

Strategic Plan

MARCH 27, 2025

Background

- During FY 2023-24 goal-setting, City Council directed staff to develop a strategic plan
- FY 2023-24 Budget allocated \$50,000
- September 14, 2023: Council emphasized need for a flexible, living document

Project Milestones

- December 2023: City Council approved contract
- Early 2024
 - Biweekly meetings with BerryDunn
 - Prepared stakeholder list, interview questions, surveys
- March 2024: Project paused until Fall 2024
- September 25: Public Kickoff at Wharf Opening
- October: Initial Outreach
- November: Public Council workshop
- February 4: Draft Plan Presented during council meeting
- February 2025: Public Review Period

SHARE YOUR VISION



More information: <https://bit.ly/3zrzPdc>



City of Capitola Strategic Plan

We want your input and feedback on the City's first strategic plan, which will help guide Capitola into the future.

For more information and to share your thoughts, use the link in bio!

MISSION

The City of Capitola Strives to...

Ensure high quality of life for all residents

INCLUSIVITY AND ACCESSIBILITY

Increase Inclusivity

Power to the People

Collaborative active partnerships

Strategic Priorities

More housing options
opportunities
Attainable Housing options alternatives
Planned housing development

Economic Opportunity
Thriving Economy
Economic Development
Tourism

Fiscal Sustainability of the org

VISION

Village vibrance

tourism & Protect residents

Sense of belonging, welcoming

Family Friendly

RESILIENCE AND ADAPTABILITY

The city is ...

Vibrant

Community Well Being

"You can be you"

Diverse tourism/ access beach

Opportunity to thrive

Economic opportunity jobs, housing, can main a family

environmental health & Stewardship

Sea-side community or village town city

- Cooperation/collaboration among City departments
- Resiliency/ability to adapt

Opportunities

- ~~Small business~~ • Economic development
- Small business attraction
- Tourism
- City infrastructure
- Transportation/Connectivity
- Maintaining State & Federal Partnerships

Weaknesses

- Sales tax wasn't kept up with inflation
- Celebration & acknowledgment of City staff
- Compensation (had to go to ballot measure to increase)
- Reactive

... addressing the

plan for this for all ...

- 1/2 of 5 ↓ kids is decreasing - cost of living issues for families
- Balancing # for the demographic trends/changes
- Preserving community character while allowing for needed progress / affordability
- Benchmark to similar ... that have done it

MISSION, VISION AND VALUES

Mission

Why we're here



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

Vision

Where we're 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.

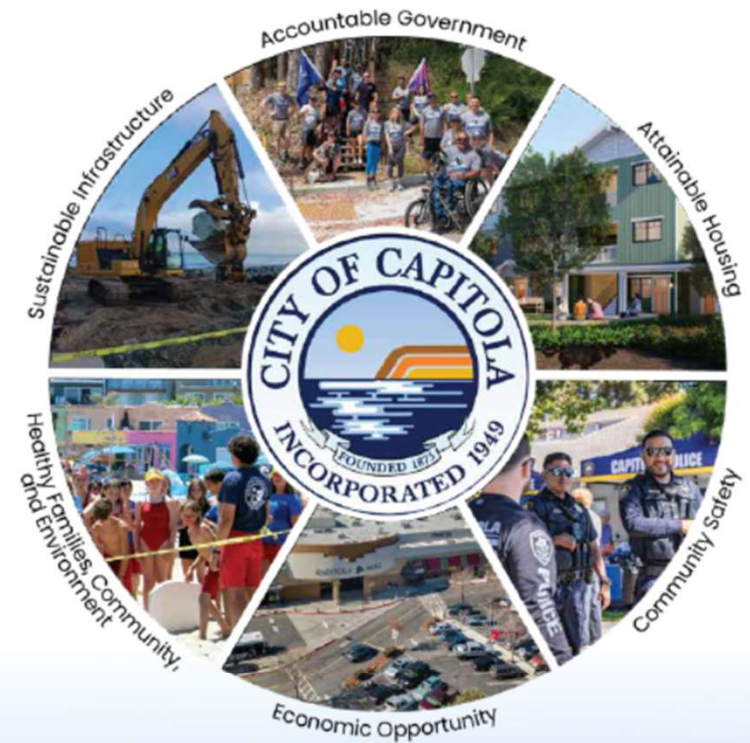
Respectful Service

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.

