



CITY OF CARMEL-BY-THE-SEA

Good Morning!

City Council Strategic Priorities Workshop

January 22, 2026



Strategic Priorities Workshop 2026

Welcome and Introductions



Today's Format

- City Administrator and Council opening comments
 - Set the intention
- Presentation of full priorities list
 - Start to finish
- Detailed discussion by each **Priority Area**
 - **Goals** will be batched under each **Priority** for discussion
 - Receive Council and Community feedback
- Compile feedback for February Council meeting

NOTE: Break for Lunch around 1:00pm



Today's Format

- New Organization
 - **Strategy**
 - **Priority**
 - **Goal**

City Council Strategic Priorities			Responsible Department	Fully Controlled	City Completion	Target Goal
Key to the Strategic Priorities List:						
S: These are Council STRATEGIC areas, which are high-level and long term visions for the City						
P: These are Council PRIORITY areas, which focus on more specific objectives within one of the long term strategic visions						
G: These are Council GOALS , which are the measurable outcomes or tasks that will be completed within each priority area						
S-1 Exercise Financial Sustainability, Accountability and Transparency						
P-1.1 Budget Clarity						
<i>G-1.1.1 Review and Reformulate Approach to Reserves</i>			Admin/Finance	Y		DONE
<i>G-1.1.2 Update and Refine Financial Policies</i>			Admin/Finance	Y		DONE
P-1.2 Financial Health						
<i>G-1.2.1 Receive Council approval on revised investment portfolio approach</i>			Admin/Finance	Y		TBD
<i>G-1.2.2 Complete internal review (checklist) of City readiness to take on bonds or other financing</i>			Admin/Finance	Y		TBD
<i>G-1.2.3 Implement a new HR and Payroll management system</i>			Admin/Finance	Y		Dec 2026
<i>G-1.2.4 Develop potential revenue enhancements and receive Council direction</i>			Admin/Finance	Y		TBD

Key to the Strategic Priorities List:

S: These are Council **STRATEGIC** areas, which are high-level and long term visions for the City

P: These are Council **PRIORITY** areas, which focus on more specific objectives within one of the long term strategic visions

G: These are Council **GOALS**, which are the measurable outcomes or tasks that will be completed within each priority area



Today's Format

- Focus on one **Priority Area** at a time

S-2 Steward the Natural Environment

P-2.1 Beach Infrastructure Repairs and Maintenance

G-2.1.1	<i>Rebuild 8th Ave. sand ramp</i>	PW	N	TBD
G-2.1.2	<i>Complete 4th Ave. outfall repair/replacement</i>	PW	N	TBD
G-2.1.3	<i>Rebuild 10th Ave. stairs</i>	PW	N	TBD
G-2.1.4	<i>Rebuild 12th Ave. stairs</i>	PW	N	TBD
G-2.1.5	<i>Complete maintenance/repair of bluff revetments</i>	PW	N	TBD

P-2.2 Wildfire Mitigation and Prevention

G-2.2.1	<i>Adopt updated Carmel Forest Management Plan (City Council)</i>	PW	Y	May 2026
G-2.2.2	<i>Certify LCP amendment for updated Carmel Forest Management Plan (Coastal Commission)</i>	PW	N	Dec 2026
G-2.2.3	<i>Adopt Local Fire Hazard Maps</i>	CPB	N	DONE
G-2.2.4	<i>Adopt additional citywide wildfire and prevention measures</i>	CPB/PW	N	TBD



Today's Format

- Discuss all of the **Goals** as a “batch” one area at a time

S-2 Steward the Natural Environment

P-2.1 Beach Infrastructure Repairs and Maintenance

G-2.1.1	<i>Rebuild 8th Ave. sand ramp</i>	PW	N	TBD
G-2.1.2	<i>Complete 4th Ave. outfall repair/replacement</i>	PW	N	TBD
G-2.1.3	<i>Rebuild 10th Ave. stairs</i>	PW	N	TBD
G-2.1.4	<i>Rebuild 12th Ave. stairs</i>	PW	N	TBD
G-2.1.5	<i>Complete maintenance/repair of bluff revetments</i>	PW	N	TBD

