



# County of Santa Cruz

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## REDEVELOPMENT AGENCY

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TOM BURNS, AGENCY ADMINISTRATOR

November 4, 1999

Agenda: November 16, 1999

Board of Directors  
County of Santa Cruz Redevelopment Agency  
701 Ocean Street  
Santa Cruz, CA 95060

### **IMPLEMENTATION PLAN FOR THE LIVE OAK-SOQUEL REDEVELOPMENT PROJECT AREA**

Dear Members of the Board:

The Community Redevelopment Law requires that each agency adopt, every five years, a five-year implementation plan that provides a link between the elimination of blight and the proposed actions of the agency. Your Board set the hearing for the second Implementation Plan for the Live **Oak/Soquel** Project Area on today's agenda.

By law, the implementation plan must describe: the goals and objectives of the Agency; programs, including potential projects, and expenditures to be made during the next five years of the plan; a description of how these goals, objectives, programs, and expenditures will assist in the alleviation of blight; and a description of how the Agency will implement both the requirement to increase, improve, and preserve low- and moderate-income housing and the inclusionary housing requirement. If the plan contains any project that will result in the destruction of low- or moderate-income housing, it must also identify replacement housing.

In addition, when the Agency conveys property acquired in whole or in part with tax increment funding, disposition actions must include an explanation of why the sale or lease of the property will assist in the alleviation of blighting conditions together with supporting evidence. Prior to the Agency's paying for the cost of a public improvement, the Agency is required to find that the payment of funds for the cost of the improvement will assist in alleviating blighting conditions and is consistent with the Implementation Plan.

Attached for your review is the Implementation Plan for the Live **Oak/Soquel** Project Area. The main body of the report includes a summary of Agency accomplishments to date, Project Area goals and objectives, programs to be implemented over the next five years, and expenditures. The more technical backup information and data required to meet the law are included as appendices.

The Plan includes seven goals: to protect and enhance residential neighborhoods; to support revitalization of small business-core areas; to strengthen the overall local economy; to enhance connections among areas of the Project Area to strengthen the overall sense of community; to encourage the development of programs, facilities, and opportunities for all area residents; to support the creation and preservation of diverse housing opportunities; and to maximize the effectiveness of Agency funds by attracting other revenue resources. Following each goal are the more specific program objectives.

From these goals and objectives come the Implementation Plan's projects and programs, which are divided into three main areas:

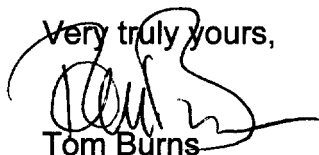
- Community Enhancement, which includes traffic and safety, drainage, public recreation, the public library, community planning and design, and neighborhood beautification;
- Economic Development, which includes parking facilities, business assistance, and development assistance; and
- Affordable Housing, which includes various programs to create new affordable housing opportunities and protect and improve existing affordable housing resources throughout the unincorporated area of the County.

The goals and objectives in the Plan reflect the priorities expressed by the community and approved by your Board over the past several years. Because the Agency has already been using a multi-year planning horizon, the programs or projects include those already reviewed by your Board.

It is therefore RECOMMENDED that your Board:

- 1) Hold a public hearing on the proposed Five Year Implementation Plan; and
- 2) Adopt the attached resolution adopting the second Five Year Implementation Plan for the Live Oak/Soquel Project Area.

Very truly yours,



Tom Burns  
Redevelopment Agency Administrator

TB:PH  
Attachments

cc. RDA  
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RECOMMENDED:



Susan A. Mauriello  
Redevelopment Agency Director

ATTACHMENT 1

BEFORE THE BOARD OF DIRECTORS  
OF THE REDEVELOPMENT AGENCY OF THE COUNTY OF SANTA CRUZ,  
STATE OF CALIFORNIA  
RESOLUTION NO. \_\_\_\_\_

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On the motion of Director \_\_\_\_\_  
duly seconded by Director \_\_\_\_\_  
the following resolution is adopted.

RESOLUTION ADOPTING IMPLEMENTATION PLAN

RESOLVED by the Board of Directors of the Santa Cruz County Redevelopment Agency, State of California:

WHEREAS, the Community Redevelopment Law requires each redevelopment agency that has adopted a redevelopment plan to adopt an implementation plan each five years;

WHEREAS, the Redevelopment Agency of the County of Santa Cruz adopted a Redevelopment Plan for the Live Oak/Soquel Project Area on May 12, 1987; and

WHEREAS, the Redevelopment Agency of the County of Santa Cruz adopted an Implementation Plan for the Live Oak/Soquel Project Area on November 22, 1994; and

WHEREAS, the Redevelopment Agency of the County of Santa Cruz in accordance with Section 33490 of the Health and Safety Code has duly given notice of a public hearing to consider the Implementation Plan for the Live Oak/Soquel Project Area; and

WHEREAS, the Board of Directors of said Agency has caused to be prepared and has reviewed said Plan;

NOW, THEREFORE, BE IT RESOLVED AND ORDERED, that the Redevelopment Agency of the County of Santa Cruz does hereby approve and adopt the Implementation Plan for the Live Oak/Soquel Project Area, attached hereto and incorporated herein by reference.

PASSED AND ADOPTED by the Board of Directors of County of Santa Cruz Redevelopment Agency, State of California, this \_\_\_\_\_ day of \_\_\_\_\_, 1999, by the following vote:

AYES:  
NOES:  
ABSENT:

ATTEST: \_\_\_\_\_  
Secretary of the Redevelopment Agency  
of the County of Santa Cruz

APPROVED AS TO FORM:

          *Joe M. Scott*            
County Counsel

Distribution: County Counsel  
                  Redevelopment Agency

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PROPOSED

**Implementation Plan**

for the

**Live Oak/Soquel Project Area**

**Redevelopment Agency of the County of Santa Cruz**

Adopted \_\_\_\_\_, 1999  
Resolution No.

