



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 and 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:

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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
- Administer business support programs including Downtown Pops!, storefront beautification grants, and the Grow Santa Cruz loan program

The Infrastructure & Property Development Division manages a diverse array of City-owned properties and community assets.

- Provide real estate services across City departments, 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 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, and manage various federal, state and local funding sources to leverage investment in the community, including federal HOME Investment Partnerships (HOME) and Community Development Block Grant (CDBG) Programs; State Local Housing Trust Fund (LHTF), Affordable Housing and Sustainable Communities (AHSC) and Infill Infrastructure Grant (IIG); and local Affordable Housing Trust Fund (AHTF)
- Monitor approximately 1,000 restricted units
- Track housing issues, pursue new funding and regulatory resources, and work in collaboration with other departments to develop effective programs, such as the City's nationally recognized Accessory Dwelling Unit (ADU) Program

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

- Solicit and contract with artists for public art projects in City projects and properties
- 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

FY 2025 Accomplishments

FY 2025 Accomplishments	<i>Fiscal Sustainability & Transparency</i>	<i>Strong Businesses & Vibrant Downtown</i>	<i>Housing</i>	<i>Homelessness Response</i>	<i>Public Safety & Community Well-Being</i>	<i>Natural & Built Infrastructure</i>	<i>Thriving Organization</i>
Began the process to determine feasibility of a Midtown Business Improvement district 🏛️	X	X			X		X
Continued to operate the Santa Cruz Beach and Downtown Electric Shuttle Program 🌲 ❤️		X				X	
Completed transition of 17 parklet permits from temporary to permanent 🌲 ❤️		X				X	
Completed streamlining the private property outdoor dining process 🌲 ❤️		X				X	
Executed 8 new property lease/license agreements 🌲	X	X					X
Finalized acquisition of 877 Cedar St							X
Assisted Public Works in the acquisition of 119-123 Locust St (Awe Sum Organics building)							X
Closed the sale and financing agreement of the City-owned Skypark property to the City of Scotts Valley, which will provide over \$8M of funding for the new Downtown Library 🌲	X					X	X

FY 2025 Accomplishments	<i>Fiscal Sustainability & Transparency</i>	<i>Strong Businesses & Vibrant Downtown</i>	<i>Housing</i>	<i>Homelessness Response</i>	<i>Public Safety & Community Well-Being</i>	<i>Natural & Built Infrastructure</i>	<i>Thriving Organization</i>
Supported Shakespeare Santa Cruz to break ground on their multi-use building		X			X	X	X
Awarded ~\$8.6M in grant funding to improve the resiliency of the Wharf 🌲		X			X	X	X
Implemented City emergency programs to support the financial stability and recovery of City tenants in response to the COVID-19 pandemic and partial Wharf collapse	X	X			X	X	X
Initiated the process to establish an Enhanced Infrastructure and Financing District to help fund needed infrastructure 🌲💖	X	X	X				
Led the development and submission of a \$30M grant application to fund a residential substance use disorder clinic to serve as the anchor program for the future Navigation Center at 125 Coral St ⚖️💖	X			X	X	X	
Awarded ~\$11M in Affordable Housing Sustainable Communities (AHSC) grant funding for the Downtown Library and Affordable Housing Project and obtained final Affordable Housing Tax Credit financing to start construction 🌲⚖️💖			X			X	
Continued administration of state grants totaling ~\$45M, which includes staff project management and budgeting for multiple affordable housing and infrastructure projects ⚖️💖			X			X	
Prepared inclusionary reviews of 314 affordable units and affordable agreements for 364 affordable units 💖			X				
Assisted with National Environmental Policy Act (NEPA) and affordability			X				

