



City of Carmel-by-the-Sea

City Council Strategic Priorities

City Council Workshop

March 28, 2024

Sunset Center



Strategic Priorities Workshop

Consideration for Strategic Priorities:
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Priorities by Department

Administration (8 projects)	Community Planning & Building (10 projects)	Police (4 projects)	Public Works (11 projects)	Library & Community Activities
New - Board and Commissioner Training	Develop Telecommunication Ordinance consistent with federal law	New - Car Week Impacts and Safety*	Undergrounding Power Lines (separate from Rule 20A)	New - Car Week Impacts and Safety**
Explore Street Addresses	Review barriers to construction of affordable housing (Housing Element Adoption)	Develop a plan to ensure that the City's natural areas, as well as private property, are properly maintained to reduce fire risk**	Develop a plan to ensure that the City's natural areas, as well as private property, are properly maintained to reduce fire risk**	
Develop and Implement Social Media Plan	Develop Accessory Dwelling Unit (ADU) Ordinance			
Explore Parking and Traffic Management Program	Update Zoning Code and Design Guidelines (Residential & Commercial) AND Explore Reinstatement of the Design Review Board (DRB))	Review opportunities for enhanced fire/ambulance service	Stormwater Ordinances Update	
Review/Reformulate approach to reserves/update financial policies		Police/Public Works Building Project*	Volunteer Group Facilitation and Appreciation	
Explore Opportunities for Flanders Mansion	Explore opportunities for permanent outdoor dining/Downtown Master Plan		Develop Urban Forest Master Plan (UFMP) & Update Tree Ordinance	
New - Transient Occupancy Tax (TOT) Increase: Explore adding to the 2024 Ballot	Explore redevelopment of the north lot at Sunset Center		Increase Beautification Efforts	
New - Carmel Area Wastewater District (CAWD) Bridge to Everywhere Project*	New - Housing Element Implementation		Develop a Facilities Maintenance Plan (Facility Renovation Projects)	
	New - Outdoor Wine Tasting Ordinance		Underground Utilities Rule 20A	
	Police/Public Works Building Project*		Police/Public Works Building Project*	
	New - Carmel Area Wastewater District (CAWD) Bridge to Everywhere Project**	Explore Opportunities for Scout House		
		Coastal Engineering Study and Climate Committee (Elevated to High priority in August)		



Develop Telecommunication Ordinance Consistent with Federal Law

Item # 1

**Department
Planning and Building**

**Percentage Complete
August 2023: 100%
March 2024: 95%**

Direction from Council

- Retained Top Priority status

Progress Since August 2023

- August 2023: Application forms, checklists and design standards approved by Planning Commission
- August 2023: Ordinance recommended for approval by Planning Commission
- October 2023: Ordinance package adopted by City Council
- LCP Amendment package pending Coastal Commission approval



Stormwater Ordinances Update

Item # 2

Department
Public Works

Percentage Complete
August 2023: 90%
March 2024: 95%

Direction from Council

- Retained Top Priority status

Progress Since August 2023

- 2nd Reading and adoption of Stormwater Ordinances completed in December 2023
- Local Coastal Program Amendment requires approval by Planning Commission - likely in FY 2024/25
- Local Coastal Program Amendment requires approval by Coastal Commission - likely in FY 2024/25



Car Week Impacts and Safety

Item # 3

**Department
Police/Community Activities**

**Percentage Complete
Added in October 2023
March 2024: 95%**

Direction from Council

- Added as a Priority item in October 2023

Progress Since August 2023

- Council Presentations in October 2023 and March 2024
- October and March presentations discussed planning, preparation, and enforcement efforts for upcoming Car Week event
- Cooperative staff effort from Community Activities, Public Safety, and Public Works will continue annual planning, preparation, and enforcement efforts for Car Week



Review Barriers to Construction of Affordable Housing

Item # 4

**Department
Planning and Building**

**Percentage Complete
August 2023: 75%
March 2024: 95%**

Direction from Council

- Retained Top Priority status

Progress Since August 2023

- Numerous community meetings held
- August 2023: 1st draft Housing element completed and submitted to State
- January 2024: 2nd draft Housing element completed and submitted to State
- Set for adoption before April 15th