0348

TABLE OF CONTENTS

LEGISLATIVE REQUIREMENTS . . . . . 1

SANTACRUZCOUNTYREDEVELOPMENTAGENCY . . . . .a. 2

POLICY BASIS AND PLAN DEVELOPMENT PROCESS . . . . . 7

GOALS AND OBJECTIVES . . . . . 9

PROGRAMS AND PROJECTS . . . . ., 14

SUMMARY . . . . . 20

APPENDIX A: HOUSING INFORMATION . . . . . 21

Tables:

Table 1: Redevelopment Activities Completed to Date . . . . . 3

Table 2: Status of RDA-Assisted Housing (By Units) . . . . . 4

Table 3: Listing of Agency-Funded Affordable Housing Projects and Programs . . . . . 6

Table 4: Summary of Relationship of Conditions of Blight and Plan Goals and Objectives  
. . . . . 13

Table 5: Summary of Relationship of Conditions of Blight and Plan Programs and Projects  
. . . . . 19

Table 6: Estimated Program Expenditures January 1, 2000 - December 31, 2004 . . . . . 20

Table A-1 : Low and Moderate Income Housing Fund Estimates and Number of Units  
**Completed By Year** . . . . . 21

Table A-2: Affordable Housing Production Requirements . . . . . 22

**LEGISLATIVE REQUIREMENTS**

0349

The Community Redevelopment Law requires that every five years each agency adopt a five-year implementation plan that provides a link between the elimination of blight and the proposed actions of the agency. The original Implementation Plan for the Live Oak-Soquel Project Area was adopted in November, 1994, and was updated in June of 1997. This document shall serve as the second Five Year Implementation Plan for the Live Oak-Soquel Project Area.

By law, the implementation plan must describe: the specific goals and objectives of the Agency; programs, including a program of actions and expenditures to be made during the next five years of the plan; a description of how these goals, objectives, programs, and expenditures will assist in the alleviation of blight; and a description of how the Agency will implement both the requirement to increase, improve, and preserve low- and moderate-income housing and the inclusionary housing requirement. If the plan contains any project that will result in the destruction of low- or moderate-income housing, it must also identify replacement housing.

This Plan is organized in a fashion to address the requirements of State law, while retaining continuity among goals and objectives and related programs and projects. The main body of the report includes a summary of Agency accomplishments to date, Project Area goals and objectives, and programs to be implemented over the next five years. The more technical backup information and data required to meet the law are included as appendices.

## SANTA CRUZ COUNTY REDEVELOPMENT AGENCY

0350

In 1986 the Santa Cruz County Board of Supervisors approved creation of the Redevelopment Agency of Santa Cruz County. Subsequently, in 1987, the Agency's first redevelopment plan -- for the Live Oak and Soquel areas -- was adopted. That plan was created to provide for revitalizing an area of the County which had developed at a pace where the provision of services had not kept pace with population growth, resulting in blighted physical, social, and economic conditions. In 1988, the Agency began a wide variety of efforts to upgrade the area; since that time many programs have been initiated, and numerous projects have been completed throughout the Project Area. Table 1 describes projects and programs that have been completed, described in more detail on the following pages.

### Initial Data Base and Special Studies:

The Agency has provided funding for and/or participated in preparing a variety of basic resources necessary to allow well-planned redevelopment in the Project Area, including an aerial photo base and topographic mapping; the Urban Forestry Master Plan; the Soquel Village Plan; a **parcel**-based land use inventory; the Retail Business Market Study; and traffic studies in Live Oak and Soquel .

### Community Infrastructure/Public Safety Improvements:

A number of community infrastructure/public safety improvements have been completed as part of the County's Capital Improvement Program, with full or partial Redevelopment Agency funding, including the following:

- **Road improvements** such as curbs, gutters, sidewalks, and bike lanes throughout the Project Area, including portions of 17th Avenue; 41<sup>st</sup> Avenue; 7<sup>th</sup> Avenue; Chanticleer Avenue; Commercial Way; East Cliff Drive; Felt Street; Jose Avenue; Park Avenue; Porter Street; Rodriguez Street; Soquel Drive, Thurber Lane; and East Walnut.
- **Drainage improvements**, including 34th/35th/36th/37th Avenues; Thurber Channel; Winkle Avenue/Prather Lane; 16th Avenue; Mission Drive; and 14th Avenue to Bonita Lagoon.

### Public Recreation Facilities and Other Community Facilities:

Work on public facilities has included parks and community centers, parking facilities, and a library:

- **Parks** developed include Twin Lakes, Jose Avenue, and Willowbrook, all neighborhood parks; land has also been acquired for two additional neighborhood parks, a community center in Soquel, and the A. J. Cummings community park.



