

WiFi: SUNSET/sunset14

Experience Management Plan for Carmel-by-the-Sea

**Community Input Session
August 20, 2026**

What three words come to mind when you think of Carmel-by-the-Sea?



What are ways that tourism makes life better in Carmel?

Money

None

Provides jobs

Tax revenue

Creates new business
opportunities

Jobs

Money

None

What are ways that tourism makes life better in Carmel?

Diverse cultures

Spending

Worldly people

Diversity of people

Money

Tax dollars

Spenders

Jobs

What are ways that tourism makes life better in Carmel?

Small businesses

Cultural exchange

Nothing

Supports local economy

Better restaurants, wine
tasting rooms & retail
Establishments because of
guests

Taxes for social
programs

Diversity

Employment

What are ways that tourism makes life better in Carmel?

Supports businesses

Tot

Supports local
businesses

Revenue

Creates jobs, allows the
city to exist

Financially

Energy

Revenue to pay for
infrastructure and vital
services.

What are ways that tourism makes life better in Carmel?

Supports many
restaurants for residents
to choose from

Awareness

Tax base

Stimulates the economy

Diversity

Generation of monetary
funds

The revenue they bring
to our community.

Spending

What are ways that tourism makes life better in Carmel?

Jobs and diversity

Business community

Employment

Revenue, cultural
exchange, relationships,

Brings money,
employees people,
shares our beauty

Supports the City's
operating budget, and
keeps the capital projects
moving.

Less tax burden on
residents

Adventurers can
appreciate our home

What are ways that tourism makes life better in Carmel?

Finances services that keeps Carmel special.

Incoming \$\$\$

Get to meet new people

Great restaurant options
Cultural experiences
Lively village

Lively atmosphere

Economy

Financial

Keeps businesses alive

What are ways that tourism makes life better in Carmel?

Supports businesses

More Cultural events
Better restaurants Better
stores Diversity

Revenue from tourism
allows for public safety and
services residents
appreciate.

Relief when the numbers
go down

Funds the town budget

Money spent to add to
the city coffers.

Money Culture Variety

Increased revenue/taxes
which help to fund critical
service for residents and
visitors alike.

What are ways that tourism makes life better in Carmel?

Funds city services
Generate revenue Fund
infrastructure

thriving businesses,

Vitality

Improved infrastructure.
High quality police and fire
services. Great library.

Great restaurants

Brings in money

Sharing of cultures from
around the world

Helps support the local
economy

What are ways that tourism makes life better in Carmel?

It brings in revenue when the right kind of tourist comes to town. Also brings interesting people to town.

Recognition all over world

Economic health; international vibe

Job producter

Revenue

Happy people, Diverse people

Meeting people from all over the world. Supports economy. Beauty shared

Business thrive

What are ways that tourism makes life better in Carmel?

Motorsports and automotive related opportunities

Revenue and increased diversity. Sharing the beauty of the village, the beach, and homes. Positive reputation of safety.

Visitors allow mor restaurants, galleries and shops to succeed which gives locals more options.

Great restaurants, stores, art galleries, and things to do and see

Increases revenue for hospitality businesses.

It brings revenue to our city. It supports our restaurants , cafes and galleries

Diversity

Brings revenue, allows businesses to survive, increases or maintains property values.

What are ways that tourism makes life better in Carmel?

Cultural support

Revenue for city staff & infrastructure
More cultural opportunities (concerts)
Better restaurants
Better quality shops

Sustains the local small business owner, and it is those small businesses that makes Carmel special.

It provides income for local businesses. We meet people from all over the world.

Tourism presents low-cost opportunities for small local businesses to increase brand awareness nationwide and internationally.

Jobs

Money, jobs, culture,

The variety of people walking the streets -- age and nationality.

What are ways that tourism makes life better in Carmel?

Tax dollars for essential services. Thriving businesses. Quality of life. Pride in citizenship.

Supports cultural organizations. Gives residents access to world class dining.

Brings interesting visitors

Brings diversity into town

Diversity

Revenue

Revenue to help support the community

It pays the bills! It opens your mind to different cultures. It creates a more global understanding. Makes life interesting.

What are ways that tourism makes life better in Carmel?

Makes People happy They get a new lease on life They get lifted up with the beauty and go home and share that happiness with others

Tax revenue supports the restaurants and shops

All about money versus quality of life

Revenue Employment Energy

Brings events to the area

Question assumes result I disagree with.

Keeps businesses

Important revenue source for community reinvestment

What are ways that tourism makes life better in Carmel?