P-2.2 Wildfire Mitigation and Prevention

G-2.2.1	<i>Adopt updated Carmel Forest Management Plan (City Council)</i>	PW	Y	May 2026
G-2.2.2	<i>Certify LCP amendment for updated Carmel Forest Management Plan (Coastal Commission)</i>	PW	N	Dec 2026
G-2.2.3	<i>Adopt Local Fire Hazard Maps</i>	CPB	N	DONE
G-2.2.4	<i>Adopt additional citywide wildfire and prevention measures</i>	CPB/PW	N	TBD



Today's Format

- Sequence of detailed discussion:
 - Council questions
 - Public comments
 - Council comments
 - Feedback on existing **Goals**
 - New **Goals** to be added
 - Level of priority for each **Goal**
 - Additional public comment if needed
 - Summary by City Administrator if needed



Today's Format

Questions on Format?



City Administrator Intro and Goals

- New Approach this year
- Receive Council philosophy on prioritization
 - Everyone on the same page from the start
- Regular check-ins throughout year
 - Keep priorities relevant and current
- Shape the City's workplan for 2026
 - City Administrator = conductor of staff symphony
 - What types of songs?
 - Does not limit individual Councilmembers



Council Opening Comments

- Philosophy on prioritizing
- Goal for the day
- Other



City Administrator Intro and Goals

Strategic Priorities List



Priority List

City Council Strategic Priorities

		Responsible Department	Fully Controlled	City Completion	Target Goal
S-1	Exercise Financial Sustainability, Accountability and Transparency				
	P-1.1 <i>Budget Clarity</i>				
	<i>G-1.1.1</i> <i>Review and Reformulate Approach to Reserves</i>	Admin/Finance	Y		DONE
	<i>G-1.1.2</i> <i>Update and Refine Financial Policies</i>	Admin/Finance	Y		DONE
	P-1.2 <i>Financial Health</i>				
	<i>G-1.2.1</i> <i>Receive Council approval on revised investment portfolio approach</i>	Admin/Finance	Y		TBD
	<i>G-1.2.2</i> <i>Complete internal review (checklist) of City readiness to take on bonds or other financing</i>	Admin/Finance	Y		TBD
	<i>G-1.2.3</i> <i>Implement a new HR and Payroll management system</i>	Admin/Finance	Y		Dec 2026
	<i>G-1.2.4</i> <i>Develop potential revenue enhancements and receive Council direction</i>	Admin/Finance	Y		TBD



Priority List

City Council Strategic Priorities

		Responsible Department	Fully Controlled	City Goal	Target Completion
S-2	Steward the Natural Environment				
P-2.1	Beach Infrastructure Repairs and Maintenance				
G-2.1.1	<i>Rebuild 8th Ave. sand ramp</i>	PW	N	TBD	
G-2.1.2	<i>Complete 4th Ave. outfall repair/replacement</i>	PW	N	TBD	
G-2.1.3	<i>Rebuild 10th Ave. stairs</i>	PW	N	TBD	
G-2.1.4	<i>Rebuild 12th Ave. stairs</i>	PW	N	TBD	
G-2.1.5	<i>Complete maintenance/repair of bluff revetments</i>	PW	N	TBD	
P-2.2	Wildfire Mitigation and Prevention				
G-2.2.1	<i>Adopt updated Carmel Forest Management Plan (City Council)</i>	PW	Y	May 2026	
G-2.2.2	<i>Certify LCP amendment for updated Carmel Forest Management Plan (Coastal Commission)</i>	PW	N	Dec 2026	
G-2.2.3	<i>Adopt Local Fire Hazard Maps</i>	CPB	N	DONE	
G-2.2.4	<i>Adopt additional citywide wildfire and prevention measures</i>	CPB/PW	N	TBD	