Volunteer Group Facilitation

Item # 5

**Department
Public Works**

**Percentage Complete
August 2023: 75%
March 2024: 80%**

Direction from Council

- Elevated to High Priority in August 2023

Progress Since August 2023

- Volunteer efforts and oversight have successfully resumed at the North Dunes site
- 3rd Leadership Carmel (LC) class completed Forest Hill Park Nature Play project
- 4th LC class will implement Scenic Pathway overlook improvements in Spring 2024
- March 2024: Council accepted \$149k in goods and 6k labor hours from Carmel Cares
 - Including Scenic Pathway barriers project
- Numerous ongoing projects/initiatives with Carmel Cares
- 2nd Annual Earth/Arbor/Community Day, April 20, 2024
 - Including 37+ vendors and possible Farmer's Market
- Increasing collaboration with FOMTNP and Garden Club
- Added Carmel Youth Center to volunteer webpage
- Staff will continue putting forth a high level of collaborative effort with volunteer groups



Board and Commissioner Training

Item # 6

Department
Administration

Percentage Complete
Added in October 2023
March 2024: 75%

Direction from Council

- Added as a Priority Item in October 2023

Progress Since August 2023

- City Attorney updated the Board and Commission handbook in February 2024
- March 2024: Council decided to postpone adoption of new Handbook
- *Staff will continue ongoing training, such as AB1234 (ethics), Brown Act, Public Records Act, etc.*



Develop Accessory Dwelling Unit (ADU) Ordinance

Item # 7

Department
Planning and Building

Percentage Complete
August 2023: 75%
March 2024: 80%

Direction from Council

- Retained Top Priority status

Progress Since August 2023

- First draft presented to Planning Commission at workshop, November 2023 - feedback received
- Met with State HCD to discuss policy direction regarding total building square footage on lots
- Waiting on HCD comments on first draft ordinance



Explore Street Addresses

Item # 8

**Department
Administration**

Percentage Complete
August 2023: 30%
March 2024: 70%

Direction from Council

- Retained Top Priority status
- Ad Hoc Committee created October 2023

Progress Since August 2023

- Presentation to Council at November CC Meeting detailing the results and status of staff's research
- Council directed staff to continue research and engage with the USPS Growth Manager
- Ad Hoc Committee met in February and March
- Letter with Ad Hoc's questions drafted and mailed to the USPS Growth Manager
- Reply from USPS received in February and March 2024



Develop a plan to ensure that the City's natural areas, as well as private property, are properly maintained to reduce fire risk

Item # 9

Department
Fire/Police/Public Works

Percentage Complete
August 2023: 55%
March 2024: 65%

Direction from Council

- Retained Top Priority status

Progress Since August 2023

- Community Wildfire Protection Plan (CWPP) presented to Forest & Beach Commission in October 2023
- CWPP needs to be presented to Carmel, Monterey, and Pacific Grove Councils for adoption
- \$75k spent on removing 43 fallen dead trees in MTNP
- Fuel reduction performed in Forest Hill Park
- 51 trees, 50 limbs removed following February 4th storm
- \$200k approved in FY 2023/24 Mid-Year budget for additional dead/hazardous trees and stump removals
- Landscape maintenance contractor and staff mowing, weed whacking, debris removal continues
- Carmel Prepares programming developed covering personal preparation and the City's plans for emergency situations
- Bi-annual community engagement meetings planned
- January 2024: first community meeting held at Sunset Center to discuss Winter Storms
- June 2024: second community meeting will discuss wildfire preparation
- Second Community Wildfire Protection Plan (CWPP) meeting planned



Develop Urban Forest Master Plan (UFMP) & Update Tree Ordinance

Item # 10

Department
Public Works

Percentage Complete
August 2023: 60%
March 2024: 60%

Direction from Council

- Retained Top Priority Status

Progress Since August 2023

- Technical Studies and Community Survey completed
- Technical reports presented to Forest & Beach Commission/Steering Committee
- April-May 2024: Draft UFMP to be released and hold Public Workshops
- UFMP expected to be completed by 6/30/24, with public outreach and ordinance updates continuing into FY 25



Increase Beautification Efforts - Ongoing

Item # 11

**Department
Public Works**

**Percentage Complete
August 2023: 50%
March 2024: 60%**

Direction from Council

- Identified as ongoing Priority Item

Progress Since August 2023

- MTNP tank, well, pump house, and pole removed in MTNP
- August 2023, Forest & Beach Commission selected Carmel Cares proposed design Option 3 for five Ocean Avenue Median Islands makeover
- March 2024: Forest & Beach Commission approved landscaping design by MPC Professor Wheat
- Installation to begin April 2024 with estimated completion in Fall
- Community Engagement Programs "Downtown Detail" and "Median Minders" continue beautification efforts
- Landscape maintenance continues based on \$175k budgeted for landscape maintenance contract



Update Zoning Code and Design Guidelines (Residential & Commercial) AND Explore Reinstatement of the Design Review Board (DRB))

