



City of Carmel-by-the-Sea

City Council Strategic Priorities

City Council Workshop

February 27, 2025

Sunset Center



Vision & Mission

Vision Statement

Carmel-by-the-Sea will always be a community that values its historic culture, artistic character, and natural environment.

Mission Statement

“The City will provide exceptional services that respect residential character, promote local commerce and protect natural resources, while ensuring public health, safety and welfare.”



Guiding Values

Guiding Values

- ❖ *Public Stewardship*
- ❖ *Accountability & Responsibility*
- ❖ *Open Communication*
- ❖ *Collaboration and Teamwork*
- ❖ *Excellence*
- ❖ *Respect and Caring*
- ❖ *Customer Service*

Council Priorities

1. *Financial Sustainability*
2. *Natural Environment/Village Character*
3. *Community Engagement*
4. *Infrastructure*
5. *Business Environment*

City's Mission, Vision, and Guiding Values Serve as the Foundation to Council Priorities

*Natural Environment/
Village Character*

Financial Sustainability

Community Engagement

Business Environment

Infrastructure

Vision Statement

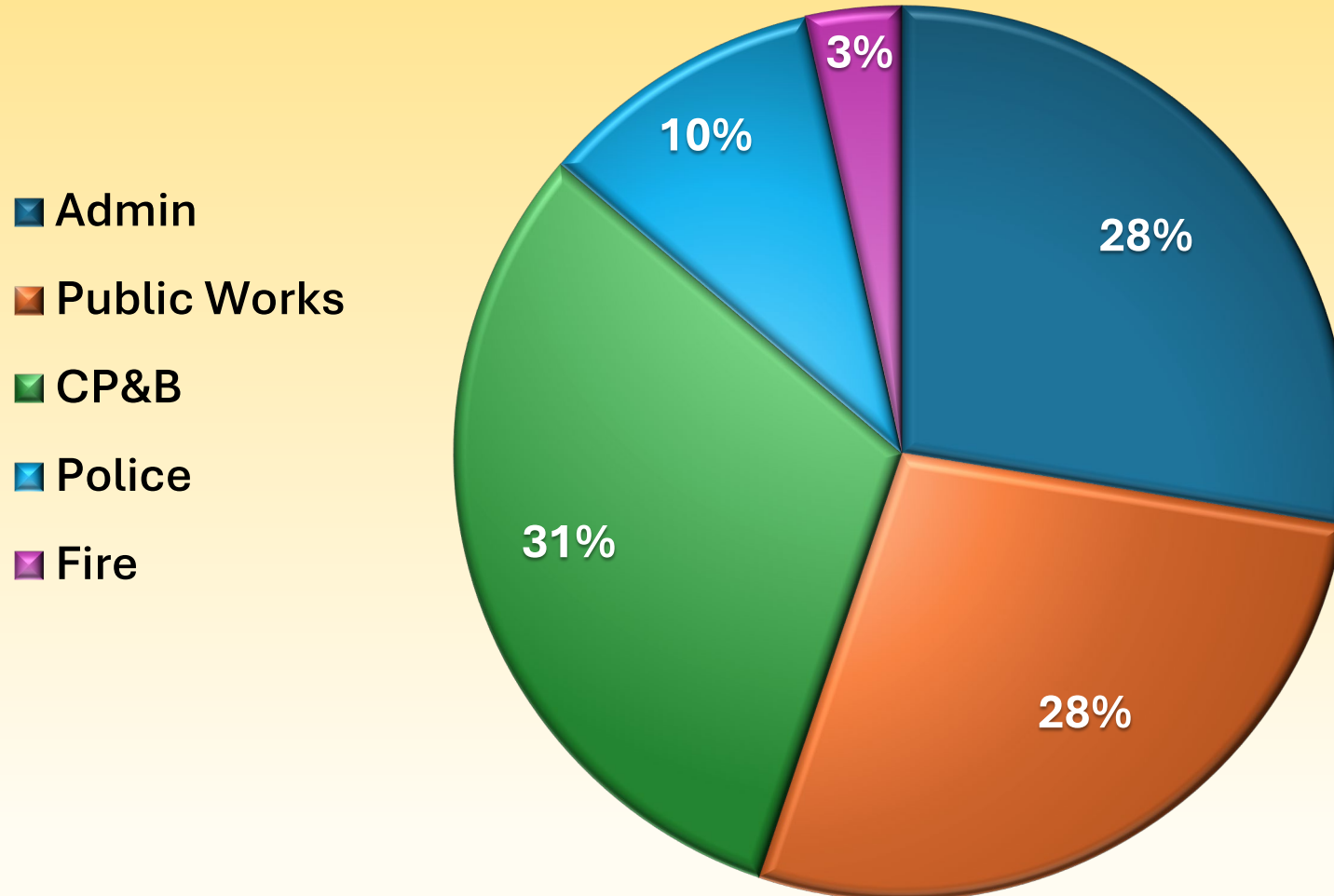
Mission Statement

Guiding Values



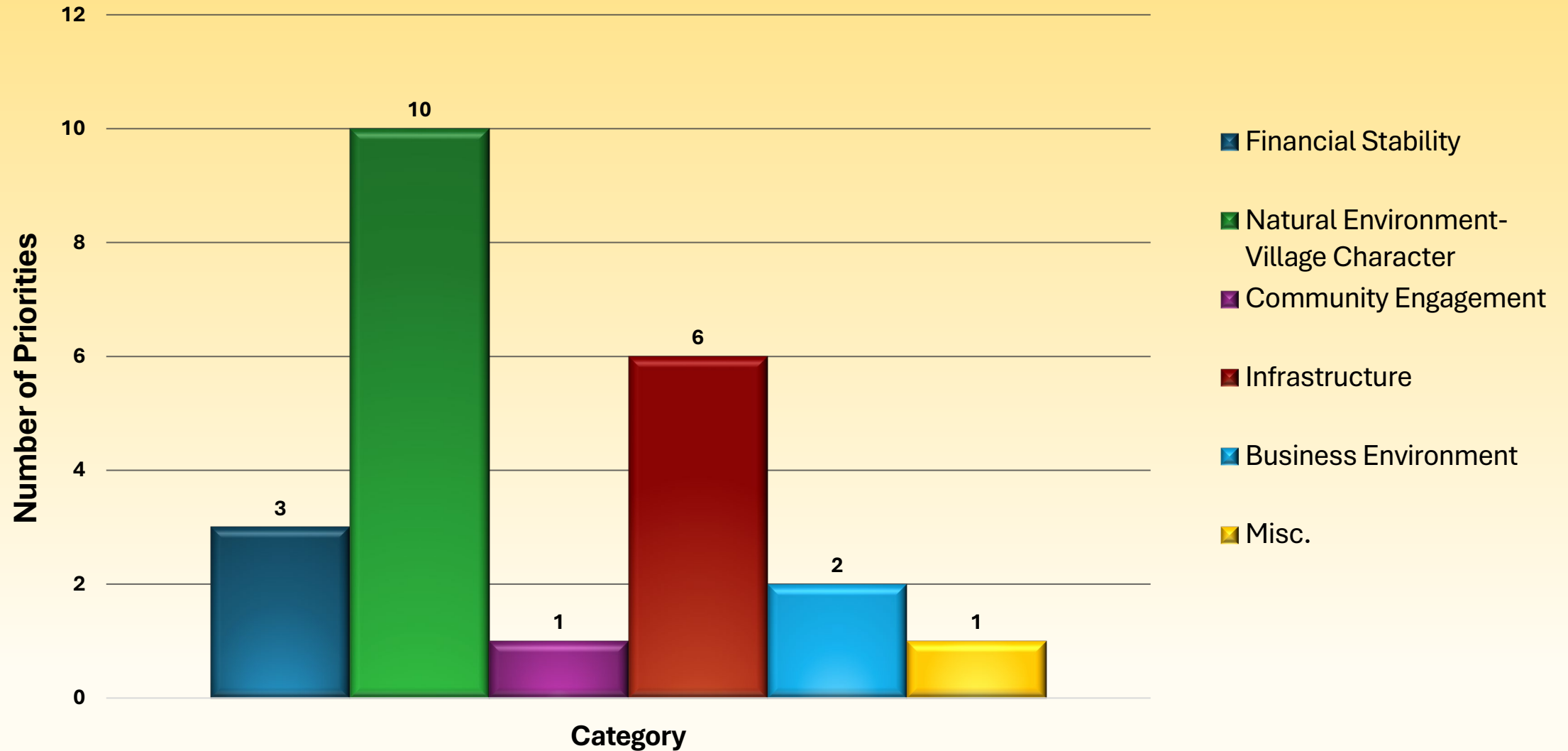


Priorities by Department





Priorities by Category





Explore Street Addresses

Item # 1

Department
Administration

Percentage Complete
March 2024: 70%
February 2025: 72%

Direction from Council

- September 10, 2024:
 - Council voted in favor of holding a public vote on street addresses
 - Type of vote to be determined
 - Further community engagement and in-depth discussions requested