**Table 1: Redevelopment Activities Completed to Date  
Live Oak - Soquel Project Area**

CONSTRUCTION PROJECTS	ECONOMIC VITALITY PROJECTS/ PROGRAMS																
<p><b><u>Parks and Community Facilities:</u></b></p> <p>Twin Lakes Park</p> <p>Willowbrook Park</p> <p>Jose Avenue Park and Pedestrian Bridge</p> <p>Interim Live Oak Library</p> <p>Simpkii Family Swim Center</p> <p>Live Oak Community Center</p> <p>Main Street Pedestrian Bridge Improvements</p> <p>Church Public Parking Lot</p> <p>Walnut Street Public Parking Lot</p> <p>Daubenbiss Public Parking Lot</p> <p>The Hook Beach Parking Lot</p> <p>Upper Soquel Creek Pedestrian Bridge</p>	<p>Soquel Parking and Business Improvement Area</p> <p>Retail Business Potential Studies</p> <p><b>Soquel Village</b> Off-Street Parking Development Program</p> <p>Small Business Assistance Program (LEAP)</p> <p>Felt Street Plaza Commercial Center Rehabilitation</p> <p>Pleasure Point Business Revitalization Plan</p> <p>Retail/ Industrial Siting Facilitation</p> <p>East Cliff Village Business Rehabilitation Loans</p> <p>Soquel Village Plan and <b>Soquel 2000</b> (Project Update)</p> <p>Commercial Way Retail Project</p>																
	<p align="center"><b>SPECIAL STUDIES/ PROGRAMS</b></p>																
<p><b><u>Road and Sidewalk Improvements:</u></b></p>	<p>Live Oak Circulation Study</p> <p>East Cliff Drive Circulation Alternatives <b>Study</b></p> <p>Commercial Way Circulation Study</p> <p>O'Neill Ranch Master Plan and EIR</p> <p>Urban Forestry Program and Street Tree Maintenance</p> <p>Road Plan Lines (ongoing)</p>																
<p>17th Avenue Improvements (Phase I, II, and III)</p> <p>Thurber Lane Improvements</p> <p>Felt Street Improvements</p> <p>East Walnut Street Improvements</p> <p>Soquel Drive (Walnut to Porter Gulch) Improvements</p> <p>Chanticleer Avenue Improvements</p> <p>East Cliff Dr. Improvements (East Cliff Village Area)</p> <p>Lower Porter Street Improvements</p> <p>Rodriguez Street Improvements</p> <p>Park Avenue Improvements</p> <p>Lower 7th Avenue Improvements</p> <p>Commercial Way Circulation/Drainage Improvements</p> <p>Portola Dr. Improvements (17<sup>th</sup> to 24<sup>th</sup>) &amp; 30<sup>th</sup> Ave. <b>Infill</b></p> <p>Lower 41<sup>st</sup> Avenue Improvements</p> <p>Jose Avenue Sidewalk <b>Infill</b> Project</p>	<p align="center"><b>PROPERTIES ACQUIRED; PENDING REDEVELOPMENT</b></p>																
	<p><b>O'Neill Ranch</b> (future A.J. Cummings Community Park)</p> <p><b>Cunnison Lane/The Farm</b> (future park &amp; community center)</p> <p><b>Capitola Road Site</b> (commercial site assembly)</p> <p>Heart of Soquel Mobile Home Pk. (future business focus area)</p> <p>Chanticleer Park Site (future park site)</p> <p>East Harper Street Park (future <b>minipark/housing</b>)</p>																
	<p align="center"><b>STREETScape PLANTING PROJECTS</b></p>																
<p><b><u>Drainage Improvements:</u></b></p> <p>34th, 35<sup>th</sup>, 36<sup>th</sup>, 37th Avenues Drainage Project</p> <p>Thurber <b>Channel</b> Drainage Project</p> <p>Winkle <b>Avenue/Prather Lane</b> Park Drainage</p> <p>14th Avenue to Bonita Lagoon Drainage</p> <p>Mission Drive Drainage Improvements</p>	<table border="0"> <tr> <td>Felt Street</td> <td>Chanticleer Avenue</td> </tr> <tr> <td>East Walnut St.</td> <td>Lower Main Street</td> </tr> <tr> <td>17th Avenue</td> <td>Lower Thurber Lane</td> </tr> <tr> <td>East Cliff Village</td> <td>Lower Porter Street</td> </tr> <tr> <td>Commercial Crossing</td> <td>Commercial Way</td> </tr> <tr> <td>Park Avenue</td> <td>Lower 7th Avenue</td> </tr> <tr> <td>Rodriguez Street</td> <td>Soquel Drive (Walnut to Porter Gulch)</td> </tr> <tr> <td>Lower 41<sup>st</sup> Avenue</td> <td>Portola Drive</td> </tr> </table>	Felt Street	Chanticleer Avenue	East Walnut St.	Lower Main Street	17th Avenue	Lower Thurber Lane	East Cliff Village	Lower Porter Street	Commercial Crossing	Commercial Way	Park Avenue	Lower 7th Avenue	Rodriguez Street	Soquel Drive (Walnut to Porter Gulch)	Lower 41 <sup>st</sup> Avenue	Portola Drive
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0352

- **The Simpkins Family Swim Center and Live Oak Community Center** was constructed in Live Oak.
- **Pedestrian Bridges** constructed include the Main Street bridge and Upper Soquel Creek bridge in Soquel, and the Harper Street bridge in Live Oak.
- In Soquel Village, three **public parking** lots have been purchased and constructed, and an easement for circulation and parking acquired on an existing lot. In addition, the Hook Beach Parking Lot in Live Oak was acquired improved.
- The property needed for a **library** in Live Oak has been acquired, and the interim library has been developed.

Economic Development/Business Assistance:

The Agency’s efforts to assist the business communities in Live Oak and Soquel has provided for greater communication both within the business community and between the businesses and local government. In addition, by working with business associations in both areas, Agency staff have further developed the Local Enterprise Assistance Program (LEAP). Modeled after the California Department of Commerce Main Street Program, LEAP focuses special efforts in the commercial core areas of Live Oak and Soquel to enhance business promotions, encourage business retention and expansion activities, and to promote other site improvements. Additionally, Redevelopment staff has worked closely with Planning and the community to identify “opportunity sites” for possible economic development projects within the Project Area, and has provided input to the local government’s economic development planning efforts.

Housing:

Over the past ten years, the Agency has worked hand in hand with numerous affordable housing developers and has provided approximately \$15 million in financial assistance to a variety of housing projects and programs, which involve a total of about 700 affordable housing units. The Agency has assisted new construction projects, rehabilitation projects, and resident acquisitions. Following is a summary of the types of projects assisted by the Agency:

Type	Completed	Planned/In Progress	Total
Existing Housing	365	43	408
New Housing	284	148	432
Total	649	191	840

Agency funds have been used for a variety of activities. Table 3 provides details on the projects and programs; they include the following:

- **Land acquisition** has included, for example, sites for homes built by Habitat for Humanity and the Vista Verde property in Freedom as a future site of 76 affordable units;
- **On-site and off-site improvements**, such as for the Stepping Out project, the VOA senior complex, and the Lagoon Beach Cooperative Apartments;
- **Grants** to help mobile home residents acquire their parks, such as the Pacific Family Mobile Home Park Cooperative and the Beachcomber Mobile Home Park;
- **Development assistance** through land acquisition to affordable housing developers of new development projects, such as the Maciel Lane project, the Farm project (a 39-unit project developed by Mid-Peninsula Housing Coalition in 1993) and the Vista Verde project (a 76-unit project currently being developed by Vista Verde Housing Associates).
- **Local matching funds** provided to help attract federal and State grants, such as transitional housing projects and the HAND housing rehabilitation program.
- **Preservation of existing "at risk" affordable units** where affordable restrictions are scheduled to expire, including the Woodland Heights Seniors Apartments.
- **Assistance to low-income first time home buyers.**
- **Last month's rent/security deposit** assistance for low-income renters.

