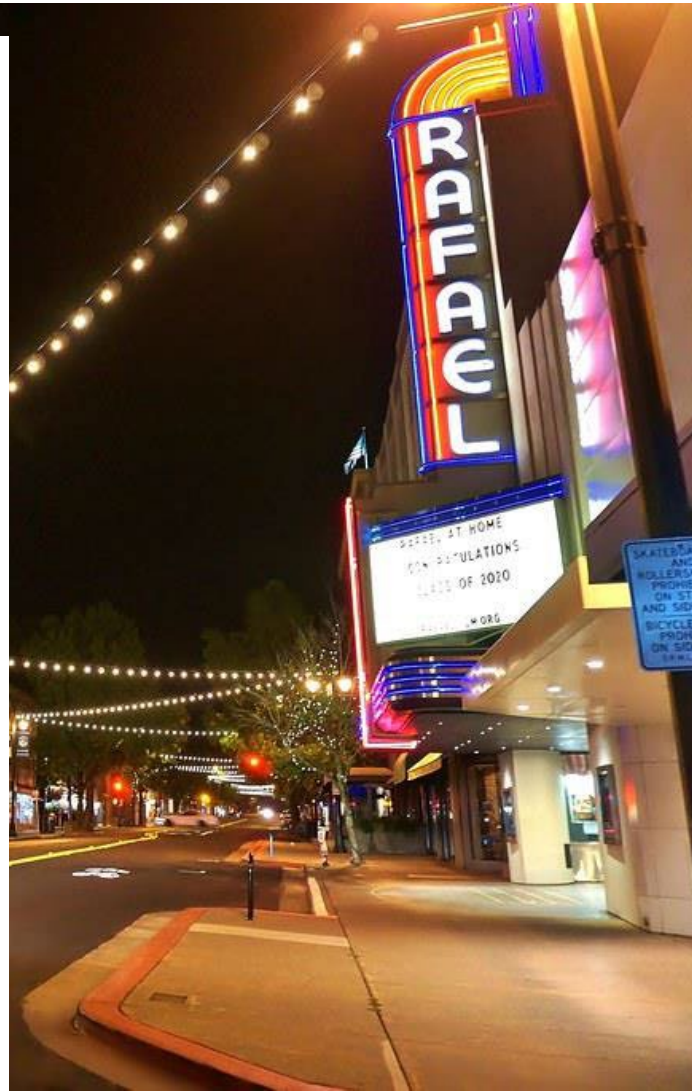


# SAN RAFAEL GENERAL PLAN ANNUAL PROGRESS REPORT 2022

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FEBRUARY 28, 2023

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# Introduction

Government Code Section 65400 requires that after the legislative body (City Council) has adopted all or part of a General Plan, the City prepare a General Plan Annual Progress Report (APR) regarding the status of the City's General Plan and progress in its implementation and submit the General Plan APR to the Office of Planning and Research (OPR) and the Department of Housing and Community Development (HCD). The GPAPR provides for the annual review of the General Plan to assess the level of implementation and effectiveness of the General Plan as a guide for orderly growth and development, preservation and conservation of open space land and natural resources, and the efficient expenditure of public funds. The GPAPR also provides information regarding the City's progress in meeting its share of regional housing needs.

The General Plan provides a shared vision for San Rafael's future, and a road map to make that vision a reality. It is rooted in a commitment by San Rafael residents and businesses to sustain the qualities that make San Rafael a great city today, and to pursue improvements that make the city more resilient, equitable, healthy, and attractive in the future. The Plan looks ahead 20 years to contemplate what kind of community we want to be. It provides the policies and actions to lead us there. General Plan 2040 was adopted on August 2, 2021. San Rafael has adopted eight State-required Elements and five optional Elements as follows: Land Use Element; Neighborhoods Element; Parks, Recreation, and Open Space Element; Safety and Resilience Element; Noise Element; Mobility Element; Community Services and Infrastructure Element; Arts and Culture Element; Economic Vitality Element; Equity Diversity and Inclusion Element; and Housing Element.

The General Plan will be implemented collectively by the City Council, City Boards and Commissions, City staff, San Rafael residents, and local business owners. Decisions by the City Council and its representatives must be consistent with its goals and policies. Implementation takes place in many ways, including local zoning regulations, future plans and studies, municipal code changes, partnerships, budgets, capital improvement programming, annual work programs, and standard operating procedures, among others. Some of the programs listed in the General Plan are already in effect, but the Plan also proposes new programs and changes to existing programs. Because of resource limitations, some of these changes may take place sooner than others.



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# General Plan Annual Progress Report

## City Council Acceptance

On March 20, 2023, the San Rafael City Council received and accepted the General Plan Annual Progress Report 2022. A copy of the Agenda is available from the City Clerk, at City Hall, 1400 Fifth Avenue, or at 415-485-3066. The Agenda is also available online through the City of San Rafael's [Public Records Portal](#).

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# General Plan 2040 Update

On August 2, 2021, the San Rafael City Council adopted General Plan 2040 and the Downtown Precise Plan. First initiated in 2017, the update of the San Rafael General Plan 2020 was necessary to respond to new issues, priorities, forecasts, state laws, and to incorporate recent City plans and programs. All elements of the Plan have been comprehensively updated. An extensive community engagement program, including a 24-member Steering Committee, accompanied this effort.

As part of the General Plan Update, the City prepared a more focused plan for Downtown San Rafael. The “Downtown Precise Plan” replaces the 1993 Downtown Vision Plan and includes strategies to accommodate future Downtown housing and employment and to strengthen Downtown San Rafael as a vital, attractive business district and neighborhood. The Precise Plan was funded by a grant from the Association of Bay Area Governments and reflects Downtown’s designation as a “Priority Development Area.” The Plan includes specific planning and design recommendations, as well as strategies for historic preservation, economic development, transportation, affordable housing production, and anti-displacement. It also includes a “Form Based Code” that replaced existing zoning regulations.

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# Implementation Measures

The Implementation Matrix (Pages 16 – 145) provides a strategic framework for implementing General Plan 2040. Future Annual Progress Reports will use the indicators included in the implementation matrix as a starting point to describe progress toward specific implementation milestones.

The Plan identifies hundreds of programs to implement local policies and achieve the City's goals. Most are ongoing measures to be implemented through the operating procedures of City departments. Some are specific activities to be implemented in the years after Plan adoption, including additional plans, studies, ordinances, and capital improvement projects. Many of the programs provide guidance for development review, service delivery, budgeting, public participation and communication, and administration of community development functions.

The Matrix is organized by Plan Element. It includes 12 individual tables, covering all chapters of the Plan except Housing, which has its own Action Plan.

Each Implementation Matrix begins with a list of performance measures or indicators that may be used to monitor implementation progress or provide a benchmark for planning and development review. In some cases, an actual numeric standard is provided (repeating a standard expressed in the text). In other cases, potential future metrics are suggested but no specific targets are provided. The City may develop numeric targets for these criteria in the future, as data, technology, and resources allow.

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# Housing Element APR 2022

State law requires that all cities and counties in California have a compliant Housing Element as part of their General Plan. Government Code Section 65400 includes specific requirements for preparing a Housing Element Annual Progress Report (HE APR). The HE APR is reported on a form prescribed by HCD. This report includes the City's progress towards implementing the Housing Element and meeting its share of RHNA, including data on all housing development applications, entitlements, building permits, and completions. Additional data requirements for the HE APR were added in 2021 and 2022, which have been reflected in the new HE APR form. The HE APR now contains fourteen (14) tables; for the 2022 reporting period, San Rafael has applicable data to report in five of the tables attached below.

Jurisdiction	San Rafael	
Reporting Year	2022	(Jan. 1 - Dec. 31)
Planning Period	5th Cycle	01/31/2015 - 01/31/2023

ANNUAL ELEMENT PROGRESS REPORT  
Housing Element Implementation

Note: "+" indicates an optional field  
Cells in grey contain auto-calculation formulas

A_1_Prior		A_1_Current	A_1_Address	A_1_Name	A_1_ID	A_2_Unit	A_3_Tenure	A_4_Date	A_5_vLow Deed	A_5_vLow None	A_5_Low Deed	A_5_LowNone	A_5_Mod Deed	A_5_Mod None	A_5_Above	A_6_Total	A_7_Total	A_8_Total	A_9_Stream	
Table A										Housing Development Applications Submitted										
Project Identifier					Unit Types			Date Application Submitted	Proposed Units - Affordability by Household Incomes								Total Approved Units by Project	Total Disapproved Units by Project	Streamlining	Density Bonus La
1					2	3		4	5							6	7	8	9	10
Prior APN*	Current APN	Street Address	Project Name*	Local Jurisdiction Tracking ID*	Unit Category (SFA,SFD,2 to 4,5+,ADU,MH)	Tenure R=Renter O=Owner	Date Application Submitted+(see instructions)	Very Low-Income Deed Restrict	Very Low-Income Non Deed Restrict	Low-Income Deed Restrict	Low-Income Non Deed Restricted	Moderate-Income Deed Restrict	Moderate-Income Non Deed Restrict	Above Moderate-Income	Total PROPOSED Units by Project	Total APPROVED Units by project	Total DISAPPROVED Units by Project	Was APPLICATION SUBMITTED Pursuant to GC 65913.4(b)? (SB 35 Streamlining)	Did the housing development application seek incentives or concessions pursuant to Government Code section 65915?	
Summary Row: Start Data Entry Below								1	0	6	15	0	0	101	123	123	0			
	01114513	1380 Lincoln Avenue	1380 Lincoln Avenue	PLAN22-125	5+	R	7/21/2022				1			8	9	9		No	No	
	01126223	802 B Street	802 B Street	PLAN22-139	2 to 4	R	9/15/2022							4	4	4		No	No	
	01407229	Jewell Street	New SFD	PLAN21-030	SFD	O	12/15/2022							1	1	1		No	No	
	00809202	88 Vivian Street		PLAN21-020	5+	O	2/17/2022			6				65	71	71		No	Yes	
	01107404 & 05	55 Brookdale Avenue	Brookdale Apartments	ED21-071	5+	R	3/28/2022	1						9	10	10		No	Yes	
	01207310	709 C Street	C Street Townhomes	PLAN21-021	2 to 4	O	3/9/2022							4	4	4		No	No	
	18507104	71A KNIGHT DR		B2201-165	ADU	R	1/29/2022				1				1	1		No	No	
	01508110	205A LOCUST AVE		B2202-085	ADU	R	2/16/2022							1	1	1		No	No	
	01028505	12 E CRESCENT DR		B2203-165	ADU	R	3/25/2022							1	1	1		No	No	
	01222205	255B D ST		B2203-203	ADU	R	3/31/2022							1	1	1		No	No	
	17905304	221A MIRADA AVE		B2204-008	ADU	R	4/4/2022				1				1	1		No	No	
	01215310	118 TAYLOR ST		B2205-029	ADU	R	5/6/2022				1				1	1		No	No	
	01015417	131A FAIRHILLS DR		B2206-081	ADU	R	6/14/2022							1	1	1		No	No	
	01508101	216A MOUNTAIN VIEW AVE		B2206-085	ADU	R	6/15/2022							1	1	1		No	No	
	01007108	106A SOLANO ST		B2206-176	ADU	R	7/12/2022				1				1	1		No	No	
	01114313	54A HILLCREST DR		B2207-052	ADU	R	7/11/2022							1	1	1		No	No	
	01617501	38 LOCHINVAR RD		B2208-035	ADU	R	8/5/2022							1	1	1		No	No	
	17518121	80A ELENA CIR		B2208-117	ADU	R	8/17/2022				1				1	1		No	No	
	01614104	115 LOCHINVAR RD		B2208-180	ADU	R	8/24/2022							1	1	1		No	No	
	18511113	55A MCNEAR DR		B2209-126	ADU	R	9/22/2022				1				1	1		No	No	
	01207505	1209A 2ND ST		B2209-129	ADU	R	9/24/2022							1	1	1		No	No	
	01025222	170 TAMAL VISTA DR		B2204-080	ADU	R	4/14/2022				1				1	1		No	No	
	17813116	1061 LAS GALLINAS AVE		B2205-170	ADU	R	5/30/2022				1				1	1		No	No	
	01209402	205 SPRING GROVE AVE		B2206-031	ADU	R	6/6/2022				1				1	1		No	No	
	01313420	266 BUNGALOW AVE		B2206-056	ADU	R	6/9/2022				1				1	1		No	No	
	17809315	745 DEL GANADO RD		B2206-140	ADU	R	6/26/2022				1				1	1		No	No	
	01027123	222 ALEXANDER AVE		B2207-029	ADU	R	7/8/2022				1				1	1		No	No	
	01411113	10 JEWELL ST		B2209-107	ADU	R	9/19/2022							1	1	1		No	No	
	17910213	238 MERRYDALE RD 23 & 24		B2205-017	ADU	R	5/4/2022				2				2	2		No	No	
															0					
															0					
															0					
															0					
															0					





Jurisdiction	San Rafael	
Reporting Year	2022	(Jan. 1 - Dec. 31)
Planning Period	5th Cycle	01/31/2015 - 01/31/2023

ANNUAL ELEMENT PROGRESS REPORT  
Housing Element Implementation

This table is auto-populated once you enter your jurisdiction name and current year data. Past year information comes from previous APRs.  
Please contact HCD if your data is different than the material supplied here

Table B Regional Housing Needs Allocation Progress Permitted Units Issued by Affordability														
Income Level		1		2									3	4
		RHNA Allocation by Income Level		2015	2016	2017	2018	2019	2020	2021	2022	2023	Total Units to Date (all years)	Total Remaining RHNA by Income Level
Very Low	Deed Restricted	240	-	2	-	-	1	-	4	-	30	-	69	171
	Non-Deed Restricted		-	-	-	-	-	-	-	32	-	-		
Low	Deed Restricted	148	-	10	5	-	1	-	2	1	37	-	138	10
	Non-Deed Restricted		-	4	-	7	22	6	7	11	25	-		
Moderate	Deed Restricted	181	-	-	-	-	-	-	-	-	-	-	11	170
	Non-Deed Restricted		-	10	-	-	1	-	-	-	-	-		
Above Moderate		438	-	94	21	20	14	22	69	22	55	-	317	121
Total RHNA		1,007												
Total Units			-	120	26	27	39	28	82	66	147	-	535	472
Progress toward extremely low-income housing need, as determined pursuant to Government Code 65583(a)(1).														
		5											6	7
		Extremely low-income Need		2015	2016	2017	2018	2019	2020	2021	2022	2023	Total Units to Date	Total Units Remaining
Extremely Low-Income Units*		120		-	-	-	-	-	-	-	-	-	-	120

\*Extremely low-income housng need determined pursuant to Governmnet Code 65583(a)(1). Value in Section 5 is default value, assumed to be half of the very low-income RHNA. May be overwritten.

Note: units serving extremely low-income households are included in the very low-income RHNA progress and must be reported as very low-income units in section 7 of Table A2. They must also be reported in the extremely low-income category (section 13) in Table A2 to be counted as progress toward meeting the extremely low-income housing need determined pursuant to Government Code 65583(a)(1).

Please note: For the last year of the 5th cycle, Table B will only include units that were permitted during the portion of the year that was in the 5th cycle. For the first year of the 6th cycle, Table B will only include units that were permitted since the start of the planning period. Projection Period units are in a separate column.

Please note: The APR form can only display data for one planning period. To view progress for a different planning period, you may login to HCD's online APR system, or contact HCD staff at [apr@hcd.ca.gov](mailto:apr@hcd.ca.gov).

# ANNUAL ELEMENT PROGRESS REPORT

## Housing Element Implementation

Jurisdiction		San Rafael	
Reporting Year		2022 (Jan. 1 - Dec. 31)	
D_1_Name	D_2_Objective	D_3_Time	D_4_Status
Table D			
Program Implementation Status pursuant to GC Section 65583			
Housing Programs Progress Report			
1	2	3	4
Name of Program	Objective	Timeframe in H.E	Status of Program Implementation
H-1a. Annual Housing Element Review.	Provide an annual assessment of housing element.	Annually	The City has prepared the Annual Report for the eighth year of the 2015-2023 Housing Element cycle, including reporting on progress towards meeting RHNA goals and program implementation.
H-2a. Design Concerns of Single-Family Homes.	Examine and amend, as needed, zoning regulations and guidelines for single-family homes.	2017	In 2022, the City prepared draft objective standards that would apply to all single-family development in accordance with SB9. A final document is targeted for 2023.
H-2b. Compatibility of Building Patterns.	Adopt design guidelines to ensure compatibility of neighborhood building patterns.	2017	In 2018, the City prepared and approved "Good Design" Criteria for Downtown Development. These criteria combine and update several design guideline documents previously adopted by the City. Much of this effort was focused on pursuing good design for housing projects in Downtown San Rafael, which are higher density developments close to commuter rail and transit. The Good Design criteria have been used to assess new development projects processed since 2020.
H-3a. Neighborhood Meetings.	Require neighborhood meetings for larger housing development proposals and those that have potential to change neighborhood character.	Ongoing (as part of project review)	Neighborhood meetings are held as needed as part of individual project review. The City also encourages applicants to implement other outreach measures, including holding informal meetings with small groups.
H-3b. Information and Outreach on Housing Issues.	Continue to provide information to improve awareness of housing needs, issues and programs, and to collaborate with housing organizations.	Annually	The City has continued to provide information and to collaborate with housing organizations to foster awareness of housing resources. The City's website includes webpages on specific, housing-related topics such as: renter assistance; inclusionary housing policy changes; the Affordable Housing Trust Fund; Housing Element policies and programs; and pending/approved housing development projects. In addition, the City Manager publishes a newsletter ("Snapshot") in English and Spanish, which often includes reports on housing issues and developments. In 2021, City staff distributed flyers to community members in two census tracts informing them of renter protections that were in place and advising them of ways to seek rental assistance and legal advice around housing related issues. In early 2022, the City developed a handout in English and Spanish that summarizes community services, including organizations providing legal and rental assistance. Staff distribute this flyer at community events and in response to public inquiries. In Fall-Winter 2022, housing staff attended evening meetings of tenant groups in the Canal neighborhood to raise awareness of the City's Opportunity Zone Relocation Assistance Ordinance. Representatives from Code Enforcement began attending evening/weekend events with Legal Aid of Marin in the Canal neighborhood to consult with residents about housing code violations.
H-4a. Inter-Jurisdictional Housing Activities and Resources.	Continue to implement shared responsibilities, common regulations, coordinated lobbying efforts and the housing data clearing house to efficiently and effectively respond to housing needs within the cities and county of Marin.	Ongoing	The City continues to collaborate with the County of Marin and other Marin jurisdictions in addressing regional housing needs. The Marin jurisdiction Planning Directors meet monthly to share housing policies and tools. A County of Marin website was developed to establish a central clearinghouse and repository for all of the local ADU and JDU ordinances and regulations. In 2020, the City collaborated with the County of Marin and other Marin cities/towns to allocate SB2 Planning Grant Program funds to update the countywide affordable housing in-lieu fee for residential and non-residential (commercial linkage) projects. The updated fee study was completed in late 2021. In 2022, the City adopted an updated affordable housing in-lieu fee based on the study; the City expects to adopt updated commercial linkage fees in 2023. In 2022, in response to a Civil Grand Jury Report, the City coordinated with the County and other Marin jurisdictions to identify ways to enhance collaboration for affordable housing production.
H-4b. Community Collaboration.	Encourage cooperative and joint ventures between owners, developers, and community non-profit groups in the provision of affordable housing.	Ongoing	The Community Development Department staff routinely uses its expertise and connections in affordable housing to assist local developers in pursuing housing development. In 2022, through its Affordable Housing Trust Fund, the City funded 66 units of affordable senior housing at the Vivalon Healthy Aging Campus project at 999 Third Street, a collaboration between developer Eden Housing and nonprofit Vivalon, with land donated in fulfillment of BioMarin's affordable housing requirements for an adjacent commercial project. Marin County contributed funding for the project, and Marin Housing Authority provided project-based vouchers.
H-5a. Fair Housing Program.	Ensure that written materials regarding fair housing law are provided at various public locations, and continue to refer discrimination and tenant/landlord complaints to Fair Housing of Marin, or other appropriate agency.	Ongoing	In 2019, the City adopted an ordinance establishing "just cause for eviction" and "mandatory mediation" policies. In 2020, the City enacted a temporary moratorium on rent increases to residents living in US Census Tracts most disproportionately impacted by COVID-19. In 2021, the City adopted a renter relocation assistance ordinance for residents subject to "no fault" eviction in US Census Tract 1122.01 (federally designated Opportunity Zone). The City adopted temporary rent caps and initiated eviction protections to protect vulnerable tenants during the COVID-19 pandemic. In summer 2021, City staff distributed flyers to community members in two census tracts informing them of renter protections that were in place and advising them of ways to seek rental assistance and legal advice around housing related issues. In 2022, the City extended its COVID-19 eviction moratorium through September 30th to align with the County's distribution of emergency rental assistance. In 2022, the City continued to allocate Community Development Block Grant funding for Fair Housing Advocates of Northern California and Legal Aid of Marin. City staff continues to refer complaints to Fair Housing of Marin and Marin Mediation Services.

Name of Program	Objective	Timeframe in H.E	Status of Program Implementation
H-6a. In-Lieu Fees for Affordable Housing.	Contribute funding towards at least one affordable rental project for lower income households. Activities may include: acquisition/rehabilitation of existing housing; new construction of affordable housing; and rehabilitation of privately owned rental housing in exchange for affordability covenants.	Ongoing	The City has exceeded this objective. The City continues to collect affordable housing in lieu fees for new residential development and commercial linkage fees for non-residential development. The collected fees are held in an Affordable Housing Trust Fund. In 2019, the City adopted guidelines for the administration of the Affordable Housing Trust Fund and in 2020, the City funded two affordable housing projects: Homeward Bound's transitional housing for extremely low income at 190 Mill St and Vivalon/EDEN Housing senior low-income housing at 999 3rd St. The fund was boosted by a \$3.6 million buy-out of six undeveloped BMR for sale units at the Village @ Loch Lomond Marina development. In 2021, the City released another NOFA and funded four projects in 2022, including gap funding requests for two new construction projects and one adaptive reuse project, and one acquisition funding request for naturally occurring affordable housing in the Canal neighborhood. Two of the gap funding requests will provide permanent supportive housing and the third will provide housing for older adults.
H-6b. Funding Resources.	Work with community and elected leaders to identify potential public and private funding resources for affordable housing. Seek to secure at least two new funding sources and a minimum of \$200,000 in outside funds during the planning period.	Ongoing	Resources are considered and tapped on a case-by-case basis, as affordable project applications are received. The City has secured over \$200,000 through matching funds from the County and state tax credits, exceeding this objective.
H-6c. Funding Applications.	Coordinate applications for State and Federal subsidies for affordable housing, and provide technical assistance in public funding resources and local processing requirements, including community involvement.	Annually	In 2019, the City secured \$310,000 from the SB2 Planning Grants Program to streamline housing development review and construction. This included assisting non-profit Homeward Bound with a supportive housing project for extremely-low income residents. The SB2 funds covered the cost for the Planning review process and served as a "pilot" for a by-right review process for affordable housing projects. In 2020, the City awarded funds from the affordable housing trust fund to two new affordable housing developments and provided technical support to help the developers leverage local funds to secure additional funding from the County and State. The City released another NOFA in 2021 and funded four projects in 2022. The local award to the project at 3301 Kerner improved the competitiveness of the developer's application for State Tax Credits and enabled their award of Permanent Local Housing Allocation funds from the County, which requires a local match.
H-7a. Condominium Conversion Ordinance.	Prohibit conversion of existing multifamily rental units to market rate condominium units unless the City's rental vacancy rate is above 5.0 percent, with exceptions of limited equity cooperatives, co-housing, and other housing proposals affordable to low- and moderate-income households.	Ongoing (as part of project review)	The City continues to monitor the rental vacancy rate and restricts condominium conversions accordingly. There have been no conversions as the rental vacancy rate remains below 5%.
H-7b. Preserving Existing Rental Housing Affordable to Low Income Households At Risk of Conversion.	Conserve all 291 very low income rental units at risk of conversion to market rate as long-term affordable housing.	Contact non-profit owners within one year of potential affordability expiration.	In 2021, the City Council entered into a ground lease agreement with an affordable housing developer that extended the affordability terms of a property at 855 C street for a period of 99 years. While this property was not at risk of converting in the near term, this ground lease agreement allowed the developer to apply for state and local funding for rehabilitation of the property and ensure long term affordability of this site and extended the term of affordability to 99 years. The City also seeks to preserve "naturally occurring" affordable housing: In 2022, the City awarded \$400,000 for nonprofit acquisition of an existing apartment building in the Canal neighborhood for preservation as long-term affordable rental housing.
H-7c. Preserving Existing Rental Housing Affordable to Low Income Households through Ongoing Affordability Restrictions.	For units owned by non-profit agencies, continue to monitor these units as required by the original funding source. For private units produced pursuant to City inclusionary requirements, continue to monitor through annual income and rent certification from property owners.	Annual rent and income certification	The City's contract with Marin Housing Authority for management of the BMR rental agreement and monitoring program concluded in 2022. The City has assumed monitoring of rental housing to assure compliance with affordability restrictions, and may seek a new service provider to administer the program in future.
H-7d. BMR Resale Regulations.	Continue to require resale controls on ownership BMR units to assure that units remain affordable and continue to monitor database with Marin Housing.	Annually	The City, in coordination with Marin Housing Authority, continues to monitor resale controls on below market rate (BMR) units. For sale BMR unit agreements include a clause that an owner must sell the unit back to the Marin Housing Authority so the affordability can be maintained and the unit can remain in the affordable housing inventory.
H-7e. Retention of Mobile homes and Preservation of Existing Mobile home Sites.	Retain where possible this type of housing and its affordability by continuing to implement the mobile home Rent Stabilization Ordinance.	Ongoing	The rent stabilization ordinance applicable to the local mobile home parks remains in effect.
H-8a. Apartment Inspection Program.	To assure safe living conditions, continue to enforce housing codes for all apartment projects that are three units or larger in size.	Inspect all apartment units in the City every 5 years	The City's Code Enforcement Division continues to administer the apartment and hotel inspection program Citywide (HIP).
H-8b. Code Enforcement and Public Information Programs.	Coordinate housing, building and fire code enforcement to ensure compliance with basic health and safety building standards and provide information about rehabilitation loan programs for use by qualifying property owners.	Bi-weekly meetings of the Development Coordinating Committee	The City continues to conduct meetings of Development Coordinating Committee and Health & Safety Committee (including representatives of Fire, Police, Building, Planning, Code Enforcement and Public Works) to review development submittals and other matters of interdepartmental concern. The City launched an amnesty program that allows residential property owners the opportunity to obtain permits for unpermitted/illegal construction work with no levying of fines or penalties.
H-8c. Residential Rehabilitation Loan Program.	Continue to require a portion of the City's CDBG allocation to the Marin Housing Authority to provide property improvement loans and technical assistance to very low-income homeowners. Provide rehabilitation assistance to 3 very low income households annually, subject to funding availability.	Annual through the CDBG funding allocation process	The City continues to advertise the Rehabilitation Program on the City's website and disseminate program brochures at City Hall. This program is administered by the Marin Housing Authority on behalf of the City. In 2020, the City of San Rafael in coordination with the Marin Housing Authority approved a refinancing loan to a private residential property owner for a large apartment complex (Centertown). As part of the refinancing agreement, the property owner committed to complete improvements and upgrades to the apartment units. A new ground lease agreement was signed in 2021, extending affordability restrictions for 99 years.

