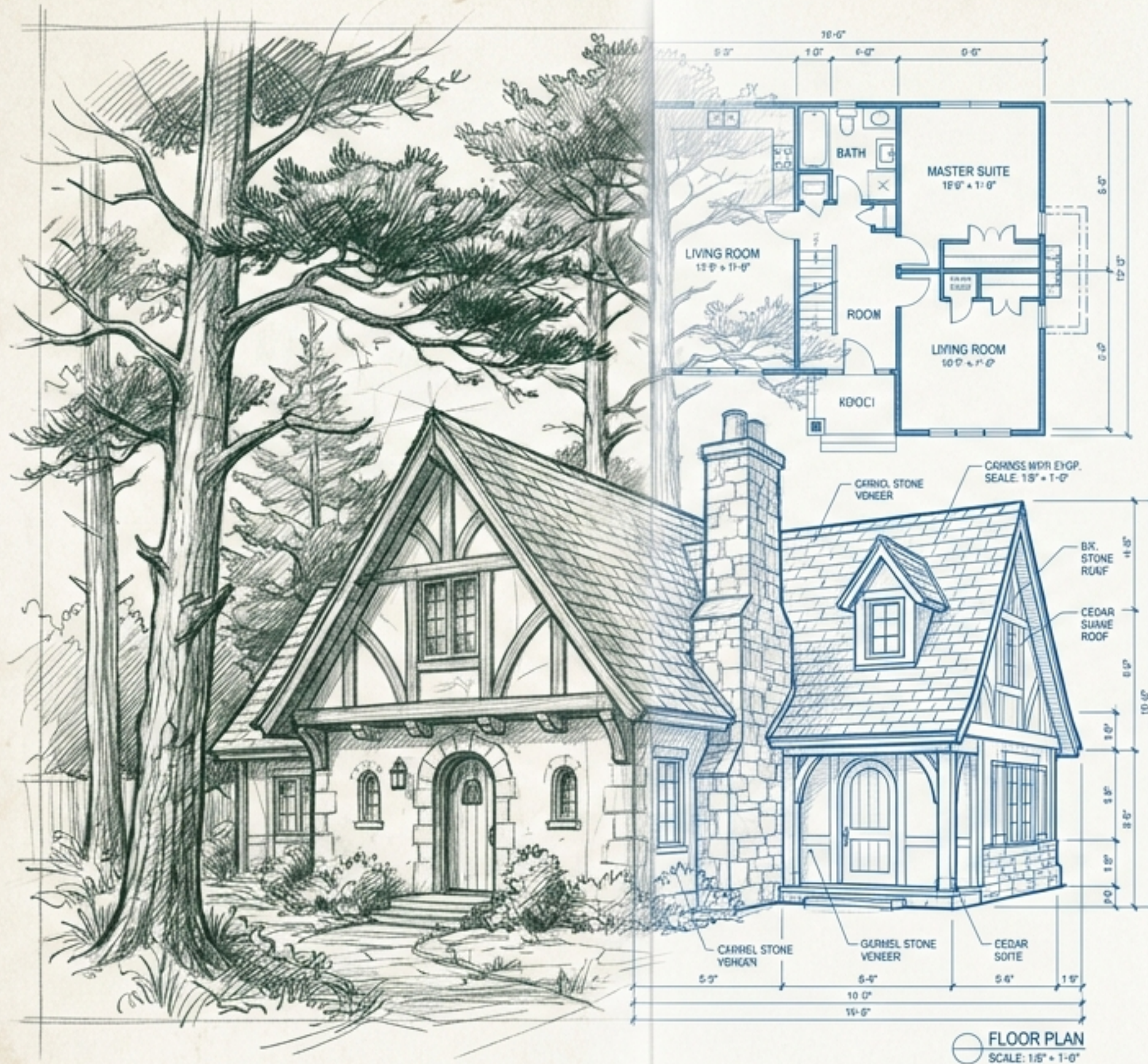
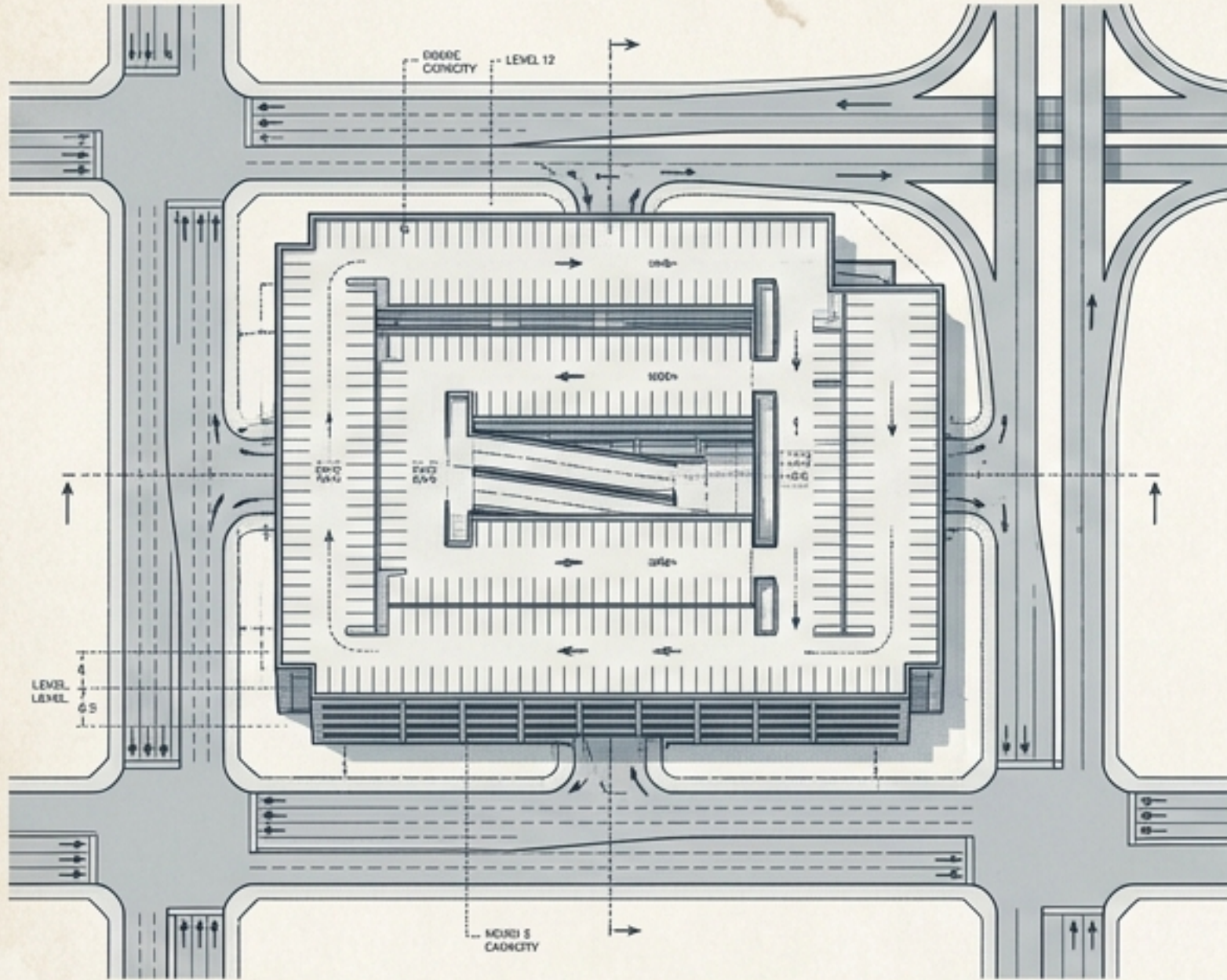