Progress Since March 2024

- Staff continued research exploring different street addressing systems
- Staff gained deeper understanding about USPS-acceptable addressing systems in relation to the City



Transient Occupancy Tax (TOT) Increase

Item # 2

Department
Administration

Percentage Complete
March 2024: 5%
February 2025: 100%

Direction from Council

- Requested update from staff about adding a ballot measure to the November 5, 2024 election
- Identified as a time-sensitive item

Progress Since March 2024

- Council received an update from staff in May 2024
 - Directed staff not to pursue adding a ballot measure to November 2024 election
 - Voted to table TOT discussion

Priority Item is Identified as “Completed”



Carmel Area Wastewater District (CAWD) Bridge to Everywhere Project

Item # 3

**Department
Administration/CP&B**

**Percentage Complete
March 2024: 5%
February 2025: 10%**

Direction from Council

- City mailed a Letter of Support for the project
- City Planner, Katherine Wallace, added to project team

Progress Since March 2024

- City Planner, Katherine Wallace, attended multiple meetings for the project
- December 2024: Presentation by CAWD to Council explaining its project vision
- No lease or land use agreements in place



Board and Commissioner Training

Item # 4

**Department
Administration**

**Percentage Complete
March 2024: 75%
February 2025: 75%**

Direction from Council

- Council decided to postpone adoption of a new handbook for the time being

Progress Since March 2024

- New Board members and Commissioners continue working with City Clerk for training and resources including:
 - Ethics training
 - Brown Act resources and training
 - Comprehensive City handbook
 - Onboarding resources



Develop and Implement Social Media Plan

Item # 5

**Department
Administration**

**Percentage Complete
March 2024: 50%
February 2025: 90%**

Direction from Council

- Low Priority Status due to other priorities and staff capacity

Progress Since March 2024

- Staff researched municipal social media programs with efforts focused on developing a Social Media Plan, to include:
 - Best practices
 - Compliance requirements
 - Effective social media presence
 - Social Media Policy
- Explored opportunities for enhanced community engagement
- City Social Media Policy development is complete
 - Ready for Council consideration



Explore Traffic and Parking Management Program

Item # 6

**Department
Administration**

Percentage Complete
March 2024: 50%
February 2025: 50%

Direction from Council

- Planned for future date: presentation to Council with community feedback and options
 - Community engagement phase completed Winter 2023

Progress Since March 2024

- Traffic Management updates: Assembly Bill(AB) 413 - “Daylighting Bill” & California Vehicle Code (CVC) Section 22500
 - Ordinance No. 2024-002 adopted by Council to meet compliance requirements
 - Implementation of changes required is complete



Review/Reformulate Approach to Reserves/Update Financial Policies

Item # 7

**Department
Administration**

Percentage Complete
March 2024: 35%
February 2025: 45%

Direction from Council

- March 2024 - On Hold Due to Staffing

Progress Since March 2024

- New Finance Manager hired June 2024
- In Process: enhancing relevant policies for effective financial management, continued transparency, best practices, and governance
- Council established Financial Stewardship Workgroup



Explore Opportunities for Flanders Mansion

Item # 8

**Department
Administration**

**Percentage Complete
March 2024: 20%
February 2025: 20%**

Direction from Council

- On Hold Due to Other Priorities

Progress Since March 2024

- Staff continued gauging community interest in opportunities for Flanders
- Worked with CP&B to update available property records for Flanders on City's website
- Coordinated with PW to facilitate proactive and preventative maintenance in anticipation of winter season



Review Barriers to Construction of Affordable Housing (Housing Element Adoption)

Item # 9

Department
Community Planning & Building

Percentage Complete
March 2024: 95%
February 2025: 100%

Direction from Council

- Set for adoption by Council in April 2024

Progress Since March 2024

- Housing Element adopted by Council April 8, 2024
- Housing Element Certified by State of California