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		Responsible Department	Fully Controlled	City Goal	Target Completion
S-3	Maintain Public Safety and Infrastructure				
P-3.1	Public Safety				
G-3.1.1	<i>Complete transition of ambulance services to Monterey Fire</i>	Admin	N	DONE	
G-3.1.2	<i>Implement a Street Address Program</i>	Admin	Y		May 2026
P-3.2	City Buildings (Non-Police/PW)				
G-3.2.1	<i>Conduct condition assessment of all buildings and develop maintenance plan</i>	PW	Y	TBD	
G-3.2.2	<i>Make Police/PW Building safe before remodel</i>	PW	Y	DONE	
P-3.3	City Building (Police/PW)				
G-3.3.1	<i>City Council decision on rebuild vs. renovate</i>	PW/PD	Y	DONE	
G-3.3.2	<i>Select architect</i>	PW/PD	Y		March 2026
G-3.3.3	<i>Construction Plans and financing approved by City Council</i>	PW/Admin	Y	TBD	
G-3.3.4	<i>Construction begins</i>	PW	Y	TBD	
G-3.3.5	<i>Employees fully move back into building</i>	PW/PD	Y	TBD	
P-3.4	Digital Infrastructure				
G-3.4.1	<i>Complete an IT audit, including cyber-security</i>	Admin/IT	Y		May 2026
G-3.4.2	<i>Develop and adopt an IT Strategic Plan</i>	Admin/IT	Y	TBD	
P-3.5	Streets and Sidewalks				
G-3.5.1	<i>Assess condition of all sidewalks and tree wells and create maintenance plan to get current on repairs</i>	PW	Y	DONE	
G-3.5.2	<i>Complete repairs to get current on all sidewalk and ADA improvements</i>	PW	Y	TBD	



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S-4	Preserve the Village Character				
P-4.1	Design Review				
G-4.1.1	<i>Adopt updated Design guidelines and Zoning Code - Design Traditions 1.5 Project (City Council)</i>	CPB	Y	TBD	
G-4.1.2	<i>Certify LCP amendment for updated Design Guidelines and Zoning Code (Coastal Commission)</i>	CPB	N	TBD	
G-4.1.3	<i>Reinstate the Design Review Board (DRB)</i>	CPB	Y	TBD	
G-4.1.4	<i>Complete Objective Design and Development Standards for affordable units (ODDS)</i>	CPB	Y	TBD	
P-4.2	Attract New Full Time Residents				
G-4.2.1	<i>Adopt ADU ordinance (City Council)</i>	CPB	Y	Dec 2026	
G-4.2.2	<i>Certify LCP amendment for ADU Ordinance (Coastal Commission)</i>	CPB	Y	TBD	
G-4.2.3	<i>Adopt Housing Element amendment to move units from City lots (City Council)</i>	CPB	N	April 2026	
G-4.2.4	<i>Certification of Housing Element amendment to move units from City lots (CA State HCD)</i>	CPB	N	June 2026	
G-4.2.5	<i>Research policy options in response to accelerating population loss / loss of families with children</i>	Admin/CPB	Y	TBD	



Priority List

City Council Strategic Priorities

		Responsible Department	Fully Controlled	City Goal	Target Completion
S-5	Provide Effective, Reliable, Responsive and Friendly Government Services				
P-5.1	Process Improvements				
<i>G-5.1.1</i>	<i>Implement new permitting software, with focus on integrating Artificial Intelligence</i>	CPB/IT	Y	TBD	
<i>G-5.1.2</i>	<i>Implement technologies to support routine staff tasks and free up time for enhanced customer service</i>	CPB/IT	Y	TBD	
P-5.2	Public Access to Records				
<i>G-5.2.1</i>	<i>Scan and digitize all physical city records to make available online (resolutions, ordinances, etc.)</i>	Admin/IT	Y	TBD	
P-5.3	"Smart Village" Plan				
<i>G-5.3.1</i>	<i>Expand free public Wi-Fi network to cover all parks and key public areas</i>	Admin/IT	Y	TBD	



