



City of Capitola – Strategic Plan Development Sessions

November 12 and 13, 2024

Updated January 2025



Agenda – Day 1

- ▲ **1** Project and Strategic Plan Overview
- ▲ **2** Review Environmental Scan and SWOC Analysis
- ▲ **3** Brainstorm the City's Mission Statement, Vision Statement, Core Values/Guiding Principles, Strategic Priorities, and Strategic Goals
- ▲ **4** Review, Refine, and Develop Performance Measures
- ▲ **5** Next Steps



Agenda – Day 2

- 1 Project and Strategic Plan Overview
- 2 Review Environmental Scan and SWOC Analysis
- 3 Review and refine City Council Work
- 4 Identify and Develop Strategic Objectives
- 5 Review, Refine, and Develop Performance Measures
- 6 Develop a Process for Updating and Reporting
- 7 Next Steps

Introducing Our Team



Seth Hedstrom

Project Principal



Michelle Kennedy

Project Manager and
Lead Facilitator



Maddison Powers Spencer

Research Analyst and
Facilitator



Karen Whichard

Facilitator



335+ Consulting
Resources

Project Plan and Approach



Guidelines for Effective Participation



Speak from your own perspective using “I” statements.



Respect others’ viewpoints while listening respectfully and intently.



Stay focused on the discussion at hand.



Ask questions.



Speak in “we” statements when reporting out from breakout discussions.

Strategic Plan: What and Why?

What is a strategic plan and why is it important?



Strategic plans help cities:

- Plan for the future
- Set clear goals and priorities to allocate resources effectively
- Maintain focus to make progress on issues of most importance to community members

Strategic Plan: What and Why?

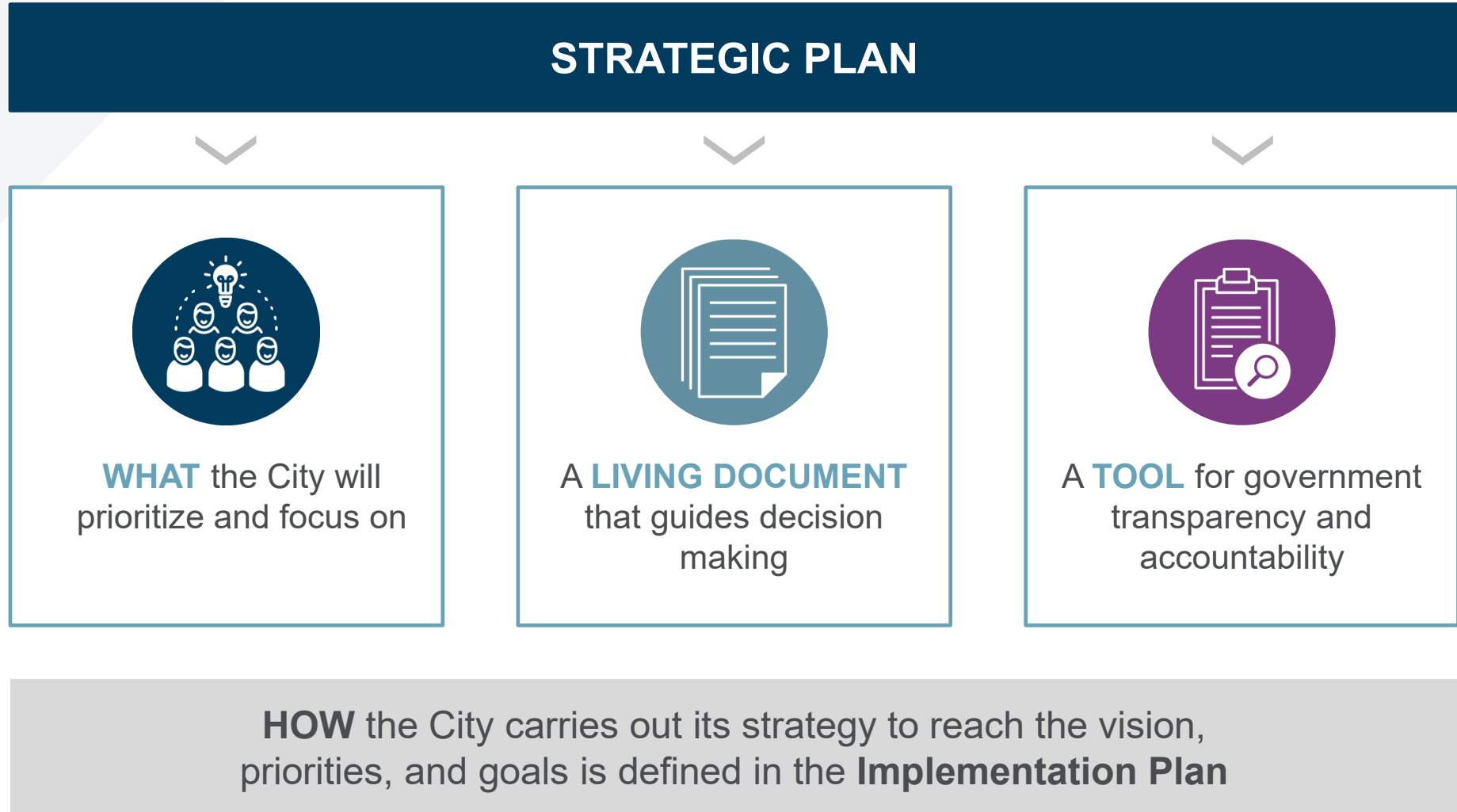
Why does the City need a Strategic Plan?



The City Strategic Plan will:

- Help set a clear direction for its future by outlining goals and objectives
- Help prioritize use of resources and help ensure resources are allocated to best meet new goals and objectives
- Focus City efforts on the areas identified as most critical to achieving its desired outcomes and adapt its plans as circumstances change

What is a Strategic Plan?



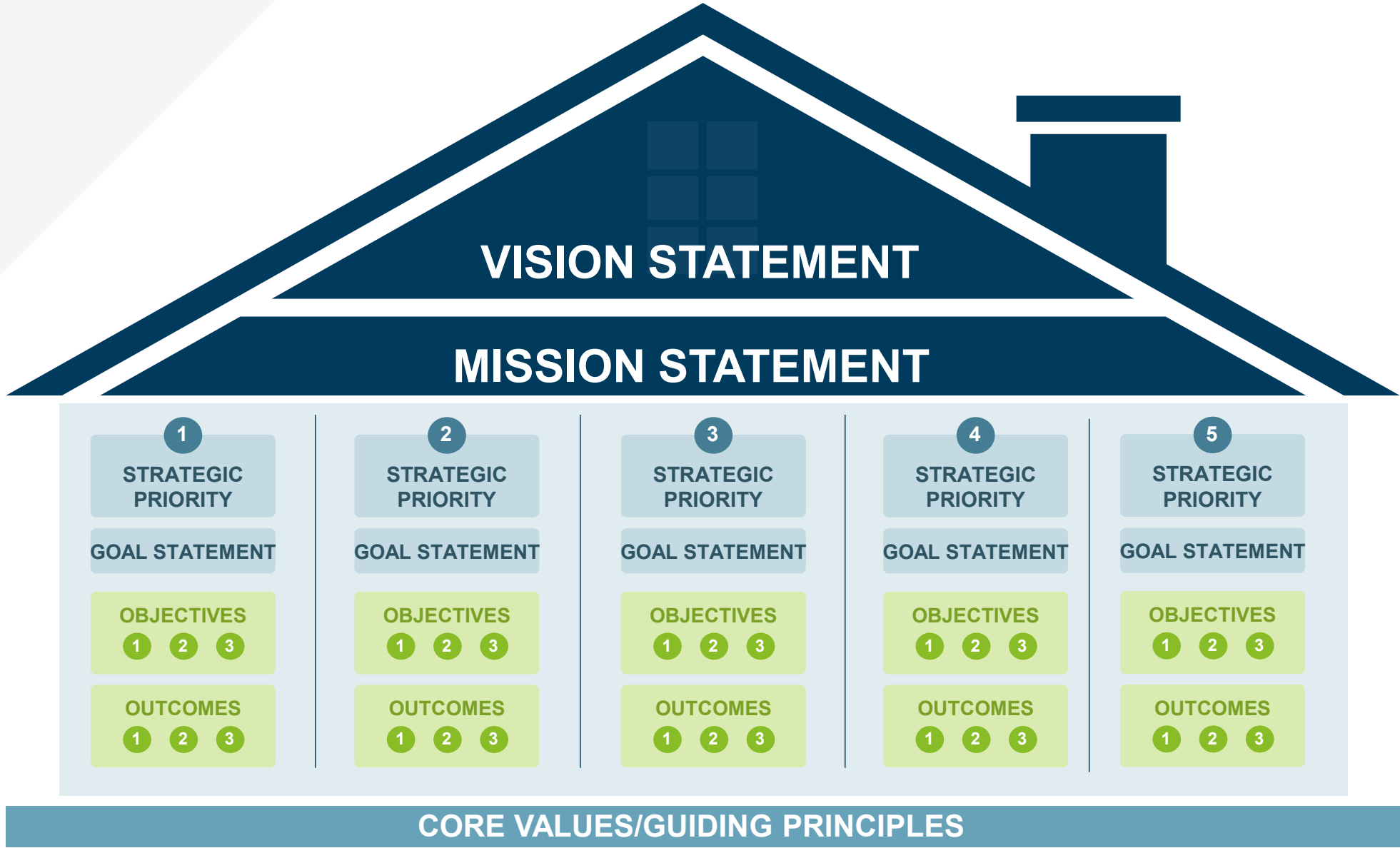
Plan Development



Strategic Plan Elements



How do Strategic Plan elements fit together?



Environmental Scan



An **environmental scan** presents current and anticipated events and their relationships within an organization's internal and external environments.

The scan serves as a basis of determining the future direction of the organization.

What's an Environmental Scan and Why Does It Matter?



Identify potential opportunities, challenges, and trends that can drive the City's focus and effectiveness.



Provide everyone involved in strategic planning with a shared understanding of the City's current environment.



Help the City leaders successfully navigate the forces and obstacles that can hinder the achievement of a shared vision.

What Sources Inform the Strategic Planning Process?



Community and employee input including individual interviews, group interviews, focus groups, written responses, and a community forum



Social Pinpoint Strategic Planning website including a survey, poll, ideas wall, and discussion board



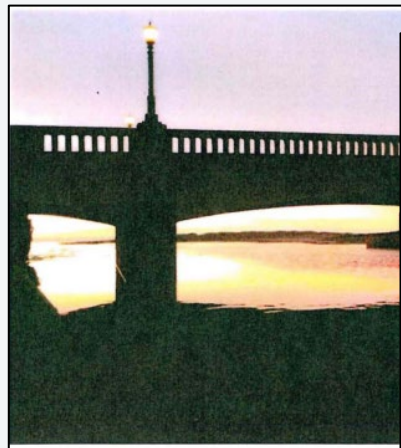
City, County, and regional demographic and economic data



Current City plans, budget, and policy documents



City Council and staff development sessions



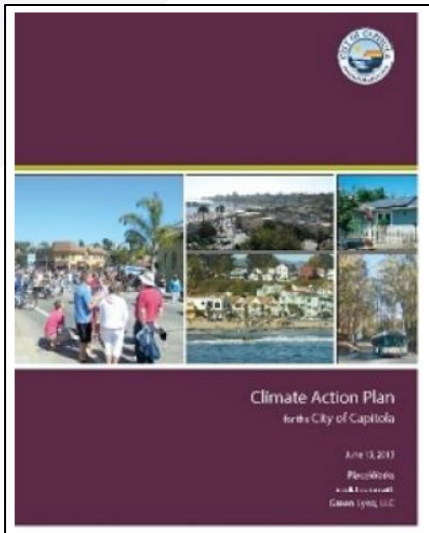
VISION CAPITOLA CREATING COMMUNITY

May 2016

City of Capitola Housing Element of the General Plan 2023-2031 Re-Adopted August 22, 2024



ADOPTED BUDGET FISCAL YEAR 2024-25



Climate Action Plan for the City of Capitola

June 18, 2013
Planned
and
Growth 1990s, LLC



Existing Guiding Documents

- ▲ Climate Action Plan, 2015
- ▲ Vision Capitola, 2016
- ▲ General Plan, 2018
- ▲ Housing Element, 2024
- ▲ Budgets, annual

Other City Documents Analyzed

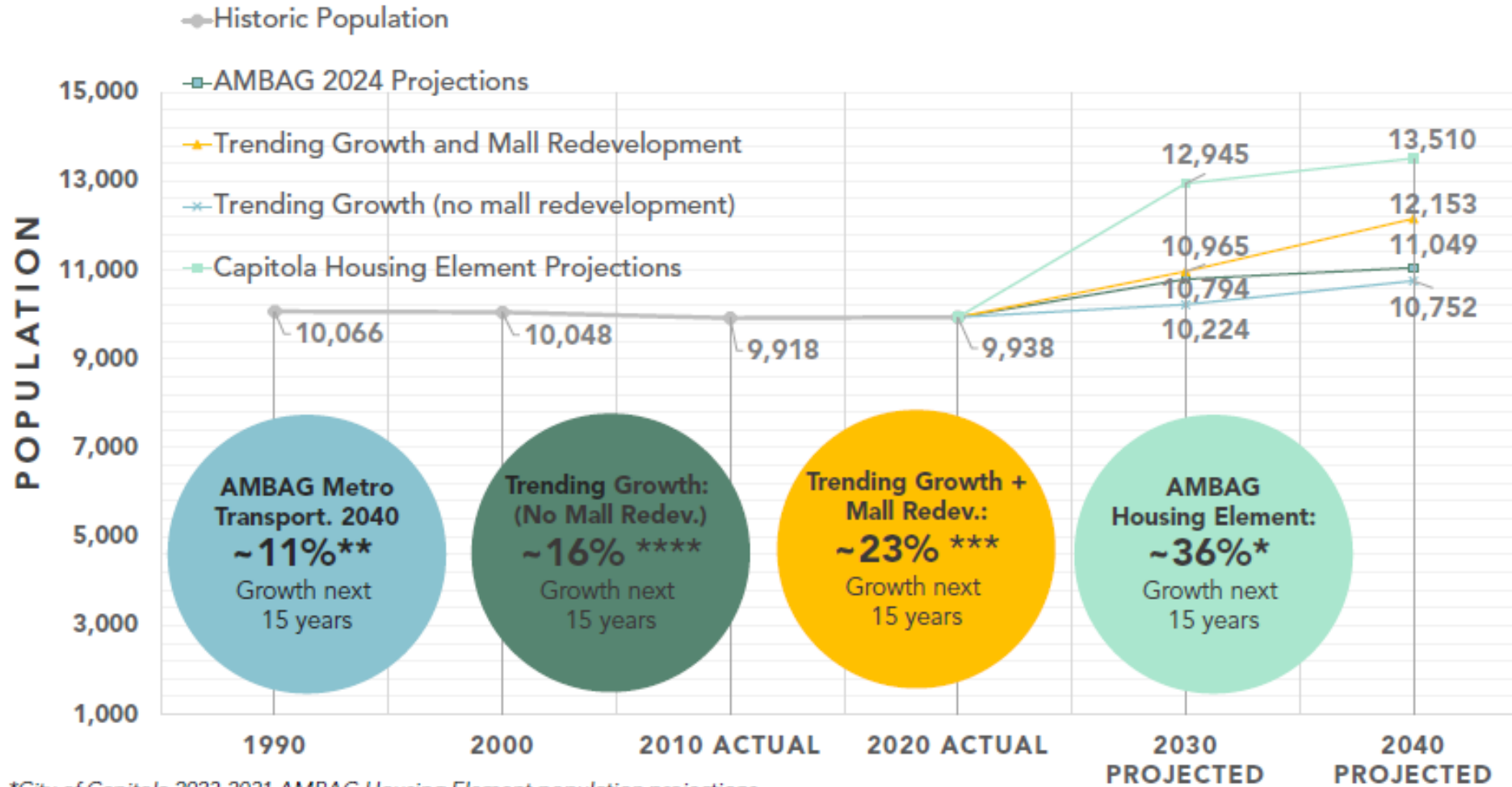
- ▲ Community Survey, 2022
- ▲ Revenue Measure Feasibility Survey, 2024
- ▲ City Hall Space Planning Study, 2024
- ▲ Housing Element, 2023

