrian/Bicycle Pathway along both sides of the San Lorenzo River. Adjacent to and accessible from the Riverwalk are:
 - **Mike Fox Park/Ken Wormhoudt Skate Park:** This is primarily a skateboard park.
 - **Mimi De Marta Dog Park:** Completed in 2013, this park has a completely fenced area where dogs can roam free.

- 4. **Adjacent to the NRSA:** There are several additional facilities adjacent to the NRSA that serve the residents of the NRSA.

- **Neary Lagoon:** Close to the Lower Downtown and Beach Area, this neighborhood park provides wildlife viewing, walking trails, playground equipment, tennis courts, basketball courts, BBQ facilities, interpretative signage, and information. No dogs are allowed in the wildlife refuge area.
- **Oceanview Park:** In the Lower Ocean Neighborhood and Beach Area, this park provides a basketball half court, playground, picnic tables, and an off-leash dog area.
- **Tyrrell Park:** Close to the Lower Ocean Neighborhood and Beach Area, this park provides a walking path, a Monarch butterfly habitat, an amphitheater, and a life size gray whale sculpture.
- **Seabright State Beach:** Close to the Lower Ocean Neighborhood and Beach Area, this long sandy beach sits between the Beach Boardwalk and the Santa Cruz Harbor. Dogs are permitted on leash, and lifeguards are on duty for the summer only.



D. HOUSING STOCK

1. **Age of Housing:** Like most of the city, the majority of the NRSA's housing stock consists of older single-family homes with some apartment complexes and single room occupancy (SRO) developments. About 80% of the NRSA's housing stock is over 50 years old, with one third being over 80 years old. The Beach Area has slightly older housing stock than the rest of the NRSA. For example, in Beach Hill over 45% of housing is over 80 years old. In the City as a whole, slightly over 50% of the housing stock is over 50 years old with about 18% over 80 years old.

AGE OF HOUSING STOCK	NRSA SUB-AREAS				TOTALS	
	Lower Ocean	Lower Downtown (DT)	Beach Area		NRSA	CITY
			Beach Flats	Beach Hill		
Total No. Units	1,066	1,265	407	795	3,533	24,036
% Over 50 Yrs. ⁽¹⁾	74%	72%	81%	100%	80%	51%
% Over 80 Yrs.	22%	33%	35%	46%	22%	18%

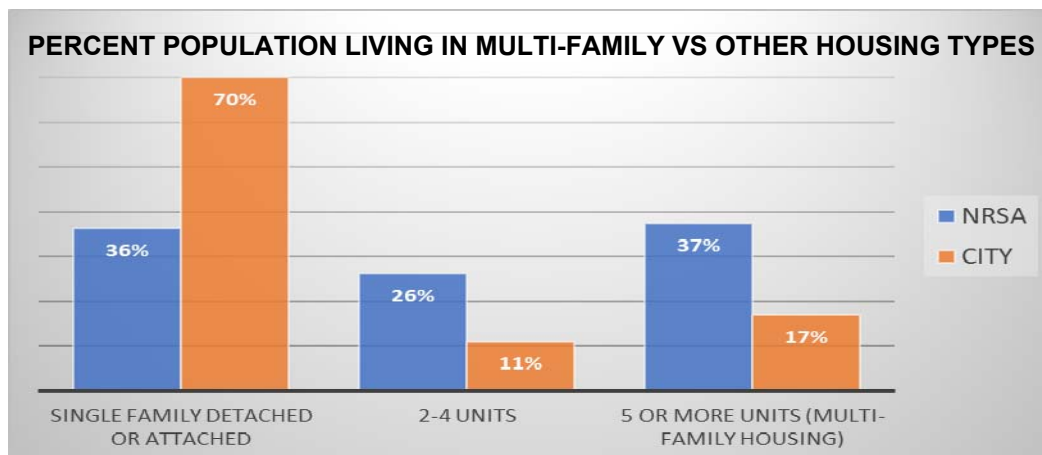
NOTES: (1) Also includes housing stock over 80 years old.
Data Source: U.S. Census Bureau 2019 American Community Survey (ACS)

2. **Tenancy and Type of Housing in the NRSA:** In terms of “tenancy” (renting or owning home), the NRSA is predominantly populated by renters (83%). This is not surprising given the high cost of housing in Santa Cruz. In fact, 51% of the City consists of renters versus 43% state-wide.

TENANCY	NRSA SUB-AREAS			TOTALS		
	Lower Ocean	Lower DT ⁽¹⁾	Beach Area ⁽¹⁾	NRSA ⁽¹⁾	CITY OF SC	STATE OF CA
% Renters	82%	91%	87%	87%	54%	43%

NOTES: (1) Data is not available for multiple block groups. Estimated combined ranges are based on income levels from multiple Block Groups.
SOURCE: 2019 US Census ACS for NRSA & 2021 ACS for City & State-wide data.

The size of developments, multi-family (5+ units) versus smaller (1-4 units) developments, are also different in the NRSA. Nearly 40% of residents live in higher density/multi-family housing versus 17% City-wide. The reverse is true for smaller developments. The Lower Ocean neighborhood has the highest percentage of residents in the NRSA (61%) living in single family homes. This is still below the overall City population where 70% of residents live in single family homes.



3. **New Housing Developments in the Lower Downtown Area:** With scarcity of available land for development and the economy of scale favoring larger developments, a trend toward multi-family development in the NRSA is evident. As noted in Section II.B.2 with a map on page 5, there are eight new housing projects either under construction or being planned in the Lower Downtown area. The following is a summary of the number of units currently anticipated followed by a brief description of each project. Remarkably, with the addition of these projects, the number of housing units in the Lower Downtown area will more than double. Additionally, with ground floor commercial being required, there may be a significant opportunity for job growth to occur in the NRSA.