Name of Program	Objective	Timeframe in H.E	Status of Program Implementation
H-8d. Relocation Assistance.	Require applicants to provide certain limited relocation assistance, per Section 14.16.279, for low-income tenants displaced by new development or property improvements.	Ongoing (as part of project review)	This requirement is reviewed as part of all development applications involving displacement of existing low income residents. In 2021, the City established requirements for relocation assistance to residents displaced by "no fault" eviction within the federally designated Opportunity Zone (US Census 1122.01). In 2022, the City enforced its Opportunity Zone relocation assistance requirements for a 100-unit rental property in the Canal neighborhood.
H-9a. Adaptive Housing.	Ensure compliance with State and Federal requirements for accessible units. Conduct regular "coffee and codes" meetings with design and construction industry members to discuss requirements under the Americans with Disabilities (ADA) Act.	Ongoing	The Building Division holds regular "coffee and codes" meetings with design and construction industry members to discuss ADA requirements. In 2019, the City's dormant ADA Advisory Committee was re-established and re-purposed with new by-laws. The ADA Advisory Committee provides an advisory role to the City's Chief Building Official, City Engineer and City Council.
H-9b. Reasonable Accommodation.	Implement zoning regulations to provide individuals with disabilities reasonable accommodation in rules, policies, practices, and procedures that may be necessary to ensure equal access to housing.	Ongoing	City staff continues to use a standardized set of forms to simplify and streamline the review of reasonable accommodation requests.
H-9c. Housing Opportunities for Persons Living with Disabilities	Coordinate with the Golden Gate Regional Center to disseminate information on resources available to persons with developmental disabilities, including making information available on the City's website.	2015	The City has included a link to the Golden Gate Regional Center in its Planning Library as a resource for persons with developmental disabilities.
H-9d. Housing for Extremely Low Income Households.	Prioritize some in-lieu funds and Successor Agency affordable housing funds for the development of housing affordable to extremely low-income households and supportive housing.	Annually	Ongoing, as affordable housing applications are received. In 2020, the City granted \$750,000 from the Affordable Housing Trust Fund to nonprofit Homeward Bound for construction of a new emergency shelter facility with 32 supportive housing units for extremely low-income residents. In 2022, the City provided an additional \$350,000 in gap funding for the Homeward Bound project, which was completed in Fall 2022. Through the same NOFA process, the City provided an additional \$850,000 in gap funding for the 3301 Kerner project using Successor Agency Low/Mod funds. 3301 Kerner is a Homekey project that will also serve extremely low income individuals; the City previously contributed over a million dollars to enable the County's purchase of the property.
H-10a. Co-Housing, Cooperative, and Similar Collaborative Housing Development.	Provide zoning flexibility through Planned Development District zoning to allow housing development that is based on co-housing and similar approaches that feature housing units clustered around a common area and shared kitchen, dining, laundry, and day care facilities.	Ongoing (as part of project review)	No inquiries or actions taken during the reporting period.
H-10b. Manufactured Housing.	Continue to allow quality manufactured housing in all zoning districts which allow single-family residences.	Ongoing (as part of project review)	The City reviews manufactured housing with the same development and building standards as other types of housing.
H-10c. Single Room Occupancy (SRO) Units.	Actively promote existing incentives for SRO apartments, such as no density regulations and lower parking standards, in multifamily and mixed use districts in recognition of their small size and low impacts.	Ongoing	No applications or inquiries for SROs were received in this reporting period.
H-10d. Zoning for Live/Work Opportunities.	Continue to accommodate live/work quarters in commercial districts, and allow for flexibility in parking requirements as supported by a parking study.	Ongoing	No applications or inquiries for live/work units were received in this reporting period.
H-11a. Home sharing and Tenant Matching Opportunities.	Continue to support, and consider increased participation in, the Shared Housing Project in collaboration with community partners.	Ongoing	In 2021 and 2022, the City Council approved Community Development Block Grant funding for Home Match Marin, a roommate matching service.
H-11b. Junior Second Units	Coordinate with other Marin jurisdictions in evaluating appropriate zoning regulations to support in the creation of "Junior Second Units" Adopt standards to facilitate and seek to issue permits for at least 20 units during planning period.	2015	The previous ordinance was superceded by a newly adopted ordinance in 2021 that encompasses all Accessory Dwelling Units. In 2022, the City issued building permits for 45 accessory dwelling units (including JADUs) and completed final inspections for 24 ADUs (including JADUs).
H-12a. Countywide Efforts to Address Homeless Needs.	Continue to support and allocate funds, as appropriate, for programs providing emergency shelter, supportive and/or transitional housing and counseling services for the homeless or persons at risk of homelessness.	Ongoing (as part of project review)	City staff have participated in a countywide effort to seek both temporary and permanent housing opportunities for individuals experiencing homelessness. The City is a member of "Opening Doors," which is a Committee comprised of Marin County elected officials, housing advocates/developers and homeless advocates. In 2020, the City granted "by right" approvals for the development of a new Homeward Bound emergency shelter and 32 transitional housing units at 190 Mill Street. The City granted Homeward Bound \$1.1 million from the Affordable Housing Trust Fund for construction of this project. The project was completed in 2022. In 2020, the City coordinated with and assisted the County of Marin in purchasing 3301 Kerner Blvd to convert the existing office building into 40 units of housing for homeless or formerly homeless individuals through Project Homekey. The City subsequently awarded this project \$850,000 in gap funding in 2022. In the interim, the building was used as an emergency shelter.
H-12b. Good Neighborhood Relations Involving Emergency Shelters and Residential Care Facilities	Where determined necessary during review of an application, encourage positive relations between neighborhoods and providers of emergency shelters and residential care facilities by requiring shelter outreach communication programs with the neighborhoods.	As part of project review	The City conducts and supports community outreach as needed when processing applications for emergency shelters or residential care facilities.
H-12c. Residential Care Facilities.	Regularly update zoning regulations to conform to laws and do not result in overconcentration of care facilities. Explore the feasibility of requiring affordable units in assisted living facilities.	2018	The City abides by state law related to residential care facilities and continues to explore options, including requiring the payment of in-lieu fees rather than onsite units. The City applied its affordable housing in-lieu fee to assisted living facility projects in 2021 and 2022.



Name of Program	Objective	Timeframe in H.E	Status of Program Implementation
H-12d. Emergency Shelters, Transitional and Supportive Housing.	Implement Zoning Code provisions to accommodate emergency shelters, transitional and supportive housing. Amend Code Section 14.16.115 to clarify: a) Requirements for staff and services to assist residents in obtaining permanent shelter and income are permissive, not mandatory; and b) while a written Management Plan is required, it is not subject to discretionary approval.	2014	City completed Zoning Code revisions in compliance with SB 2 in 2014. In 2022, the City continued to implement state regulations regarding emergency shelters, transitional and supportive housing. The City implements any changes in state regulations as they occur.
H-13a. Assisted Living.	Evaluate current zoning regulations for new assisted living housing, and assess options to regulate as a residential, rather than a commercial use. Evaluate establishing inclusionary housing requirements for assisted living.	2018	The inclusionary housing fee study funded jointly with other Marin jurisdictions ultimately did not evaluate assisted living-type facilities as a specific subgroup. However, the City has applied its affordable housing in-lieu fee to assisted living facility projects in 2021 and 2022.
H-13b. "Age-in-Place" Assistance.	Continue to provide assistance to older residents to remain independent in their homes, such as the Police Department's "Are You OK?" program, the Fire Department's "Safety Check" program, Code Enforcement's continuing cooperation with Marin Social Services, and Community Services social activities offered through the Community Centers.	Annually	The City continues to offer a variety of programs and services to support seniors to age in place in their homes. The City has adopted standards to facilitate Accessory Dwelling Units (ADUs) and junior dwelling units (JDUs) to assist senior homeowners to remain in their homes. As described in H-11a, in 2021 and 2022, the City supported Community Development Block Grant funding for Home Match Marin, a roommate matching service that provides a means for older residents to remain in their homes and to supplement incomes, while avoiding isolation.
H-14a. Residential and Mixed Use Sites Inventory.	Maintain a current inventory of suitable sites, and provide this information to interested developers along with information on incentives.	Ongoing	As part of the 2015-2023 Housing Element update, in 2015, the City undertook a comprehensive update of its sites zoned and suitable for residential and mixed-use development. Planning staff continues to inform developers of density bonuses and concessions available for development projects, where appropriate.
H-14b. Efficient use of Multifamily Housing Sites.	Do not approve residential-only development below minimum designated General Plan densities unless physical or environmental constraints preclude its achievement.	Ongoing (as part of project review)	The City continues to require developers/applicants to meet the minimum density requirements in designing their housing projects. The City has not approved a housing project that is below the minimum density requirements specified by the General Plan 2040 or zoning.
H-14c. Continue to implement Zoning Provisions to Encourage Mixed Use.	Encourage adaptive reuse. Explore zoning incentives to encourage lot consolidation. Review zoning requirements for retail in a mixed use building or site, and amend as necessary to allow for residential-only buildings in appropriate mixed-use zoning districts.	2017	The City continues to support mixed use development as project applications are received. In 2021, the City adopted a Downtown Precise Plan that eliminates density maximums and provides for a streamlined review for residential development.
H-14d. Air Rights Development.	Evaluate the feasibility of air rights development and consider possible zoning incentives. Encourage developers of affordable housing to utilize air rights, such as above public parking lots or commercial uses Downtown.	2020	An inquiry for air rights development over a City parking garage was informally presented to the City in 2021. The developer is working with City staff on this proposal. In 2019, City staff completed a planning feasibility study of six, City-owned public parking lots to assess opportunities to partner with housing developers and consider housing development on these lots.
H-15a. Downtown Station Area Plan.	Complete Station Area parking study and Transit Center relocation analysis (2015). Study other Plan recommendations to increase housing opportunities near transit. Build upon lessons learned from the Station Area parking analysis to reevaluate parking standards on a citywide basis.	One year after the start of SMART services	In 2021, the City adopted General Plan 2040 and the Downtown Precise Plan, which covers an area that is generally 1/2-mile around the Downtown SMART commuter rail station. The intent and goal of the Downtown Precise Plan is to develop and incorporate a form-based code as a tool to streamline the environmental and development review process for Downtown projects, particularly for new housing development. This Precise Plan incorporates the recommendations of the Downtown Station Area Plan and the Downtown Parking & Wayfinding Study. The latter study includes creative measures for reducing parking and parking cost. This Precise Plan includes, among others, the recommendation of the Parking & Wayfinding Study relative to non-residential parking standards, reduced parking standards for new residential development, and expansion of the existing Downtown Parking District.
H-15b. Civic Center Station Area Plan.	Study Station Area Plan recommendations to facilitate housing opportunities near transit, and implement through General Plan amendments and Zoning Code changes where appropriate.	One year after the start of SMART services	As noted in Program H-15a (Downtown Station Area Plan) above, in 2021, the City adopted General Plan 2040, which is a citywide update. General Plan 2040 incorporates the recommendations of the Civic Center Station Area Plan, which includes rezoning and up zoning key sites for housing development that are within 1/2-mile of the Civic Center SMART commuter rail station. General Plan 2040 includes a recommended new program to pursue funding and completion of a "specific plan" or "precise plan" for the Northgate area. In 2022, the City applied for OBAG 3 funding for a North San Rafael / Northgate Area Priority Development Area Study.
H-16a. New Second Units	Based on past trends, support the production of an average of five second units annually, with the goal of achieving 40 units over the planning period.	Ongoing	The Community Development Department has prepared helpful informational handouts to assist property owners in determining feasibility of a second unit (aka ADUs). In late 2021, a new ADU Ordinance was adopted by the City to comply with State law changes applicable to ADUs and JDUs. In 2022, the City approved entitlements for 26 ADUs and issued building permits for 45 ADUs.
H-17a. State Density Bonus Law.	Implement State density bonus requirements, as specified within the city's Affordable Housing Ordinance, in connection with the city's Inclusionary Housing requirement.	Ongoing (as part of project review)	San Rafael has integrated State density bonus requirements within its Affordable Housing Ordinance (Zoning Code Section 14.16.030), depicting the connection with the City's Inclusionary Housing requirements. Since adoption of this ordinance, the City continues to approve residential and mixed used housing developments that have included a density bonus. In 2021, the City updated the density bonus provisions to align with the current State Density Bonus laws. In 2022, this included projects at 88 Vivian, 55 Brookdale, and Los Gamos.
H-17b. Height Bonuses.	Continue to offer height bonuses for projects that include affordable housing, and provide early design review to assist with potential design issues. Evaluate utilizing height bonuses as a tool to incentivize lot consolidation.	Evaluate lot consolidation by 2016	Since the adoption of the height bonus allowance, the City has approved residential housing developments that have included a height bonus. In 2021, the City adopted a Downtown Precise Plan, which includes a form-based code for regulating land development. For all zoning districts proposed within the Downtown Precise Plan, the form based code is structured to include a base building height limit, as well as a height bonus allowance for affordable housing.



## SUMMARY TABLE

<b>Jurisdiction</b>	San Rafael	
<b>Reporting Year</b>	2022	(Jan. 1 - Dec. 31)
<b>Planning Period</b>	5th Cycle	01/31/2015 - 01/31/2023

Building Permits Issued by Affordability Summary		
Income Level		Current Year
Very Low	Deed Restricted	30
	Non-Deed Restricted	0
Low	Deed Restricted	37
	Non-Deed Restricted	25
Moderate	Deed Restricted	0
	Non-Deed Restricted	0
Above Moderate		55
Total Units		147

Note: Units serving extremely low-income households are included in the very low-income permitted units totals

Units by Structure Type	Entitled	Permitted	Completed
SFA	0	14	0
SFD	0	11	4
2 to 4	8	9	2
5+	282	68	65
ADU	42	45	24
MH	0	0	0
<b>Total</b>	<b>332</b>	<b>147</b>	<b>95</b>

Housing Applications Summary	
Total Housing Applications Submitted:	29
Number of Proposed Units in All Applications Received:	123
Total Housing Units Approved:	123
Total Housing Units Disapproved:	0

Use of SB 35 Streamlining Provisions	
Number of Applications for Streamlining	0
Number of Streamlining Applications Approved	0
Total Developments Approved with Streamlining	0
Total Units Constructed with Streamlining	0

Units Constructed - SB 35 Streamlining Permits			
Income	Rental	Ownership	Total
Very Low	0	0	0
Low	0	0	0
Moderate	0	0	0
Above Moderate	0	0	0
Total	0	0	0

Cells in grey contain auto-calculation formulas



## LAND USE ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program LU-1.1A	<b>General Plan Evaluations.</b> Complete an evaluation of the General Plan at least once every five years. As part of this process, assess San Rafael's growth data and trends, population and employment forecasts, and progress toward meeting its housing, mobility, sustainability, and other goals. Recommend changes to policies, and adjustments to fees and capital improvement projects based on the findings.	CDD	All Departments	Progress	The next General Plan Evaluation is due in the year 2026. In 2025, City staff will form a subcommittee consisting of representatives from the various departments to review the City's growth data and trends and make recommendations for policy changes as necessary. Additionally, all Departments review and indicate their progress towards meeting its housing, mobility, sustainability, and other goals as part of the General Plan Annual Progress Report.
Program LU-1.2A	<b>Development Review.</b> Assure adequate infrastructure is in place as noted in Policy LU-1.2 through the development review and environmental review processes. The City may modify the requirements associated with this policy if it determines that its application as stated would preclude all economically viable use of a subject property.  See also Mobility Element Programs M-2.5B and M-3.2D for LOS and VMT exceptions	PW		Ongoing	The Department of Public Works continued to review all new development projects to ensure adequate infrastructure is available (2021-2022).
Program LU-1.3A	<b>Benefits of Transit-Oriented Development.</b> Seek ways to objectively quantify and monitor the benefits of focusing new development around transit nodes and corridors and shifting trips from cars to active (non-car) transportation modes. Programmatic changes and recommendations should be supportable by objective data and quality of life measures. This should include data on modes of travel, trip origins and destinations, trip lengths, vehicle ownership, traffic congestion and duration of idling traffic, greenhouse gas emissions, and other metrics in areas that are well served by transit.	PW	CDD	Ongoing	The Department of Public Works continued to seek ways to objectively quantify and monitor the benefits of focusing new development around transit nodes and corridors as a part of the pre-entitlement progress (2021-2022). However, the post-occupation data is not yet collected for 2022.
Program LU-1.4A	<b>Reasonable Interim Uses.</b> Ensure that zoning regulations include provisions for reasonable interim uses for properties where the highest and best use allowed by zoning is not presently attainable due to traffic capacity, infrastructure, natural hazards (including sea level rise), and other factors. Examples of reasonable interim uses include contractor's yards, modular or mobile uses, new car storage, parking, and outdoor recreation.	CDD		No Action	
Program LU-1.6A	<b>LAFCO.</b> Encourage LAFCO to adopt Urban Service Area and annexation policies for the San Rafael Planning Area that are consistent with General Plan policies.	CDD		No Action	
Program LU-1.7A	<b>Development Adjacent to San Rafael.</b> Work with the County, other jurisdictions, neighborhood groups, and residents to review applications for development in areas adjacent to San Rafael's city limits or within the Sphere of Influence.	FIRE	PW, CDD	Ongoing	In 2022, the Fire Department worked with the County in the review process for projects in County Service Area (CSA) 19 & adjoining areas.

## LAND USE ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program LU-1.8A	<b>Codifying Residential Density Limits.</b> Implement General Plan densities by setting allowable lot sizes and densities in the zoning ordinance and by including height limits and an area-wide dwelling unit “cap” in the Downtown Precise Plan (see text box).	CDD	City Attorney	Ongoing	Through the development review process the Planning Division continued to implement General Plan densities when not in conflict with the Housing Accountability Act (2021-2022).
Program LU-1.8B	<b>Minimum Densities.</b> The net density of new development shall be no less than the lower end of the density range specified by the General Plan for that property.	CDD		No Action	
Program LU-1.8C	<b>Small Multi-Family Lots.</b> Amend Section 14.16.300 of the Zoning Regulations to allow more than one housing unit per lot on lots that are smaller than 5,000 square feet, provided the density is consistent with the General Plan (these lots are currently limited to one unit each, unless located Downtown).	CDD	City Attorney	Completed	On March 1, 2021, City Council adopted Ordinance No. 1990, amending Section 14.16.300 of the Zoning Regulations to allow more than one housing unit per lot on lots that are smaller than 5,000 square feet, provided the density is consistent with the General Plan.
Program LU-1.10A	<b>Codifying General Plan Floor Area Ratio Limits.</b> Implement General Plan floor area ratio (FAR) limits by setting appropriate FAR limits in the zoning ordinance.	CDD		No Action	
Program LU-1.12A	<b>Transfer of Development Rights (TDR) Program.</b> Evaluate opportunities for TDR as a response to issues such as sea level rise, historic preservation, and wildfire hazards. This evaluation also should address how TDRs are conveyed and recorded.	Sustainability	CDD	No Action	
Program LU1.15A	<b>Planned Development Zoning.</b> Continue to maintain Planned Development (PD) zoning districts.	CDD		Ongoing	The Planning Division continued to maintain Planned Development (PD) zoning districts on an ongoing basis.
Program LU-1.16A	<b>Zoning for School Sites.</b> Continue to implement school site reuse and redevelopment through zoning regulations and the development review process.	CDD		No Action	
Program LU-2.1A	<b>Zoning Ordinance Amendments.</b> Revise the zoning ordinance, including the zoning map, to implement General Plan land use designations and policies, incorporate provisions from other recently adopted City plans and programs, and ensure that all provisions are consistent with state law. This should include creation of a new overlay district corresponding to areas expected to be affected by sea level rise (see Program S-3.1C).	CDD	City Attorney, Sustainability	Ongoing	On July 18, 2022, City Council adopted an Ordinance amending Title 14 (Zoning Ordinance) and Title 15 (Subdivisions) of the San Rafael Municipal Code related to regulations for Two-Unit Housing Developments and Urban Lot Splits in accordance with SB 9, the California Home Act, which requires municipalities to allow additional housing development on single-family zoned parcels through subdivisions and additional primary residential units.
Program LU-2.1B	<b>Subdivision Ordinance Amendments.</b> Revise the subdivision ordinance where necessary for conformance with General Plan land use designations and policies. Provisions for the enforcement of conditions of subdivision map approval should be included in the Ordinance.  See also Program LU-2.4A on Industrial Zoning standards	CDD	City Attorney, PW	No Action	On July 18, 2022, City Council adopted an Ordinance amending Title 15 (Subdivisions) of the San Rafael Municipal Code related to Urban Lot Splits in accordance with SB 9, the California Home Act, which requires municipalities to allow additional housing development on single-family zoned parcels through subdivisions and additional primary residential units.

