



SAN RAFAEL
General Plan

2040

CITY OF SAN RAFAEL

GENERAL PLAN 2040

Summary of Round 1 Community Workshops

December 2018



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December 2018

Prepared by the San Rafael Department of Community Development

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INTRODUCTION

This report provides a summary of the first round of community workshops convened for the San Rafael General Plan Update (General Plan 2040). “Round 1” consisted of three “town hall” meetings, held on October 3, 17, and 27, 2018. Each meeting used the same agenda and format but was held in a different part of the city. The final meeting consisted of two concurrent workshops in adjacent rooms, one in English and the other in Spanish.

MEETING FORMAT AND CONTENT

Each meeting included:

- Welcome and introductions
- A 15-minute presentation explaining the purpose of the General Plan and the Plan Update process, followed by Q&A about the project
- A 90-minute polling and discussion exercise related to city planning issues in San Rafael and thoughts about San Rafael’s future
- Concluding remarks, including door prizes (three \$10 gift cards to small local businesses)

The polling and discussion exercise provided an innovative way for audience members to weigh in on different policy questions. Audience members were furnished with 10-button digital “clickers” for real-time electronic polling (see photo at right). A question appeared on the screen (for example, How would you rate the quality of life in San Rafael?), with multiple choice options (A. Excellent; B. Good; C. Fair; D. Poor; E. Other). At the close of the polling for each question, the outcome of each vote appeared on the screen.



Digital polling device (“clicker”)

Audience members were then given a chance to verbally express why they voted the way they did, and elaborate on relevant issues. The result was a robust discussion about long-range planning issues in the city.

The polling questions also include demographic statistics about the audience (i.e., How long have you lived in San Rafael? etc.) and “trivia” questions about San Rafael. The electronic polling added a fun element to the meeting, and allowed for more dialogue and interaction than the “colored dot” preference exercises that have been used in

the past. Other means of feedback also were provided at the meeting, including Comment Cards, a “post it note” map exercise, and a “mad libs” exercise.

The meetings were advertised through social media, including Facebook and Nextdoor, the City's website, the General Plan website, the General Plan mailing list, the Marin Independent Journal, postcards (handed out at the Farmers Market and other venues), and flyers posted at public buildings around the City. The City partnered with Canal Alliance, a local non-profit, to promote the Spanish language meeting.



*October 3 Workshop
San Rafael Community Center at B Street*

Excluding staff, consultants, and elected officials, there were 34 participants at the October 3 meeting, 37 at the Terra Linda meeting, and 20 at the Al Boro/Pickleweed meeting. With only 91 participants, the results of the polling exercise are not statistically significant and do not necessarily represent the views of the community at large. However, they do provide one benchmark for evaluating current and future policies, and identifying opportunities and issues of concern.

On November 27, 2018, the City put the questions from the Community Workshops on the General Plan 2040 “Neighborland” website.¹ This provided an opportunity for those who did not attend the workshops to also respond to the Community Polling questions. The on-line poll was promoted via Nextdoor, Facebook, other social media sites, the websites of various community-based organizations, and the personal networks of General Plan Steering Committee members. As of December 31, 2018, another 121 people had participated. This report includes a comparison of the polling results from the meetings and the on-line version.

¹ The City has a dedicated General Plan website (www.sanrafael2040.org) and has also contracted with an on-line civic engagement vendor to provide a site for on-line polling and feedback (<https://neighborland.com/sanrafael2040>).

PARTICIPANT PROFILE

Based on demographic data collected during the polling exercise, the meeting attendees had the following characteristics:

- 91% were San Rafael residents
- 72% were homeowners
- 32% had lived in San Rafael for more than 30 years (or were born in San Rafael)
- 49% had lived in San Rafael for 20 years or longer
- 53% were 60 or older
- 11% were younger than 40
- About 31% worked in San Rafael, 13% worked elsewhere in Marin, 14% worked in another county, and 30% were retired.

Participants generally attended the workshop closest to their home, but a few traveled to other parts of the city. Those attending the meeting were asked to put an adhesive star on a map showing their neighborhood. Appendix “C” indicates the results.

Demographics of Persons Taking the On-Line Poll. Among the 121 persons completing the on-line poll:

- 81% were homeowners
- 37% lived in the city more than 30 years (or were born in San Rafael) and 52% lived in the city more than 20 years
- 36% were over 60
- 30% were under 40
- 30% worked in San Rafael, 9% worked elsewhere in Marin, 28% worked in another county, and 28% were retired.

The table below page compares the demographics of the workshop attendees and on-line poll takers to the City as a whole.

Table 1: Demographics of Workshop Attendees, On-Line Poll Participants, and City as a Whole

	City of San Rafael	Workshop Attendees	On-Line Poll Participants
Own their home	52%	72%	81%
Lived in San Rafael for more than 30 years	14%	32%	37%
Lived in San Rafael for more than 20 years	27%	49%	52%
60 or older	23%	53%	36%
Younger than 40	42%	11%	30%

FEEDBACK ON DISCUSSION QUESTIONS

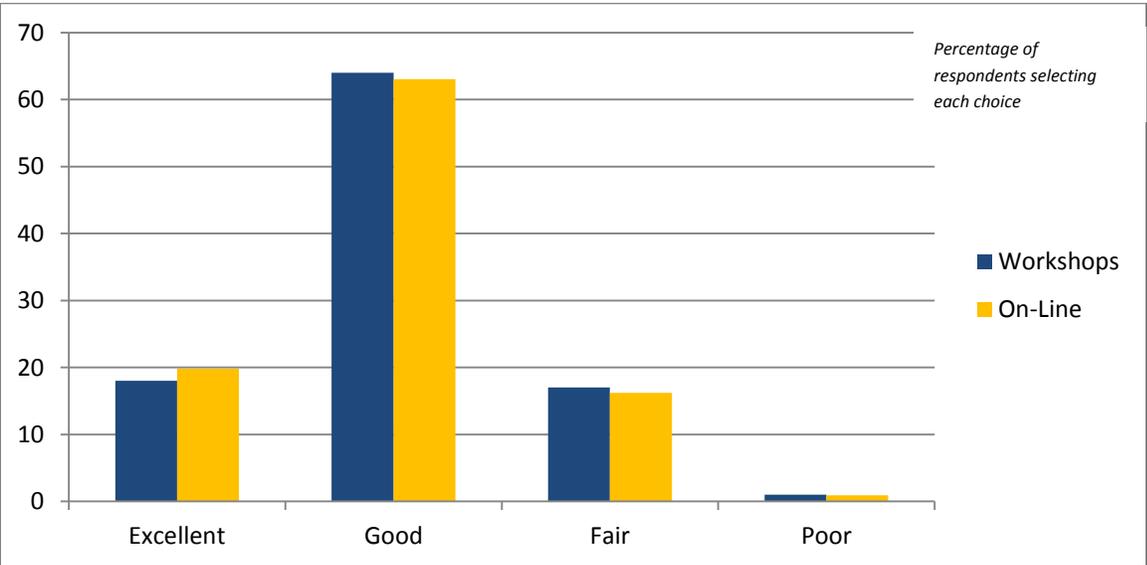
There were 14 discussion questions posed during the polling exercise. The text below summarizes the electronically tabulated responses and also highlights some of the key discussion points and messages raised during the three workshops. **Appendix A** provides the flip chart notes from each workshop, which capture audience questions and comments. The text also references the outcome of the on-line poll. In total, about 200 responses are shown in each chart (roughly evenly divided between workshop attendees and on-line poll takers).

Quality of Life

The first polling question asked respondents how they would rate the quality of life in San Rafael. Chart 1 shows the percentage responses for the workshop attendees. It also shows the responses from the on-line version of the poll.

Among workshop attendees, 82 percent chose good or excellent. The percentage was the same for the on-line participants, with 82.8 percent selecting good or excellent. In both the workshops and the on-line poll, only one percent of the respondents selected "poor." The percentage of residents indicating good or excellent was highest in Terra Linda (89%) and lowest at the Al Boro Community Center (64%).

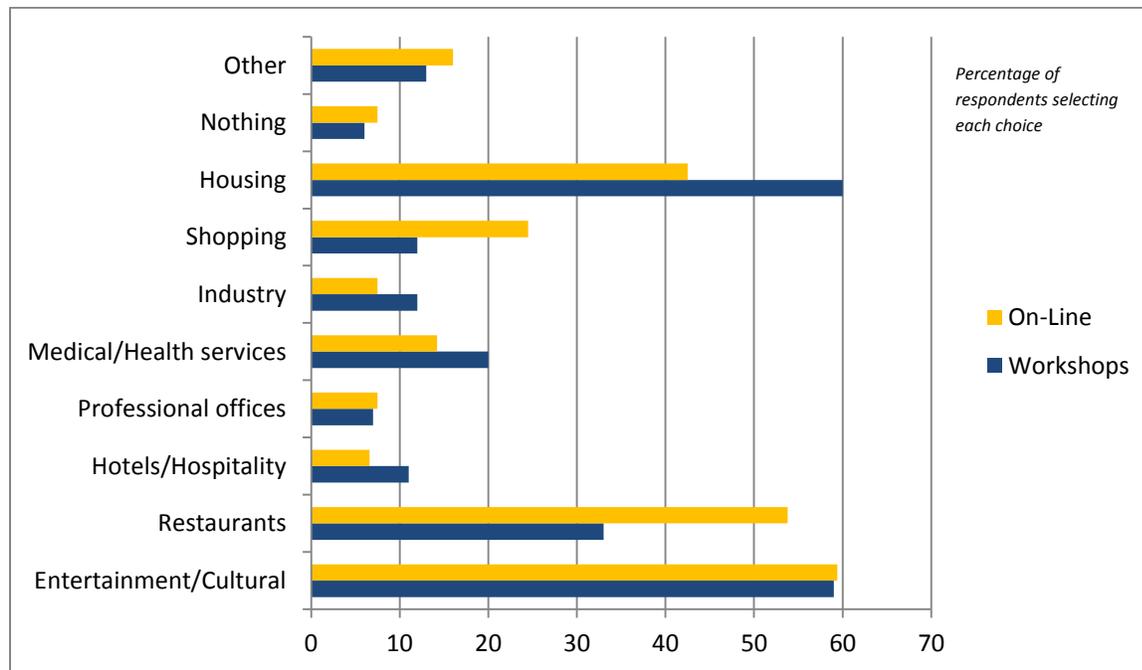
Chart 1: How would you rate the quality of life in San Rafael?



Land Use

Question 2 asked what land uses participants would like to see more of in San Rafael in the next 20 years. Ten different land uses were listed, and respondents were asked to pick up to three. Chart 2 illustrates the responses, again comparing the responses from the workshops and those entered on-line.

Chart 2: What would you like to see more of in San Rafael in the next 20 years?



