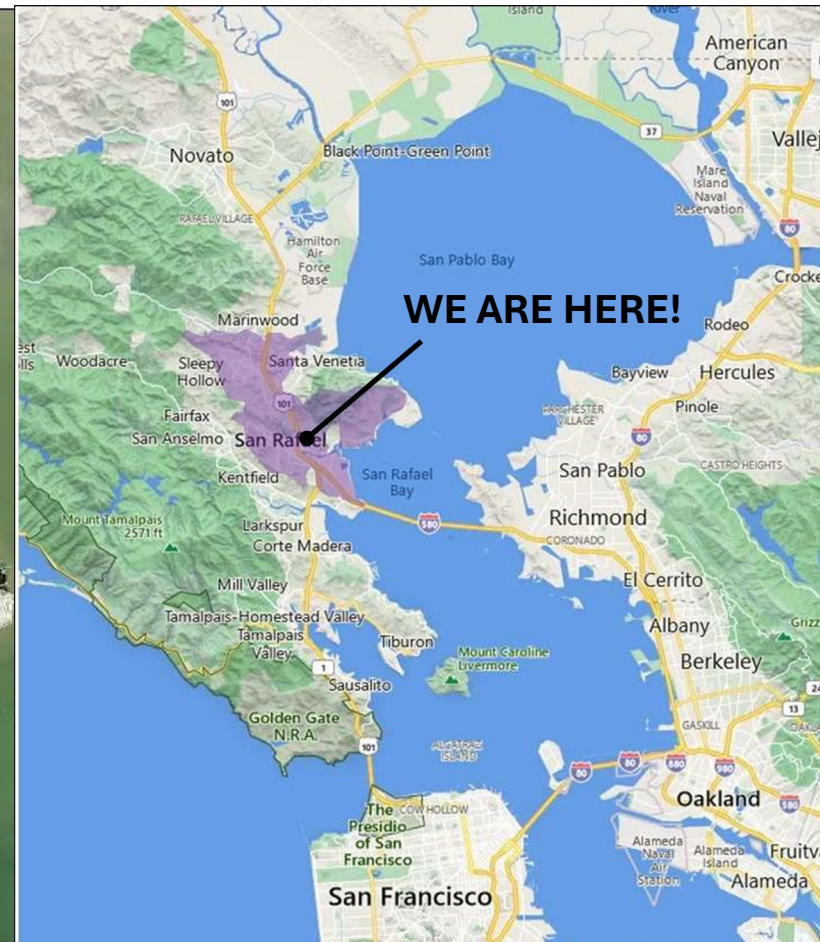
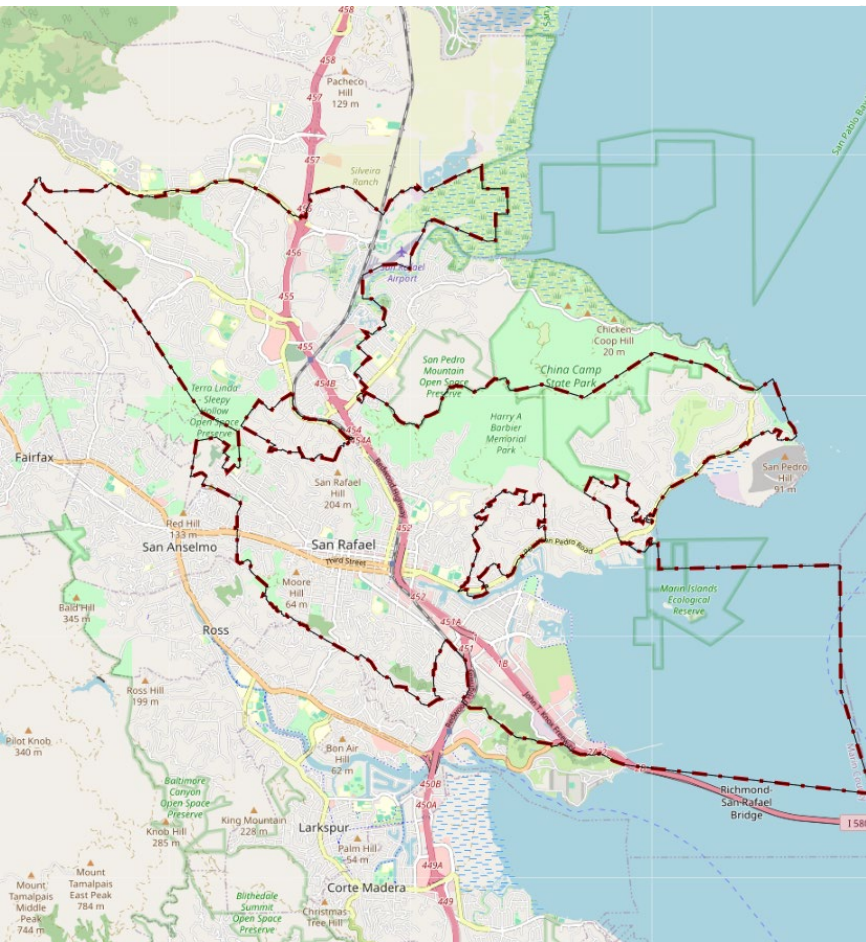




We are San Rafael*!

Located in Marin County within the Bay Area, CA



**San Rafael is traditionally home to the Coast Miwok people – many whom today are Tribal Citizens of the Federated Indians of Graton Rancheria. We honor their continuing involvement in stewardship practices that benefit us all.*

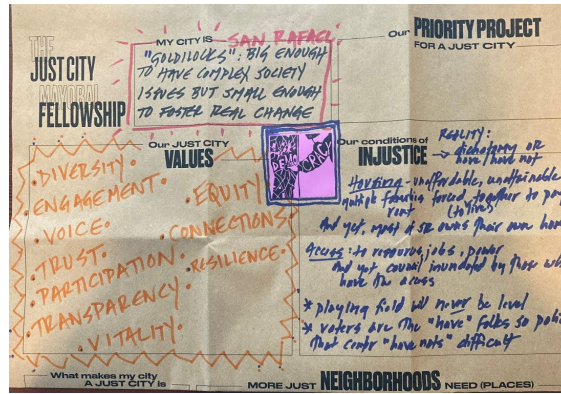


Mayors' Institute on City Design

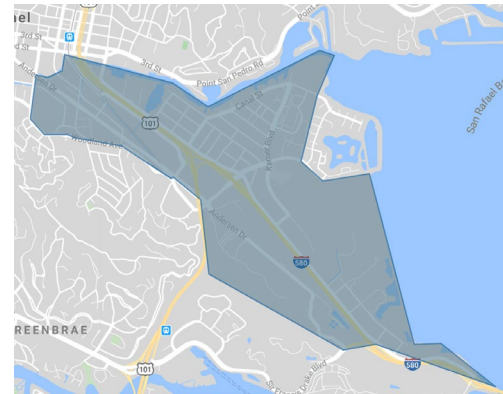




State of the City



Just City Manifesto



Project Introduction



Assessment & Questions





Where we're headed

Design problem

Residents in San Rafael's Canal Neighborhood, a predominantly Latino community, face systemic injustices and historical underinvestment in the area, which perpetuates a cycle of poverty and limits opportunities for economic advancement.

These conditions of injustice prevents our entire San Rafael community from benefiting from the neighborhood's strengths, including rich cultural identities, strong work ethic and desire to civically engage.



Vision statement

The City of San Rafael, in partnership with Canal Alliance, will co-create with the residents a Community Vision Plan which, utilizing the city's many strengths, will guide future policies, funding and infrastructure decisions.