## LAND USE ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program LU-2.2A	<b>Development Review.</b> Use the development review process to evaluate the compatibility of residential uses in commercial areas.	CDD		Ongoing	The Planning Division continued to use the development review process to evaluate the compatibility of residential uses in commercial areas. Residential Developments in commercial areas entitled in 2022 include 88 Vivian Street which includes 70 townhomes.
Program LU-2.2B	<b>Innovation Districts.</b> Evaluate creation of an overlay zone or “innovation” district (see text box) to be applied to a limited number of Light Industrial-Office (LI-O) properties located near Downtown (including the existing Lindero Mixed Use District) and/or Northgate Industrial Park. In addition to allowing a wide range of employment uses, multi-family residential and live-work uses could also be allowed in these areas, subject to performance standards, use permit requirements, and a finding that there will be no net loss of industrial floor space. The area covered by such a zone would be strictly limited in order to preserve the supply of land needed for local and region-serving businesses, minimize potential conflicts between adjacent uses, and avoid impediments to established businesses.	CDD		No Action	
Program LU-2.3A	<b>Neighborhood Centers.</b> Use the development review process to evaluate future proposals for existing neighborhood commercial centers, including the addition of new uses such as housing. Neighbors should be involved early in the development review process.	CDD		Ongoing	The Planning Division continued use the development review process to evaluate future proposals for existing neighborhood commercial centers, including the addition of new uses such as housing. residential uses continue to be an allowable use in all commercial centers. (2021-2022).
Program LU-2.3B	<b>Revitalization Incentives.</b> Develop zoning and economic development incentives that keep local neighborhood centers viable, such as allowing additional floor area and housing units when neighborhood-serving uses are included or retained.  See the Neighborhoods Element for policies related to specific centers. See the Economic Vitality Element for policies on retail retention and incentives.	CDD	ED	No Action	
Program LU-2.4A	<b>Industrial Zoning.</b> Periodically evaluate zoning standards for Light Industrial-Office and General Industrial areas in response to business and economic trends, market demand, changes in technology and the transportation sector, greenhouse gas reduction goals, and climate-related hazards such as sea level rise.	CDD		No Action	
Program LU-2.5A	<b>Industrial Zoning Standards for Ancillary Retail and Service Uses.</b> Continue to provide opportunities for small local-serving retail and service businesses in industrial zoning districts.	CDD		Ongoing	The Planning Division continued to provide opportunities for small local-serving retail and service businesses in industrial zoning districts through the Business License review process and where required by 14.06.020 - Land use regulations, allowed such uses to be permitted by right or through either a Conditional Use Permit, Conditional Use Permit/Zoning Administrator, Administrative Use Permit.

## LAND USE ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program LU-2.6A	<b>Lot Consolidation Incentives.</b> Continue to encourage small lot consolidation through zoning regulations. Incentives such as height and floor area bonuses and reduced parking should be considered, provided they do not result in the loss of unique or historic buildings.	CDD		No Action	
Program LU-2.7A	<b>Large and Small Family Child Care Regulations.</b> Ensure that regulations for large and small family child care facilities comply with all applicable State laws. To the extent permitted by law, the siting and operation of larger facilities in single family neighborhoods should mitigate the potential for off-site impacts (parking, noise, etc.).	CDD		No Action	The California Child Day Care Facilities Act ("the Act"), Cal. Health & Safety Code sections 1596.70 et seq., prohibits local regulation of small and large family child care homes.  The downtown precise plan adopted in 2021 now allows small daycare centers an allowable use in the downtown.
Program LU-2.7B	<b>Fees for Child Care Programs.</b> Where feasible, consider waiving application, permit, and traffic mitigation impact fees for child care uses.  See also Policy LU-1.13 on FAR exemptions for child care. See Policy PROS-2.4 and Policy EDI-5.1 for additional guidance on child care.	PW	Finance, CDD	No Action	
Program LU-2.9A	<b>Motel Conversions.</b> In cases where an existing motel is no longer viable for that purpose, encourage conversion to multi-family residential use, including affordable housing.	CDD (Housing)		Progress	The City has included certain existing motels as housing opportunity sites in its draft 2023-2031 Housing Element, which is expected to be adopted in May 2023.
Program LU-2.10A	<b>Monitoring Program.</b> Monitor the effectiveness of short-term rental regulations on issues such as parking, rental housing supply, and neighborhood compatibility. Refine these regulations as needed to address issues and concerns.	CDD (Code Enforcement)	City Attorney	No Action	
Program LU-2.12A	<b>Live-Work Regulations.</b> Revise zoning regulations for live/work uses to make this a more viable housing type and facilitate its development.	CDD		No Action	
Program LU-2.12	<b>Alternative Housing Types.</b> Explore regulatory and cost barriers and potential opportunities for innovative housing types such as co-housing, tiny homes, micro units, modular and movable construction, mobile homes, and other forms of habitation which may be easier and less expensive to build than traditional housing. Consider zoning and building code changes to support the conversion of existing underutilized buildings to these uses in commercial and mixed use areas. This should include changes that facilitate the conversion of underutilized office buildings or vacant retail buildings to residential use.	CDD		No Action	
Program LU-2.12C	<b>Floating Homes.</b> Consider changes to the Municipal Code, including zoning regulations, that support houseboats, live-aboards, and other types of floating homes in areas designated as "Water" on the General Plan Map.	CDD	City Attorney	No Action	

## LAND USE ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program LU-2.12D	<b>Accessory Dwelling Units.</b> Continue to support the conversion of underutilized residential space into accessory dwelling units (ADUs) and Junior Accessory Dwelling Units (JADUs), as well as the development of new ADUs and JADUs in residential areas, except where access difficulties for fire and emergency vehicles pose risks to public health and safety.	CDD		Ongoing	The City continued to support the conversion of underutilized residential space into ADUs by approving such conversions through the building permit plan check process. Additionally, the City continued to provide ADU resource information, respond to public inquiries through the City website, through public counter service, and via email and telephone.
Program LU-2.13A	<b>Evaluation of Odor Impacts.</b> Evaluate odor impacts as part of development review.	CDD		Ongoing	As part of the development review process, the Planning Division continued to evaluate odor impacts as required by Chapter 14.17 Performance Standards.
Program LU-3.1A	<b>Area Planning Process.</b> Engage neighborhood associations, community groups, residents, businesses, and service providers in the development of area plans, including neighborhood plans. A priority should be placed on plans for the North San Rafael "Town Center" area and the Canal neighborhood. In the event funding for these plans is delayed, projects that would increase housing supply in these areas should be allowed to proceed, with community engagement as described above.  See the Neighborhoods Element for additional policies and programs relating to area plans	CDD		No Action	
Program LU-3.2A	<b>Zoning Ordinance.</b> Periodically update the zoning ordinance to address neighborhood issues and concerns.	CDD	CDD, City Attorney	No Action	
Program LU-3.4A	<b>Code Enforcement.</b> Maintain an effective Code Enforcement program that engages with neighborhoods and business groups and works in partnerships with appropriate City staff to address nuisances, mitigate problems with vacant and blighted properties, and correct zoning code violations.	CDD (Code Enforcement)		Ongoing	
Program LU-3.4B	<b>Conditions of Approval.</b> Use the development review process to establish conditions of approval, including maintenance of landscaping and other improvements. Use building inspection and code enforcement processes to ensure that these conditions and other mitigation or monitoring responsibilities are carried out.	CDD	CDD, PW, FIRE, PD	Ongoing	Multiple departments continued to utilize the development review process to review projects and add conditions accordingly. City staff from multiple departments continued to use inspections to ensure that the conditions of approval were met. Fire used this process to identify staffing & equipment needs for pending large scale development.
Program LU-3.4C	<b>Community Appearance.</b> Continue and enhance programs to abate illegal dumping and remove graffiti.  See also Policy EDI-4.2 on maintenance of streets and public space and Policy EDI-3.5 on property maintenance	PW	PW, CM (Sustainability)	Ongoing	Completed 3rd year of five year Together San Rafael cross-departmental project to test pilots and gather data on illegal dumping in conjunction with Marin Sanitary Service, Conservation Corps, and waste consultants.  In May 2022, DPW implemented SeeClickFix customer reporting platform that has increased resident reporting and DPW response to illegal dumping and graffiti removal incidents around the City.

## LAND USE ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program LU-3.6A	<b>Parking Lot Design.</b> Maintain design guidelines for parking lots that address landscaping, buffering, environmental quality, and neighborhood compatibility. Parking lots should not be the dominant visual feature from the street frontage.	CDD	PW	Ongoing	Through the development review process the Planning Division continued to enforce the parking standards as prescribe in the Chapter 14.18 - Parking Standards.
Program LU-3.7A	<b>Neighborhood Parking Measures.</b> In neighborhoods with excessive on-street parking demand or where a proposed project would result in a substantial increase in demand: <ul style="list-style-type: none"> <li>a) Work with property owners to add off-street parking and allow shared parking during off-peak hours.</li> <li>b) Where feasible, require additional off-street parking as a condition of approval for expansion or remodels.</li> <li>c) Update permit parking programs and on-street parking time limits to improve their effectiveness.</li> </ul>	CDD	PW, Parking Services	Progress	PW worked with community members and groups in East San Rafael through the East San Rafael Parking Task Force. Began design for Spinnaker Point parking lot adjacent to Boro Center.
Program LU-3.7B	<b>Parking Regulations.</b> Periodically evaluate and amend parking regulations to respond to new technologies and trends in car ownership and design, while still ensuring adequate on-site parking.  See Goal M-7 (Mobility Element) for additional policies and programs on parking, including amendments to parking standards.	CDD	PW	No Action	
Program LU-3.8A	<b>Abandoned Vehicle Program.</b> Continue the abandoned vehicle abatement program.	Parking Services		Ongoing	
Program LU-3.8B	<b>Vehicles as Residences.</b> Continue the prohibition on the overnight residential use of vehicles in the public right of way.	PD	Parking Services	Ongoing	
Program LU-3.9A	<b>Neighborhood Serving Uses.</b> Prioritize neighborhood serving uses and places that support neighborhood interaction on small commercial sites in residential areas. Examples of such uses are cafes, grocery stores, hair salons, hardware stores, household goods and maintenance services, restaurants, drug stores, local medical and health care services, farmers markets, child care facilities, public facilities, and similar activities that meet the day to day needs of local residents. Also encourage uses that facilitate remote work, such as postal and telecommunication services. Maintaining these uses near residents can potentially help reduce vehicle miles traveled (VMT) and encourage walkable neighborhoods.	CDD		No Action	

## LAND USE ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program LU-3.9B	<b>Housing in Neighborhood Commercial Centers.</b> In the event housing is proposed on neighborhood commercial sites, encourage the integration of neighborhood-oriented commercial or service uses on the ground floor or a portion of the site.	CDD		Ongoing	The Planning Division continued to encourage the integration of neighborhood-oriented commercial or service uses on the ground floor or a portion of the site when such applications were received.
Program LU-3.11A	<b>Neighborhood Websites.</b> Support the development of neighborhood websites and provide links to these sites on the City's website.	CDD		No Action	PW created a dedicated webpage to highlight City efforts undertaken in the Canal neighborhood. <a href="https://www.cityofsanrafael.org/canal-neighborhood-improvements/">https://www.cityofsanrafael.org/canal-neighborhood-improvements/</a>

## NEIGHBORHOODS ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program NH-1.1A	<b>Downtown Precise Plan and Form Based Code.</b> Implement the Downtown Precise Plan and Form Based Code to strengthen the identity of Downtown districts and guide new development and investment.	CDD		Ongoing	City staff continued to implement the Downtown Precise Plan and Form Based Code through the development review process when applications for project located in Downtown were received.
Program NH-1.1B	<b>Quality Downtown Services.</b> Support the Downtown Business Improvement District (BID), the Chamber of Commerce, and other organizations in efforts to maintain the quality of Downtown as a great place to do business. Encourage investment in services and amenities that project a positive image of Downtown and make it a destination of choice within Marin County.	ED	CM	Ongoing	In 2022, the City continued to support the Downtown BID through attention to streetscape, marketing and promotions, special events and advocating on issues of safety, public parking and other factors affecting the economic vitality of the downtown district.
Program NH-1.1C	<b>Capital Improvements.</b> Incorporate projects and programs identified in the Downtown Precise Plan into the City's Capital Improvement Program and operating budget. Explore potential funding sources for capital projects, including grants that recognize the benefits of accommodating sustainable growth and responding to climate change. Maintain existing facilities, such as lighting and landscaping, so that Downtown remains an attractive place to visit.	PW	Finance, ED	Progress	The Department of Public Works has applied for several grants for capital projects identified in the Downtown Precise Plan and is waiting on responses. The CIP has also set aside matching funds for these grants. In addition, PW has worked on replacing light fixturesNH to LED lights around the downtown. Updated the traffic impact fee to augment capital investment in transportation.
Program NH-1.1D	<b>Downtown Public Safety.</b> Continue public safety, maintenance, and social service initiatives that keep Downtown safe and address the needs of Downtown businesses, visitors, and residents of all incomes.	PD		Ongoing	On March 29th, Petaluma People Services Center will have a soft-launch of their SAFE Team in the City of San Rafael. The SAFE Team will be staffed with a Crisis Counselors and an Emergency Medical Technicians 12-hours per day, 365 days per year. They two person team will be connected to the Emergency Response System to respond to individuals in crisis, homeless related issues, substance abuse, basic first aid and other social services types of calls.
Program NH-1.2A	<b>Adapting to Changes in Retail.</b> Work with the owners and tenants of ground floor spaces, especially along Fourth Street, to respond to changes in the demand for retail space. Ensure that zoning and building regulations are flexible so that these spaces remain usable and can support active uses.  See the Economic Vitality Element for economic development programs and Chapter 8 of the Downtown Precise Plan for additional implementation measures.	ED	CDD	No Action	



## NEIGHBORHOODS ELEMENT

Program NH-1.3A	<b>Development Incentives.</b> Implement and expand incentives for the private sector to provide more affordable housing, community amenities and public space. These incentives should substantially increase the stock of units that are permanently affordable.	CDD		Ongoing	The Planning Division continued to implement the City's Density Bonus and Incentives Regulations (Resolution No. 14891) for qualifying housing development projects.
PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program NH-1.4A	<p><b>Supportive Housing.</b> Work with local social service and non-profit organizations to address the needs of unsheltered residents in Downtown, including the provision of additional permanent supportive housing.</p> <p>See the Downtown Precise Plan for Anti-displacement strategies, including measures to protect tenants.</p>	Homelessness	CDD (Housing)	Progress	<p>The City released a Notice of Funding Availability in 2021 and in early 2022 provided gap funding for two projects through its Affordable Housing Trust Fund that together will provide 72 units of permanent supportive housing. The project at 190 Mill St was completed and opened in Fall 2022.</p> <p>The City of San Rafael partnered with Caltrans, the County of Marin, CHP, and multiple service organizations to provide enhanced services for individuals experiencing homelessness. This innovative partnership enabled the City to create a designated "service support area" that provided security, restrooms, handwashing stations, garbage pick-up, regular outreach and service referrals, and other quality of life amenities. It also allowed for the continuing of work with local partners to identify permanent paths to housing.</p> <p>On June 21, 2022, City Council approved and authorized the execution of an agreement with St. Vincent de Paul (SVDP) to provide encampment and homelessness services. SVDP has provided street-based outreach (Homeless Outreach Team), case management, and essential services to the unhoused and underserved community.</p>
Program NH-1.6A	<b>Court Street Plaza.</b> Enhance the Court Street Plaza and adjacent area of 4th Street as a public gathering space. Implement pilot programs that reimagine this part of Fourth Street as a "shared street" that functions as civic space and accommodates multiple travel modes.	PW	L&R	Ongoing	<p>The City continued to work with the Agriculture Institute of Marin to create a Farmers' Market on Fourth Street. Coordination with the Business Improvement District on events such as the Downtown San Rafael Hops &amp; Vines Stroll.</p> <p>Continued Streetaries Program, the street parklet dining program, which help increase economic vitality for businesses.</p>
Program NH-1.6B	<b>Transit Gateway Improvements.</b> Create a new public space adjacent to the SMART station that would provide an amenity for Downtown residents, workers, visitors, and transit passengers. The space should create a welcoming "first impression" of Downtown. Provisions for ongoing programming, maintenance, and safety should be developed prior to construction.	PW		Progress	In 2022, Golden Gate Bridge Highway and Transportation District certified and EIR for the Downtown Transit Station and the preferred alternatives include a Public Space Plaza. The City will ensure that a public space plaza will be included as a part of the Environmental and Design Review Process.

## NEIGHBORHOODS ELEMENT

Program NH-1.6C	<b>Pocket Parks and Private Plazas.</b> Use incentives such as additional building height to create accessible outdoor spaces such as plazas and paseos in new development.	CDD		No Action	
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## NEIGHBORHOODS ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program NH-1.6D	<p><b>Downtown Alleys.</b> Activate key Downtown alleys as public spaces.</p> <p>See Downtown Precise Plan Chapter 8 for a list of proposed public realm improvements</p>	CDD	PW	No Action	
Program NH-1.7A	<p><b>Downtown Form Based Code.</b> Adopt and maintain a Form Based Code that provides greater predictability in what will be built and emphasizes pedestrian-friendly design. Development standards should reinforce the unique character of Downtown while allowing its built form to evolve and improve. The Code should allow for a streamlined permitting and approval process, increased certainty for developers, and more predictable outcomes for the community as new projects are proposed.</p> <p>See the Community Design and Preservation Element for additional policies and programs on designing buildings to complement and enhance Downtown's character and create a pedestrian-friendly environment.</p>	CDD		Progress	The Downtown Precise Plan and Form-Based Code was adopted August 2021. In 2022, the City staff continued to implement the development and design standards of the Downtown Precise Plan through the development review process.
Program NH-1.8A	<p><b>Context Sensitive Design.</b> Implement Form Based Code provisions to ensure that new development adjacent to historic resources or within historic districts is sympathetic to the scale and character of older buildings.</p>	CDD		Ongoing	When applications for new developments adjacent to historic resources or within historic districts, staff continued to enforce development standards sympathetic to the scale and character of older buildings such the required stepback for new buildings adjacent to historic resources. Staff cannot enforce development standards when they are in conflict with SB-330 Housing Crisis Act of 2019 such as in the case where the maximum height limit would reduce the density of the housing project.
Program NH-1.8B	<p><b>Historic Districts.</b> Consider the use of historic districts to conserve the character of parts of Downtown with high concentrations of important older buildings. These districts should continue to accommodate infill development on vacant and underutilized sites, but should provide incentives for preservation and adaptive reuse, including tax benefits and transfer of development rights.</p>	CDD		No Action	
Program NH-1.8C	<p><b>Addressing Functional Obsolescence.</b> Work with property owners to modernize functionally obsolete spaces in older buildings. Seek solutions which allow updating and alteration of interior spaces without losing the historic integrity of the building exterior.</p>	CDD		No Action	

## NEIGHBORHOODS ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program NH-1.8D	<b>Historic Inventory.</b> Regularly update the inventory of historic and cultural resources in Downtown.  See Community Design and Preservation Element Goal 5 for additional guidance	CDD		No Action	
Program NH-1.10A	<b>Multi-Modal Improvements.</b> Implement the improvements in the Downtown Precise Plan to improve the safety and comfort of all travel modes in Downtown, particularly pedestrians and bicycles. This includes additional bike routes and lanes; safer pedestrian crossings; wider sidewalks in some locations; street trees and landscaping; converting B Street to two-way traffic; and creating a “north/south greenway” for bicycles and pedestrians along the Tamalpais Avenue corridor.	PW		Progress	The B Street conversion design is almost complete, and it is anticipated this will be constructed as a change order to the Third Street Rehabilitation project. Grand Avenue Cycle Track and 2nd/4th Street are also projects that would be improving mobility in the Downtown area. 2nd/4th Street project does have funding now to implementation in the near future.
Program NH-1.1 0B	<b>Evolving Mobility Needs.</b> Design Downtown streets so that they can adapt to changing transportation trends such as ride- hailing and micro-mobility (electric bikes and scooters), changing parking demand, and changes in technology, including autonomous vehicles. Technology should also be used to make Downtown safer and easier to navigate for all users, for example, with the use of pedestrian-activated crossing signals, timed traffic signals, and digital information on parking.	PW		Progress	The Third Street Rehabilitation project includes installation of a fiber backbone infrastructure downtown connecting to the PSC. In addition, the County received a federal grant to improve traffic signal safety on key intersections throughout the County. This project includes adding pedestrian push buttons at several downtown intersections.
Program NH-1.10C	<b>Wayfinding.</b> Build upon ongoing efforts to implement a clear wayfinding strategy to orient transit passengers, motorists exiting Highway 101, and other visitors to Downtown. Use consistent signage and streetscape elements to enable visitors to navigate Downtown easily.	PW		Ongoing	Applied for a SMART grant to seek funding to help deploy the latest technological advances to warn all users and stakeholders, physically and electronically, of the arrival of the train in the station and Downtown.
Program NH-1.12A	<b>Sea Level Rise Adaptation.</b> Develop a comprehensive set of sea level rise adaptation strategies for future development that draw from citywide and regional strategies. These strategies could include tidal gates, levee improvements, wetland restoration, and elevation requirements for new buildings.	Sustainability		Ongoing	On June 19, 2020, the City of San Rafael adopted the San Rafael Sea- Level Rise Adaption Study which identify adaptation measures. In June and September 2022, the City received grants totaling \$762,000 to conduct a sea level rise feasibility assessment and community-driven project to identify near-term solutions to SLR and flooding in the Canal neighborhood and surrounding areas. City hired a Climate Adaptation and Resilience Planner in August 2022 to conduct the work.
Program NH-2.1A	<b>Neighborhood Plan.</b> In the event that significant changes to currently allowable land uses or densities are proposed in the future, develop a neighborhood/corridor plan for the Miracle Mile.	CDD		No Action	

## NEIGHBORHOODS ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program NH-2.2A	<p><b>West End Circulation Improvements.</b> Pursue the following circulation improvements in the West End Neighborhood:</p> <p>a) Reconfigure the traffic signal at Ross Valley Drive and Fourth Street to incorporate Santa Margarita Drive, thereby improving safety.</p> <p>b) Implement pedestrian/bicycle safety improvements across and along Second/Fourth Streets, including the crosswalks at the Marquard/West End intersection and the East Street intersection, and wider, safer sidewalks along both sides of Second Street between Marquard and Shaver Streets.</p> <p>c) Complete the Grove Hill Estates pedestrian path along the easement created in 1983 to connect Tamal Vista Drive to the Sun Valley neighborhood.</p>	PW		Progress	<p>On June 21, 2022, City Council adopted a resolution approving and authorizing the City Manager to execute a professional services agreement for engineering design services associated with the Second Street/Fourth Street/Miracle Mile Intersection Improvement project.</p> <p>OBAG 3 grant funding has been secured to reconfigure Second and Fourth at Miracle Mile and to construct a traffic signal at West Crescent. The new signal will provide an alternative to West Margarita entrance. The project is in the design phase with anticipated construction in 2024.</p>
Program NH-2.3A	<p><b>Noise Improvements.</b> Use the capital improvement program and development review process to consider noise abatement techniques for the Miracle Mile and adjacent thoroughfares, including the use of attractive fencing, trees and landscaping, and sound-absorbing pavement.</p>	PW		No Action	
Program NH-2.5A	<p><b>Neighborhood-Serving Commercial Uses.</b> Encourage retention of existing neighborhood commercial uses. Allow new commercial uses only if they benefit the neighborhood, will not impair its residential character or impact health and safety, and have been vetted through a community process.</p>	CDD		Ongoing	<p>Through the Business License Review Process, the Planning Division continued to allow new commercial uses in accordance with the San Rafael Municipal Code Land Use regulations and if they benefit the neighborhood, will not impair its residential character or impact health and safety, and have been vetted through a community process.</p>

## NEIGHBORHOODS ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program NH-2.8A	<b>Camgros/Duca Properties.</b> Ensure that any future use on these properties supports and sustains neighborhood character. The neighborhood has expressed that it supports acquisition of these sites for a neighborhood/community cultural center, or dedication of land for such a site in future development. Such a center could also provide for outdoor education, emergency response and training, community functions, and delivery of local services. The potential for housing on this site also must be recognized. In the event residential development is pursued, clustering of the allowable units should be encouraged to preserve open space areas. Development should comply with the City's Hillside Guidelines and should establish a wildlife corridor and protected riparian area along a restored Mahon Creek.	CDD		No Action	
Program NH-2.10A	<b>Community Center.</b> Consider the feasibility of a community cultural and environmental center in the Sun Valley area. In addition, strengthen the function of Sun Valley School and Sun Valley Park as neighborhood gathering places. This includes continued agreements with the School for access to the school yard after hours as well as access to the Dan Abraham Trail.  These agreements could be expanded to allow for community meetings, emergency response, and other activities on school property.	L&R	CM	No Action	
Program NH-2.11A	<b>Hillside Construction.</b> Ensure that hillside areas are protected by continuing to apply the Hillside Residential Design Guidelines for new construction and major remodels. The siting, height, and design of new or expanded structures should be carefully evaluated to ensure adequate emergency vehicle access, slope and foundation stability, adequate surface and sub-surface drainage, and erosion control. Buildings that are out of scale, damage the natural landscape, cause excessive tree loss or habitat destruction, or obstruct scenic vistas from public vantage points, should be discouraged.	CDD		Ongoing	When the Planning Division received applications for residential development on the hillside, the Planning Division enforced all objective standards within the San Rafael Municipal Code and Hillside Residential Design Guidelines through the development review process.

