



# ECONOMIC DEVELOPMENT AND HOUSING DEPARTMENT

The Economic Development and Housing Department mission is to increase and support viable, sustainable, and innovative economic and housing activities throughout the City. Programming is developed that expands tax revenue and leads economic recovery following natural disasters and economic downturns. In collaboration with other City departments, Economic Development & Housing heralds Santa Cruz as an economically healthy and arts enriched place to live, work, play, and run a business.



## The Economic Development and Housing Dept. Strives to:

- ✓ Provide high-quality service
- ✓ Find and implement solutions
- ✓ Positively influence project outcomes
- ✓ Maintain a friendly, open-door office
- ✓ Create equity and inclusivity in the community

### Contact Us:

✉ [economicdevelopment@santacruzca.gov](mailto:economicdevelopment@santacruzca.gov)

☎ 831-420-5150

🌐 [choosesantacruz.com](http://choosesantacruz.com)

📍 337 Locust St., Santa Cruz

### Office Hours:

Monday - Thursday: 9:00 AM - 5:00 PM,  
closed 12:00 PM - 1:00 PM

## Core Services

The Business Services Division is responsible for business retention and expansion (BRE) efforts. This division grows the local economy by offering tailored permitting assistance, financial assistance programs, business planning, and promotions.

- Provide support to commercial districts through outreach and programming and promote a vibrant local economy through storytelling and social media to highlight local businesses and major projects
- Manage the citywide graffiti abatement program, including an active volunteer corps and maintenance of the graffiti database used by local law enforcement

The Infrastructure & Property Development Division manages a diverse array of City-owned properties and community assets and provides real estate services across City departments

- Real estate services, including acquisition, disposition, negotiation and contracting as well as development of real property
- Support and grow tenant businesses while also ensuring a strong return on investment for City-owned properties

The Housing Division works with both non-profit and for-profit housing developers to create and preserve affordable housing in the Santa Cruz community and to assist community programs that benefit City residents

- Provide financial and technical assistance to project and construction management as well as affordable housing programs to address the City's housing crisis

- Administer the City's Inclusionary Program, funded through the federal Investment Partnerships Program (HOME) and Community Development Block Grant (CDBG) Programs as well as Affordable Housing Trust Fund Programs. Monitor approximately 1,089 restricted units.
- Track housing issues, pursue new resources, and work to develop effective programs, such as the City's nationally recognized Accessory Dwelling Unit (ADU) Program

The Arts & Culture Division operates ongoing programs including sculpTOUR, Graphic Traffic Signal Boxes, the Mural Matching Grant program, Percent for Art Program, and the City Arts Recovery Design (CARD) Pilot Grant Program in consultation with the City Arts Commission

- Sponsor community groups and initiatives to activate public places with initiatives that promote equity, inclusivity, and environmental justice
- Nurture partnerships with local organizations that support a vibrant arts culture and expansion of the creative economy in Santa Cruz by developing artists marketing skills and opportunities