Good restaurants, vibrant town, good economy for business owners, more events and culture

Funds essential city services. Brings interesting people from different countries and cultures here. Contributes to our diverse and vibrant economy. Supports our local employees.

Employment Tax revenue
Meet interesting people
Brings in better entertainment Supports nonprofits

Local economy

People from all the the world can experience our home

Supports small local businesses

Provides diverse dining options

The city of Carmel (and the village we love) would not exist without tourism

What are ways that tourism makes life better in Carmel?

Revenue

Meet new people, jobs, unique businesses can thrive, supports artist community

Visitors are jealous that I live here

Economic vitality
Interesting visitors Great vibe

Makes this town less boring. You can charge 10 dollars for an Orange Juice and feel good about it! It brings some flavor to an otherwise bland town. Long live CbtS!

Cultural diversity

Much needed revenue, business opportunities for residents, variety of events that locals can enjoy too

Supports economy, can make the area more fun

What are ways that tourism makes life better in Carmel?

Supports local businesses

It gives vibrancy and revenue until it overwhelms us all

Employment but..... housing for employees is virtually impossible.

Diversity Dollars

Meet fascinating people.
Support local economy.
Inspire art and culture.

Tourism improves the economy. International tourism connects us to the level of the global community.

Diversity

Brings income, supports business, diversity, events

What are ways that tourism makes life better in Carmel?

Creates jobs Funds
budget Supports local
businesses

Enjoy a business district.

Brings revenue to
support local
businesses,

Tourism money should be
spent on streets or burying
of electrical lines

A visual experience that lifts
people. Up Helps them
celebrate birthdays
weddings etx

Supports some
businesses

Great stores, art galleries,
restaurants, Some
entertainment, keeps house
prices high. Good for
businesses, provides jobs.

It's a beautiful thing lace
to visit and leave

What are ways that tourism makes life better in Carmel?

Exposes residents to a variety of different cultures

Provides employment opportunities

Fashion inspiration, feels heartwarming to share our special corner of the globe, how happy / inspired this place makes others feel, provides jobs, income for locals, positive economic impact

Revenue Jobs Greater entertainment

Travel, tourism and hospitality are a historic part of our culture. Literally since Carmel was founded. The economic benefits are monumental. Two thirds of the City of Carmel-by-the-Sea tax revenues.

1)brings in revenue to provide for the city, its workers and residents 2) creates an opportunity for new friends and an exchange of ideas

Essential for small businesses in Carmel.
Drives local economy

Better class entertainment

What are ways that tourism makes life better in Carmel?

Opportunity for locals to share the beauty of their town

Supports local business

Provides dollars for the city's general fund which the council can use any way they want

More hot chicks in town!

The public services and benefits are enormous. Police, fire, emergency medical, public safety, capital improvements, travel, tourism, and hospitality are the life blood.

"Tourism is the economic engine of Carmel. It creates jobs, supports local businesses, generates tax revenue and funds the preservation of the very character that makes Carmel special.

Better events & concerts/performances to attend

Restaurants Music

What are ways that tourism makes life better in Carmel?

Cultural Arts, Music

Thriving communities are by definition based on and with thriving economies. Arts and culture are dependent on a vibrant visitor economy. Arts — all of them are dependent on our visitors.

Supports vibrant local art, music, theatre, and other cultural institutions

Vibrancy is what tourism makes life better in Carmel

Better entertainment

Visitors Become Residents, unless you were all born here, you were once a visitor

Diversity of international visitors. This town was established on and with tourism. In excess of 70% of our central activity is the result of visitation.

Visitors Become Residents, unless you were born here, you were once a visitor

What are ways that tourism makes life better in Carmel?

