

# DOWNTOWN SANTA CRUZ

## ORGANIZATIONAL STRATEGIC PLAN

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The Downtown Association (DTA), Downtown Management Corporation (DMC), and the City of Santa Cruz Economic Development Department have come together to initiate a strategic planning process for the downtown organizations. The DTA and DMC were formed in 1990 and 1994 respectively, in response to acute needs in the aftermath of the 1989 Loma Prieta earthquake. While the organizations have evolved over the last twenty years, a strategic planning effort like this has never been done. The time is right to revisit the organizations' mission, program, and organizational structure to ensure it is aligned with the current and anticipated needs of downtown.

This organizational strategic plan will:

- ✓ Engage a broad group of stakeholders to identify strengths, challenges, and opportunities for improvement in Downtown Santa Cruz
- ✓ Assess current and future market trends that will impact Downtown Santa Cruz
- ✓ Evaluate ways to diversify program, revenue and organizational structure options
- ✓ Clarify roles and responsibilities among the myriad organizations working on downtown issues
- ✓ Consider opportunities to collaborate with civic organizations, agencies, and private entities on improvements for downtown
- ✓ Recommend areas of program and project emphasis for the organizations in the short term (next 18 months) and the mid-term (up to five years)
- ✓ Identify benchmarks to track and measure success.

Based on identified priorities and areas of emphasis, recommendations will be made for organizational adjustments that align staffing, budgets, boundaries, and organizational structure to meet the strategic plan objectives.

A steering committee, representing a diverse array of stakeholders, has been assembled to oversee the strategic plan and will convene regularly throughout the six-month process.

To assist in this strategic planning effort, the City of Santa Cruz hired Progressive Urban Management Associates (P.U.M.A), a national real estate economics and planning consultancy with experience in downtown strategic planning, organizational development and business improvement district formation and renewal. For more information on P.U.M.A., see [www.pumaworldhq.com](http://www.pumaworldhq.com).

**For more information on the project, please contact:**

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