## NEIGHBORHOODS ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program NH-2.13A	<b>Lincoln Avenue Development Standards.</b> Maintain development standards that preserve the character of Lincoln Avenue, including: <ul style="list-style-type: none"> <li>a) 36-foot (three story) height limit[1]</li> <li>b) 15' front yard setbacks</li> <li>c) Continued allowances for multi-family residential and office uses. This includes a continued prohibition on the conversion of existing residential space to office use unless replacement residential units are provided.</li> <li>d) Prohibition of most new retail uses (while allowing existing uses to continue)</li> <li>e) Requirements to mitigate noise impacts from SMART, the freeway, and Lincoln Avenue traffic, where appropriate.</li> </ul>	CDD		Ongoing	When the Planning Division received applications for development on Lincoln Avenue, the Planning Division continued to maintain the Lincoln Avenue Development Standards as part of development review process such as with the proposed San Rafael Inn on 1580 Lincoln Avenue (PLAN21-017). The Project Planner provided guidance to the application regarding the height limit and setback requirement in addition to other applicable requirements.
Program NH-2.13B	<b>Lincoln/San Rafael Hill Park.</b> Pursue opportunities to develop a small neighborhood park in the northern part of the Lincoln/San Rafael neighborhood.	L&R	CM	No Action	
Program NH-2.14A	<b>University-Neighborhood Coordination.</b> Maintain on-going coordination between Dominican University, the Dominican- Black Canyon Neighborhood Association, the City of San Rafael, and campus neighbors to address concerns such as traffic, parking, noise, and vegetation management in the University area. In the event future development or campus expansion is proposed, amendments to the Master Use Permit shall be required. Creation of neighborhood advisory committees to advise and collaborate on proposed development projects and address issues of concern is strongly encouraged.	CDD	PW	No Action	

## NEIGHBORHOODS ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program NH-2.14B	<p><b>Dominican Hillside Parcels.</b> Work with Dominican University and neighborhood residents to plan for the undeveloped hillside parcels located east of Deer Park Avenue and south of Gold Hill Grade. Much of the property is steep and heavily wooded.</p> <p>Other portions have the potential for housing, including student housing and faculty/staff housing, which is a significant local and community need. In the event housing is pursued, the permitted density should reflect site constraints. Development should conform to the City's Hillside Residential Design Guidelines and include provisions for substantial open space.</p> <p>The neighborhood should be involved in the planning and review process, which would include an amendment to the Master Use Permit and the PD-district zoning.</p>	CDD		No Action	
Program NH-2.15A	<p><b>Emergency Preparedness.</b> Continue collaborative efforts to improve emergency preparedness, including vegetation management on public open space and private property, evacuation and emergency response, and community awareness and training.</p>	FIRE		Ongoing	The Fire Department continued efforts in collaboration with community partners.
Program NH-2.15B	<p><b>Noise Reduction.</b> Continue to work with Caltrans to reduce freeway noise in the Dominican/Black Canyon area. This should include maintenance of landscaping along the freeway sound wall, noise-reducing pavement, and other sound absorption technologies.</p>	PW		No Action	
Program NH-2.15C	<p><b>Open Space Dedication.</b> Consider offers to dedicate vacant sites, including the 17.9-acre parcel at the end of Dominican Drive (also with frontage on Glen Park Avenue), as public open space. If City ownership is infeasible, consider dedication to Marin County Parks.</p>	CM	PW	No Action	



## NEIGHBORHOODS ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program NH-2.17A	<p><b>Corporation Yard Reuse.</b> Encourage relocation of the bus/maintenance yard located on the northwest corner of the high school campus (Union and Mission), thereby allowing for development of:</p> <p>a) Affordable multi-family housing. To the extent feasible, housing on the site should serve older adults and/or School District staff. Any development on this site should maintain, enhance, and protect the view corridor down Fourth Street to the High School's west portico.</p> <p>b) Montecito Neighborhood Park. A small neighborhood park and children's playground should be included in any plans to repurpose school property. In the event a park is infeasible on the Union and Mission site, consider other locations on the campus where such a facility is possible, including a joint use park on the field east of the corporation yard.</p> <p>If any part of the high school campus is closed or sold before the horizon of the General Plan, a priority should be placed on developing affordable housing or neighborhood parkland.</p>	CDD	CDD	Progress	In 2022, as part of the Draft Housing Element the City of San Rafael has identified the Corporation Yard as a priority site for housing. San Rafael School District has been in communication with City staff regarding the possibility for the development of the site.
Program NH-2.17B	<b>Joint Use.</b> Work with San Rafael City Schools to accommodate greater public access to open space and athletic fields at the High School during hours when school is not in session.	L&R	CDD	No Action	
Program NH-2.17C	<b>School-Related Traffic.</b> Work with San Rafael City Schools to improve the safety and effectiveness of drop-off areas at San Rafael High School. Encourage continued communication and cooperation to address access and scheduling improvements.	PW		Progress	<p>The City continued to make progress on the San Pedro Crosswalk improvements in front of San Rafael High School in addition to the redesign of Nova Albion in front of Terra Linda High School.</p> <p>Traffic Division will perform additional studies and Site audits to determine pick-up and drop-off improvements.</p>
Program NH-2.19A	<b>Access to Downtown.</b> Provide safe access from the Montecito- Happy Valley area to Fourth Street, the Montecito Shopping Center, the Canal waterfront, and the transit center area. Streetscape improvements in the eastern end of Downtown should create an inviting, comfortable environment for walking.	PW		Ongoing	City staff are evaluating the Bicycle and Pedestrian Plan to see how we can improve access to the Downtown area.

## NEIGHBORHOODS ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program NH-2.19B	<b>Pedestrian Improvements.</b> Improve the safety and condition of neighborhood sidewalks, including improvements to crosswalks, posting of speed limits, and improvements to pedestrian paths and rights-of-way. Work with the neighborhood to gather information on sidewalks and paths needing improvement.	PW		Ongoing	The City continues to provide funding for the sidewalk repair program, which allows residents to fix their sidewalks and the city will provide a partial match. In addition, PW has set aside money in the CIP annually to fix sidewalks owned/maintained by the city. The City established an inventory of pedestrian facilities and work is ongoing on making critical improvements.
Program NH-2.20A	<b>Parking Improvements.</b> Continue to explore practical and cost- effective solutions to manage parking in the Montecito area. These measures could include residential permit parking, time limits on parking on specific high-demand streets, working with apartment owners to restore parking spaces being used for storage, working with property owners to add on-site parking where feasible, and posting no parking signs on narrow streets with access constraints for emergency vehicles.	Parking Services		No Action	
Program NH-2.21A	<b>Reuse of Commercial Properties.</b> Actively solicit input from Montecito-Happy Valley residents on plans for the reuse, redevelopment, and improvement of properties in the commercial area between US 101 and San Rafael High School, including the Montecito Shopping Center.	ED	CDD	No Action	

## NEIGHBORHOODS ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program NH-2.22A	<p><b>Bret Harte Neighborhood Priorities.</b> Recognize the following neighborhood priorities in planning and development decisions for the Bret Harte area:</p> <ul style="list-style-type: none"> <li>a) Maintain strict limits on hillside development. Existing hillside open spaces should be reinforced and proactively managed to prevent future landslides.</li> <li>b) Encourage safety improvements to infrastructure, including undergrounding power lines and monitoring aging gas lines through residential yards.</li> <li>c) Improve bicycle and pedestrian access along Woodland Avenue, providing safer routes to school, and better access to Downtown San Rafael.</li> <li>d) Improve neighborhood aesthetics and landscaping, particularly at the neighborhood gateways at DuBois and Irwin Streets. Additional trees should be planted throughout the area, and existing trees should be maintained.</li> <li>e) Continue improvements to Bret Harte Park, including hillside landscaping to prevent erosion, community art projects, shade tree maintenance, completion of restroom improvements, and replacement of the water tank while preserving the historic wooden structure that surrounds it.</li> <li>f) Expand emergency preparedness activities, particularly for older adults.</li> <li>g) Encourage renovation of the Bret Harte Shopping Center.</li> <li>h) Monitor and discourage homeless encampments in the</li> </ul>	FIRE	CDD, PW	Progress	<p>The Fire Department continued outreach efforts in collaboration with community partners, including age friendly San Rafael. Fire and PPD work collaboratively to discourage encampments and remove vegetation in areas where they are reoccurring.</p> <p>The City has allocated budgeted approximately \$1.1 million for the construction of the Bungalow and Woodland Resurfacing Project.</p>
Program NH-2.23A	<p><b>Short School.</b> Coordinate with San Rafael City Schools on the future of Short Elementary School. Uses should be compatible with the surrounding residential neighborhood and sensitive to potential impacts on parking, traffic, noise, and similar factors.</p> <p>See also Program CDP-5.2B (Community Design and Preservation) identifying Gerstle Park as one of several priority areas for a historic resource inventory update.</p>	CDD	PW	No Action	
Program NH-2.25A	<p><b>Gateway Improvements.</b> Provide landscaping improvements along B, C, and D Streets.</p>	PW		No Action	

## NEIGHBORHOODS ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program NH-3.1A	<b>Southeast San Rafael Community Plan.</b> Prepare a Plan for the Southeast San Rafael area, including its business districts and the Canal neighborhood. The Plan should be comprehensive in scope, covering land use, transportation, housing, public safety, conservation, sea level adaptation, and economic vitality issues. The Plan should be based on an inclusive public process that gives voice to Canal residents and Southeast San Rafael businesses. The type of Plan to be prepared (Precise Plan, Specific Plan, etc.) will be determined based on available resources and project objectives.	ED	CDD, PW, FIRE, PD, Sustainability	Progress	The City has applied for grant funding to create a precise plan for the Canal PDA.
Program NH-3.2A	<b>Design Plan and Vision for the Canalfront.</b> Continue implementation of the Canalfront Conceptual Design Plan, including circulation and access improvements and development of a waterfront paseo. (see text box on page 4-37).	CDD	PW	No Action	
Program NH-3.3A	<b>Canal Dredging.</b> Support efforts to dredge the San Rafael Canal to ensure its continued navigability, effectiveness for flood control and sea level rise resilience, and value as natural habitat and a recreational resource. Pursue a reliable ongoing funding source for dredging and channel maintenance, potentially including a maintenance assessment district and federal funding.  See also Policy CSI-1.11 in the Community Services and Infrastructure Element	PW		Progress	Worked with the Army Corps of Engineers to secure \$7.7 million to dredge the federal channel in the fall 2022. In addition, the City coordinated an umbrella permit for all properties along the canal to secure environmental clearance to dredge between the federal channel and the shoreline. In 2023, the City plans to explore an assessment district to create a reliable funding source.
Program NH-3.4A	<b>Zoning.</b> Maintain zoning provisions to protect and incentivize water-oriented uses. Amend zoning as needed to permit floating homes and other water-dependent housing.	CDD		No Action	
Program NH-3.4B	<b>State Lands Commission Title Claims.</b> To assist in redevelopment, resolve public trust title land claims that enable the City to convey or exchange certain filled lands which are found to be no longer necessary for use as harbors, commerce, navigation, fisheries, or appurtenances, consistent with State law.	PW	City Attorney	No Action	

## NEIGHBORHOODS ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program NH-3.5A	<b>Canalfront Design Guidelines.</b> Use the development review process to implement the 2009 Design Guidelines for the Canal Waterfront, including requirements for a 25' waterside setback for new buildings and a 10' paseo along the waterfront. Amenities such as seating, lighting, and bike racks should be provided along the shoreline. The Design Guidelines include provisions for building materials, architecture, lighting, signage, views, public open space, landscaping, street furniture, streets and sidewalks, and sustainability.	CDD		No Action	
Program NH-3.6A	<b>Circulation Improvements.</b> Continue to seek funding opportunities for pedestrian and bicycle enhancements along the Canal and include such projects in the Capital Improvement Program as funding becomes available. In addition, explore the feasibility of future water taxi service between the Downtown/Transit Center area and points along the Canal and shoreline.	PW		Progress	Over the past two years, the City received multiple grants from the Transportation Authority of Marin (TAM) to address pedestrian safety by improving crosswalks at key locations in the Canal neighborhood and on Mission Avenue behind San Rafael High School. On March 25, 2021, the project was advertised in accordance with San Rafael's Municipal Code, and sealed bids were publicly opened and read aloud April 20, 2021. On May 3, 2021, the City Council adopted a resolution authorizing the City Manager to enter into an agreement with the low bidder, Team Ghilotti, Inc., in the amount of \$673,141 and approving a construction contingency of \$86,859 for a total appropriation of \$760,000. The project was successfully completed on February 4, 2022.
Program NH-3.6B	<b>Water Access.</b> As outlined in the Canalfront Design Guidelines, provide public access for boat docks and kayak launches in new development where feasible. Waterside access for boats should be encouraged in new commercial development along the Canal.	CDD	PW	No Action	
Program NH-3.7A	<b>Public Boat Launching Facilities.</b> Promote the addition of public boat launching facilities for small non-motorized watercraft such as kayaks at Beach Park and the Montecito Shopping Center.	CDD	PW	Ongoing	DPW staff have determined a suitable Federal Boating Infrastructure Grant Program and will apply in FY 2023/24 after completion of 2022/23 Canal Dredging Project.
Program NH-3.7B	<b>Boating Sanitation and Dock Safety.</b> Implement the Vessel Sanitation and Dock Safety provisions of the San Rafael Municipal Code (Chapter 17.40) to protect water quality, ensure adequate equipment for boat sanitation and sewage pump-out facilities.  See also Conservation/Climate Change Element Policy C-3.6 and Programs C-3.6A, -B, and C-3.6B on canal water quality, sanitation, and sewage pump out facilities.	Sanitation	PW	No Action	

## NEIGHBORHOODS ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program NH-3.8A	<p><b>Pump Station Improvements.</b> Improve the appearance or relocate the City's Pump Station at 569 East Francisco Boulevard (near the San Rafael Yacht Harbor).</p> <p>See also Policies S-3.1 through S-3.9 in the Safety and Resilience Element on Sea Level Rise.</p>	PW		Progress	The Rossi pump station at 569 East Francisco Blvd was reconstructed in 2016.
Program NH-3.9A	<p><b>Consideration of General Plan Amendments.</b> Retain the existing Industrial and Light Industrial zoning in the Andersen-Woodland corridor in order to preserve the much-needed industrial base serving both San Rafael and Marin County. In the event General Plan amendments and rezoning are proposed, a comprehensive assessment of impacts on local businesses, relocation options, land use compatibility, and fiscal conditions should be required.</p>	CDD		No Action	
Program NH-3.9B	<p><b>Industrial Area Design Improvements.</b> Upgrade the condition and appearance of properties as redevelopment or remodeling occurs. When new development and remodels are proposed, consider visual and view impacts on the Bret Harte and Picnic Valley neighborhoods, Highway 101, and adjacent transportation routes. As necessary, apply requirements to screen outdoor storage areas and rooftop mechanical equipment.</p>	CDD		No Action	
Program NH-3.9C	<p><b>Woodland Avenue.</b> Create a more compatible transition between industrial and residential properties along Woodland Avenue. New or redeveloping industrial properties should minimize the potential for adverse impacts to nearby residential uses. Similarly, new housing on residentially zoned sites should minimize the potential for negative impacts on industrial uses and business operations.</p>	CDD		No Action	
Program NH-3.9D	<p><b>Andersen Drive.</b> Continue to minimize vehicular access points onto Andersen Drive to maintain maximum traffic flow.</p>	PW	CDD	No Action	
Program NH-3.10A	<p><b>Francisco Boulevard West Zoning.</b> Maintain zoning regulations for the Francisco Boulevard West corridor that capitalize on the area's freeway frontage. Zoning should be periodically updated to respond to economic and market changes. As the retail environment changes, other uses with positive fiscal benefits should be permitted and encouraged.</p>	CDD		No Action	

## NEIGHBORHOODS ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program NH-3.10B	<b>Property Assembly.</b> For properties along Francisco Boulevard West and adjacent side streets where significant redevelopment and upgrading is needed, facilitate cooperative efforts among property owners to assemble and redevelop individual parcels.	ED	CDD	No Action	
Program NH-3.10C	<b>Andersen/Francisco Boulevard West.</b> Facilitate improvement of the older commercial centers around the intersection of Andersen Drive, Francisco Blvd. West, and the southbound Highway 101 on- and off-ramps (Graham and Rice Centers). This could include assistance with lot assembly, substantial upgrading of the properties, and redevelopment with desired uses.	ED	CM, CDD	No Action	
Program NH-3.11A	<b>Lindero Mixed Use Zoning.</b> Maintain the Lindero Mixed Use Zoning district. Consider potential expansion of this district to the north side of Andersen and west of Irwin Street, extending to Mahon Creek, along with its rebranding as an “Innovation District” that capitalizes on its proximity to Downtown San Rafael and the transit center area.	CDD		No Action	
Program NH-3.12A	<b>Increasing the Affordable Housing Supply.</b> Use the upcoming San Rafael Housing Element and Southeast San Rafael Precise Plan processes to identify specific programs addressing local housing needs.	CDD (Housing)		Progress	The City worked with stakeholders on the 2023 – 2031 Housing Element Update to identify opportunity sites for housing development and specific programs and policies that are responsive to the needs assessment and community feedback. The 43 programs included in the draft Housing Element include affordability by design, funding, air rights development, marketing of opportunity sites, by right development along commercial corridors, ADUs, housing on institutional/religious properties, preservation of at-risk housing, incentives, water and sewer priority, revisions to parking standards, and more.
Program NH-3.13A	<b>Police Substation.</b> Pursue development of a police substation to provide faster, more effective service to the Canal area and Southeast San Rafael.	PD		No Action	
Program NH-3.14A	<b>Bellam/Windward Park.</b> Pursue development of a neighborhood park on publicly owned land at the southeast corner of Bellam Boulevard and Windward Way, or on an equivalent publicly-owned property in this area.	L&R		No Action	

## NEIGHBORHOODS ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program NH-3.14B	<p><b>Community Meeting Space.</b> Meet the need for affordable meeting and activity space, both at the Albert Boro Community Center and through the development of additional community facilities in new development. Incentives and density bonuses should be provided for private/non-profit development that sets aside space for neighborhood-based activities such as child care, education, and job training.</p> <p>See the Equity, Diversity and Inclusion Element for programs on public facility and infrastructure investment in the Canal. The Precise Plan for Southeast San Rafael should further address these needs.</p>	CDD		No Action	
Program NH-3.15A	<p><b>Canal Parking Management.</b> Continue to implement measures to manage parking in the Canal, including time-limited parking and enforcement of parking rules. Consider additional measures to balance supply and demand, including shared parking with private businesses, increasing supply, and improving other transportation modes, such as transit and bicycling.</p>	Parking Services		Progress	In 2022, the City made considerable changes to time limited parking and enforcement within the Canal. This has made a significant improvement in area parking and greatly reduced the “storage” of cars on the street. For 2023, the City will work on additional measures to balance supply and demand.
Program NH-3.15B	<p><b>Community Based Transportation Plan (CBTP) Update.</b> Update the Canal CBTP to reflect progress made since completion of the 2006 Plan and address current transportation issues.</p> <p>See also Policy NH-3.22 on the I-580/US 101 interchange.</p>	PW		Progress	The Department of Public Works plans to spearhead a community engagement effort and form a Stakeholder Committee to update the Community Based Transportation Plan (CBTP). The CBTP will be presented to City Council summer of 2022. The City is currently working on adding and enhancing street lights in the Canal. In addition, we have applied for multiple grant funding opportunities.
Program NH-3.16A	<p><b>Core Canal Industrial/Office (CCI/O) District.</b> Amend the Core Canal Industrial/Office zoning district to provide more flexibility for neighborhood businesses that are compatible with the existing mix of commercial and industrial activities in this zone. Housing should not be permitted in the CCI/O district.</p>	CDD		No Action	
Program NH-3.17A	<p><b>Public Plaza.</b> Encourage the creation of a public plaza to serve the Canal community. If a site cannot be identified in the Medway-Vivian area, pursue acquisition and improvement of another site nearby. The plaza should be planned and programmed by and for the Canal community, using the Precise Plan process as a starting point.</p>	L&R	CM, CDD	No Action	



## NEIGHBORHOODS ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program NH-3.19A	<b>Youth and Family Services.</b> Prioritize additional programs for youth and families in the Canal area, including child care and more activities for young people.	L&R		Ongoing	In 2022, the Library and Recreation Department partnered with San Rafael City Schools and Marin YMCA to implement a free afterschool and summer camp program for Canal youth.
Program NH-3.21A	<b>Sea Level Rise Adaptation.</b> Engage the Spinnaker Point/Baypoint Lagoons community in sea level rise adaptation, odor mitigation, and flood control efforts.	Sustainability		Progress	In 2022, the City secured a grant in the amount of \$762,000 for sea level rise and adaptation planning from the State Coastal Conservancy and Marin Community Foundation. In addition, the City has partnered with Canal Alliance to secure additional funding that will contribute to community outreach. The SLR and Adaptation work will begin in 2023.
Program NH-3.21B	<b>Parking Spillover.</b> Continue efforts to manage parking on neighborhood streets. Ensure that new development in the vicinity of Spinnaker/Baypoint includes provisions to meet parking demand without worsening existing shortages (see also Program NH-3.15A).	PW	Parking Services	Ongoing	Ongoing project involving representatives from the ESR community as well as city staff.  Staff are working on Windward Parking Improvements currently and will hope to implement few changes by Summer 2023.
Program NH-3.22A	<b>Interchange Improvement Process.</b> Ensure local participation and advocacy in planning, design, and environmental review for the 101/580 interchange. The project should include mitigation measures that facilitate local access and circulation in Southeast San Rafael, and benefit all modes of travel, including bicycles, pedestrians, and transit. Expansion of the project scope should be considered so it includes the segment of I-580 between US 101 and the Richmond-San Rafael Bridge as well as safety and functional requirements to improve access to Bellam Boulevard and other major thoroughfares in Southeast San Rafael.	PW		Progress	The non-profit Resilient Shore approached the Transportation Authority of Marin (TAM) with a proposed interchange concept on I- 580 between Bellam Boulevard and the Richmond-San Rafael (RSR) Bridge. Resilient Shore stated that the purpose of this new interchange would be to provide additional access to I-580 for the Canal Neighborhood and East San Rafael, relieve traffic congestion on Bellam Boulevard, provide an additional connection to Andersen Drive and areas south of I-580, and provide an additional evacuation route in an emergency scenario such as a flood event exacerbated by sea level rise.  TAM performed a Proof of Concept analysis for the proposed interchange concept and will present the results of the study including potential right of way, environmental and visual impacts, likelihood of approval by Caltrans and Federal Highway Administration (FHWA) and estimate of cost. The study does not include a detailed traffic analysis or an evaluation of different interchange alternatives but includes an assessment of various challenges and issues that would need to be overcome to support a new interchange along I-580 in San Rafael, regardless of the type of interchange.  The City has submitted a One Bay Area Grant (OBAG 3) planning application for the Priority Development Area (PDA) for the Canal neighborhood to create a precise plan. The PDA would include evaluation of housing opportunities, access and infrastructure

## NEIGHBORHOODS ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program NH-3.24A	<b>Canalways Conservation and Development Plan.</b> Encourage preparation of a Canalways Conservation and Development Plan by the landowners. Such a Plan could become the basis for defining the developable area and permitting and defining additional land uses. The first step of this process should be a biological assessment and updated delineation of wetlands.	PW	CDD, Sustainability	Progress	A priority development area (PDA) study will be conducted for SE San Rafael/Canal Area with funding from One Bay Area Grant Cycle 3 (OBAG 3).
Program NH-4.2A	<b>North San Rafael Town Center Plan.</b> Pursue funding to prepare a more detailed plan for the North San Rafael Town Center area (such as a precise plan or a specific plan), including Northgate Mall and commercial properties in the vicinity. The plan shall include a community-driven process that fully engages property owners, business owners, community residents, and government agencies. It should update the 1997 vision and identify strategies to strengthen the Town Center as a community gathering place, while recognizing market conditions, retail and office trends, housing needs, transportation and infrastructure capacity, and the potential for off-site impacts.  See also Program LU-3.1A on the North San Rafael Town Center Community Plan, as well as policies in the Land Use, Community Design, and Noise Elements on land use compatibility.	ED	CDD	Progress	In 2022, the City applied for a grant for the North San Rafael Priority Development Area. The grant application received support from the Transportation Authority of Marin (TAM). In 2023 we received notification that our grant request for \$797,000 was approved.
Program NH-4.2B	<b>Outdoor Gathering Places.</b> Include outdoor public places that support community activities and entertainment such as a public plaza for periodic arts and cultural events, outdoor cafes with music, restaurants with sidewalk or patio dining, children’s play areas, teen-centered spaces, and other uses that provide outdoor seating. Design of retail spaces should be flexible enough to support these types of activities in the future.	CDD	PW, L&R	Progress	On October 3, 2022, City Council adopted Ordinance 2016 and adopt a resolution approving the Streetary Program Design and Development Standards (“Standards”) and fees under Chapter 11.70 of the San Rafael Municipal Code (“SRMC”) – “Streetaries” Outdoor Eating Areas. The goal of the program is to maintain the economic vitalization gained by the existing streetaries while strengthening safety standards, creating consistent design aesthetic, and ensuring fairness in the way that the public right-of- way is being used.
Program NH-4.2C	<b>Incentives.</b> Provide development incentives to attract desired uses to the Town Center, including retail, office, housing, and community services. Allow a height bonus of two stories (24 feet) for affordable housing.	CDD		No Action	
Program NH-4.2D	<b>Farmers Market.</b> Consider a partnership with the Agricultural Institute of Marin (AIM) to bring the Farmers Market to the Town Center as a permanent feature, as feasible.	ED	L&R	Progress	The Economic Department and the Business Improvement District have an ongoing dialogue with AIM leadership.