Protecting Our Village With Courage

A framework for managing success, preserving character, and giving ourselves permission to plan for the future.

Disneyland Model



Built to welcome tens of thousands daily;
engineered entirely for extraordinary
volume and automobile scale.

The Carmel Reality



Built for neighbors to walk, chat on the
sidewalk, and know shopkeepers by name;
designed for human connection.

Threat to Authenticity

- Activity spills into residential neighborhoods; character is degraded by unmanaged pressure.

Infrastructure Strain

- A municipal system designed for a village is overwhelmed by international destination pressures.

**Success followed preservation.
Now, success threatens preservation.**

Authentic Preservation

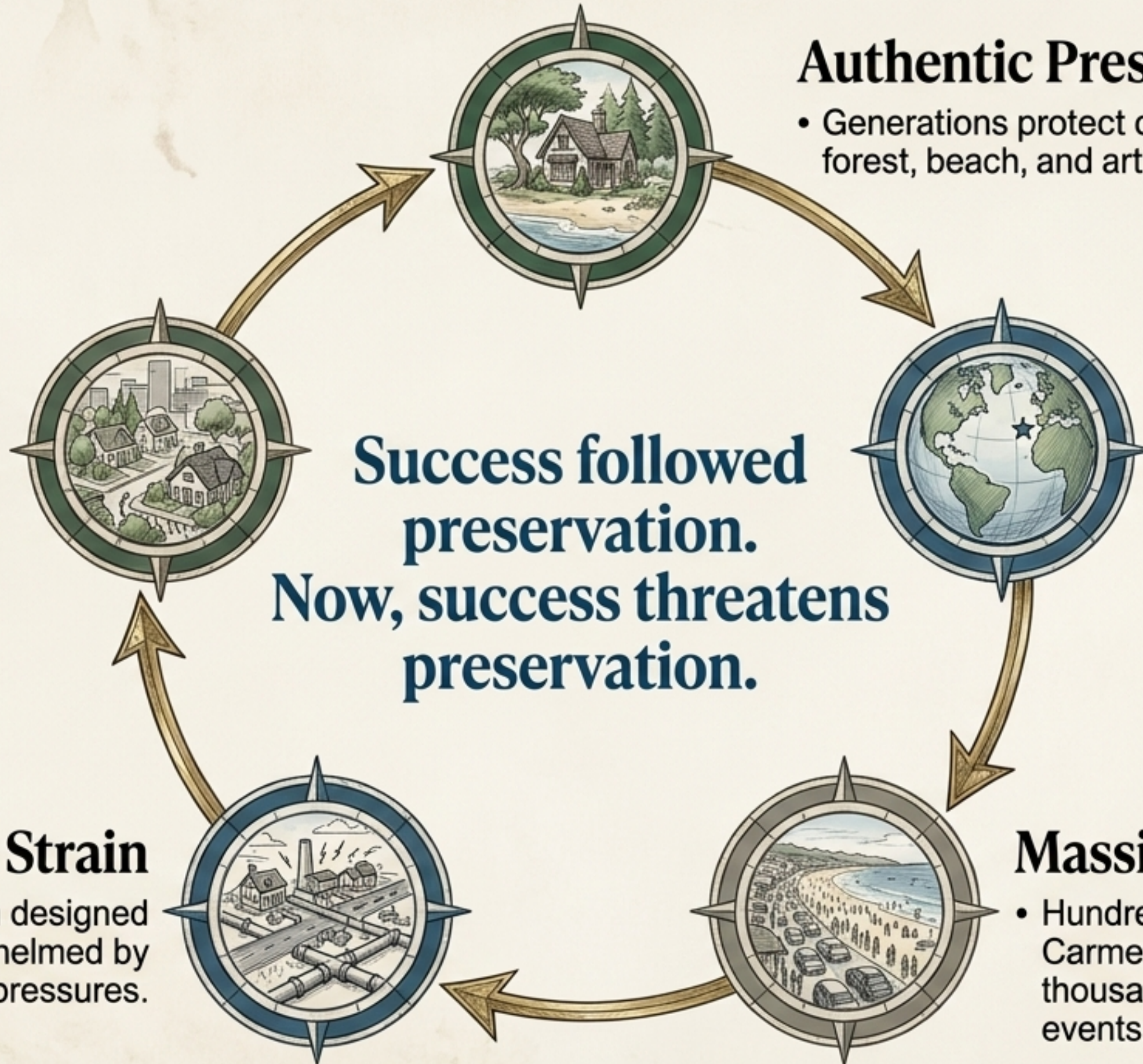
- Generations protect our cottages, forest, beach, and artistic character.

Global Admiration

- Carmel becomes one of the world's most admired small-town destinations.