PLAN AT A GLANCE



Public Review Outreach



- Press releases
- 30,000+ reach on social media
- Online input portal
- Direct emails to Stakeholders & Employees
- Bilingual Posters
- Bilingual Postcards to all City residents
- 4+ Digital Newsletter Articles
- Agendized for all Advisory Bodies

Review Mission Statement

Proposed Draft Mission Statement (February 4, 2025 City Council meeting)

We are a dynamic coastal community committed to providing dependable and accessible services that enhance Capitola's sense of connection and belonging within participatory governance.

Revised Mission Statement (After the community review)

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



Mission Statement: Feedback

We are a dynamic coastal community committed to providing dependable and accessible services that enhance Capitola's sense of connection and belonging within participatory governance.

181 responses

This proposed mission statement needs revising.



The mission statement is actionable and could guide future objectives for the City of Capitola.



The mission statement answers the question "what does the City of Capitola do?"



0.00 0.10 0.20 0.30 0.40 0.50 0.60 0.70 0.80 0.90 1.00

■ Disagree and Strongly Disagree ■ Neutral ■ Agree and Strongly Agree



Revised Mission Statement -

We are a dynamic coastal community committed to providing dependable and accessible services that enhance Capitola's sense of connection and belonging within participatory governance.

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

Comments:

- Ensure "connection and belonging" are grounded in specific, actionable outcomes, like fostering a sense of community or increasing resident participation in governance.
- Eliminate vague terms like "sense of connection and belonging" and replace with more specific goals like "improving quality of life through community engagement."
- Shift focus on "connection and belonging" to "community engagement" for better clarity, ensuring it speaks directly to participation and involvement.
- 90 total responses



Review Vision Statement

Proposed Draft Vision Statement (February 4, 2025 City Council meeting)

The City of Capitola is a resilient and family-friendly community that balances tourism and economic opportunities with resident needs, so everyone is welcome.

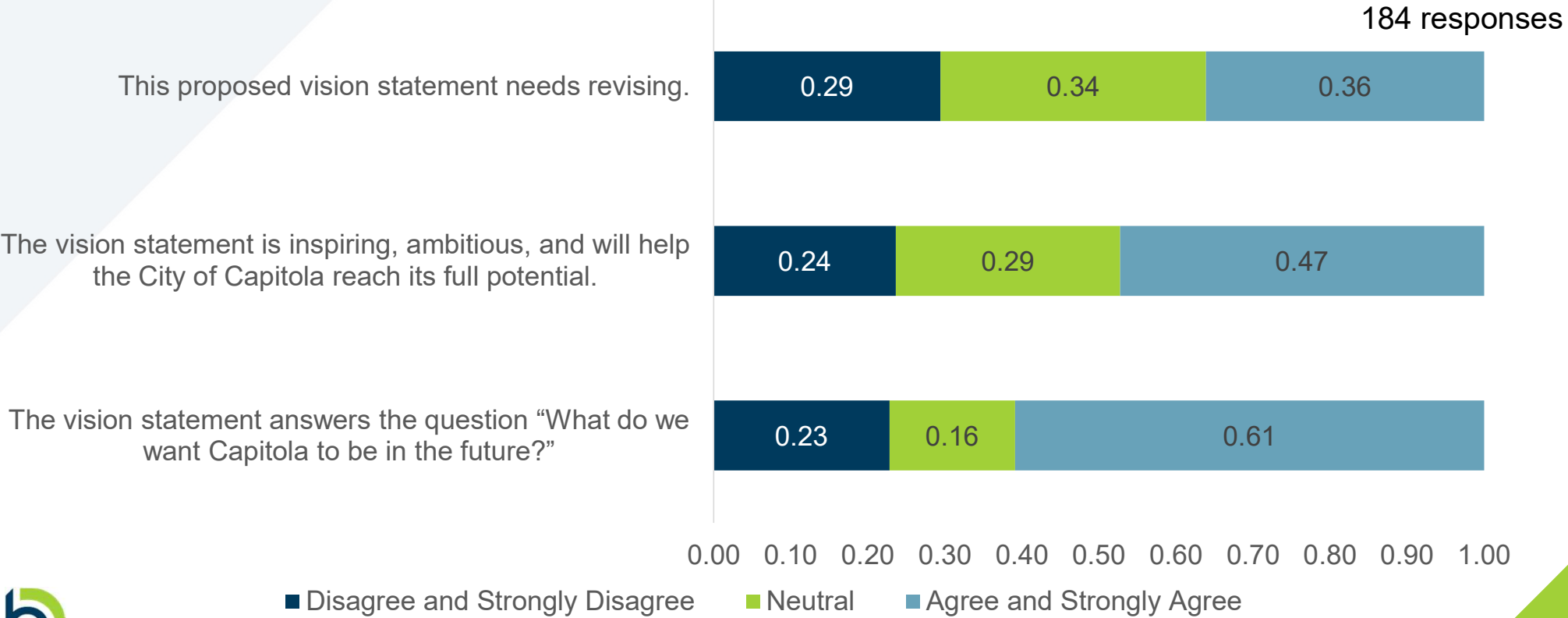
Revised Vision Statement (After the community review)