Item # 12

Department
Planning and Building

Percentage Complete
August 2023: 75%
March 2024: 60%

Direction from Council

- Retained Top Priority status

Progress Since August 2023

- Multiple Steering Committee meetings held (5+)
- Steering Committee completed review and comments on guideline language in first draft of residential and commercial guidelines, including new format
- Steering Committee completed review and comments on supporting language (intros, history, etc.) in first draft of residential and commercial guidelines
- Created "shoot list" for replacement/new photographs throughout all documents
- Created "parking lot" list of important items to work on following completion of Design Guidelines
- Staff began working on compilation of all notes and edits to generate 2nd draft of Residential and Commercial Design Guidelines



Develop a Facilities Maintenance Plan (Facility Renovation Projects)

Item # 13

Department
Public Works

Percentage Complete
August 2023: 45%
March 2024: 50%

Direction from Council

- Retained Top Priority status

Progress Since August 2023

- Completed: Sunset Center fire recirculation pump, bollards, and PB Library dumbwaiter decommissioned, Electrical panel assessments (City Hall, Fire Station, Vista Lobos, Junipero/ Ocean), and Condition Assessments: Police/Public Works building
- In Construction: Painting Sunset Center north wing and Harrison Memorial Library exterior, Carpenter Hall heater, and ADA Upgrades Year 6
- In Design: Sunset Center north lot electrical panel, retaining wall repairs, portico, and Vista Lobos electrical panel rebuild
- ***Library Master Plan developed, pending design of renovations***
 - ***update to be provided on April 2, 2024***
- Ready to re-bid pending supplemental funding in FY 25: City Hall roof replacement, Sunset Center cottage window repairs



Underground Utilities Rule 20A (Ad Hoc Created)

Item # 14

Department
Public Works

Percentage Complete
August 2023: 40%
March 2024: 50%

Direction from Council

- Retained Top Priority status

Progress Since August 2023

- November 2023: Presented Rule 20A program, prior reallocations leaving City \$668k, CPUC changes, active vs. inactive district, and 2 Underground District Options: Del Mar parking lot and Willow Trail/Ridgewood
- Council directed further outreach with Ad Hoc Committee to gauge interest and underground conversion funding for private properties
- February 2024: Ad Hoc/Staff toured both sites
- Researching costs for private undergrounding laterals before returning to Council to adopt District(s)



Develop and Implement Social Media Plan

Item # 15

**Department
Administration**

**Percentage Complete
August 2023: 50%
March 2024: 50%**

Direction from Council

- Assigned Low Priority level status

Progress Since August 2023

- No updates on this item



Explore Parking and Traffic Management Program

Item # 16

**Department
Administration**

Percentage Complete
August 2023: 50%
March 2024: 50%

Direction from Council

- Retained Top Priority status

Progress Since August 2023

- Community engagement phase completed in winter 2023
- Next step - presentation to Council with community feedback and options



Explore Opportunities for Scout House

Item # 17

**Department
Public Works**

**Percentage Complete
August 2023: 35%
March 2024: 40%**

Direction from Council

- Retained Top Priority status

Progress Since August 2023

- January 2024: Presented building condition, challenges (historic, CEQA, ADA, Surplus Lands Act), and 5 options with pros and cons
- Options: (1)Renovate as a CIP project, (2)Sell property, (3)Re-issue RFP for contractor to renovate and lease, (4)Relocate and renovate, and (5)Status Quo
- Relocation and renovation option was selected to advance
- Several relocation sites to be evaluated
- 5-year CIP, Year 2 (FY 2025/26) includes \$250k for project management, historic renovation/relocation design, and environmental services



Review Opportunities for Enhanced Fire/Ambulance Service

Item # 18

Department
Police Department

Percentage Complete
August 2023: 10%
March 2024: 35%

Direction from Council

- Retained Top Priority status
- Ad Hoc Committee continued

Progress Since August 2023

- Continued working on plan to improve management and operations of Ambulance with City of Monterey
- Management and oversight options discussed with Interim Chief Andrew Miller for future Ad Hoc discussion
- Reconvene the prior advisory panel members