Priority Item is Identified as “Completed”



Explore opportunities for alternate affordable housing sites and amend Housing Element to move units from City-Owned Sites

Item # 10

Department
Community Planning & Building

Percentage Complete
March 2024: 0%
February 2025: 50%

Direction from Council

- Did not exist during the last Strategic Priorities Workshop

Progress Since March 2024

- Staff is working with resident group, “AHA” to find alternative sites for affordable housing in the City
- Consultant brought onboard to assist with State (HCD) interface
- Programs Currently Explored:
 - ADU’s
 - Hotel Conversion
 - Downtown Property
 - Church Sites
- First draft of amendment for public comment anticipated for March 2025
- Summer 2025: Target for Council adoption



Develop Accessory Dwelling Unit (ADU) Ordinance

Item # 11

**Department
Community Planning & Building**

**Percentage Complete
March 2024: 75%
February 2025: 80%**

Direction from Council

- Previously, waiting for HCD comments on first draft ordinance

Progress Since March 2024

- Community workshop on Ordinance anticipated for February/March 2025
- Staff anticipates Ordinance in front of Council in April/May 2025



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

Item # 12

**Department
Community Planning & Building**

**Percentage Complete
March 2024: 60%
February 2025: 65%**

Direction from Council

- Efforts on Pause due to staff resources

Progress Since March 2024

- Meetings resumed November/December 2024
 - Photographs and diagrams reviewed throughout four steering committee meetings
 - February/March 2025: Reshooting photos and formatting scheduled



Explore Opportunities for Permanent Outdoor Dining/Downtown Master Plan

Item # 13

**Department
Community Planning & Building**

**Percentage Complete
March 2024: 25%
February 2025: 25%**

Direction from Council

- On Hold Due to Other Priorities

Progress Since March 2024

- No updates at this time



Housing Element Implementation

Item # 14

**Department
Community Planning & Building**

**Percentage Complete
March 2024: 5%
February 2025: 10%**

Direction from Council

- Implementation Schedule pending Council adoption in April 2024

Progress Since March 2024

- Implementation in Progress
- Principal Planner position created to focus solely on implementation - Marnie Waffle
- Implementation taking place at same time as amendment
- February 25th: Special Meeting to discuss Zoning Amendments
- Recommendation: Elevate this item to High Priority



Outdoor Wine Tasting Ordinance

Item # 15

**Department
Community Planning & Building**

**Percentage Complete
March 2024: 5%
February 2025: 5%**

Direction from Council

- Ad Hoc Committee established (disbanded in January 2025)

Progress Since March 2024

- No updates at this time



Review Opportunities for Enhanced Fire/Ambulance Service

Item # 16

Department
Police Department

Percentage Complete
March 2024: 35%
February 2025: 75%

Direction from Council

- Continue Ad Hoc Committee discussion for management and oversight options

Progress Since March 2024

- Ad Hoc Committee meetings completed
- Significant progress on review and narrowing in on ambulance employees' wages and benefits
- Next Steps Include
 - Receiving a proposal back from Ambulance Association
 - Presenting it to Council in Closed Session
 - Council approval in open session to move forward



Police/Public Works Building Project

Item # 17

Department
Police Department

Percentage Complete
March 2024: 30%
February 2025: 35%

Direction from Council

- Facilitate tours of Carmel by the Sea Police Station and Salinas Police Station
- In March 2024, next step for implementation was to authorize architect to begin schematic designs
 - Possible new building at new site
 - Renovation options at existing site

Progress Since March 2024

- March-June 2024: Multiple Ad Hoc Meetings and Public Listening Sessions
- Community Consensus: existing building needs replacement
- July 2024: Council selected option of rehabilitating and expanding the Police building on the existing site
 - Consultant architect subsequently developed:
 - Concept Design: Maximizing the existing site
 - Preliminary phasing plans
- February 2025: Anticipated Amendment to Professional Services Agreement (PSA)