AFFORDABLE PROJECTS	TOTAL UNITS	COMMERCIAL SF⁽¹⁾
Pacific Station North	128	8,046
Pacific Station South	70	15,228 (Commercial) 15,665 (Medical Clinic)
Center/Cedar	65	2,210
Library Mixed-use Project ⁽²⁾	124	10,000 (Commercial) 2,000 (Child Care)
Subtotal Affordable Projects	388	53,149
MARKET-RATE PROJECTS	TOTAL UNITS	COMMERCIAL SF⁽¹⁾
Anton Pacific	205	10,656
Riverfront Apartments	175	11,498
530 Front Street	276	6,865
Calypso	233	2,618
Subtotal Market-rate Projects	889	31,637
Totals	1,277	84,786
Total Affordable Units (with Inclusionary)	480	NA
NOTES: (1) Commercial SF based on current estimates. This may change as projects are completed.		
(2) Project also has a 35,000 SF library and 3 floors of public parking.		
SOURCE: City of Santa Cruz Economic Development and Housing Department.		

- **Pacific Station North:** Project combines 128 units of fully affordable housing with the redesigned Metro Station. The ground floor redesigned Metro Station includes 8,046 square feet of commercial retail, 22 bus bays, a 1,123 square foot public hub space and a public paseo.
- **Pacific Station South:** The Project brings community medical and dental care to the downtown alongside a 70-unit affordable housing project and 15,665 square feet commercial use. This project is currently under construction.
- **Center/Cedar:** The mixed-use development on the Calvary Church parking lot beings 65 affordable supportive housing units, 2,210 square feet of commercial retail space, and a public paseo. This project is currently under construction.
- **Library Mixed-use Project:** A new Downtown Library brings together 35,000 square feet of modern library programmable space plus a 5,000 square foot roof

deck, five stories with 124 units of affordable housing, three stories of parking and 10,000 square feet of commercial space.

- **Anton Pacific:** This is a 205-unit multifamily development featuring 10,656 square feet of ground-floor retail space. While all units are market-rate, developers dedicated nearby land to the City for affordable units at Pacific Station South. This project is currently under construction.
- **Riverwalk Apartments:** A seven-story, mixed-use building with 175 residential condos (including 20 affordable units) and 11,498 square feet of ground floor and commercial space fronting the San Lorenzo River levee with elevated patio dining, retail units and recreational opportunities is planned.
- **530 Front Street:** This project brings activation to the nexus of Downtown at Front Street and Soquel Avenue with 276 units of housing (37 affordable) and 6,865 square feet of commercial uses fronting the San Lorenzo River Levee.
- **Calypso:** Situated between Downtown and the Boardwalk, 130 Center Street is designed to connect the Downtown to the beach. The project will bring 233 housing units with 35 being affordable and 2,618 square foot of ground floor commercial space.

E. CURRENT NRSA POPULATION

1. **Number & Ethnicity of Residents:** There are 6,860 people living in the Lower Ocean/Downtown/River NRSA, which represents only 11% of the City’s total population. However, that 11% includes nearly one-quarter of the City’s Latinx population. With this, the NRSA represents the highest concentration of a minority population in the City of Santa Cruz where closer to half of the NRSA population is Latinx (44%) versus the City as a whole (21%).

ETHNIC CHARACTER	NRSA SUB-AREAS				TOTALS	
	Lower Ocean	Lower DT Area	Beach Area ⁽¹⁾		NRSA	CITY OF SC
		Beach Flats	Beach Hill			
Total Populations	2,580	2,486	2,049	1,383	6,860	62,714
% SC Population					11%	100%
% Latinx	50%	22%	82%	26%	44%	21%
% SC Latinx Pop.					23%	100%

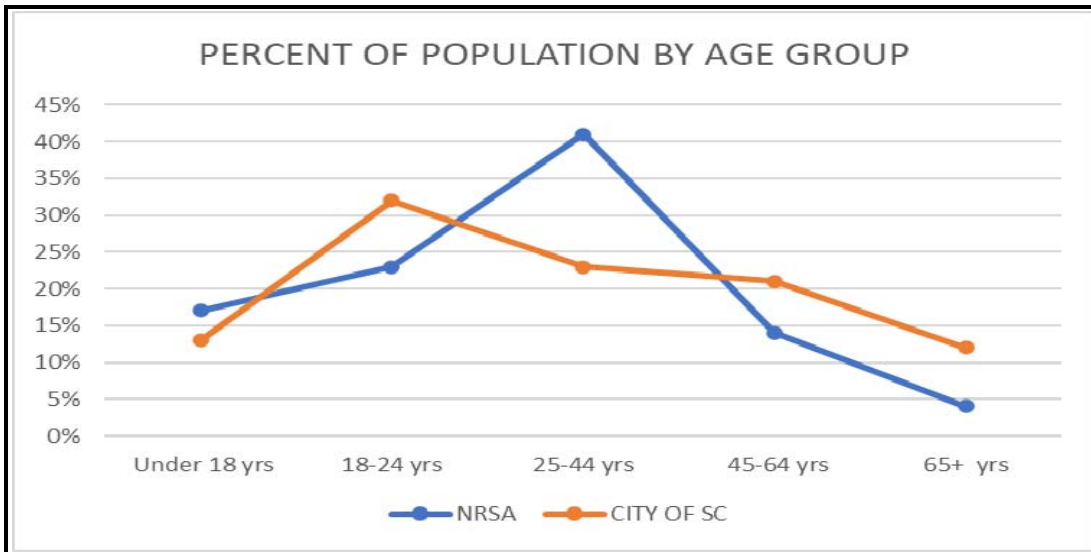
NOTES: (1) Beach Flats and Beach Hill are both shown because of a significant difference in ethnic data.
SOURCE: 2019 US Census ACS for NRSA & 2021 ACS for City-wide data

2. **Age of Residents:** In terms of the median age of NRSA residents, both the City and the NRSA reflect a young population. But as shown in the line chart following the table below, the NRSA has a significant bump in the percentage of population in the 25 to 44 year old group. (The City has a smaller bump in its population of 18 to 24 year olds which likely reflects the influence of the University of California at Santa

Cruz (UCSC)). Having higher numbers in the group that typically contains a greater share of the labor force (25 to 44 year old group) may suggest some opportunities for economic revitalization for both businesses and job seekers - perhaps linking local residents to local jobs.