City of Capitola Community Profile



METRICS

CAPITOLA POPULATION



*City of Capitola 2023-2031 AMBAG Housing Element population projections

**AMBAG Metropolitan Transportation Plan population projections.

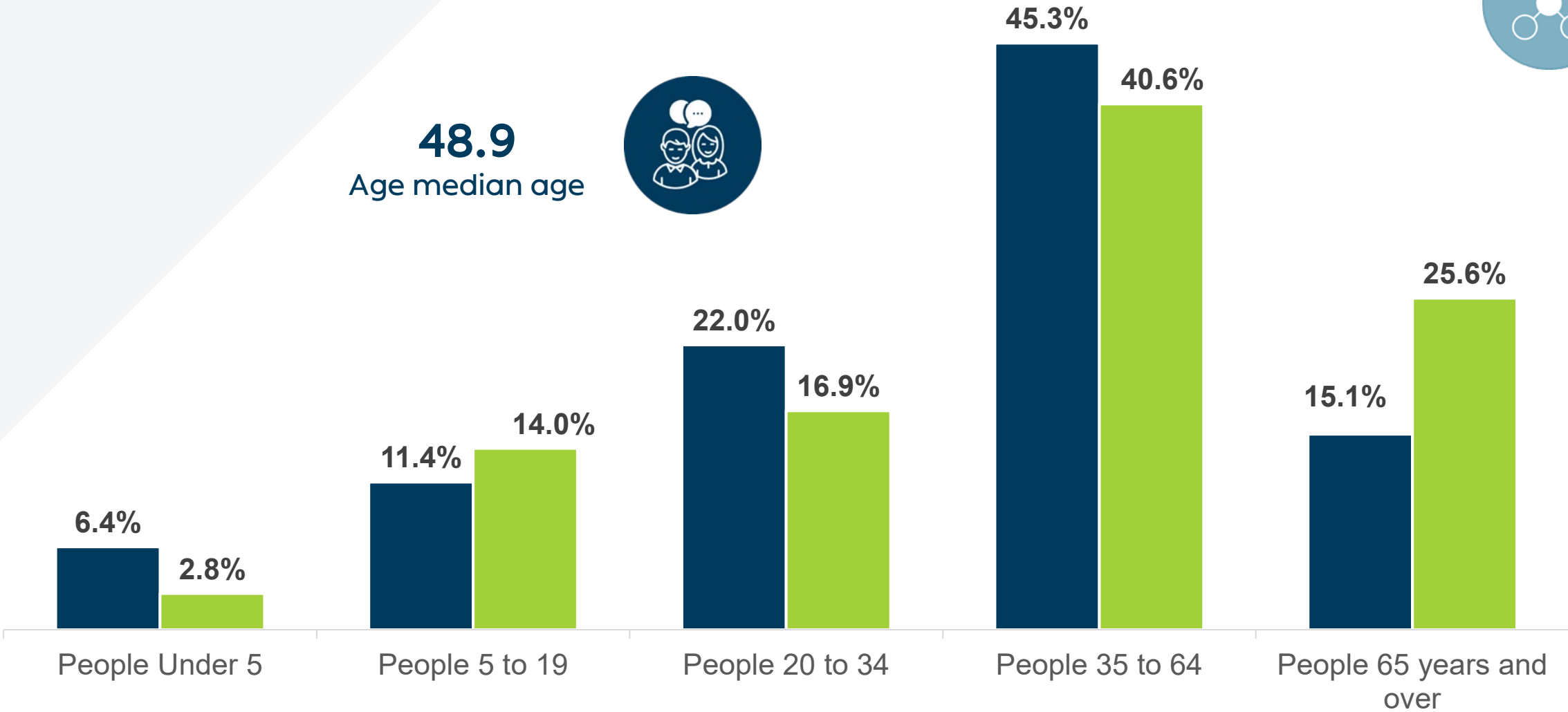
***City calculations based on trending growth plus mall redevelopment:
2030: 467 new units X 2.2 people per unit = +1,027 people
2040: 540 new units X 2.2 people per unit = +1,188 people

**** City calculation based on trending growth with no mall redevelopment:
2030: 130 new units X 2.2 people per unit = +286 people
2040: 240 new units X 2.2 people per unit = +528 people

Demographics: Age



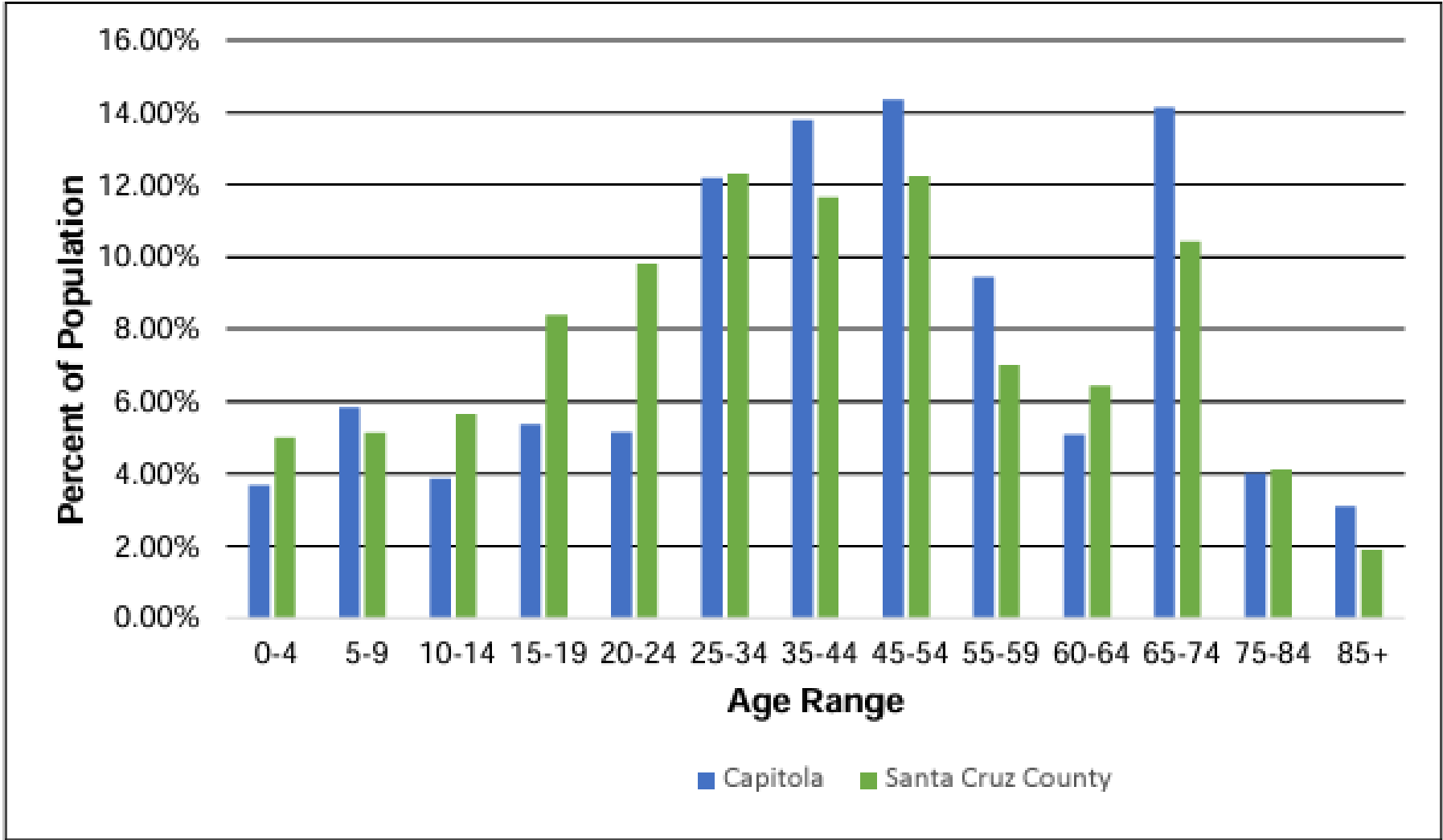
48.9
Age median age



■ 2010 ■ 2022
Source: American Community Survey 2010 and 2022

Demographics: Age

Percentage of Total Population by Age Group, City and County



County has a larger population in ages **10-34**

The City has a larger population **35-59** with a large increase in 65-74



Source: 2016-2020 American Community Survey 5-Year Estimates

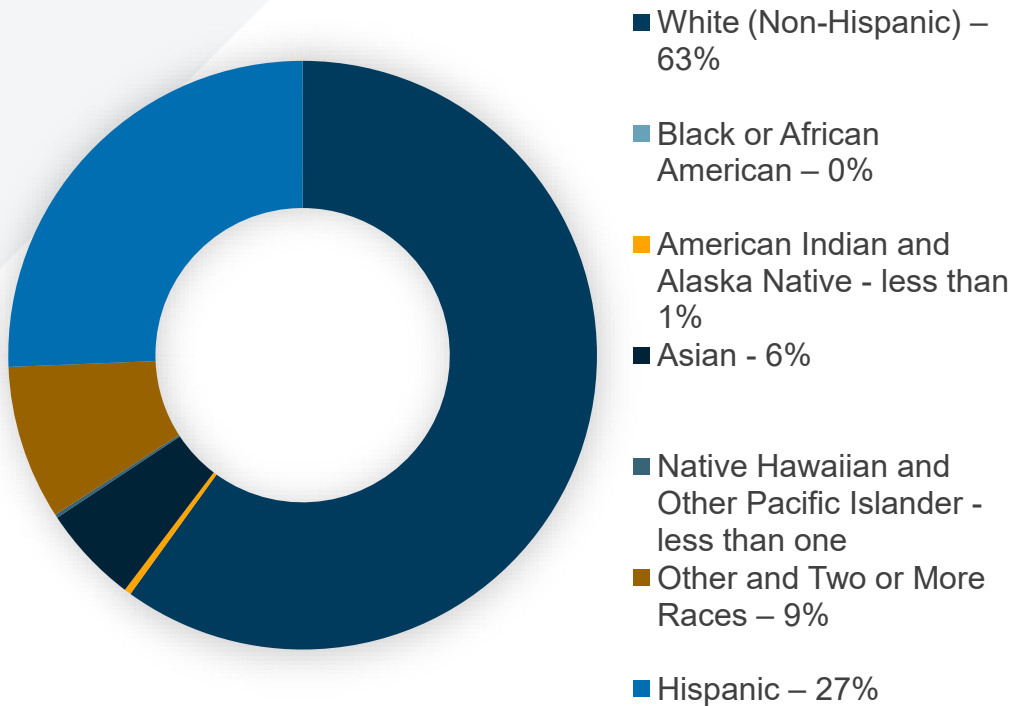
Source: Housing Element, 2023

Demographics: City Race and Ethnicity

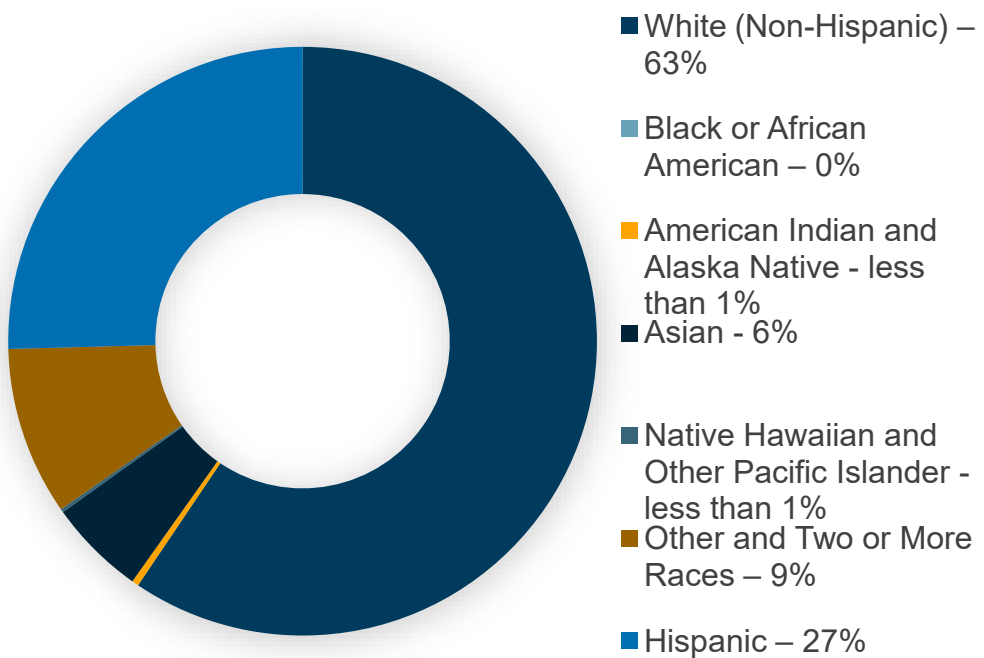
The City had a little percentage change



2010 Race and Ethnicity



2022 Race and Ethnicity



Source: American Community Survey 2010 and 2023

Demographics: Race and Ethnicity



Population by Race and Hispanic or Latino Origin

Race	City of Capitola					Santa Cruz County	
	2010		2020		% Change 2010-2020	2020	
	# of Persons	% of Population	# of Persons	% of Population		# of Persons	% of Population
One Race	9,589	97.8%	9,771	96.8%	1.9%	264,286	96.7%
Two or More Races	212	2.2%	319	3.2%	50.5%	8,884	3.34%
White	7,410	75.6%	6,962	69.0%	-6.0%	155,409	56.9%
Black or African American	109	1.1%	21	0.2%	-80.7%	2,610	1.0%
American Indian or Alaska Native	20	0.2%	51	0.5%	155.0%	305	0.1%
Asian	299	3.1%	422	4.26%	41.1%	12,944	4.7%
Native Hawaiian or other Pacific Islander	88	0.9%	0	0.0%	-100.0%	295	0.1%
Some Other Race	41	0.4%	0	0.0%	-100.0%	847	0.3%
Total	9,801	100%	10,090	100%	2.9%	273,170	%
Hispanic or Latino Origin							
Hispanic or Latino (of any race)	1,622	16.5%	2,315	22.9%	42.7%%	91,876	33.6%
Not Hispanic or Latino	8,179	83.5%	7,775	77.1%	-4.9%	181,294	66.4%
Total	9,801	100%	10,090	100%	2.9%	273,170	100%