Massive Volume

- Hundreds of thousands visit Carmel Beach annually; tens of thousands arrive during major events.



Carmel has not had an honest public conversation about parking structures in 35 years.

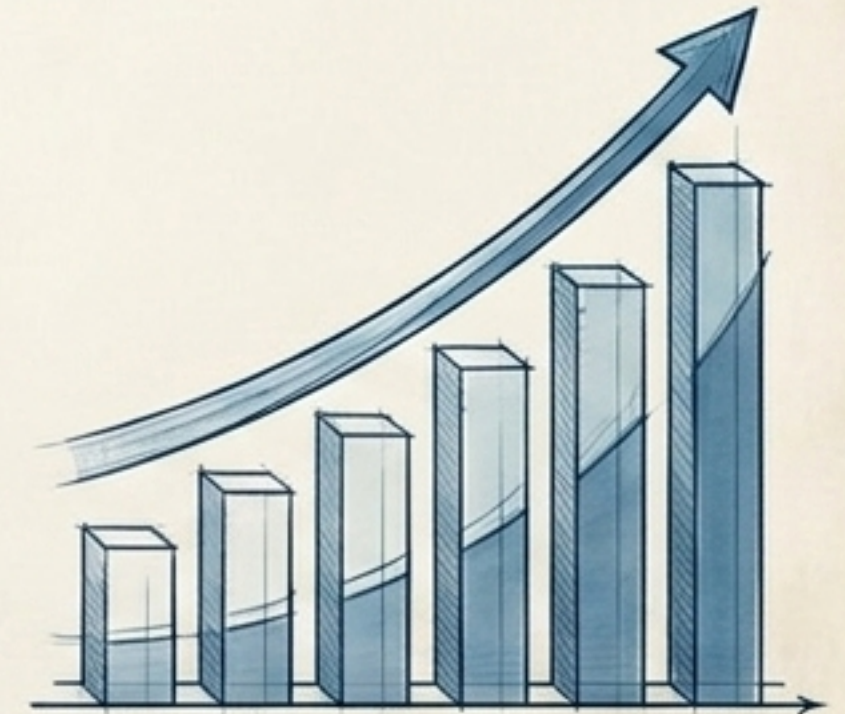
1989

Present

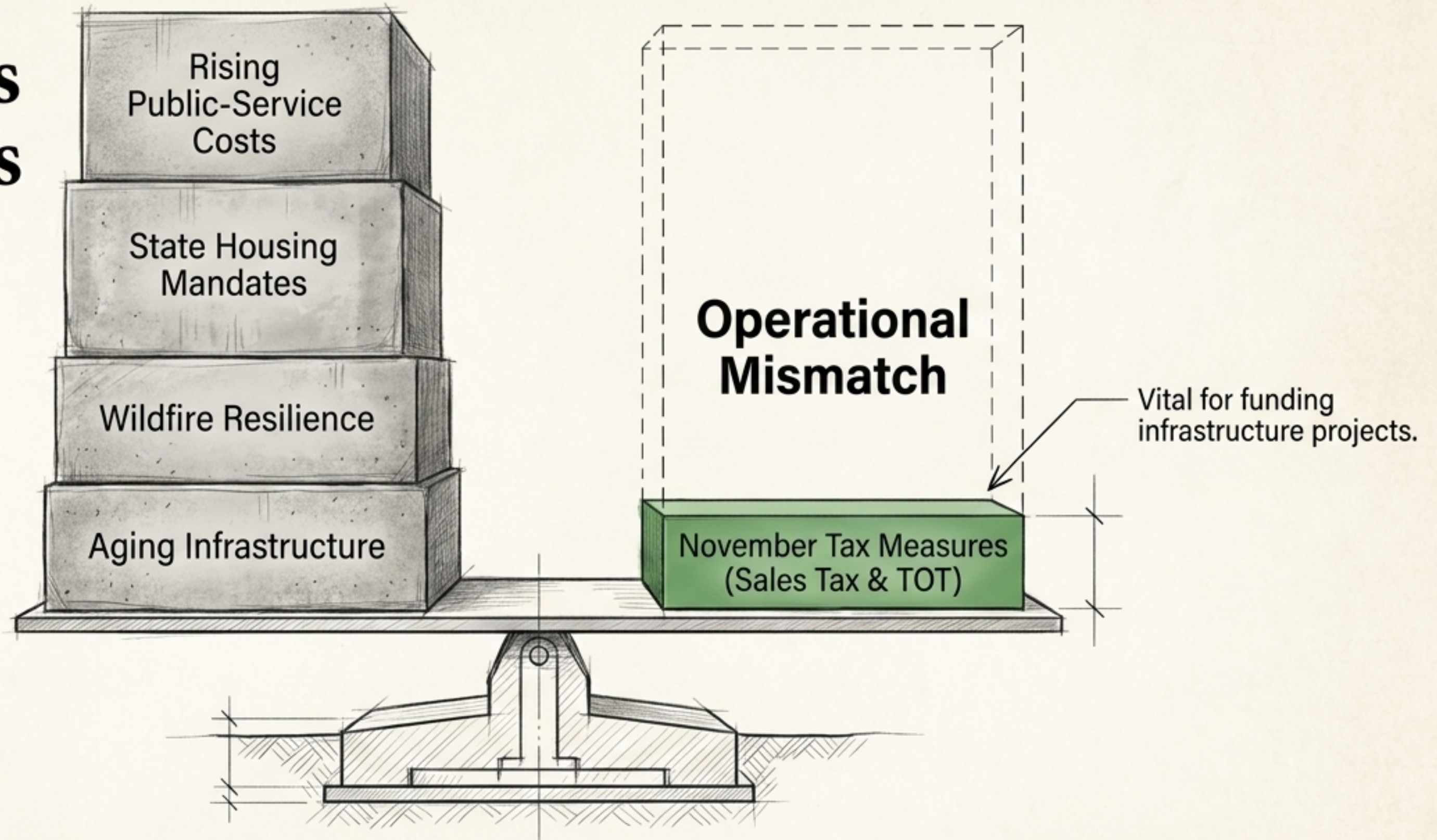


**While we postpone,
neighboring cities
reinvent.**

Each new hotel opening around us generates ~\$1,000,000/year in Transient Occupancy Tax to fund their parks, libraries, and public safety.