AGE BY % POPULATION:	NRSA SUB-AREAS			TOTALS	
	Lower Ocean	Lower DT	Beach Area	NRSA	CITY
Under 18 years	1%	2%	14%	17%	13%
18-24 years	23%	5%	14%	23%	32%
25-44 years	6%	6%	27%	41%	23%
45-64 years	10%	2%	10%	14%	21%
65+ years	1%	1%	2%	4%	12%

SOURCE: 2019 US Census ACS for NRSA & 2021 ACS for City-wide data

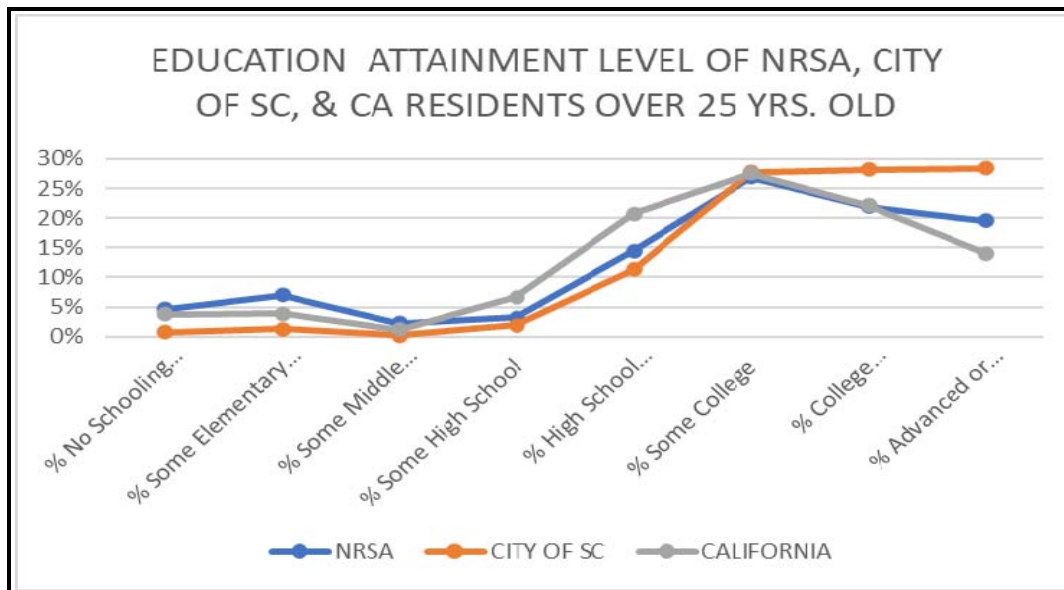


3. Education: The level of college educational attainment for both the NRSA and City of Santa Cruz is relatively high, reflecting accessibility to UCSC within the City and Cabrillo College in nearby Aptos. In the NRSA, 27% of residents over 25 years of age have some college education. However, at the lower levels of educational achievement, 17% did not complete high school compared to an overall City percentage of 4%. The following table and graph show the highest education attainment levels for residents of the NRSA and the City.

EDUCATION LEVEL OF RESIDENTS OVER 25 YRS OLD	NRSA SUB-AREAS			NRSA
	Lower Ocean	Lower DT	Beach Area	
% No Schooling Completed	1%	0%	10%	5%
% Some Elementary School	1%	0%	16%	7%
% Some Middle School	7%	0%	0%	2%
% Some High School	2%	4%	4%	3%
% High School Graduate	25%	8%	10%	14%
% Some College	17%	41%	26%	27%
% College Bachelor Degree	30%	21%	16%	22%
% Advanced or Prof. Degree	17%	25%	18%	20%

NOTES: (1) Education Level % based on identified area or sub-area population only.
SOURCE: 2019 US Census ACS for NRSA & below the ACS 2021 data for and State.

As is shown in the following chart, trend lines for NRSA residents are fairly consistent with those in the City and State.



- Household Income:** According to the US Census, over one-third (36%) of the NRSA’s population is considered to be below the Federal Poverty Line. This is nearly double the percentage City-wide (19%). As shown in the following table, median income levels in the NRSA range from \$30-35,000. This is significantly lower than the median income level for the City as a whole (\$96,217). Not surprisingly, residents in lower income neighborhoods tend to be renters rather than homeowners. For example, nearly 90% of residents in the NRSA are renters versus 54% renters City-wide.

MEDIAN INCOME & POVERTY LEVEL	NRSA SUB-AREAS			TOTALS	
	Lower Ocean	Lower DT ⁽¹⁾	Beach Area ⁽¹⁾	NRSA ⁽¹⁾	CITY
Range for Median Household Income ⁽¹⁾	\$47,569	\$35,000 - \$39,999	\$30,000 - \$34,999	\$30,000 - \$34,999	\$96,217
% Population Below Poverty Level ⁽²⁾	37%	35%	35%	36%	19%

NOTES: (1) Data is not available for multiple block groups. Estimation is based on combined ranges of income levels from multiple Block Group.
(2) Poverty guidelines are set by the US Department of Health and Human Services to reflect the minimum amount of income that a family needs for food, clothing, transportation, shelter, and other necessities.
SOURCE: 2019 US Census ACS for NRSA & 2021 ACS for City-wide data .

5. **Employment:** The City of Santa Cruz has several key industries that employ City residents, including those from the NRSA. The City’s largest employment category is educational services with UCSC (#1) being the City’s biggest employer. Combining UCSC’s 8,000 employees with those from the local school systems, educational services account for a much higher percentage of total employment in the City of Santa Cruz.