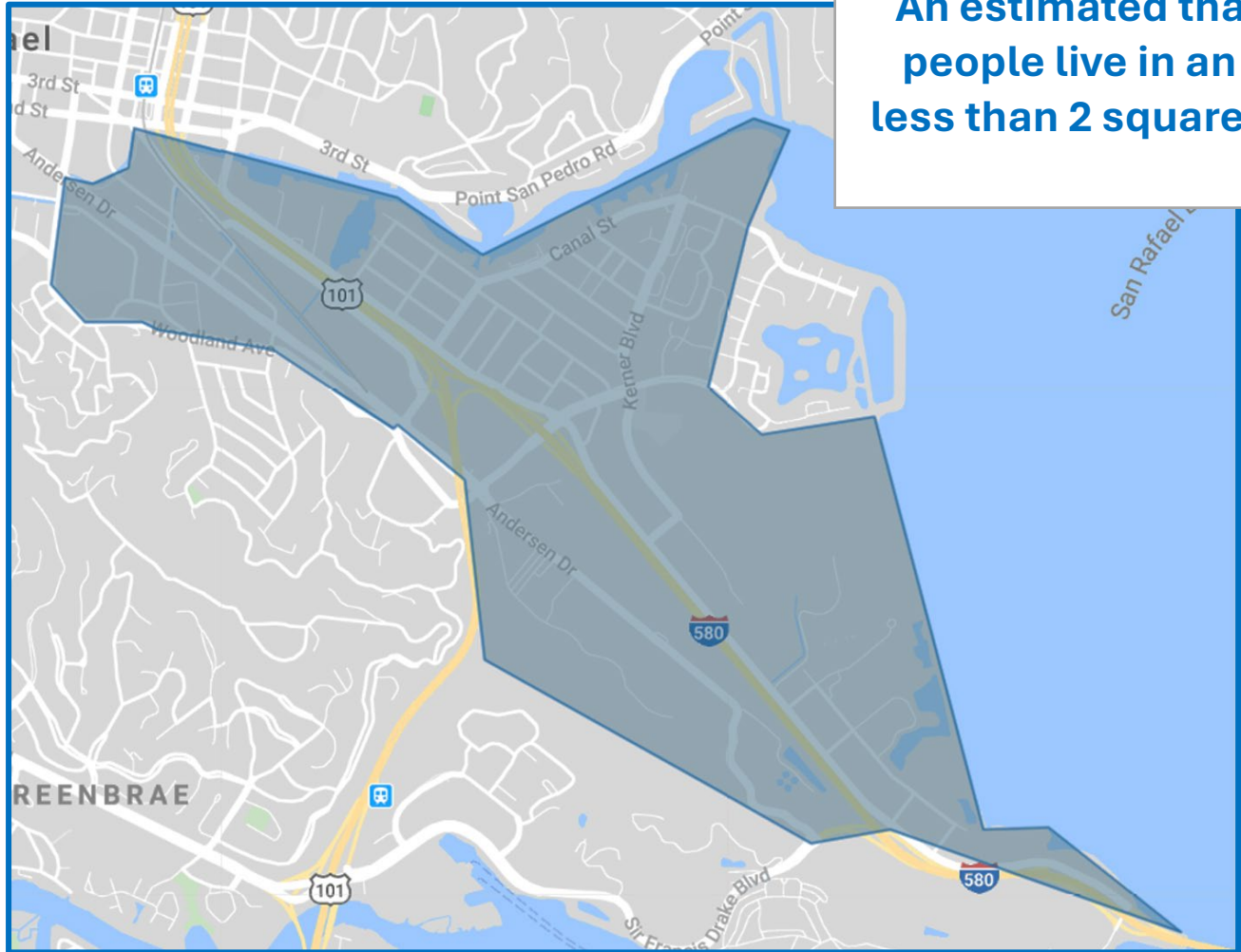
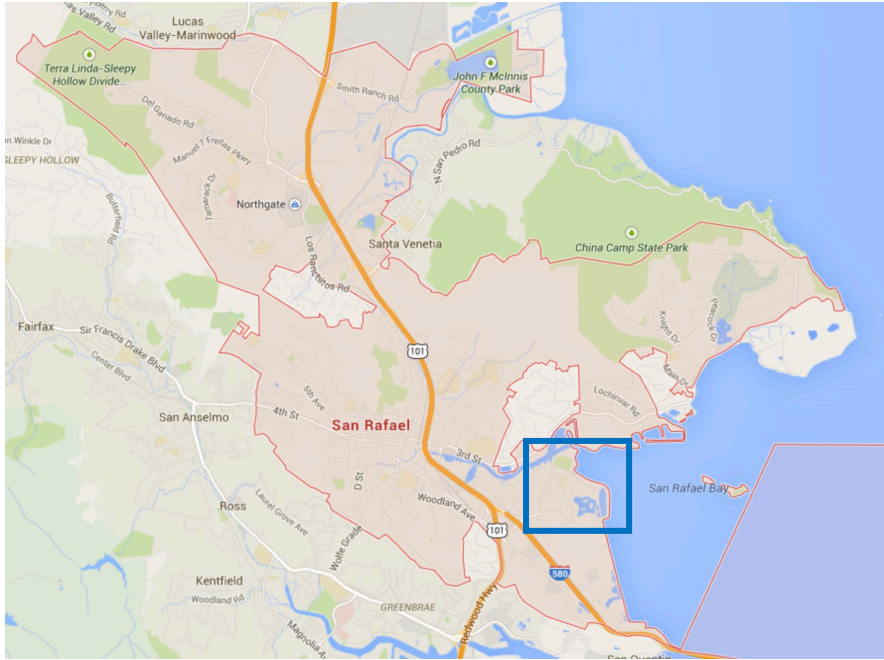


The State of the City





City of San Rafael: Canal neighborhood



An estimated that 13k people live in an area less than 2 square miles



City of San Rafael: Strengths

Human-centered approach to community engagement

San Rafael utilized this approach in developing the new Police Accountability Advisory Committee.

Commitment to equity

A key policy area identified and approved by the City Council. Mayor, Council and Staff are in alignment, courageous and creative.

Adopted economic plan

In 2022, approved inaugural Economic Strategic Plan identifies actions over different time horizons and city districts.

Successful grant applications

San Rafael consistently successful in obtaining state and federal funding for a variety of projects from community engagement, transportation infrastructure to sea level rise planning.

Strong housing policies

San Rafael is a pro-housing city and while the City doesn't build housing, it creates the conditions for inclusive housing projects. Created a Precise Plan for the Downtown.

Robust existing partnerships

County of Marin, Marin Community Foundation, trusted and established community-based organizations.

Supportive of public art

Designated a Cultural California Arts District. City created a process to attract, support and install art with the creation of a Public Art Review Board in 2023.

Focus on climate (sea level rise) and health intersection

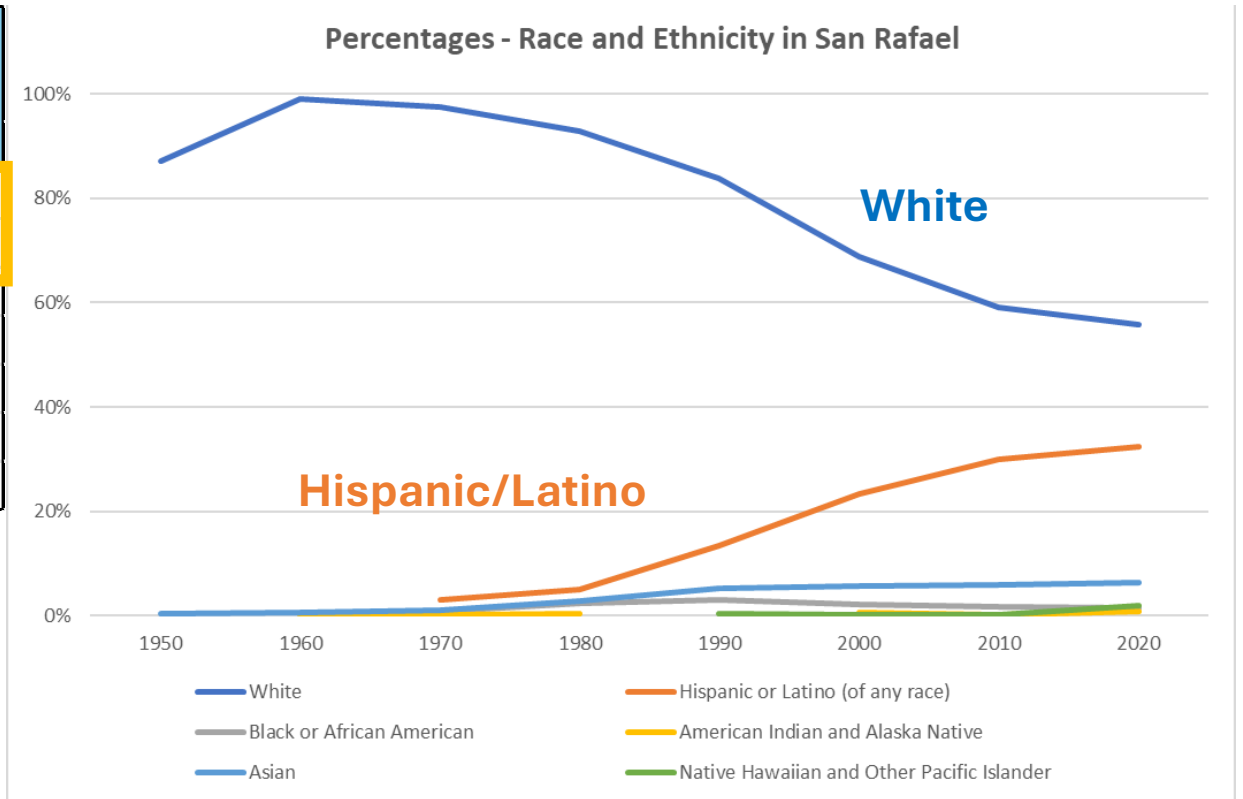
San Rafael one of first cities to be inundated by a rising San Francisco Bay so deeply involved in regional, county and local planning and successfully receiving grants.

Racial Composition

San Rafael's general population is approximately 70k. The Canal neighborhood is over 90% Latino/Hispanic as compared to the City of San Rafael which is 34%. Demographics are changing!

Race/Ethnicity	Canal District Percent	City of San Rafael Percent
Hispanic or Latino % (of any race)	91.9%	34.3%
Non-Hispanic or Latino	8.1%	65.7%
White Alone	4.6%	51.5%
Asian Alone	1.3%	6.6%
Black Alone	0.8%	1.6%
American Indian and Alaska Native	0.5%	0.2%
Other	1.0%	5.8%

Source: 2020 Census.gov




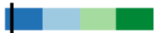
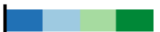


Housing Supply

There is a lack of affordable housing throughout San Rafael but felt most acutely in the Canal neighborhood where nearly 80% are renters and due to the cost of housing, families are forced to double (and triple) up in single family units.

Housing (Low to High) ^

This Tract has healthier housing conditions than **0.6%** of other California Tracts.