Details on **the Agency's replacement housing requirements and affordable housing production requirements** are provided in Appendix A. All of the fourteen units lost as a result of **Agency-assisted** projects to date have been replaced within the four-year period required by law. Additionally, based upon the number of market rate housing units anticipated to be built within the Project Area, the Agency is projecting to again exceed its **10-Year** Production requirement for affordable housing units.

**Table 3: Listing of Agency-Funded Affordable Housing Projects and Programs**

0354

Project	Description	Developer	No. Units	status
Habitat for Humanity (scattered sites)	New construction: single family houses for sale to very low income	Habitat for Humanity	6	Completed
Pacific Family Mobile Home Park	Conversion of mobile home park to limited equity co-op; low income coach owners	Santa Cruz Community Housing	34	Completed
VOA Senior Housing	New construction apt. units; very low income seniors	Volunteers of America	75	Completed
Lagoon Beach Cooperative	Apt. conversion to limited equity cooperative; very low income	Santa Cruz Community Housing	31	Completed
Stepping Out	New construction apartments; very low income disabled adults	Stepping Out Housing, Inc.	18	Completed
Cunnison Lane/Farm	New units/child care; very low income families	Mid-Peninsula Housing Coalition	39	Completed
Brommer Street	Apt. purchase/rehab.; transitional housing formerly homeless families	Housing Authority	6	Completed
Woodland Heights	Preserve affordability of low income senior rental project	Vosti Properties	68	Completed
Arroyo Verde	Enhance affordability of very low and low income ownership project	Housing Authority	101	Completed
Merrill Road	New construction: v. low income families	Housing Authority	15	Completed
Casa Linda	New construction; single family houses for very low income families	Housing for Indep. People	21	Completed
Beachcomber Mobile Home Park	Conversion of mobile home park to limited equity co-op; low income coach owners	Santa Cruz Community Housing	73	Completed
CDBG Housing Rehabilitation	Rehabilitation of single family, apartments and mobile homes; low income	Various	16	Completed
Murphy's Crossing	Rehabilitation and purchase of farm labor camp; low and very low income	Mid Peninsula Housing Coalition	18	Completed
Sorrento Oaks	Private mobile home park conversion; loans to low income park residents	Private Cooperative	13	Completed
Tierra Alta	Sanitation improvements for low and very low income farm worker housing	Housing Authority	36	Completed
Measure J	Measure J preservation; low and moderate income homeowners	RDA	3 (to date)	Completed
Cliffwood Estates Mobile Home Park	Private mobile home park conversion; loans to low income park residents	Private Cooperative	9	Completed
Willowbrook Assisted Care Housing	Assisted living housing and affordable rental units	Willowbrook LLC	40 beds + 4 units	Completed
Above the Line	Transitional housing for formerly homeless teens & affordable rental units	Mercy Housing	20 beds + 7 units	Completed
McIntosh Mobile Home Park	Preserve, expand, and upgrade mobile home park; low income	Mercy Housing	28	Under Construction
Vista Verde Apartments	New units and child care for very low income families	South County Housing	76	In Progress
San Andreas Farm Labor Housing	Reconstruction of dilapidated farmworker housing	Mid Peninsula Housing Coalition	43	In Progress
Seascape	Property deeded to County for affordable housing	Not yet identified	Estimated 40	In Progress
Habitat for Humanity Harper Street	New construction: single family houses	Habitat for Humanity	2	In Progress
McGregor	New Construction	Housing Authority	Estimated 30	In Progress
First Time Home Buyer Program	Assistance to low and very low income households to purchase homes	RDA	37 (to date)	Ongoing
Mobile Home Rehab. Program	Loans to low and very low income mobile home owners for coach upgrades	RDA	10 (to date)	Ongoing
Last/Deposit Program	Loan program to low income households to avoid homelessness	Housing Authority (contract w/ RDA)		Ongoing
Families in Transition	Program to assist lower income homeless families transition to self-sufficiency	FIT		Ongoing

## POLICY BASIS AND PLAN DEVELOPMENT PROCESS

The Redevelopment Agency provides for regular input and involvement of the community in the creation of community plans, development of program and project priorities, and implementation of specific projects. Additionally, through an annual public hearing on the Agency's proposed budget, community members are given an opportunity to comment on program priorities and general direction. Through the Agency's ongoing public participation process, a wide range of programs to address blighted conditions in the Project Area have been developed. This document, therefore, reflects the results of a public process that has been underway for many years.

In addition to direct input to the Agency on its projects and programs, the community's priorities and preferences have, over time, been reflected through a number of planning documents which guide the Agency's redevelopment efforts. In addition to the Redevelopment Plan itself and the Implementation Plan, the most significant of those documents include:

**The Santa Cruz County General Plan.** This document, which was significantly updated in 1994, establishes a broad range of land use, housing, and economic development policies and programs. The General Plan and accompanying EIR document the need for expanded safety improvements and public facilities within the Project Area. As well, this document directs future land uses by type and location in the Project Area. Lastly, this Plan includes a master plan for park, recreation, and community centers for the area.

**The Soquel Village Plan.** This plan, adopted in 1990 after extensive public workshops and discussions, includes a generalized blueprint for revitalization efforts in the one of the Project Area's established commercial core areas. The Village Plan includes a wide range of program and project recommendations.

**The County Capital Improvement Program.** This ongoing planning effort, which is subject to annual public input and comment, sets five year goals for public improvement projects throughout the unincorporated County, including the Project Area. The CIP also includes a long list of other capital project needs -- projects for which funding is not currently available. This unfunded list is used as a repository of information on future project options which are then evaluated for possible future implementation.

**Urban Forestry Plan.** This plan, adopted in 1992, establishes a general blueprint for addressing the need for aesthetic improvements throughout the Project Area. The Plan focuses primarily on the major roadway corridors, key entryways into the community, and important commercial areas.

**Library System Long Range Plan.** The Library System's Long Range Plan, adopted in 1990, describes population distribution and associated demand for library services. It documents the shortage of library services in the Project Area, and recommends numerous improvements to address that shortfall.