## Accomplishments and Goals

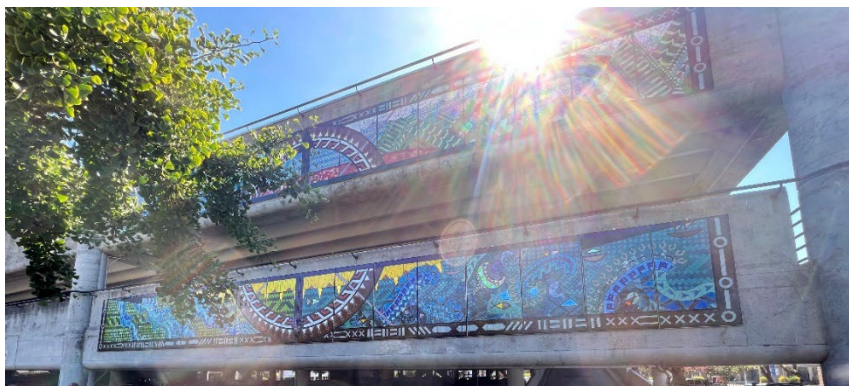
FY 2024 Accomplishments	Fiscal Sustainability & Transparency	Strong Businesses & Vibrant Downtown	Housing	Homelessness Response	Public Safety & Community Well-Being	Natural & Built Infrastructure	Thriving Organization
Facilitated the process to increase the assessment rates and expand the Downtown Management Corporation district ❤️	X	X			X		X
Facilitated the process to increase the assessment rates and modify the assessment formula for the Downtown Association Business Improvement district ❤️	X	X			X		X
Continued to operate the Santa Cruz beach and downtown Electric Shuttle Program 🌲		X				X	
Processed 18 permanent parklet permits 🌲 ❤️		X				X	
Negotiated leases for four businesses in downtown City-owned properties ⚖️	X	X					X
Managed inclusionary reviews and agreements for ~900 affordable housing units ❤️			X				
Led funding apps, approvals & loans/grants for Pacific Station North, starting construction of 128 affordable housing units ⚖️ ❤️			X				
Assisted with environmental reviews, permitting and/or financing for 100% affordable projects: 65 Cedar Street Apartments; 50 Jessie Street Terrace; 20 Natural Bridges Apartments; and 70 Pacific Station South ⚖️ ❤️			X				
Managed approval of Annual Action Plan (AAP) for FY 2025 ⚖️ ❤️			X				



FY 2024 Accomplishments (continued)	Fiscal Sustainability & Transparency	Strong Businesses & Vibrant Downtown	Housing	Homelessness Response	Public Safety & Community Well-Being	Natural & Built Infrastructure	Thriving Organization
Awarded approximately \$33.5 million in AHSC funding for the Downtown Library & Affordable Housing Project 🏛️❤️			X				
Preserved 50 affordable units at Mission Gardens Apartments 🏛️❤️			X				
Received approximately \$1.8 million in loan repayment to HOME and former Redevelopment funds, to be used for affordable housing 🏛️❤️			X				
Earned Pro-Housing Designation, making the City more competitive for financing and funding opportunities 🏛️			X				
Updated the Housing Resources brochure, the Housing Assistance Information webpage, and Affordable Housing Map 🏛️❤️			X				
Awarded City Arts funding to five arts organizations' initiatives showcasing local arts, particularly in commercial zones 🏛️❤️		X			X		X
Nine CARD Pilot Grant Program projects completed and two more initiated 🏛️❤️		X		X	X	X	
Funded three murals on the Cedar Street Affordable Housing Project facing the new public paseo through the Mural Matching Grant Program 🏛️❤️		X	X		X	X	
Continued administration of state grants totaling approximately \$45 million for multiple affordable housing projects 🏛️❤️			X				

FY 2025 Goals	Fiscal Sustainability & Transparency	Strong Businesses & Vibrant Downtown	Housing	Homelessness Response	Public Safety & Community Well-Being	Natural & Built Infrastructure	Thriving Organization
Obtain final financing to the Downtown Library & Affordable Housing Project and the 136 River Street project ⚖️❤️			X				
Apply for grants as available for affordable housing ⚖️			X				
Allocate additional funding as available to the Emergency Rental Assistance, Landlord Incentive, and Security Deposit Programs ⚖️❤️			X				
Lead HUD Consolidated Plan, Neighborhood Revitalization Strategy Area, and 2025-2030 Affirmatively Furthering Fair Housing (AFFH) Plan efforts ⚖️❤️			X				
Review plans and execute Affordable Housing Development Agreements for all residential projects in the pipeline ⚖️			X				
Continue to monitor affordable housing units to ensure compliance and preserve at-risk units where possible ⚖️❤️			X				
Reassess fee schedule for housing fees			X				
Provide amendments to the Inclusionary ordinance as necessary through the Housing Element ⚖️			X				
Support and facilitate the development of workforce housing efforts of Santa Cruz School District			X				
Complete outreach, feasibility analysis, and petition process for a Midtown Business District		X			X		