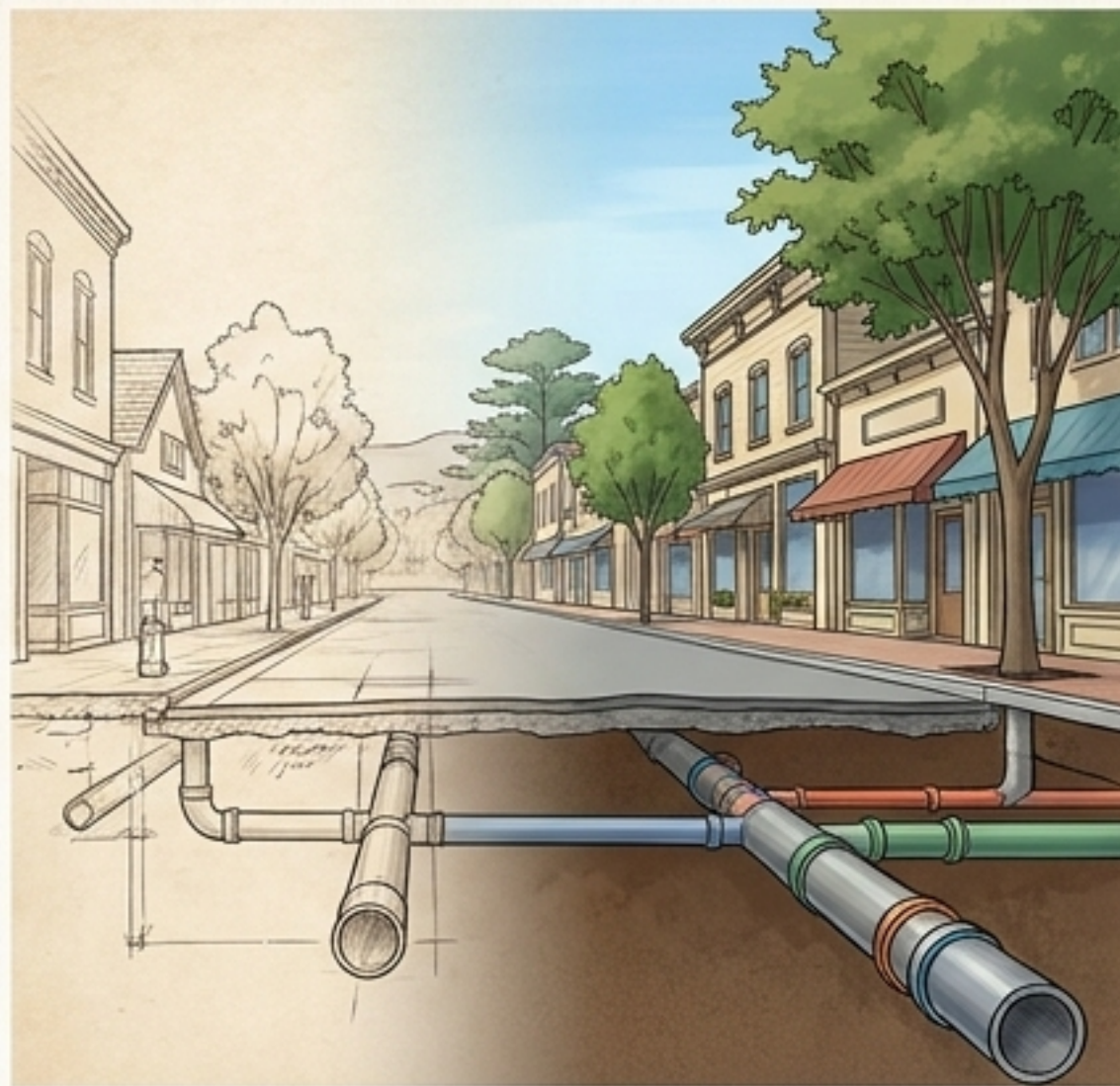
The Costs of Success



Taxes alone cannot solve the mismatch between what Carmel costs to operate and the revenue available to support tourism's pressures.



Paving Ocean Avenue



Modernizing the sewer systems



Undergrounding utilities

None of these decisions changed Carmel's character. They protected it.