City of Santa Cruz Principal Employers	No. of Employees	% Employment in City
1. University of California at Santa Cruz	7,997	25.4%
2. County of Santa Cruz	2,687	8.5%
3. City of Santa Cruz	884	2.8%
4. Plantronics	295	0.9%
5. Costco Wholesale Corp	314	1.0%
6. Safeway Stores Inc.	224	0.7%
7. New Leaf Community Market	202	0.6%
8. DBA Santa Cruz Nutritional	200	0.6%
9. Crow's Nest	194	0.6%
10. Santa Cruz Beach-Boardwalk	186	0.6%

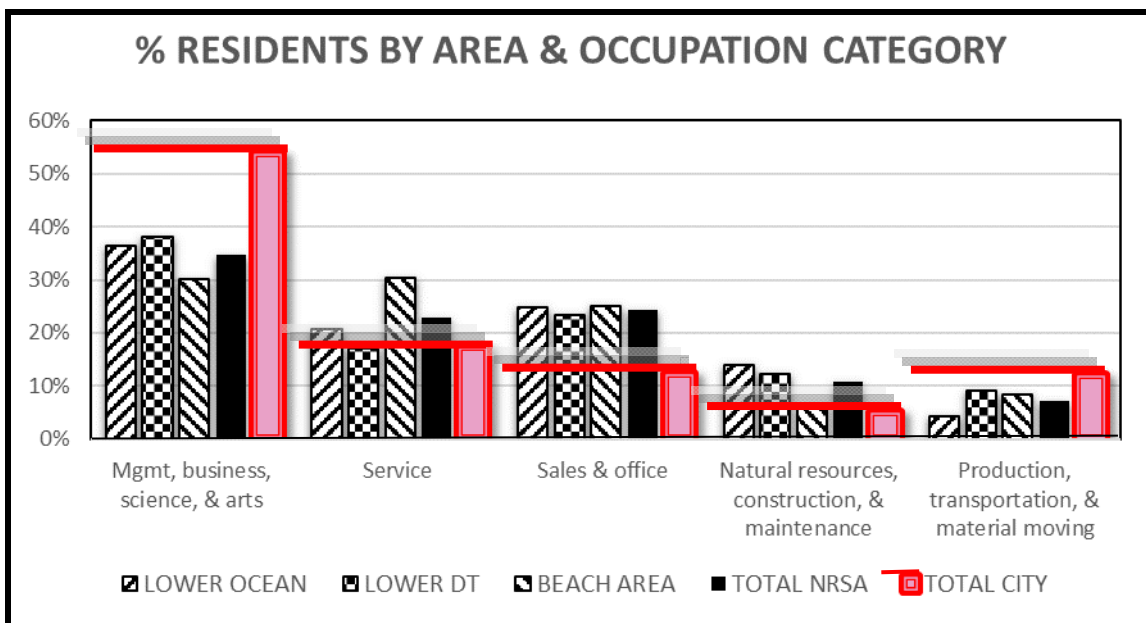
SOURCE: City of Santa Cruz 2022 Annual Comprehensive Financial Report

Although tourism is not statistically well represented among the list of larger employers above, the City’s 2021 Santa Cruz Economic Development Strategy report estimates that 23% of the City’s workforce is employed in tourist related activities. This would include restaurants like the Crow’s Nest (#9) and the Santa Cruz Beach Boardwalk (#10), both listed above. The latter is in the NRSA. The City’s 2021 Economic Development Strategy notes that “Santa Cruz has a highly seasonal, leisure-based tourism industry; diversification of the city’s visitor attractions could draw more visitors outside the peak summer season.” This could also be a major factor in providing job stability in the NRSA.

The next highest category for employers in the previous chart is government. With the City serving as the County Seat, County offices (#2) provide almost 3,700 jobs and make up about 8.5% of the workforce in the City. When adding in City (#3), government provides over 3,500 jobs which is around 11% of the City’s workforce. The City’s largest single private sector employer with 295 employees representing almost 1% of the workforce is Plantronics (#4). When looking at retail/grocery sales type of employment, Costco (#5), Safeway (#6) and New Leaf Community Markets (#7) together employ about 750 persons, which is about 2.4% of the City’s workforce.

Given the predominance of UCSC (#1) as an employer, it is also not surprising that, according to the US Census ACS, the highest category of employment for residents in the NRSA is Management, Business, Science, and Arts 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. The Beach sub area has the highest percentage in service occupations with 30% of residents included in that category. Overall, at 23%, service occupations in the NRSA are higher than in the City, at 17%.

The following table shows distribution of occupations for the NRSA sub areas compared with the NRSA and the City. The latter is represented with an extended red line for easy comparison.



SOURCE: 2019 US Census ACS for NRSA & 2021 ACS for City-wide data.

III. PLANNING PROCESS

A. CONSULTATIONS WITH STAKEHOLDERS

Non-Profit Organizations: During the preparation of the draft NRSA Plan, City staff consulted with non-profit organizations through the City’s Community Program

Committee (CPC). Information on the NRSA was presented during a CPC meeting on February 16, 2023. Additionally, participants were asked to submit any questions or comments that they might have to City staff. No comments were received. Several focused interviews were also conducted with Nueva Vista management.

Continuum of Care/Homeless Services: A consultation with Tony Gardner, the County’s Continuum of Care consultant, was done on March 3, 2022. He noted that more permanent supportive housing continues to be the primary need in the effort to end or reduce homelessness. One of the barriers to this is the reticence of landlords to accept HUD Housing Choice Vouchers (Section 8). A separate interview was later conducted with the Housing Authority of Santa Cruz County director on March 20, 2022. She confirmed the primary need as well as issues with enrolling landlords.