FY 2025 Goals (continued)	Fiscal Sustainability & Transparency	Strong Businesses & Vibrant Downtown	Housing	Homelessness Response	Public Safety & Community Well-Being	Natural & Built Infrastructure	Thriving Organization
Complete assessments of vacant storefronts and present recommendations for a new program to Council 🌲	X	X			X		X
Develop and begin implementation of an alleyway activation program		X			X	X	
Grow ridership, rental, and sponsorships of the Santa Cruz Shuttle program 🌲	X	X				X	
Complete implementation support for businesses navigating the streamlined private property outdoor seating permit process 🌲		X			X	X	
Continue implementation of Downtown Pops! vacant storefront activation program by placing four additional tenants		X			X		
Begin development of infrastructure needed for permanent activation in Lot 32 and creation of “Midtown Plaza”		X			X	X	
Complete two additional projects and execute agreements under two CARD Program 🏛️❤️		X			X	X	X
Replace four to five installations on Pacific Avenue through the SculpTOUR Program 🏛️❤️		X			X	X	



## Workload Indicators and Performance Measures

Workload Indicators	Strategic Plan Focus Area	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimate	FY 2025 Goal
Businesses contacted for assistance and retention 🏛️ 🌲	Fiscal Sustainability & Transparency; Strong Businesses & Vibrant Downtown	377	405	517	525	550
Rental revenues, including café extensions 🌲	Fiscal Sustainability & Transparency; Strong Businesses & Vibrant Downtown	\$1.9M	\$2.2M	\$2.0M	\$2.3M	\$2.3M
Number of affordable housing units monitored 🏛️ ❤️	Housing	1,351	1,367	962	1,089	1,251
Number of affordable housing units developed 🏛️ ❤️	Housing	83	136	88	249	246
Number of businesses receiving assistance to start or grow 🏛️ 🌲	Fiscal Sustainability & Transparency; Strong Businesses & Vibrant Downtown	93	127	179	185	200

Performance Measures	Strategic Plan Focus Area	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimate	FY 2025 Goal
Percent of federally-funded community grant (CDBG) contracts executed and ready to fund 🏛️ ❤️	Public Safety & Community Well-Being	93%	95%	89%	88%	88%
Percent change in downtown retail commercial vacancies 🌲	Fiscal Sustainability & Transparency; Strong Businesses & Vibrant Downtown	+2.5%	+0.3%	-0.6%	-0.2%	-0.8%
Percent change in new business licenses 🌲	Fiscal Sustainability & Transparency; Strong Businesses & Vibrant Downtown	-43%	9%	3%	5%	10%

# Budget Summary - Economic Development and Housing

		Fiscal Year*	Fiscal Year 2024			Fiscal Year
		2023 Actuals	Adopted Budget	Amended* Budget	Year-End Estimate	2025 Adopted
EXPENDITURES BY CHARACTER:						
Personnel Services		2,208,285	1,947,710	2,149,798	2,491,176	2,611,801
Services, Supplies, and Other Charges		5,447,415	19,132,497	41,193,241	16,016,888	6,105,030
Capital Outlay		-	30,000	73,064	30,000	60,000
Total Expenditures		7,655,700	21,110,207	43,416,103	18,538,064	8,776,831
EXPENDITURES BY ACTIVITY:						
Community Promotion-Arts	1503	70,875	70,875	70,875	70,875	70,875
Council-SC County						
Economic Development-Project	5401	2,612,345	3,231,731	3,348,563	3,823,266	4,242,913
Admin						
Economic Development-Project	5590	508,039	468,000	1,028,024	826,752	596,000
Admin						
Property Management	5591	238,945	191,000	358,725	358,725	251,005
City Arts	5592	115,474	70,000	299,384	299,384	70,000
Homelessness Response	6105	150,000	-	-	-	-
Subtotal General Fund		3,695,677	4,031,606	5,105,572	5,379,002	5,230,793
Cafe Extensions	1504	20,000	10,000	10,000	10,000	10,000
Kiosks	1505	6,500	16,000	17,695	17,695	16,000
Cooperative Retail Management	1506	205,071	220,000	410,000	410,000	410,000
AHSC	5211	-	-	7,250,940	-	-
IIG	5212	-	-	815,000	-	-
Economic Development-Project	5590	56,335	1,100,000	2,126,008	2,163,744	54,000
Admin						
Property Management	5591	-	-	-	-	60,000
Subtotal Other General Funds		287,906	1,346,000	10,629,643	2,601,439	550,000
Housing & Community Development	5201	3,235,518	15,200,118	20,817,101	10,470,340	2,528,853
CDBG Programs	5204	126,277	123,745	123,745	-	118,745
CDBG Programs	5205	3,840	11,900	11,900	-	24,400
HOME Program Administration	5207	22,689	59,994	59,994	-	59,944
AHSC	5211	-	-	5,800,000	-	-
Public Improvements-Other	5579	39,036	60,000	166,087	20,000	40,000
Rental Assistance Programs	5604	11,000	11,000	11,000	-	-
Low & Moderate Housing Production	5650	69,295	67,276	110,340	66,000	48,000