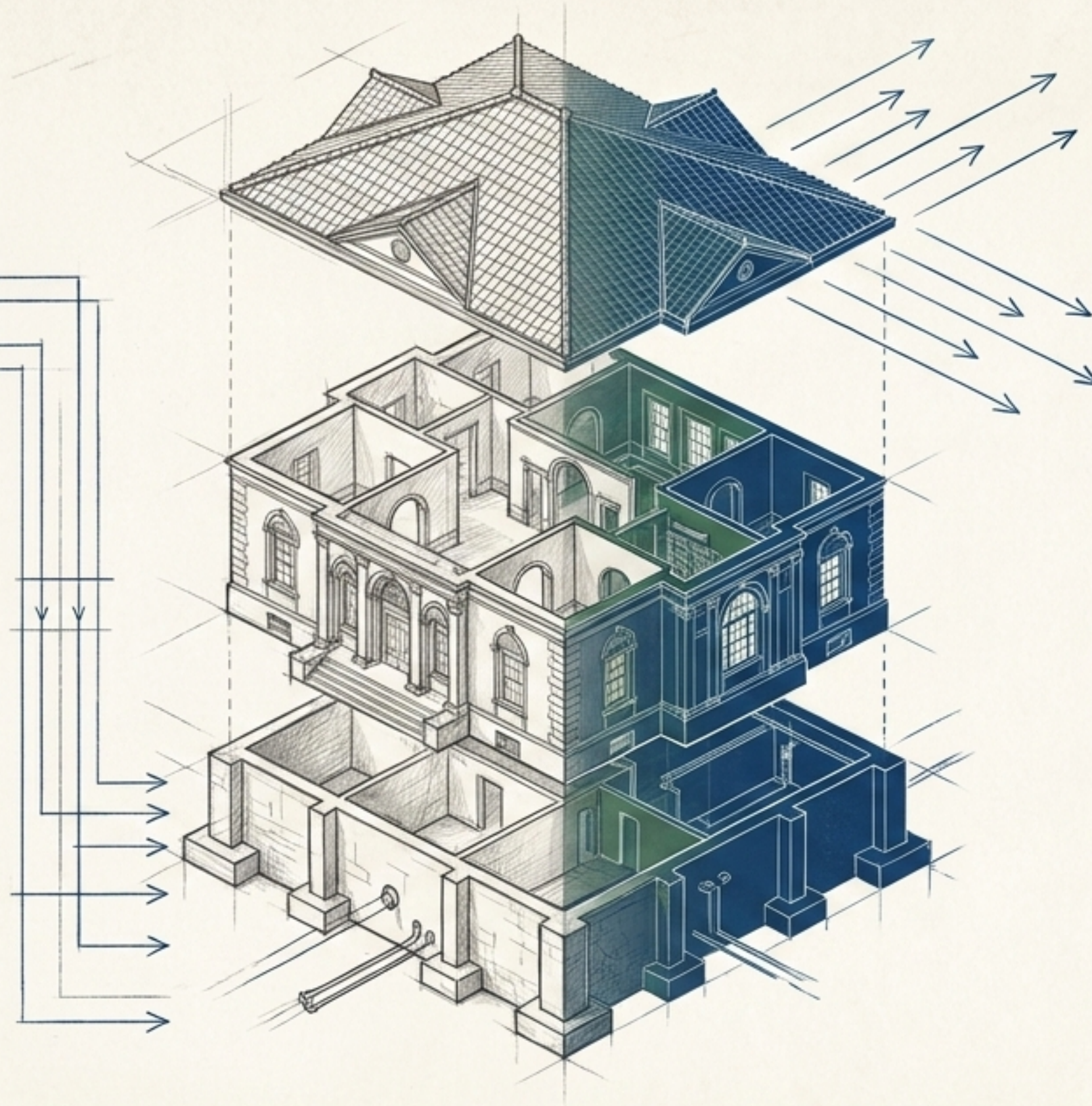
Past generations didn't preserve the village by freezing it in time; they protected it by upgrading its systems to survive the future.

	Standard Municipal Approach	The Carmel Way ✓
Scale	Bigger	Integrated
Design	Louder	Thoughtful
Impact	Careless	Brave

We love our town enough to adapt,
but we will do it on our own terms.

The Inputs

- **Community Leaders:** Deeply committed to the village.
- **Private Partners:** Skilled entities sharing Carmel's values.
- **City Discipline:** Insisting on ultimate transparency.



The Outputs

- **Financials:** \$17.5 Million, almost fully privately funded.
- **Delivery:** On schedule, on budget for the 100th anniversary.

The most important part is not the building. It's the model.

Partnership did not
reduce our control.

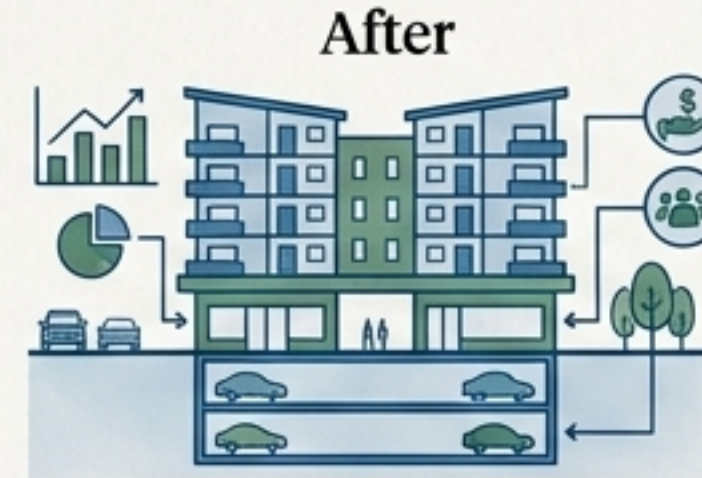


It strengthened our capacity.

Public-Private Partnerships are not a surrender of independence. They are tools to protect our independence without asking residents alone to carry the financial burden.

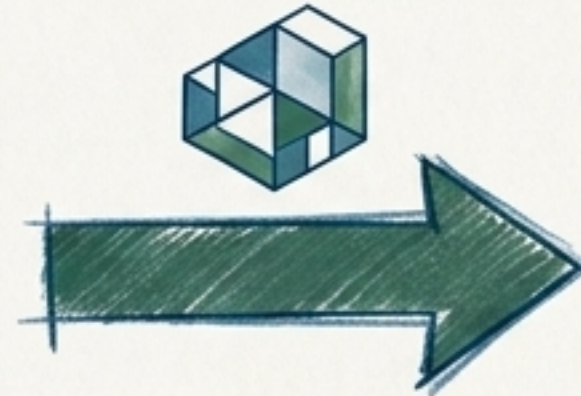
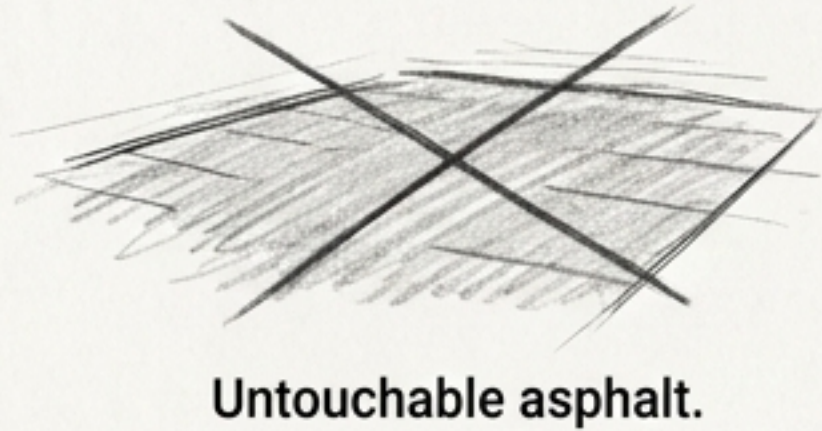
Asset Reframing Table