Priority List

City Council Strategic Priorities

S-6 Implement the City's Adopted Plans

P-6.1 Climate Action (C) and Adaptation (D) Plan

<u>Program #</u>	<u>Program Name</u>	<u>Responsible Department</u>	<u>Fully Controlled</u>	<u>City Goal</u>	<u>Target Completion</u>
G-C-1.1.1	<i>Energy Efficiency Outreach</i>	PW	Y	TBD	
G-C-1.1.2	<i>Energy Efficiency and Electrification Incentives</i>	PW	N	TBD	
G-C-1.1.3	<i>Energy Efficiency Audits</i>	PW	N	TBD	
G-C-1.2.1	<i>Feasibility Study for Existing Building Electrification and Back-up Power.</i>	PW	Y	TBD	
G-C-1.2.2	<i>Residential Home Energy Renovations.</i>	PW	Y	TBD	
G-C-1.2.3	<i>Residential Home Energy Renovation Incentives.</i>	PW	N	TBD	
G-C-1.2.4	<i>Commercial Energy Renovations.</i>	PW	Y	TBD	
G-C-1.2.5	<i>Residential Commercial Energy Renovation Incentives.</i>	PW	N	TBD	
G-C-1.3.1	<i>Energy Efficiency in New Residential Construction</i>	PW	Y	TBD	
G-C-1.3.2	<i>Energy Efficiency in New Commercial Construction</i>	PW	Y	TBD	
G-C-2.1.1	<i>Reduce Reliance on Automobiles.</i>	PW	N	TBD	
G-C-2.1.2	<i>Develop Bicycle Master Plan to Create Safe Bike Routes around the City</i>	PW	Y	TBD	
G-C-2.1.3	<i>Ride-Sharing and Bike to Work Programs within City Operations and Businesses</i>	PW	N	TBD	
G-C-2.2.1	<i>Prioritize Electric Vehicles (EVs)</i>	PW	Y	TBD	
G-C-2.3.1	<i>Develop Origin/Destination Transportation Model.</i>	PW	N	TBD	



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<i>G-C-3.1.1 Incentivize Clean Energy Installations</i>	PW	Y		TBD
<i>G-C-3.1.2 Increase uptake of 3CE Renewable Generation portfolio</i>	PW	N		TBD
<i>G-C-4.1.1 Continued Implementation and Promotion of City and Model Water Efficient Ordinance Standards</i>	PW	Y		TBD
<i>G-C-4.1.2 Exceed Water Efficiency Standards</i>	PW	Y		TBD
<i>G-C-5.1.1 Increase the City's solid waste diversion to reduce landfill methane emissions</i>	PW	N		TBD
<i>G-C-6.1.1 Urban Forest Maintenance and Improvement</i>	PW	Y		TBD
<i>G-C-6.2.1 Allow Cool Roof Options</i>	PW	Y		TBD
<i>G-D-1.1.1 Maintain and Update Evacuation Plan Every 8 Years.</i>	PW	N		TBD
<i>G-D-1.1.2 Update Emergency Preparedness.</i>	PW	Y		TBD
<i>G-D-1.1.3 Collaborate with Monterey Fire.</i>	PW	N		TBD
<i>G-D-1.1.4 Publicize Local Evacuation Routes.</i>	PW	N		TBD
<i>G-D-1.1.5 Evaluate Evacuation Route Capacity.</i>	PW	Y		TBD
<i>G-D-1.2.1 Establish a Resilience Hub.</i>	PW	N		TBD
<i>G-D-1.2.2 Limit the Impacts of Climate Change on the Most Vulnerable Populations.</i>	PW	N		TBD
<i>G-D-1.2.3 Engage the Community.</i>	PW	Y		TBD
<i>G-D-1.2.4 Social Support Network.</i>	PW	N		TBD
<i>G-D-1.2.5 Back-up Power for Vulnerable Populations.</i>	PW	Y		TBD
<i>G-D-1.3.1 Partner with Monterey County Health Department.</i>	PW	N		TBD



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	Responsible Department	Fully Controlled	City Goal	Target Completion
<i>G-D-1.3.2 Initiate a Heat Pump Retrofit Program.</i>	PW	Y		TBD
<i>G-D-1.3.3 Invest in Improving Resilience in Critical Facilities.</i>	PW	Y		TBD
<i>G-D-1.3.4 Conduct a Feasibility Study for Existing Building Electrification and Back-up Power.</i>	PW	Y		TBD
<i>G-D-1.3.5 Improve Resilience in Existing Building Stock.</i>	PW	Y		TBD
<i>G-D-1.3.6 Promote Funding Opportunities.</i>	PW	N		TBD
<i>G-D-1.4.1 Develop Partnerships to Provide Support to Displaced Workers.</i>	PW	N		TBD
<i>G-D-1.4.2 Establish Partnerships to Develop a Resilient Economy.</i>	PW	N		TBD
<i>G-D-1.4.3 Business Resilience Outreach Program. Collaborate</i>	PW	N		TBD
<i>G-D-1.4.4 Hire a Grant Writer/Climate Coordinator.</i>	PW	Y		TBD
<i>G-D-2.1.1 Increase Funding for Climate Adaptation.</i>	PW	Y		TBD
<i>G-D-2.1.2 Increase Urban Forest Resilience.</i>	PW	Y		TBD
<i>G-D-2.1.3 Increase Resilience of the Mission Trail Nature Preserve and Pescadero Canyon.</i>	PW	N		TBD
<i>G-D-2.1.4 Increase Resilience of the North Dunes.</i>	PW	N		TBD
<i>G-D-2.1.5 Increase Resilience to Stronger Storms.</i>	PW	N		TBD
<i>G-D-2.1.6 Beach Sand Monitoring Program.</i>	PW	Y		TBD
<i>G-D-2.1.7 Carmel Cove Sand Supply.</i>	PW	N		TBD
<i>G-D-3.1.1 Underground Utilities in Fire Hazard Zones (Develop Plan).</i>	PW	N		TBD
<i>G-D-3.1.2 Increase Green Infrastructure.</i>	PW	N		TBD
<i>G-D-3.1.3 Public Building Electrification.</i>	PW	Y		TBD