## NEIGHBORHOODS ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program NH-4.3A	<b>Pedestrian-Friendly Design.</b> Provide design guidance through the Town Center planning process. One of the objectives of this process should be to give the area a stronger pedestrian feel and improve its walkability, including landscaped walkways and improved connectivity to surrounding neighborhoods.	CDD	PW	No Action	
Program NH-4.4A	<p><b>Promenade and Other Improvements.</b> Use the development review and capital improvement program process to complete the North San Rafael Promenade through the Town Center.</p> <p>Considerations include:</p> <ul style="list-style-type: none"> <li>a. Routing of the Promenade to include safer crossings from the Civic Center and along Freitas Parkway. Consistent with the 2013 Station Area Plan and more recent community input, this also includes long-term improvements along Merrydale (on the east side of Mt. Olivet Cemetery) and through the Northgate III site in the event that site is redeveloped.</li> <li>b. Implementing Bicycle and Pedestrian Master Plan (2018) improvements through the Town Center area, including increased availability of bicycle racks.</li> <li>c. Increasing public transit to and from the Town Center and making it safer and easier to access bus stops. This includes possible shuttle service to Civic Center station.</li> <li>d. Implementing traffic calming on parking lot access roads, and redesigning traffic flow to minimize conflict between vehicles, bicycles, and pedestrians.</li> <li>e. Designing any new parking structures to provide safe pedestrian access and reduced traffic conflicts.</li> </ul>	PW	CDD	Progress	The Department of Public Works continued to work with a consultant on 30% design on the Merrydale from Northgate to SMART to improve the pedestrian and bicycle experience.

## NEIGHBORHOODS ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program NH-4.4B	<p><b>Improved Entrance to the Mall.</b> Support redesign of intersections along Las Gallinas, Northgate Drive, Del Presidio, and Merrydale to improve traffic flow and improve safety for pedestrians and bicyclists. Support realignment of driveways along Las Gallinas to form safer intersections and pedestrian crossings.</p> <p>See also Mobility Element Policy M-2.5 on Level of Service standards for road segments and intersections in the North San Rafael Town Center vicinity, including requirements for traffic studies. The standards reflect anticipated future traffic volumes and will provide the basis for future improvements to ensure safe and adequate access.</p>	PW		Ongoing	We have been attending meetings with developer to review/discuss about intersection, pedestrian, and bicycle improvements.
Program NH-4.5A	<p><b>Eichler-Alliance Overlay.</b> Continue to enforce provisions of the Eichler-Alliance Overlay District, including height limits and design review requirements for most roof modifications.</p> <p>Consider preparation of design guidelines to preserve the characteristic features of these homes, and possible expansion of the Overlay District to include additional homes with similar features</p>	CDD		Ongoing	When the Planning Division received applications for residential property improvements located in the Eichler-Alliance Overlay District, the Planning Division continued to enforce provisions of the Eichler-Alliance Overlay District through development review such as regulating proposed height increases.
Program NH-4.6A	<p><b>Shopping Center Improvements.</b> Work with the property owners, tenants, and neighborhood residents to achieve the following objectives:</p> <ul style="list-style-type: none"> <li>a) Retention of popular local businesses, such as Scotty's Market.</li> <li>b) A pedestrian-oriented plaza with shade trees, outdoor seating, and outdoor dining.</li> <li>c) Coordinated, refreshed entry signage at Freitas and Del Ganado.</li> <li>d) A limited amount of housing, including smaller and affordable units that would provide opportunities for seniors and local employees while not intruding on the surrounding lower density neighborhood</li> </ul>	ED	PW, CDD, FIRE	No Action	

## NEIGHBORHOODS ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program NH-4.7A	<p><b>Community Improvements.</b> Consider the following improvements in the Terra Linda area:</p> <ul style="list-style-type: none"> <li>a) Modernization of the Terra Linda Community Center to meet current and future needs</li> <li>b) Additional recreation facilities for youth, such as a teen center or skate park</li> <li>c) Upgraded pocket parks along Freitas Parkway (Arbor, Munson, and Hillview), linked to a broader effort to restore Gallinas Creek (see next policy)</li> <li>d) Retention of the Kaiser Permanente Medical Center, including improvements to address traffic and parking</li> <li>e) Implementation of North San Rafael Promenade improvements, especially between the Community Center and Freitas Parkway to encourage access by foot and bike</li> <li>f) Improved pedestrian walkways connecting Terra Linda streets</li> <li>g) Additional public recreational opportunities at School District-owned sports fields, such as those at Santa Margarita School</li> <li>h) Safety improvements to infrastructure (see NH-4.8A(a) below).</li> </ul> <p>See also Policy NSR-2 on the Northgate Branch Library</p>	CM	L&R, PW	No Action	

## NEIGHBORHOODS ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program NH-4.8A	<p><b>Beautification and Restoration Projects.</b> Pursue the following beautification and restoration projects in Terra Linda:</p> <ul style="list-style-type: none"> <li>a) Undergrounding of utilities along Freitas Parkway and Del Ganado Road</li> <li>b) Additional landscaping and street trees</li> <li>c) Restoring the hydrologic function of Santa Margarita Creek, including possible removal of the concrete channel bottom and expansion of planting area for successful tree planting. An expanded tree canopy will help to lower water temperatures and protect water quality</li> <li>d) Restoration of Las Gallinas Creek</li> <li>e) Daylighting of creeks and drainageways in other locations wherever feasible.</li> </ul> <p>Creek restoration projects should be designed to restore a more natural hydrologic flow, stabilize creek beds, increase stormwater absorption, improve riparian habitat and water quality, maintain storm drainage capabilities, and avoid flooding. Opportunities to combine creek restoration, utility, and promenade projects for funding purposes are strongly encouraged, and will make projects more competitive in the grant application process.</p>	PW		No Action	
Program NH-4.10A	<p><b>Station Area Plan Implementation.</b> Consider additional development opportunities along Merrydale Road consistent with the land use recommendations of the Civic Center Station Area Plan (2012). Existing height limits should be maintained at currently allowed levels. Any project in this vicinity should reflect traffic, water, and sewer capacity and emergency vehicle access constraints and be compatible with neighborhood character.</p>	PW	CDD	No Action	
Program NH-4.10B	<p><b>Pedestrian and Bicycle Access to the Station.</b> Develop an ADA compatible path on the south side of the SMART rail line to connect Merrydale Road with Civic Center Drive (east of 101). Implement other access and circulation recommendations as called for by the Civic Center Station Area Plan (2013) to improve pedestrian and bicycle access to the station and nearby destinations, including a safe pedestrian/bicycle crossing of the tracks between the north and south segments of Merrydale.</p>	PW		No Action	

## NEIGHBORHOODS ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program NH-4.10C	<b>Merrydale/Southbound 101 Improvements.</b> Consistent with the Station Area Plan, pursue improvements to the Southbound 101 on and off ramps at Merrydale.	PW		No Action	
Program NH-4.11A	<b>Zoning.</b> Ensure that zoning for the Northgate Business Park area protects the viability of industrial uses while adapting to new uses and trends in production, distribution, repair, and sales. Parcels with “Office” zoning along Redwood Highway may be considered for other uses, including live-work and multi-family housing, provided these uses are compatible with adjacent activities.	CDD		No Action	
Program NH-4.11B	<b>Access to Civic Center Station.</b> Improve access to the Civic Center SMART station from this area, potentially including shuttle service along Redwood Highway and additional pathways as recommended by the 2013 Station Area Plan.  See also Program NH-4.18A on Gallinas Creek and marsh protection in this area	PW		No Action	
Program NH-4.12A	<b>Design and Landscaping.</b> Upgrade building design and landscaping through new construction and remodeling projects, particularly along Redwood Highway. Evaluate the design of projects, including views from Highway 101, with particular attention paid to rooftop equipment and screening of mechanical equipment.	CDD	PW	No Action	
Program NH-4.12B	<b>Pedestrian Safety.</b> Improve pedestrian and bicycle safety along Redwood Highway with improved sidewalks, bike amenities, and landscaping.	PW		No Action	
Program NH-4.14A	<b>Civic Center Design.</b> Monitor, review and comment on County development at and around the Civic Center. Encourage the County to go through a design review process and involve the North San Rafael community in the evaluation and review of proposed changes at the Civic Center. Request that the County provide sufficient opportunity for review of major development proposals at the Civic Center by the Design Review Board, Planning Commission and City Council.	CDD		No Action	
Program NH-4.15B	<b>Station Area Plan.</b> Implement the recommendations prescribed in the Civic Center Station Area Plan (See text box on next page). Continue to evaluate parking needs and develop plans to avoid adverse effects of parking on neighborhoods.	PW	CDD	No Action	

## NEIGHBORHOODS ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program NH-4.16A	<p>Bicycle and Pedestrian Improvements. Pursue improvements consistent with the Bicycle and Pedestrian Master Plan and the North San Rafael Vision Promenade Plan to improve pedestrian and bicycle safety, including:</p> <ul style="list-style-type: none"> <li>a) Completion of the southern segment of the North San Rafael Promenade to Civic Center Drive, consistent with community input</li> <li>b) Lighting and sidewalks on both sides of Civic Center Drive between the Civic Center and the Merrydale overcrossing</li> <li>c) Extension of the McInnis Parkway side path across the south fork of Gallinas Creek, providing a trail connection to McInnis Park in the SMART right-of-way while protecting creek and marsh habitat</li> <li>d) Bicycle and pedestrian safety improvements on North San Pedro Road between Los Ranchitos Road and Civic Center Drive</li> <li>e) Working with Golden Gate Transit to provide for safer bus pad locations and design along Highway 101.</li> </ul>	PW		Ongoing	DPW has met with several community members and initiated a public lighting project with Marin County and PGE to increase bicycle and pedestrian safety in East San Rafael Canal neighborhood.
Program NH-4.17A	<b>San Rafael Airport.</b> As needed, require improvements consistent with this policy through the development review process.	CDD	PW, FIRE	Ongoing	Multiple departments continued to utilize the development review process to ensure that required improvements were consistent with retaining "Airport/Recreation." The Fire Department plan to continue to coordinate with other City departments to ensure codes relating to fire protection and life safety are met.
Program NH-4.18A	<p><b>Wetland Management.</b> Support efforts to:</p> <ul style="list-style-type: none"> <li>a) Conserve and enhance the McInnis Marsh wetlands, including sea level rise adaptation projects</li> <li>b) Maintain Smith Ranch Pond, including removal of exotic plants, habitat enhancement, and potentially adding a public observation area</li> <li>c) Restore and enhance the North and South Forks of Gallinas Creek, including the marshland area south of Contempo Marin and east of Northgate Business Park.</li> <li>d) Monitor for presence of Ridgway's Rail along the North Fork</li> </ul>	Sustainability		No Action	



## NEIGHBORHOODS ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program NH-5.1A	<p><b>Hazard Mitigation.</b> Implement programs to improve the resilience of the San Pedro Peninsula to natural hazards, including:</p> <ul style="list-style-type: none"> <li>a) Reinforcing the shoreline to reduce flooding and sea level rise hazards and explore other mitigations.</li> <li>b) Managing wildfire hazards, particularly through vegetation management on hillside open space, replacement of hazardous trees with native species when possible, and coordination with the State and other open space stewards to reduce hazards in China Camp State Park and McNears Beach.</li> <li>c) Working with utility operators to ensure a reliable power supply and telecommunication services at all times (i.e, before, during, and after an emergency).</li> <li>d) Continuing emergency preparedness efforts, including evacuation procedures and identification of short-term and longer-term shelter locations, medical services, and supplies.</li> <li>e) Identification of alternate emergency evacuation routes via China Camp and North San Pedro Road.</li> <li>f) Support for micro-grids to improve the reliability and sustainability of electrical service and minimize the impacts of outages.</li> <li>g) Innovative solutions to flooding and sea level rise, such as creation of artificial beaches, reworking rip rap to attenuate wave energy, and improving the promenade west of the McNear Brickyard, among others.</li> </ul>	FIRE	Sustainability	Ongoing	The City applied for multiple grants to address sea level rise and flooding. Extensive work has been completed to reduce wildfire risk in the area with additional projects planned. Multiple presentations drills have occurred, and collaboration will continue in the San Pedro Disaster Coalition and other community groups.
Program NH-5.1B	<p><b>Community Center.</b> Explore opportunities to create a public community center that can serve as a location for programs, recreational services, community events, and emergency preparedness/response. This should include opportunities created at such time that the San Rafael Rock Quarry/McNear Brickyard ceases operations and is planned for reuse.</p>	L&R		No Action	
Program NH-5.1C	<p><b>Wetlands.</b> Explore forward-thinking and sustainable ways to maintain and improve the vitality of the wetlands along the Peninsula shoreline. Work cooperatively with the County to manage wetlands in the unincorporated area.</p>	Sustainability		No Action	

## NEIGHBORHOODS ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program NH-5.2A	<b>Point San Pedro Road Improvements.</b> Continue efforts to maintain Point San Pedro Road as a vital community lifeline. This should include long-term plans to raise the road elevation and increase the height of the rock wall along the shoreline. It should also include maintaining traffic capacity and flow, exploring opportunities for public transit, reducing vehicle noise through special pavement, providing safer conditions for bicyclists and pedestrians, ensuring emergency vehicle access, and maintaining the median and roadside areas.	PW		Progress	In 2022, a sidewalk project was completed to improve a portion of Point San Pedro Road between Peacock Drive and Riviera Drive.
Program NH-5.3A	<b>Environmental Quality Improvements.</b> Ensure that City properties and infrastructure are maintained in a way that protects environmental quality, reduces hazards, and protects the quality of life. This should include maintenance of stormwater pumps at Riviera Drive and Point San Pedro Road, implementing best practices for reducing siltation and improving water quality in the Peacock Gap Lagoon, renovating and maintaining Peacock and Riviera Parks, and continuing efforts to improve roads and other infrastructure.	Sanitation		No Action	
Program NH-5.4A	<b>Completion of Village Improvements.</b> Pursue timely completion of the Village at Loch Lomond Marina project consistent with approved plans, as amended. This should include:  a) Completion of the remaining residential units and mixed-use building. b) Construction of the Harbormasters office, boat repair facility, fuel storage and pumping facility/fuel dock, and reskinning of the yacht club building. c) Completion of recreational improvements, including a kayak dock and launch ramp and public access improvements in the center plaza. d) Flood-related repair work to previously completed areas and further measures to reduce flooding during peak storm events and king tides. e) Completion of the pedestrian access path. f) Off-site road and utility improvements along Point San Pedro Road. g) Installation of a bird viewing area and interpretive signage.	CDD		Progress	In 2022, Phase II of "The Strand" and Mixed-Use Building were underway. The kayak launch was installed and ongoing work related to off-site and other improvements occurred.

## NEIGHBORHOODS ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program NH-5.4B	<b>Parking and Traffic Studies.</b> Consistent with the conditions of approval, monitor traffic and parking conditions at Loch Lomond Marina. A traffic and parking study should be done within one year of completion of the project as required under the permits to determine the need to retain areas currently reserved for future parking.	CDD		No Action	
Program NH-5.4C	<b>Common Area Maintenance.</b> Continue to maintain publicly- accessible parks, shoreline areas, and a marina green through a community facilities (Mello-Roos) district.	PW		Ongoing	Department of Public Works continues to maintain publicly- accessible common areas in two community facilities districts and two landscape and lighting districts in the City.
Program NH-5.4D	<b>Community Engagement.</b> Continue to engage the community, including representatives of nearby homeowner and neighborhood associations, in the review of progress and resolution of issues related to the Village development and Marina operations.	CDD		Ongoing	In 2022, monthly oversight meetings took place to keep HOAs apprised on work within the Marina.
Program NH-5.4E	<b>Coordination with Regulatory Agencies.</b> Continue coordination of project- related activities with natural resource agencies, including the Bay Conservation and Development Commission, the US Fish and Wildlife Service, and other agencies with responsibility for the Bay and wetland areas.	PW	CDD	Ongoing	Department of Public Works coordinated with Marin County Flood Control and Water Conservation District to explore and retain all permits associated with vegetation management maintenance and debris removal within all drainage and waterways in City boundaries.
Program NH-5.5A	<b>Disaster Preparedness.</b> Continue efforts to improve disaster preparedness and reduce hazards, including a fire break along the ridgeline above Loch Lomond Highlands, continued maintenance of storm drainage facilities, and adaptation to sea level rise along San Rafael Bay and the San Rafael Creek shoreline.	FIRE		Ongoing	The Fire Department completed initial fuel reduction work with more planned. Staff continued to seek funding for sea level rise projects.
Program NH-5.6A	<b>Quarry Impacts.</b> Seek ongoing input into County activities, land use entitlements, and negotiations with Quarry operator that might reduce impacts on City infrastructure or properties in the City of San Rafael. The City will support Best Management Practices for Quarry operations, including air quality testing, water quality monitoring and improvements, and runoff controls that reflect the latest technology and scientific methods. The City will further promote joint City-County and Quarry operator efforts to address flooding and sea level rise, pedestrian and bicycle safety, wetlands restoration, and noise mitigation.	PW		No Action	

## NEIGHBORHOODS ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program NH-5.6B	<p><b>Environmental Review.</b> If and when the Quarry applies for modifications to its existing Operating Permit, participate in discussions to ensure that:</p> <ul style="list-style-type: none"> <li>a) Potential environmental impacts and hazards are minimized.</li> <li>b) Public health, safety and quality of life are protected.</li> <li>c) Traffic and noise impacts are addressed, particularly impacts on Point San Pedro Road.</li> <li>d) Future costs associated with reclamation, such as long-term environmental restoration and infrastructure repair, are objectively evaluated and considered in decisions about future Quarry operations.</li> <li>e) With input from residents, confirm that Quarry operations and any proposed Operating Permit changes do not violate, and are in conformance with, applicable court orders and non-conforming use restrictions.</li> </ul>	CDD	PW	No Action	
Program NH-5.7A	<p><b>Quarry Planning.</b> Participate, through the County of Marin, in any revisions to the San Rafael Rock Quarry Reclamation Plan, which should form the basis for decisions about future land uses and possible annexation.</p>	CDD	PW	No Action	
Program NH-5.7B	<p><b>Shoreline Use.</b> Use the development review process to establish a bay frontage linear park that connects McNear Beach to the existing shoreline walkway along Point San Pedro Road. The park should incorporate sea level rise adaptation measures.</p>	CDD	Sustainability	No Action	

## COMMUNITY DESIGN PRESERVATION

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program CDP-1.3A	<b>Hillside Residential Design Guidelines.</b> Continue to implement hillside residential design guidelines through the design review process, as well as larger lot size requirements for hillside areas where there are access limitations or natural hazards. Update the design guidelines as needed.	CDD		Ongoing	When the Planning Division received applications for residential development on the hillside, the Planning Division enforced all objective standards within the San Rafael Municipal Code and Hillside Residential Design Guidelines through the development review process.
Program CDP-1.3B	<b>Hillside Lot Consolidation.</b> Where feasible, consolidate small, nonconforming hillside lots in areas with slope and emergency vehicle access constraints into larger, conforming parcels. Apply hillside development standards in the event such lots are developed to ensure that construction is compatible with the neighborhood development pattern.  See the Conservation/Climate; Safety/Resilience; and Parks, Recreation, and Open Space Elements for additional policies on hillside management, landslide hazard reduction, wildfire prevention, and related topics.	CDD		Ongoing	When the Planning Division received applications for consolidation of small lots on a hillside, the Planning Division continued to encourage consolidation of small nonconforming hillside lots with slope and emergency vehicle access constraints into larger, conforming parcels. In 2022, staff reviewed the proposed consolidation of four small lots (Project #s PLAN21-014 & PLAN21-015, APNs 011-031-44 – 47) on a hillside on a narrow street on Coleman Drive, into two larger lots.
Program CDP-1.4A	<b>Canalfront Design Plan.</b> Implement the Canalfront Conceptual Design Plan (2009) recommendations. Development near the shoreline should maximize views to the water and public access to the shoreline.	CDD	PW	Ongoing	DPW initiated Canal Dredging Project in 2022 which will facilitate further investment and development of a continuous pathway along the Canal waterfront.
Program CDP-1.4B	<b>Canal Promenade.</b> Pursue development of a continuous pathway or promenade along the Canal waterfront.	PW	CDD	Ongoing	DPW initiated Canal Dredging Project in 2022 which will facilitate further investment and development of a continuous pathway along the Canal waterfront.
Program CDP-1.5A	<b>Evaluating View Impacts.</b> Consider the impact of proposed development on views, especially views of Mt Tamalpais and nearby ridgelines. Where feasible, new development should frame views of ridges and mountains and minimize reduction of views, privacy, and solar access.	CDD		Ongoing	The Planning Division continued to consider the impact of proposed development on views through the development review process.
Program CDP-1.5B	<b>Guidance on View Protection.</b> Establish clearer, more objective City guidelines and standards on view protection, privacy, and solar access for new development, additions, and alterations.	CDD		No Action	
Program CDP-1.5C	<b>Downtown Height Profile.</b> Develop zoning and design tools that encourage both continuity and variation in building heights, along with improved solar access and interesting roof elements such as domes, cupolas, and corner towers. Views of Downtown should be accented by memorable building elements, rather than a flat profile of buildings of uniform height.	CDD		Ongoing	Through the development review process the Planning Division continued to implement the Downtown San Rafael Precise Plan and Form-Based Code which includes a section on Building Height and Transitions.  (The City adopted a Downtown Precise Plan in 2021.)