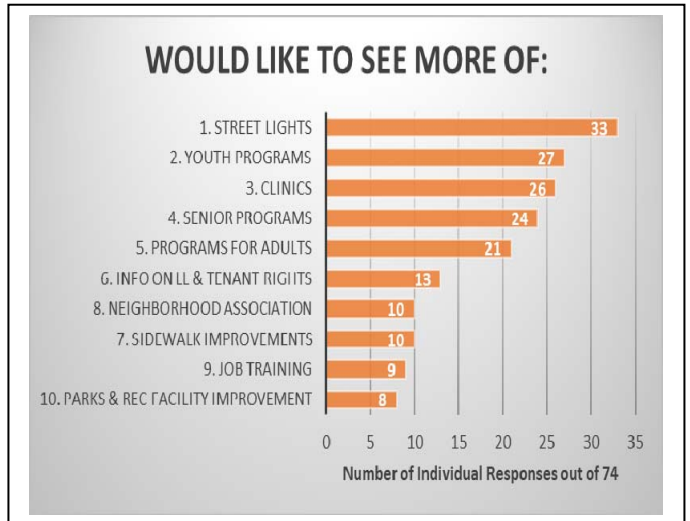
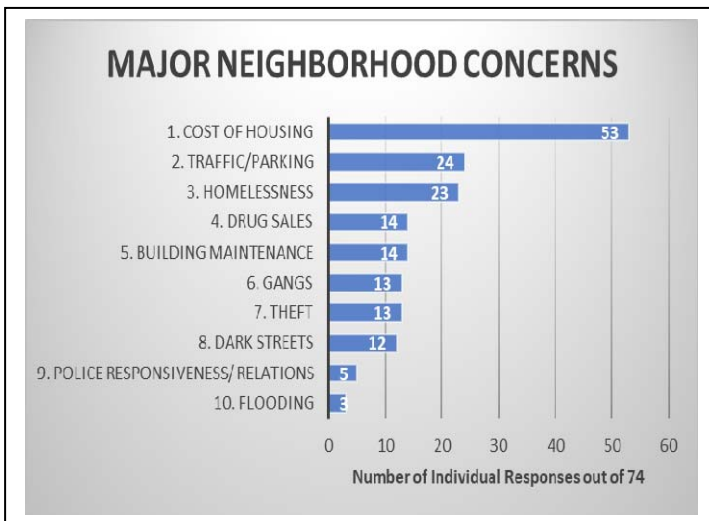
Community Leaders: Direct community outreach has been more difficult because of the COVID-19 Pandemic. Unfortunately, regular neighborhood association meetings have not been held during the Plan development period for the 2023 NRSA. However, as leaders in the community, an opportunity for consultation with the three City Councilmembers on the CPC was possible. They were introduced to and asked to comment about the proposed NRSA Plan at the February CPC meeting.

Business Community: Consultations were conducted with the Santa Cruz County Chamber of Commerce Board of Directors Vice-Chairperson Bonnie Lipscomb (March 20, 2023), City of Santa Cruz Economic Development Manager Rebecca Unitt (March 21, 2023) and the Downtown Association Director of Operations Sonya Brunner (April 6, 2023). All three indicated that due to the new development, positive change is occurring in the area, and it would be a constructive goal to use this opportunity to pursue an improved jobs/housing balance in the area.

B. PUBLIC PARTICIPATION & REVIEW OF NRSA PLAN

With limited access to public meetings during the pandemic, a Community Survey was conducted by Nueva Vista to solicit public comment. It was also designed to cover a wide range of issues and was completed before the scope of this NRSA was limited to BDO, housing, and economic development issues.

In all, 74 surveys were completed from the Beach Flats Community and Nueva Vista Centers. The 2022 NRSA survey can also serve as a baseline for a new and expanded



five-year NRSA, which will be adopted in 2025.

Based on the community surveys, the top three areas of concern include:

1. Cost of Housing (68%).
2. Traffic and Parking (31%).
3. Homelessness (30%).

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

1. Street Lights (42%).
2. Youth Programs (35%).
3. Clinics (33%).

Approvals: The two-year 2023 NRSA was approved on April 25, 2023 as an amendment to the 2020-2005 Consolidated Plan. This included two noticed public hearings at City Council meetings with a noticed 15-day public comment period prior to the second public hearing. Spanish translation was available at both City Council meetings. The public participation schedule was as follows:

- **March 14, 2023:** Introduced at a public hearing with the 2023-24 Action Plan.
- **April 10 – April 25, 2023:** 15-day community review and comment period.
- **April 25, 2023:** Public hearing for 2023 NRSA Plan as an amendment to the 2020-2025 Consolidated Plan.

IV. COMMUNITY ASSESSMENT

A. ASSESSMENT OF ECONOMIC CONDITIONS

1. Employment and Businesses in the NRSA

The Lower Ocean/Downtown/River 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 tourism has historically 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. According to the 2019 Census ACS, about 30% of NRSA residents consider their work to be a service-related job.

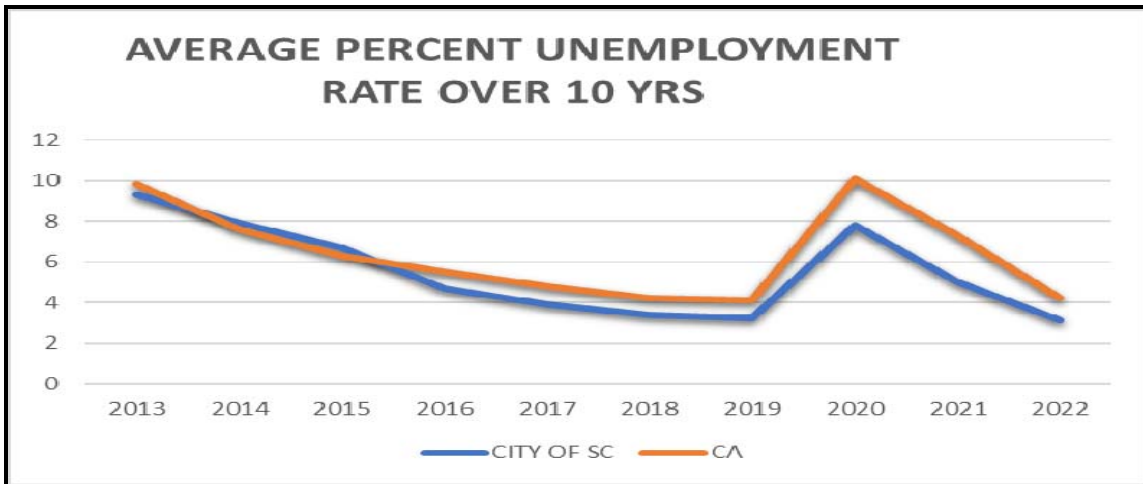
The largest tourist venue and the tenth largest employer in the City is the Santa Cruz Beach Boardwalk which has almost 186 employees and is located adjacent to the Beach Flats neighborhood. Nearly 25 motels/hotels are also located in the NRSA. Although data is not available on the actual number of jobs in hotel/motels and related restaurants, there is a significant number of tourist related service jobs located in the NRSA. It is expected that restaurants will occupy a significant amount of the new ground floor commercial spaces being proposed in the eight new housing developments described in Section II.B above. In addition, a new 228 room hotel is in the planning stages that would be in the NRSA at 324 Front Street. This hotel, being called the Cruz Hotel, will be part of the new development that is expected to help enliven the lower Downtown area as well as provide enhanced connections between the Downtown and the San Lorenzo River.