The top two choices, both at the workshops and on-line, were housing and entertainment/cultural facilities. Housing had greater support at the workshops than in the on-line poll, with 60 percent including it among their desired future uses. Housing was the top choice at the B Street and Al Boro workshops, while entertainment was the top choice at the Terra Linda workshop. There was also strong support for restaurants, with more than a third of the participants selecting this use at the workshops and more than half selecting it on line.

Participants at the workshops discussed their responses to this question, with many noting the need for better shopping Downtown and at Northgate, and more housing—especially housing for seniors and local workers. A few of the workshop attendees who had selected “other” land uses indicated they’d like to see environmental improvements, such as creek restoration and permeable pavement. Others suggested better parks and improved libraries.

Growth Rate

Question 3 asked meeting attendees what they thought the ideal rate of growth would be in San Rafael during 2020-2040. Attendees were reminded that the City (and region) had added many more jobs than households since 2010, and that San Rafael's housing production had been much slower since 2010 (about 25 units per year) than it had been in the 1990s (181 units/year) and 2000s (106 units/ year).



*October 17 Workshop
Terra Linda Community Center*

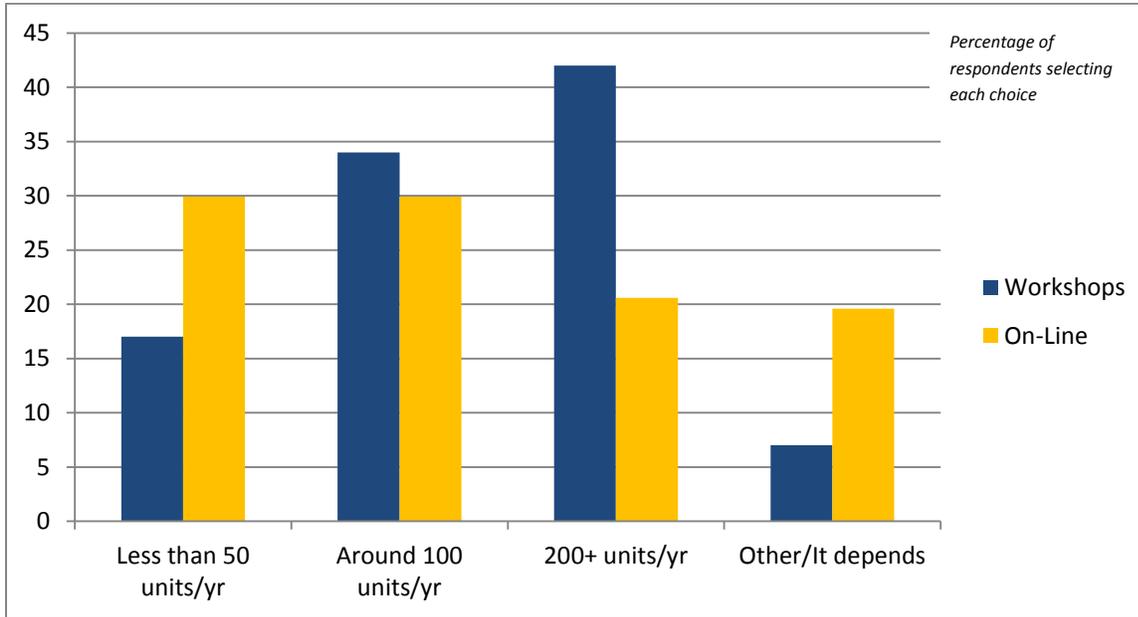
The results from the workshops indicated strong support for housing growth, with 42 percent of the attendees indicating they would support 200 units or more per year (4,000 units over 20 years) and 34 percent indicating they would support 100 units per year (2,000 units over 20 years). About 17 percent indicated they supported 50 units per year or less. Faster growth rates were supported at the Al Boro and B Street meetings. At Terra Linda, fewer than one-third supported 200+ units per year and 42 percent supported 100 units per year.

This question sparked a lively discussion at all three workshops. Some participants indicated their answer would vary based on the type of housing under consideration, the affordability of the housing, and where the occupants would work. Others suggested that housing was needed to support natural growth (births and growing families) and not necessarily in-migration. Several participants commented that housing was particularly needed for middle income service workers, including teachers. Ways to reduce commuting were discussed, with more housing being one option.

Respondents to the on-line poll favored lower growth rates than workshop participants. Only 21 percent supported 200 units a year, and 30 percent supported 100 units a year. About 30 percent supported 50 units a year or less. A significant percentage (about 20%) chose "other" or indicated they needed more information to weigh in.

Chart 3 provides the responses to this question, drawing from both the workshops and the on-line poll.

Chart 3: What would an optimal rate of housing growth in San Rafael during 2020-2040?



Growth Concerns

Workshop attendees were asked to express their greatest concerns about growth in San Rafael. Nine choices appeared on the screen and respondents were asked to use their “clickers” to select all that applied.

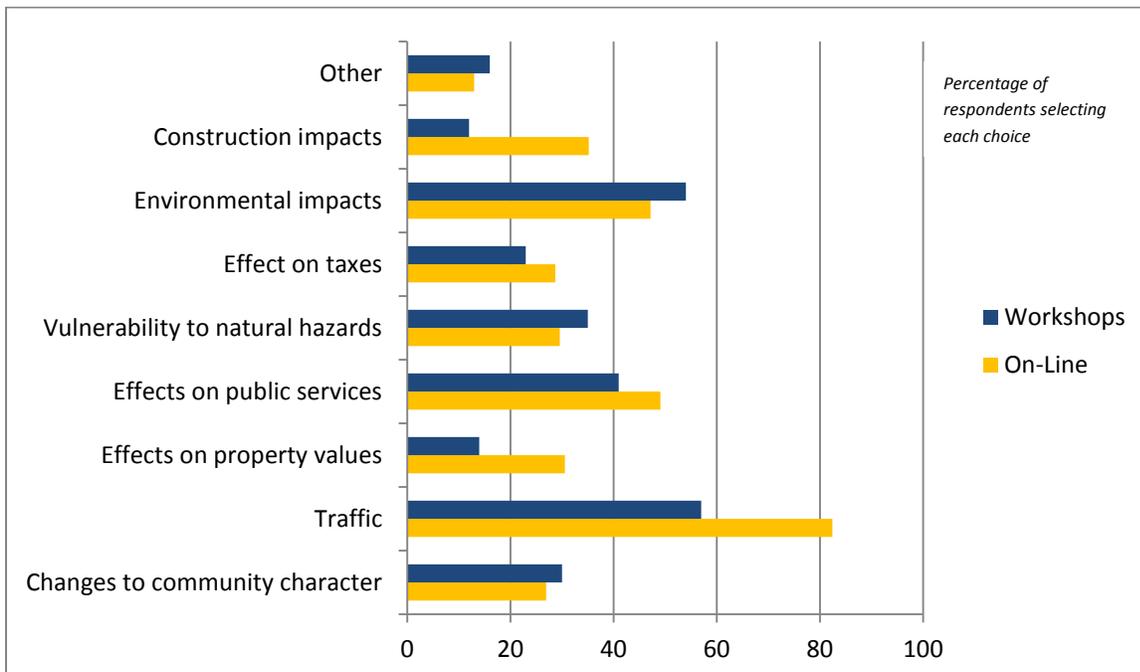
The most frequently selected choice at each meeting was “traffic,” with 57 percent of all respondents listing it. About 54 percent selected impacts to the natural environment and 41 percent selected impacts to public services. The least selected choices were effects on property values (14 percent) and construction impacts (12 percent). A number of participants selected “other” and subsequently stated that they felt the question had a negative spin because it implied that participants had “concerns” about growth.

During the discussion that followed the polling, participants had a chance to discuss their choices. A few commented that all of the listed impacts concerned them. Others suggested that they were more concerned about “no growth”—or impacts associated with only growing the job base without adding housing. Participants also voiced concerns about crime, stagnant wages, accessory dwellings, and the need for housing for caregivers and seniors.

The on-line poll was even more emphatic about traffic constraints—82 percent listed it among their top three choices. Other frequently selected choices were effects on public services (49 percent) and impacts to the natural environment (47 percent).

Chart 4 shows the responses, with the workshop poll and on-line poll presented side by side. Again, this includes roughly 100 responses from each source.

Chart 4: What are your greatest concerns about growth in San Rafael?



Transportation

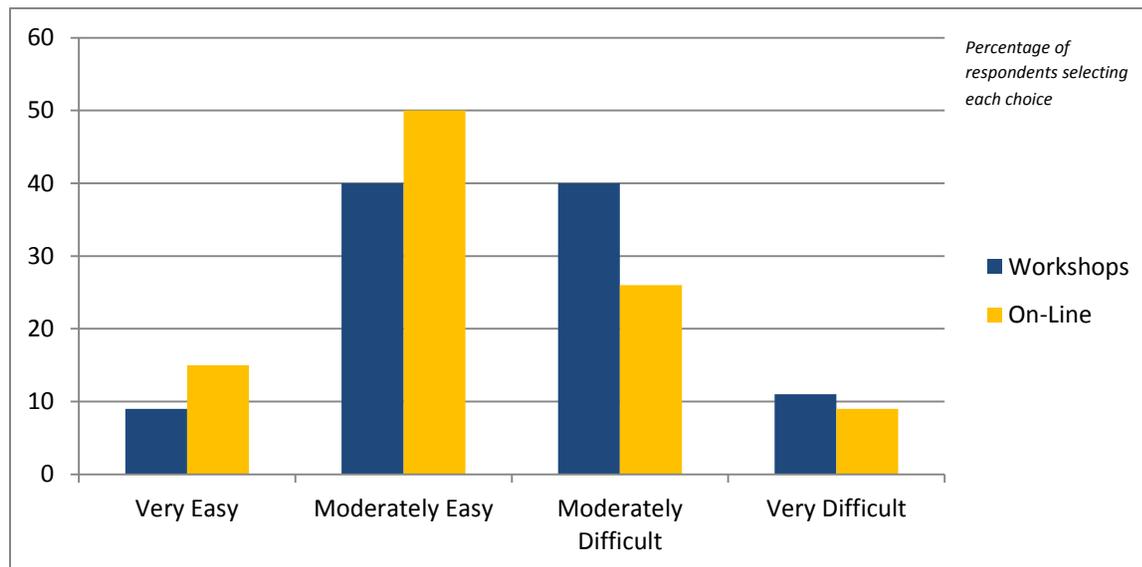
Workshop attendees were asked how easy (or difficult) it was for them to get around San Rafael. The results were almost evenly split, with 51 percent selecting “moderately” or “very” easy and 49 percent selecting “moderately” or “very” difficult. Among these respondents, only 8 percent selected “very easy” and 11 percent selected “very difficult.” Most respondents were in the middle, and many qualified their responses during the discussion by noting “It depends on the time of day.”

There were substantial variations depending on the location of the workshop. The percentage of workshop participants choosing “moderately” or “very” difficult was 61 percent in Terra Linda and only 36 percent at B Street. It was 53 percent at the Al Boro Center.