Indicator	Value	Percentile Ranking
Homeownership	8.52%	3.1 
Housing Habitability	97.9%	19.6 
Low-Income Homeowner Severe Housing Cost Burden	13.6%	33.2 
Low-Income Renter Severe Housing Cost Burden	44.1%	5.1 
Uncrowded Housing	33.3%	0.0 

79% of Canal residents are renters as compared to 50% of San Rafael residents are renters

40% of Latino households pay more than half of their incomes on housing as compared to **29%** of the City's renters pay more than half of their incomes on housing

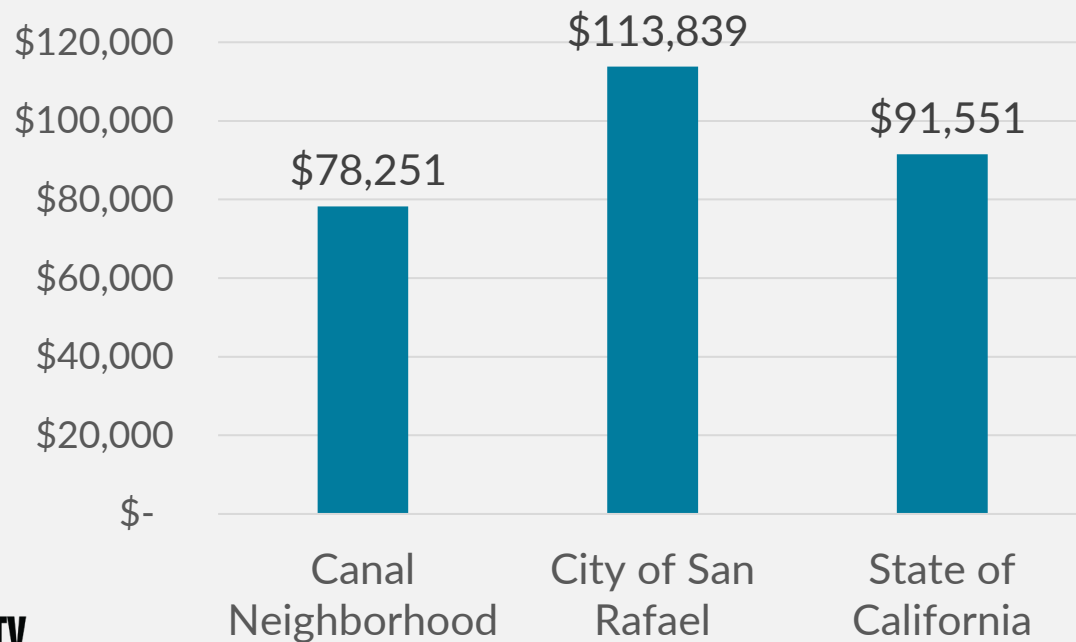
Sources: Concord Group Housing Needs Assessment
[California Healthy Places Index](#)



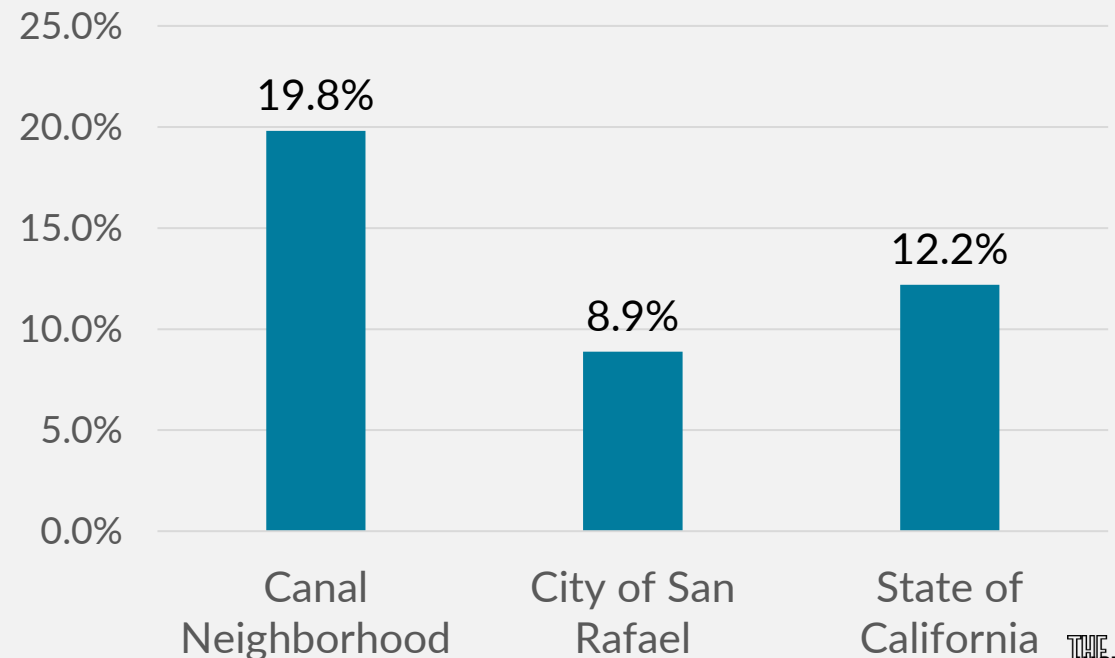
Employment

Canal residents are primarily employed in the service sector including housecleaning, general construction, gardening/landscaping, restaurants (waitstaff and cooks), childcare and retail. Nearly 90% work within Marin County.

Median Household Income in 2022

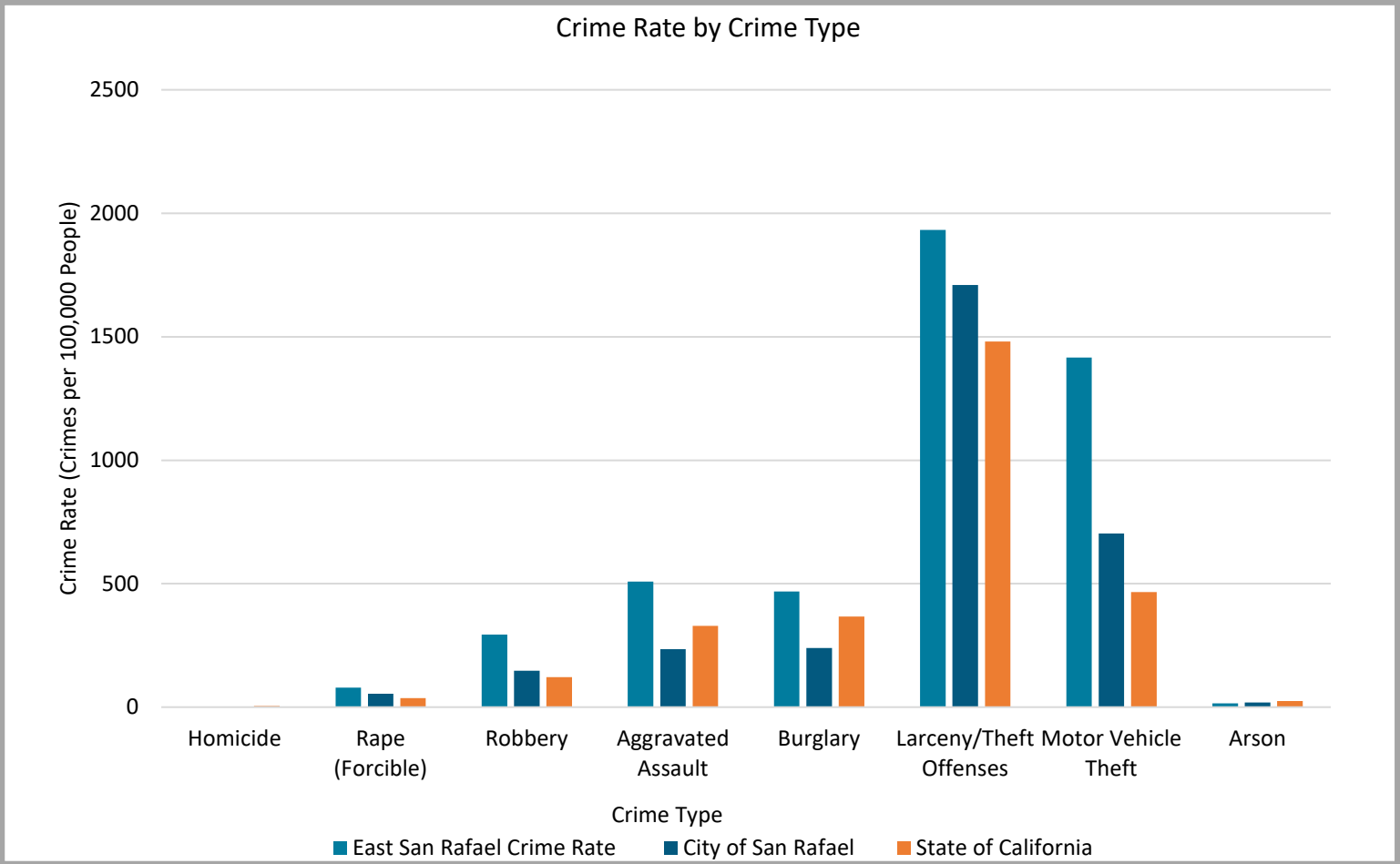


Percentage of Population Below Poverty Level



Public Safety

San Rafael has higher crime rates in several categories as compared to the State of California. Within San Rafael, rates are higher in the Canal neighborhood and most likely higher than indicated below due to a possible hesitancy to report crimes.



Climate and Health

Canal neighborhood will be the first area in the entire Bay Area to be inundated by San Francisco Bay rising.