A second but much smaller type of commercial use that is present in the Lower Downtown Area is auto-related businesses. However, it is anticipated that this may

change as the lower Downtown/Pacific Avenue area evolves. The potential for higher land costs may pressure existing car related uses to move elsewhere. A planning study completed in 2010 (River/Front and Lower Pacific Design Guidelines and Development Incentives Study) recommended that relocation of auto-related uses would facilitate the lower Pacific Avenue area transition into a mixed-use extension of the downtown and link to the Beach area.

2. Unemployment

Unemployment rates for the City of Santa Cruz follow state trends as shown in the first chart below. The second chart surprisingly indicates that seasonality is not heavily reflected in the unemployment numbers. This could be a result of many factors, including recent efforts by the City’s Economic Development Department and the Downtown Association to promote year-round venues. With the exception of the impact resulting from the COVID-19 Pandemic in 2019-2020, unemployment rates have overall been trending downward. Although this is good in that it reflects a strong economy, a low unemployment rate combined with the current high cost of housing can be a potential obstacle for recruiting new employees.



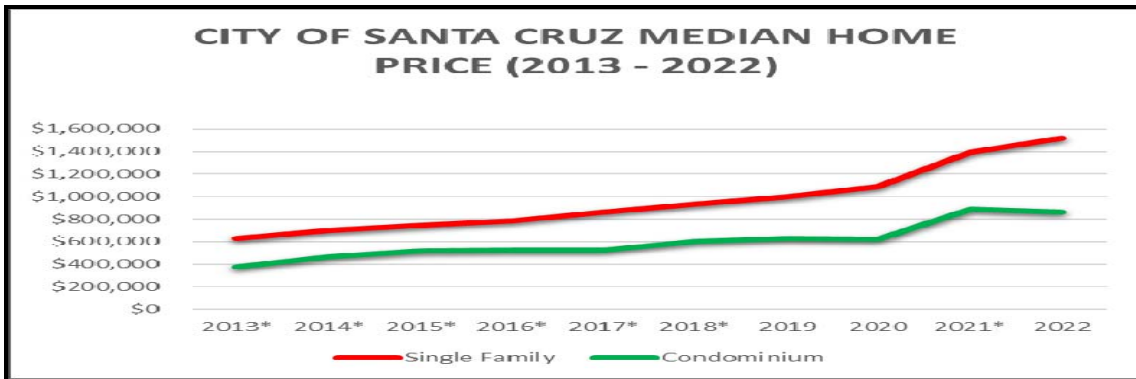
Source: CA Employment Development Department



3. Housing

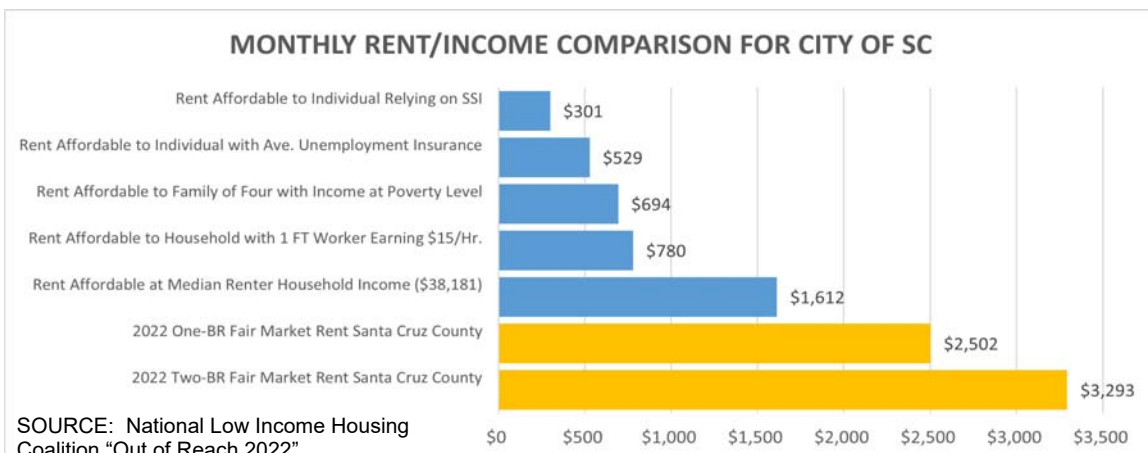
In 2021 a study by a commercial insurance provider (AdvisorySmith), examined data for 592 cities to determine the most and least affordable places to buy a home in the US by city size. The City of Santa Cruz was ranked as the 7th least affordable small city to buy a home. Furthermore, when all 3 categories were combined, the City of Santa Cruz still ranked in the top 10 least affordable places.

In this study, to qualify for the top 50 most affordable cities for homebuyers, the price-to-income ratio for homes needed to be 2.8 or less, meaning that the average house costs 2.8 times the median household income or less. Nationwide, the average price-to-income ratio was 5.0. As previously noted, median household income for the City of Santa Cruz is about \$96,000 where the median household income for the NRSA is around \$30-\$35,000. In March 2023, the median listing home price in the City was \$1.4 million with the median price per square foot at \$838. The median “home sold” price was \$1.2 million. The following chart shows housing price trends over the last ten years for single family and condominium homes.



NOTE: * When annual median price was not available, October median price used as a substitute in chart.
 SOURCE: Santa Cruz County Association of Realtors

While the City of Santa Cruz frequently is listed in the top 10 least affordable places to buy a home in the US, the situation for renters is not any better. The National Low-income Housing Coalition (NLIHC) annually evaluates rental housing affordability. In 2022, the NLIHC ranked Santa Cruz County 2nd only to San Francisco as the most unaffordable place to rent a home in the entire country. According to their evaluation, the hourly wage needed to afford a 2-bedroom apartment in Santa Cruz is \$60.50. The following compares what households might afford versus actual rents for one- and two-bedroom apartments.