During the discussion of this question, participants brought up construction-related traffic (especially Downtown), and expressed concerns about the effect that SMART train crossings were having on traffic flow. Some participants expressed the need for better transit, including micro-transit and dial-a-ride options. Smaller buses were suggested to reflect levels of demand. The need for safer bike paths also came up. A number of participants expressed concerns about Highway 101, and others praised the recent improvements on eastbound Highway 580 (the additional lane on the Richmond-San Rafael Bridge).

Chart 5 indicates the polling results, accompanied by the on-line poll responses. Those participating in the on-line poll were somewhat less inconvenienced by traffic, with 15 percent indicating getting around town was “very easy” and 50 percent indicating it was “moderately easy.”

Chart 5: For me, getting around San Rafael is....

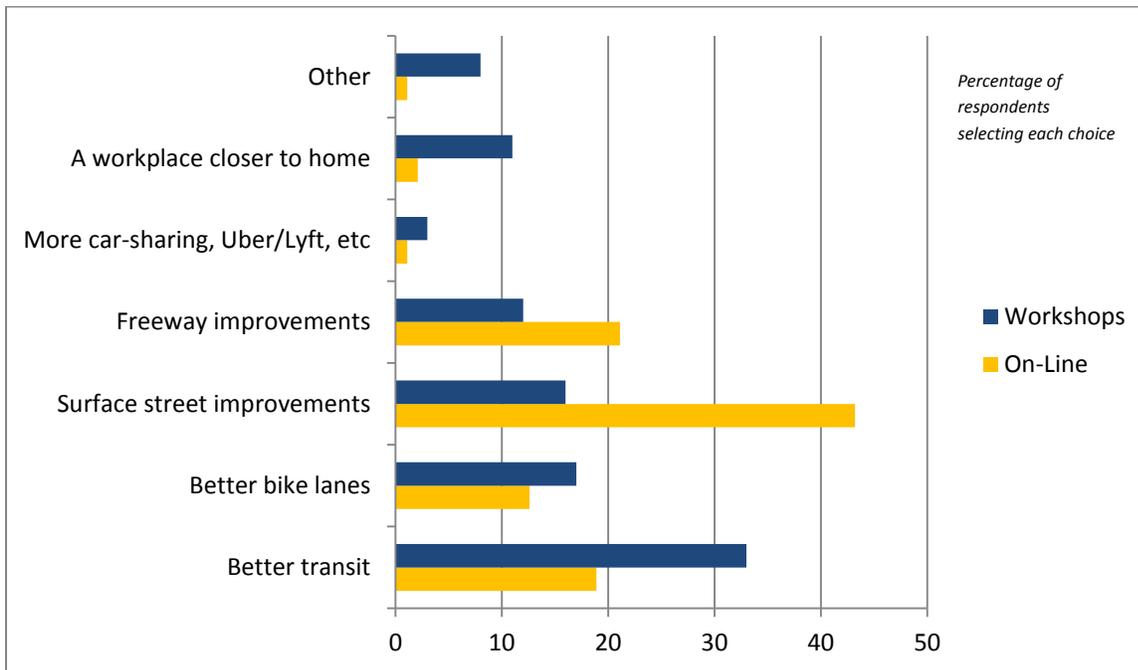


Workshop participants were also asked what would make traveling around San Rafael easier. A list of seven choices was provided, and participants were given the chance to pick only one of them. Among the choices listed (see Chart 6), the most frequently selected was better transit. About one-third of the respondents picked this option. About 17 percent picked better bike lanes, while 16 percent picked surface street improvements. Another 12 percent picked freeway improvements.

Chart 6 presents the combined polling results for the three workshops. The percentage of workshop participants selecting public transit was highest in Terra Linda, where about half of all attendees selected this option.

Chart 6 also presents the results of the on-line poll. Relative to the workshop participants, the on-line respondents were much more likely to select auto-oriented solutions. About 43 percent picked surface street improvements and 21 percent picked freeway improvements. Only 19 percent selected better transit and 13 percent picked better bike lanes.

Chart 6: What would be the one change that would make it easier to get around?



The final question during the transportation discussion related to possible changes that may affect mobility by the Year 2040. Workshop participants were given a list of seven transportation “opportunities” and asked to pick the one they felt would be most impactful or transformational for San Rafael. The largest category selected by the audience was “other”, with many respondents explaining that they could not choose a single category. During the follow-up discussion, many participants expressed that improved bus service should be added to the choices (it was added to the on-line poll and subsequently garnered 28 percent of the responses).

The second most common choice was freeway improvements, including changes to the Richmond Bridge. This was selected by 19 percent of the audience. Shared ownership (car-sharing) received 14 percent. Only 5 percent selected driverless technology. Much of the audience discussion was focused on transit improvements.

In the on-line poll, 32 percent selected freeway improvements, 27 percent selected transit, 14 percent selected bike improvements, and 9 percent selected driverless technology.

Natural Hazards

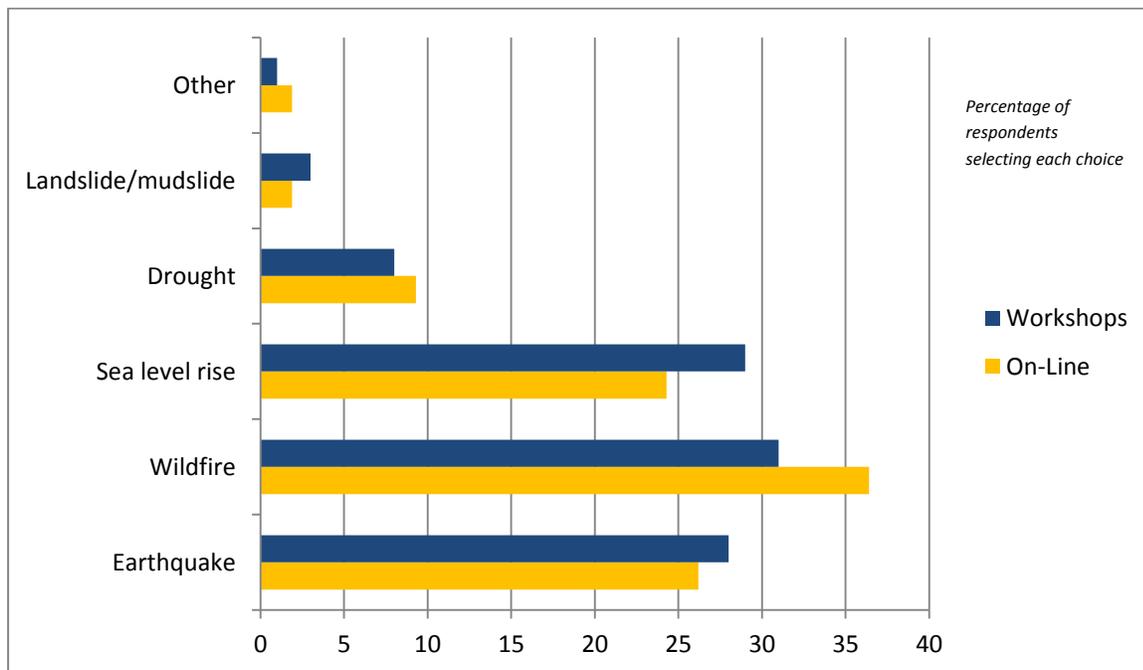
Workshop participants were asked to pick the greatest natural hazard facing San Rafael in the next 20 years. A list of six choices (including “other”) was provided. Respondents were asked to select one choice only.

Three responses nearly tied for first place, with almost equal numbers of participants (about 30 percent) selecting earthquakes, wildfires, and sea level rise. The results varied by meeting location. At Terra Linda, wildfire was the top choice, garnering 40 percent of the votes. At the Al Boro Center, sea level rise was the top vote getter, also with 40 percent.

During the discussion of hazards, audience members noted the acute and immediate threats associated with wildfire, compared to the longer-term hazard of sea level rise. The need for an evacuation plan and better emergency preparedness was noted. Others observed that drought was also a serious threat.

Results of the on-line poll were similar to the workshops. Wildfire received a slightly higher percentage of votes overall, with earthquakes and sea level rise close behind. Chart 7 compares the outcomes.

Chart 7: What do you think is the single greatest natural hazard facing San Rafael?



Building Heights

Two community design questions were posed at the workshops, both relating to building heights. The first asked participants to select their preference for maximum building height in Downtown San Rafael. The second asked participants to select their preference for maximum building height in the Northgate area. In each case, a range of choices was provided, with “no maximum” being the top of the range.

Chart 8 indicates the “clicker” votes for the question about Downtown heights. About 28 percent of the respondents supported seven stories or more and 3 percent said “no maximum.” About 21 percent chose six stories and 18 percent chose five stories. Only 8 percent chose three stories or less, while 23 percent chose four stories. The median choice (excluding those selecting “no maximum”) was 5.5 stories (e.g., roughly half of the respondents selected five stories or less and half selected six stories or more).

Responses varied by meeting. Attendees at B Street and Al Boro were more likely to choose seven stories or more, while “four stories” was the most frequently selected answer at the Terra Linda meeting.

During the discussions that followed the votes, participants expressed their support for Downtown housing. Those who favored taller buildings discussed the cost benefits of building taller structures. Environmental benefits also were discussed. Those who selected “three stories or less” expressed concern about shadows, wind tunnels, and buildings that were not “human scale.” At the Terra Linda meeting, concerns were expressed about aesthetics and view impacts.

Some respondents felt the height of Rafael Town Center (pictured below) was “just right” for its location. Others indicated they would be less concerned about taller structures if these structures were set back or designed to “accent” other buildings with lower heights.

Participants were wary of the “wall effect” created by long blocks of buildings that were all six or seven stories tall. At the Al Boro Center, a few participants stated that “going vertical” in Downtown was logical because “there was no space left to grow” on the fringe of the city.



The height of the Rafael Town Center project was described by some Workshop attendees as being “just right” for its Downtown setting.

Participants on the on-line poll were less enthused about taller downtown buildings. The median choice selected was five stories. About 35 percent of those responding felt four stories or less was appropriate (compared to 31 percent in the workshops). Only 9 percent selected seven stories or more—however, a surprising 21 percent suggested that there be no maximum.

Chart 8: The maximum height of new buildings in Downtown San Rafael should be...