Coastal Flooding Risk: Higher

Population Living in Sea Inundation Areas: 100.0%

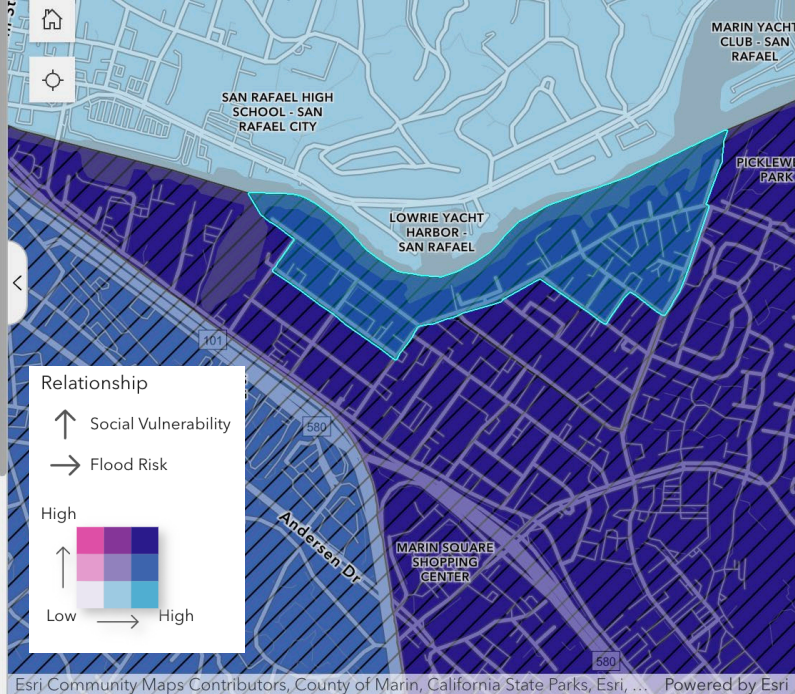
Built Environment

Percent of Land Covered by Impervious Surfaces (pavement, asphalt, buildings, roofs, etc): 53.3%

Social Vulnerability: Higher

Vulnerability factors in red and asterisk denote indicators that rank within the 75th percentile compared to county metrics.

Vulnerability Factors	Percent of Population
Under 5 Years Old	1.5%
65+ Living Alone	4.8%
* Disability	28.1%
* Single Parent	20.0%
* Racial & Ethnic Minority	96.7%
* Renter	93.2%
* Low Income	51.2%
* Not Citizen	55.0%





Canal Neighborhood Conditions of Injustice

Segregation

The population of the Canal contrasts starkly with the City and County by race, income, education, language, and home ownership. Additionally, the neighborhood is isolated by freeway and geographical barriers.

Economic Growth

Despite having strong labor participation, a large percentage of residents are undocumented immigrants, and nearly 1/3 of residents live below the federal poverty line.

Lack of Affordable Housing

Over 2/3 of occupied housing units are deemed “overcrowded” and many residents face the constant threat of eviction or homelessness.

Climate and Health

The Canal neighborhood is at the intersection of sea level rise and health vulnerabilities.

Public Safety

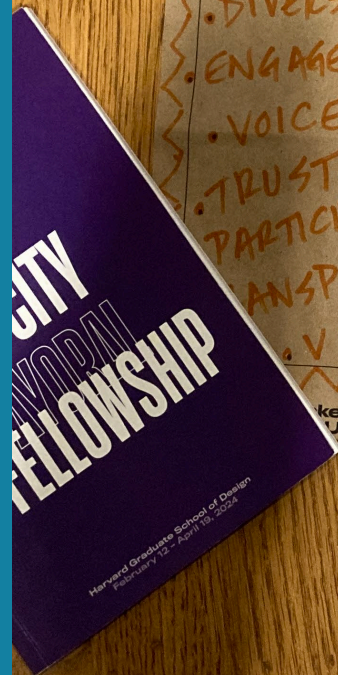
The Canal neighborhood has higher rates of crime than other parts of San Rafael and Marin County.

Traffic Safety

Neighborhood density and high car-ownership impact pedestrian safety and access, especially as the neighborhood is cutoff from downtown by the freeway.



Just City Manifesto



THE JUST CITY MAYORAL FELLOWSHIP

MY CITY IS SAN RAFAEL

"GOLDILOCKS": BIG ENOUGH TO HAVE COMPLEX SOCIETY ISSUES BUT SMALL ENOUGH TO FOSTER REAL CHANGE

OUR PRIORITY PROJECT FOR A JUST CITY

OUR JUST CITY VALUES

- DIVERSITY
- ENGAGEMENT
- VOICE
- TRUST
- PARTICIPATION
- TRANSPARENCY
- VITALITY
- EQUITY
- CONNECTIONS
- RESILIENCE

Our conditions of INJUSTICE

Reality: dichotomy or have/have not

Housing - unaffordable, unaffordable, multiple families forced together to pay rent (latives)

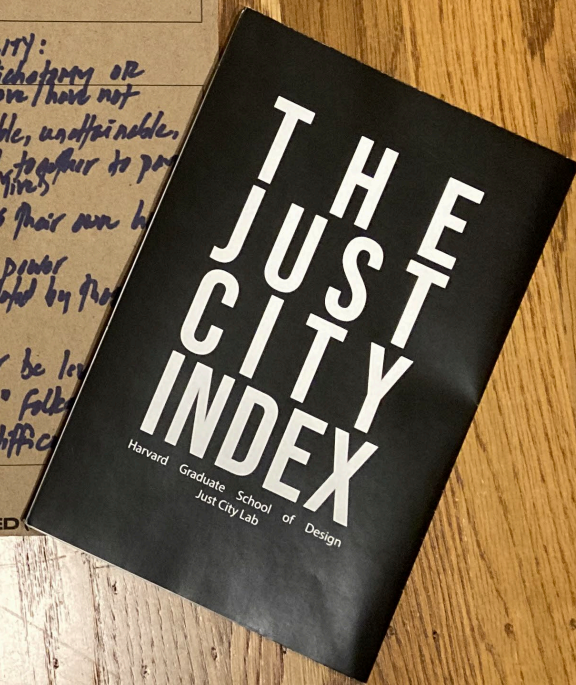
And yet, most of SB owns their own homes

Access: to resources, jobs, power and yet, council inundated by those who have the access

* playing field will never be level

* voters are the "have" folks that center "have nots" difficult

MAKES MY CITY JUST CITY IS MORE JUST NEIGHBORHOODS NEED





THE JUST CITY MAYORAL FELLOWSHIP

MY CITY IS
big enough to have complex society issues but small enough to enable real change

Our PRIORITY PROJECT FOR A JUST CITY



The Vision

A Resident-Led Community Vision Plan for the Canal Neighborhood

Our JUST CITY VALUES

Diversity, Engagement, Trust, All Voices, Vitality, Participation, Transparency, Equity, Connections, Resilience

Our conditions of INJUSTICE

Segregation
Lack affordable housing
Limited economic mobility
Sea level rise vulnerability
Public safety
Traffic safety

What makes my city A JUST CITY is

We have the courage, conviction, insight and motivation to evolve local government to continue to engage authentically and together build a more inclusive and resilient city

MORE JUST NEIGHBORHOODS NEED (PLACES)

Access to restorative public spaces, climate-ready infrastructure, and social infrastructure for personal space and coexistence including gathering places, housing, parks, grocery stores, medical facilities.

MORE JUST WELLBEING (FOR PEOPLE) NEEDS

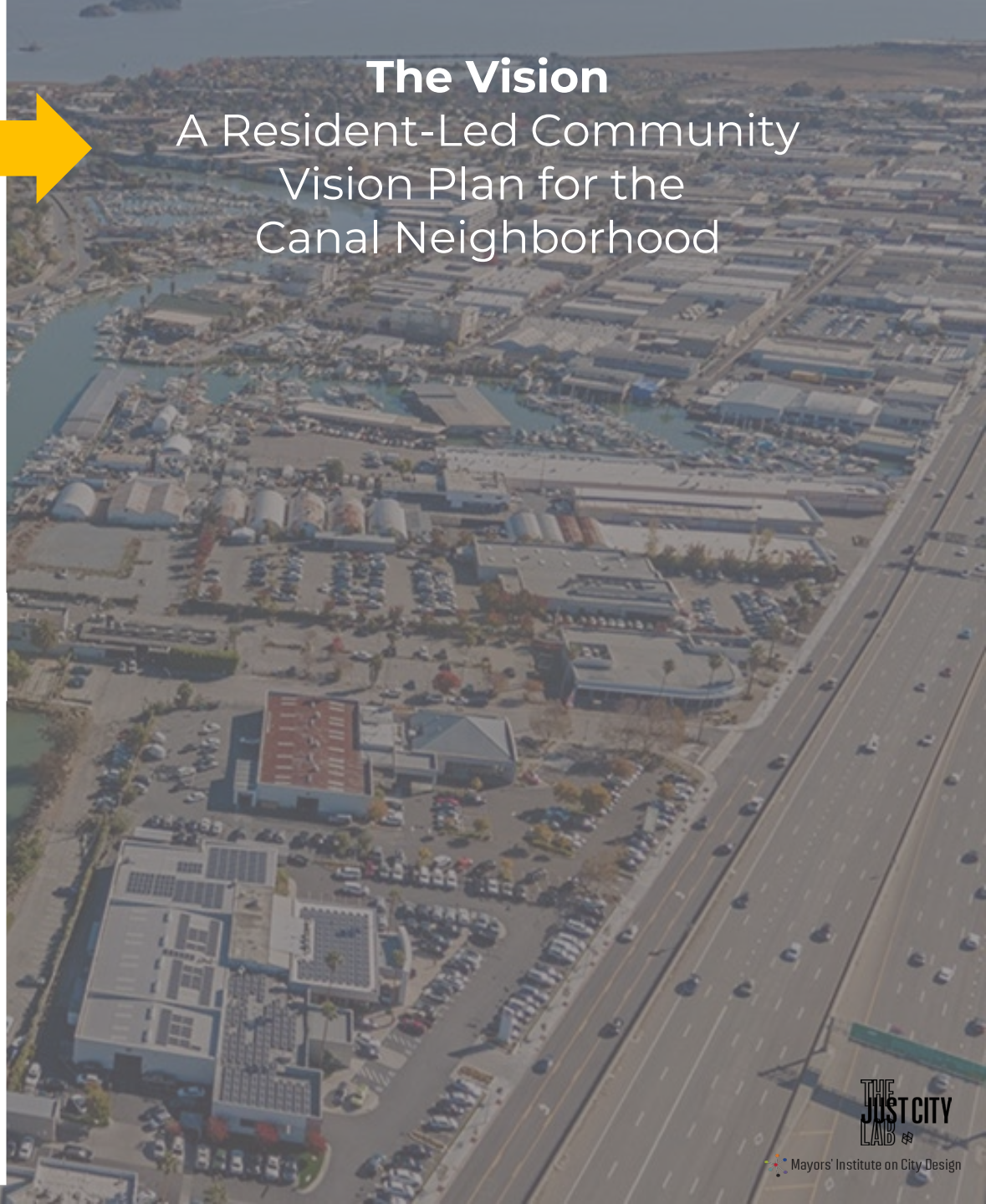
Opportunities to connect, feeling of safety, trust in police, transit that is easy to access (bus stops and routes), safe pedestrian and bike paths