Vista Lobos



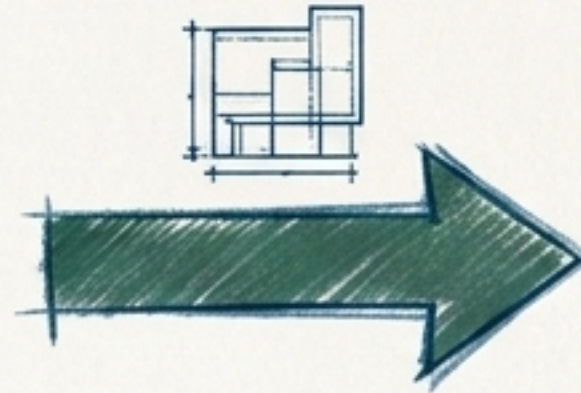
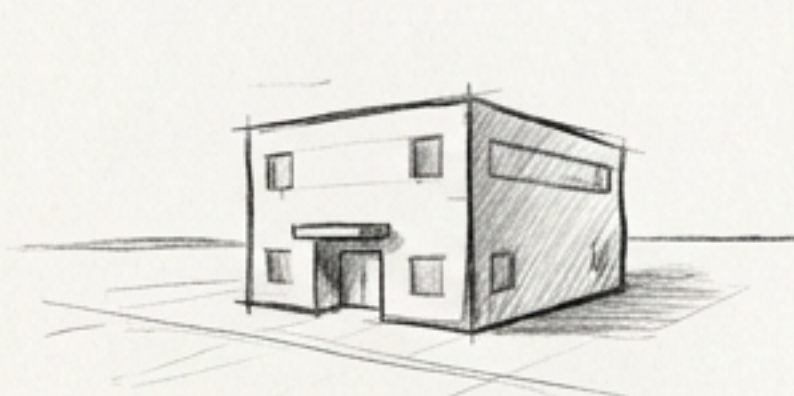
An integrated opportunity to solve parking, housing, and financial needs simultaneously.

Sunset Center Parking



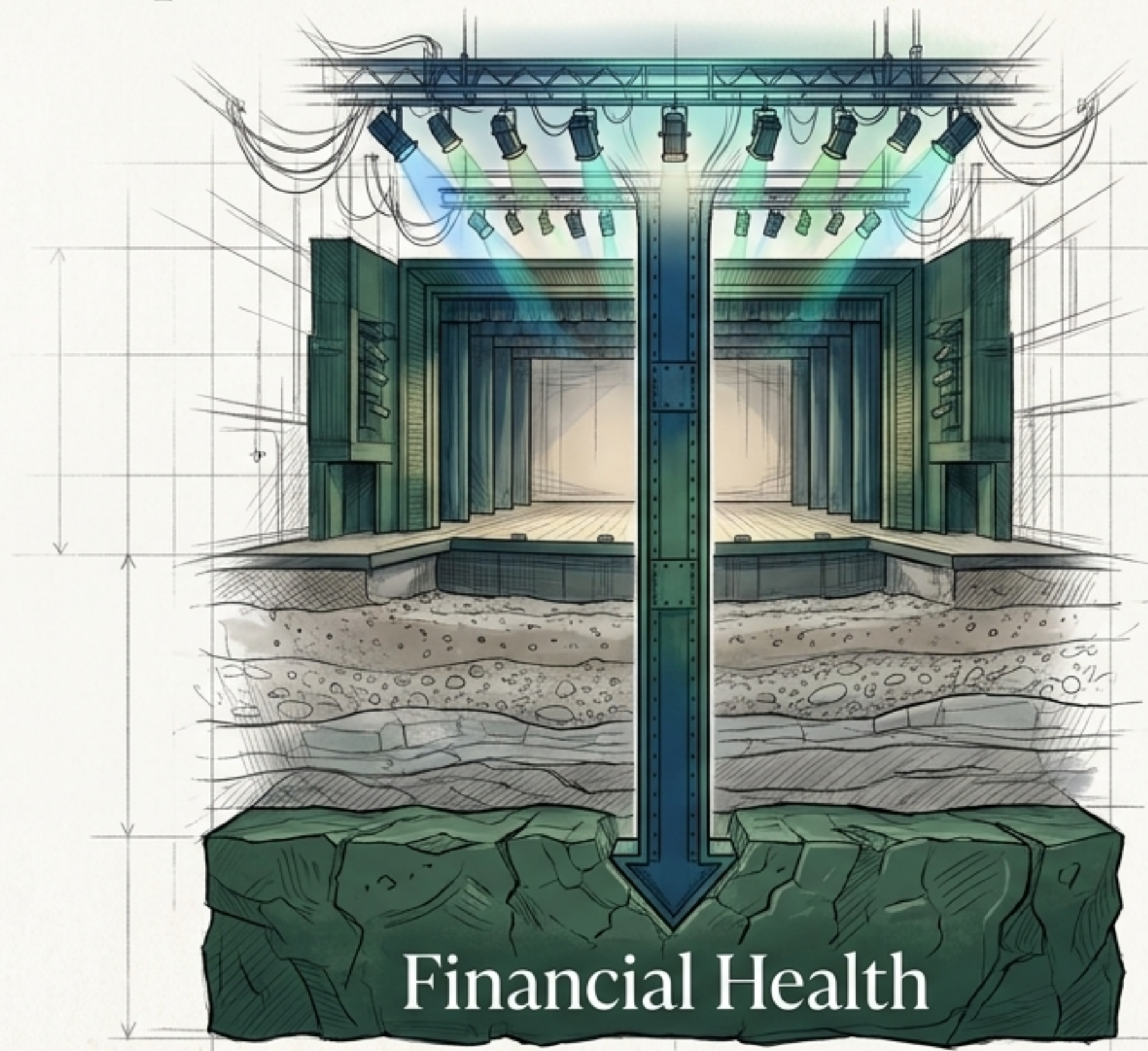
Community assets explicitly tied to our cultural vitality and financial sustainability.