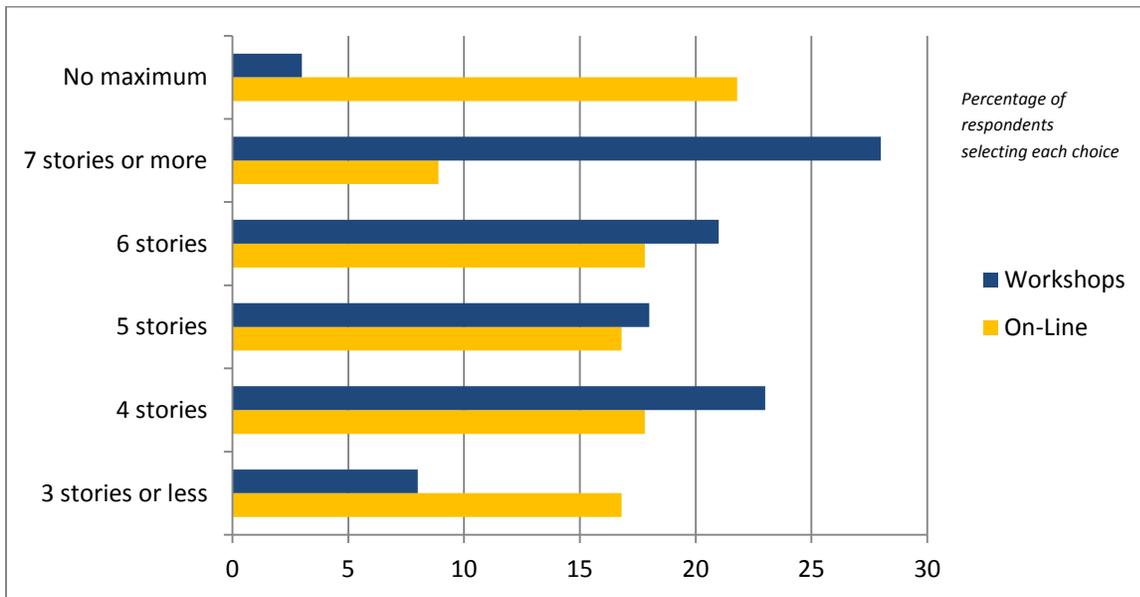
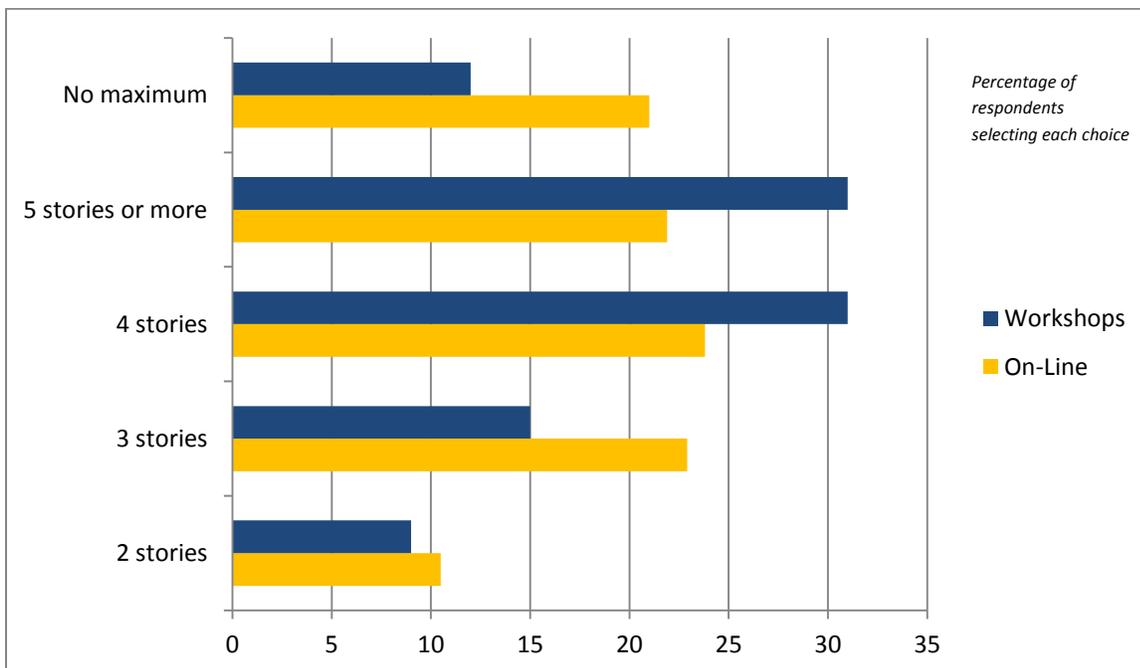


Chart 9: The maximum height of new buildings in the Northgate Mall Area should be...



Most workshop participants suggested lower maximum heights in the Northgate area, although 31 percent favored five stories or more and 12 percent favored no maximum. The taller heights were most heavily favored at the Al Boro (English language) workshop and the B Street workshop. One-third of the Terra Linda attendees selected two or three stories, and one-third selected four stories.



A number of workshop attendees suggested that future building heights at Northgate should not exceed the height of the existing Mall.

About 54 percent of the workshop participants suggested buildings at Northgate should be four stories or less. This compared to 57 percent in the on-line poll. Some of those participating in the workshops indicated that new buildings on the Mall site should not exceed the height of the existing department stores. Some of those attending the Terra Linda workshop indicated that the Mall was a logical location for housing, but that design and access/congestion were major concerns.

Those who took the on-line poll tended to favor lower building heights. For example, 33 percent of on-line respondents suggested three stories or less, compared to 19 percent at the workshops. One anomaly in the on-line poll results is that 21 percent of the on-line respondents felt there should be no maximum.

Downtown

Workshop participants were asked what additional activities they would like to see in Downtown San Rafael. A menu of ten choices was provided, including a category labelled "other." Participants were invited to select up to three choices.

The top vote getter was "public space and plazas," with more than half (51%) of the attendees selecting this choice. Restaurants and cafes were close behind, with nearly half (48%) selecting this choice. A relatively large percentage of workshop attendees selected "other" as one of their three choices. During the discussion of this question, these participants noted that **housing** was not included on the list, and would be beneficial downtown. The need for more parking also was raised during the discussion.

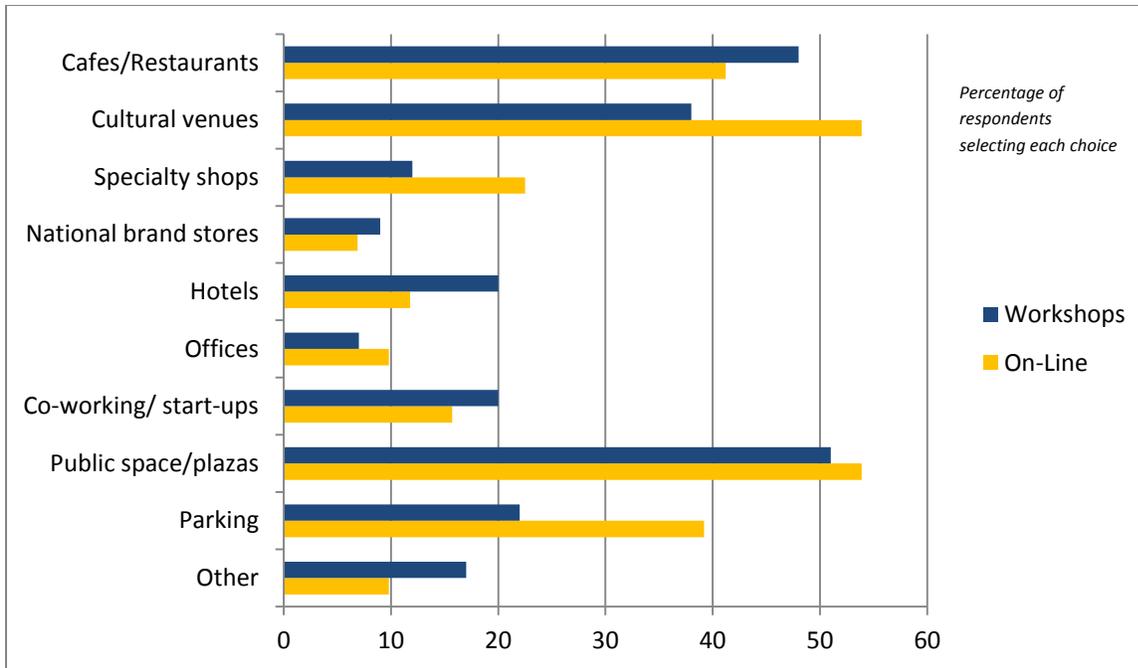


Chart 10: Downtown needs more...

Chart 10 shows the responses, with the workshop and on-line poll results presented side by side. Relative to the workshops, the on-line poll indicated similar levels of support for Downtown public space, stronger support for arts and cultural venues, and stronger support for parking. The workshop participants tended to be more enthused about hotels and restaurants than the on-line participants.

Conservation

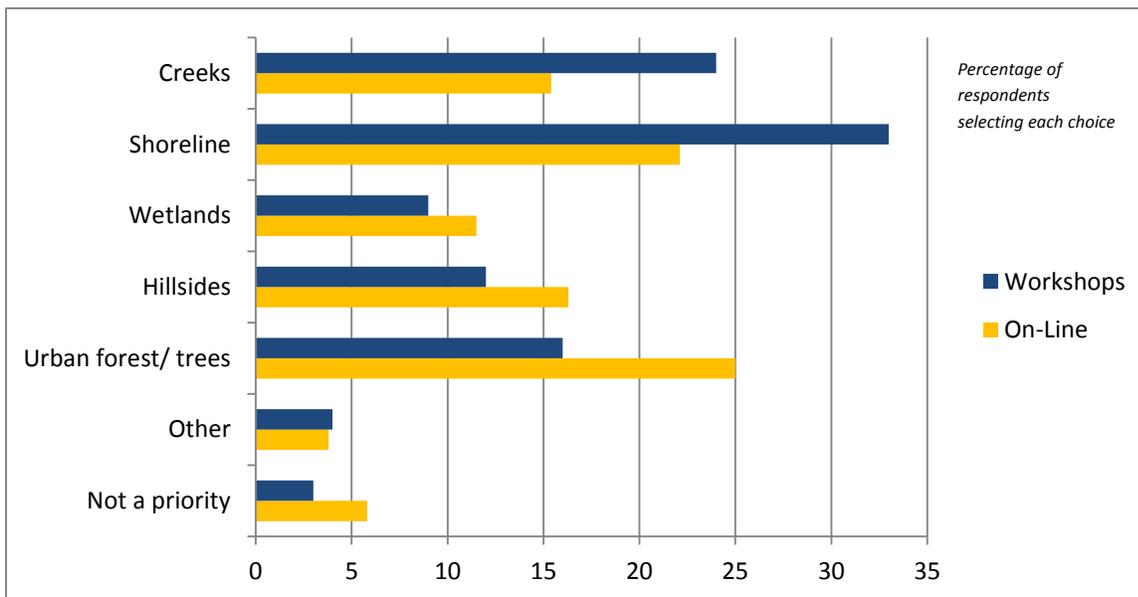
Workshop attendees were asked to identify their priority for improving natural resources in San Rafael. A list of five natural features—plus an “other” category and a “not a priority” category—were provided. The five features were creeks, shoreline, wetlands, hillsides, and the urban forest/ tree canopy. Participants could select only one of these choices. Following the electronic polling, workshop participants were asked to discuss their choices.