MORE JUST PARTICIPATION NEEDS

partnering with people from all backgrounds, having culturally appropriate framing and presentation of issues, closing feedback loop and building community capacity for participation

Who must be involved in BUILDING A JUST CITY

RESIDENTS! + San Rafael staff and Council, Marin County, community groups (trusted messengers), Marin Community Foundation, Marin Community Clinic, Bahia Vista and Pt San Pedro parents, Marin Transit



An example: Equity in action

Access to Internet and Broadband

60%
Unserved
below 25/3 Mbps

29%
Underserved
25/3 Mbps –
100/20Mbps

11%
Served
At or above
100/20Mbps



Speed in MBPS

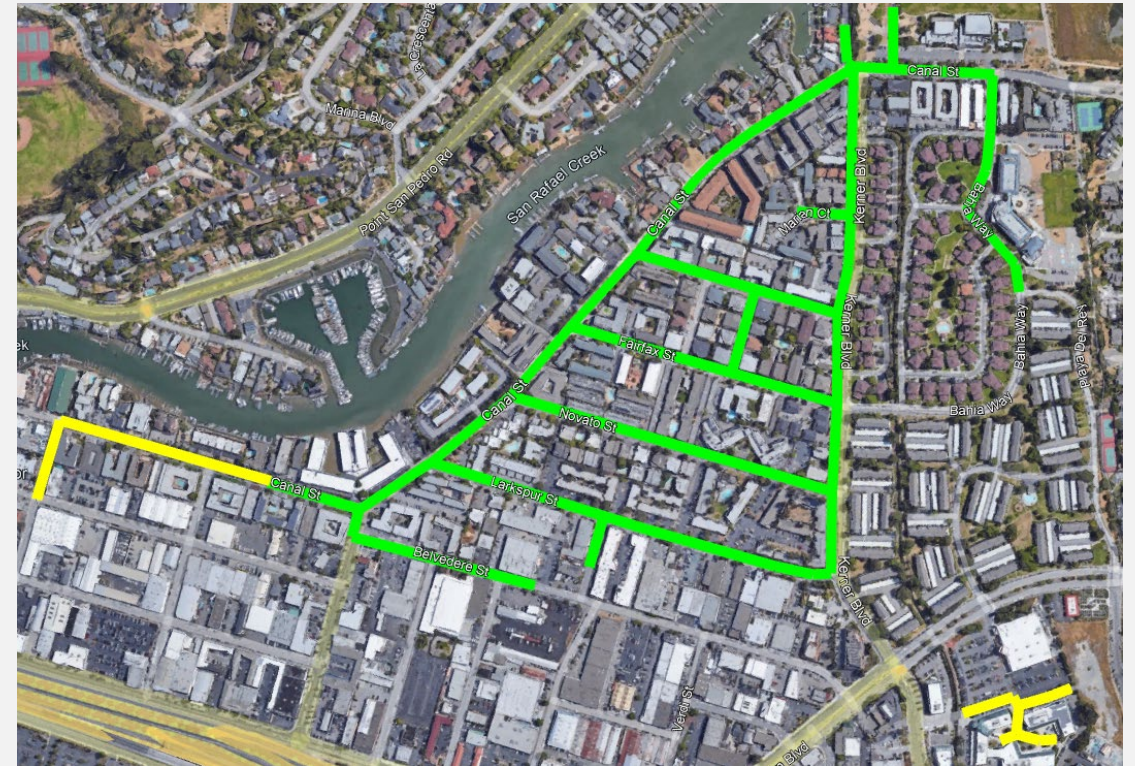
- Above 100/20
- Between 25/3 and 100/20
- Below 25/3

THE MICHIGAN
MOONSHOT
Powered by merit

Esri Community Maps Contributors, County of Marin, California State Parks, Esri, TomTom, Garmin, SafeGraph, GeoTechnologies, Inc, METI/NASA, USGS, Bureau of Land Management, EPA, NPS, US Census Bureau, USDA, USFWS, Sources: Esri, Airbus DS, USGS, NGA, NASA, CGIAR, N Robinson, NCEAS, NLS, OS, NMA, Geodatastyrelsen, Rijkswaterstaat, GSA, Geoland, FEMA, Intermap and the GIS user community

43.2%
Households
without a
Computer

33.4%
Households
without an internet
subscription



CANAL  WiFi



Project Introduction





Priority Project

A Resident-Led Community Vision Plan for San Rafael's Canal Neighborhood





Project vision

Core project challenge

There's an abundance of agencies focusing on equity resulting in lots of 'extraction' from the residents on projects that will take years to manifest while immediate resident issues might not be addressed. We want to figure out how to build robust, integrated community solutions — not just add more programs. A core challenge is **how might we build trust and sustain engagement in the short term given long project timelines?**



Vision statement

The City of San Rafael, in partnership with Canal Alliance, will co-create with the residents a Community Vision Plan which, utilizing the city's many strengths, will guide future policies, funding and infrastructure decision.



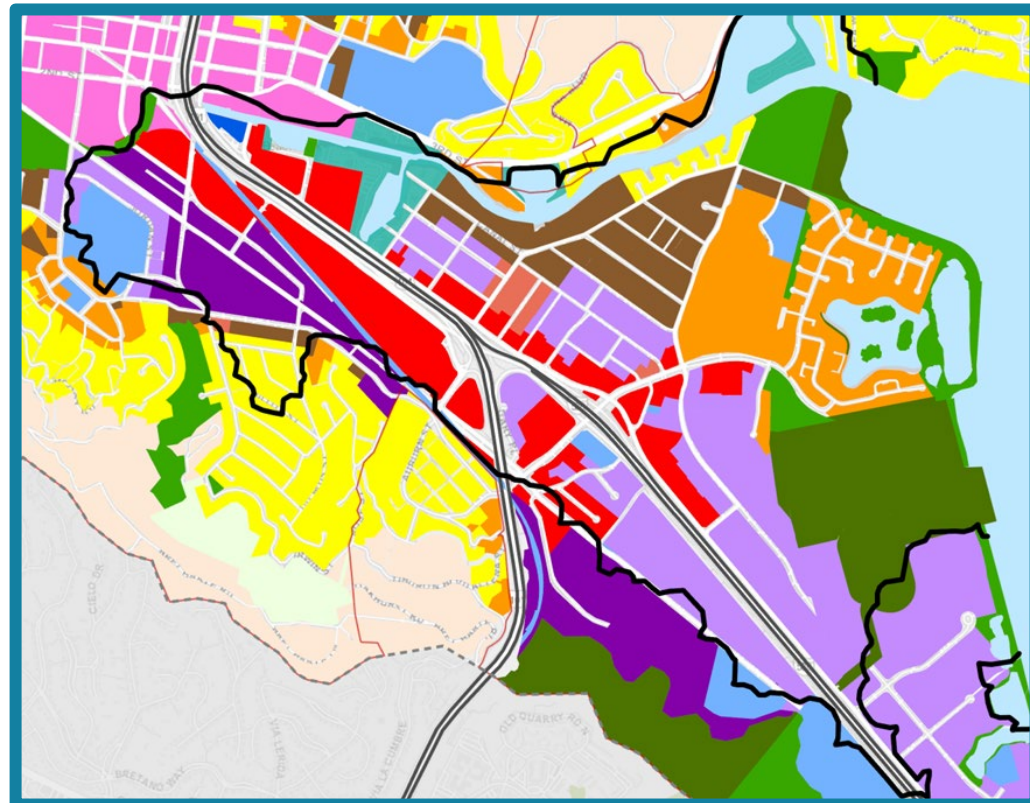
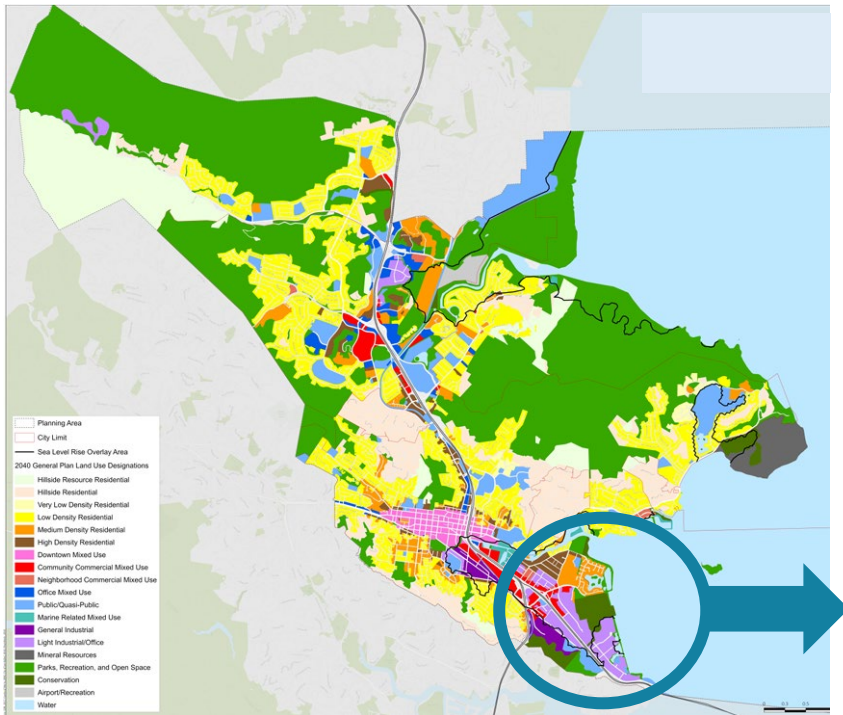
PROJECT GOALS

