

City of Capitola Initial Strategic Plan Draft 3.0

Draft 3.0 – March 20, 2025

Mission (why we are here)

We are a vibrant coastal community committed to delivering dependable, accessible services that foster connection and belonging through participatory governance.

Vision (how we accomplish Mission / where we are going)

The City of Capitola is a thriving, family-friendly community that prioritizes resident needs while fostering a healthy balance between sustainable tourism, economic growth, and coastal environment and lifestyle.

Values (The “Capitola Way”)

- **Collaborative Engagement:** We collaborate with the community and partners through clear communication, fostering inclusive dialogue, and shared ethical solutions grounded in honesty and integrity.
- **Dynamic Innovation:** We embrace progressive practices and continually strive for improvement and incorporating the best solutions for evolving community needs.
- **Fiscal Sustainability:** We engage in responsible financial stewardship, prioritizing resources, and supporting economic development to increase revenue, maintain and deliver quality services now and into the future.
- **Resilient Community:** We dedicate our time to ensuring safety across our neighborhoods, streets, and coastline, fostering a strong sense of security while preparing for emergencies, disasters, and the effects of climate change.
- **Respectful Service:** We treat everyone with respect, courtesy, and dignity, fostering a welcoming, and inclusive community environment.
- **Responsible Growth:** We commit to sustainable decision-making, planning for future generations while safeguarding the natural environment, resources, and history to maintain Capitola’s charm.

Six Strategic Priorities:

Accountable Government
Attainable Housing
Community Safety
Economic Opportunity
Healthy Families, Community, and Environment
Sustainable Infrastructure

Accountable Government: We maintain the trust of our community by engaging residents through collaboration and effective communication while responsibly managing City resources and finances to ensure long-term stability.

Objectives

- Encourage broader engagement to increase access to local government for all members in the community.
- Ensure resources are available so we are prepared for disasters and one-time expenses.
- Increase accessibility for public participation in City appointed and elected positions to enhance community representation.
- Research and review city limits to evaluate where and how the City provides service to enhance efficiency.
- Review and identify potential funding sources to diversify our revenue to ensure the city has sufficient resources to meet our needs.
- Utilize evolving technology and tools for fiscal transparency to respond to changing needs while informing and collaborating with the community to enhance trust.

Performance Measures

- Evaluate revenue options prior to 2026 election
- Growth in social media ‘followers’ (or appropriate term), newsletter recipient list, etc.
- Increase and diversify presentations (by front line/middle management staff) to City Council to increase facetime and outreach
- Increase in local government academy participant applications
- Increase public access to forms both online and in multiple languages
- Percent of revenue that is sales tax
- Percent increase of parking revenues
- Track and see increase in number of attendees (in person and/or virtually) for public meetings

Attainable Housing: We will implement our Housing Element and infrastructure that balances diverse housing opportunities, supports varied income levels, and ensures thoughtful, community-focused attainable housing.

Objectives

- Adopt regulations and programs to streamline development approvals for different housing types to create opportunities for housing affordability at all income levels.
- Collaborate with property owners, developers, and non-profits to support opportunities to increase Capitola’s housing stock.
- Evaluate opportunities to incentivize housing development on the Capitola Mall site and along the 41st Avenue corridor.
- Improve communication of housing options and opportunities through education and outreach so residents are aware of available resources.
- Improve the efficiency of the design review process for single-family home and second story additions to sustain aging housing stock while protecting neighborhood esthetics.
- Maintain and improve the character of existing residential neighborhoods and historic districts through thoughtful design to preserve the unique quality of life in Capitola.
- Pursue grants and additional revenue sources to assist with planning of infill housing production and maintaining existing housing stock.

Performance Measures

- Annual Housing Report to the State of California Housing and Community Development
 - Add regulations to diversify housing
 - Amend Incentives for Community Benefits for mall site and surrounding areas by December 2025
 - Annual developer interest meeting
 - Meetings with Non-Profit Housing Organizations
 - Number of ADU
 - Number of multifamily
 - Number of single family
 - Number of units
 - Number of units by income
 - Remove barriers to housing in Zoning Code
- Community survey results on resident satisfaction with integration of new housing development
- Implement the Housing Element
 - Time to get a planning permit
 - Time to get building permit
- Increase in funding available for housing annually.
- Update communication on housing opportunities on website and in newsletter biannually.

Community Safety: We will be a safe and resilient community, relying on the proactive training and expertise of our trusted police department to collaboratively provide public safety and emergency preparedness.

Objectives

- Complete emergency operation plan in collaboration with the County Office of Response, Recovery, and Resilience (OR 3) to ensure readiness for emergencies.
- Continue to review and revise Police Department policies and programs with the Chief's Advisory Committee (CAC) to ensure alignment with best practices.
- Improve crime prevention using environmental design principles to reduce crime.
- Preserve the Police Department and community's relationship with a priority of accessibility to all so that all community members feel comfortable connecting with police.
- Proactively share information and advocate for state legislation to support e-bike safety.
- Support and grow the Chief's Advisory Committee to provide feedback and input to the Police Department.
- Support pedestrian, bike, and car safety to decrease critical traffic related incidents.
- Utilize technology to effectively communicate with the community so they feel informed and safe.
- Work with the regional partners on efforts to sustain mental health services and connect people in crisis to relevant resources.