The most frequently selected choice was the San Rafael shoreline, receiving 33 percent of the votes at the three workshops. Creeks received 24 percent of the votes and the urban forest/ tree canopy received 16 percent of the votes. The votes varied by location—and their proximity to the natural features being described. At the Al Boro Center (located on the shoreline), more than 60 percent of the participants selected “shoreline.” At Terra Linda, nearly a third selected creeks. Only two of the nearly 100 workshop participants voted that natural resource conservation was “not a priority” for them.

Participants at the B Street meeting expressed that they thought more could be done to improve the beauty and natural setting of the City's creeks, and also to mitigate flooding. Participants at Terra Linda spoke about the need for creek restoration throughout the Las Gallinas watershed. Those who responded "other" to this question indicated that all of the features listed should be a priority, and no one feature should be singled out. Participants at the Al Boro workshop discussed canal dredging, and their desire to reorient the Montecito Shopping Center so it faced the water.

Chart 11 shows the responses to this question, including the on-line poll results. Relative to the workshop "votes," the on-line poll-takers were more likely to list the urban forest and tree canopy as their top environmental priority. Wetlands and hillsides also received higher scores in the on-line poll.

Chart 11: The natural feature in San Rafael I'd like to see improved the most is...



Parks and Recreation

The final workshop questions addressed parks and recreation. Participants were asked two questions: first, each audience member was asked to rate San Rafael's parks (Excellent, Good, Fair, Poor) and second, audience members were asked to identify what new recreational facilities they'd like to see in the future. In the second question, a menu of seven choices was provided, plus an "other" option and an option to "focus on what we already have." Audience members were asked to select their top three choices.

Chart 12 shows the audience ratings for San Rafael's park and recreational facilities. Chart 13 shows the facilities that workshop participants would like to see in the future. The on-line poll results are shown for comparison.

Chart 12:
How would you rate San Rafael's parks and recreation facilities?

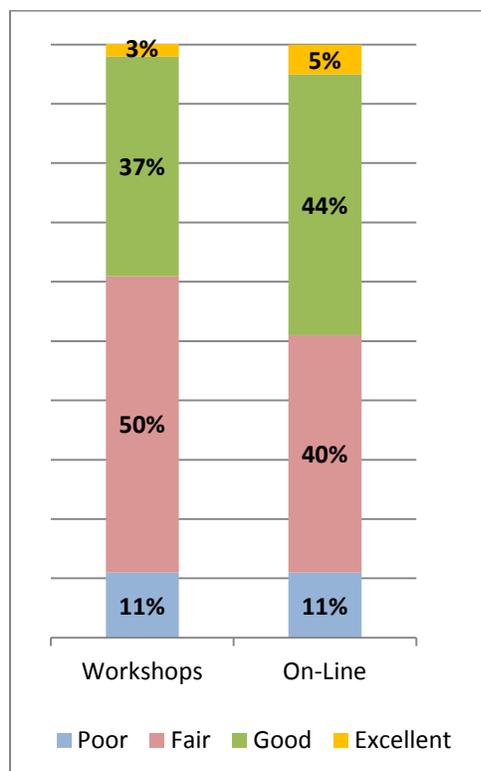
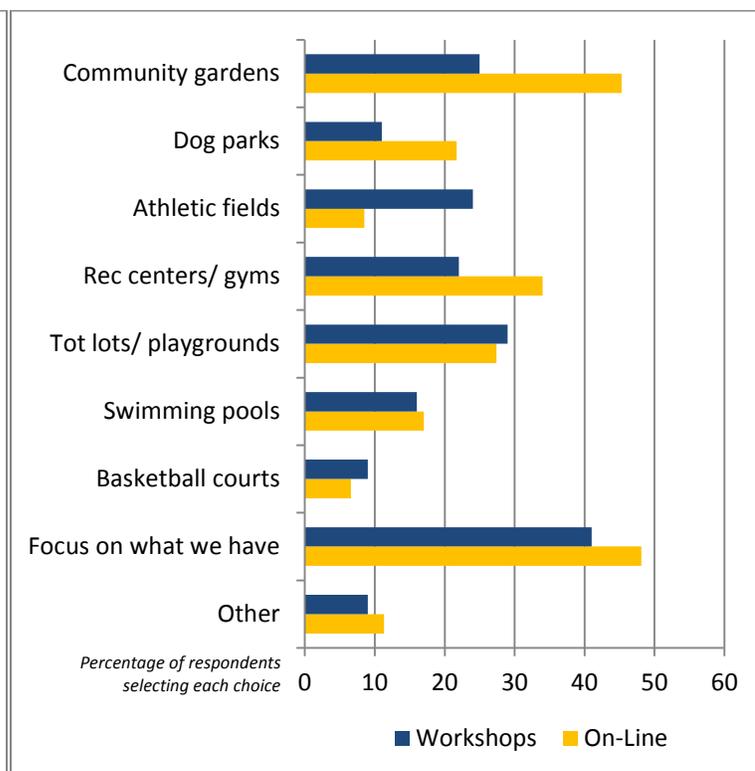


Chart 13
San Rafael needs more...



Half of all workshop participants rated San Rafael's park and recreational facilities as "Fair." Just over a third-rated the city's parks as "Good" and only 3 percent rated them as "Excellent." The on-line poll showed similar results, with a slightly higher margin of participants (about half) rating the parks as either good or excellent. In both the workshops and on-line poll, 11 percent of the respondents rated parks and recreational facilities as "Poor."

As indicated in Chart 13, almost half of the workshop participants felt the City's focus should be on improving existing facilities rather than building new facilities ("Focus on what we have"). Many of these participants did not select a second or third choice. During the discussion, some workshop participants stated they felt the parks were "tired" and had worn-out equipment. Others observed that some parks were very well used while others were not. There were concerns about the level of maintenance,

safety at Albert Park and Boyd Park, and the need for more public open space Downtown.

Participants at the Al Boro meeting called for more year-round (artificial turf) fields, better outdoor lighting, more accessibility for underserved communities, and more volunteer and stewardship opportunities. There was also a discussion of the importance of parks as neighborhood gathering places, and the need for distributing resources to ensure that everyone in the city had access to a park.

Participants in Terra Linda likewise spoke to the need for more public gathering places and better access to the parks that exist.



*October 27 Workshop
Albert Boro Community Center*

Regarding the “menu” of possible park amenities, the highest scoring features were community gardens and tot lots. Nearly half of those taking the on-line poll, and 25 percent of the workshop participants, listed community gardens among their top three choices. Support for new tot lots (29 percent), athletic fields (24 percent), and recreation centers (22 percent) was also strong at the workshops. The strongest support for tot lots was at B Street, the strongest support for community gardens was in Terra Linda, and the strongest support for athletic fields was at Al Boro.

Recreation centers and tot lots also received strong support in the on-line poll, with 34 percent for the former and 27 percent for the latter. Those taking the on-line poll expressed greater support for dog parks (22 percent) and less support for athletic fields (9 percent).

OTHER WORKSHOP EXERCISES

In addition to the electronic polling, workshop attendees provided feedback via Comment Cards, a wall map on which ideas could be posted, and a “mad libs” exercise. The outcomes of these exercises are summarized below.

Comment Cards

The purpose of the comment card was to give workshop participants a chance to weigh in (in writing) on the topics covered at the meeting—or to share an idea or concern that was not discussed. For those who didn't have the chance to speak up or who chose not to speak, the cards provided another form of providing feedback.

A total of 25 cards were turned in. The text box at right provides a sampling of the comments. Major points included the need for affordable housing, support for more creative approaches to the housing crisis (home sharing, tax incentives, transitional housing for the homeless, rent stabilization, etc.), the desire for more bike lanes and bicycle safety improvements, and the need for better public transit between North San Rafael and Downtown. Some of those submitting cards stated that the City was too focused on Downtown and should do more to invest in North San Rafael/ Terra Linda (especially with regard to infrastructure and road improvements). One comment card suggested a Downtown Circulator (shuttle bus).

Comment cards also addressed disaster preparedness, sea level rise, and wildfire prevention. A number of cards expressed concerns about overcrowding and felt the City should grow in a manner that was more sensitive to the natural

Sample Feedback from Workshop Comment Cards*

"It was quite clear that the overwhelming majority here wants to see both growth and more housing. It was also clear that we as a city have not met the goals forecasted and required by ABAG."

"All housing development projects should be harmonized with each other so that infrastructure is not further exhausted and growth is not haphazard."

"Build a year-round homeless shelter for those willing to stay at such a facility."

"Start a shuttle for Fridays, Saturday, Sunday and holidays for 4th St, Miracle Mile, San Anselmo Blvd. Sir Francis Drake Miracle Mile to 4th Street/Smart Station and back every 20 minutes."

"Please put a noise limit on the obnoxious sounds emitted by motorcycles, cars and trucks so we can have a more peaceful and healthful environment"

"The housing and jobs are not in balance. Mostly no one objects to new jobs (BioMarin, as an example), but all housing is met with huge resistance. We need affordable housing, most logically in Central San Rafael near mass transit."

"Increase bike and pedestrian lanes that are not shared with cars"

"The Northbound (NB) Freitas Exit needs to be addressed. It is a dangerous intersection and creates huge traffic jams. The NB 101 to EB 580 connection needs to be addressed. An overhead connection should be created to avoid surface streets, allow for better traffic flow and minimize danger due to speed differential on 101 N."

"With fire issues re PGE we need to consider moving cables underground. They are a danger and an eyesore."

"Maybe the problem is over-population rather than housing shortage. Less businesses → less population → decrease the housing shortage."

"I have 3 small children I want to feel safe to ride to school on their bikes. I want bikes, bikes, bikes; a beautiful preserved coastline, and wetlands."

"I'd like to see more planning for sea-level rise!"

"Keep housing pricing down or continue to seek affordable housing or consider offering people who are elderly to partner with people who need housing (younger adults)"

* See Appendix D for all responses

environment. Several comment cards addressed environmental quality and the need to preserve open space. Comments also addressed the future of Northgate Mall, with one participant suggesting that it be redone in the style of San Jose's Santana Row project.

Post-It Notes

Each meeting featured a poster-sized map of San Rafael ringed by blank post-it notes. Meeting attendees were invited to grab a post it note and jot down an idea regarding a place on the map they'd like to see improved through General Plan 2040. About 15 post-it notes were turned in. Some addressed citywide issues (such as sidewalk repair) while others proposed ideas for specific intersections, sites, or areas of the city. The transcribed post-it notes are included in Appendix E of this report.

Mad Libs

Mad Libs is a word game where the players are presented with a "story" with key words replaced by blanks. The players are prompted to insert words in the blanks to complete the story. While the word game is intended to be comic, the intended outcome at our workshop was to identify common themes and objectives, and evoke creative ideas. Approximately 30 people participated, writing a "fill in the blank" story of San Rafael in 2040. The story, with blanks included, is presented in the text box below.