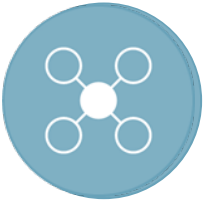
Source: 2006-2010 and 2016-2020 American Community Survey 5-Year Estimates



Source: Housing Element, 2023

Employment and Economy

Employment by Industry (Residents of the City)



Industry Type	Number	Percent
Agriculture, forestry, fishing and hunting, and mining	19	0.3%
Construction	286	5.0%
Manufacturing	680	11.9%
Wholesale trade	107	1.9%
Retail trade	786	13.8%
Transportation, warehousing, and utilities	122	2.1%
Information	87	1.5%
Finance, insurance, real estate, rental and leasing	378	6.6%
Professional, scientific, management, administrative	466	8.2%
Educational services, health care and social assistance	1,691	29.7%
Arts, entertainment, recreation, accommodation and food services	671	11.8%
Other, except public administration	219	3.8%
Public administration	187	3.3%
Total	5,699	100%

Source: 2016-2020 American Community Survey 5-Year Estimates

Top industries by employment are educational services, health care and social assistance (**29.7%**), retail trade (**13.8%**), and manufacturing (**11.9%**)

Employment and Economy

City Employment Projections (2025-2045)



Employment Sector	2025	2030	2035	2040	2045	% Change
Agriculture	8	8	8	8	8	0%
Manufacturing	526	529	534	539	544	0%
Skilled Trade	884	906	922	942	962	8.8%
Wholesale	107	107	107	107	107	0%
Retail	3,327	3,354	3,394	3,434	3,469	4.3%
Financial and Professional Services	1,913	1,967	2,023	2,083	2,142	12.0%
Education	370	379	389	399	409	10.5%
Health Care and Social Assistance	1,738	1,777	1,826	1,876	1,926	10.8%
Other Services	2,784	2,872	2,952	3,032	3,112	11.7%
Public	330	335	340	345	350	6.1%
Self-employed	389	399	407	416	425	9.3%
Total	12,376	12,633	12,902	13,181	13,454	8.0%

Source: AMBAG, 2022 Regional Growth Forecast: Technical Document

The employment trend show an overall **8%** increase in employment from 2025 to 2045.



Source: Housing Element, 2023

Employment and Economy

Tourism Revenue (in Millions and Dollars) County



Revenue	2012	2013	2014	2015	2016	2017	2018	2012-2018 % Change
Direct Travel Spending	\$868.1	\$869.5	\$903.6	\$928.1	\$945.7	\$1023.0	\$1088.2	25.3%
Industry Earnings	\$239.8	\$251.7	\$269.8	\$295.9	\$324.6	\$347.6	\$376.2	56.8%
Local Tax Receipts	\$28.4	\$30.0	\$32.5	\$35.5	\$39.5	\$44.5	\$47.1	65.8%
State Tax Receipts	\$40.8	\$41.8	\$43.2	\$43.2	\$42.6	\$43.8	\$49.8	22.1%
Number of Jobs Generated by Tourism	9,450	9,680	10,060	10,470	10,690	11,140	11,403	+21%

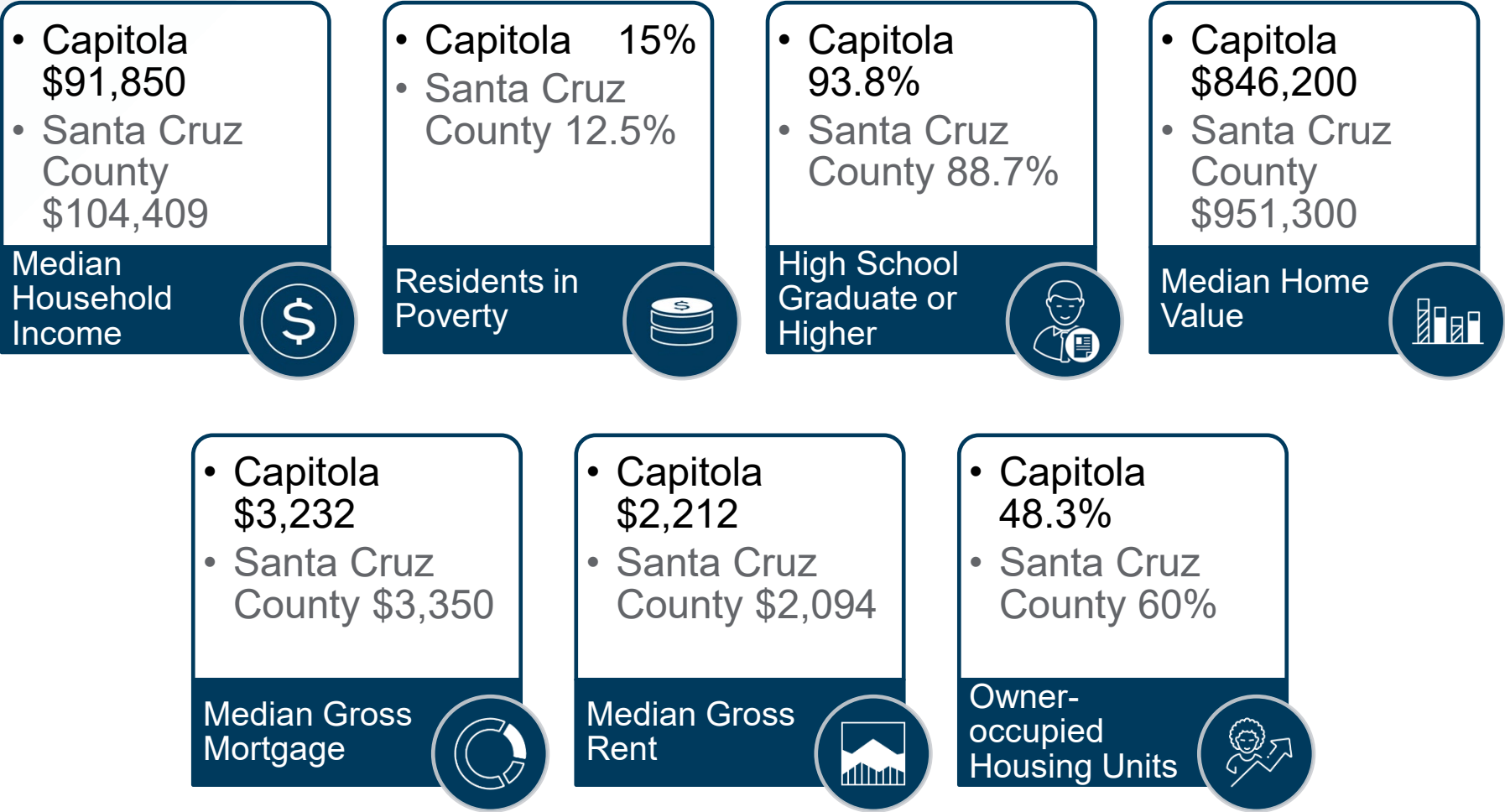
Source: Applied Survey Research, 2019 Santa Cruz County Community Assessment Project
Dean Runyan Associates, 2010-2018 California Travel Impacts by County

Capitola still relies heavily on tourism and retail sales tax. There is an opportunity for economic growth in visitor-serving businesses.



Source: Housing Element, 2023

Cost of Living Indicators



Source: U.S. Census Bureau, 2010 and 2020, American Community Survey 2023

Cost of Living

Commute to Work

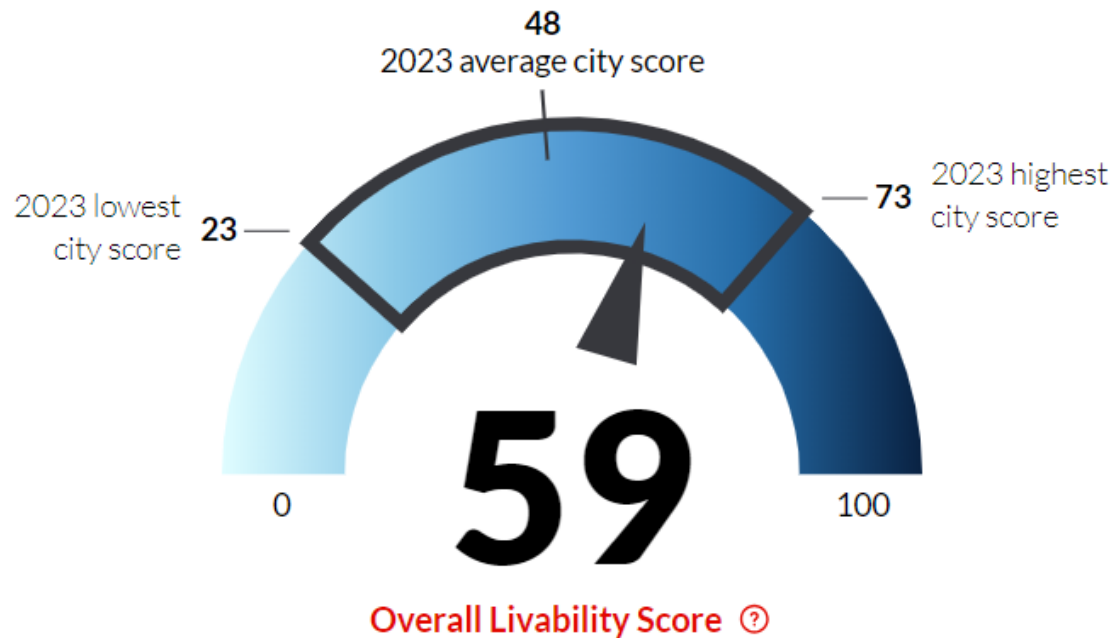


Mode of Travel	Number of Commuters	Percent
Car, truck, or van – drove alone	3,660	66.0%
Car, truck, or van – carpooled	556	10.0%
Public transportation (excluding taxicab)	28	0.5%
Walked	300	5.4%
Other means	249	4.5%
Worked at home	750	13.5%

Source: 2015-2020 American Community Survey 5-Year Estimates



Livability Index



This is in the **top half** of **communities** in the U.S.

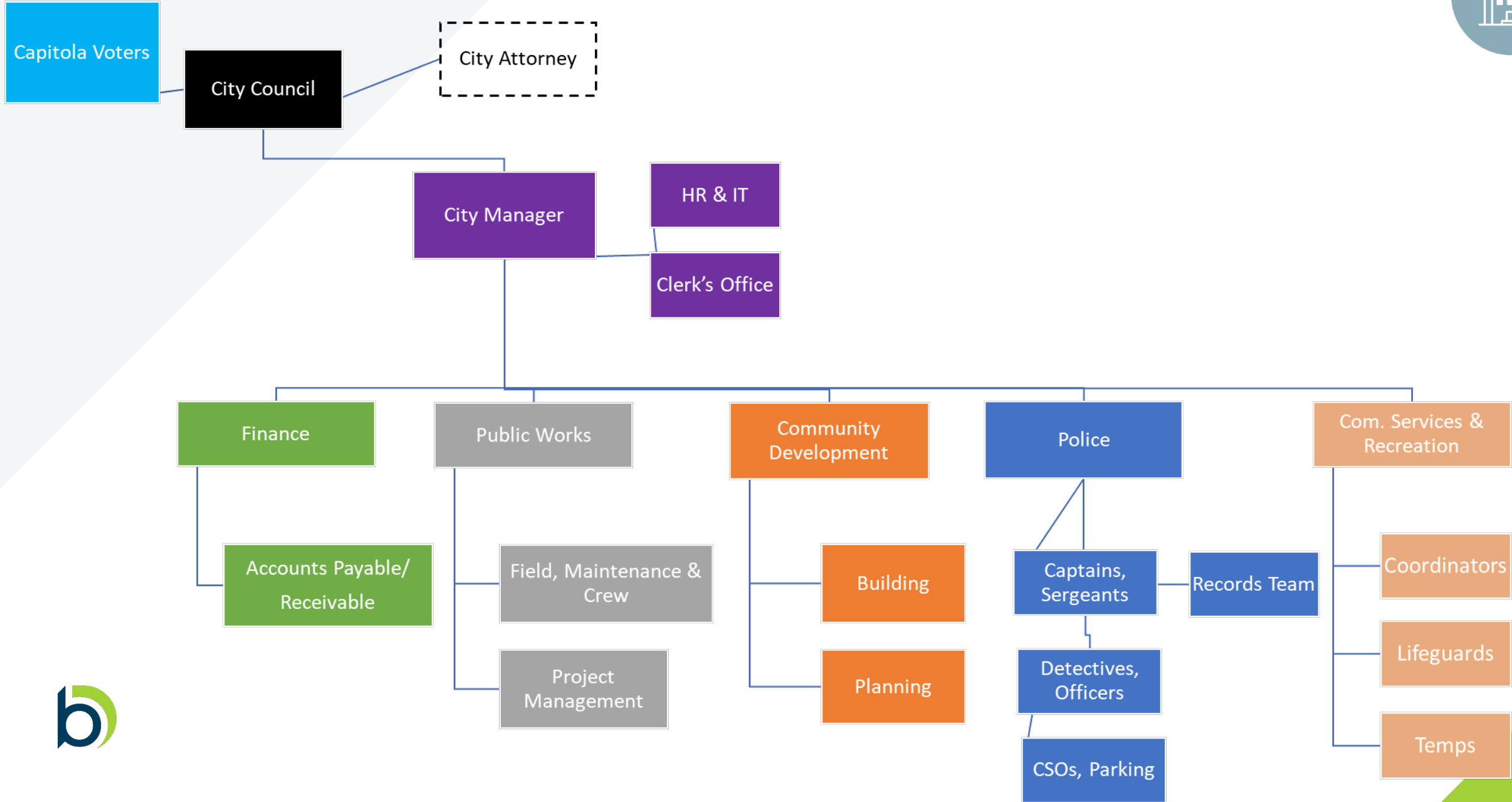
The factors that determine this score include

- Housing – affordability and access **(50)**
- Neighborhood – proximity and security **(64)**
- Transportation – safety and convenience **(67)**
- Environment – clean air and water **(48)**
- Health – prevention, access and quality **(75)**
- Engagement – civic and social involvement **(68)**
- Opportunity – inclusion and possibilities **(39)**

City of Capitola Government



City Organizational Chart



Regional Partners

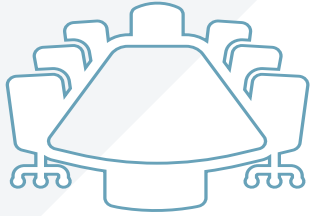


UNIVERSITY OF CALIFORNIA
SANTA CRUZ



Council-Manager Form of Government

Role of Mayor and City Council



City Council:

- Includes five councilmembers who serve four-year terms
- Establishes local laws, set policy, reject or approve programs, allocate funds, and provide direction through the City manager to City staff
- Has power in the name of the City to do and perform all acts and actions appropriate to the City that are not specifically forbidden by the Constitution and laws of the State of California or the United States
- Elects a mayor and mayor pro tempore (vice mayor) annually



Mayor:

- Presides over and acts as chair at Council and Successor Agency meetings
- Performs other duties consistent with the office as may be imposed by the Council
- A voting member of the Council and possesses no veto power

Council-Manager Form of Government

Role of City Manager and City Attorney



City Manager:

- Appointed by City Council
- Serves as the City's chief administrative officer
- Responsible for ensuring the policies of the City Council are implemented
- Responsible for all other staff and departments (besides City Attorney)
- Provides administrative direction and leadership to all City departments

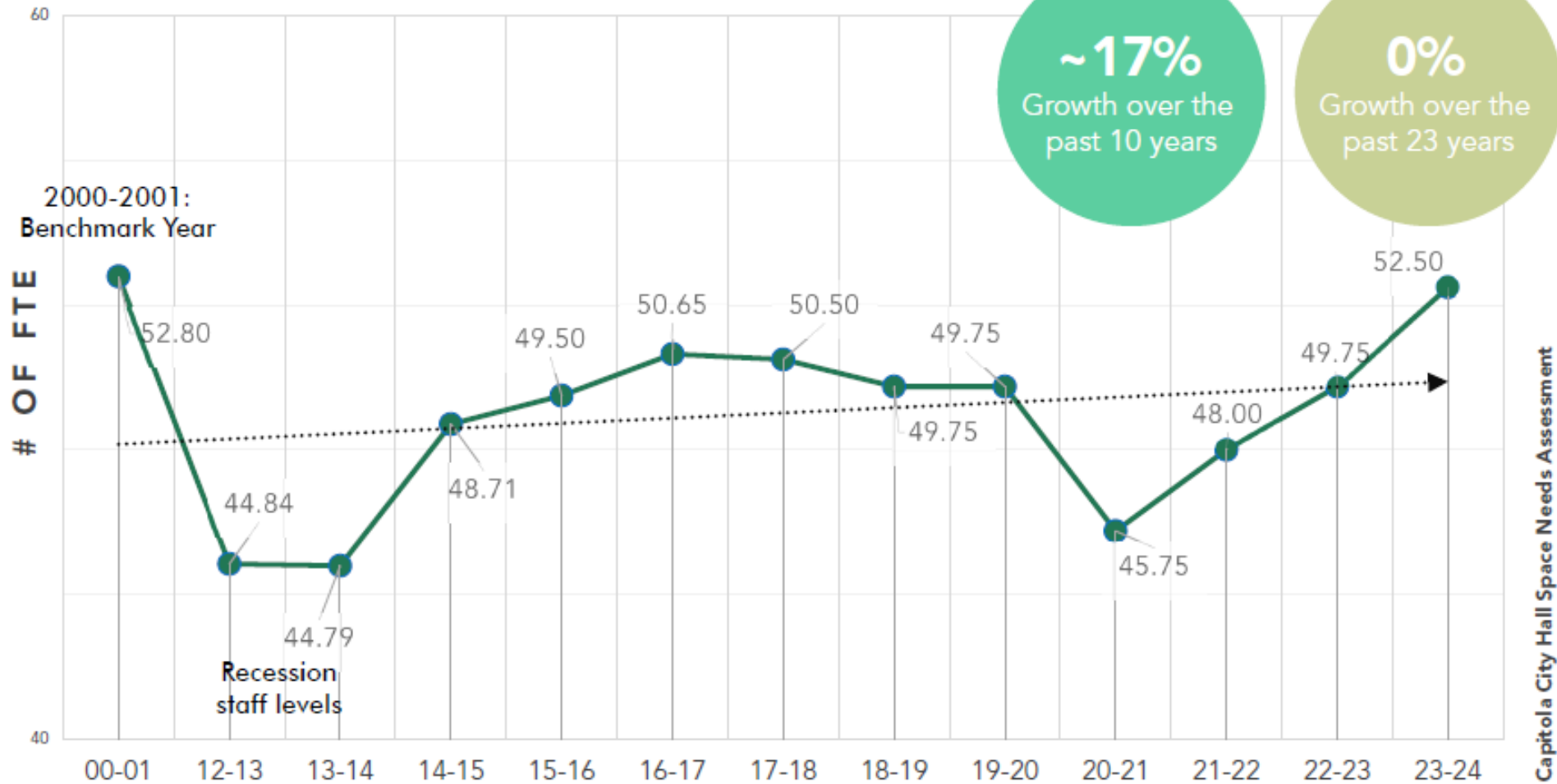


City Attorney:

- Appointed by the City Council
- Represents the City as primary counsel in all legal matters
- Provides legal analysis and advice on a variety of matters and assists staff with legal issues

METRICS

CITY HALL FTE STAFF

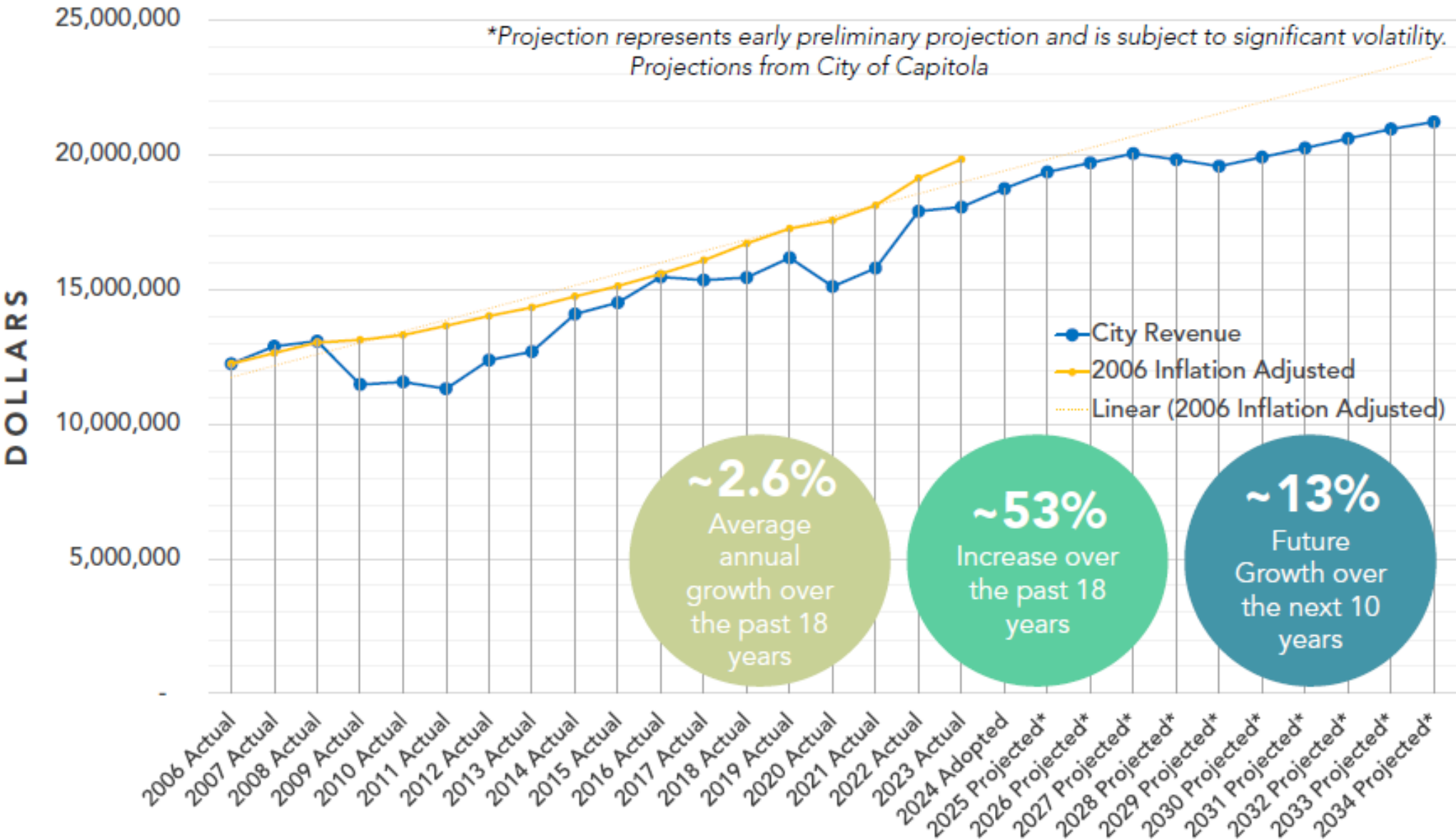


*Projection represents early preliminary projection and is subject to significant volatility.

Source: City Hall Space Planning Study 2024: Group 4 Architecture

METRICS

REVENUE/GENERAL FUND



Capitola City Hall Space Needs Assessment

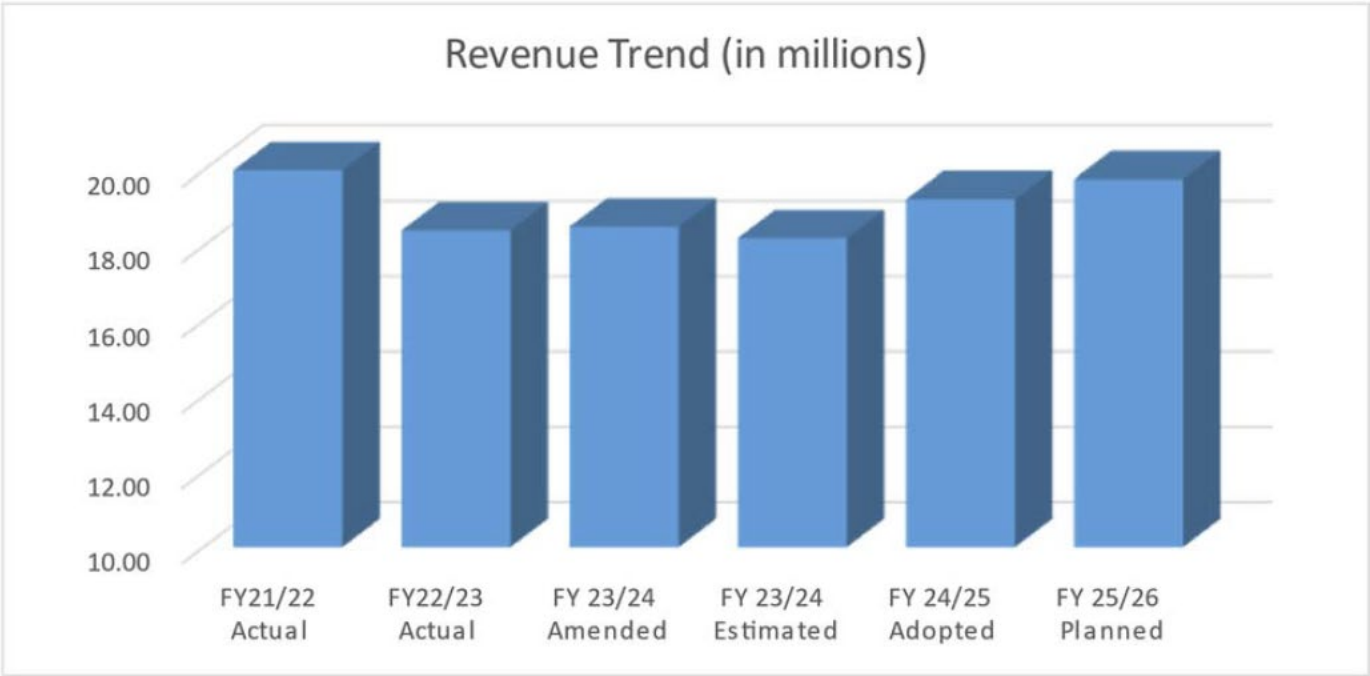
Source: City Hall Space Planning Study 2024: Group 4 Architecture



City of Capitola General Fund Revenues



General Fund Revenues						
	FY21/22 Actual	FY22/23 Actual	FY 23/24 Amended	FY 23/24 Estimated	FY 24/25 Adopted	FY 25/26 Planned
Taxes	\$ 14,514,218	\$14,709,173	\$14,643,970	\$14,521,871	\$15,106,270	\$15,632,013
Licenses and permits	718,935	650,188	664,159	695,854	740,409	743,597
Intergovernmental revenues	1,350,001	351,671	89,700	105,700	106,360	108,353
Charges for services	1,894,868	1,817,637	2,157,937	1,912,013	2,369,640	2,369,640
Fines and forfeitures	588,832	566,907	607,500	648,000	607,500	607,500
Use of money & property	31,722	70,527	198,495	183,200	190,195	190,195
Other revenues	891,204	240,413	115,403	135,953	117,206	119,053
General Fund Revenues	\$ 19,989,781	\$18,406,515	\$18,477,164	\$18,202,591	\$19,237,579	\$19,770,351