FY 2025 Accomplishments	<i>Fiscal Sustainability & Transparency</i>	<i>Strong Businesses & Vibrant Downtown</i>	<i>Housing</i>	<i>Homelessness Response</i>	<i>Public Safety & Community Well-Being</i>	<i>Natural & Built Infrastructure</i>	<i>Thriving Organization</i>
compliance certification for the lease up of 205 affordable housing units							
Allocated additional funding as available to the Emergency Rental Assistance, Landlord Incentive, and Security Deposit Programs 🏛️❤️			X				
Led Housing and Urban Development (HUD) Consolidation Plan, Annual Action Plan, and Neighborhood Revitalization Strategy Area efforts for the 2025-2030 plan period 🏛️❤️			X		X		
Supported and facilitated the development of Santa Cruz City Schools' workforce housing efforts, including the approved 100-unit workforce housing project at 313 Swift St 🏛️❤️			X				
Consolidated financing to provide a City loan for the new, permanently supported 121 housing unit project at 119 Coral St 🏛️❤️	X		X			X	
Reassessed fee schedule for Inclusionary Administration housing fees to achieve full cost recovery of staff time to Inclusionary Housing-related requests 🏛️❤️	X		X				
Funded the Housing Authority 100% affordable housing project mural on Swift St through the Mural Matching Grant Program 🏛️❤️			X		X	X	
Initiated a tech apprenticeship workforce development program for underserved communities through a		X			X		X

FY 2025 Accomplishments	Fiscal Sustainability & Transparency	Strong Businesses & Vibrant Downtown	Housing	Homelessness Response	Public Safety & Community Well-Being	Natural & Built Infrastructure	Thriving Organization
collaborative relationship with Digital NEST and Santa Cruz Works 🏛️							
Funded a climate action mural for the Rail Trail Segment 7, Phase 2, through the CARD Pilot Grant Program 🏛️ ❤️					X	X	
Recruited a community theater non-profit teaching organization to operate the Colligan Theater at the Tannery 🌲 🏛️ ❤️	X				X	X	X
Funded the Santa Cruz Equity Collab's renovation and celebration of the Black Lives Matter Mural, Senderos' annual Convite and Guelaguetza Festival, the Downtown Association's renovation of the "Welcome to Santa Cruz Mural," and the SC Pride Parade's 50 th Anniversary Milestone Traffic Signal Boxes to promote Santa Cruz as a welcoming and safe community for visitors and residents 🏛️ ❤️		X			X	X	X



FY 2026 Goals

FY 2026 Goals	<i>Fiscal Sustainability & Transparency</i>	<i>Strong Businesses & Vibrant Downtown</i>	<i>Housing</i>	<i>Homelessness Response</i>	<i>Public Safety & Community Well-Being</i>	<i>Natural & Built Infrastructure</i>	<i>Thriving Organization</i>
Complete outreach, feasibility analysis, and petition process for Midtown Business District and begin Westside feasibility		X			X		X
Grow ridership, rental, and sponsorships of the Santa Cruz Shuttle program 🌲	X	X				X	
Activate at least four Downtown Pops! spaces and implement vacant storefront window coverings program 🌲	X	X			X		X
Begin implementation of an alleyway activation program		X			X	X	
Begin development of infrastructure needed for permanent activation in Lot 32 and creation of "Midtown Plaza"		X			X	X	
Begin construction on Downtown play and paseo project and Maple Alley Riverwalk connection 🌲 ⚖️ 💕		X			X	X	
Begin installation of gateway signage, landscape, safety improvements, and public art in the Ocean St area plan 💕					X	X	
Complete installation of public Wi-Fi at the Wharf		X			X		
Complete eastside Wharf Reinforcement Project 🌲 ⚖️ 💕	X	X			X	X	
Complete plans and secure permits for construction of Miramar Restaurant at 45 Municipal Wharf	X	X				X	
Continue administering state grants totaling ~\$45M for multiple affordable housing and infrastructure projects 💕			X			X	