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.



Vision Statement: Feedback

The City of Capitola is a resilient and family-friendly community that balances tourism and economic opportunities with resident needs, so everyone is welcome.



Revised Vision Statement

The City of Capitola is a resilient and family-friendly community that balances tourism and economic opportunities with resident needs, so everyone is welcome.

"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.**"

Comments:

- Stresses the concept of "thriving" to reflect a more prosperous, dynamic future.
- "Prioritizes" makes it clear that the city's primary concern is meeting the needs of residents.
- Focus on coastal beauty and lifestyle addresses the community's desire to preserve what makes Capitola special.
- 58 total responses



58 total
responses

Proposed Values (February 4, 2025 City Council meeting)

Collaborative Engagement: We collaborate with the community and partners through clear communication, fostering inclusive dialogue, and shared ethical solutions grounded in honesty and integrity.

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.

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.

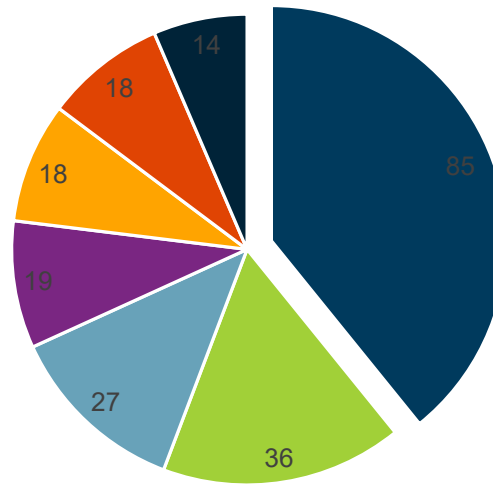
Respectful Service: We treat everyone with respect, courtesy, and dignity, fostering a welcoming, and inclusive community environment.

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.