Police Station



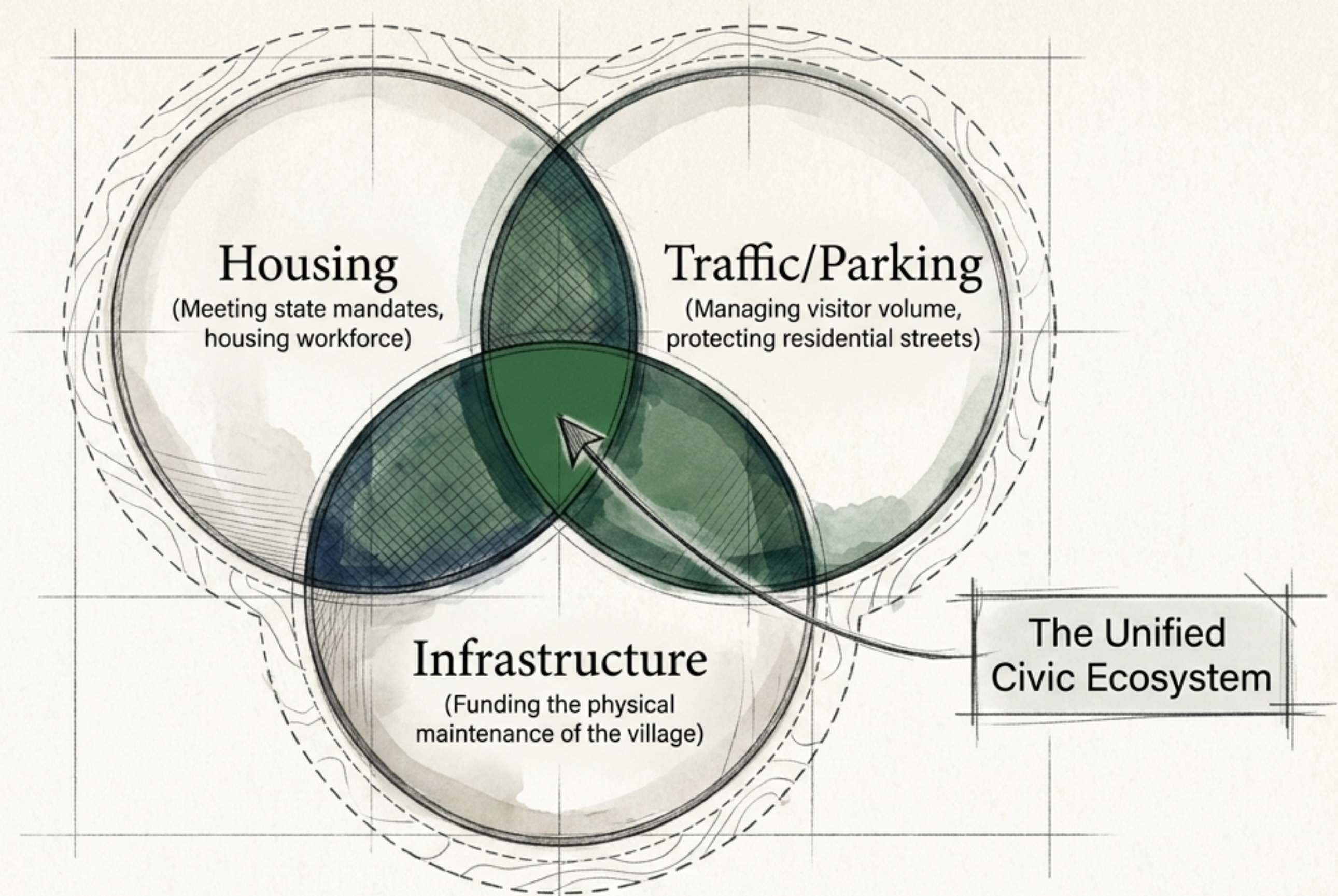
The anchor of a holistic, modernized civic center.

The Cultural Equation



We must talk about Sunset Center not only as a beloved venue, but as an institution that must remain financially healthy to remain artistically vibrant.

Takeaway: Cultural preservation is entirely dependent on sustainable financial stewardship.



We debate these issues in isolation. We must allow ourselves to connect them into one honest picture. Solving one requires solving them all.