General Plan 2040 Mad Libs

In the year 2040, San Rafael will be known for its _____. The city will have successfully preserved its _____ and _____. It will have solved the biggest problems of 2018, including _____ and _____. Residents will enjoy great _____, a _____ Downtown, and _____ neighborhoods. New amenities such as _____ will be available for all to enjoy. Getting around the city will be safer and easier because of _____, while the economy will thrive due to _____. San Rafael residents will be admired across the Bay Area for their _____.

Some of the common themes in the responses are highlighted below.

In the year 2040, San Rafael will be known for its ____.

The most common responses related to quality of life/ livability (7 mentions), natural features (4 mentions), beauty/aesthetics (3 mentions), Downtown (3 mentions), sustainability/GHG reduction (3 mentions), and walkability/ bikeability (3 mentions).

The City will have successfully preserved its ___ and ___.

The most common responses related to open space (11 mentions), waterfront/shoreline (7 mentions), natural beauty (7 mentions), history/ historic buildings (6 mentions), small-town character (5 mentions), neighborhoods (3 mentions), and Downtown (3 mentions). Other responses included diversity, walkability, and way of life.

It will have solved the biggest problems of 2018, including __ and ___.

Traffic (16 mentions), housing (12 mentions), and homelessness (10 mentions) were the top problems listed. Some of the other problems mentioned were fiscal stability (pensions), litter, bicycle safety, parking, and crime.

Residents will enjoy great __, a __Downtown, and __ neighborhoods.

The most frequent words following "great" related to transportation, nature, parks/ open spaces, restaurants, and sense of community. The most frequent words preceding "Downtown" were vibrant (11 mentions), walkable, (2 mentions), distinctive (2 mentions), and safe (2 mentions). Other adjectives included lively, bustling, booming, busy, interesting, fun, sustainable, and humane. The most frequent word preceding "neighborhood" was diverse (6 mentions). Other recurring adjectives included safe (4 mentions), green (2), lovely (2), peaceful (2), and walkable (2).

New amenities such as ___ will be available for all to enjoy.

Recurring responses included parks/playgrounds (5 mentions), creek and shoreline trails (4 mentions), bike paths (4 mentions), libraries (2 mentions), and shared bikes/scooters (2 mentions).

Getting around the city will be safer and easier because of ___.

Recurring responses included bike paths (11 mentions), pedestrian paths/safety measures (7 mentions), and better transit (7 mentions). There were also mentions of autonomous vehicles, solar powered transportation, better roads, car-sharing, and speed bumps.

The economy will thrive due to ___.

There were a wide variety of responses, with common references to diversity, people, better retail, better restaurants, technology, cannabis, innovation, better transportation, and light industry.

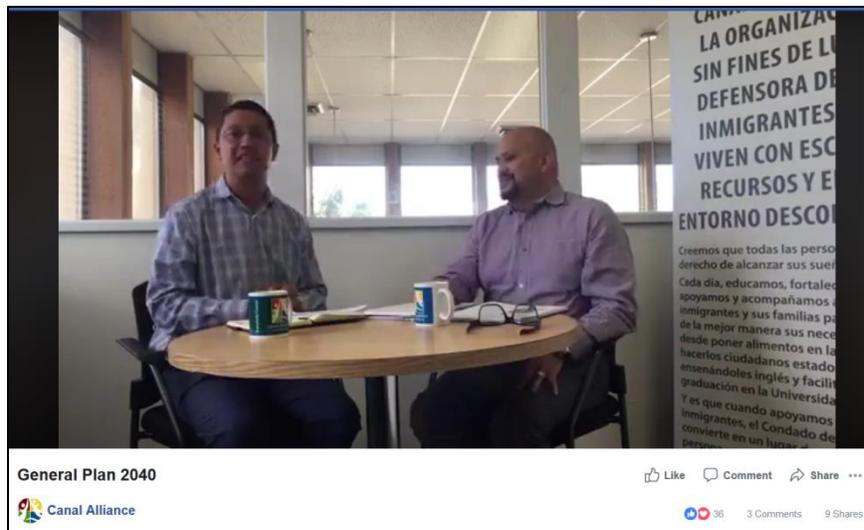
San Rafael residents will be admired across the Bay Area for their ____.

The most common answers related to foresight in responding to natural hazards, including sea level rise, wildfire, and climate change. Other answers included environmental conscience, diversity, activism, creativity, balance—and good looks!

The complete set of Mad Libs responses may be found in Appendix B.

SPANISH LANGUAGE MEETING

Approximately 25 percent of San Rafael's residents speak Spanish in the home. More than half of this population speaks English "less than very well" according to the US Census. Accordingly, the City is implementing a Spanish language outreach program as part of General Plan 2040.



The Spanish language workshop was promoted through a Facebook Live event (in Spanish) on the Canal Alliance's Facebook page. The video had more than 1,400 views.

A Spanish language workshop was held concurrently with the October 27 workshop at the Al Boro Community Center in Pickleweed Park. The workshop was promoted in partnership with Canal Alliance, a San Rafael non-profit providing services to the city's Latino community. In addition to distributing Spanish language flyers, a Facebook Live event on General Plan 2040 was held a week before the meeting. The 17 minute video received over 1,400 views.

Unfortunately, turnout at the meeting itself was very low. Six persons attended, including two members of the General Plan Steering Committee. Much of the meeting was spent describing the purpose of the General Plan, and how city planning impacts traffic, housing, jobs, and the quality of life in the community. Participants also took part in the electronic polling, and those results are integrated in the results referenced throughout this report.

As a result of the meeting, the City will be undertaking additional outreach, including Spanish language pop-up meetings, and outreach to organizations serving Latino residents in San Rafael.

POST MEETING ACTIVITIES

Following the meeting on October 27, the General Plan Project Team transcribed all meeting notes and comment cards, summarized the electronic polling results, and prepared a short report for the General Plan 2040 Steering Committee. A presentation was made to the Steering Committee at their regular monthly meeting on November 14. Several Committee members expressed concerns addressed the low attendance and suggested that an on-line version of the workshop poll be made available.

As noted earlier in this report, the poll was posted to the General Plan website (via on-line vendor "Neighborland") on November 27. The opportunity to take the poll was publicized by the City (via an email to General Plan 2040 notification subscribers), and via social media sites such as Nextdoor and Facebook. The poll remained active until December 31, 2018, at which time it was closed for further comments.

Other post-meeting activities include the preparation of this Summary Report.

CONCLUSIONS

Based on the outcome of the workshops and on-line poll, the following conclusions are made:

- Participants are generally satisfied with the quality of life in San Rafael.
- There is strong support for more housing in the city. More than three-quarters of the workshop participants and just over half of the on-line poll participants supported a growth rate of at least 100 housing units per year. This rate of growth is consistent with the ABAG forecasts for San Rafael.
- A substantial number of workshop participants favor even higher rates of housing production—but a substantial number of on-line poll participants favor lower rates.
- Opinions vary by location; participants in North San Rafael tended to have more reservations about new housing than those in Central and East San Rafael.
- The greatest concerns about growth are traffic, environmental degradation, and effects on public services.

- Participants would like to see additional entertainment venues and restaurants in the city, especially Downtown and at Northgate. Participants also would like to see additional public space Downtown and at Northgate.
- Participants favor a multi-pronged approach to transportation improvements, including investment in surface streets, freeways, bike lanes, and transit.
- Wildfire, earthquakes, and coastal flooding are considered the greatest natural hazards facing the city.
- There is relatively strong support for taller buildings (6-7 stories) in Downtown. There is moderate support for mid-rise (4-5 story) heights in the Northgate area, again with reservations regarding aesthetics and traffic.
- Participants are interested in restoring San Rafael's creeks and improving shoreline conditions and access.
- Additional investment is needed in San Rafael's parks, particularly improvement of existing facilities and grounds.

These conclusions must be tempered by the small number of participants in the workshops and on-line poll, and the fact that these participants tended to be older homeowners who have lived in San Rafael for many years. One of the most important take-aways from the Round 1 workshops is that additional methods of outreach are needed to reach a broader spectrum of San Rafael's population. Pop-up workshops, additional on-line and social media engagement, and direct outreach to established organizations will be essential to create an inclusive and balanced long-range plan.

APPENDICES

A. MEETING FLIP-CHART NOTES	A-1
B. MAD LIBS EXERCISE	B-1
C. PARTICIPANT'S NEIGHBORHOOD OF RESIDENCE	C-1
D. COMMENT CARD RESPONSES	D-1
E. POST-IT NOTES ON WALL MAPS.....	E-1

Appendix A

Flip Chart Notes from Each Workshop

October 3, 2018

Workshop at B Street Community Center

Transcribed Audience Comments

Questions at the end of the first presentation

1. Who pays for all this (clarification: how does the City get its money)
2. What's going to happen to the policies in the neighborhoods element?
3. Who developed the population projections and is the City required to follow them?
4. Is the City going to make up the RHNA deficits from prior years? (no)
5. When are we going to have the opportunity to express our "big picture idea"?
 - a. Right now using the comment card or logging into the NL site.

Question 9: What would you like to see more of in San Rafael over the next 20 years?

- Better shopping needed—downtown since Macy's at Northgate went away
- Housing is unaffordable: 60% of Kaiser employees commute from a different county
- Improve business downtown
- More housing would bring more people downtown
- We want to see some of everything
- More Housing options

Question 12: What are your greatest Concerns about Growth?

- A lot of people wished there was an option for "I have no concerns about growth"
- For those who said "other":
 - Feasibility of construction
 - All of them are a concern
 - More concerned about "no growth" (see above)

Question 13: For me, getting around San Rafael is:

- 4th Street is difficult
- A lot of construction
- Cycling makes it easy
- NOT easy to bike

Question 16: What do you see as the greatest transportation opportunity for San Rafael in the next 20 years?

- Shared bikes
- Connections to SMART
- All of these opportunities should be improved
- Uncertainty about the future: unknown unknowns
- Electric cars
- Relocation of Bettini Transit Center should be on there
- Consistent bus stops, why don't we have an option for improving the transit system we already have?

Question 20: The maximum Height of new buildings in Downtown San Rafael should be:

- Those who said "7+ stories"
 - More density==more housing
 - Cost of property, adding density and height allows developments to "pencil out" which makes it easier to provide affordable units.
 - Higher housing densities closer to transit enables people to go carless
- Those who said "3 stories or less"
 - Too Dark
 - Wind tunnel effect from high buildings
 - Large buildings are not "people sized"
 - San Rafael Center is "just right", which is about 5 stories

Question 21: The maximum height of new buildings at Northgate Mall should be:

- Existing height seems to already be the equivalent to five stories, that seems appropriate

Question 22: Downtown needs more _____

- Housing,
- We like all the options
- But, we're going to need more parking if we are going to add all this stuff

Question 23: Looking to the year 2040, the natural feature in San Rafael I'd like to see improved the most is:

Creeks

- Mahon Creek—opportunity to "activate it" recent steps have been good, lets do more
- Visible ways to improve our beautiful natural setting
- Creeks are underutilized, not cleaned, subject to flooding (Las Gallinas Creek comes to mind)

Shoreline

- Past work on shorelines have been an improvement
- Terrapin is a great example of good improvements that have been done in the past
- Montecito should be flipped

Question 25: How would you rate San Rafael's Parks and recreational facilities?