FY 2026 Goals	<i>Fiscal Sustainability & Transparency</i>	<i>Strong Businesses & Vibrant Downtown</i>	<i>Housing</i>	<i>Homelessness Response</i>	<i>Public Safety & Community Well-Being</i>	<i>Natural & Built Infrastructure</i>	<i>Thriving Organization</i>
Obtain final financing for the 136 River St 100% affordable housing project 🏡❤️			X				
Continue applying for available affordable housing grants 🏡			X				
Allocate additional funding, as available, to the Emergency Rental Assistance, Landlord Incentive, and Security Deposit Programs 🏡❤️			X				
Complete 2026 Program Year Annual Action Plan awarding Federal Fiscal Year 2026 CDBG and HOME funds 🏡❤️			X				
Review plans and inclusionary reviews and/or execute Affordable Housing Development Agreements for all residential projects in the pipeline 🏡			X				
Continue monitoring affordable housing units to ensure compliance, preserve at-risk units where possible, and publish online monitoring dashboard 🏡❤️			X				
Further refine draft amendments to the Inclusionary ordinance for City Council Review, as outlined in the Housing Element and new State Laws 🏡			X				
Complete three projects and execute two additional agreements in the CARD Pilot Grant Program 🏡❤️		X			X	X	X
Bring a proposed amendment to the Public Art municipal code to Council that adds an assessment on private development 🏡❤️	X	X			X	X	X
Replace five installations on Pacific Avenue and in the new paseos through the SculpTOUR Program 🏡❤️		X			X	X	

Workload Indicators

Workload Indicators	Strategic Plan Focus Area	FY 2022 Actual	FY 2023 Actual	FY 2024 Actual	FY 2025 Estimate	FY 2026 Goal
Businesses contacted for assistance and retention 🏴‍☠️ 🌲	Fiscal Sustainability and Transparency; Strong Businesses and Vibrant Downtown	405	517	436	500	525
# of businesses receiving assistance to start or grow 🏴‍☠️ 🌲	Fiscal Sustainability and Transparency; Strong Businesses and Vibrant Downtown	127	179	189	241	250
Rental revenues, including café extensions* 🌲	Fiscal Sustainability and Transparency; Strong Businesses and Vibrant Downtown	\$2.5M	\$2.3M	\$2.9M	\$2.6M	\$2.6M
# of affordable housing units monitored 🏴‍☠️ ❤️	Housing	1,367	962	988	1,000	1,072
# of affordable housing units developed 🏴‍☠️ ❤️	Housing	136	88	126	324	495

*FY 2022 and FY 2023 actuals updated to include rental revenue not previously reported



Performance Measures

Performance Measures	Strategic Plan Focus Area	FY 2022 Actual	FY 2023 Actual	FY 2024 Actual	FY 2025 Estimate	FY 2026 Goal
% change in downtown retail commercial vacancies 🌲	Fiscal Sustainability and Transparency; Strong Businesses and Vibrant Downtown	+0.3%	-0.6%	+2.2%	+4%	-4%
% change in new business licenses 🌲	Fiscal Sustainability and Transparency; Strong Businesses and Vibrant Downtown	9%	3%	-13%	5%	3%
% of federally-funded community grant (CDBG) contracts in the Annual Action Plan executed and ready to fund ⚖️💖	Public Safety and Community Well-Being	95%	89%	100%	100%	100%



Staffing

Positions	FY 2023 Amended*	FY 2024 Amended*	FY 2025 Amended*	FY 2026 Adopted	FY 2026 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	5.00	5.00	6.00	6.00	-
Director of Economic Development and Housing	1.00	1.00	1.00	1.00	-
Economic Development Coordinator I/II	0.50	1.50	1.00	1.00	-
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	4.00	4.00	-
Total	15.50	16.50	19.00	19.00	-

* "Amended" refers to the FTE count as of the adopted budget of the indicated fiscal year, plus any adjustments authorized by City Council within the course of the year