## COMMUNITY DESIGN PRESERVATION

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program CDP-2.1A	<b>Place Types.</b> Identify “place types” in the city that establish defining characteristics and provide the basis for objective design standards. Design standards for each place type should support housing production and commercial development that is consistent and compatible with each neighborhood or employment district (see Figure 5-4).	CDD		No Action	
Program CDP-2.1B	<b>Design Guidance.</b> Use precise plans, specific plans, and similar tools to establish a design vision for different parts of the city, and to identify desired improvements.  See also Policy NH-4.2 on the vision for the North San Rafael Town Center	CDD		Ongoing	The Planning Division continued to use precise plans, specific plans, and similar tools to establish a design vision for different parts of the city, and to identify desired improvements.
Program CDP-2.2A	<b>Downtown Precise Plan.</b> Implement the design recommendations and standards of the Downtown Precise Plan, including public improvements.	CDD		Ongoing	City staff continued to implement the Downtown Precise Plan and Form Based Code through the development review process when applications for project located in Downtown were received. For example, staff received a 119-Unit multi-family SB330 application located at 703 3rd Street and provided the applicant with development standards of the Downtown Precise Plan.
Program CDP-2.3A	<b>Code Enforcement.</b> Maintain code enforcement and nuisance abatement programs to address litter, illegal dumping, unlawful storage, and property maintenance issues.	CDD (Code Enforcement)		Ongoing	Code Enforcement and Sustainability collaborate on an ongoing basis on outreach and enforcement regarding illegal dumping, including reviewing data and strategizing on how to proactively prevent and address illegal dumping.
Program CDP-2.3B	<b>Educational Materials.</b> Continue to provide programs and educational materials to inform property owners about property maintenance requirements, and sanitation, health, and safety standards.  See the Housing Element for policies on residential rehabilitation loans and other issues related to maintenance and repair of the housing stock. See also Program LU-2.12 and Policy H-16 on ADUs, including best practices for integrating ADUs into the fabric of existing homes and neighborhoods. See Policy EDI-3.5 on property maintenance.	CDD		Ongoing	In 2022, the Code Enforcement Division of the Community Development Department updated the Periodic Housing Inspection Program Handout which including's information regarding property maintenance requirements, and sanitation, health, and safety standards.
Program CDP-2.4A	<b>Streetscape Guidelines.</b> Develop general streetscape guidelines for residential arterials, auto-oriented commercial streets, pedestrian streets, and other types of streets in the city. Include site-specific recommendations for individual corridors when needed. Streetscape guidelines should support climate change and “complete streets” goals as well as aesthetic goals.	PW		No Action	
Program CDP-2.4B	<b>Right-of-Way Landscaping.</b> Encourage Caltrans to install and maintain landscaping along Highway 101 and Interstate 580.	PW		No Action	

## COMMUNITY DESIGN PRESERVATION

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program CDP-2.4C	<b>Highway 101 Crossings.</b> Promote public art, restoration of Irwin Creek, better lighting, and other improvements beneath the Downtown Highway 101 viaduct to better connect the east and west sides of the freeway and make the area more hospitable to pedestrians and cyclists. Consider similar improvements in North San Rafael as part of the future PDA planning process, including the Merrydale Promenade connector near the Civic Center Station.	CM	PW	No Action	
Program CDP-2.5A	<b>Commercial and Industrial Beautification.</b> Where feasible, develop and implement urban design improvements such as street trees, sidewalks, lighting, landscaping, and signage, in commercial and industrial areas through the development review process, capital improvement program, and similar means.  See the Arts and Culture Element for policies on public art	PW	CDD	Ongoing	DPW initiated a Canal Community Lighting Project in 2022 intended to increase safety, pedestrian access and visibility in the industrial area of East San Rafael.
Program CDP-2.6A	<b>Gateway Improvements.</b> Evaluate each gateway shown on Figure 5-2 to develop recommendations for architecture, landscape design, public art, and signage. Prioritize the recommendations and include appropriate improvements in the City's Capital Improvements Program.	PW	CDD	No Action	
Program CDP-2.6B	<b>Neighborhood and District Gateways.</b> Support landscaping, signage, and design improvements at neighborhood and business district entry points. Evaluate opportunities for gateway improvements in private development where appropriate.	PW	LR, CM	Ongoing	DPW assisted with the creation of Arbor Park public art project, which launched in 2022. Arbor Park contains three large stone exhibits a sitting area and lighting and is located at a neighborhood entry point in the Terra Linda neighborhood.
Program CDP-3.1A	<b>Activation of Public Space.</b> Encourage activities such as farmers markets and performances in public spaces to enhance their usefulness and role as community gathering space.	L&R		No Action	
Program CDP-3.1B	<b>Solar Access for Public Space.</b> Explore potential sun and shading standards for select public and quasi-public spaces.	CDD		No Action	
Program CDP-3.1C	<b>Universal Design.</b> Incorporate the concept of universal design in the design of public space, so that persons of all physical abilities can safely and comfortably use city streets and civic places.	CDD		No Action	
Program CDP-3.1D	<b>Alleys.</b> Improve Downtown alleys so they become more functional, economically productive and activated public spaces.	PW	CDD	No Action	
Program CDP-3.1E	<b>North San Rafael Improvements.</b> Encourage and incentivize the development of public art, publicly accessible plazas, and other activated spaces in new and redeveloped projects in North San Rafael, especially in the Northgate Mall/North San Rafael Town Center area.	CM	CDD	Progress	In 2022, the City partnered with community members to complete the Arbor Park Public Art Project/Exhibit. Arbor Park (located at a key entry point in the Terra Linda Neighborhood) now contains three large stone exhibits, a seating area, and lighting.

## COMMUNITY DESIGN PRESERVATION

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program CDP-3.2A	<b>Right-of-Way Encroachments.</b> Continue to refine City standards for encroachments into the public right of way for features such as sidewalk dining, parklets, awnings, and temporary signage.	PW		Ongoing	In 2022, the San Rafael City Council adopted uniform 'Streetary' design, construction and Maintenance standards for parklets located within the City's right of way. These uniform guidelines replaced emergency guidelines implemented in 2020.
Program CDP-3.2B	<b>Arts Partnerships.</b> Explore opportunities to engage the local arts community in the design of public realm improvements, including public art, painting of utility boxes, murals, and similar improvements.  See the Arts and Culture Element for public art policies and the Community Services and Infrastructure Element for Green	L&R	CDD	Ongoing	On May 16, 2022, City Council adopted a resolution approving the formation of the Public Art Review Board to facilitate public art.
Program CDP-3.4A	<b>Landscape Stewardship.</b> Encourage partnerships with neighborhoods and civic organizations to maintain and improve the city's landscaped areas.	PW		Progress	In 2022, landscape improvements were made to the medians on Spinnaker Point based on feedback from the neighborhood.
Program CDP-3.5A	<b>Street Tree Master Plan.</b> Develop a comprehensive citywide Street Tree Master Plan. The Plan should address street tree planting, species selection, maintenance, replacement, diversification, wood utilization, and tree waste recycling and should ensure that trees are appropriate for the planting areas where they are located.	PW		Ongoing	In 2022, DPW staff initiated community meetings and have sought outside consultation for an update to the City's municipal code regarding street trees, including the potential to create and maintain a Street Tree Master Plan.
Program CDP-3.5B	<b>Street Tree Inventory.</b> Create an inventory of City street trees, using volunteers to the greatest extent feasible.	PW		Ongoing	In 2022, DPW staff initiated community meetings and have sought outside consultation for an update to the City's municipal code regarding street trees, including the potential to create and maintain a standing Street Tree Inventory.
Program CDP-3.5C	<b>Street Trees for New Development.</b> Require street trees in new developments and major property upgrades.  See the Community Services and Infrastructure Element for policies and programs regarding coordination with PG&E on tree maintenance and safety and Policy C-1.16 on urban forestry.	PW		Ongoing	In 2022, DPW staff initiated community meetings and have sought outside consultation for an update to the City's municipal code regarding street trees, including street trees for new development.
Program CDP-3.5D	<b>Street Tree Maintenance.</b> Support the long-term health of San Rafael's urban forest through timely, quality street tree maintenance. Seek diversified funding sources for maintenance and replacement.	PW		No Action	
Program CDP-3.5E	<b>Tree Replacement Due to Sidewalk Damage.</b> Consider replacing trees that have root systems that cause sustained damage to pavement and sidewalks.  See also Policies C-1.16 and C-1.17 on urban forestry and tree protection	PW		Ongoing	DPW continues to operate the Sidewalk Repair Program, which incentivizes private property owners to replace sidewalks and underlying tree root system that cause sustained damage to pavement, sidewalks, streets, aprons, or any other constructed edifice within the Public's right of way.



## COMMUNITY DESIGN PRESERVATION

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program CDP-3.6A	<b>Downtown Wayfinding.</b> Implement the signage recommendations in the 2018 Downtown Parking and Wayfinding Study to direct people to historic and cultural resources, public facilities, parks, shopping areas, parking, and key destinations. Consider wayfinding signage in other parts of the city, such as Northgate, the Point San Pedro area, and the Canal.	Parking Services		No Action	
Program CDP-3.6B	<b>Interpretive Signage.</b> Use interpretive signage to provide information about local history, the natural environment, and cultural resources.	L&R		No Action	
Program CDP-4.1A	<b>Design Guidelines.</b> Maintain design guidelines for residential, non-residential, and mixed use construction. Guidelines should define the elements of good design (see text box on Page 5-22) and encourage compatible building patterns, scale, mass, and transitions between areas. Design guidelines should be periodically updated to respond to construction trends, neighborhood feedback, and changes in the way people live, work, and travel.	CDD		Ongoing	The Planning Division continued to maintain and enforce the design guidelines for residential, non-residential, and mixed use construction when applications were submitted.
Program CDP-4.1B	<b>Objective Design and Development Standards.</b> Develop and maintain objective (measurable) design standards for new higher density and mixed use housing that meet the requirements of State law and support new housing construction. These standards would be used in lieu of those referenced in Program CDP-4.1A and apply only to proposals for multi-family and mixed use housing meeting specific State-adopted criteria. (see text box on Page 5-21)	CDD		Progress	On July 16, 2019, a draft San Rafael Objective Design Standards was presented to the Design Review Board (DRB). City staff plans to bring another draft Objective Design Standards to the DRB in early 2023 and hope to have the Objective Design Standards adopted by mid 2023.
Program CDP-4.1C	<b>Form Based Codes.</b> Encourage the use of form based codes (FBCs) as an alternative to design guidelines and zoning standards in specific districts of the city such as Downtown. The FBC integrates design and regulatory controls to improve design quality and enhance public space.  See the Safety and Resilience Element for policies on fire-safe design and construction	CDD		Progress	The Downtown Precise Plan and Form-Based Code was adopted August 2021 and the Community Development Department continued to implement the development standards of the Downtown Precise Plan on an ongoing basis as new inquiries and projects are received regarding projects in the Downtown Area.

## COMMUNITY DESIGN PRESERVATION

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program CDP-4.2A	<p><b>Improving Design Review Efficiency.</b> Continue to improve the design review process by:</p> <p>Engaging stakeholders, community members, and the developer early, including consideration of written comments, so that issues can be worked out before initial submittal</p> <p>Clarifying requirements for initial submittals, including geotechnical, grading, and survey reports, to improve their quality</p> <p>Adjusting notification procedures to encourage earlier and broader participation</p> <p>Changing the project review sequence so that Planning Commission feedback is solicited before the Design Review Board</p> <p>Periodically evaluating and updating the guidelines, including thresholds for design review.</p>	CDD		Ongoing	<p>The Planning Division continued to improve the design review efficiency through:</p> <p>Clarifying requirements through the dissemination of the submittal requirements at the counter, over the telephone, and over email, in order to achieve more complete application and plan sets;</p> <p>Revising public notices to be more clear and concise;</p> <p>Establishing the Design Review Advisory Committee (DRAC) and a 1-year DRAC Pilot Program to review Major Environmental Design Review Projects concurrently with PC.</p>
Program CDP-4.2B	<b>Community Discussions of Good Design.</b> Continue to engage the community in discussions to define “good design” and strategies to improve architecture and public space.	CDD		No Action	
Program CDP-4.3 A	<b>Reinforcing Design Context.</b> Ensure that design guidelines recognize the distinct characteristics of San Rafael neighborhoods. Guidelines should ensure that new development respects the character-defining elements of neighborhoods, including height, scale, materials, and setbacks.	CDD		No Action	
Program CDP-4.3B	<b>Successful Design Portfolio.</b> Establish a portfolio of existing buildings and projects illustrating successful design and make it available on the City’s website.	CDD		No Action	
Program CDP-4.3C	<p><b>Exceptions.</b> Allow variation from design guidelines and standards for exceptional buildings that contribute public benefits and make a significant contribution to their surroundings.</p> <p>See also Housing Policy H-2</p>	CDD		No Action	
Program CDP-4.6A	<b>On-Site Recreational Areas.</b> Continue requirements for on-site recreational areas as specified in the zoning ordinance.	CDD	L&R	Ongoing	When the Community Development Department reviewed applications for residential condominiums, staff continued to enforce Section 15.12.060 - Recreational facilities, residential condominiums which require residential condominiums to be designed with recreational facilities.

## COMMUNITY DESIGN PRESERVATION

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program CDP-4.7A	<b>Signature Buildings.</b> Allow for “signature” buildings that create a positive impression of San Rafael. Memorable, innovative architecture should be encouraged through the placement of building forms and features, selection of materials, and unique treatment of corner sites, and similar measures. Innovative climate-adaptive measures such as vertical gardens, roof-gardens, living building design and onsite water reuse also should be encouraged.	CDD		Progress	In 2020, the City approved the expansion of the BioMarin facility, which included the Vivalon senior housing development. This signature facility includes a 72-foot tall, four-story laboratory/research and development buildings, totaling 207,000 square feet on a 118,099 sq. ft. portion of the subject property and a 70-foot tall, 6-story, 67-unit senior affordable residential building with 18,000 square feet of healthy aging campus on a 15,000 sq. ft. portion of the property. In 2022, the City approved building permits for the Vivalon project and that project is currently well under construction and expected to be completed in 2023.
Program CDP-4.8A	<b>Building Stepbacks.</b> Use tools such as stepbacks and daylight planes to improve height transitions where taller buildings are constructed near lower-scale buildings. The perceived height and bulk of new buildings can be reduced through measures such as stepping back the upper floors, articulating the building elevation, and using varied exterior building materials and colors.	CDD		Ongoing	When applications for new developments are near lower-scale buildings, staff continued to enforce building setback requirements when the development standards are not in conflict with SB-330 Housing Crisis Act of 2019 such as in the case where the maximum height limit would reduce the density of the housing project.
Program CDP-4.10A	<b>Zoning Regulations.</b> Periodically evaluate the landscape provisions in the Zoning Ordinance to respond to climate change, hazards, water availability, shading needs, and other issues. Zoning should support the City’s goal of having a strongly landscaped character.	CDD		No Action	
Program CDP-4.10B	<b>Industrial Landscape Design.</b> Ensure that landscape guidelines for new industrial and general commercial development provide effective buffering, while also supporting water conservation, water quality, and fire hazard reduction goals.	CDD	CDD, FIRE	Ongoing	SRMC section 4.12 now applies city-wide to ensure that combustible vegetation is not part of approved landscape plans.
Program CDP-4.10C	<b>Parking Lot Landscaping Requirements.</b> Review City standards for parking lot landscaping to ensure that they adequately address visual screening, environmental quality, and climate-related issues. Standards should allow for solar shade structures within parking areas.	CDD		No Action	
Program CDP-4.11A	<b>Lighting Plans.</b> Continue to require lighting plans for projects proposing exterior lighting. The design review process should be used to evaluate lighting for safety, consistency with dark sky objectives, and potential mitigation to reduce negative impacts on nearby properties.	CDD		Ongoing	The Planning Division continued to require lighting plans for projects proposing exterior lighting through the design review process.
Program CDP-4.12A	<b>Sign Regulations.</b> Periodically update the City’s sign regulations to reflect new technologies, materials, and design trends, and to ensure that regulations comply with all applicable state and federal laws.	CDD		No Action	

## COMMUNITY DESIGN PRESERVATION

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program CDP-5.1A	<b>Preservation Ordinance.</b> Continue to implement the City's Historic Preservation Ordinance. The Ordinance should be modified to include updated procedures to mitigate impacts from the demolition, destruction, or alteration of historic resources.	CDD		Ongoing	As the Planning Division received applications to make modifications to historic sites, staff continued to implement the City's Historic Preservation Ordinance through the development review process. In 2022, a project was submitted which proposed a new window on a landmark building located at 905 Irwin Street. Staff reviewed the application to ensure that the proposal met Chapter 2.18 - Historic Preservation.
Program CDP-5.1B	<b>Oversight Responsibilities.</b> Create a more formal means of oversight for review of planning and building applications affecting historic resources. This could include a contract with an architectural historian, or an advisory committee convened as needed to advise the Planning Commission on matters and policies related to preservation or the modification of historic structures. If an oversight body is created, it should represent diverse perspectives and interests.	CDD		No Action	
Program CDP-5.1C	<b>Certified Local Government (CLG) Designation.</b> Contact the National Park Service State Office and State Historic Preservation Office (SHPO) to evaluate the pros and cons of San Rafael becoming a designated CLG. The designation allows for streamlining, greater local control over preservation decisions, funding opportunities, and technical assistance.	CDD		No Action	
Program CDP-5.2A	<b>Context Statement.</b> Prepare a citywide historic context statement to provide the framework for evaluating a property's historic significance and integrity.	CDD		No Action	
Program CDP-5.2B	<b>Inventory Update.</b> Regularly update the City's Historical/Architecture Survey, which is an inventory of buildings of architectural value, historic buildings and/or districts and historic elements such as signs, monuments, and gates. A priority should be placed on neighborhoods with large concentrations of older structures, as well as areas most likely to experience development pressure in the future.	CDD		No Action	
Program CDP-5.2C	<b>Criteria for Designation.</b> Review and adjust the criteria for designation of historic resources so they align with those of state and federal preservation agencies.	CDD		No Action	
Program CDP-5.2D	<b>Additional Landmarking.</b> Based on updated historic preservation data, identify additional structures or sites for local and/or state landmark status and/or potential nomination to the National Register of Historic Places. The process for local landmark designation, including applications, fees, and approval, should be updated and clarified.	CDD		No Action	

## COMMUNITY DESIGN PRESERVATION

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program CDP-5.3A	<b>Downtown Districts.</b> Consider the designation of additional historic districts in Downtown San Rafael based on the 2019 Downtown Precise Plan field survey.	CDD		No Action	
Program CDP-5.3B	<b>Conservation Districts.</b> Consider the use of Conservation Districts as an alternative to historic districts or the designation of individual landmarks (see text box).	CDD		No Action	
Program CDP-5.3C	<b>Mid-Century Neighborhoods.</b> Recognize the Eichler, Kenney, and Alliance subdivisions of North San Rafael as a defining part of San Rafael's architectural heritage. Continue to take steps to preserve the characteristic features of these homes and neighborhoods, including height and roofline modifications.	CDD		Ongoing	When the Planning Division received applications for residential property improvements located in the Eichler, Kenney, and Alliance subdivisions, the Planning Division continued to enforce provisions through development review such as regulating proposed height increases.
Program CDP-5.4A	<b>Zoning and Development Incentives.</b> Support the use of transfer of development rights and façade easements to encourage preservation of historic buildings.	CDD		No Action	
Program CDP-5.4B	<b>Local Financial Incentives.</b> Pursue the following financial incentives to support historic preservation activities: a) Development of a local Mills Act program to allow contracts with the owners of historic properties meeting criteria to be defined by the City. The contracts allow for reduced property taxes in exchange for an agreement to maintain the historic integrity and visibility of the structure. b) Reductions or waivers of local permitting fees for qualifying historic preservation projects. c) Creation of a historic preservation mitigation fund for developments that may impact historic resources, with the proceeds used to support preservation activities. d) Arrangements with the commercial brokerage community to bank and transfer development rights from historic properties to receiving sites (not yet identified). e) Establishment of a nonprofit trust whose function is to restore, maintain, and lease publicly owned historic buildings (such as Falkirk Mansion and the Boyd Gatehouse).	CDD		No Action	
Program CDP-5.4C	<b>Non-Local Financial Incentives.</b> Support financial assistance for preservation through state and federal grants and loans, tax credits, National Trust Preservation funds, the Federal Historic Preservation Tax Incentives Program, and similar programs.	CDD	ED	No Action	
Program CDP-5.5A	<b>California Historic Building Code.</b> Use the State historic building code to relieve historic buildings from modern code requirements, thus making it easier to reuse the building. Explore other incentivizes or code changes that allow interior spaces in older buildings to be more easily and affordably updated.	CDD (Building)		No Action	

## COMMUNITY DESIGN PRESERVATION

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program CDP-5.5B	<b>Zoning.</b> Investigate zoning exceptions for historic structures, such as reduced on-site parking, setback, and driveway width requirements. The range of permitted or conditionally permitted uses in historic structures should be expanded to make them more viable for reuse.	CDD		No Action	
Program CD-5.6A	<b>Certificates of Appropriateness.</b> Continue existing requirements for "Certificates of Appropriateness" (COA) for alterations to designated historic resources. Criteria for COAs should be consistent with Secretary of the Interior standards.	CDD		Ongoing	As the Planning Division received applications to make modifications to historic sites, staff continued to implement the City's Historic Preservation Ordinance through the development review process. In 2022, a project was submitted which proposed a new window on a landmark building located at 905 Irwin Street. Staff reviewed the application to ensure that the proposal met Chapter 2.18 - Historic Preservation and drafted a Certificate of Appropriateness (CA22-001).
Program CDP-5.6B	<b>Design Guidelines.</b> Address historic preservation in the City's design guidelines, including successful examples of (a) adaptive reuse, alterations, and other changes; and (b) new infill development in the context of an older neighborhood, including examples of contemporary architecture. Infill development in older areas does not need to mimic historic development but should acknowledge and respect its context.	CDD		No Action	
Program CDP-5.6C	<b>Landscapes and Natural Features.</b> Consider landscapes, gardens, mature trees, and natural features as contextually relevant when defining historic value. Encourage the preservation of such features when they are determined to be significant.	CDD	PW	Ongoing	The Planning Division continued to encourage the preservation of such features when they are determined to be significant. For example, through the development review process staff encouraged the preservation of significant oak trees when applicants proposed to remove significant oak trees.
Program CDP-5.7A	<b>Incentives.</b> Support property owner efforts to maintain and restore historic properties through fee reductions, tax credits, and Code exceptions.	CDD		No Action	
Program CDP-5.8A	<b>Public Recognition.</b> Support programs that publicly recognize property owners who have done an exceptional job preserving an historic property	CDD		No Action	
Program CDP-5.8C	<b>Public Events and Social Media.</b> Encourage local preservation advocacy organizations to produce events, publications, social media, and exhibits about the historic resources that exist in San Rafael.	CDD	CM	No Action	
Program CDP-5.9A	<b>Preservation Reference Materials.</b> Support the efforts of local organizations to maintain and expand collections of historic photographs, artifacts, books, media, oral histories, and other resources, and to make these materials available through on-line archives.	CDD		No Action	
Program CDP-5.9B	<b>Plaques and Markers.</b> Support efforts to install plaques and markers recognizing historic locations and the locations of important historic events in San Rafael.	CDD		No Action	

## COMMUNITY DESIGN PRESERVATION

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program CDP-5.9C	<b>School Programs.</b> Support local school efforts to incorporate San Rafael history lessons, events, and field trips into their curriculum and programs.	CDD		No Action	
Program CDP-5.10A	<b>Walking Tours, Trails, and Historic Festivals.</b> Encourage walking tours, historic trails, mobile apps, and history fairs and programs that attract visitors. Partner with local preservation advocacy groups and other organizations to promote events celebrating San Rafael history.	CM		No Action	
Program CDP-5.10B	<b>Marin County Civic Center.</b> Work with the County of Marin to encourage and support preservation of the Frank Lloyd Wright-designed Civic Center complex and grounds as a nationally important historic architectural site and major destination for regional, national, and international visitors.	CM		No Action	
Program CDP-5.10C	<b>Mission San Rafael.</b> Promote San Rafael's historic origin as a "mission city," and Mission San Rafael Arcangel as a destination of historic interest.  See also Policy EV-3.3 on authenticity as an economic development strategy	ED	CM	No Action	
Program CDP-5.11A	<b>Energy Retrofits.</b> Encourage the use of energy efficiency incentives to assist in the rehabilitation of older buildings, keeping in mind the importance of maintaining historic integrity.	ED	Sustainability	No Action	City staff is investigating Energy Efficiency and Conservation Block Grants for this program in early 2023.
Program CDP-5.12A	<b>Community Heritage Programming.</b> Engage representatives of the different ethnic communities, as well as preservation organizations and San Rafael schools, universities, and colleges to document and preserve the history of each community in San Rafael, including sites and structures of historic importance. Support educational curriculum that raises awareness of the city's cultural heritage and includes non-Eurocentric perspectives.	CM		No Action	
Program CDP-5.13A	<b>Archeological Resources Ordinance.</b> Modify the City's Archeological Resources Ordinance to include construction best management practices to follow if a potentially significant archaeological resources is encountered during ground disturbing activities.	CDD	City Attorney	No Action	
Program CDP-5.13B	<b>Human Remains.</b> When permitting ground-disturbing activities, require that any human remains encountered are treated in accordance with California Health and Safety Code Section 7050.5, Public Resources Code 5097.98, and the California Code of Regulations Section 15064(e), which prescribe the mandated procedures of conduct in such cases.	CDD		Ongoing	The Community Development Department included the requirement that: any human remains encountered are treated in accordance with California Health and Safety Code Section 7050.5, Public Resources Code 5097.98, and the California Code of Regulations Section 15064(e) as a standard condition when permitting ground-disturbing activities.