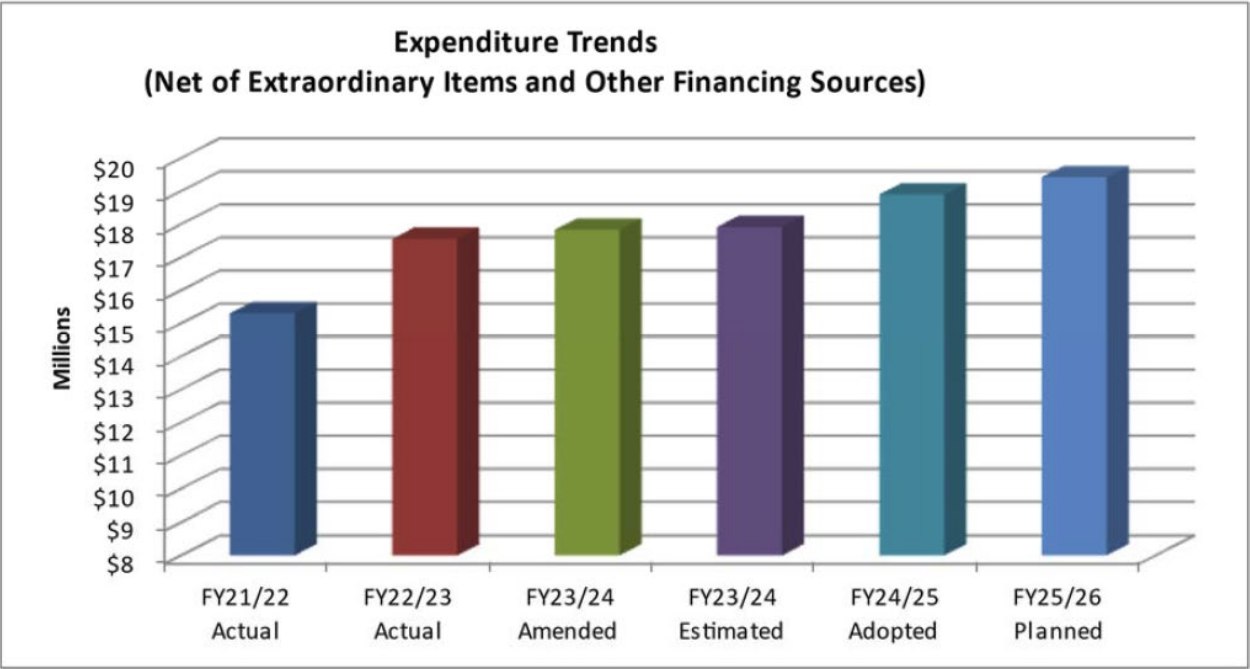


Source: City of Capitola Budget FY 24-25

City of Capitola General Fund Expenditures

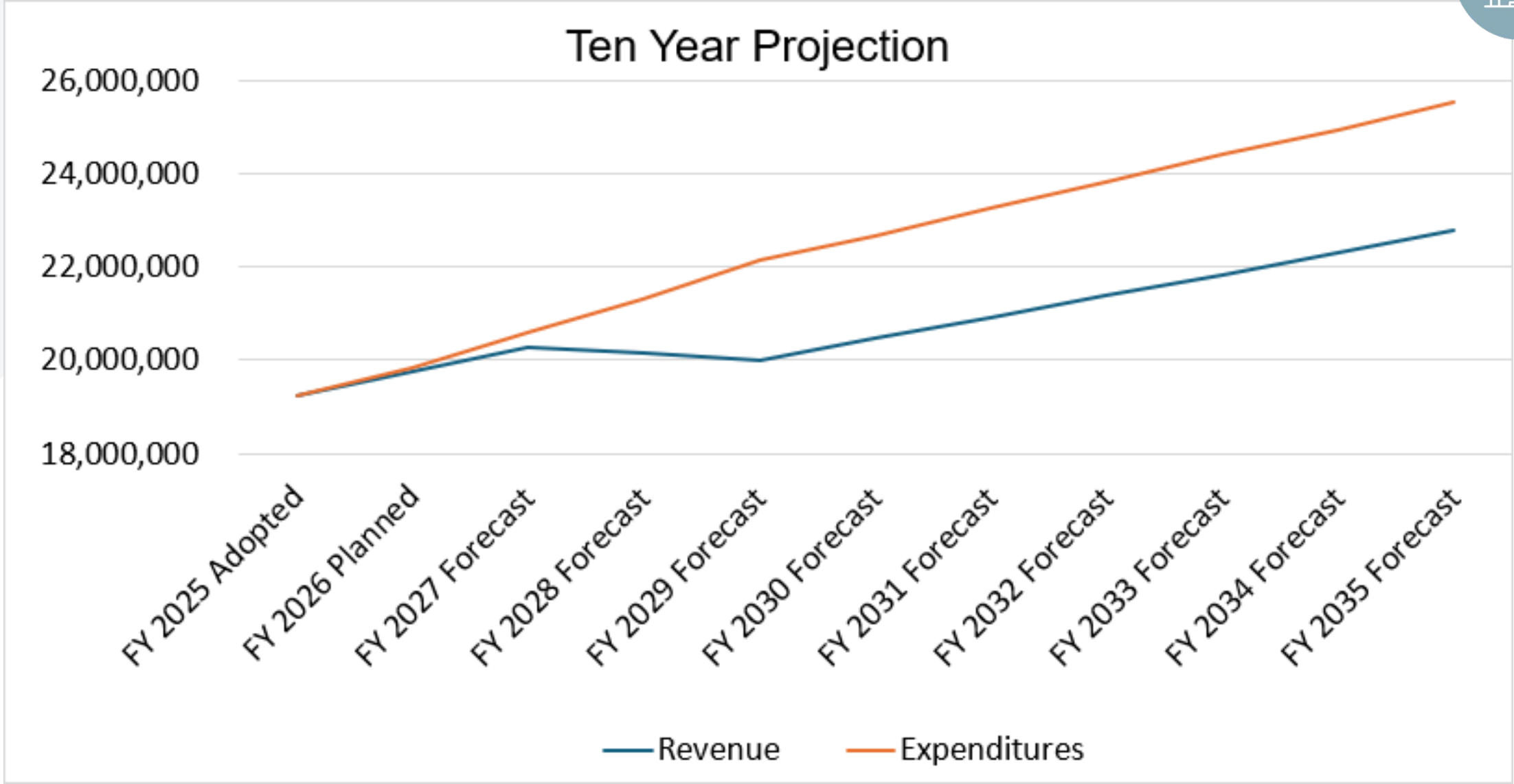


General Fund Expenditures Summary						
Major Categories	FY21/22 Actual	FY22/23 Actual	FY23/24 Amended	FY23/24 Estimated	FY24/25 Adopted	FY25/26 Planned
Personnel	\$10,273,249	\$11,793,722	\$11,793,722	\$11,766,171	\$12,771,739	\$13,245,288
Contract services	3,018,482	3,336,801	3,483,368	3,483,368	3,515,981	3,409,956
Training & Memberships	101,501	113,320	178,936	144,018	166,650	166,900
Supplies	671,950	768,110	631,975	779,626	817,050	780,000
Grants and Subsidies	43,650	101,650	125,000	125,000	125,000	125,000
Internal service fund	1,196,204	1,444,499	1,617,841	1,617,841	1,523,578	1,715,947
Subtotal	\$15,305,036	\$17,558,103	\$17,830,842	\$17,916,024	\$18,919,998	\$19,443,090
Other financing uses	3,608,343	3,271,324	2,288,788	2,288,788	287,568	287,344
Expenditure Total	\$18,913,379	\$20,829,427	\$20,119,630	\$20,204,812	\$19,207,566	\$19,730,435



Source: City of Capitola Budget FY 24-25

Budget Projections



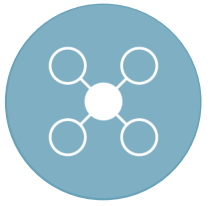
Source: City of Capitola Budget FY 24-25



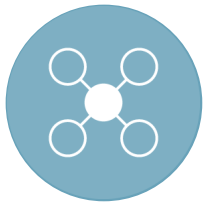
Community and Stakeholder Perspectives on the City's Future



Analysis of Community Input: Methods



- This data is used to show that across multiple data gathering points, there are similar sentiments from the community.
- All data gathered during this engagement is a new source and is included in this analysis. Responses are compiled, analyzed, and then coded by theme.
 - A response, idea, or comment had to be mentioned multiple times to be listed as a theme.
 - Themes are identified as possible strategic priorities for City Council consideration.
 - The areas to be continued, modified, or improved are included for consideration and are presented to the both the City Council and staff as strategies and actions to support the vision and strategic goals.



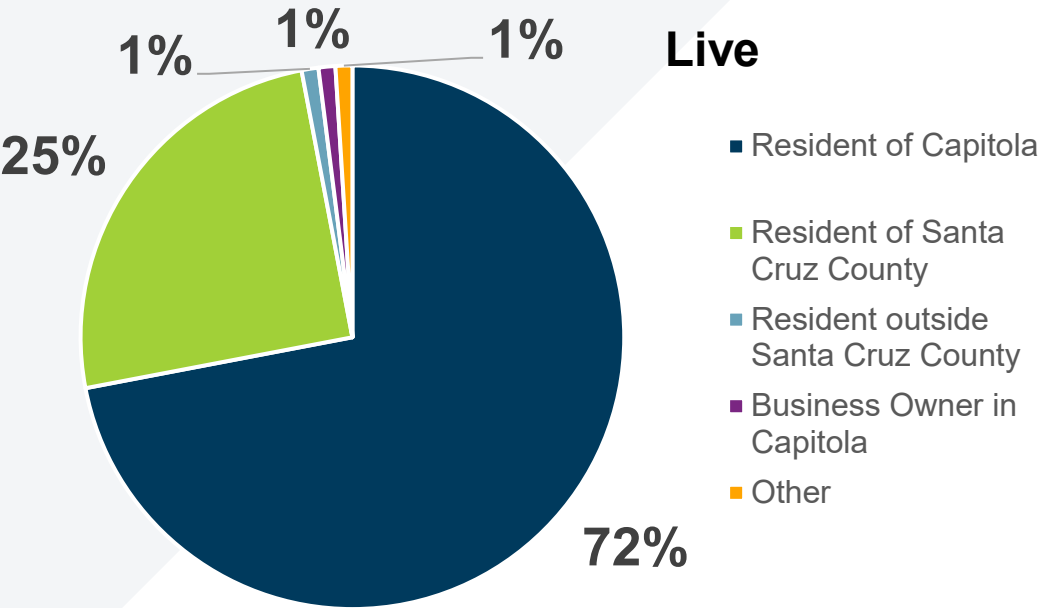
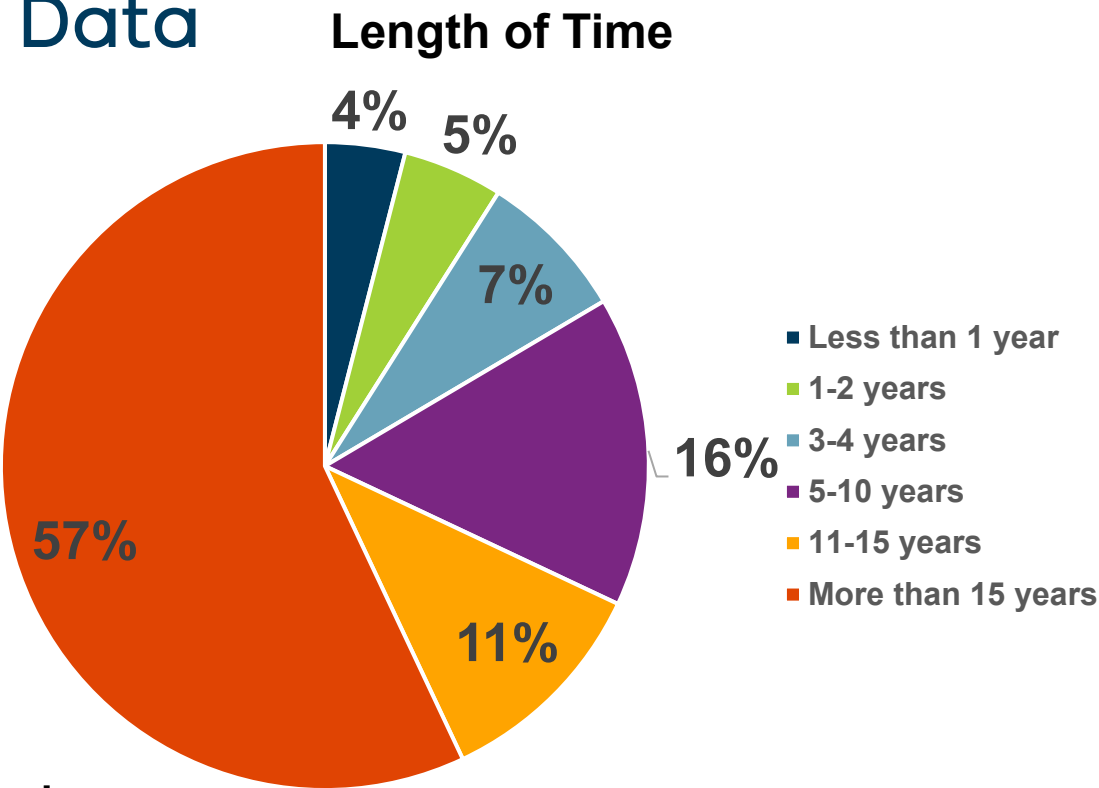
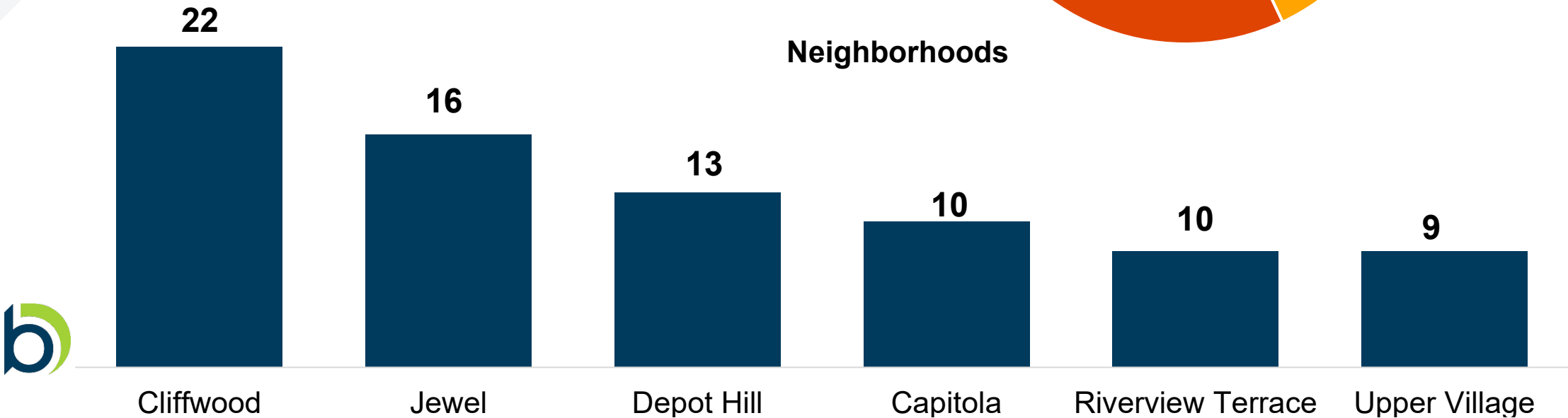
17% of the City population
visited the page
2.9% responded

Performance Summary

2,491 Views	2,163 Visits	1,778 Visitors	290 Contributions	218 Contributors
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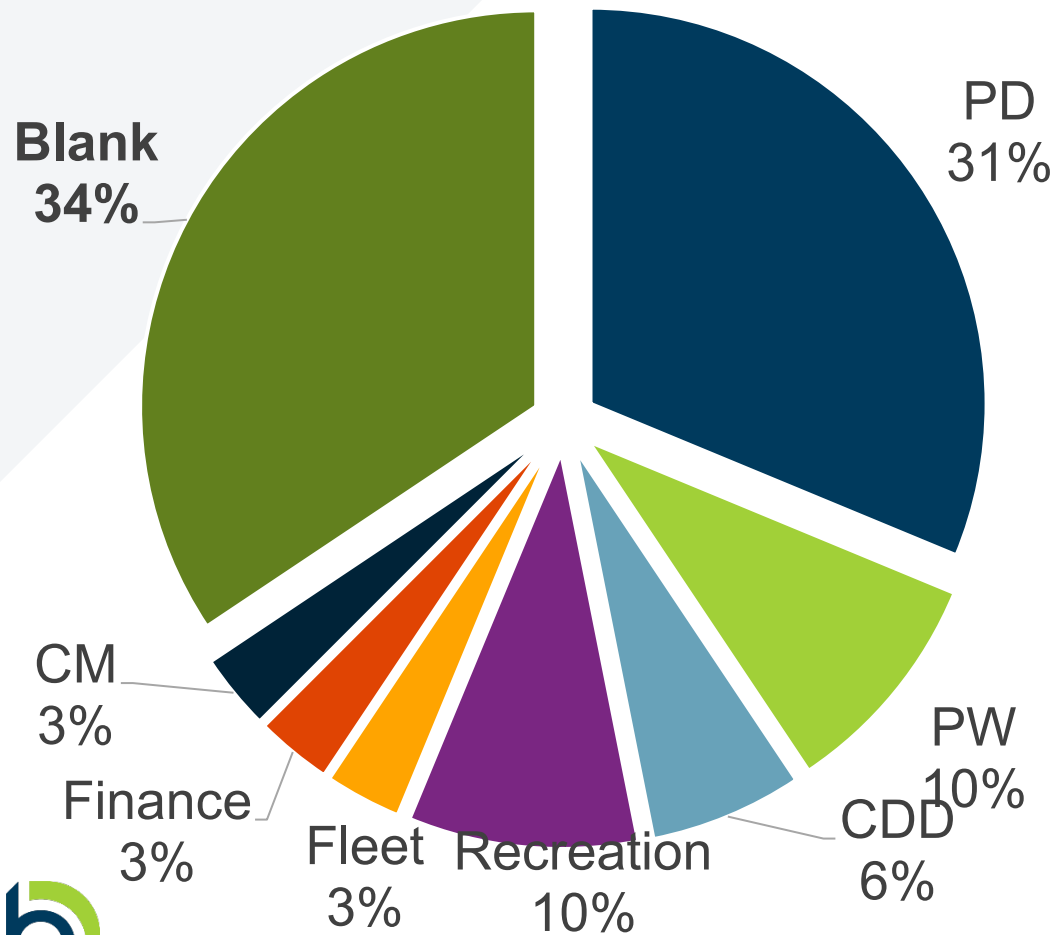