**Housing Report: Recommendations and Program Guidelines.** Adopted by the Board of Directors in 1990, this report includes details programs guidelines, priorities, and

criteria for the use of Low and Moderate Income Housing funds.

0356

## GOALS AND OBJECTIVES

The overall redevelopment efforts underway in the Live Oak and Soquel areas are based on the following goals and objectives, which have been developed in response to the several years of input received through the public participation process described in the previous section.

### **Goal #1: Protect and enhance the existing residential neighborhoods throughout the Project Area.**

#### Objectives:

- a. address public safety improvements through planning and **financing** needed street, intersection, sidewalk, drainage, and **bikeway** projects, in a fashion which complements neighborhood character.
- b. protect and enhance the character of residential neighborhoods through:
  - completing improvements to the arterial road system to discourage traffic through neighborhoods, and, when necessary, developing and implementing strategies to improve traffic patterns and protect neighborhoods.
  - encouraging appropriate site and building design of in-fill development.
  - implementing a streetscape program where appropriate.
  - implementing a traffic calming program where appropriate.
- c. acquire and develop appropriately located neighborhood parks which provide use by wide ranging age groups.
- d. provide expanded neighborhood access to parks, schools, and commercial areas through construction of pedestrian and bicycle access improvements.
- e. improve the existing housing stock, increase neighborhood stability, and reduce residential overcrowding by encouraging housing rehabilitation and protection of existing affordable housing, promoting housing ownership, and encouraging improved rental opportunities.

### **Goal #2: Support revitalization of the Project Area's small business core areas.**

#### Objectives:

- a. address public safety issues through planning and financing needed street, intersection, sidewalk, drainage, and **bikeway** projects that enhance the unique character of these areas.
- b. support public parking for small business core areas through private-public partnerships and other arrangements which result in the acquisition and development of appropriately located public parking facilities.
- c. provide planning and **financing** for special aesthetic improvements to improve current

unsightly conditions and to foster a unique character and identity for small business core areas.

d. provide incentives to retain and attract key businesses in core areas as set forth in the land use plans of the local government.

e. encourage strengthening small business associations and related business promotional activities.

f. where appropriate, encourage housing above ground floor commercial space to increase vitality and activity in core areas.

**Goal #3: Strengthen the overall local economy through expanding business opportunities within the Project Area which accomplish the goals of the local government's economic development strategy, including creating jobs, expanding the retail base, and enhancing funding for community services.**

Objectives:

a. provide infrastructure to encourage development of economic opportunity sites.

b. participate in site assembly and financial assistance for development projects which address community needs.

c. provide assistance to developers of commercial and industrial sites through serving as source of information on such sites.

**Goal #4: Enhance connections between neighborhoods and local centers of commerce, education, culture, recreation, and employment, to strengthen the overall sense of community.**

Objectives:

a. address public safety issues along, and encourage through traffic use of major roadways, through planning and **financing** needed street, intersection, sidewalk, drainage, and **bikeway** projects that facilitate through traffic while buffering adjacent land uses.

b. provide key pedestrian and **bikeway** linkages among residential neighborhoods, schools, business areas, and parks and other public facilities.

c. acquire and develop sites for community recreational opportunities, including community playing fields, pools, and other similar facilities.

d. acquire and develop sites for community facilities, including community centers and libraries.



- e. identify and work with owners of underutilized sites that can serve as community focus sites/gateways, and encourage design that enhances the community character. <sup>0359</sup>
- f. implement a streetscape program (including lighting, street trees, **signage**, and graffiti abatement) which enhances the character of major roadway corridors, key community entryways, commercial areas, and residential neighborhoods.
- g. encourage the protection and enhancement of, and public access to, riparian areas, lagoons, and other open spaces.
- h. encourage public access to Project Area beaches, recognizing their special status as access to the Monterey Bay National Marine Sanctuary, and ensuring that such access minimizes adverse neighborhood impacts.
- i. provide for a range of housing types throughout the Project Area to ensure availability and affordability of housing for Project Area residents.

**Goal #5: Encourage the development of diverse programs, facilities, and opportunities for area residents, including all economic, cultural, special needs, and age groups.**

Objectives:

- a. encourage participation of all sectors of the community in setting and implementing the Agency's program and project priorities.
- b. support the preservation of existing affordable housing and the development of appropriately located new affordable housing opportunities within the Project Area and in other unincorporated areas.
- c. ensure that public facilities are developed to accommodate and encourage use by all sectors of the community.
- d. support the development of new employment opportunities.
- e. assist in creating opportunities for area residents to participate in making decisions affecting their community and to take responsibility for alleviating problems through support of community groups and volunteer projects and programs.

**Goal #6: Support the creation and preservation of diverse housing opportunities throughout the unincorporated area of the County.**

0360

Objectives:

- a. provide for the creation and preservation of diverse housing types as well as diverse ownership and rental opportunities to serve all sectors of the community.
- b. support the development of appropriately located new affordable housing opportunities.
- c. improve the existing housing stock and reduce residential overcrowding by encouraging housing rehabilitation and protection of existing affordable housing,
- d. encourage improved rental opportunities, and assist community residents to live in stable rental housing.
- e. encourage home ownership by low income households.
- f. recognize the unique role and importance of farm worker housing in the community.

**Goal #7: Maximize the effectiveness of Agency funds by attracting other revenue resources as appropriate.**

Objectives:

- a. leverage Agency funds with those obtained from State, federal, and private grant sources.
- b. when feasible, use community and neighborhood assistance to implement projects and programs.
- c. participate in public/private partnerships to achieve Agency goals and objectives.