Coastal Engineering Study and Climate Committee

Item # 19

**Department
Public Works**

**Percentage Complete
August 2023: 20%
March 2024: 35%**

Direction from Council

- Elevated to High Priority status

Progress Since August 2023

- Climate Committee reformed; met in November 2023 and February 2024
- Coastal Engineering Study Phase 1 completed
- Tasks 1-4 presented to Forest & Beach Commission and Climate Committee
- \$500k Local Coastal Program Grant Agreement executed with California Coastal Commission funding Phase 2
- March 2024: Council approved Amendment 2 to consultant team for 2-year Phase 2 development, which includes public outreach, coastal adaptation strategies, and an LCP Amendment
- Special Meeting Presentation to Council on March 26th
- April 2024: Issue RFP for Shoreline Infrastructure Repairs project; retain engineer for 2 structural beach stair repairs (10N, 12), and estimating/environmental for all shoreline repairs
- March-May 2024: Public Works staff to repair and open 5 concrete stairs at 8, 10S, 11, 13, and Santa Lucia, and wood stairs at Martin Way



Review/Reformulate Approach to Reserves/Update Financial Policies

Item # 20

**Department
Administration**

**Percentage Complete
August 2023: 35%
March 2024: 35%**

Direction from Council

- Assigned Low Priority level status

Progress Since August 2023

- No updates on this item



Police/Public Works Building Project

Item # 21

**Department
Police/Public Works/Planning**

**Percentage Complete
August 2023: 20%
March 2024: 25%**

Direction from Council

- Retained Top Priority status

Progress Since August 2023

- Multiple Ad Hoc meetings September-December 2023
- January 2024: staff presented results of Indigo Architect's building condition assessment and Police space programming needs
- January-February: Ad Hoc conducted public meetings to discuss next step options
- Listening Session held in March 2024
- Facilitated community tours of Carmel and Salinas Police stations scheduled for March 29, 2024
- Next Step: City Council and Community Meeting with architect and specialists
- Future step for implementation: authorize architect to begin schematic design of a possible new building at new site and renovation options at existing site



Explore Opportunities for Permanent Outdoor Dining/Downtown Master Plan

Item # 22

**Department
Planning and Building**

**Percentage Complete
August 2023: 25%
March 2024: 25%**

Direction from Council

- Assigned Low Priority level status

Progress Since August 2023

- No updates at this time



Explore Opportunities for Flanders Mansion

Item # 23

**Department
Administration**

**Percentage Complete
August 2023: 10%
March 2024: 20%**

Direction from Council

- Retained Top Priority Status
- Ad Hoc created

Progress Since August 2023

- Staff has continued research to prepare a CC update, recommendation, and seek direction



Undergrounding Power Lines (separate from Rule 20A Priority)

Item # 24

Department
Public Works

Percentage Complete
Added in October 2023
March 2024: 5%

Direction from Council

- Added as a Priority Item in October 2023
- Same Ad Hoc as Rule 20A priority item

Progress Since August 2023

- Staff recommends adopting Underground Utility District(s) for Rule 20A project first before pursuing City-wide undergrounding
- Carmel Cares working with residents and PG&E to potentially underground utilities along San Antonio Avenue (Second to Fourth Avenues)



Transient Occupancy Tax (TOT) Increase

Item # 25

**Department
Administration**

**Percentage Complete
Added in October 2023
March 2024: 5%**

Direction from Council

- Added as a Priority Item in October 2023
- Explore adding to the 2024 Ballot

Progress Since August 2023

- Tentatively placed on May City Council Agenda to discuss a report on adding a ballot measure to the November 5th Election and provide staff with direction
- Deadline to add a ballot measure is August 9th, making this a time sensitive item



Carmel Area Wastewater District (CAWD) Bridge to Everywhere Project

Item # 26

**Department
Administration**

**Percentage Complete
Added in October 2023
March 2024: 5%**

Direction from Council

- Added as Priority Item in October 2023
- Mayor Potter representing the City

Progress Since August 2023

- The City mailed a letter of support for the project to the Coastal Conservancy
- City Planner Katherine Wallace added to project team



Explore Redevelopment of the North Lot at Sunset Center

Item # 27

**Department
Planning and Building**

**Percentage Complete
August 2023: 0%
March 2024: 5%**

Direction from Council

- Assigned Low Priority level status

Progress Since August 2023

- Included as opportunity site in Housing Element - Target RFP in December 2025
- No project updates at this time



Housing Element Implementation

Item # 28

**Department
Planning and Building**

**Percentage Complete
Added in October 2023
March 2024: 5%**

Direction from Council

- Added as a Priority Item

Progress Since August 2023

- Implementation schedule created as part of Housing Element
- Start date pending adoption of Housing Element in April 2024



Outdoor Wine Tasting Ordinance

Item # 29

**Department
Planning and Building**

**Percentage Complete
Added in October 2023
March 2024: 5%**

Direction from Council

- Added as a Priority Item in October 2023

Progress Since August 2023

- Ad Hoc Committee established
- November 2023: First community listening session held



Discussion

- **Questions for Staff**
- **Direction to Staff**