According to the federal government, housing is affordable if costs do not exceed 30% of the monthly household income. Since 87% of NRSA households rent rather than own their homes, the following table shows the difficulty these renters face. Almost 70% of NRSA renters exceed the federal 30% guideline of affordability, while almost half spend over 50% of their income on their rental housing costs. It's not surprising that these percentages are so high when fair market rent for a two-bedroom apartment is about \$3,300 a month.

RENT AS % OF HOUSHOLD INCOME	NRSA SUB-AREAS			TOTALS	
	Lower Ocean	Lower DT ⁽¹⁾	Beach Area ⁽¹⁾	NRSA ⁽¹⁾	CITY
Less than 10%	0%	0%	4%	1%	4%
10-20%	26%	12%	4%	13%	14%
20-30%	7%	17%	23%	16%	19%
30-40%	16%	23%	8%	15%	16%
40-50%	8%	3%	8%	6%	7%
50% or More	44%	44%	53%	48%	39%
30% or More	67%	71%	70%	69%	63%

SOURCE: 2019 US Census ACS

FAIR MARKET RENTS (FMR) FOR SANTA CRUZ COUNTY 2019-2023					
YEAR	STUDIO	1-BR	2-BR	3-BR	4-BR
2019	\$1,567	\$1,844	\$2,439	\$3,241	\$3,701
2020	\$1,641	\$1,913	\$2,519	\$3,342	\$3,746
2021	\$1,993	\$2,292	\$3,021	\$3,947	\$4,419
2022	\$2,085	\$2,385	\$3,138	\$4,000	\$4,458
2023	\$2,212	\$2,502	\$3,293	\$4,077	\$4,568
Change over 5 YRS.	41%	36%	35%	26%	23%

SOURCE: HUD FMR based on data from Housing Authority of Santa Cruz County.

Housing costs remain a major factor in deciding to move or even to stay in Santa Cruz. This has a has a major impact on the City's businesses and its economy.

5. Availability of Capital for Small Businesses in the NRSA

From interviews with lenders and the City's Economic Development Manager, it was found that to the best of their knowledge 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 a 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.

6. 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) assists 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 offers 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.

1. **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.

2. **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.
3. **Housing Programs:** The Santa Cruz City Council has identified housing as one of its top three Strategic Goals. Currently there are several efforts underway to address issues of affordable housing. In late 2022, the City Council approved amendments to the City’s Objective Standards for Multifamily Housing for locations outside of the Coastal Zone, with a mid-2023 estimate for them to take effect in the Coastal Zone. These changes impact affordable housing in that there were code updates reflecting state law requirements for replacement housing when existing affordable housing is demolished. A new housing category, Flexible Density Units (FDUs), has been added to City Zoning Codes to provide more flexibility to rental and ownership development projects. FDUs can be built in a development project that also includes larger apartments or condos. In early 2023, the City Council appointed an ad-hoc committee to serve during the preparation of the 6th Cycle of the Housing Element and any associated subsequent General Plan amendments and rezonings to review draft policies and proposals in advance of their presentation to the full Council. This ad-hoc subcommittee is considering multiple policies and proposals related to affordable housing and may continue to do so through this NRSA plan period. As previously noted, the Economic Development and Housing (EDH) Department has also been working on multiple affordable housing projects in partnership with non-profits to increase the number of affordable units City wide. The City has been able to meet the 5th RHNA Cycle requirements for all affordability levels through these partnerships.
4. **New Mixed-Use Developments:** Recommendations from the 2010 River/Front and Lower Pacific Design Guidelines and Development Incentives and the 2014 Ocean Street Corridor Plan, support new mixed-use development along key corridors including lower Ocean Street, Pacific Avenue, and Front Street. Additionally, the City of Santa Cruz’s General Plan identified Ocean St (within the NRSA), Mission Street, Soquel Ave, and Water Street corridors, for zoning changes. This study and work were superseded with the above-mentioned Objective Standards Project. These standards are now currently in effect in the City.

Also reference earlier were multiple affordable housing projects (Pacific Station North and South, Cedar/Center Street and the Library and Affordable Housing Projects, etc.). All of these projects are either under construction (Pacific Station South and Cedar/Center St) or have received project approval (Pacific Station North and Library and Affordable Housing Project). These projects will create more than 380 affordable units in the downtown area that is part of the NRSA. Mixed-use development in the NRSA will not only provide new jobs but much needed housing on the upper floors.

5. **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. In 2011, the City partnered with the Chamber of Commerce to begin a trial period for operating the Trolley, now called the Santa Cruz Beach & Downtown Shuttle. Following the success of the initial season, the Shuttle continues to run during the tourist season.
6. **Year-Round Tourist Venues:** Given the potential seasonality of many jobs in the City and the NRSA, the City continues to promote businesses, events, and tourist attractions that also support off-season employment. One of these efforts is the Monterey Bay National Marine Sanctuary Exploration Center, which is in the NRSA. The City also continues to work with developers on potential convention facility development as well as new off-season entertainment venues.
7. **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/Downtown/River NRSA assist non-English speaking residents with language skills and job applications.

C. LEVERAGING

The City strives to leverage HUD funding whenever feasible. This is in line with the City's goal to attract additional investment into the NRSA and its neighborhoods. The following is list of other funding or in-kind resources that are expected to help leverage HUD funded projects benefitting or within the NRSA.

1. **Nueva Vista Community Resources:** In addition to \$100,000 in PY 2022 and \$125,000 in PY 2023 in CDBG funds, Nueva Vista Community Resources receives \$78,000 in other City funding, \$36,000 in City in-kind contributions in the form of waived rent on a City-owned facility, and about \$350,000 from other local, state and federal funding sources. The anticipated total contribution is 6.2 times the amount of HUD funding.
2. **Pacific Station North Mixed-use Project:** Located in the NRSA, the Pacific Station North Project has received project approval and is finalizing funding. The project will include a paseo with commercial and retail space on the ground floor, and 128 units of 100% affordable housing above. Pacific Station North is anticipating over \$3 million in HOME funds and up to \$1.4 million in HOME-ARP funds. The project will require about \$38,500,000 other funding. The total anticipated funding is almost 9 times the amount of HUD funding.