## COMMUNITY DESIGN PRESERVATION

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program CDP-5.14A	<b>AB 52 Compliance.</b> Implement the requirements of Assembly Bill 52 by providing opportunities for meaningful input from Native American representatives in the development review process.	CDD		Ongoing	When the Planning Division received applications requiring CEQA Review, staff sent invitations for Tribal Consultation within 14 days of the start of CEQA review.
Program CDP-5.14B	<b>Protection of Tribal Resources.</b> Incorporate standard approval conditions in future development projects that ensure that Native American resources are protected during construction. In the event tribal resources are discovered, earth-disturbing work must be temporarily suspended pending evaluation by a qualified archaeologist and an appropriate Native American representative. Where appropriate, a mitigation plan shall be developed in accordance with state guidelines and tribal input.	CDD		Ongoing	The Community Development Department included the requirement that: in the event tribal resources are discovered, earth-disturbing work must be temporarily suspended pending evaluation by a qualified archaeologist and an appropriate Native American representative.
Program CDP-5.15A	<b>Paleontological Resource Mitigation Protocol.</b> Prepare and adopt a list of protocols in accordance with Society of Vertebrate Paleontology standards that protect or mitigate impacts to paleontological resources, including requiring grading and construction projects to cease activity when a paleontological resource is discovered so it can be safely removed.	CDD		No Action	



## CONSERVATION CLIMATE CHANGE

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program C-1.1A	<b>Surveys for Regulated Waters.</b> Require that sites with suitable natural habitat be surveyed for the presence or absence of regulated waters prior to development approval. Such surveys should be conducted by a qualified wetland specialist and occur prior to development-related vegetation removal or other habitat modifications.	PW	CDD	No Action	
Program C-1.1B	<b>Wetlands Overlay District.</b> Continue to implement wetlands policy through a Wetlands Overlay zoning district that is based on wetland delineations consistent with US Army Corps of Engineers criteria. In unincorporated areas within the Planning Area, support County implementation of Baylands Corridor policies and standards.	PW	CDD	Ongoing	
Program C-1.1C	<b>Tiscornia Marsh Restoration.</b> Support restoration plans for Tiscornia Marsh adjacent to Pickleweed Park in the Canal neighborhood. The project will raise and improve a degraded levee to stabilize and potentially restore an eroding tidal marsh, reducing the community's vulnerability to rising tides and flooding.	CDD	PW	Progress	On January 11, 2022, the Planning Commission a Use Permit (UP21-001) and Environmental and Design Review Permit (ED21-002) to approve the Tiscornia Marsh Restoration Project to restore the 23-acre tidal marsh/mudflats and shoreline levee located north and outboard of Canal Street, as well as the five acre, City-owned diked marsh located north of the Albert J. Boro Center/Pickleweed Park Playfields.
Program C-1.1D	<b>McInnis Marsh Restoration.</b> Support restoration plans for McInnis Marsh, providing improved habitat for protected species, flood protection for McInnis Park golf course, and improved trail connections along the San Pablo Bay Shoreline.	PW		Ongoing	DPW Maintenance staff planted trees at the bottom of McInnis Parkway in Winter 2022.
Program C-1.3A	<b>Compensatory Mitigation Requirements.</b> For permanently impacted wetlands, lost wetland area shall be replaced on-site and in-kind at a minimum ratio of 2:1 (e.g., 2 acres for each acre lost). If on-site mitigation is not possible or practical, off-site mitigation shall be required, preferably in the same drainage basin or a nearby Marin watershed if the same basin is not available, at a minimum replacement ratio of 3:1. Temporarily impacted wetlands may be restored and revegetated to pre-project conditions.	PW		No Action	

## CONSERVATION CLIMATE CHANGE

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program C-1.3B	<b>Conditions for Mitigation Waivers.</b> The City may waive the compensatory mitigation requirement on a case by case basis for wetlands restoration projects and for fill of wetlands that are less than 0.1 acres in size, provided that all of the following conditions are met: (1) the wetland is isolated (e.g., it is not within, part of, or directly connected or hydrologically linked by natural flow to a creek, drainageway, wetland, or submerged tidelands); (2) it is demonstrated by an independent wetland expert that preservation would not result in a functioning, biological resource; (3) the City has determined that filling would result in a more appropriate and desirable site plan for the project; and (4) the City verifies that applicants have received all required permits and complied with all other mitigation requirements from resource agencies with wetland oversight.2	PW		No Action	
Program C-1.3C	<b>Revision of Mitigation and Waiver Requirements.</b> Consider revisions to mitigation requirements and waiver conditions that reflect best practices, sea level rise adaptation needs, and consistency with the requirements used by state and federal agencies.	PW		No Action	
Program C-1.4A	<b>Wetland Plans and Monitoring.</b> Wetland plans shall be prepared by a qualified wetland restoration ecologist in consultation with appropriate federal and state resource agencies. Such plans shall require annual monitoring for a specified period of time to determine mitigation success. Contingency measures to deal with the potential for lack of success should be included in the plan.	PW		No Action	
Program C-1.4B	<b>Timing of Wetlands Creation.</b> Restoration or creation of wetlands should be completed prior to construction of the development. Where construction activities would adversely impact wetland restoration or creation, the restoration or creation may be completed after construction of the development, as determined through development review.	PW		No Action	
Program C-1.4C	<b>Mitigation Banking.</b> Support the creation of wetland mitigation banking sites within the city. This would allow the collection of mitigation fees from multiple projects to be combined to construct or restore larger, more viable wetlands in designated locations rather than constructing small compensatory wetlands on or near each development site. This could include an inventory of priority restoration areas for future projects that may require compensatory off-site mitigation.	PW	CDD	No Action	

## CONSERVATION CLIMATE CHANGE

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program C-1.6A	<p><b>Creek and Drainageway Setbacks:</b> Maintain the following setback requirements in the Municipal Code:</p> <p>(a) A minimum 25-foot development-free setback shall be maintained from the top of creek banks for all new development (including but not limited to paving and structures), except for Miller Creek and its tributaries, where a minimum 50-foot setback shall be maintained. Setbacks up to 100 feet may be required in development projects larger than two acres where development review determines that a wider setback is needed to maintain habitat values, and in areas where high-quality riparian habitat exists. The City may waive the setback requirement for minor encroachments if it can be demonstrated that the proposed setback adequately protects the functions of the creek to the maximum extent feasible and the results are acceptable to appropriate regulatory agencies.</p> <p>(b) Drainageway Setbacks: Drainageway setbacks shall be established through individual development review, taking into account existing habitat function and values.</p>	CDD	PW	No Action	
Program C-1.6B	<b>Municipal Code Compliance.</b> Ensure that the San Rafael Municipal Code is consistent with local, state, and federal regulatory agency requirements for erosion control and natural resource management and is amended as needed when these regulations change. Local public works activities shall comply with the Municipal Code.	PW		No Action	
Program C-1.6C	<b>Creek and Drainageway Mapping.</b> Work collaboratively with local environmental organizations and institutions to prepare updated maps of creeks and drainageways and to evaluate the potential for restoration.	PW		No Action	
Program C-1.7A	<b>Creek Access on Public Land.</b> Proactively identify and create access points to creeks on public lands.	PW		No Action	
Program C-1.7B	<b>Public Access in Development Along Creeks.</b> Use the development review process to identify and secure areas appropriate for creek access.	PW	CDD	No Action	
Program C-1.8A	<b>Publicity.</b> Use the City's website to publicize information about creek and waterway protection and access. Where appropriate, partner with local schools, conservation and environmental groups, business organizations, and others to increase awareness of the city's creeks and waterways.	PW		Ongoing	DPW initiated the Canal Dredging Project in 2022 to increase awareness and access to the San Rafael Canal (San Rafael Creek). DPW publicized and regularly updated a dedicated webpage on the City's website on the Canal Dredging Project.

## CONSERVATION CLIMATE CHANGE

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program C-1.8B	<p><b>Creek Signage.</b> Develop attractive signage and/or educational displays identifying local creeks, describing native habitat and history, and reminding visitors of what they can do to protect water quality.</p> <p>See also Policy PROS-3.10 on environmental education and Program C-3.6A on removal of plastics from creeks, marshes, and the Bay</p>	PW		No Action	
Program C-1.9A	<p><b>Watercourse Protection Regulations.</b> Maintain watercourse protection regulations in the San Rafael Municipal Code. These regulations should be periodically revisited to ensure that they adequately protect creeks and drainageways. Consider specific measures or guidelines to mitigate the destruction or damage of riparian habitat from roads, development, and other encroachments.</p>	PW	CDD	No Action	
Program C-1.9B	<p><b>Creek Restoration.</b> Encourage and support efforts by neighborhood associations, environmental organizations, and other interested groups to fund creek enhancement, restoration, and daylighting projects, as well as creek clean-ups and ongoing maintenance programs.</p>	PW	CDD, Sustainability	No Action	
Program C-1.9C	<p><b>Upper Gallinas Watershed Restoration.</b> Support implementation of creek restoration projects in the Upper Gallinas Creek Watershed, consistent with the Restoration Opportunities Report prepared in December 2016. It remains a priority of the City to restore the creek by removing the concrete channel, creating a walkway/bikeway alongside, and planting native trees to provide shade and filter runoff. Pursue grants and other funds, including capital improvement projects and general operating funds, to restore natural creek conditions and native vegetation.</p>	PW		No Action	
Program C-1.9D	<p><b>Restoration of San Rafael, Mahon, and Irwin Creeks.</b> Pursue opportunities for creek restoration and beautification along San Rafael, Mahon, and Irwin Creeks, building on past efforts supporting biological and ecological restoration, education, and water quality improvements along these waterways.</p> <p>See Goal C-3 for additional policies on water quality</p>	PW		No Action	

## CONSERVATION CLIMATE CHANGE

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program C-1.10A	<b>Hillside Management and Residential Design Guidelines.</b> Continue to implement Hillside Residential Design Guidelines as well as management practices that promote ecological health, hazard reduction, and climate change mitigation.	CDD	PW	Ongoing	When the Planning Division received applications for residential development located on a hillside, staff continued to implement the Hillside Management and Residential Design Guidelines. For example, in 2022, staff reviewed the proposed development of single family homes on two vacant lots (Project #s PLAN21-014 & PLAN21-015, APNs 011-031-44 – 47) on a hillside and promoted ecological health by recommending planting material that were selected recognize the importance of water conservation, fire resistance, and erosion control.
Program C-1.11A	<b>Surveys for Wildlife Movement Corridors.</b> Require that sites with suitable natural or anthropogenic habitat, including creeks in urban areas, be surveyed for the presence or absence of important wildlife corridors, prior to development approval. Such surveys should be conducted by a qualified biologist following CDFG-accepted species-level protocol and occur prior to development-related vegetation removal or other habitat modifications. As resources allow, surveys also should be conducted in previously developed areas to establish conservation priorities, and support wildlife and ecosystem management and education programs.	CDD	PW	No Action	
Program C-1.11B	<b>Wildlife-Human Interface.</b> Implement programs to reduce conflicts and improve co-existence between people and wildlife, including education about animals living around us and the need to modify certain human behaviors.	CDD		No Action	
Program C-1.12A	<b>Surveys for Sensitive Natural Communities and Special Status Species.</b> Require that sites with suitable natural or anthropogenic habitat, including creek corridors through urbanized areas, be surveyed for the presence or absence of sensitive natural communities and special status species prior to development approval. Such surveys should be conducted by a qualified biologist following CDFG-accepted species-level protocol and occur prior to development-related habitat removal or other habitat modifications.	CDD		No Action	
Program C-1.12B	<b>Non-Native Predators.</b> Support efforts by non-profit conservation groups, state and federal agencies, the Marin Humane Society and other organizations to protect the habitat of birds and small mammals from non-native predators and restricting the use of pesticides.	CDD	Sustainability	No Action	

## CONSERVATION CLIMATE CHANGE

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program C-1.12C	<p><b>Oak Savanna and Oak Woodland Habitat Protection.</b> Require proposed developments with the potential to impact oak savanna/oak woodland habitat to either avoid, minimize, or compensate for the loss of such habitat. Avoidance is the preferred measure where feasible. If habitat loss is deemed unavoidable, require that direct and indirect impacts be mitigated through habitat restoration, creation, or enhancement. Mitigation requirements shall provide for a minimum 1:1 replacement in both the aerial extent of the tree canopy and number of trees lost.</p> <p>See also Policy C-3.6 on the conservation of nearshore waters, including the Canal and San Francisco Bay.</p>	CDD	PW	No Action	The Planning Division continued to require proposed developments with the potential to impact oak savanna/oak woodland habitat to either avoid, minimize, or compensate for the loss of such habitat.
Program C-1.13A	<p><b>List of Species.</b> Maintain current California Natural Diversity Database (CNDDB) digital (GIS) maps and data tables listing threatened, endangered, and special status species in the San Rafael Planning Area. CNDDB data should be supplemented with more specific local data wherever possible.</p>	CDD	PW	No Action	
Program C-1.13B	<p><b>Mitigating Impacts on Special Status Species.</b> Avoid and protect special status species and require that consultation with resource agencies be performed in conformance with federal and State regulations. Require that potential unavoidable impacts to special status species are minimized through design, construction, and project operations. If such measures cannot adequately mitigate impacts, require measures such as on-site set asides, off-site acquisitions (conservation easements, deed restrictions, etc.), and specific restoration efforts that benefit the listed species being impacted.</p>	PW	CDD	No Action	
Program C-1.13C	<p><b>Steelhead Habitat.</b> Support efforts to restore, preserve or enhance Central California Coast Steelhead habitat in Miller Creek and other creeks.</p>	CDD	PW, Sustainability	No Action	
Program C-1.13D	<p><b>Bird Safe Design.</b> Develop and adopt a Bird-Safe Design Ordinance to provide specific criteria and best management practices to be used in design review for taller structures. These criteria should be applied to ensure that such structures are designed to minimize the risk of bird collisions.</p>	CDD		No Action	

## CONSERVATION CLIMATE CHANGE

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program C-1.13E	<p><b>Avoidance of Nesting Birds.</b> Nests of native birds in active use shall be avoided in compliance with State and federal regulations. For new development sites where nesting birds may be present, vegetation clearing and construction shall be initiated outside the bird nesting season (February 1 through August 31) or pre-construction surveys shall be conducted by a qualified biologist within a minimum of 500 feet from the project site where access is feasible and no more than seven days prior to any disturbance. If active nests are encountered, appropriate work avoidance buffer zones shall be established based on recommendations by the biologist and remain in place until any young birds have successfully left the nest and are no longer dependent on parental care.</p> <p>See also Programs C-1.11.A and C-1.12A on wildlife surveys</p>	CDD		No Action	
Program C-1.14A	<p><b>Identification of Desirable and Undesirable Species.</b> Use California Invasive Plant Council (Cal-IPC) guidance for desirable and invasive plants in the development review, design review, and public lands management processes. This guidance should ensure that noxious plants are not planted in new development, on rights of way, and on public land; help inform revegetation and replanting programs; and support the management of existing vegetation.</p>	FIRE	PW, CDD, Sustainability	No Action	
Program C-1.14B	<p><b>Integrated Pest Management Policy.</b> Maintain and periodically update an Integrated Pest Management Policy (IPMP) that minimizes the application of pesticides in the city and encourages non-toxic methods to control vegetation such as properly timed goat grazing. The IPMP should be modified as needed to reflect changes in regional stormwater control requirements, data on pesticide toxicity, and the feasibility of new and less toxic methods for controlling invasive plants. Changes to the IPMP should be made through a transparent public process and should ensure that the use of any chemicals of concern is publicly noticed.</p>	PW	CDD, Sustainability	No Action	

## CONSERVATION CLIMATE CHANGE

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program C-1.14C	<b>Removal of Invasive Species.</b> Support partnerships and multi-jurisdictional efforts to remove invasive plant species, reduce fire hazards, and improve habitat on public properties. Use volunteers and non-profit organizations to assist in such efforts and consult with the California Native Plant Society and similar organizations to optimize results, avoid the removal of desirable plants, and replant with appropriate plants before invasive species return. Funding from sources such as Measure A, state and regional wildfire prevention funds, utility funds, and other conservation program funds should be pursued to support these efforts.	FIRE	CDD, PW	Ongoing	Staff continued to support multiple broom pull events monthly and are planning larger scale projects for specific species thanks to measure C funding.
Program C-1.14D	<b>Wildfire Action Plan Implementation.</b> Implement the provisions of San Rafael's Wildfire Action Plan (2020) relating to the control of invasive plants, including further limiting the sale or planting of highly flammable non-native plants in the city, supporting volunteer activities to remove Scotch and French broom, revising standards for Eucalyptus, providing fuel breaks on public property, and educating the public on fire-safe landscaping.	FIRE		Ongoing	Throughout the year 2022, the Fire Department implemented a 38-Point Wildfire Action Plan.
Program C-1.15A	<b>Education on Desirable Plant Species.</b> Leverage the educational and website materials on "water-wise" plants developed by the Marin Municipal Water District and fire-prone plants from FireSafe Marin as resources for San Rafael property owners. The City should also create Resilient Landscape Templates (RLTs) that offer suggestions for homeowners to achieve beautiful, fire-resistant, drought tolerant landscaping.	FIRE		Progress	Ongoing- annual mailers sent to each resident regarding fire adapted landscaping. Ongoing partnership with FireSafe Marin and the MWPA to further resident education. Demonstration Garden will be installed this Fall.
Program C-1.16A	<b>Increasing the Tree Canopy.</b> Implement measures to increase the tree canopy, as outlined in the City's Climate Change Action Plan. These measures include:  a) tree planting on City-owned land b) reviewing parking lot landscaping standards to maximize tree cover c) minimizing tree removal d) controlling invasive species that threaten the health of the urban forest e) integrating trees and natural features into the design of development projects f) encouraging trees on private property g) increasing the diversity of trees to increase habitat value and resilience h) emphasizing the use of native tree species, where appropriate, given their adaptability to local conditions and increased importance to native wildlife	Sustainability	CDD, PW	No Action	



## CONSERVATION CLIMATE CHANGE

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program C-1.16B	<b>Tree City USA.</b> Maintain San Rafael's status as a "Tree City USA" community by following best practices in urban forestry management and regularly applying for recertification.	PW		Ongoing	DPW Parks Maintenance staff continue to follow best practices in urban forestry certification and boast 40 years of being a "Tree City"
Program C-1.17A	<b>Tree Preservation.</b> Revise Chapter 11.12 of the Municipal Code (Trees) or add a new Code section that defines protected and heritage trees and establishes permit requirements and procedures for tree protection, removal, and replacement. The regulations should strongly support the protection of California redwoods ( <i>Sequoia sempervirens</i> ) and other native trees.	PW		Ongoing	DPW has initiated a review and comprehensive assessment of Chapter 11.12 and will update a Tree Ordinance in the Municipal Code in 2023.
Program C-1.17B	<b>Tree Management Plan:</b> Require a tree management plan prior to approval of development with the potential to remove or substantially impact trees. The Plan should be prepared by a licensed arborist using published standards and practices for protecting and monitoring tree health during and after construction.	CDD		No Action	
Program C-1.17C	<b>Mitigation for Tree Removal.</b> Continue to implement mitigation requirements for tree removal in new development. When necessary, this could include planting of trees in locations other than the project site, planting native trees in lieu of non-natives, or reducing the footprint of proposed development. Tree replacement should be based on a value that is equal to or greater than the carbon footprint and ecological benefits of the trees being removed. Ecological benefits include water conservation, absorption of runoff, reduction of air pollution, energy reduction from shade and cooling effects, soil retention, slope stabilization, and wildlife support.  See Policy CDP-3.5 and Program CDP-3.5A for additional guidance on street trees, including a proposed Street Tree Master Plan	CDD		No Action	
Program C-1.19A	<b>Dark Sky Ordinance.</b> Adopt a dark sky ordinance, including lighting standards and enforcement provisions that reduce light pollution. In the interim, refer to guidelines from the International Dark Sky Association during the review of major projects involving night lighting.	CDD		No Action	
Program C-2.1A	<b>Cooperation with Other Agencies.</b> Work with the Bay Area Air Quality Management District (BAAQMD) and other agencies to ensure compliance with air quality regulations and proactively address air quality issues.	CDD	Sustainability	Ongoing	FIRE will continue to ensure that any prescriptive burning will fully comply with BAAMQD regulations.

## CONSERVATION CLIMATE CHANGE

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program C-2.2A	<p><b>Protection of Sensitive Receptors.</b> Use the development review process to require an evaluation of air quality impacts and the inclusion of measures to mitigate the exposure of sensitive receptors to both construction-related and long-term operational impacts. As prescribed by the EIR for General Plan 2040 and the Downtown Precise Plan, the following protocols shall be followed:</p> <p>a) Projects that exceed BAAQMD screening criteria shall be required to evaluate project-specific construction emissions and operational emissions in conformance with California Environmental Quality Act (CEQA) Guidelines and BAAQMD methodologies. If projected pollutant levels for either construction or operations exceed BAAQMD thresholds, project applicants shall be required to mitigate the impacts to an acceptable level.</p> <p>b) As recommended by the California Air Resources Board, projects that would result in construction activities within 1,000 feet of residential and other land uses that are sensitive to toxic air contaminants (e.g., hospitals, nursing homes, day care centers, etc.), as measured from the property line of the project, shall be required to prepare a construction health risk assessment in accordance with the policies and procedures of the Office of Environmental Health Hazard Assessment (OEHHA)</p>	CDD	Sustainability	No Action	
Program C-2.3A	<p><b>Air Pollution Reduction Measures.</b> Implement air pollution reduction measures as recommended by BAAQMD's Clean Air Plan and supporting documents to address local sources of air pollution in community planning. This should include Transportation Control Measures (TCM) and Transportation Demand Management (TDM) programs to reduce emissions associated with diesel and gasoline-powered vehicles.</p>	Sustainability	PW	No Action	
Program C-2.4A	<p><b>Particulate Matter Exposure.</b> Through development review, require that Best Available Control Technology (BACT) measures (such as setbacks, landscaping, paving, soil and dust management, and parking lot street sweeping) are used to protect sensitive receptors from particulate matter. This should include control of construction-related dust and truck emissions as well as long-term impacts associated with project operations. Where appropriate, health risk assessments may be required to evaluate risks and determine appropriate mitigation measures.</p>	CDD	PW, Sustainability	No Action	

## CONSERVATION CLIMATE CHANGE

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program C-2.4B	<b>Wildfire Smoke.</b> Support efforts to reduce health hazards from wildfire smoke, such as limits on outdoor activities, access to respirators and air filtration systems, access to clean air refuge centers, and public education.	Sustainability	FIRE	Ongoing	The Fire Department continued to provide public education and engaged in city planning efforts for clean air centers.
Program C-2.4C	<b>Wood-Burning Stoves and Fireplaces.</b> Regulate wood-burning stoves and fireplaces to reduce particulate pollution.	CDD (Building)		Ongoing	The Building Division continued to regulate wood-burning stoves and fireplaces to reduce particulate pollution through the Building Permit Plan Check Review Process.
Program C-2.6A	<b>Air Quality Education Programs.</b> Actively participate in the air quality education programs of the BAAQMD. Use social media and other means of outreach to alert residents of Spare the Air days and associated recommendations.	Sustainability	FIRE	No Action	
Program C-2.6B	<b>Equipment and Generators.</b> Encourage the use of non-gasoline powered leaf blowers and other yard maintenance equipment, as well as clean-powered generators.	Sustainability		Progress	On July 18, 2022, City Council adopted an Ordinance of the City of San Rafael adding Chapter 8.40 "Regulation of Small Off-Road Engines" to the San Rafael Municipal Code related to regulating the operation of leaf blowers.
Program C-3.1A	<b>Interagency Coordination.</b> Coordinate with the local, state, and federal agencies responsible for permitting discharges to San Rafael's creeks and surface waters, monitoring water quality, and enforcing adopted water quality standards and laws.	PW		Ongoing	DPW has coordinated with Marin County Flood Control and Water Conservation District to renew a vegetation management agreement in Flood Control Zone 6 in 2022. DPW staff will secure all permits required to conduct routine vegetation management work within the City's creeks and surface waters in accordance with local, state and federal agencies.
Program C-3.2A	<b>Countywide Stormwater Program.</b> Continue to participate in the countywide stormwater pollution prevention program and comply with its performance standards.	PW		Ongoing	DPW continues to comply with County MCSTOPP program, including securing state discharge permits.
Program C-3.2B	<b>Reducing Pollutants in Runoff.</b> Continue to reduce the discharge of harmful materials to the storm drainage system through inspections, enforcement programs, reduced use of toxic materials, and public education.	PW		Ongoing	DPW staff continue to conduct annual catch basin inspections and street sweeping to reduce stormwater pollutant runoff. DPW has received funding to design, purchase and implement a trash capture device in 2022 at the Kerner Pump Station.
Program C-3.2C	<b>Construction Impacts.</b> Continue to incorporate measures for stormwater runoff control, management, and inspections in construction projects and require contractors to comply with accepted pollution prevention planning practices. Provisions for post-construction stormwater management also should be included.	PW		Ongoing	DPW has applied for funding to purchase and implement a trash capture device in 2022. DPW hired a full time construction inspector in 2022.
Program C-3.2D	<b>System Improvements.</b> Improve storm drainage performance through regular maintenance and clean-out of catch basins, a City street sweeping program, and prioritizing Trash Reduction Implementation Plan measures, including installation of trash capture devices. When existing drainage lines are replaced, design changes should be made as needed to increase capacity to handle intensifying storms and expected sea level rise impacts.	PW		Progress	On April 18, 2022, City Council approved a second amendment to the professional services agreement for design and environmental engineering services associated with the MCSTOPPP Kerner pump station trash capture device project.