\*Sums may have discrepancies due to rounding



# Budget Summary - Economic Development and Housing

		Fiscal Year*	Fiscal Year 2024			Fiscal Year
		2023	Adopted	Amended*	Year-End	2025
		Actuals	Budget	Budget	Estimate	Adopted
Homelessness Response	6105	-	-	215,153	-	-
CDBG Programs	6203	139,460	160,000	160,000	-	175,000
Red Cross Social Services Programs	6204	25,000	38,568	38,568	1,284	1,096
Subtotal Other Funds		3,672,116	15,732,601	27,513,888	10,557,624	2,996,038
Total Expenditures		7,655,700	21,110,207	43,249,103	18,538,064	8,776,831
<b>RESOURCES BY FUND:</b>						
General Fund	101	87,227	61,300	426,004	239,492	228,045
Co-op Retail Management	122	218,558	220,000	410,000	415,800	410,000
Kiosk Maintenance	123	3,292	40,200	40,200	25,400	43,100
Economic Development Trust	136	49,131	-	21,730	8,300	5,000
IIG-AHSC	137	-	-	13,965,940	-	-
HOME Investment Partnership	253	635,216	1,116,390	4,350,744	1,399,637	2,061,603
Community Development Block Grant	261	467,908	707,493	1,393,486	-	593,725
Grant Loan Program	277	-	-	5,800,000	-	-
Affordable Housing Trust Fund	279	1,288,071	587,837	15,109,076	10,110,000	344,614
SA (H) LMIH-Merged 2-1-12	281	189,243	126,000	126,000	566,496	66,872
Total Resources		2,938,646	2,859,220	41,643,180	12,765,125	3,752,959
<b>Net General Fund Cost</b>		<b>(3,608,450)</b>	<b>(3,970,306)</b>	<b>(4,679,568)</b>	<b>(5,139,510)</b>	<b>(5,002,748)</b>
		<b>FY 2023</b>			<b>FY 2024</b>	<b>FY 2025</b>
<b>TOTAL AUTHORIZED PERSONNEL:</b>		15.50			16.50	19.00

\*Sums may have discrepancies due to rounding

## Staffing

Positions	FY 2022 Amended*	FY 2023 Amended*	FY 2024 Amended*	FY 2025 Adopted	FY 2025 Change
Administrative Assistant II	1.00	1.00	1.00	1.00	-
Administrative Assistant III	1.00	1.00	1.00	1.00	-
Business Liaison	1.00	1.00	1.00	1.00	-
Development Manager	4.00	5.00	5.00	6.00	1.00
Director of Economic Development and Housing	1.00	1.00	1.00	1.00	-
Economic Development Coordinator I/II	0.50	0.50	1.50	1.00	(0.50)
Economic Development Manager	1.00	1.00	1.00	1.00	-
Housing and Community Dev Mgr.	1.00	1.00	1.00	1.00	-
Housing Programs Specialist	1.00	1.00	1.00	1.00	-
Management Analyst	1.00	1.00	1.00	1.00	-
Principal Management Analyst	2.00	2.00	2.00	4.00	2.00
<b>Total</b>	<b>14.50</b>	<b>15.50</b>	<b>16.50</b>	<b>19.00</b>	<b>2.50</b>

\*Amended salary authorizations are adopted staffing plus any mid-year adjustments

# Organization Chart