D. 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. **Lack of Affordable Housing:** 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.
2. **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 and Community 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.
3. **Seasonal Employment Patterns:** City-wide unemployment typically fluctuates about 3% over the year due to the seasonality of the tourist industry and agricultural cycles. Employment in the Beach Area is the most affected in the NRSA.
4. **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. 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.
5. **Language Barriers:** Despite the availability of education programs, about 11% of NRSA households are linguistically isolated according to the 2015 ACS. (More recent census data was not available.) This percentage increases greatly to 40% in the Beach Flats neighborhood part of the Beach Area. 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 difficulties with English.

V. STRATEGIC PLAN

As previously noted, this 2023 NRSA Plan Extension has limited its scope to two general areas – (1) CBDO Community Services and (2) Housing and Economic Development (H&ED).

A. CBDO COMMUNITY SERVICES

CBDO GOAL 1 – Accessible Client Services: Assist NRSA residents to access resources that address needs and support stability for individuals and households within the NRSA.

CBDO STRATEGY 1.1: Provide a safe place for all NRSA residents to receive bilingual, bicultural support for families and individuals to assist them in accessing resources and setting goals for housing, employment, and education, including helping with enrollment and reporting for government benefits and services.

- **Indicator 1.1.1:** Number of non-duplicative clients receiving assistance.
Goal/Outcome: 300+ unduplicated households and/or persons assisted with client services per year at Nueva Vista.

CBDO GOAL 2 – Youth Support Programs: Provide enhanced educational opportunities for NRSA youth.

CBDO STRATEGY 2.1 – Operate afterschool programs regularly at the Beach Flats Community Center during the school year to help elementary and middle school age youth with their homework.

- **Indicator 2.1.1:** Number of days after-school programs are provided during the school year.
Goal/Outcome: 120+ days of after-school programs per year provided.
- **Indicator 2.1.2:** Number of unduplicated youth participating in after-school programs during the school year.
Goal/Outcome: 50 unduplicated youth participants per year.

CBDO GOAL 3 – Community Health Program: Provide free supplemental groceries for the NRSA community.

CBDO STRATEGY 3.1: Partner with Second Harvest Food Bank in food distribution program at Nueva Vista.

- **Indicator 3.1.1:** Number of times/year free food is available to the public.
Goal/Outcome: Food bank open 20+ times per year.

CBDO GOAL 4 – Jobs/Housing Balance: Provide added support for NRSA residents to access potential new jobs that may be created with new mixed-use developments in the NRSA.

CBDO STRATEGY 4.1 – Participate in efforts with the City and Downtown Association to create a viable NRSA Jobs/Housing Coordination (JHC) Process to communicate opportunities to NRSA job seekers about potential jobs in new mixed-use developments.

- **Indicator 4.1.1:** Viable process established to communicate opportunities to NRSA job seekers.

Yr. 1 Goal/Outcome: Initiate NRSA JHC Process by end of Year 1.

CBDO STRATEGY 4.2 – Once NRSA JHC Process has been established assist NRSA residents seeking jobs by providing early notification of potential job opportunities within new mixed-use developments within the NRSA.

- **Indicator 4.2.1:** Number of NRSA residents notified and provided information about potential jobs within the NRSA.

Yr. 2 Goal/Outcome: Information on new local jobs provided to 15 NRSA residents seeking employment.

CBDO STRATEGY 4.3: Help support job seekers by providing access to computers for job searches and other personal business at Nueva Vista and for one morning a week at BFCC.

- **Indicator 4.3.1:** Number of days computer labs are open to NRSA residents.
Goal/Outcome: Computer Labs to be open 250+ days per year for supervised access to computers.

B. HOUSING AND ECONOMIC DEVELOPMENT

H&ED GOAL 1– Mixed-Use Developments - City to encourage diversity of housing types and robust opportunities for economic growth in the NRSA, that will provide an opportunity to improve Jobs/Housing Balance within the NRSA and surrounding areas.

H&ED STRATEGY 1.1: Provide financial assistance for the development of at least two new mixed-use affordable housing developments to be completed by 2025.

- **Indicator 1.1.1:** Number of affordable housing units completed.
Goal/Outcome: 130+ affordable units completed.

H&ED STRATEGY 1.2: Through density and other incentives, encourage development of mixed-use market-rate rental housing projects.

- **Indicator 1.2.1:** Number of market-rate units completed.
Goal/Outcome: 205 market-rate units built in new market-rated mixed-use development projects.

H&ED STRATEGY 1.3: Use zoning requirements and financial incentives to help create new commercial space for businesses that will result in job growth within the NRSA.

- **Indicator 1.3.1:** Square footage built that will support new businesses in the NRSA.
Goal/Outcome: 40,000+ square feet of commercial space created.

H&ED GOAL 2 – Jobs/Housing Balance: Enhanced potential for NRSA residents to live and work in the same neighborhood or area with the intention of supporting increased neighborhood and household stability.

H&ED STRATEGY 2.1 – Working with the Downtown Association and Nueva Vista, City ED/H Department to develop NRSA JHC Process to establish a means for information sharing about potential jobs being created in new mixed-use development projects with NRSA residents seeking employment.

- **Indicator 2.1.1:** Viable NRSA JHC Process to identify potential new jobs in the mixed-use developments and communicate opportunities to NRSA job seekers established.

Yr. 1 Goal/Outcome: Complete and initiate NRSA JHC Process.

- **Indicator 2.1.2:** Identify number and type of potential new jobs being created as businesses sign leases for ground floor commercial spaces in new developments and provide information through Nueva Vista and other local organizations to be passed on to job seeking NRSA and other Downtown residents.

Yr. 2 Goal/Outcome: 30 potential new jobs identified.