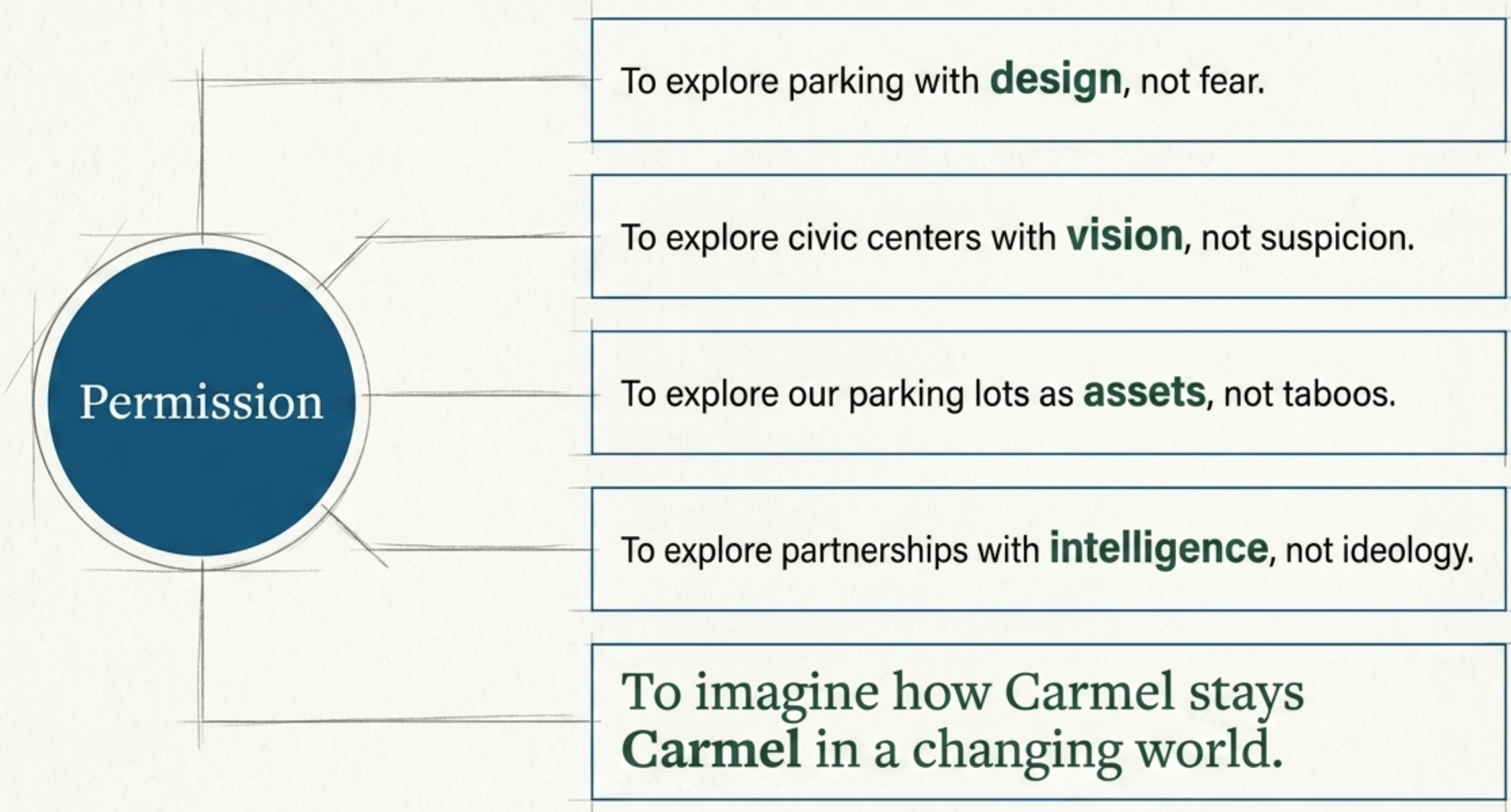
What We Are *Really* Asking For

- ~~Not a vote for a project.~~
- ~~Not an agreement on a specific design.~~
- ~~Not a mandate for development.~~

Permission.

Because the right projects will never appear until the right conversations are permitted.





Permission

To explore parking with **design**, not fear.

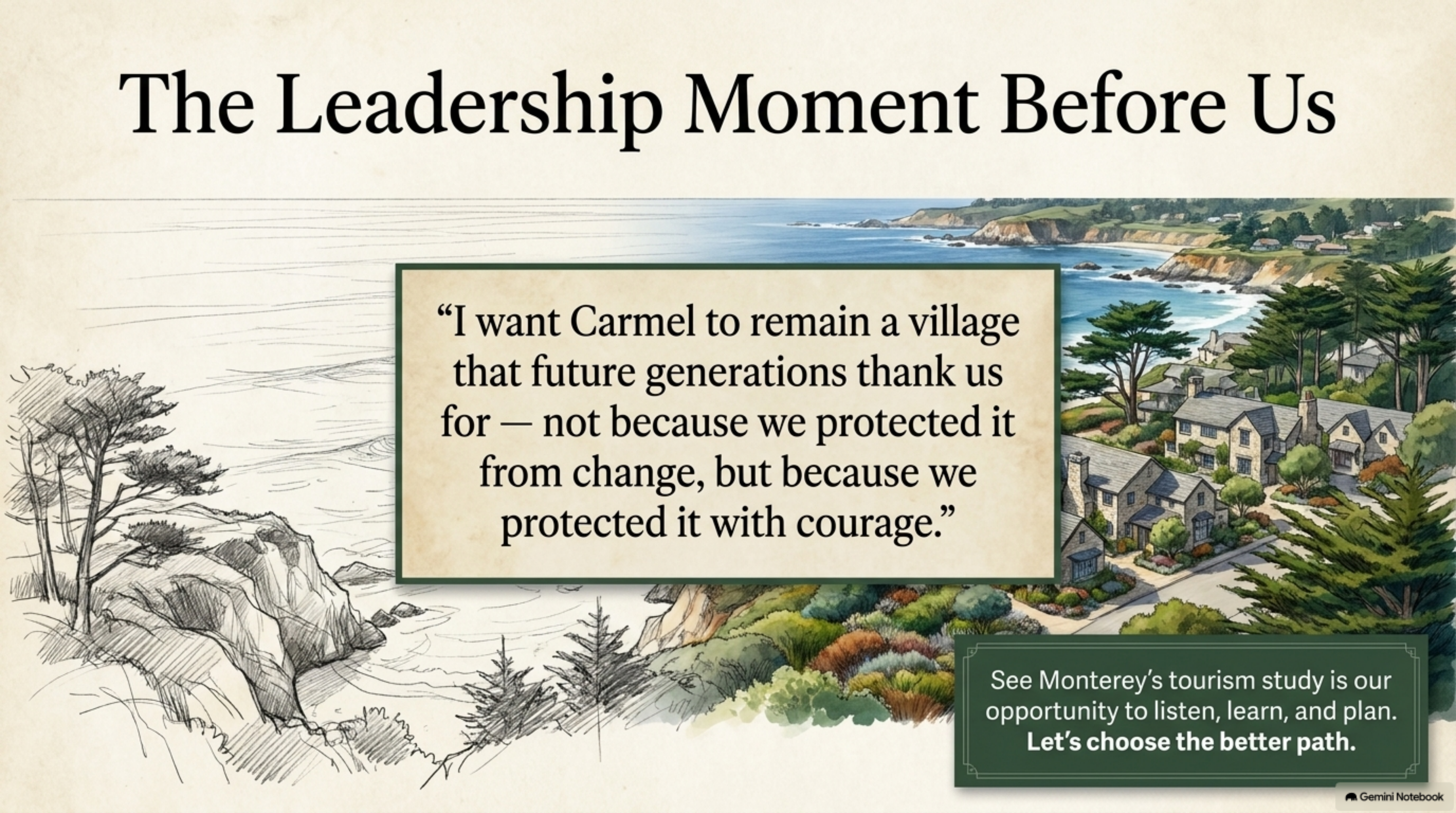
To explore civic centers with **vision**, not suspicion.

To explore our parking lots as **assets**, not taboos.

To explore partnerships with **intelligence**, not ideology.

To imagine how Carmel stays
Carmel in a changing world.

The Leadership Moment Before Us



“I want Carmel to remain a village that future generations thank us for — not because we protected it from change, but because we protected it with courage.”

See Monterey's tourism study is our opportunity to listen, learn, and plan.
Let's choose the better path.