Visioning - Residents envision and guide future policy decisions including housing, transit, neighborhood-serving retail and civic and social infrastructure

Integration – Utilizing the many existing studies as foundation. Address resident 'extraction' issue and coordinate with other agencies to inform their work and not overburden residents in giving input

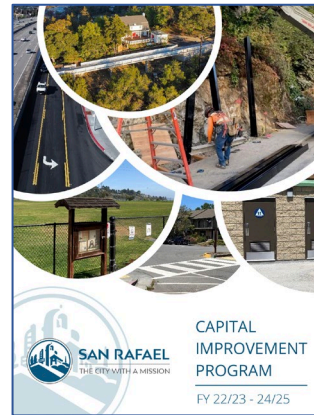
Goal 1: Visioning

The Canal Neighborhood is extremely constrained as it is 'built out' and dense residential abuts industrial uses.



Goal 2: Integration

Adopted plans for Equity, Transportation, Education, Health, Arts, Parks, Infrastructure



Target Population

Majority of current residents are Latinx immigrants from Guatemala, El Salvador, Mexico, and Honduras.

The neighborhood also includes a long-established Vietnamese-American community.





Let's take a tour of the Canal Neighborhood together

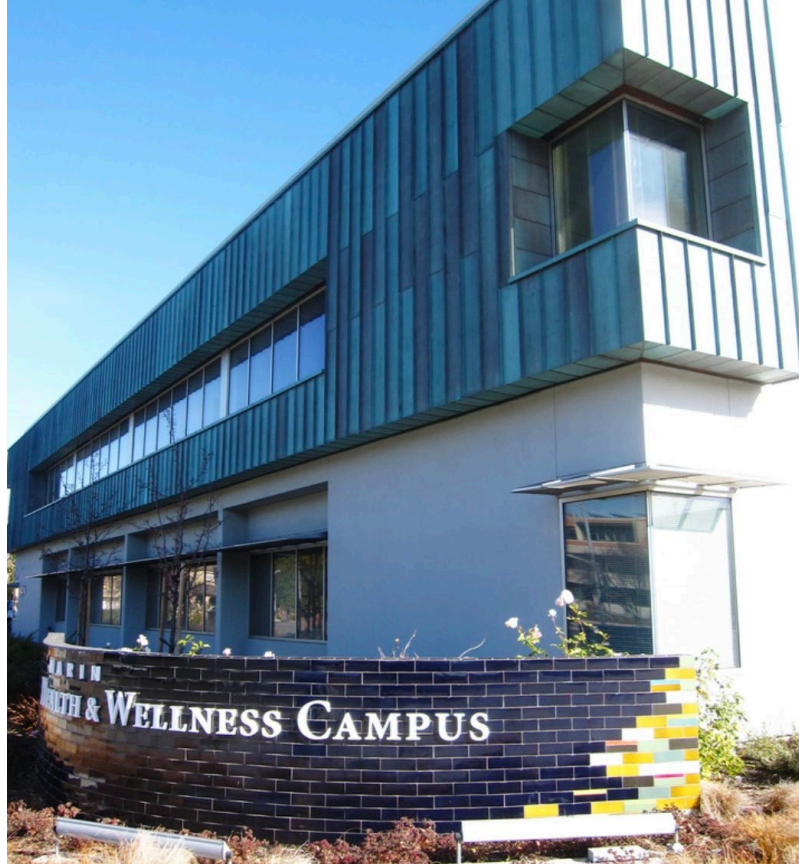




Canal Housing



Canal Neighborhood People



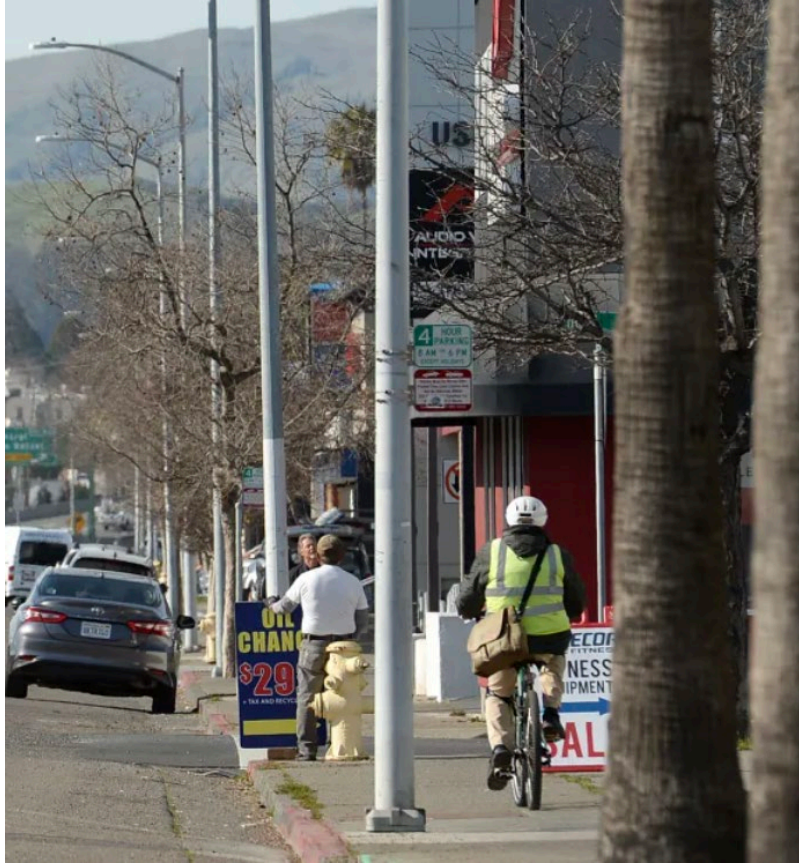
Canal Neighborhood
Places



Canal Industrial Area



Canal
Open Space



Canal Mobility

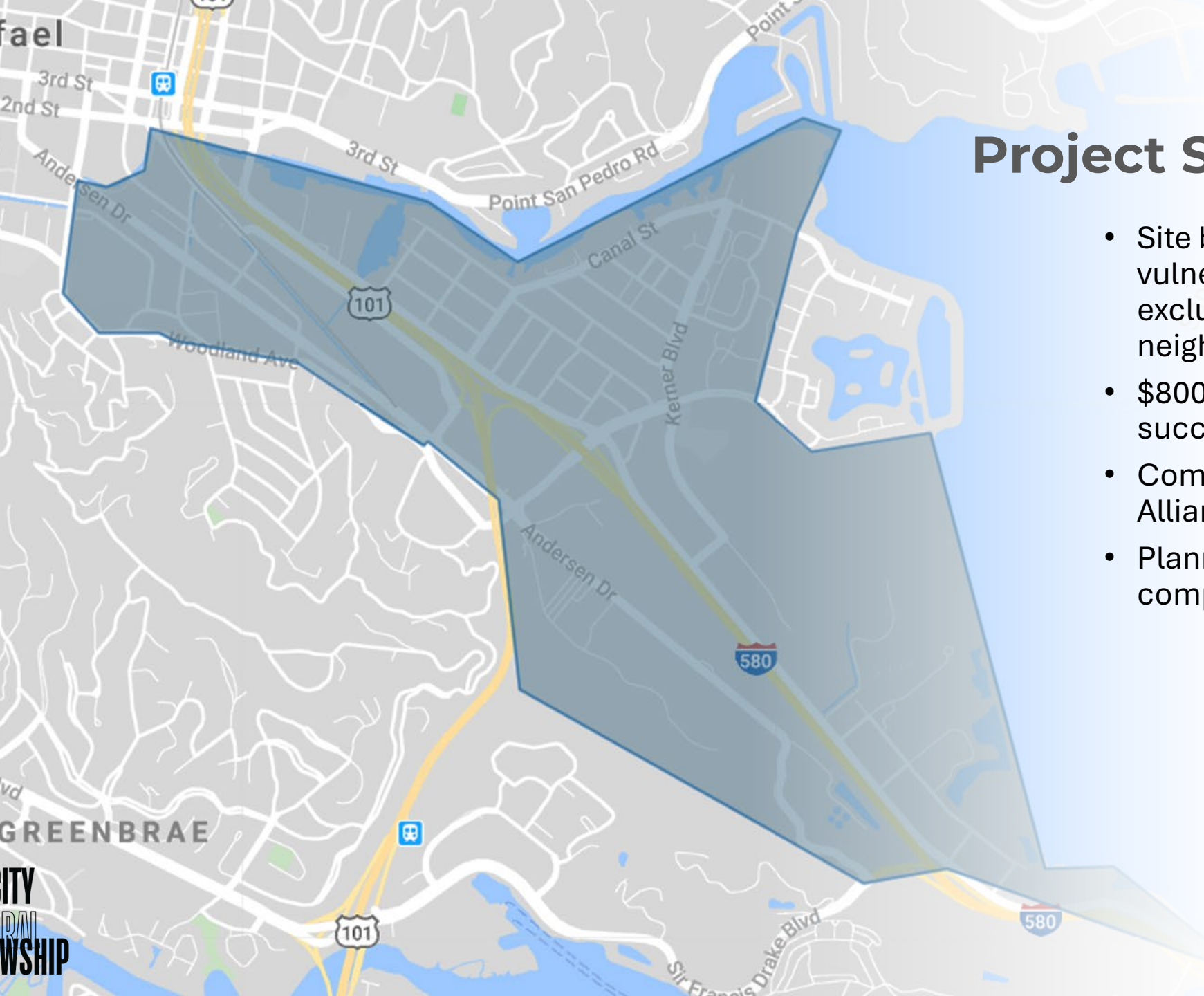
Community Landmarks Mapped by Residents



A focus group with Canal residents identified these landmarks as key community components