Social Pinpoint Survey: Demographic Data

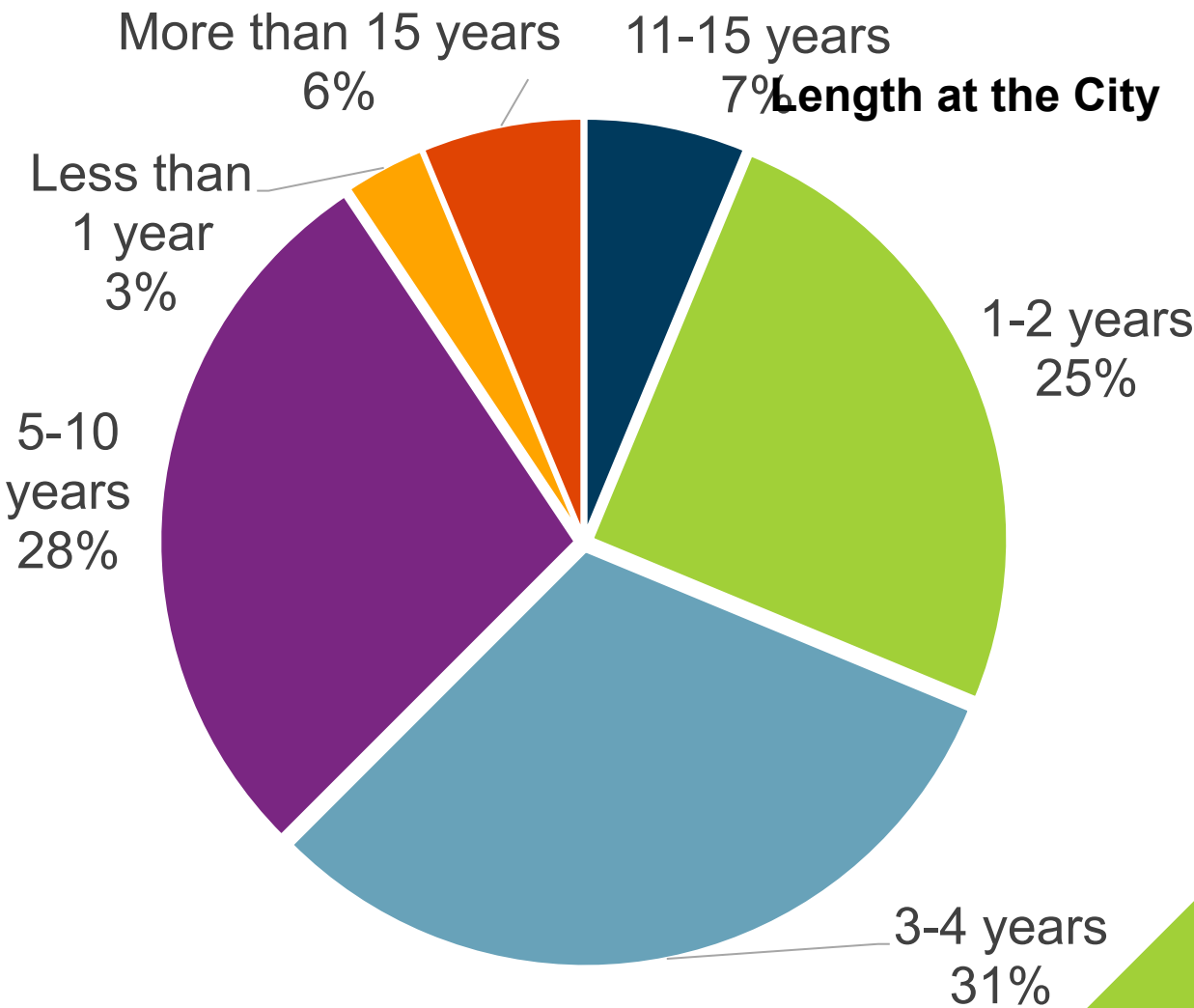


Employee Demographic Data

Department



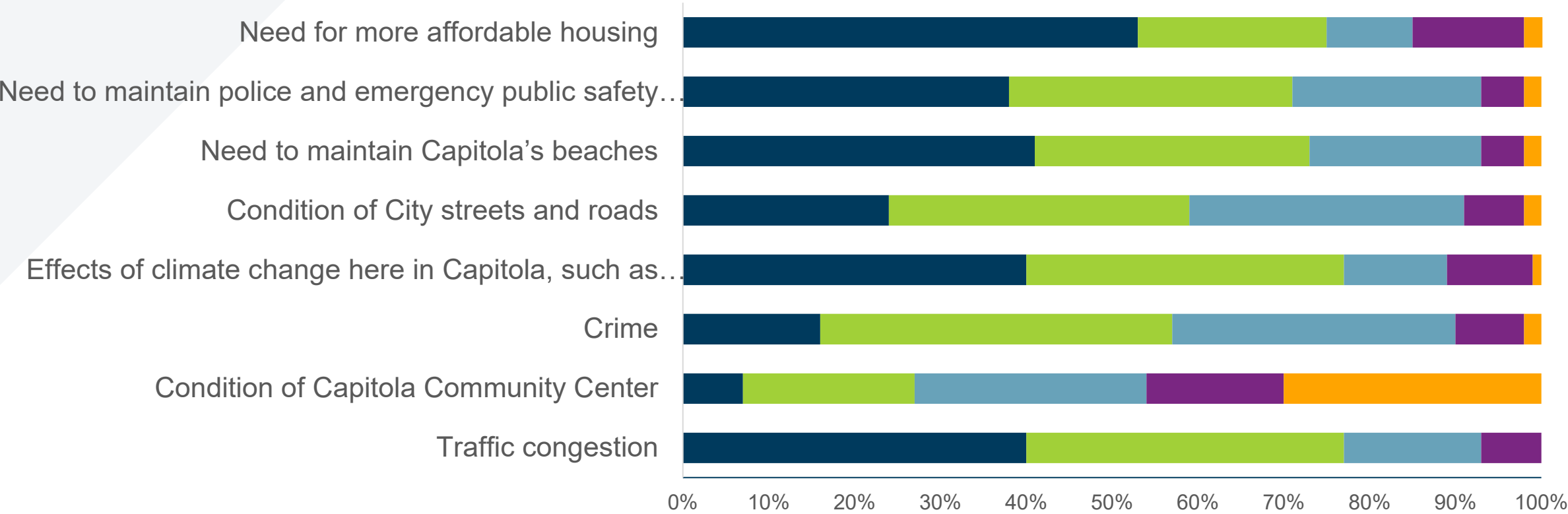
Length at the City



Community Survey: Issue or Problem Facing Capitola

Similar themes: traffic congestion, effects of climate change, condition of city streets and roads, maintain the beaches, and maintain police and emergency public safety programs

■ Very Serious ■ Somewhat Serious ■ Not too Serious ■ Not at all Serious ■ Don't Know



Source: Community Survey 2022

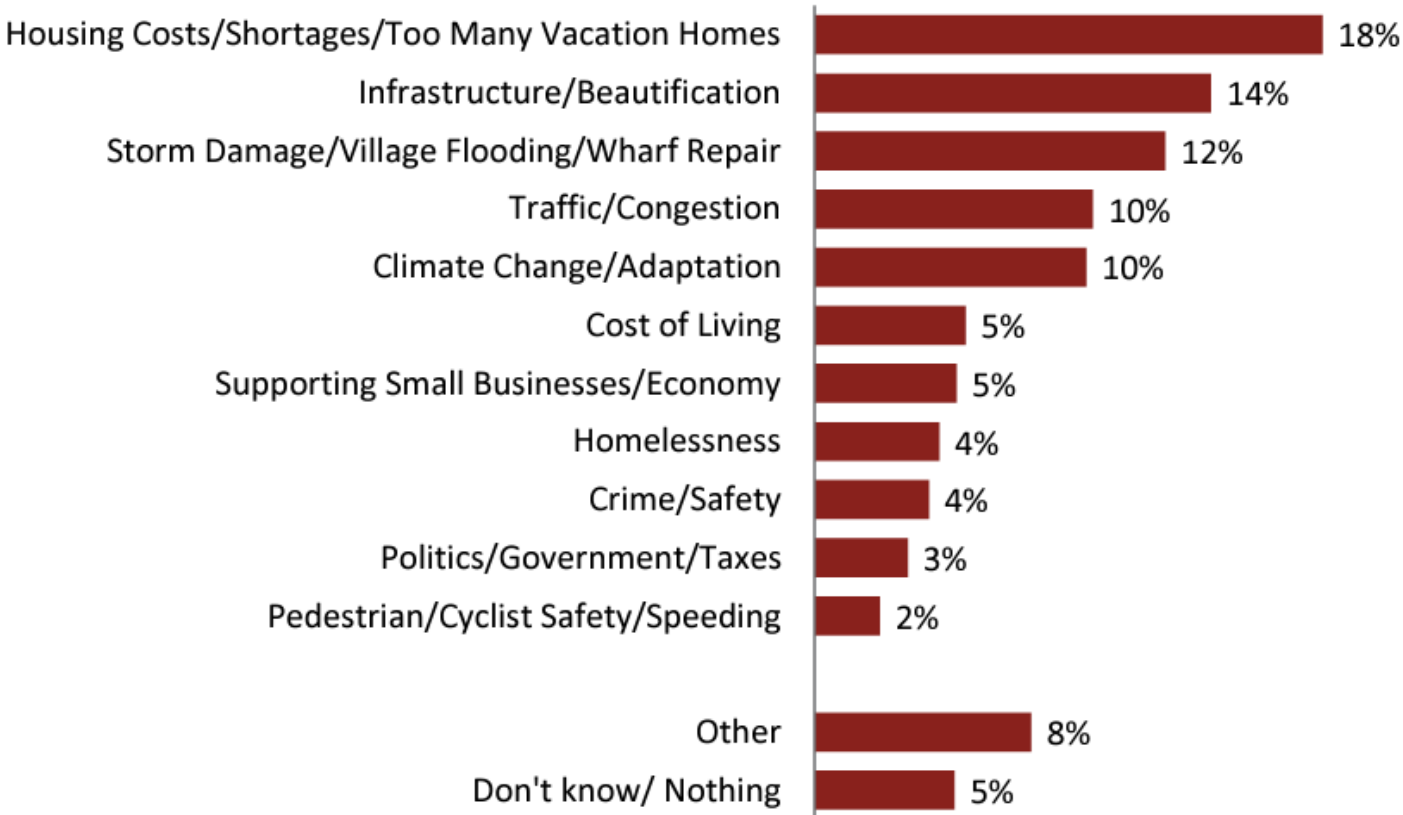
Revenue Measure Feasibility Survey: Community Needs



- City voters are optimistic about the direction of the community and most see the City as doing a good job on its essential functions.
 - 3/4 of voters saying things are going in the right direction
- Maintaining public safety response; roads, sidewalks, and bike lanes; and the beach and new wharf are top priorities for voters.
 - The most important problem is **housing affordability and availability**



What do you think is the most important problem facing Capitola today?



Similar themes: housing, infrastructure, traffic, climate change, and cost of living

Source: Revenue Measure Feasibility Survey 2024

Housing Element: Housing Considerations



1. Identify adequate sites, with appropriate zoning and development standards to exceed the 1,336 units required under RHNA
2. Assist in the development of adequate housing to meet the needs of extremely low-, very low-, low, and moderate-income households
3. Address and remove governmental constraints, including housing for persons with disabilities
4. Conserve and improve the condition of the existing affordable housing stock
5. Preserve assisted housing developments at-risk of conversion to market-rate
6. Promote equal housing opportunities for all persons

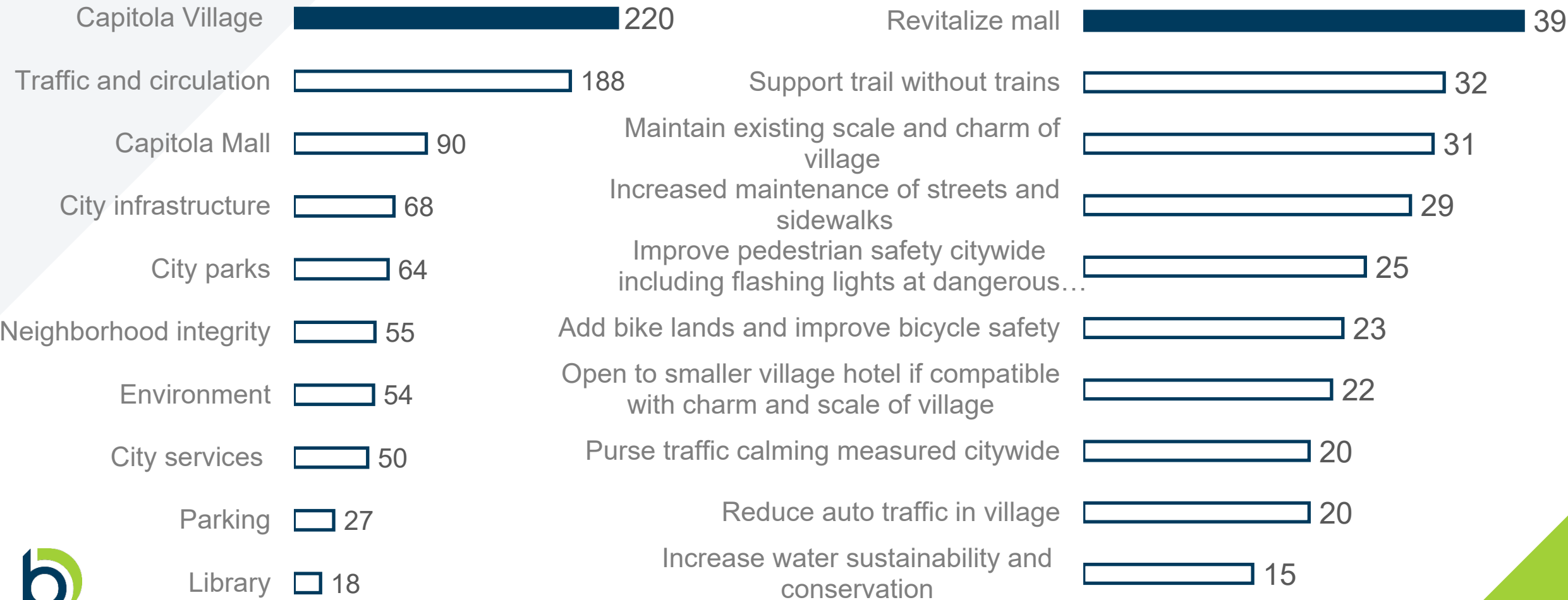


Vision Capitola: Top Ten

“What Do You Want To See Happen In the Next 5 – 15 Years?”