Table 4 illustrates the relationship between this Plan’s goals and objectives and the elimination of blight in the Project Area, as required by the Community Redevelopment Law: <sup>0367</sup>

Conditions Addressed	Goal #1	Goal #2	Goal #3	Goal #4	Goal #5	Goal #6	Goal #7
<b>Structural Blight</b>							
Deterioration and dilapidation	X	X	X	X	X	X	X
Defective design and character of physical construction	X	X	X	X	X	X	X
Faulty interior arrangement and exterior spacing	X	X	X		X	X	X
Overcrowding	X				X	X	X
Inadequate provision for light, ventilation, open spaces	X	X				X	X
Age, obsolescence, deterioration, dilapidation, mixed character, or shifting uses	X	X	X			X	X
<b>Non-structural Blight</b>							
Lots of irregular form and shape and inadequate size	X	X	X				X
Inadequate public improvements, facilities, open spaces and utilities	X	X	X	X	X	X	X
Traffic circulation; curbs, gutters, sidewalks	X	X	X	X		X	X
Drainage	X	X	X	X		X	X
Parks/community centers	X			X	X		X
Libraries				X	X		X
Parking	X	X		X			X
Depreciated values, impaired investments	X	X	X		X	X	X
Economic maladjustment (vacancies, undeveloped and underdeveloped properties)		X	X			X	X

SANTA CRUZ COUNTY REDEVELOPMENT AGENCY

IMPLEMENTATION PLAN

PROGRAMS AND PROJECTS

To meet the goals and objectives set forth in this Plan, the Agency will implement the following programs and projects:



## PROGRAMS AND PROJECTS

0362

To meet the goals and objectives set forth in this Plan, the Agency will implement a variety of programs and associated projects. As with all Agency activities, public participation will continue to play an instrumental role in helping shape Agency priorities, particularly as the Agency's programs are implemented and refined.

Table 5 shows the linkages between each of these programs and the conditions they address, and Table 6 shows estimated expenditures for the programs, including administrative costs.

### I. Community Enhancement

The Agency has developed a number of programs designed to improve and expand community and public facilities in the Project Area.

#### Traffic and Safety:

Over the years, traffic and safety improvements have not kept pace with the Project Area's population growth. As a result, congestion, combined with poor circulation patterns, greatly contribute to Project Area blight. The traffic and safety program will continue to provide vehicular, pedestrian, and bicycle improvements to facilitate traffic flow and enhance public safety. Agency projects include construction of curbs, gutters, sidewalks, bike lanes, medians, and signalization on County roads, and other projects identified in the County's Capital Improvements Program, as well as a traffic calming program. (For list of completed projects, see Table 1.) Specific roads, or portions of roads, which are planned to undergo improvements over the next five years include, but are not limited to: Brommer Street, Capitola Road, Soquel Avenue, 7th Avenue, Eaton Street, Upper 4 1 st Avenue, East Cliff Drive, and 30<sup>th</sup> Avenue.

#### Drainage:

There are a number of inadequate drainage facilities throughout the Project Area which contribute to blighted conditions. In an ongoing effort to prevent flooding and damage to public and private property, the Agency will continue to provide **financial** assistance to drainage improvements within the Project Area. Most of the road projects described above include a drainage improvement element. Specific drainage projects include completing the 30<sup>th</sup>, 32<sup>nd</sup>, and 33<sup>rd</sup> Avenues drainage project. The Agency will also pursue other drainage improvements as appropriate.

#### Public Recreation and Cultural Facilities:

An integral part of the Agency's activities includes providing for the continued availability of public recreation facilities to serve the needs of Project Area residents. New and enhanced public recreation facilities address the long-standing shortage of public recreation and cultural facilities in the Project Area, and meet the growing needs of the area's expanding population and community groups. This ongoing program provides for acquisition and development of a variety of new and expanded public recreational opportunities. Specific projects in the next five years include, but are not limited to, the A. J. Cummings community park, the Chanticleer Avenue park (acquisition and development), Live Oak riparian trails, pedestrian trails in Soquel Village, the East Cliff Drive trail, the Mattison Lane pedestrian bridge, and design of the Soquel Community

Center.

0363

#### Public Library:

There is a critical need for a branch library that is adequate to serve the 30,000 Live Oak and Soquel residents. In 1996, the Agency acquired property and developed the interim Live Oak branch library. Design for a permanent, expanded, library on the site is underway, and construction is expected to begin in 2002. The Agency may pursue expanding library services to other sites as well.

#### Community Planning and Design:

Planning, technical studies, and community design considerations are an important aspect of the Agency successfully integrating Agency projects with other public and private development in the Project Area. Over the next five years, the Agency will be continuing efforts such as developing plan lines for Project Area roads, working with the Planning Department on community-based planning efforts, and conducting other studies that may be needed for other redevelopment and related projects.

#### Neighborhood Beautification:

Agency efforts to upgrade existing neighborhoods involves beautification projects which can make significant improvements, often spawn community participation, and encourage private investment. The ongoing Urban Forestry Program coordinates and finances street tree planting within the public right-of-way as well as on public and private property along public **rights-of-way**. This project utilizes both County staff and neighborhood volunteers. Other projects which the Agency may be involved in implementing in the next five years include utilities undergrounding, graffiti abatement and property cleanup/trash abatement, efforts to identify and improve key gateways in **the** Project Area, and other projects and programs, as needed.

## **II. Economic Development**

Encouraging economic activity, business development and private investment in the Project Area is key to a successful redevelopment strategy. A strong economy is fundamental to the quality of life of Project Area residents, the health of local business, and the ability of local government to provide services. If private sector jobs and investment are lost or go elsewhere, the local economy declines, resulting in rising unemployment, higher social costs, decreasing local sales, falling local revenues, and deteriorating services and infrastructure. To prevent this social and physical deterioration, it is important to enhance the competitive economic position of the Project Area and County, encouraging business growth and building a positive business climate. The Agency will continue to pursue a variety of activities to help generate private investment, create jobs, and strengthen the economy of the Project Area.

#### Parking: Facilities:

A lack of convenient parking in core commercial areas can adversely affect business activity and economic growth in the Project Area. In addition, inadequate parking for residential neighborhoods can potentially impede neighborhood revitalization efforts. The parking facilities program assists in alleviating parking deficiencies in selected residential areas and in key commercial areas where business activity can be strengthened as a result of more accessible and

convenient parking. This program includes the acquisition and development of parking lots and the creation of new parking opportunities in the Project Area. Specific projects in the next five years may include, but are not limited to, development of shared parking opportunities in Soquel Village, parking for the Pleasure Point area, and additional beach parking.