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

Item # 18

**Department
Fire, Police, Public Works**

**Percentage Complete
March 2024: 65%
February 2025: 95%**

Direction from Council

- Bi-annual community engagement meetings planned

Progress Since March 2024

- June 2024: Carmel Prepares community meeting held to discuss wildfire preparation
- September 2024: Community Wildfire Prevention Plan (CWPP) adopted by Council
- Ongoing fuel reduction projects in CWPP assigned to City's landscape maintenance contractor and Forestry crews
- Ongoing invasives removal and fuel reduction by Friends of MTNP and other volunteers in the North Dunes Habitat Restoration Site, along the Scenic Pathway, and other locations
- Monterey Fire conducted annual fuel reduction inspections for all Carmel properties in the fall
- Recommendation: Priority be eliminated as remaining tasks are ongoing



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

Item # 19

Department
Public Works

Percentage Complete
March 2024: 60%
February 2025: 80%

Direction from Council

- April-May 2024: Anticipated release of draft UFMP and a Public Workshop
- June 30, 2024: UFMP expected to be completed
 - Public outreach and ordinance updates continuing into FY 25

Progress Since March 2024

- Project renamed, **“Carmel Forest Master Plan”(CFMP)**, based on community input
- Consultant services completed
 - Production of additional tree inventory surveys
 - Produced a first draft and revised draft of CFMP
- Monthly status updates of CFMP provided at Forest & Beach Commission
- Forest and Beach Commission, CFMP Steering Committee, and staff held Public Workshops
- Coastal Ecologist engaged to oversee efforts to customize CFMP to fit the needs and expectations of the community and integrate the new CFMP with the prior, existing Plan
- Commenced a qualifications-based selection process to hire an environmental firm to prepare an Initial Study and appropriate CEQA documents upon availability of CFMP final draft



Underground Utilities Rule 20A

Item # 20

Department
Public Works

Percentage Complete
March 2024: 50%
February 2025: 95%

Direction from Council

- Directed staff to research costs for private undergrounding before returning to Council to adopt District(s)

Progress Since March 2024

- Ad Hoc Committee meetings resulted in decision to recommend the Del Mar Underground District to Council and eliminate further review of alternative site along MTNP Willow Trail
- November 2024: Public Hearing held, Council adopted resolution establishing the Del Mar Underground Utility District and authorized the Del Mar Utility Undergrounding Project utilizing remaining Rule 20A Work Credits (\$667,639)
- Adopted resolution, map, and application submitted to PG&E
 - PG&E designated the City an “Active Community,” and no further reallocation of funds are expected
 - PG&E estimates starting the design for the District in approximately five years
- Notifications and discussions with potentially impacted homeowners continue
- Recommendation: Priority be eliminated and resumed once PG&E begins the design in a future year



Coastal Engineering Study and Climate Committee

Item # 21

Department
Public Works

Percentage Complete
March 2024: 35%
February 2025: 50%

Direction from Council

- March 2024: Council approved Amendment #2 to consultant team for two-year Phase 2 development, to include public outreach, coastal adaptation strategies, and an LCP Amendment
- March-May 2024: Public Works staff to repair and open five concrete stairs

Progress Since March 2024

- Amendment #2 executed, resulting in production of
 - Community Engagement Plan
 - Socio-Economic Analysis
 - Presentation of a draft Community Survey for Sea Level Rise to the Forest & Beach Commission
 - Current development of long-term beach adaptation strategies
- Three technical proposals received in response to RFP for the Shore-line Infrastructure Repairs project
 - Best qualified firm selected; staff negotiated Scope of work and estimated fees to maximize project budget
- Professional Services Agreement, with a fee of approximately \$400k, is anticipated to be submitted to Council for award in March 2025



Stormwater Ordinances Update

Item # 22

Department
Public Works

Percentage Complete
March 2024: 95%
February 2025: 100%/10%

Direction from Council

- Pending: Local Coastal Program (LCP) Amendment – Planning Commission approval required
 - Expected: FY 2024/25
- Pending: LCP Amendment – California Coastal Commission (CCC) approval required
 - Expected: FY 2024/25

Progress Since March 2024

- Provided CCC staff with Council-adopted Stormwater Ordinances for review
- Coordinated with Planning Department regarding LCP and LCPA submittal requirements and the timing of the LCP Amendment for stormwater
- Following Planning Commission approval, Stormwater Ordinances then go to CCC for final approval



Explore Opportunities for Scout House

Item # 23

Department
Public Works

Percentage Complete
March 2024: 40%
February 2025: 40%

Direction from Council

- Relocation and Renovation Option selected by Council
- Several relocation sites to be evaluated