Performance measures

- Increase year-over-year in police public education programs
- Increase number of followers over time
- Maintain number of crisis intervention trained police officers
- Maintaining strategic communication training for police officers
- Number of e-bike related incidents
- Number of policies and programs reviewed by CAC

- Number of social media posts over time
- Number of people who attend National Night Out year-over-year
- Percentage decrease year over year in vehicle, pedestrian, and bike collisions
- Percentage improvement/maintain in response time to emergency calls
- Percentage reduction in part-one crime
- Percentage reduction in property crime
- Percentage reduction in violent crime
- Percentage of residents signed up for emergency alerts systems year-over-year
- Percentage of violent crimes filed by the DA over X time frame

Economic Opportunity: We will create a thriving economy and maintain our regional shopping identity by supporting local businesses and national establishments in the Village, Bay Avenue, and 41st Avenue corridor.

Objectives

- Attract and retain high-quality jobs to enhance community economic stability.
- Attract new healthcare providers and facilities to the region to offer a range of high-quality services to enhance choice and access for residents.
- Complete 41st Avenue corridor plan to develop and improve public spaces to build a sense of community and promote economic activity.
- Create a citywide hotel incentive program to support tourism and generate revenue.
- Develop programs and identify zoning code amendments to support new and existing businesses citywide.
- Encourage and support Capitola’s authentic sense of place to grow community, create a unique experience, and encourage sustainable tourism.
- Evaluate existing public parking and onsite parking requirements to support economic growth and resident needs.
- Partner and leverage relationships with regional business groups and organizations to enhance communication and collaboration to foster economic development.

Performance Measures

- Complete all zoning code updates by December 2026
- Count/number of funding to local business groups
- Evaluate public parking by 2026
- Hotel incentives zoning by December 2025
- Track growth in different business sectors
- Track meetings with partners and leverage relationships
- Track the number of business licenses and any trends/change over time

Healthy Families, Community, and Environment: We will promote a thriving, inclusive city where families and individuals can grow together and connect in community spaces.

Objectives

- Collaborate with the region to improve access to healthcare for families, children, and seniors.
- Diversify outreach so that all residents have access to what the community offers.
- Foster and enhance the City’s work with regional partner organizations to provide for the needs of our residents.

- Improve the City's facilities to support opportunities for community building, planned programming, and social interaction.
- Maintain and care for green and open spaces to promote wellness and ensure opportunities for gathering.
- Plan for accessible and resilient public spaces so that people have places to gather, work and play.
- Provide accessible, diverse, and responsive programs so that all generations can thrive.
- Update and execute the City's Climate Action Plan so that we protect our residents and sustain our city for the future.

Performance Measures

- Annual evaluation of regional partnerships, demonstrating measurable outcomes such as increased service delivery, expanded program access, or joint funding leveraged to address community needs
- Completion of planned and future capital improvement projects
- Decrease in staff time on programs due to efficiency and community involvement
- Grow through programs – skill development for professional staff
- Increase and/or preserve land for green spaces
- Increase in Community use of parks and green space for both recreation and public
- Implement measurable Climate Action Plan goals, such as reductions in greenhouse gas emissions, energy savings in city facilities, or urban greening initiatives
- Number of programs, new and recurring and attendance
- Participant growth and access to diverse programs
- Receive oral presentations from Community Impact Grant recipients on use of City funds to highlight achievements and discover potential for collaboration and further partnerships
- Repeat of funded outreach programs to increase accessibility

Sustainable Infrastructure: Our community will build and maintain safe streets, sidewalks, and public facilities that improve connectivity, fostering a vibrant City that is accessible and welcoming for all.

Objectives

- Create an active transportation plan with multi-modal infrastructure to increase mobility for residents and visitors.
- Create and maintain a Capital Improvement Program (CIP) to have a schedule for developing and improving public resources.
- Complete and executive the American Disability Act (ADA) Transition Plan to make the city more accessible.
- Explore building, zoning, and municipal code updates to encourage resilient construction and reconstruction in flood prone areas of the city.
- Implement the Climate Action Plan and Hazard Mitigation Plan to build and maintain city assets so that we can respond effectively to weather events.
- Plan for infrastructure to support future increase in housing stock.
- Provide public facilitates to meet existing and projected service needs.

Performance Measures

- Complete CIP projects year-over-year
- Consistent participation in monthly Regional Transportation Commission (RTC) meeting
- Finalize Climate Action Plan update in 2025
- Implement the Pavement Management Plan

- Increased connectivity of trails, sidewalks, and walkways (linear feet completed)
- Increase Pavement Condition Index (PCI) for city streets
- Meet ADA compliance targets as outlined in the ADA Transition Plan
- Percentage increase in the number of commuters biking or walking
- Reduce average vehicular speed on arterial streets by FY2027

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