Budget Summary - Economic Development and Housing

		Fiscal Year 2025				Fiscal Year
		Fiscal Year 2024	Adopted	Amended	Year-End	2026
		Actuals*	Budget*	Budget*	Estimate*	Adopted*
EXPENDITURES BY CHARACTER:						
Personnel Services		2,781,569	2,611,801	2,611,801	3,215,394	2,650,645
Services, Supplies, and Other Charges		9,345,926	6,105,030	33,899,833	14,461,483	5,421,180
Capital Outlay		1,373	60,000	131,691	27,230	-
Total Expenditures		12,128,867	8,776,831	36,643,324	17,704,106	8,071,825
EXPENDITURES BY ACTIVITY:						
Community Promotion-Arts Council-SC County	1503	70,875	70,875	70,875	70,875	94,000
Economic Development-Project Admin	5401	4,184,158	4,242,913	4,363,358	4,826,103	4,647,288
Business Services	5590	565,346	596,000	837,061	845,799	596,000
Property Management	5591	45,379	251,005	474,545	227,230	251,005
City Arts	5592	75,292	70,000	294,092	191,275	46,875
Subtotal General Fund		4,941,049	5,230,793	6,039,932	6,161,282	5,635,168
Cafe Extensions	1504	10,000	10,000	26,500	10,000	26,500
Kiosks	1505	11,403	16,000	16,000	1,500	16,000
Cooperative Retail Management	1506	399,395	410,000	410,000	410,000	454,310
AHSC City Projects and Admin	5211	-	-	9,000,940	1,175,307	-
State HCD Loans and Grants	5212	938	-	814,063	39,500	-
Business Services	5590	135,295	54,000	1,837,458	551,983	365,000
Property Management	5591	-	60,000	60,000	-	-
Subtotal Other General Funds		557,030	550,000	12,164,961	2,188,290	861,810
Housing & Community Development	5201	6,207,612	2,528,853	12,000,257	3,376,201	1,095,792
CDBG Programs	5204	73,516	118,745	110,556	120,332	110,578
CDBG Programs	5205	3,840	24,400	24,400	18,066	10,900
HOME Program Administration	5207	25,044	59,944	59,944	26,000	35,598
AHSC City Projects and Admin	5211	-	-	5,800,000	5,500,000	-
Public Improvements-Other	5579	15,343	40,000	173,405	60,000	75,000
Rental Assistance Programs	5604	11,000	-	-	-	-
Low & Moderate Housing Production	5650	89,990	48,000	91,064	74,000	71,000
CDBG Programs	6203	160,000	175,000	173,666	178,840	175,000
Red Cross Social Services Programs	6204	26,225	1,096	5,140	1,096	979
Subtotal Other Funds		6,612,570	2,996,038	18,438,432	9,354,535	1,574,847
Total Expenditures		12,110,650	8,776,831	36,643,324	17,704,106	8,071,825

*Sums may have discrepancies due to rounding

Budget Summary - Economic Development and Housing

		Fiscal Year 2025				Fiscal Year
		Fiscal Year 2024	Adopted	Amended	Year-End	2026
		Actuals*	Budget*	Budget*	Estimate*	Adopted*
RESOURCES BY FUND:						
General Fund	101	302,232	228,045	295,404	177,562	185,033
Co-op Retail Management	122	413,061	410,000	410,000	409,650	454,310
Kiosk Maintenance	123	31,435	43,100	59,600	35,964	45,769
Economic Development Trust	136	12,877	5,000	26,730	17,000	77,000
IIG-AHSC	137	-	-	16,715,940	1,608,807	-
HOME Investment Partnership	253	3,013,264	2,061,603	4,795,612	2,930,002	592,358
Community Development Block Grant	261	505,730	593,725	1,489,060	1,170,770	552,892
Grant Loan Program	277	-	-	5,800,000	5,500,000	-
Affordable Housing Trust Fund	279	6,023,424	344,614	4,727,896	1,041,445	2,526,000
SA (H) LMIH-Merged 2-1-12	281	574,563	66,872	96,872	31,438	81,872
Total Resources		10,876,587	3,752,959	34,417,114	12,922,637	4,515,234
NET GENERAL FUND COST:		(1,234,063)	(5,023,872)	(2,226,211)	(4,781,469)	(3,556,591)
TOTAL AUTHORIZED PERSONNEL:		FY 2024 16.50		FY 2025 19.00		FY 2026 19.00

*Sums may have discrepancies due to rounding

Organization Chart