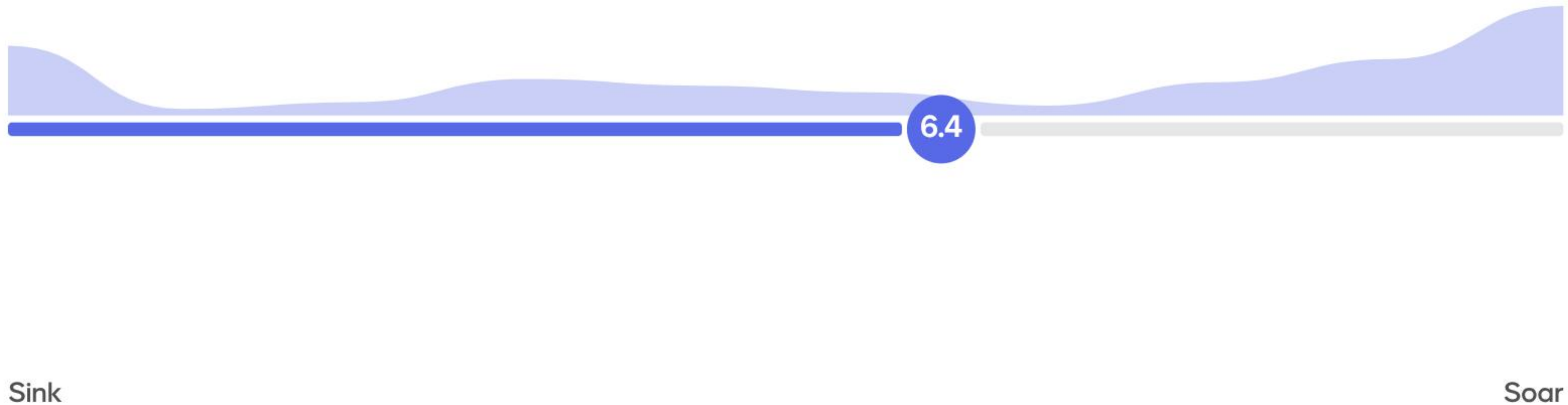
The vibrant art community is greatly supported by the plethora of Visitors.

Tourism supports an amazing restaurant scene for such a small community.

Money

Increased revenues. Jobs. Cultural support. Wordly people. Visitors are jealous. Diversity. Global economy .

When you see positive media about Carmel, does your heart sink or soar?



What challenges relating to tourism are top of mind for you?



What tourism management practices have you seen that could benefit Carmel?

The Slow Movement

Paid parking

Shuttles

Stop marketing

Paid parking.

Managed parking

Offer shuttles outside of Carmel

Paid parking with an app. Reservation systems

What tourism management practices have you seen that could benefit Carmel?

No parking and shuttle centers

Barcelona - prioritizing housing for residents

Paid parking. Garages.

Parking structure

No parking zones

Paid parking

Shuttles

Reservation systems

What tourism management practices have you seen that could benefit Carmel?

Shuttles

Permit parking for locals
and businesses

RickShaws

Carless city center

One way streets

Reservation system

Parking garages

Pay for parking

What tourism management practices have you seen that could benefit Carmel?

Trolley service for employees and tourist.

Car-free downtowns, reservation systems, paid parking

Cooperation

Frog is awesome
Parking Structure Locals permits

Reservation systems

Paid parking, Parking Enforcement

Reservation systems

More local amenities

What tourism management practices have you seen that could benefit Carmel?

Shuttles

Parking garages on
edge of town. Walking
only areas.

Less Marketing

Taking a break from
marketing

Paid Tourist parking.
Paid Tourist bathrooms

No second or 3rd homes

Paid parking Less
advertising More
enforcement

Garages

What tourism management practices have you seen that could benefit Carmel?

Paid parking

Yosemite Capacity
restrictions

One way streets with wider
sidewalks to encourage
pedestrians and reduce
traffic.

More enforcement

Paid parking

TOT INCREASE

Controlled access i.e.
Pebble Beach access

Parking management

What tourism management practices have you seen that could benefit Carmel?

Less functions there's
one every weekend

Parking Structure.

Tax increase

Laguna Beach frog
system sounds great

Valet Parking

Money should go to bury
electrical lines

Paid parking, with
reservations, more parking
infrastructure, more trash
cans,

More parking spaces.

What tourism management practices have you seen that could benefit Carmel?

Target marketing

Less advertising

Frog system

No marketing to day trippers

Targeted high end visitors

Mandatory shuttles.
Regulation of the size and times delivery trucks can double park. The vanpool sounds like a great idea.

No more marketing

Reservation systems during busy times.
Frequent FREE shuttles

What tourism management practices have you seen that could benefit Carmel?

Shuttles

Stop marketing

Underground parking

Don't fund tourism marketing.
No tax dollars Tourism marketing
to talk about real issues. No
parking etc Require
businesspeople to use the
mass transit or car pools

Streets closed to vehicles.
Strategic parking plans.
Strategic Marketing messaging
and targeting. Engineering,
Education, Enforcement.

License plates for locals
to have parking
privileges

Market conferences not
visitors

Residential parking
permits

What tourism management practices have you seen that could benefit Carmel?

Fixing the infrastructure of the town - sidewalks, streets, RESTROOM facilities. This is a major problem in Carmel

No parking in town, make it a walking only town

Parking infrastructure, parking reservations, more trash cans and staff to pick it up

Businesses need to develop cooperative employee parking

Tuk tuk

Having a parking garage and instituting a paid parking program. Having better signage to educate visitors

Paid parking

Free bus in county