#### Business Assistance:

Retaining and attracting business in the Project Area is an important component of the Agency's economic development strategy. Through this program, the Agency will work closely with the business communities in Live Oak and Soquel to identify efforts to retain and attract key businesses. These efforts involve continuing to:

- Foster communication within the business community and between the businesses and local government.
- Work with Project Area business associations, including support for the Local Enterprise Assistance Program (LEAP).
- Focus special efforts in the commercial core areas of Live Oak and Soquel to enhance business promotions, encourage business retention and expansion activities, and to promote facade and other site improvements.
- Work with local businesses and County agencies to ensure consistent code enforcement.
- Participate in other business assistance programs.

#### Development Assistance:

There are a limited number of major development opportunity sites in the Project Area. To help ensure that new development on key sites meets community needs, the Agency will continue to work with the community to identify development opportunities within the Project Area. If Agency development assistance is needed, Agency involvement will be carefully targeted to projects which meet identified community needs and would not otherwise be financially feasible for a private developer. Current activity is focused in the Soquel Avenue and Upper 41st Avenue areas; future activity may include other areas as well. During the next five years, the Agency will explore various opportunities through the following:

- Providing assistance to developers of selected non-residential sites which cannot be developed to meet broad based community needs without Agency involvement, such as site assembly or off-site infrastructure.
- Developing and maintaining a data base of available non-residential sites within the Project Area for use by interested developers.



### III. Housing

Consistent with the Agency's Housing Program guidelines adopted by the Board in 1990, over the coming five year period the Agency will assist a wide range of affordable housing projects within the Project Area and throughout the unincorporated County. Agency assistance will continue to provide for a variety of housing types ranging from small studio units to mobile homes, family sized rental units to single family dwellings.

#### Development of New Affordable Units:

The Agency will continue its involvement in the development of new affordable housing through acquiring development sites and collaborating with developers to construct new affordable units. Current short term projects include the construction of 76 new units in Freedom; construction of two new Habitat for Humanity units adjacent to the Harper Street park site, construction of new units on the County-owned site in Seascape; construction of new units on the Housing Authority-owned site on McGregor Drive; and the reconstruction of 43 farm worker housing units at the San Andreas Labor Camp. The Agency will pursue other projects as opportunities arise.

#### Housing Rehabilitation:

Within the Project Area in particular, and throughout the unincorporated County, there are a large number of substandard, dilapidated, and overcrowded housing units that contribute to area blight. The Agency will continue efforts to upgrade and improve existing owner occupied and rental housing stock, including farm worker housing. The Agency currently has a mobile home rehabilitation program that will assist **with** the rehabilitation of about 10 low income owner occupied mobile homes per year. As opportunities arise, the Agency will pursue other projects involving the rehabilitation of dilapidated housing.

#### Resident Acquisition of Property:

A substantial number residents currently living in rental housing and mobile home parks have expressed a strong desire for resident control of property currently leased or rented. Recent legislation allows State funds to be used both for resident acquisition and acquisition by a non-profit organization. The Agency will continue to assist mobile home park and apartment residents in resident and non-profit purchase projects. To date, the Agency has assisted with the purchase of the Pacific Family and Beachcomber mobile home parks, and has provided individual loans to low income mobile home owners in conjunction with the purchase of the Sorrento Oaks and Cliffwood Estates mobile home parks. The Agency anticipates continuing to provide financial assistance and technical support to assist in resident purchase projects.

#### Local Matching Funds:

Typically, Agency-assisted projects involve other federal, State, and private funding sources. During the next five years the Agency will continue to leverage its Low and Moderate Income Housing Funds as opportunities present themselves, by providing local matching funds to help attract outside housing subsidy funds to affordable housing projects.

#### Preservation of "At Risk" Existing Affordable Housing:

Throughout the unincorporated County, the Agency will continue to monitor the potential loss of affordable units with expiring affordability restrictions (including federal subsidies) and provide

financial assistance to preserve long term unit affordability. In addition, the Agency will continue its Measure J Unit Preservation to maintain affordability restrictions on units that are at risk due to foreclosure.

First Time Home Buyer Loan Program:

The Agency will continue its program to assist low income first time home buyers.

Last Month's Rent/Security Deposit Program:

Through this program, the Agency will continue to provide assistance to about 40 low income renter households per year who can pay rent but do not have sufficient funds for a last month's rent/security deposit payment.

Rent Subsidy Program:

This program assists homeless or near-homeless families transition into permanent housing. During the next five years, the Agency will continue to provide funding for short-term, declining rent subsidies.

7367

Table 5 illustrates the relationship between this Plan’s programs and projects and the elimination of blight in the Project Area, as required by the Community Redevelopment Law:

<b>Table 5: Summary of Relationship of Conditions of Blight and Plan Programs and Projects</b>			
<b>Conditions Addressed</b>	<b>Community Enhancement</b>	<b>Economic Development</b>	<b>Housing</b>
<b>Structural Blight</b>			
Deterioration and dilapidation	X	X	X
Defective design and character of physical construction	X	X	X
Faulty interior arrangement and exterior spacing		X	X
Overcrowding			X
Inadequate provision for light, ventilation, open spaces	X	X	X
Age, obsolescence, deterioration, dilapidation, mixed character, or shifting uses	X	X	X
<b>Non-structural Blight</b>			
Lots of irregular form and shape and inadequate size		X	
Inadequate public improvements, facilities, open spaces and utilities	X	X	X
Traffic circulation; curbs, gutters, sidewalks	X	X	X
Drainage	X	X	X
Parks/community centers	X		
Libraries	X		
Parking	X	X	
Depreciated values, impaired investments	X	X	X
Economic maladjustment (vacancies, undeveloped and underdeveloped properties)		X	X

Table 6 shows estimated expenditures for five years, as required by the Community Redevelopment Law :

<b>Table 6: Estimated Program Expenditures January 1, 2000 - December 31, 2004</b>					
<b>Program Expenditures *</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>
<b>Community Enhancement</b>	9,100,000	3,500,000	8,350,000	8,000,000	9,650,000
<b>Economic Development</b>	500,000	500,000	1,030,000	1,000,000	1,200,000
<b>Affordable Housing</b>	5,900,000	5,900,000	5,950,000	6,475,000	6,500,000

\* Includes administrative costs. These are estimates of expenditure by program area for planning purposes and are not intended to bind the Agency to specific financing limitations or require Implementation Plan amendments if actual expenditures differ from these estimates.

