



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 City Controlled	Target Goal Completion
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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

G-1.1.1	Review and Reformulate Approach to Reserves	Admin/Finance	Y	DONE
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G-1.1.2	Update and Refine Financial Policies	Admin/Finance	Y	DONE
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P-1.2 Financial Health

G-1.2.1	Receive Council approval on revised investment portfolio approach	Admin/Finance	Y	TBD
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G-1.2.2	Complete internal review (checklist) of City readiness to take on bonds or other financing	Admin/Finance	Y	TBD
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G-1.2.3	Implement a new HR and Payroll management system	Admin/Finance	Y	Dec 2026
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G-1.2.4	Develop potential revenue enhancements and receive Council direction	Admin/Finance	Y	TBD
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Key to the Strategic Priorities List:

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

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

P-2.2 Wildfire Mitigation and Prevention

G-2.2.1	Adopt updated Carmel Forest Management Plan (City Council)	PW	Y	May 2026
G-2.2.2	Certify LCP amendment for updated Carmel Forest Management Plan (Coastal Commission)	PW	N	Dec 2026
G-2.2.3	Adopt Local Fire Hazard Maps	CPB	N	DONE
G-2.2.4	Adopt additional citywide wildfire and prevention measures	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	Rebuild 8th Ave. sand ramp	PW	N	TBD
G-2.1.2	Complete 4th Ave. outfall repair/replacement	PW	N	TBD
G-2.1.3	Rebuild 10th Ave. stairs	PW	N	TBD
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G-2.2.4	Adopt additional citywide wildfire and prevention measures	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 City Controlled	Target Goal Completion
S-1 Exercise Financial Sustainability, Accountability and Trasparency			
P-1.1 Budget Clarity			
G-1.1.1 <i>Review and Reformulate Approach to Reserves</i>	Admin/Finance	Y	DONE
G-1.1.2 <i>Update and Refine Financial Policies</i>	Admin/Finance	Y	DONE
P-1.2 Financial Health			
G-1.2.1 <i>Receive Council approval on revised investment portfolio approach</i>	Admin/Finance	Y	TBD
G-1.2.2 <i>Complete internal review (checklist) of City readiness to take on bonds or other financing</i>	Admin/Finance	Y	TBD
G-1.2.3 <i>Implement a new HR and Payroll management system</i>	Admin/Finance	Y	Dec 2026
G-1.2.4 <i>Develop potential revenue enhancements and receive Council direction</i>	Admin/Finance	Y	TBD



Priority List

City Council Strategic Priorities

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G-2.2.1	<i>Adopt updated Carmel Forest Management Plan (City Council)</i>	PW	Y	May 2026
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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

Responsible Department	Fully City Controlled	Target Goal Completion
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Priority List

City Council Strategic Priorities

S-3 Maintain Public Safety and Infrastructure

P-3.1 Public Safety

G-3.1.1	Complete transition of ambulance services to Monterey Fire	Admin	N	DONE
G-3.1.2	Implement a Street Address Program	Admin	Y	May 2026

P-3.2 City Buildings (Non-Police/PW)

G-3.2.1	Conduct condition assessment of all buildings and develop maintenance plan	PW	Y	TBD
G-3.2.2	Make Police/PW Building safe before remodel	PW	Y	DONE

P-3.3 City Building (Police/PW)

G-3.3.1	City Council decision on rebuild vs. renovate	PW/PD	Y	DONE
G-3.3.2	Select architect	PW/PD	Y	March 2026
G-3.3.3	Construction Plans and financing approved by City Council	PW/Admin	Y	TBD
G-3.3.4	Construction begins	PW	Y	TBD
G-3.3.5	Employees fully move back into building	PW/PD	Y	TBD

P-3.4 Digital Infrastructure

G-3.4.1	Complete an IT audit, including cyber-security	Admin/IT	Y	May 2026
G-3.4.2	Develop and adopt an IT Strategic Plan	Admin/IT	Y	TBD

P-3.5 Streets and Sidewalks

G-3.5.1	Assess condition of all sidewalks and tree wells and create maintenance plan to get current on repairs	PW	Y	DONE
G-3.5.2	Complete repairs to get current on all sidewalk and ADA improvements	PW	Y	TBD

Responsible Department	Fully City Controlled	Target Goal Completion
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Priority List

City Council Strategic Priorities

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>Certificaiton 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 City Controlled	Target Goal Completion
S-5 Provide Effective, Reliable, Responsive and Friendly Government Services			
P-5.1 Process Improvements			
G-5.1.1 <i>Implement new permitting software, with focus on integrating Artificial Intelligence</i>	CPB/IT	Y	TBD
G-5.1.2 <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			
G-5.2.1 <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			
G-5.3.1 <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

Program # Program Name

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

Responsible Fully City Target Goal
Department Controlled Completion



Priority List

City Council Strategic Priorities

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



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<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



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<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

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Responsible Department	Fully City Controlled	Target Goal Completion
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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

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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.

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