Categories

Comments



Rank the following aspects, with 1 being most important and 15 least important, you think the City of Capitola should prioritize in its 5-Year strategic plan.



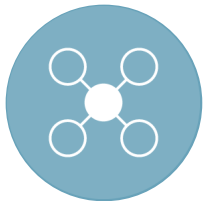
There were 189 responses to this question.



There were 33 responses to this question.



What are some things that the City of Capitola government does well?



There were 144 responses to this question.

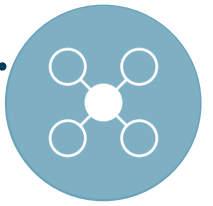


There were 30 responses to this question



Source: Social Pinpoint Strategic Plan Survey 2024 and Employee Survey 2024

What are some things that the City of Capitola could do better? Check all that apply.



There were 147 responses to this question.



There were 32 responses to this question.

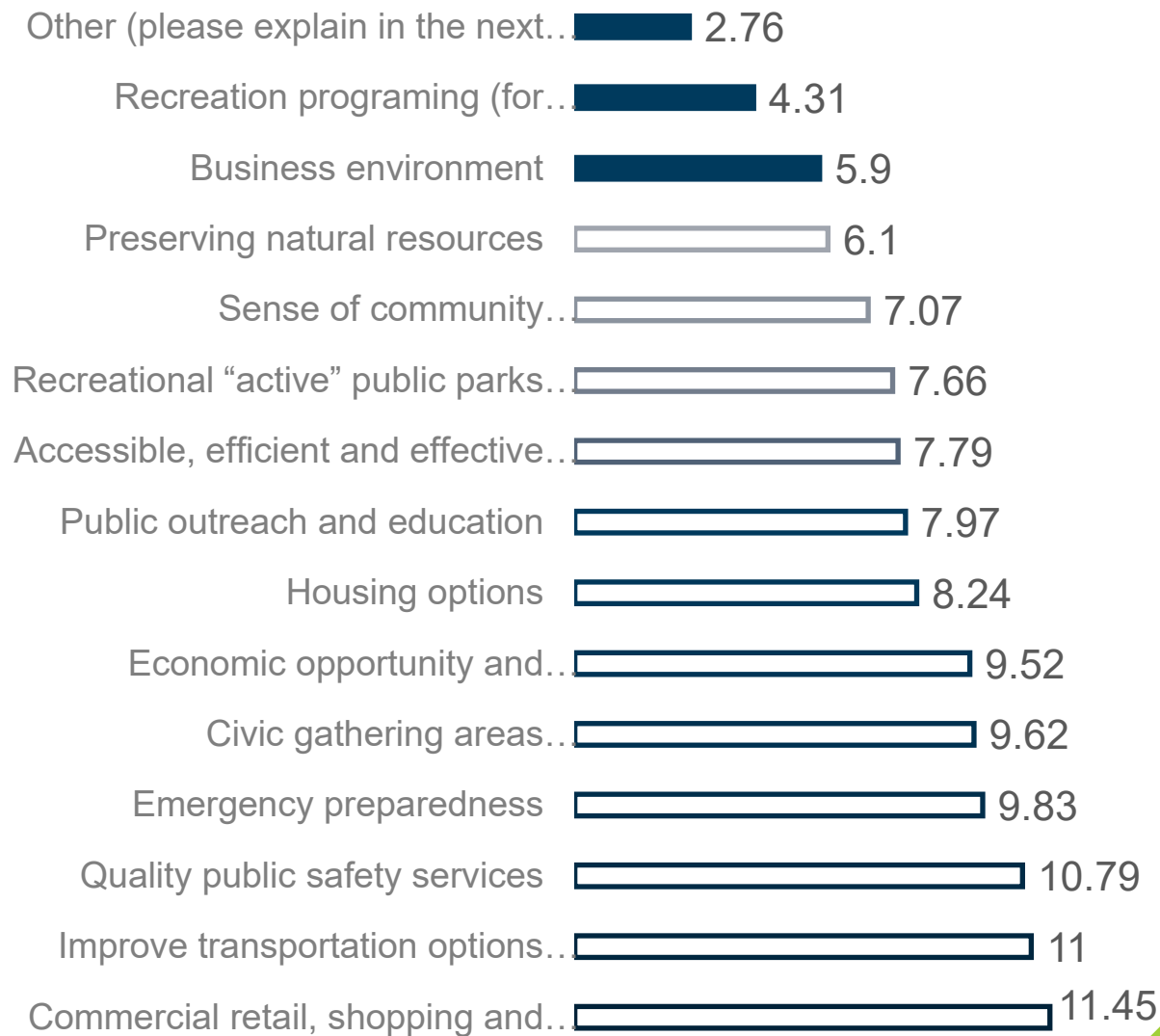


Rank which of the following you'd like to see more of in the City of Capitola, with 1 being your top choice and 14 your lowest.

There were 186 responses to this question.



There were 32 responses to this question.



Rank your biggest concerns in for the City of Capitola



There were 186 responses to this question.

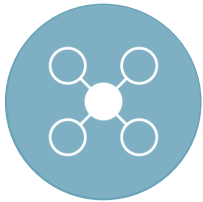
Traffic
Overdevelopment
Overcrowding
Infrastructure
Taxes
Housing costs
Water quality
Crime
Sustainability of services and programs
Utility rates
Homelessness

There were 32 responses to this question.

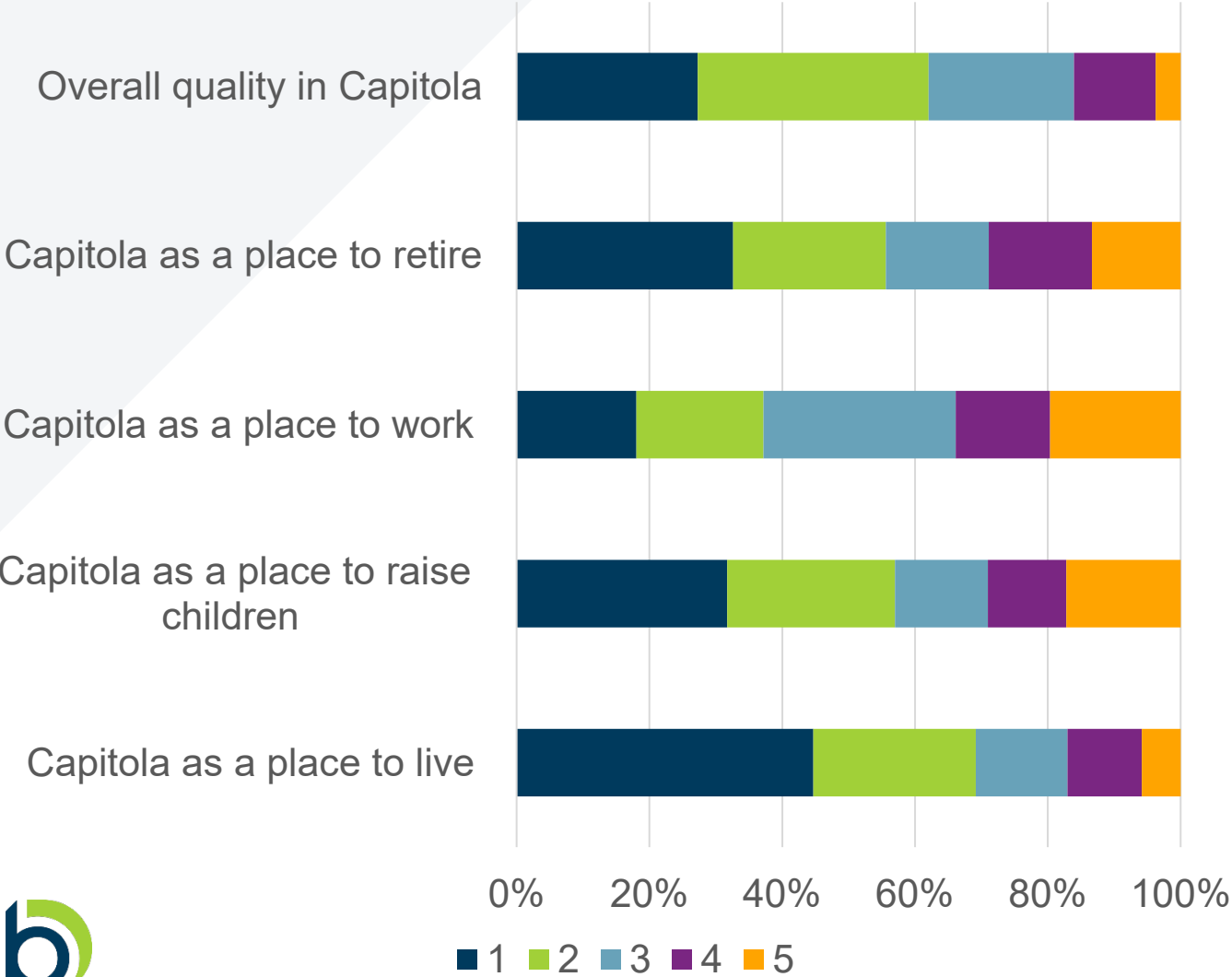
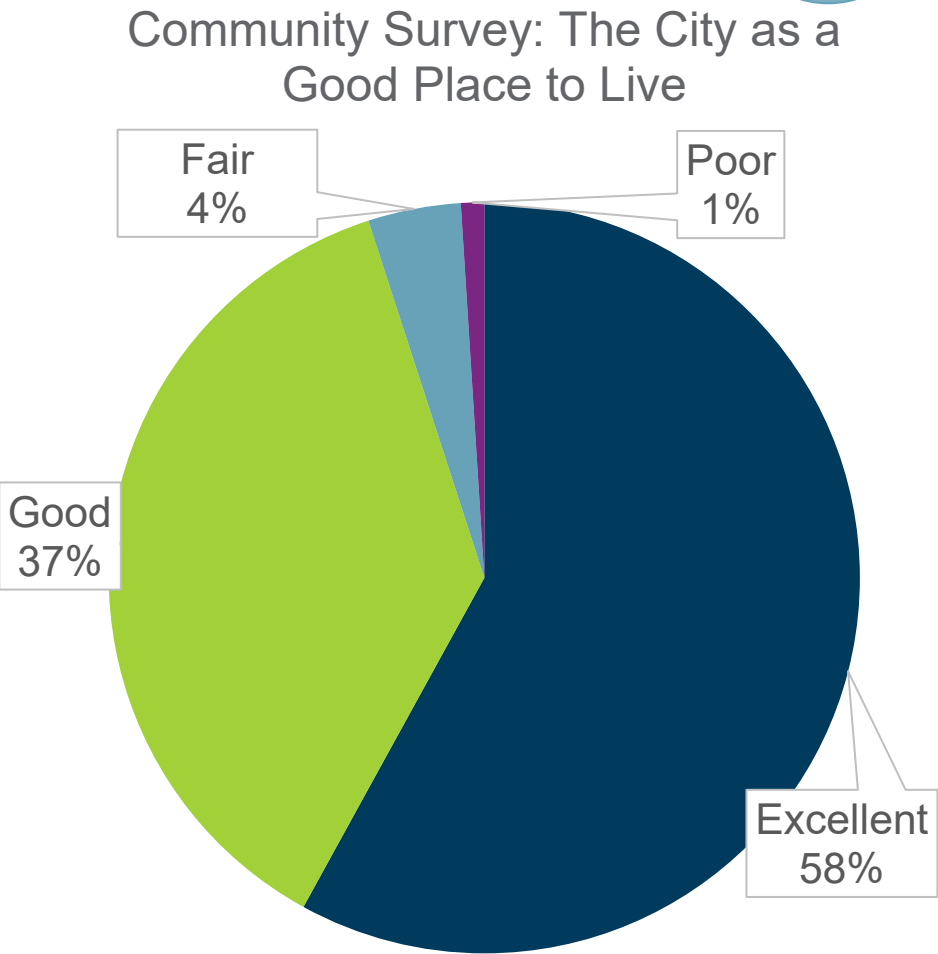
Traffic
Housing costs
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Infrastructure
Water quality
Overdevelopment
Crime
Sustainability of services and programs
Utility rates
Homelessness
Other



On the following scale of 1 to 5, with 1 being “excellent” and 5 being “don’t know,” rate the following aspect of the quality of life in Capitola City.



There were 2022 responses to this question.