Progress Since March 2024

- Initial sites were preliminarily evaluated and logistical challenges identified
- Proposed CIP project to allocate \$250,000 for a consultant team, led by historic preservation architect, to:
 - assess feasible sites for relocation
 - design full removal plans of the Scout House from existing site
 - design the renovation plans, meeting ADA, historic preservation standards, and building code requirements
 - perform an Initial Study and begin environmental review (EIR anticipated) for the overall project
- Costs expected to partially be offset by the sale of existing site



Undergrounding Power Lines Separate from Rule 20A

Item # 24

Department
Public Works

Percentage Complete
March 2024: 5%
February 2025: 5%

Direction from Council

- Considered staff's recommendation to adopt Underground Utility District(s) for Rule 20A project before pursuing City-wide undergrounding

Progress Since March 2024

- PG&E currently in design to underground utilities along San Antonio, between Second and Fourth Avenues
 - Project sponsored by Carmel Cares and will be entirely funded by adjoining properties
- Department's efforts focused on the Rule 20A Undergrounding Project Priority Item
- Recommendation: rename this item to "Undergrounding Power Lines – Citywide"



Discussion

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



Refreshed Priority Themes

Everything we do Should:

Allow us to provide better service as a Government

and/or

Make the Village a better and safer place to live and visit

- 1. Financial Sustainability, Accountability & Transparency**
- 2. Stewarding the Natural Environment**
- 3. Maintaining Public Safety and Infrastructure**
- 4. Preserving the Village Character**
- 5. Providing Effective, Reliable, Responsive and Friendly Government Services**



Financial Sustainability, Accountability & Transparency

- 1. Refine financial policies**
 - i. Better position the City for bonds or other financing**
- 2. Tune-up investment portfolio**
- 3. Continue the Financial Stewardship Workgroup**
- 4. Find revenue enhancements**
- 5. Implement new HR and Payroll management system**



Stewarding the Natural Environment

1. Beach infrastructure repairs

i. Ramp

ii. 4th Ave. Outfall

iii. Stairs

iv. Revetments

2. Wildfire mitigation and prevention

i. Complete Urban Forest Management Plan – Consistent with CWPP



Maintaining Public Safety and Infrastructure

- 1. Conduct assessment of all buildings and get current on maintenance**
- 2. Conduct assessment of all city sidewalks (incl. tree wells) and get current on repairs and ADA improvements**
- 3. Make Police/PW Building safe**
- 4. Complete ambulance merger with Monterey Fire**
- 5. Implement a parking and traffic management program**
- 6. Build city-owned conduit system for data (currently Comcast owned)**
- 7. Formalize a street address program**
- 8. Develop a formal IT Strategic Plan, including cyber-security**



Preserving the Village Character

- 1. Complete the Design Traditions 1.5 Project**
 - i. Re-establish the Design Review Board (DRB)**
- 2. Implement the Housing Element**
 - i. Complete amendment to move units from City lots**
 - ii. Establish Objective Design Guidelines for affordable units**



Providing Effective, Reliable, Responsive and Friendly Government Services

- 1. Research and implement new permitting software, with focus on integrating Artificial Intelligence**
- 2. Scan and digitize ALL historic city records to make available online (resolutions, ordinances, etc.)**
- 3. Expand public Wi-Fi network to cover all parks and key public areas**
 - i. Part of “Smart Village” plan**
- 4. Implement new technologies across all City functions to support routine staff tasks and free up time for enhanced customer service**



Staff Level – Focus on Priority Themes

- 1. Implement new software for effectiveness/cost savings in accounting (Financial)**
- 2. Refine internal controls & processes for contracts (Financial)**
- 3. 100% of PW electric vehicle purchases by 2027 (Environment)**
- 4. Update the Safety Element of the General Plan (Safety)**
- 5. Complete building code updates related wildfire best practices (Safety)**
- 6. Updates to enforcement section of Municipal Code (Planning & Building) to clarify and make more enforceable (Character)**
- 7. Restructure and hire accordingly in Police Department (Safety)**
- 8. New Police Dept. records management system (Government)**
- 9. Develop I.T. internship program with focus on security (Safety)**
- 10. Audit permit process and look for ways to streamline (Government)**
- 11. Conduct cyber-security tabletop exercises (Safety)**
- 12. Improvements to high-hazard storm drains (Infrastructure)**
- 13. Explore new physical file storage partner to keep files closer (Financial)**