- Hard to compare SR parks to Tilden Park, which actually has *activities* like horseback riding, etc.
- Worn out equipment, "tired" parks, even at Boyd Park, which recently got a "facelift"
- We don't have sufficient park spaces

October 17, 2018

Workshop at Terra Linda Community Center

Transcribed Audience Comments

General Questions

- Who to contact to get involved?
- Neighborhood plans—will they be updated and can we have neighborhood plans as detailed as the downtown precise plan?
- Website: can one find Marin Countywide Plan through the San Rafael website?
- Will the powerpoint be available on website?
- Will we compare job growth to housing? Do we need to increase housing if we just stop adding jobs?
- We need to pay attention to the TYPE of job growth:
 - % commuting OUT OF SR vs. % commuting WITHIN SR vs. % commuting INTO SR
 - Infrastructure to encourage telecommuting?

What would you like to see more of in SR?

- Flowing creeks (lots of agreement)
- Permeable pavement
- Designs to protect habitat
- Senior housing
- Transportation improvements

Housing growth rate questions

- Does rate of growth include ADUs?
- How many people own multiple homes in SR?

Primary Concerns about Growth

- Encouraging more jobs could result in other impacts
- Better wages for community workers
- Crime

Transp. Changes

- Train causing delays (East-West traffic)
- Service closer to home

Greatest Transportation opportunity:

- 101/580 through traffic interchange should be improved (causes backups)

Getting Around

- Depends on location and time of day
- Prefer not using car
- Construction is disruptive
- Public transportation for the aged or unable to drive

Safety/Greatest Natural Hazard

- Wildfire is much more important (much more acute compared to sea-level rise)
- Need evacuation plan

Building Heights in Downtown SR

- More stories = more space for housing
- Downtown needs to be more vibrant
- Multi-uses
- More activity
- <3 stories b/c negative effect on aesthetics/views with tall buildings
- 6 stories could be okay with variation in height (helps w/ aesthetic concerns)
- Should be based on design/merits of each project

Building Heights in Northgate Mall

- Okay w 5 stories but no more
- Density near mall okay, but not elsewhere

Natural Features to Improve

- All of the above
- Strong creek advocate contingency @ this meeting!

Rate parks and rec facilities

- Location was pertinent when park was originally constructed but needs to be revisited. Some parks are underutilized. Others are crowded
- Pickleweed looks nice. TL Community Center needs better maintenance: and a BBQ!
- B Street Community Center is nice—it would be nice to have Bocce courts here too
- Safety is important—B street used to feel unsafe but it's gotten a lot better
- What is happening with Boyd Park?
 - More police patrols,
 - Cleaned up

- More open
- We need to increase awareness of public open spaces that exist in and near the City

San Rafael Needs more (park facility choices):

- Parks need constant maintenance
- Swimming pools—the ones we have are too crowded, attract San Francisco residents!
- Housing
- Creek access/creek-centered public spaces
- Promenades
- Activity plazas/public plaza (like the one near Bank of America building in downtown)
- More gathering spaces in TL
- Paired with transit → creates opportunities for access to open spaces

October 27, 2018

Workshop at Al Boro (Pickleweed) Community Center

Transcribed Audience Comments

Questions after Overview presentation

- How will conflicts between elements be resolved?
- How do you do an EIR for a whole plan?
- How does San Rafael’s growth compare to that of other cities in Marin? Do the cities coordinate?
- Is there an existing downtown area plan?
- Can a General Plan “harden” local control against state control?

Quality of Life/Land Use

- People who chose high very good or excellent: env. Friendly features/nature
- People who chose needs improvement:
 - Maintenance of parks and rec
 - Economic development
 - Improved libraries

Optimal Growth

- Question doesn’t address mix of housing
- Need more affordable housing and need to address transportation in tandem
- Need a better balance of jobs and housing. Could there be fewer people/jobs rather than more housing?
- Primary source of demand for housing is families growing and kids growing up and entering the housing market--not people moving here
- Teachers of our children have long commutes or leave entirely because of housing costs--were losing our good teachers

- We need to think of the people that currently work here. If they have to commute from far away, there are environmental and economic impacts

Growth/Housing

- Need housing for caregivers of aging population--creating a crisis for seniors whose families/caregivers can't afford to stay.
- Traffic is caused by people commuting here because they can't afford to live closer to work
- Concerns about growth:
 - Changes to community character can be positive. We need more diversity (along every dimension: age, race, culture, etc.)
 - Fear of the unknown

Transportation

- Time of day dictates how easy it is to get around San Rafael
- If you ride a bike it's no problem any time of day
- Evening northbound commute is really bad
- San Rafael is an access point/funnel for East/West and North/South traffic
- East/West traffic has gotten worse after SMART b/c of at grade crossings
- Would be better with safer bike paths
- It's not just freeway traffic, but city street traffic too
- More frequent, smaller buses/shuttle rather than large infrequent buses
- More public transit options (on-demand microtransit)

Safety

- Sea level rise is more inevitable than others
- Firebreaks failed in Santa Rosa
- Drought can last a very long time-most others are shorter
- Drought is a precondition of wildfire, and affects water supply
- SR has a lot of old buildings that are not earthquake-safe

Community Design

- It makes sense to go up because we have no more space to go out
- Density makes affordability
- If it's mixed use, higher is okay
- Growth at northgate is constrained by access to freeway and Kaiser location adds to that challenge
- Balance and harmony of building heights matter
- Downtown needs:
 - Housing
 - Better parking solutions
 - Transit to San Francisco requires parking downtown, and/or better feeder service

Conservation

- Haven't dredged the canal in a long time
- For this community, shoreline is a huge underutilized asset

Parks and Rec

- Turf fields for more flexible use (and use all year round)
- Better/more (non-flooding) outdoor lighting
- More accessibility for underserved communities
- Year-round soccer field to meet high demand at Pickleweed (closed half the year because grass is unsafe)
- More volunteers for all parks/open space areas
- Trees and nature make Marin beautiful--focus on more trees
- More neighborhood gathering places
- Build on existing resources (like new library plans and make sure they're well funded)
- Equal/equitable access to swimming pools, which are scarce, expensive, and often booked by swim teams
- Need more unstructured free stuff for kids to do
- More resources, better spread out

October 27, 2018

Spanish Language Workshop at Al Boro (Pickleweed)

Transcribed and Translated Audience Comments

- When we are talking about revisiting the plan, are we taking into consideration the demographic shifts in the city?
- Are there any model cities from which we can learn about how bring in investments and improving housing?
 - *There are not any cities that are model cities. All cities are facing the same challenge.*
 - *Cities are trying to find the balance in regards to how many more jobs you need to bring in versus how much more housing you built.*
- Immigration trends are still in flux – this causes a greater challenge to create a plan for a city that is constantly under change. The politics of the countries in South America are still pushing people to immigrate and this is happening more and more.
- The cost of housing is also constantly increasing, for example people who are coming to improve their economic status find themselves living in a small apartment with several families because they can't afford to do any other way.
- It would be interested to not just visit community groups but also to go to schools. Can you go and talk to teenagers so they can be engaged and learn more about what they can do.

Appendix B

General Plan 2040 Mad Libs Exercise

In the year 2040, San Rafael will be known for its _____

- History and beauty
- Walkability: clean sidewalks, parking availability
- A gateway for North Bay (industry, business, entertainment)
- Quaintness
- Lively downtown and beautiful setting and outdoor lifestyle
- Net-zero carbon emissions
- Character
- Vibrant downtown
- Friendliness, beauty, and home-town ambience
- Accessible and vital community
- Greenhouse gas emission reductions
- Livability
- Sustainability
- Bicycle infrastructure
- Inability to control building height
- Traffic congestion
- Unique and Vibrant downtown and natural open space
- Community Feel
- Beautiful restored waterway SR Creek and Canal
- Quality of life
- Downtown River parkway
- Cars' congestion
- Ample libraries and open places
- Foresight in addressing the problems of sea-level rise and wild-fires
- Distinctive neighborhoods
- Environmental friendliness
- Safe bike routes

The city will have successfully preserved its _____ and _____.

- Greenspace; historic neighborhoods
- Charm; restaurants
- Downtown; access to nature
- Neighborhoods; open space
- Outdoor spaces and parks; mission and historic buildings
- Open space; character
- Neighborhoods; downtown
- Open space; historic district
- Historic buildings; open spaces
- History; natural setting
- Small-town look and feel; open space
- Natural environment; hometown feel
- History; walkability
- Itself from sea level rise; waterfront
- Diversity; (left blank)
- Downtown; open space
- Canal and Creek; shoreline public access
- Parks, neighborhoods
- Latino/a community; restored and protected waterfront-waterway
- Beautiful natural surroundings, casual way of life
- City Hall; Street Trees
- (left blank)
- Gardens, creeks; parks
- Beautiful hills, small town character
- Open space; views
- Natural beauty, beautifully maintained coastlines
- Waterfront, open space

It will have solved the biggest problems of 2018, including:
 _____ and _____

- Ridiculous traffic, homelessness
- Garbage on the streets, parking, crime levels
- Housing, getting people from one place to another
- Congestion, increased revenue
- Housing shortage/homelessness, traffic
- Access to transit, safe bike routes
- Housing, homelessness
- Homelessness, addiction to automobiles
- Not enough housing, pension obligations limiting new opportunities
- Homelessness, traffic congestion
- Affordable housing, renter protections
- Traffic, housing shortage
- Traffic, housing
- Housing, traffic
- Traffic, communicating effectively with residents
- Low-income housing
- Homelessness, lack of creek access
- Traffic, housing
- Homelessness/housing, degradation of the streets and canal
- Housing; traffic and homelessness
- LID/green streets implementation; turning SMART into a bike lane
- Cars' congestion; (left blank)
- Homelessness and addicts; traffic
- Increasing evacuation routes for natural disasters; homelessness
- Isolation; overreliance on automobiles
- Easy and affordable and environmentally friendly public transport (vs. cars), offering great bike paths
- Housing, traffic

Residents will enjoy great: _____, a _____ downtown,
 and _____ neighborhoods

- Weather (of course), Vibrant, safe
- _____ (left blank), sustainable, eco-friendly and diverse
- Economy, vibrant, beautiful diversity
- Parks, booming, preserved
- Opportunities for connecting with each other, vibrant, healthy
- Zero-carbon transit options, pedestrian oriented, safe
- Parks, vibrant, active
- (left blank), bustling, diverse
- Restaurants, busy, lovely
- Art + nature + educational opportunities + transportation, interesting, vibrant & friendly
- City services, vibrant + thriving, quiet + beloved
- Mobility, vibrant, welcoming and diverse
- Transportation, walkable, (left blank)
- Pedestrian friendly streets, (left blank), safe routes to school
- Groomed vegetation, safe, safe
- (left blank)
- Natural environment; distinctive; peaceful
- Public transportation; lively; walkable
- Public transport web; distinctive/fun/humane/that people want to go to; green/affordable
- Sense of community; vibrant and safe; bustling
- Tan; kayakable; lovely/human-sized
- (left blank)
- Restaurants; vibrant; clean and safe
- Transportation choices; safe and vibrant; safe/multi-age/multi-cultural
- Neighborhood restaurants and shopping; welcoming and vibrant; distinctive and diverse
- Nature/common spaces, car-free, (left blank)
- Downtown space, dry, walkable