Esri Community Maps Contributors, County of Marin, California State Parks, Esri, TomTom, Garmin, SafeGraph, GeoTechnologies, Inc, METI/NASA, USGS, Bureau of Land Management, EPA, NPS, US Census Bureau, USDA, USFWS





Project Scope of Work

- Site boundaries encompass most vulnerable census tracts and exclude the adjacent affluent neighborhoods
- \$800k funding grant already successfully obtained
- Community organization Canal Alliance selected as lead agency
- Planning beginning Fall 2024 and completion in 2025



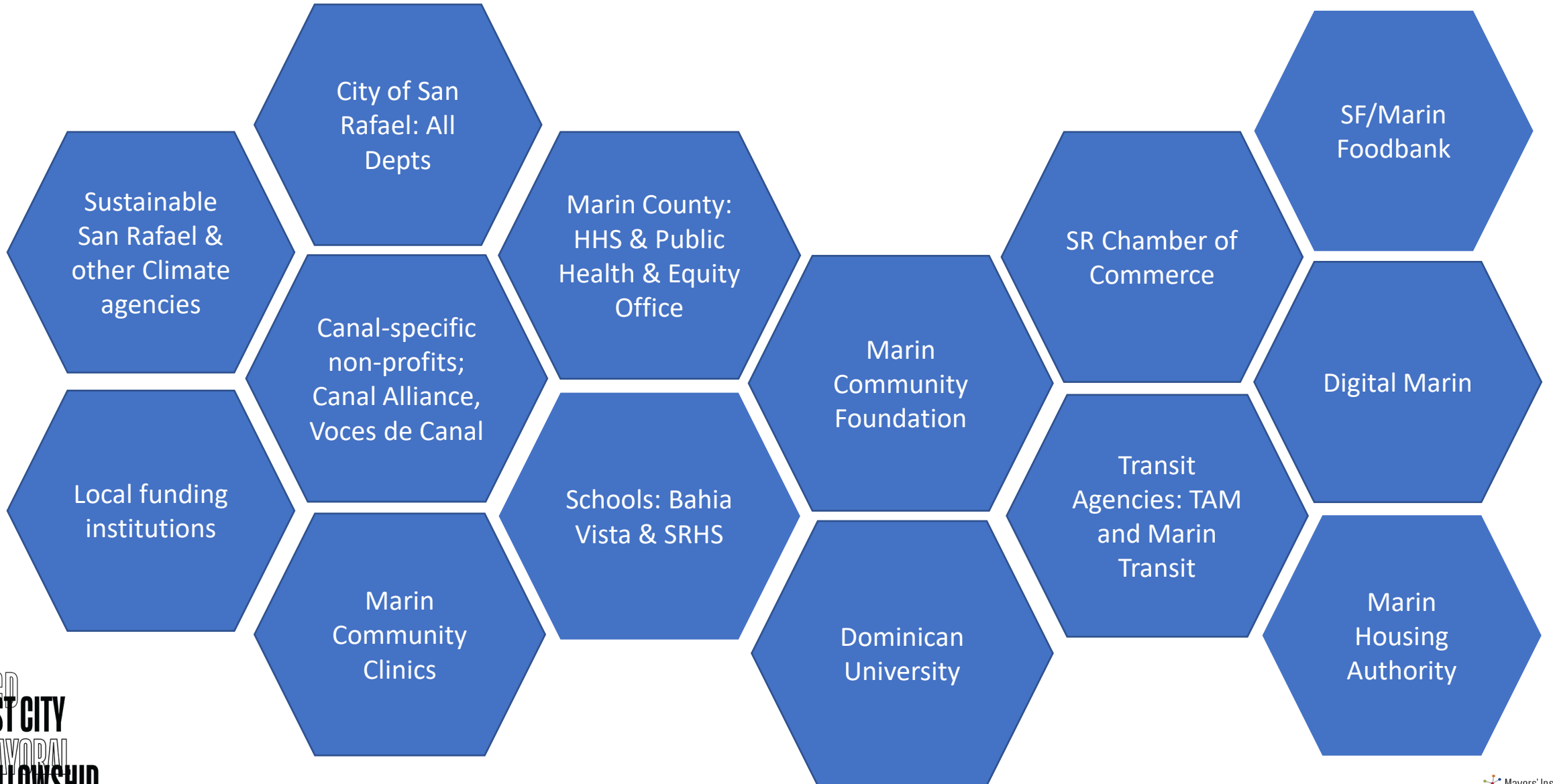
Priority Project: **Planning Process**

Tentative Community Engagement Template





Priority Project: Partners, Champions and Allies





Community Vision Plan: Focus Areas

This is a Resident-led Vision Plan so focus areas must be co-created to reflect their voices and values. The City can guide this initial step by focusing on the "how" through framework selection. Thanks to MICD, potential frameworks and tools shown below.

The Wellbeing Insights, Assets & Tradeoffs Tool
A partnership between government and community leads.

WIATT illuminates how a given infrastructure or built environment project will impact access to wellbeing for different constituencies so plans can be improved and equity increased.

- DESIGN
- CUSTOMIZE
- GATHER INPUT
- ANALYZE
- ADAPT PLANS

WELLBEING INSIGHTS, ASSETS & TRADEOFFS TOOL
FULL FRAME INITIATIVE

Source: Katya Fels Smith, Full Frame Initiative

ANCHOR Strategy: Preserving Chinatown

Activation - activate underutilized or misused space
Needs - address neighborhood need
Community - engage community in process and product
Housing - advocate for affordable housing
Open space - advocate for strategic improvement and expansion of open space
Resident - center voices of residents most at-risk of displacement



Asian Community Development Corporation
亞美社區發展協會

Source: Angie Liou, ACDC

AFRICATOWN COMMUNITY LAND TRUST
Africatown
Imagine. Design. Build

4 Component Rubric for empowering non-profits

Source: K. Wyking Garrett

Exclusion
To deliver these outcomes, **social infrastructure** needs to overcome barriers in the way we've designed our cities.

Three symptoms of exclusionary planning and design practices in our cities that have served to divide, discriminate, and disinvest rather than bring people together:

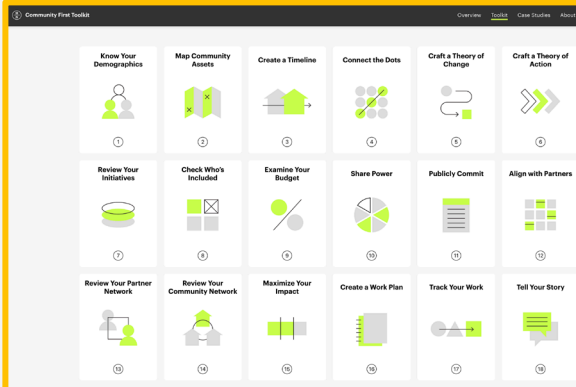
- Isolation** - Sometimes a haven is nonexistent - if you're in the minority, you may not have spaces to gather with people like you.
- Disconnection** - Sometimes a hangout is too far away and challenging to access - it's only for the benefit of people on that side of town.
- Segregation** - Sometimes a hub is located in such a segregated area that there's no opportunity to bridge across differences.

When done right, **social infrastructure** generates outcomes beyond relationships alone.



Relationship outcomes
Community outcomes

Source: Julia Day, US Cities Team at Gehl



Community First Toolkit

- Know Your Demographics
- Map Community Assets
- Create a Timeline
- Connect the Dots
- Craft a Theory of Change
- Craft a Theory of Action
- Review Your Initiatives
- Check Who's Included
- Examine Your Budget
- Share Power
- Publicly Commit
- Align with Partners
- Review Your Partner Network
- Review Your Community Network
- Maximize Your Impact
- Create a Work Plan
- Track Your Work
- Tell Your Story

Source: Stephen Gray, Highline Network

Community Vision Plan: Challenges to achieving Just Outcomes

Cultural and language barriers

Represented countries are not monolithic in terms of language spoken or cultural norms so multiple approaches are needed for engagement. Not all residents speak Spanish or English so there can be a language barrier. In some cases, distrust of other cultural groups.

Distrust of government

Recent immigrants may have existing home country distrust about government. In addition, there are many undocumented immigrants who are fearful to interact with agencies. For some, a 2022 police incident further deepened this distrust of police and amplified a general distrust of government or quasi-government agencies.