Priority List

City Council Strategic Priorities

	Responsible Department	Fully City Controlled	Target Goal Completion
<i>G-D-3.1.4 Reduce Stormwater Runoff.</i>	PW	N	TBD
<i>G-D-3.1.5 Storm Drain Repair Funding and Improvements.</i>	PW	Y	TBD
<i>G-D-3.1.6 Retrofit Existing Critical Buildings and Related Infrastructure.</i>	PW	Y	TBD
<i>G-D-3.1.7 Water Conservation.</i>	PW	N	TBD
<i>G-D-3.1.8 Bluff Structural Monitoring Program.</i>	PW	Y	TBD
<i>G-D-3.1.9 Sea Level Rise Coastal Vulnerability Study.</i>	PW	Y	TBD
<i>G-D-3.1.10 Wastewater Treatment.</i>	PW	N	TBD
<i>G-D-3.2.1 Development Standards.</i>	PW	Y	TBD
<i>G-D-3.2.2 Update City Planning Guidelines.</i>	PW	Y	TBD
<i>G-D-3.2.3 Incorporate Climate Change Adaptation into Local Plans.</i>	PW	Y	TBD
<i>G-D-3.2.4 Update Shoreline Management Plan.</i>	PW	N	TBD
<i>G-D-3.2.5 Multi-Jurisdictional Hazard Mitigation Plan.</i>	PW	N	TBD



Priority List

City Council Strategic Priorities

	Responsible Department	Fully Controlled	City Completion	Target Goal
S-6 Implement the City's Adopted Plans				
P-6.1 Climate Action (C) and Adaptation (D) Plan				
P-6.2 Housing Element - Cycle 6				
P-6.3 Carmel Forest Management Plan				
P-6.4 Community Wildfire Prevention Program (CWPP)				
P-6.5 IT Strategic Plan				
P-6.6 Library Master Plan				
P-6.7 Mission Trails Nature Preserve Master Plan				



Priority List

City Council Strategic Priorities

Responsible Department	Fully Controlled	City Completion	Target Goal
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Future Projects - These are projects that are important, but are not actively being worked on by City Staff until directed by Council.

<i>F-1</i>	<i>Transient Occupancy Tax (TOT) Increase</i>	Admin	Y	TBD
<i>F-2</i>	<i>Explore Opportunities for Flanders Mansion</i>	Admin	Y	TBD
<i>F-3</i>	<i>Explore Opportunities for Permanent Outdoor Dining/Downtown Master Plan</i>	CPB	Y	TBD
<i>F-4</i>	<i>Outdoor Wine Tasting Ordinance</i>	CPB	Y	TBD
<i>F-5</i>	<i>Explore Opportunities for Scout House</i>	Admin	Y	TBD
<i>F-6</i>	<i>Carmel Area Wastewater District (CAWD) Bridge to Everywhere Project</i>	CPB	Y	TBD
<i>F-7</i>	<i>Undergrounding Power Lines separate from Rule 20A</i>	PW	Y	TBD
<i>F-8</i>	<i>Build city-owned conduit system for data (currently Comcast owned)</i>	Admin/IT	Y	TBD
<i>F-9</i>	<i>Implement a parking and traffic management program</i>	Admin/CPB	Y	TBD



City Administrator Intro and Goals

Detailed Discussion



Closing Remarks

- Thank you!
- Summary of the Day
- Next steps