New amenities such as _____ will be available for all to enjoy

- Well-maintained parks
- Remodeled or new library
- (left blank)
- Walking/biking paths
- Top-notch libraries, community centers and local shopping + world class health care
- Playgrounds
- Plazas
- Family entertainment
- The Canalfront/walkway and cultural venues
- Gateway Greenway and thoughtfully designed transit hub
- Scooter and bike rentals
- Pedestrian zones
- (left blank)
- Greater access to waterfront
- Travelable roadways
- (left blank)
- Creek-walk, creek front amenities
- Autonomous vehicles
- Canal-front walkway
- Central park/community Center and extensive bike paths
- Car/bike/scooter share
- (left blank)
- (left blank)
- Network of bike paths
- Cross-bay ferries
- More bikes everywhere
- parklets

Getting around the city will be safer and easier because of _____,

- Pedestrian safety measures
- Speed bumps
- Bike lanes, walking paths and the homeless
- Bike lanes
- Shared ownership of cars, ride sharing, carpools, shuttles (+ SMART train)
- Dedicated bike lanes
- Alternative modes of travel
- Dedicated bike lanes
- Vision-zero policies
- Pedestrian and bike pathways
- Better public transit
- Increased bike lanes and pedestrian zones
- Bike/ped paths
- Elimination of cars
- Roads that keep up with traffic and are run by competent people
- (left blank)
- Network of pedestrian bikes public transit
- Constant buses
- Bike and pedestrian paths, public transit that people want to use
- Affordable and well-designed mass transit
- Flexible transit
- (left blank)
- Public transport(?) + parking lots
- Great solar-powered public transportation
- Walkable neighborhoods with amenities and services
- Bikes and environmentally friendly shuttle buses
- More bikes

...while the economy will thrive due to _____.

- The shopping and brew pubs
- Diverse shops and businesses
- Innovative planning
- More retail and jobs
- A diverse set of employees and diverse work force
- Taxing recreational cannabis
- Increasing tech jobs
- Increased industry downtown
- Diverse- business-friendly policies
- Its varied businesses that reflect the needs and interests of its people
- Balancing jobs and housing
- San Rafael being so successful and desirable
- Diverse residents
- Economy, small business light industrial
- Good cafes and restaurants
- Thriving small businesses and light industry and artist housing
- Strategic development and support of small/med. (non-chain) businesses
- Maneuverability and traffic solutions(?)
- Work at home jobs
- Good local jobs
- Attraction of being a well-planned and high quality of life city
- The people

San Rafael residents will be admired across the Bay Area for their: _____

- Luck!
- Safe, friendly city and for handling sea-level rise
- Balanced community
- Balanced economy/town
- Fun, healthy, well-connected community
- Lack of cars
- Forward thinking and action
- Pedestrian-friendly downtown, enthusiasm for arts and entertainment
- Pride that San Rafael ranks as #1 Most Livable Place
- Ingenuity and environmental consciousness
- (left blank)
- Foresight in addressing climate change
- (left blank)
- Good looks!
- Diversity (ethnic, racial, gender, etc.)
- Community activism and vitality
- Diversity, creativity, and commitment to the natural environment
- Community activism and involvement
- Open Space + Gallinas Creek Parkway
- Cultural events
- Foresight in confronting difficult issues and their willingness to enact building codes that ensure resilience after natural disasters
- Balance between density and access to nature
- Integrity and high standards in preserving the environment
- Good looks

Appendix C

Participants Neighborhood of Residence

“Please place a star on the map indicating the neighborhood where you live”

B Street Community Center: 18 stars placed

- 9 stars in Downtown/Gerstle Park
- 3 stars in Sun Valley
- 1 star in Fairfax
- 1 star in Northgate
- 1 star in Dominican University
- 2 stars in Montecito
- 1 star in the Canal

Terra Linda Community Center: 28 stars placed

- 20 stars in Terra Linda
- 1 star in Petaluma
- 1 star in Los Ranchitos
- 3 stars in Downtown
- 1 star in Montecito
- 1 star in Loch Lomond
- 1 star in Dominican University/Black Canyon area

Al Boro Community Center: 11 stars placed

- 5 stars in the Canal
- 1 star in Picnic Valley
- 1 star in Sun Valley
- 1 star in Terra Linda
- 2 stars in Peacock Gap
- 1 star in San Anselmo

Appendix D

Comment Cards

Workshop participants were provided with Comment Cards at the start of the meeting. Each card provided a chance to share any additional thoughts about San Rafael’s future or the General Plan process. About 25 comment cards were turned in. The comments are transcribed below:

- It was quite clear that the overwhelming majority here wants to see both growth and more housing. It was also clear that we as a city have not met the goals forecasted and required by ABAG and RHNA. We need to incentivize development to encourage and make it happen. Better Density bonuses? Tax breaks? Other ideas?
- Where does the budget for the city come from?
Canal area is poorly planned
Do we need a city? Shifting tax base and laws considered
- Bike paths and public transit expanded
“Housing first” options to address homelessness
Affordable housing and tenants’ rights
- Love the clickers
- Build a year-round homeless shelter for those willing to stay at such a facility.
Strong restrictions on the roll-out of 5G technology in San Rafael—Other cities have done so!
Do not force me to pay for sidewalk repairs in front of my house—This is the city’s job.
- North San Rafael Community vision for 2020 plan still is not complete
Public transit—end of Freitas Parkway, through Terra Linda, down Lincoln Ave, West on 4th Street and reverse (1x per hour, M-F, 9-5 +/-)
- Start a shuttle for Fridays, Saturday, Sunday and holidays for 4th St, Miracle Mile, San Anselmo Blvd. Sir Francis Drake Miracle Mile to 4th Street/Smart Station and back every 20 minutes.
- Please put a noise limit on the obnoxious sounds emitted by motorcycles, cars and trucks so we can have a more peaceful and healthful environment
- The housing and jobs are not in balance. Mostly no one objects to new jobs (the BioMarin, as an example), but all housing is met with huge resistance. We need affordable housing, most logically in Central San Rafael near mass transit. More bike lanes/walking options will help

- Increase access to city gov't (i.e. signs at the park on who to contact for feedback or repairs, welcome info to new buyers) Increased presence online—Nextdoor, social media, etc.
 - Increase diversity and equity
 - Preserve Open Space
 - Increase bike and pedestrian lanes that are not shared with cars
 - More promenades, trees, etc.
- Our downtown area is getting better and has more room to grow. Wanting more with commercial real estate. Agents to help promote companies to have offices there (?). We are getting there and want to continue entertaining these. Northgate mall would be an excellent place for work, live, play options for the area. Something like Santana Row in San Jose.
- 1. The North-bound Freitas Exit needs to be addressed. It is a dangerous intersection and creates huge traffic jams.
2. The NB 101 to EB 580 connection needs to be addressed. An overhead connection should be created to avoid surface streets, allow for better traffic flow and minimize danger due to speed differential on 101 N.
- I'd like to see more planning for sea-level rise! Maybe the problem is over-population rather than housing shortage→less businesses→less population→ decrease the housing shortage.
- With fire issues re PGE we need to consider moving cables underground. They are a danger and an eye sore.
- Excellent meeting. Well facilitated, informative, collegial. Thank you.
- -Please promote or educate about parks even the little ones e.g. Munson park Santa Margarita, park by Kaiser.
-Keep housing pricing down or continue to seek affordable housing or consider Lilypad offering people who are elderly to partner with people who need housing (younger adults)
-Improve transportation
- Improve transportation mixed use space commercial + housing
- Great presentation!
- More thought put into disaster preparation—how to evacuate when 101 is jammed or closed or flooded
- Need to address green streets in land use element or transportation. Green streets are very different from “complete” streets. Green streets gently traffic, create walkable neighborhoods and sink water into the ground. We need a deep dive into N. San Rafael the way downtown S.R. has one with the Downtown Plan—can we make use of Wayz or other app to determine traffic flows/commuting data? This seemed very very downtown SR focused and not enough for N. San Rafael. Feeling neglected. Need to have some neighborhood focus questions.

- What is happening at Northgate mall.
- All housing dev. Projects should be harmonized with each other so that infrastructure is not further exhausted and growth is not haphazard. Impacts include: school districts, evacuation plans, traffic. Independent engineering impact studies must be required.
- I have 3 small children I want to feel safe to ride to school on their bikes. I want bikes, bikes, bikes, a beautiful preserved coastline and wetlands, environment = #1 concern, Marin's natural beauty is its #1 attraction. preserve it and attract environmental businesses and investment.
- El necesario establecer controles sobre el costo de la renta de casas y departamentos!
(it's necessary to establish controls on the cost of rents for houses and apartments!)"

Appendix E

Post-it Notes on Wall Maps

A large map of San Rafael was taped to the wall, with blank post-it notes on the perimeter. Workshop participants were invited to pull a post-it note and write a comment about a particular place in San Rafael they'd like to see addressed in General Plan 2040. About 15 post-it notes were placed. The comments are transcribed below:

Post-it Notes on the Wall Maps: October 3 (B Street)

- Keep 5-G technology out of my neighborhood
- Stop trying to make homeowners pay for repairs to sidewalks which do not even belong to them
- The Northbound off-ramp from 101 to Central San Rafael could be greatly improved—extend the lanes further on to the freeway. Make two right turn lanes.
- Maintain what we have—creeks, roads, and sidewalks
- Build small non-profit RV parks with facilities for homeless to park RV s and thus providing homes
- Clean the on and off-ramps to 101

Post-it Notes on the Wall Maps: October 17 (Terra Linda)

- Totally redesign Northgate Mall. It is a total bore. Look at 3rd Street Santa Monica and the Grove in LA
- We need “something” distinctive to give San Rafael a strong identity—a public space, an attitude toward sustainability, etc.
Balance High-Density “smart growth”with community spaces (another respondent added---“I agree!”)
Safeguard and elevate the Canal neighborhood (hashtag “equity”)
- Restore Gallinas Creek along Freitas Parkway (another respondent added—“me too!”)
- Redo Northgate strip malls to be more functional and more attractive while taking into account more traffic
- Lower cost housing

Post-it Notes on the Wall Maps: October 27 (Al Boro)

- Neighborhood Character policies get lost with lots of projects since they advance other policies. What rules?
- A real center of the city, a sort of ‘plaza’ not only centered around shopping. Think quality of life.
- Develop canal area in Downtown San Rafael a beautiful “lifestyle” center—not just the back of the mall.