Limited community capacity

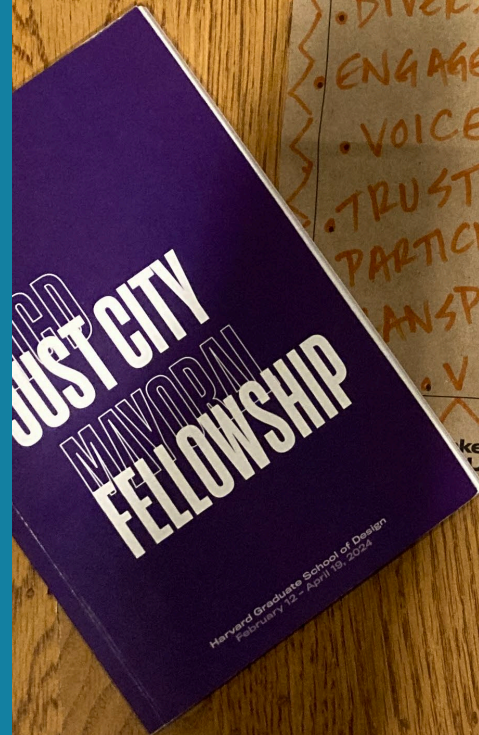
Residents are busy and many Marin agencies seeking engagement on a variety of issues. Can feel extractive as well as overwhelming to participants.

Confusing government policy

Unclear and/or unknown civic-related terminology results in disinterest or disengagement. Government funding allocation constraints and existing local/state/federal laws can be perceived as not making sense.



Assessment & Questions



THE JUST CITY MAYORAL FELLOWSHIP

MY CITY IS **SAN RAFAEL**

Our **PRIORITY PROJECT** FOR A JUST CITY

"GOLDILOCKS": BIG ENOUGH TO HAVE COMPLEX SOCIETY ISSUES BUT SMALL ENOUGH TO FOSTER REAL CHANGE

Our JUST CITY **VALUES**

- DIVERSITY
- ENGAGEMENT
- VOICE
- TRUST
- PARTICIPATION
- TRANSPARENCY
- VITALITY
- EQUITY
- CONNECTIONS
- RESILIENCE

Our conditions of **INJUSTICE**

Reality: dichotomy OR have / have not

Housing - unaffordable, unaffordable, multiple families forced together to pay rent (to live)

And yet, most of SR owns their own homes

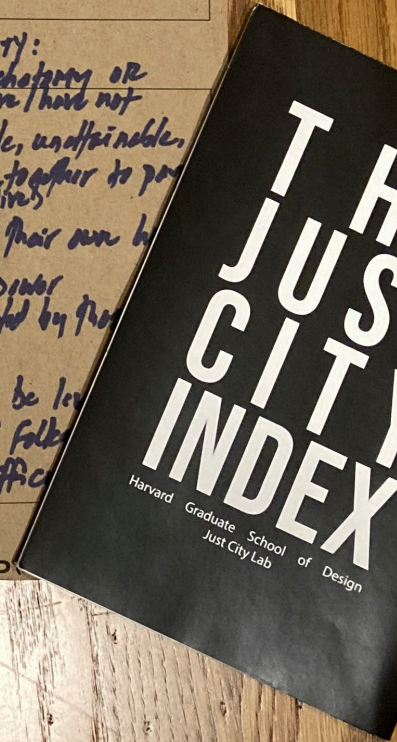
Access: to resources, jobs, power and yet council inundated by those who have the access

* playing field will never be level

* voters are the "have" folks that control "have nots" difficult

What makes my city JUST CITY is _____

MORE JUST **NEIGHBORHOODS** NEED _____





Assessment: Advancing Just City Manifesto Values

Today's scorecard

Diversity	A
Engagement	B-
Trust	D
Vitality	B
Resilience	D
Equity	C-

Project scorecard

A
A
B
A
B
A





Canal Neighborhood Conditions of Injustice

Segregation

The population of the Canal contrasts starkly with the City and County by race, income, education, language, and home ownership. Additionally, the neighborhood is isolated by freeway and geographical barriers.

Economic Growth

Despite having strong labor participation, a large percentage of residents are undocumented immigrants, and nearly 1/3 of residents live below the federal poverty line.

Affordable Housing

Over 2/3 of occupied housing units are deemed “overcrowded” and many residents face the constant threat of eviction or homelessness.

Climate and Health

The Canal neighborhood is at the intersection of sea level rise and health vulnerabilities.

Public Safety

In addition to mistrust of the Police in the community, the Canal neighborhood has higher rates of crime than other parts of San Rafael and Marin County.

Traffic Safety

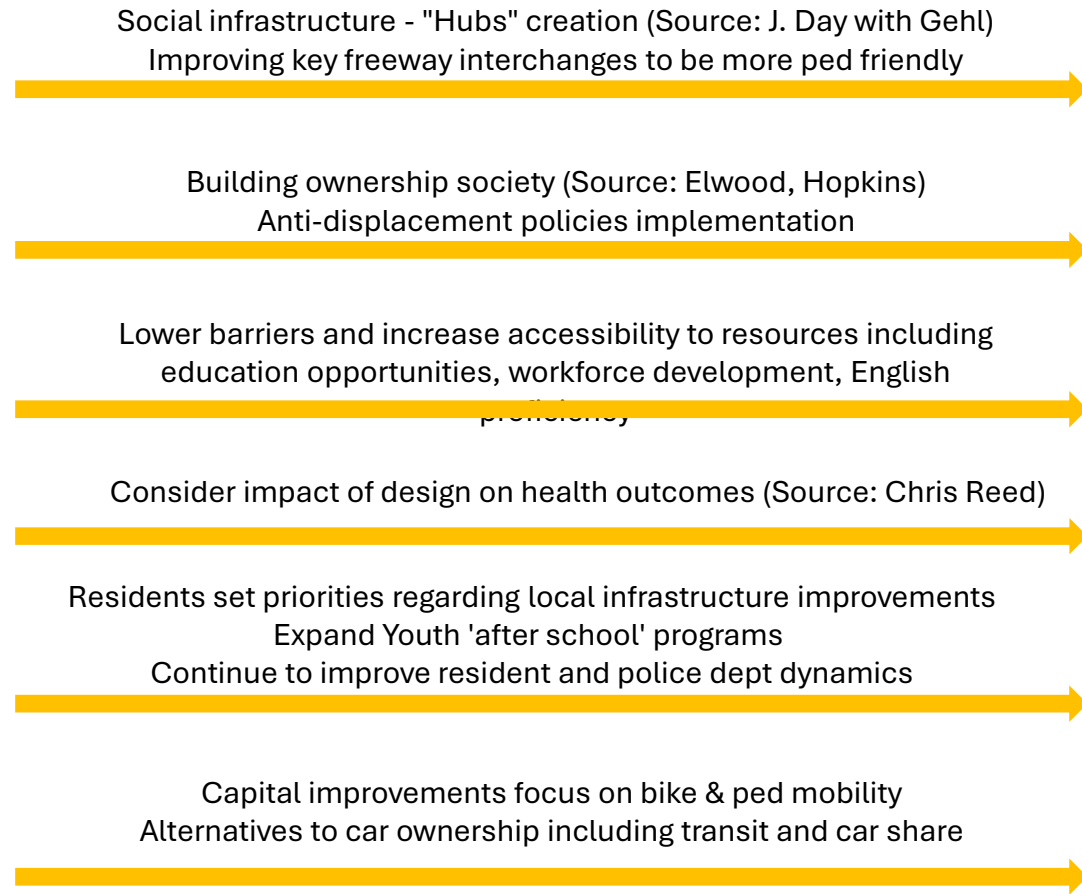
Neighborhood density and high car-ownership impact pedestrian safety and access, especially as the neighborhood is cutoff from downtown by the freeway.



Assessment: Improving Conditions of Injustice

Today's scorecard

Segregation	F
Affordable Housing	F
Economic Growth	D
Climate & Health	B-
Public Safety	D
Traffic Safety	D



Project scorecard

C-
D
B
A
B
B



Key Questions for Design Resource Team Members

1. What is **the best way to engage** recent immigrants who primarily trust family and close friends?
2. How might we include non-Canal residents who have a 'scarcity' mindset **in supporting the Canal-specific efforts**?
3. How might **we gain trust** when even near-term projects take time; not to mention the difficulty of grant funding and slowness of project completion timelines?
4. How to advance project learning so we're not **just repeating 'square one'**?
5. What are your ideas for **building cross-cultural connections** when there's distrust of 'others'?



THANK YOU! Deep gratitude to the U.S. Conference of Mayors, MICD and The Just City Lab for including me in the 2024 Mayoral Fellowship Cohort. Transformational policy can only be done in partnership and community.

Thank you to [Toni](#) and [Trinity](#) for curating fantastic reading, inspirational speakers and facilitating our cohort; all of which will resonate for decades to come. A shout out to the [entire Mayoral Fellowship](#) cohort for sharing your insight and questions as we work together to move the needle in our cities. Thank you all for helping San Rafael become a more righteous and just city.

San Rafael staff are incredible people and dedicated public servants. Thank you to [City Manager Cristine Alilovich](#) and [Director of Digital Services Sean Mooney](#) for participating in class, discussing the reading and envisioning with me how San Rafael can become a more inclusive city.

And finally, I would have submitted blank slides if it hadn't been for the research, editing and designing by city staff [Vedika Ahuja](#) and [Walter Gonzalez](#). Special thanks to my daughter, [Jessie Colin](#), a professional UX designer, for helping me ensure that this slide deck communicated what we wanted it to say.

~ Mayor Kate