

## City of Capitola Initial Strategic Plan Draft

Draft 1.0 – January 16, 2025

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### **Mission (why we are here): Two Options**

1. The City of Capitola strives to grow a thriving, coastal community with dependable and inclusive services, and participatory governance.
2. We are a dynamic coastal community providing dependable and inclusive services that enhance Capitola's sense of belonging.

### **Vision (how we accomplish Mission / where we are going): Two Options**

1. The City of Capitola is a family-friendly community that balances tourism and economic growth with resident needs, so everyone is welcome.
2. We foster a resilient community where economic opportunities grow and where families, residents, and tourism flourish.

### **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.

**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 and planning for future generations while safeguarding the natural environment, resources, and history.

**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, incorporating the best solutions for evolving community needs and maintaining Capitola's charm.

**Fiscal Sustainability:** We engage in responsible **financial** stewardship, prioritizing resources to maintain and deliver quality services now and in the future.

### **Strategic Priorities**

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

#### Objectives

1. Create an active transportation plan with multi-modal infrastructure to increase mobility for residents and visitors.
2. Create and maintain a Capital Improvement Program (CIP) to have a schedule for developing and improving public resources.
3. Implement the Climate Action Plan and Hazard Mitigation Plan to build and maintain city assets so that we can respond effectively to weather events.

4. Provide public facilities to meet existing and projected service needs.
5. Complete and executive the ADA Transition Plan to make the city more accessible.
6. Plan for infrastructure to support future increase in housing stock.

#### Performance Measures

- Implement the Pavement Management Plan
- Increase Pavement Condition Index (PCI) for city streets
- Percentage increase in the number of commuters biking or walking
- Reduce Average vehicular speed on arterial streets BY FY2027
- Increased connectivity of trails, sidewalks, and walkways (linear feet completed)
- Meet ADA compliance targets as outlined in the ADA Transition Plan
- Complete CIP projects year-over-year
- Finalize Climate Action Plan update in 2025
- Consistent participation in monthly Regional Transportation Commission (RTC) meeting

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

#### Objectives

1. 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.
2. Support pedestrian, bike, and car safety to decrease critical traffic related incidents.
3. Work with the regional partners on efforts to sustain mental health services and connect people in crisis to relevant resources.
4. Support and grow the Chiefs Advisory Committee to provide feedback and input to the Police Department.
  - a. Continue to review and revise Police Department policies and programs with the Chiefs Advisory Committee to ensure alignment with best practices.
5. Complete emergency operation plan in collaboration with the County Office of Response, Recovery, and Resilience (OR 3) to ensure readiness for emergencies.
6. Improve crime prevention using environmental design principles to reduce crime.
7. Utilize technology to effectively communicate with the community so they feel informed and safe.
8. Proactively share information and advocate for state legislation to support e-bike safety.

#### Performance measures

- Percentage reduction in violent crime
- Percentage reduction in part-one crime
- Percentage reduction in property crime
- Percentage improvement/maintain in response time to emergency calls
- Percentage decrease year over year in vehicle, pedestrian, and bike collisions
- % of residents signed up for emergency alerts systems year-over-year
- Number of e-bike related incidents
- Percentage of violent crimes filed by the DA over X time frame
- Increase year over year in police public education programs
  - Number of people who attend National Night Out year-over-year
- Maintain number of crisis intervention trained police officers
- Maintaining strategic communication training for police officers

- Number of policies and programs reviewed by CAC
- Number of social media posts over time
- Increase number of followers over time

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

#### Objectives

1. Collaborate with developers and non-profits to support opportunities to increase Capitola's housing stock.
2. Adopt regulations and programs to diversify housing types and create opportunities for housing affordability at all income levels.
3. Pursue grants and additional revenue sources to assist with housing production and maintenance of existing housing stock.
4. Evaluate opportunities to increase incentives for housing development in proximity to the Capitola Mall.
5. Improve communication of housing options and opportunities through education and outreach so residents are aware of available resources.
6. Maintain and improve the character of existing residential neighborhoods through thoughtful design to preserve the unique quality of life in Capitola.

#### Performance Measures

- Annual Housing Report to the HCD (CA State Housing and Community Development)
  - Number of units
  - Number of single family
  - Number of ADU
  - Number of multifamily
  - Number of units by income
  - Annual developer interest meeting
  - Meetings with Non-Profit Housing Organizations
  - Remove barriers to housing in Zoning Code
  - Add regulations to diversify housing
  - Amend Incentives for Community Benefits for mall site and surrounding areas (December 2025)
- Housing element implementation list
  - 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 survey results on resident satisfaction with integration of new housing development

**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 41<sup>st</sup> Avenue corridor.

## Objectives

1. Develop programs and amend zoning to support new and existing businesses citywide.
2. Evaluate existing public parking to support economic growth and resident needs.
3. Encourage and support Capitola's authentic sense of place to grow community, create a unique experience, and encourage sustainable tourism.
4. Complete 41st Avenue corridor plan to develop and improve public spaces to foster community and promote economic activity.
5. Create a citywide hotel incentive program to support tourism and generate revenue.
6. Partner and leverage relationships with regional business groups and organizations to enhance communication and collaboration to foster economic development.

## Performance Measures

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

**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

1. Provide accessible, diverse, and responsive programs so that all generations can thrive.
2. Improve the City's facilities to support opportunities for community building, planned programming, and social interaction.
3. Maintain and care for green and open spaces to promote wellness and ensure opportunities for gathering.
4. Foster and enhance the City's work with regional partner organizations to provide for the needs of our residents.
5. Diversify outreach so that all residents have access to what the community offers.
6. Update and execute the City's Climate Action Plan so that we protect our residents and sustain our city for the future.
7. Plan for accessible and resilient public spaces so that people have places to gather, work and play.

## Performance Measures

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

- Increase and/or preserve land for green spaces
- Annual evaluation of regional partnerships, demonstrating measurable outcomes such as increased service delivery, expanded program access, or joint funding leveraged to address community needs.

**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

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

#### Performance Measures

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