Funding for these programs is provided through tax increment revenue and bond proceeds. The Agency has bonded an average of once every three years; it is anticipated that there will be one or two new bond issues during the next five years.

## SUMMARY

This Implementation Plan for the Live Oak/Soquel Project Area describes the various programs which are proposed to be undertaken and continued during the next five years to assist in the alleviation of blighting conditions in the Project Area and to preserve and increase the community supply of affordable housing. These programs are recommended with the understanding that circumstances and situations are constantly changing. For this reasons, the Implementation Plan, as required by the Community Redevelopment Law, will be reviewed periodically and amended when needed to reflect changing priorities and needs.

**APPENDIX A: HOUSING INFORMATION**

0369

The revised Community Redevelopment Law requires that certain specific information pertaining to housing fund expenditures and affordable housing production in the Project Area be included in the Five Year Implementation Plan. This Appendix provides that information.

Funds Available/Expenditures:

Table A-1 indicates the amount of funds in the Low and Moderate Income Housing Fund, anticipated revenues and expenditures, and the estimated number of units that will receive Agency assistance during the next five years. (Although a project may receive Agency assistance over a number of years, the table shows only those units completed in a given year.) Activities include acquisition and development of new affordable housing; rehabilitation of dilapidated units; resident acquisition projects; local matching funds; preservation of “at risk” units; replacement units. A number of Agency programs (resident acquisition programs, the preservation of existing “at-risk” units, etc.) result in Agency-assisted units that are not counted toward the Agency production goals.

Year	PROCEEDS/INCOME			EXPENSES			Remaining Funds	No. Units	
	Beginning Balance	Bond Proceeds	Tax Increment	Subtotal Rev	Admin & Debt Svc	Projects & Programs			Subtotal Exp
2000	\$9,200,000		2,500,000	\$2,500,000	1,800,000	4,100,000	\$5,900,000	\$5,800,000	43
2001	\$5,800,000	2,000,000	2,700,000	\$4,700,000	2,100,000	3,800,000	\$5,900,000	\$4,600,000	127
2002	\$4,600,000		2,800,000	\$2,800,000	2,150,000	3,800,000	\$5,950,000	\$1,450,000	100
2003	\$1,450,000	4,500,000	2,900,000	\$7,400,000	2,375,000	4,100,000	\$6,475,000	\$2,375,000	40
2004	\$2,375,000		3,100,000	\$3,100,000	2,400,000	4,100,000	\$6,500,000	(\$1,025,000)	50
2005	(\$1,025,000)								

Production Requirements:

State law requires that 15 % of all units developed in a Project Area be affordable, with 40% of the affordable units (or 6 % of the total) affordable to very low income households, and 60 % of the affordable units (or 9 % of the total) affordable to low and moderate income households. The law also allows an Agency to count Agency-assisted affordable units that are outside a Project Area toward the Agency’s Project Area production requirement, on a two-for-one basis.

**1987 - 1999:**

Since the establishment of the Agency in 1987, a total of about 1,427 new units have been developed in the Project Area. Table A-3 shows the Agency’s obligation based on the affordable housing production requirements described above, and indicates the total number of units that can be attributed toward the Agency’s Project Area production requirements (A number of Agency-funded projects, such a mobile home acquisition projects, cannot be counted toward the Project Area production requirements.)

**2000 - 2027:**

The Community Redevelopment Law requires that this Implementation Plan include estimates of the affordable housing production requirements for each ten year period as well as for the life of the Project Area Plan. The Live **Oak/Soquel** Project Area has a 40-year limit on plan activities, ending in 2027. 0370

For the purpose of this analysis, the estimated annual new development in the Project Area is based on the Planning Department’s projected **buildout** model included in the General Plan. These **buildout** numbers may not materialize; actual development is determined by market and other forces, and is likely to be considerably less than the growth assumptions used herein. These figures, therefore, represent maximum numbers of units.

According to the General Plan, 2,312 new units can be accommodated in the Live Oak and Soquel Planning areas. This analysis assumes that full **buildout** will be achieved by 2015. The additional units are spread evenly over the remaining years. In addition, the Agency is required to replace units destroyed as a result of **Agency-funded** projects.

Table A-2 summarizes the Agency’s affordable housing production requirements, from its inception in 1987 through the end of Project Area activities in 2027.

**Table A-2: Affordable Housing Production Requirements**

	Very Low	Low-Mod	Total
1987-1999			
Requirement to Date	100	145	245
Production to Date*	80	313	393
End of 1999 Surplus (Deficit)	(20)	168	148
2000-2009 (10-Yr Cumulative)			
Requirement	98	140	238
Estimated Production*	123	118	241
Prior Surplus (Deficit)	(20)	168	148
End of 2009 Surplus (Deficit)	5	146	151
2010-2027			
Requirement	65	93	158
Prior Surplus (Deficit)	5	146	151
End of 2027 (Plan Life Cumulative) Surplus (Deficit)	(60)	53	(7)

\* Includes privately-developed inclusionary units as well as Agency-assisted units

During the next ten years, through continuation of its existing programs, the Agency will meet its requirements by producing at least 123 very low income units and at least 118 low-moderate income units.

As noted above, the actual obligation is likely to be considerably less than these numbers; in addition, production is likely to be considerably higher because the projects included in the estimates are only those that are already in planning stages and/or funded. While projections beyond a ten year period become increasingly speculative, it is clear, based on the Agency’s

experience to date and pipeline projects, that if Agency Low and Moderate Income Housing Funds continue to be used to assist in the new construction and substantial rehabilitation of affordable housing, then the Project Area affordable housing production obligations over the life span of the Agency will be easily achieved.

**Replacement Housing Requirements:**

Redevelopment Law (Section 33413(a)) requires agencies to replace low or moderate income units displaced by an agency activity, within 4 years of displacement. Since the Agency's inception, Agency projects have minimized displacement of low and moderate income households and the loss of housing units. To date, a total of 25 units have been lost as a result of Agency-assisted projects; all have been replaced within the four-year period required by law with low or very low income units (even though the original units were not all documented as low or very low income units). Within the next five-year period, the Agency may remove up to 34 units. Table A-2 includes these units as part of the Agency's obligation.