Public Feedback on Values

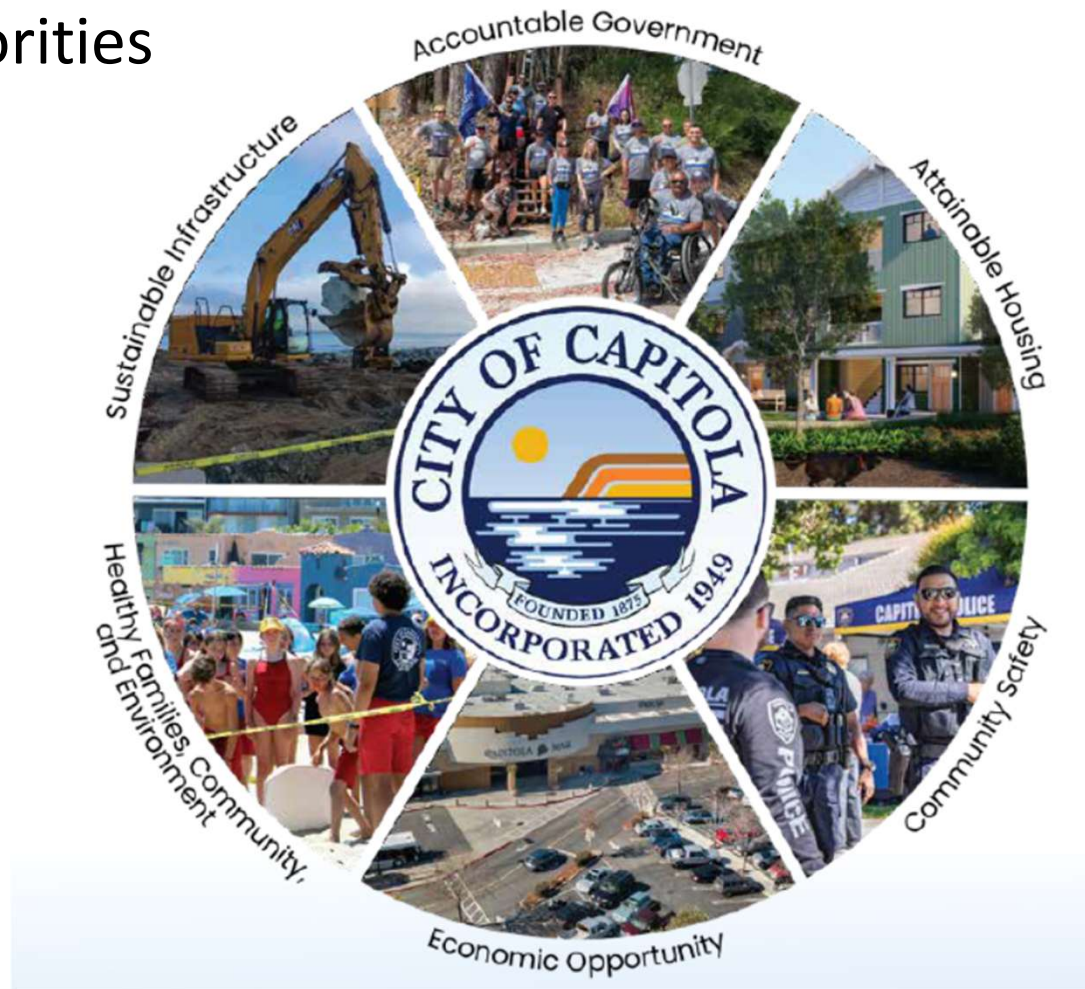


Support All Values!

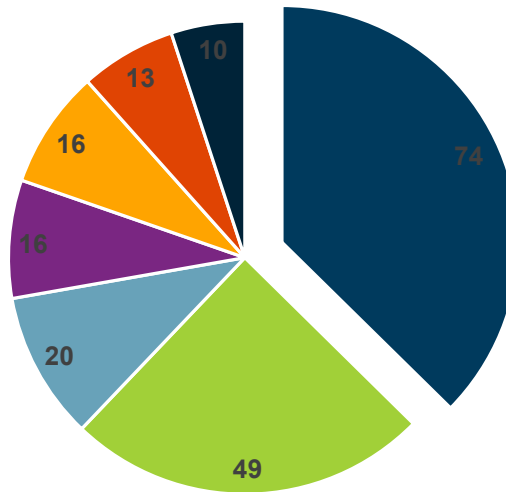
- Support All Values
- Would Not Include Dynamic Innovation
- Would Not Include Collaborative Engagement
- Would Not Include Fiscal Sustainability
- Would Not Include Respectful Service
- Would Not Include Responsible Growth
- Would Not Include Resilient Community



Strategic Priorities



Feedback on Strategic Priorities



***Support All
Priorities!***

- Support All Priorities
- Would Not Include Attainable Housing
- Would Not Include Healthy Families, Community, & Environment
- Would Not Include Economic Opportunity
- Would Not Include Sustainable Infrastructure
- Would Not Include Accountable Gov.
- Would Not Include Community Safety



Plan at a Glance


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

Vision: 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: Collaborative Engagement; Dynamic Innovation; Fiscal Sustainability; Resilient Community; Respectful Service; Responsible Growth

Priorities: Accountable Government; Attainable Housing; Community Safety; Economic Opportunity; Health Families, Community, & Environment; Sustainable Infrastructure

Next Steps

- Strategic Plan will help guide budgeting process
 - Staff will maintain Strategic Plan website for transparency & access
 - Use Implementation Plan to track Performance Measure progress and project/policy development & completion
 - Review plan on a 2 or 3-year cycle
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Recommendation

Adopt the City of Capitola Strategic Plan!