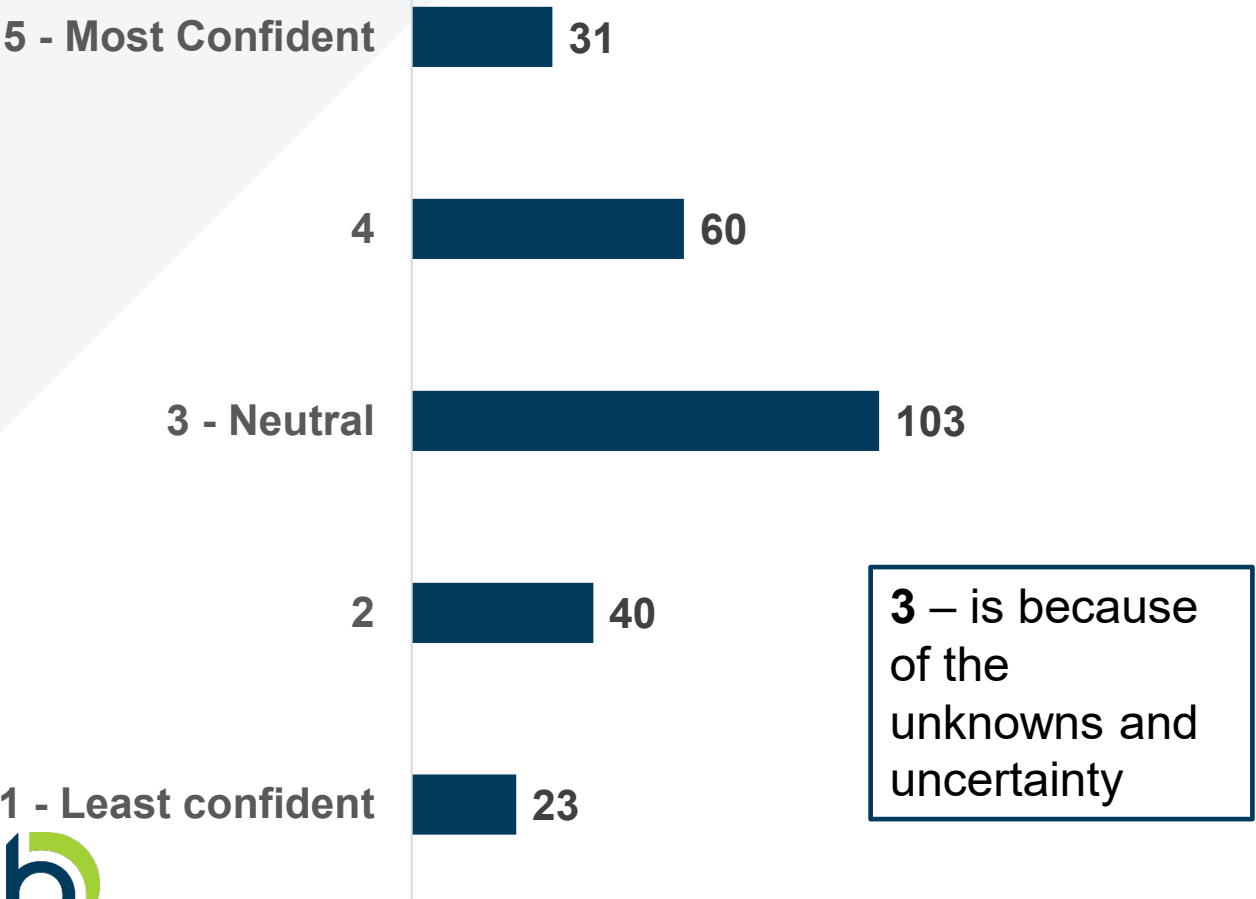


Source: Social Pinpoint Strategic Plan Survey 2024, Community Survey 2022

On a scale of 1 to 5, with 5 being most confident and 1 being least confident, how confident are you that the City of Capitola will be an even better place to live five years from now? If it is not a 5, what would have to happen to make it a 5?



There were 271 responses to this question.



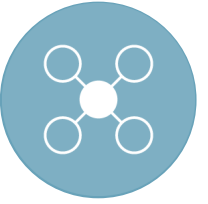
There were over 100 responses to this question.

The top reasons to make it a 5 are:

- Housing and affordability
- Traffic
- Transportation (connectivity)
- Overcrowded
- Infrastructure
- Public safety and services
- Community engagement and leadership
- Tourism management



What barriers, real or perceived, if any, might prevent community members from fully engaging in life in Capitola?



There over 164 responses to this question.

Traffic

Cost of living

Overcrowded

City council
and
leadership

Lack of
affordable
housing

Safety on
roads

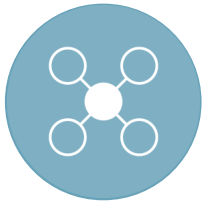
Lack of local
transportation

Crime and
safety

Other: too
many issues
to address



If there is one thing the City of Capitola could accomplish that would serve an unmet need in the community and/or improve your quality of life what would it be?



There were 193 responses to this question.



Dedicated bike/walk paths



Address traffic



Provide affordable and workforce housing



Transportation options



City maintenance and infrastructure improvements



Revitalize the mall/41st corridor



Address parking



Continued development on the wharf

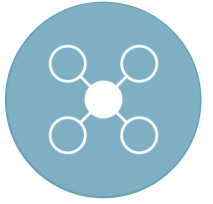


Better pay, better equipment, better training and more staffing.



Ideas Board

There were 14 responses to this question.



City Infrastructure

- Stop widening roads, build safe biking paths everywhere. Quality of life and time wasted in traffic is a huge point of shame in our planning.
- Expand Esplanade Park by removing the closer turn lane next to it. Reduce cars with shuttle service (see MoGoMH.com) Beach parking shuttles
- I believe we could benefit with traffic congestion if you could make the part of the Esplanade only for walking. Look at Avila Beach.
- How about coordinating road work being done so that EVERY major street is not being closed or worked on at the same time? It is miserable.

Community

- Bring back to Begonia Festival
- Capitola should strive to be a blue zone (live to 100+) with community health as top priority in decision making
- The city is so great
- What a wonderful community!

Environment

- Best thing about cap. is the mature trees. Whenever possible, maintain them in health. Protect garden style apts. 3 story max ht. Riparian!

Growth, Development, and Housing

- Develop the Mall property to include small businesses and housing

Public Safety

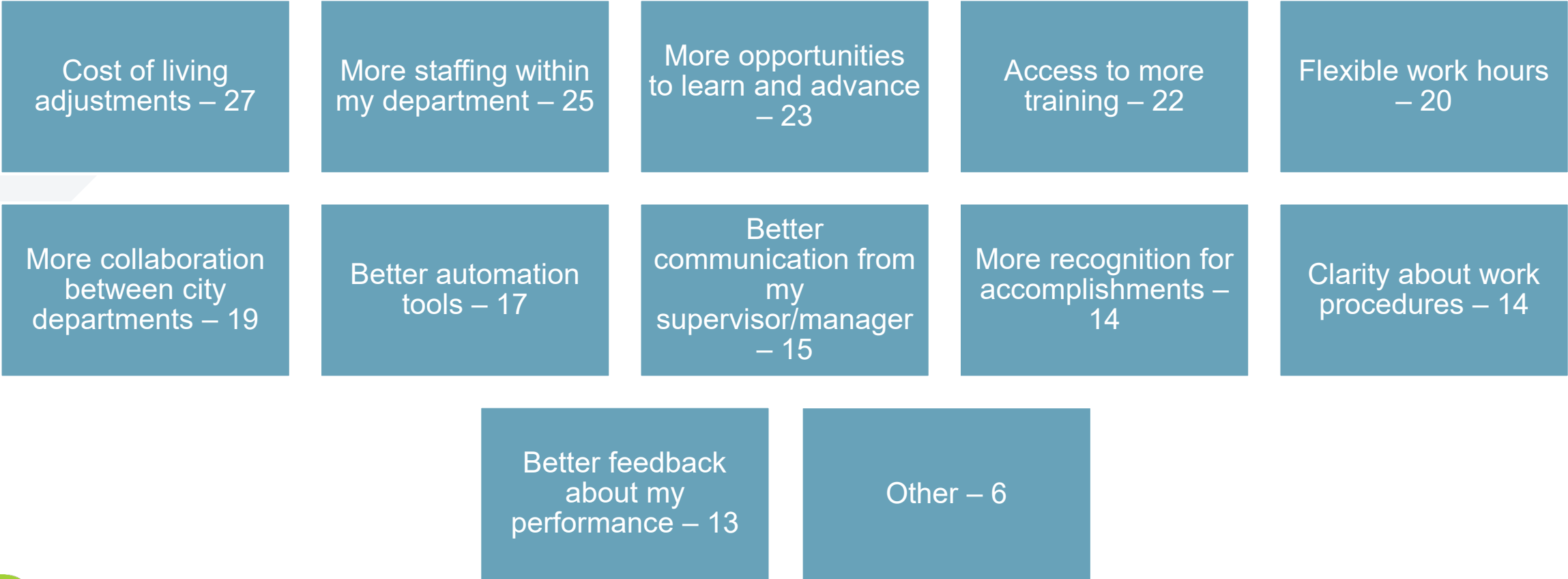
- Bike path on the trestle to connect the Extreme East side of Capitola with the West
- We love the Police Dept



Please indicate how likely the following will improve your work environment. These are the responses for greatly improve or improve



There were 32 responses to this question.



Rate on a scale of 1–5 whether you agree or disagree with the following statements: 1 beings strongly agree and 5 being strongly disagree.

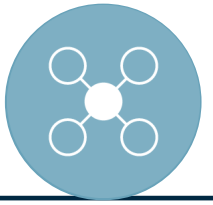
There were 32 responses to this question.



Strongly Agree Agree Neutral Disagree Strongly Disagree

Source: Employee Survey Strategic Plan 2024

Results of the Community Forums



There were 13 people in attendance.

Community Engagement and Inclusivity: There is a strong desire for local control, community involvement, and diverse, inclusive events that cater to various demographics, including youth and families.

Affordable Housing and Economic Development: Concerns about housing affordability, the implementation of housing plans, and the need for higher-paying jobs are prominent. There's also a call for better visibility on housing mandates and fiscal sustainability.

Safe and Accessible Spaces: Many comments emphasize the importance of creating pedestrian-safe environments, more bike trails, and public spaces, including parks and community gathering areas. Safety for dogs and pedestrians is highlighted as well.

Vibrant and Diverse Local Economy: There's a desire for vibrant businesses, fewer vacancies, and improved dining options, particularly near the wharf. The community wants to maintain local character while planning for economic growth.

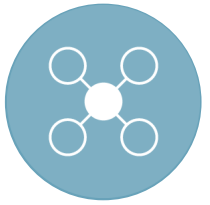
Environmental and Aesthetic Considerations: Appreciation for the natural landscape and a cleaner, healthier environment is noted, along with desires for green spaces and thoughtfully planned developments that enhance community character.

Youth and Family Focus: The need for more youth-oriented activities and facilities, such as a children's museum and a youth center, is emphasized, alongside concerns about decreasing youth population due to economic factors.

Transportation and Parking Solutions: Suggestions for better public transportation, more parking options, and safe walking and biking routes reflect a push for improved accessibility and mobility within the community.



Overall Interview Themes



1. Economic Development -
Revitalizing the Capitola Mall and enhancing the 41st Avenue corridor are seen as key priorities to boost local revenue and diversify the business landscape.

2. Housing Affordability - There is a pressing need for affordable housing solutions amid rising costs, particularly to accommodate families and mitigate the impact of vacation rentals.

3. Community Engagement and Representation - Improving resident involvement in local governance and ensuring city employees have a voice in leadership discussions are critical for fostering a more inclusive community.

4. Transportation and Accessibility -
Calls for better public transportation, increased walkability, and proactive solutions to traffic congestion highlight the need for enhanced mobility options.

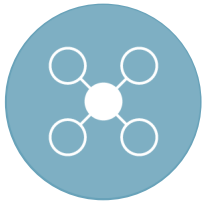
5. Environmental Concerns -
Planning efforts must consider climate change and sea level rise, beach and ocean health, with a strong desire to protect and enhance the natural environment.



Source: BerryDunn individual interviews, focus groups, group interviews 2024

43 people interviewed or responded in writing

Overall Interview Themes



6. Fiscal Sustainability and Budget Constraints - Financial challenges at various government levels necessitate more realistic budgeting and innovative revenue solutions to sustain essential services.

7. Civic Engagement and Community Identity - There is a need to balance new developments with the preservation of Capitola's unique character to foster community pride and ownership.

8. Social Equity and Inclusivity - Tensions regarding inclusivity in local governance underscore the importance of addressing diverse community needs and creating welcoming spaces for all. This includes supporting well-being of families and children.

9. City Staffing - Outdated facilities and insufficient staffing in public safety are leading to burnout and concerns about losing staff.

10. Partnering with other local jurisdictions - Opportunities to consolidate and share services to support the city and the regions needs.



Source: BerryDunn individual interviews, focus groups, group interviews 2024

43 people
interviewed or
responded in writing

SWOC



Strengths

Weaknesses

Opportunities

Challenges

SWOC Analysis



A SWOC analysis assesses the organization's current position before deciding on any strategies.



Using a SWOC analysis allows the City to make the most of its strengths and reduces the chances of failure by understanding what is lacking and eliminating obstacles that get in the way of effective strategy.

SWOC



Outcome:

City Council members gain insight from the community to inform the development of the strategic plan. City Council have a common understanding of the current environment of the City.

SWOT Analysis: Discussion

Review SWOT Handout



Strengths

Weakness

Opportunities

Challenges

- What are the strengths of the community?
Of the City government?
- What are weaknesses that need to be considered? Community? City government?
- What opportunities does the City have that it can capitalize on? For community impact? For City operations, organizational culture, etc.
- What challenges is the community facing now and for its future? What threats does the City government face to effectively serve the community now and in the future?

Initial SWOC

Strengths

- Community Engagement: There’s strong community interest in enhancing family-friendly spaces and amenities, which can foster a sense of ownership and support.
- Dedicated Staff: The departments are hardworking, committed staff who are eager to improve their service despite current challenges, indicating a strong internal culture and potential for growth.
- Natural Environment: Capitola's appealing natural surroundings and community-oriented atmosphere enhance the city’s livability and attractiveness for both residents and visitors.
- Economic Development Potential: Redevelopment plans aim to boost local economy and tourism, particularly with improved transit options and new businesses.
- Supportive Council: The impacts of Council that focus on community needs, potentially improving prioritization of projects.

Weaknesses

- High Cost of Living: The inability of department staff to afford housing in Capitola affects recruitment and retention, leading to staffing shortages and increased burnout.
- Inadequate: Funding for Services Low fees for community events do not cover the costs incurred, placing a financial burden on the police department and potentially compromising public safety.
- Outdated Facilities: The department's facilities are outdated and located in a flood plain, which may hinder operations and response effectiveness.
- Limited Resources: Staffing levels have not kept pace with community expectations, leading to overwhelmed personnel who cannot engage in proactive policing or community-oriented activities.
- Lack of Representation in Leadership: Employees feel undervalued and unrepresented in leadership decisions, leading to dissatisfaction and a potential decline in morale.



Initial SWOC

Opportunities

Mall Redevelopment: The redevelopment project presents a chance to revitalize the area, attract new businesses, and create spaces that meet community needs.

Transit Improvements: Enhancing public transportation options can improve accessibility and decrease traffic congestion, benefiting residents and visitors alike.

Affordable Housing Initiatives: There's an opportunity to advocate for mixed-use developments that include affordable housing, addressing the high cost of living and attracting a diverse population.

Regional Collaboration: Strengthening relationships with neighboring cities can foster collaboration on shared challenges, such as housing, transportation, and public safety.

Community Vitality Plans: Engaging residents in the planning process can build support for projects and ensure they align with community desires and needs.

Challenges

Budget Constraints: A budget crisis at local, state, and federal levels may hinder the city's ability to invest in necessary infrastructure, staffing, and services.

Resistance to Change: Some community members may resist new initiatives, particularly those perceived as changing the character of the area, creating division between new and long-term residents.

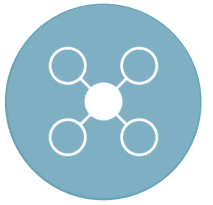
Staffing Shortages: Continued challenges in hiring and retaining police staff can lead to inadequate public safety response capabilities and increased workload for existing personnel.

Economic Viability Concerns: The perceived lack of economic feasibility for economic development could deter investors and developers from participating.

Climate Change and Infrastructure Risks: Environmental challenges such as sea level rise may complicate development plans and necessitate additional investments in infrastructure resilience.



Demographics Discussion



What did the demographics information reveal to you? What stood out in the presentation?



Did you learn anything new?



Which themes are the most important in shaping your thinking about the future direction of the City?