## CONSERVATION CLIMATE CHANGE

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program C-3.2E	<b>Pesticide and Fertilizer Management.</b> On City property, reduce or eliminate the use of toxic pesticides and fertilizers. Ensure that the application of pesticides follows all applicable rules and regulations and is performed through a transparent process in which the public receives early notification.	PW		No Action	
Program C-3.2F	<b>Monitoring.</b> Support ongoing water quality testing in San Rafael's creeks and waterways to evaluate the effectiveness of existing programs and determine where additional pollution control measures may be needed.	PW		No Action	
Program C-3.3A	<b>Development Review.</b> Provide guidance to developers, contractors and builders on the use of rain gardens, bioswales and bioretention facilities, permeable pavers, grass parking lots, and other measures to absorb stormwater and reduce runoff rates and volumes.	PW		No Action	
Program C-3.3B	<b>Non-Traditional Gardens.</b> Evaluate best practices in the use of roof gardens, vertical gardens/green walls, pollinator gardens and other measures that increase the City's capacity to sequester carbon, plant trees, and enhance environmental quality. Encourage the incorporation of such features in new development.	PW		No Action	
Program C-3.4A	<b>Green Streets Planning.</b> Develop a Green Streets Plan that includes policy guidance, tools, analytics, and funding mechanisms to create more sustainably designed street and storm drainage systems. Street and drainage system improvements should support City conservation and climate change goals.	Sustainability	PW	No Action	
Program C-3.4B	<b>Funding.</b> Identify and apply for grants and federal, state, and regional funds to upgrade stormwater facilities, rehabilitate roads, and implement other Green Streets initiatives.	PW		Ongoing	DPW continues to solicit, apply for and seek out federal, state, and regional grants to fund all maintenance and CIP projects.
Program C-3.5A	<b>Underground Tank Remediation.</b> Continue efforts to remediate underground storage tanks and related groundwater hazards. Avoid siting new tanks in areas where they may pose hazards, including areas prone to sea level rise.	PW		Ongoing	DPW removed an underground storage tank located at Fire Station 55 in 2022.
Program C-3.6A	<b>Water Quality Improvements.</b> Collaborate with the Bay Conservation and Development Commission, State and Regional Water Quality Control Boards, and other agencies to support water quality improvement efforts and the removal of plastics and other trash from the Canal and Bay. Seek funding from organizations such as the San Francisco Bay Restoration Authority for projects that reduce urban runoff.	PW		No Action	

## CONSERVATION CLIMATE CHANGE

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program C-3.6B	<b>Boat Sanitation and Enforcement.</b> Require consistent enforcement and inspection of sanitation facilities in boats berthed in the San Rafael Canal and elsewhere in Bay waters within the City limits.	Sanitation		No Action	
Program C-3.6C	<b>Sewage Pump Out Facilities.</b> Support marina owners in providing on-site sewage pump-out facilities. Require marinas to install such facilities when improvements are made.	Sanitation		No Action	
Program C-3.6D	<b>Education of Boaters.</b> Educate boaters about good sanitation practices and measures to reduce invasive species with the potential to harm marine and freshwater life.	Sanitation		No Action	
Program C-3.7A	<b>Stenciling of Storm Drains.</b> Continue to stencil storm drains and use other forms of signage and art so that people understand the consequences of pollutant runoff and its impacts on the Bay.	PW		Ongoing	DPW staff continue to place "drains to the Bay" medallions on all City stormwater catch basins.
Program C-3.7B	<b>Outreach.</b> Support and participate in efforts by the Marin County Stormwater Pollution Prevention Program to raise awareness of the effects of water pollution and ways the public can help improve water quality.	PW		No Action	
Program C-3.7C	<b>Car Wash Facilities.</b> Require the use of recycled water at new commercial car washing facilities.	PW	CDD	No Action	
Program C-3.8A	<b>Water Conservation Programs.</b> Work with Marin Municipal Water District and other organizations to promote water conservation programs and incentives and ensure compliance with state and MMWD regulations, including the provisions of the Urban Water Management Plan (see Policy CSI-4.8 for additional guidance).	PW		No Action	
Program C-3.8B	<b>Public Education.</b> Continue and expand programs to educate residents and businesses about the benefits of water conservation and requirements for plumbing fixtures and landscaping.	PW		No Action	
Program C-3.8C	<b>Reclaimed Water Use.</b> Support the extension of recycled water distribution infrastructure by Las Gallinas Valley Sanitary and MMWD, along with programs to make the use of recycled water more feasible (see Policy CSI-4.12 for additional guidance).	PW		No Action	
Program C-3.8D	<b>Graywater and Rainwater.</b> Encourage the installation of graywater and rainwater collection systems. Explore revisions to building codes that would facilitate such projects where obstacles currently exist.	PW	CDD	No Action	
Program C-3.8E	<b>Reducing Municipal Water Use.</b> Reduce water use for municipal operations through water-efficient landscaping, maintenance of irrigation equipment, replacement of inefficient plumbing fixtures, and using recycled water where available and practical.	PW		No Action	

## CONSERVATION CLIMATE CHANGE

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program C-3.9A	<b>Demonstration Gardens.</b> Maintain the Falkirk demonstration gardens illustrating xeriscaping principles and drought-tolerant	PW	L&R	No Action	
Program C-4.1A	<b>Marin Clean Energy Targets.</b> Support Marin Clean Energy (MCE) efforts to reach the goal of providing energy that is 100 percent GHG free by 2025.	PW		No Action	
Program C-4.1B	<b>PACE Financing.</b> Participate in a Property Assessed Clean Energy (PACE) financing program to fund installation of renewable energy systems, energy efficiency upgrades to existing buildings, and other improvements such as electric vehicle chargers and battery storage. Consider other funding sources to improve local energy generation and storage.	PW		No Action	
Program C-4.1C	<b>Regulatory Barriers.</b> Continue efforts to remove regulatory barriers and provide creative incentives for solar energy installations, such as rooftop solar systems and parking lot canopies. The installation of renewable energy systems that are consistent with the Climate Change Action Plan should be encouraged and accelerated.	CDD (Building)	Sustainability	No Action	
Program C-4.1D	<b>Reducing Natural Gas Use.</b> Pending further financial analysis and community input, implement electrification of building systems and appliances in new buildings and those that currently use natural gas. This should be achieved by requiring new or replacement furnaces and appliances to be electric and utilize fossil free energy.	Sustainability	CDD	In Progress	On December 5, 2022 the City Council adopted new Green Building regulations prohibiting the use of natural gas in new construction with limited exceptions. It included a prohibition on expanding gas lines and meters in existing buildings. In spring 2023 staff will bring further existing buildings regulations to Council.
Program C-4.1E	<b>Municipal Buildings.</b> Wherever feasible, incorporate renewable energy technology such as solar, cogeneration, and fuel cells, in the construction or retrofitting of City facilities. Continue use of MCE Deep Green (100% renewable) power.	PW	Sustainability	No Action	DPW installed 2 charging stations at City Hall, one station at DPW corps yard in 2022. Parking services installed electric charging stations at parking facilities in 2022.
Program C-4.2A	<b>Energy Efficiency Outreach.</b> Continue to inform businesses and residents of programs and rebates to conserve energy and weatherize their homes.	Sustainability		In Progress	City staff continue to promote these programs and offerings to residents and businesses through our normal outreach channels, including the City Manager's Snapshot, direct mail, the City website, and other means.

## CONSERVATION CLIMATE CHANGE

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program C-4.2B	<b>Green Building Standards.</b> Implement State green building and energy efficiency standards for remodeling projects and new construction. Consider additional measures to incentivize green building practices, low carbon concrete, and sustainable design.	CDD (Building)	Sustainability	Progress	<p>The Building Division has been working with the County of Marin and other local stakeholders to develop model Green Building “reach codes”, which are local building energy code amendments that require greater energy efficiency and reduction of greenhouse gas emissions than the State codes. These happen every three years and this code cycle includes reach codes that require new buildings to be all-electric with some exceptions. Staff is developing a policy snapshot that is in draft form, which you can find by clicking <a href="#">here</a>.</p> <p>On November 7, 2022, the Building Division made a presentation on proposed local amendments or “reach codes” to Green Building requirements regarding energy and electric vehicle infrastructure (CM) and sought feedback from City Council.</p> <p>On November 21, 2022, the City Council adopted an ordinance amending Title 12 (Building Regulations) of the San Rafael Municipal Code amending the 2022 California Green Building Standards Code for Electric Vehicle Chargers and amending the 2022 California Mechanical Code and the 2022 California Plumbing Code to limit fuel gas in existing single family homes and duplexes, and prohibit fuel gas in new construction with limited exceptions.</p>
Program C-4.2C	<b>Energy Efficiency Incentives.</b> Provide financial incentives, technical assistance, streamlined permitting processes, and partnerships to encourage energy-efficiency upgrades in new and existing buildings. Typical improvements include the use of energy-efficient windows, lighting, and appliances, induction and convection cooking, insulation of roofs and exterior walls, higher-efficiency heating and air conditioning (including electrical heat pump systems), and other projects that lower electricity and natural gas consumption.	Sustainability	CDD	In Progress	City staff is investigating the ability to do this as a support mechanism to the Green Building Reach codes referenced in Programs C-4.1D and C-4.2B.
Program C-4.2D	<b>Time-of-Sale Energy Audits.</b> Consider requiring energy audits for residential and commercial buildings prior to property sales, including identification of cost savings from energy efficiency measures and potential rebates and financing options. An energy audit is a property inspection that identifies opportunities to improve energy efficiency.	Sustainability	CDD	No Action	
Program C-4.2E	<b>Cool Roofs and Pavement.</b> Encourage the use of materials that minimize heat gain on outdoor surfaces such as parking lots, roadways, roofs and sidewalks.	CDD	Sustainability	No Action	

## CONSERVATION CLIMATE CHANGE

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program C-4.3A	<b>Innovative Technologies.</b> Apply innovative technologies such as micro-grids, battery storage, and demand response programs that improve the electric grid's resilience and meet demand during high use periods. Encourage emergency battery back-up for power outages in lieu of generators.  See also Policy CSI-4.13 on energy infrastructure	CDD (Building)	Sustainability	Ongoing	The City added battery backup units at several locations and continues to add with reconstruction projects.
Program C-4.4A	<b>Use of Alternative Building Materials.</b> Evaluate opportunities to amend the City's building codes and zoning ordinances to allow the use of acceptable resource-efficient alternative building materials and methods.	Sustainability	CDD	In Progress	The City is working with the County of Marin and DPW to utilize low-carbon concrete (LCC) in City projects to evaluate requiring this as part of our Green Building regulations.
Program C-4.5A	<b>Solar Site Planning.</b> Use the development review process to:  a) Encourage opportunities for passive solar building design and the use of photo-voltaic materials and devices.  b) Review proposed site design for energy efficiency, such as shading of parking lots and summertime shading of south-facing windows.	CDD		No Action	
Program C-4.5B	<b>Solar Access Ordinance.</b> Consider developing a solar access ordinance to protect solar access rights and prevent restrictions on solar energy systems. The ordinance should address potential impacts related to development or modification of existing structures on neighboring properties.	CDD		No Action	
Program C-5.1A	<b>CCAP Updates.</b> Conduct complete updates of the CCAP at least once every 10 years, adjusting programs to achieve updated GHG goals. These goals should align with those adopted by Drawdown Marin, including reductions of 40% below 1990 levels by 2030, 60% below 2005 levels by 2040, and levels conforming to Executive Orders S-03-05 and B-55-18 by 2050. More aggressive goals may be adopted.	Sustainability		Completed	On May 6, 2019, City Council adopted a resolution adopting the San Rafael Climate Change Action Plan 2030.
Program C-5.1B	<b>Progress Reports.</b> Prepare annual CCAP progress reports, including a list of priority actions. Local climate goals should align with regional goals, including those set through Drawdown Marin.	Sustainability		In Progress	City staff regularly updates Council Sustainability Liaison, reports out to at quarterly community meetings, and conducts annual greenhouse gas inventories in conjunction with the Marin Climate and Energy Partnership.
Program C-5.1C	<b>Quarterly Forum.</b> Continue to hold the CCAP Quarterly Forum, which provides oversight on the implementation progress of sustainability and GHG reduction programs.	Sustainability		Ongoing	The City continued to host quarterly community CCAP forums the 3rd Thursday of the month in January, April, July, and October from 4-6pm at the Community Development Conference Room, 3rd Floor in City Hall, 1400 5th Avenue.



## CONSERVATION CLIMATE CHANGE

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program C-5.1D	<b>Funding.</b> Identify funding sources for recommended actions, and pursue local, regional, state, and federal grants. Investigate creation of a local carbon fund or other permanent source of revenue.	Sustainability		In Progress	City staff has received grants for mitigation and adaptation projects and continues to regularly seek funding for priority projects, including assessing Inflation Reduction Act opportunities such as through the Energy Efficiency Conservation Block Grant program.
Program C-5.3A	<b>Local Government Agency Involvement.</b> Continue to provide a leadership role with other local governmental agencies to share best practices and successes.	CM		In Progress	City staff participates in regional efforts often taking a leadership role and offering resources to other agencies and community partners, including Marin Climate and Energy Partnership and Institute for Local Government, among others.
Program C-5.3B	<b>State and Federal Action.</b> Recommend and support State and federal actions to update renewable energy portfolio standards, amend state building codes, and modify motor vehicle standards to reduce GHG emissions and achieve climate goals.	Sustainability	CDD	No Action	
Program C-5.3C	<b>Regional Collaboration.</b> Participate in regional collaborations among public agencies to enact and support new programs or shared improvements which promote or utilize renewable energy sources or reduce energy demand.	Sustainability		In Progress	City participates actively in Marin Climate and Energy Partnership, Zero Waste Marin, and other Countywide efforts such as the Green Building Reach Code Steering Committee.
Program C-5.4A	<b>Low Carbon Municipal Vehicles.</b> As finances allow, continue to shift the City's vehicle fleet to zero emission vehicles and use low carbon fuels as an interim measure until gasoline-powered vehicles are replaced.	PW	Sustainability	Progress	On February 2, 2022, City Council approved the replacement of five patrol cars with hybrid vehicles and two parking enforcement cars with electric vehicles.
Program C-5.4B	<b>Advancing GHG and Sustainability Efforts.</b> Monitor best practices in sustainability and the transition to GHG-free energy sources and evaluate the feasibility of applying such measures at the local level.	Sustainability		Ongoing	
Program C-5.7A	<b>Public Outreach Campaign.</b> As recommended by the Climate Change Action Plan, implement a communitywide public outreach and behavior change campaign to engage residents, businesses, and consumers around the impacts of climate change and the ways individuals and organizations can reduce their GHG emissions and create a more sustainable, resilient, and healthier community.	Sustainability		Ongoing	City created SanRafaelClimateAction.org, and actively supports and promotes Resilient Neighborhoods, TAM's Marin Commutes program, Ride and Drive Clean, and other behavior change campaigns.
Program C-5.7B	<b>Resilient Neighborhoods.</b> Continue participating in the Resilient Neighborhoods program and expand the program to include local businesses (see text box).	Sustainability		Ongoing	City funds Resilient Neighborhoods through the Marin Climate and Energy Partnership, promotes and supports it through numerous means.
Program C-5.7C	<b>Financial Incentives.</b> Continue to raise awareness of savings, rebates and other financial incentives to conserve and recycle.	Sustainability		Ongoing	City continues to promote these offerings and other programs through our normal outreach channels and continually seeks new ways to get the word out.
Program C-5.7D	<b>Promote Sustainability Efforts.</b> Promote sustainability and climate change awareness through education, publications, the City's website, community organizations, and special events such as Earth Day and an annual Green Festival.	Sustainability		Ongoing	City continues to promote these offerings and other programs through our normal outreach channels and continually seeks new ways to get the word out. City co-hosts Earth Day with the Business Improvement District and neighborhood associations.

## PARKS, RECREATION, OPEN SPACE

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program PROS-1.1A	<b>Parks and Recreation Master Plan.</b> Prepare a Parks and Recreation Master Plan, including citywide recommendations for park management, operations, facility development, potential acquisition, and recreation service delivery, as well as recommendations for each City-owned park.	L&R		Progress	The Library and Recreation Department launched the Parks and Recreation Master Plan Process in March 2022 including the creation of Parks & Recreation Master Plan Steering Committee. The City is on track to present the Master Plan to City Council in Spring 2023.
Program PROS 1.1B	<b>Capital Improvement Program.</b> Use the Capital Improvement Program to identify funding sources and timing of parks and recreation capital projects.  See also Program PROS-3.3A on an Open Space Management Plan	PW		Ongoing	Will seek Grant funding in future for Park and Recreational improvement projects when available.
Program PROS-1.2A	<b>Municipal Code Amendment.</b> Modify Chapter 15.09 of the Municipal Code to establish a general standard of 4.0 acres of improved parkland per 1,000. Adjust the formulas for dedication of land to reflect this standard.	PW		No Action	
Program PROS-1.2B	<b>Park In Lieu Fees.</b> Periodically adjust park in-lieu fees to reflect the prevailing costs of land and facilities. Any increases to existing fees should be developed through a public process in which potential cost impacts on development feasibility are disclosed and measures to offset impacts on housing costs are considered.	CDD	L&R	No Action	
Program PROS-1.2C	<b>Exemptions.</b> To reduce further increases in housing costs, exempt accessory dwelling units and affordable housing units from park in-lieu and dedication requirements. Consider eliminating the existing exemption for market-rate rental housing or adopting a modified fee schedule which considers factors such as unit size and total project	CDD		No Action	
Program PROS-1.3A	<b>New Parks.</b> Develop additional parks and playgrounds in areas with unmet needs and in areas experiencing growth. Opportunities to create new parks within new development and on underutilized public land should be pursued.	L&R		No Action	
Program PROS-1.3B	<b>Parks on Former School Sites.</b> Work with San Rafael City Schools and the Miller Creek School District to identify ways to acquire on-site recreational facilities in the event that school properties are closed, leased, or offered for sale. (see also Policy LU-1.16 on school site reuse)	L&R		No Action	
Program PROS-1.3C	<b>Adaptation Projects.</b> Incorporate shoreline access and new recreational amenities in sea level rise adaptation and flood risk reduction projects where feasible.	Sustainability	L&R	Ongoing	In 2022, the City partnered with the Marin Audobon Society to support their efforts to restore Tiscornia Marsh to better adapt to sea level rise, including the creation of an improved

## PARKS, RECREATION, OPEN SPACE

					pathway and viewing areas.
Program PROS 1.4A	<b>Park Plan Review.</b> Work with qualified landscape architects, the Design Review Board, the Park and Recreation Commission, and the Planning Commission when preparing and reviewing park master plans and designing park improvements.	L&R	PW	Ongoing	In 2022, the City presented the design for the Sun Valley Park Improvement project to the Park & Recreation Commission. The City has also contracted with qualified landscape architects to support the development of improvement projects at Pickleweed and Sun Valley Parks.
<b>PROGRAM</b>	<b>PROGRAM DESCRIPTION</b>	<b>LEAD DEPT</b>	<b>OTHER DEPT</b>	<b>STATUS</b>	<b>PROGRESS IN 2022</b>
Program PROS 1.4B	<b>Community Engagement.</b> Engage the community in park planning and facility development, including all groups and individuals who would be affected by such improvements.	L&R	PW	Progress	In 2022, as part of the Parks & Recreation Master Plan process the City held a series of community meetings, focus groups, and surveys to gather input from the public about how to improve San Rafael parks, recreational facilities and programs. The City also held an outreach event and conducted a survey to gather feedback from the Sun Valley neighborhood on planned improvements to the Sun Valley Park.
Program PROS-1.5A	<b>Branding and Signage.</b> Develop and implement consistent branding, wayfinding, and interpretive signage for San Rafael's parks that identify park and open space properties and help the public locate, navigate, and understand them. Park signage should be attractive, durable, and contribute to civic pride and identity.	L&R	PW	No Action	
Program PROS-1.6A	<b>Needs Assessment.</b> Conduct a needs assessment as part of a Parks and Recreation Master Plan. Recreational facility needs should be periodically reevaluated in response to trends, demographics, and changing conditions.	L&R		Progress	The Parks and Recreation Master Plan began in 2022 and scheduled to be completed in early 2023. The Plan includes a needs assessment as part of the scope of work.
Program PROS-1.6B	<b>Park Improvements.</b> As part of the Parks and Recreation Master Plan, prepare plans to improve neighborhood and community park facilities. Seek funding to implement these plans.	L&R		Progress	The Parks and Recreation Master Plan began in 2022 and scheduled to be completed in early 2023. The Plan includes recommendations on improvements to neighborhood and community park facilities.
Program PROS-1.7A	<b>Field Improvements.</b> Evaluate local athletic fields as part of a Parks and Recreation Master Plan. Develop design and capital facility recommendations for athletic fields based on the findings.	L&R		Progress	The Parks and Recreation Master Plan began in 2022 and scheduled to be completed in early 2023. The Plan include an evaluation of local athletic fields as part of the scope.
Program PROS-1.11A	<b>Design for All Users.</b> Engage park users, businesses, residents, and social service providers in the design and management of urban parks to safely accommodate all users, provide universal access, and minimize conflicts.	L&R		Ongoing	In 2022, as part for the Parks and Recreation Master Plan process, the City conducted an ADA assessment of all parks to identify barriers to access.

## PARKS, RECREATION, OPEN SPACE

Program PROS-1.11B	<b>Activating Public Space.</b> Work with cafes, restaurants, and other businesses to activate and maintain urban parks and plazas. This can provide 'eyes on the space,' create a sense of ownership, and facilitate economic vitality by providing space for outdoor dining and vending.	L&R		No Action	
Program PROS-1.12A	<b>Joint Use Agreements.</b> Work with San Rafael City Schools and the Miller Creek School District to formalize joint use agreements for parks, playgrounds, sports fields, and other school facilities.	L&R		No Action	
Program PROS-1.13A	<b>Onsite Recreation Facilities.</b> Continue to implement zoning regulations that require appropriate recreational facilities for residents in new development.	CDD		Ongoing	When the Community Development Department reviewed applications for residential condominiums, staff continued to enforce Section 15.12.060 - Recreational facilities, residential condominiums which require residential condominiums to be designed with recreational facilities.
Program PROS-1.13B	<b>Rooftop Open Space.</b> Encourage the development of rooftop open space in higher density residential, mixed use, and commercial projects. Such spaces should be designed to minimize the potential for noise, privacy, and light impacts on nearby properties.	CDD		No Action	
<b>PROGRAM</b>	<b>PROGRAM DESCRIPTION</b>	<b>LEAD DEPT</b>	<b>OTHER DEPT</b>	<b>STATUS</b>	<b>PROGRESS IN 2022</b>
Program PROS-1.14A	<b>Commercial Recreation.</b> Consider amending the zoning ordinance to allow a floor area ratio exemption for on-site recreational facilities open to the public.	CDD		No Action	
Program PROS-1.15A	<b>Cost Considerations in New Projects.</b> Consider maintenance and long-term operating costs when developing any new facility or modernizing an existing facility. Funding mechanisms for maintenance should be identified for every capital project.	PW	L&R	No Action	
Program PROS-1.15B	<b>Park Stewardship.</b> Encourage "adopt a park" programs and other stewardship initiatives that engage volunteers in park clean-up, maintenance, invasive plant removal, and other improvements. Explore agreements with the Downtown Streets Team and similar organizations to maintain park and open space areas.	PW, L&R		No Action	
Program PROS-1.16A	<b>Park Funding Strategy.</b> Seek new and ongoing sources of funds for park development and maintenance, including grants, foundations, bonds, taxes and assessment districts, impact fees, contributions from "Friends" organizations, renewal of Measure A, private donations and land dedications, public/private joint ventures, the Capital Improvement Program, and all other available means.	L&R		Ongoing	The Parks and Recreation Master Plan includes an analysis of the City's current funding sources and will develop recommendations for future funding options.
Program PROS-1.16B	<b>Naming Rights and Sponsorships.</b> Explore opportunities to generate revenue through naming rights, sponsorships, and charitable giving.	L&R		No Action	

## PARKS, RECREATION, OPEN SPACE

Program PROS-1.6C	<b>Sale, Lease, or Contractual Agreements.</b> In the event City-owned park or open space land is sold or leased in the future, require that the proceeds are appropriately used to support park improvements, maintenance, or operating costs.	L&R		No Action	
Program PROS-1.18A	<b>Sustainable Design.</b> Incorporate sustainability principles such as reduced water and energy, use of recycled and non-toxic materials, stormwater capture, and carbon sequestration, in the design and construction of park facilities and grounds. Where feasible, parks should also support the City's wildfire prevention and sea level rise adaptation strategies, and be designed to maximize accessibility by pedestrians, bicyclists, and transit users.	Sustainability	L&R	Ongoing	
Program PROS-2.1A	<b>Age-Specific Programs.</b> Provide facilities and programs that are specifically designed to meet the needs of children, teens, and older adults, as well as those designed for intergenerational participants.	L&R		Ongoing	In 2022, the City renewed its agreement with the Goldenaires Senior Organization to provide additional senior programming at the San Rafael Community Center. Both the Library and Recreation divisions continue to offer and grow age-specific programming for youth, teens, and older adults.

## PARKS, RECREATION, OPEN SPACE

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program PROS-2.1B	<b>Cultural Competency.</b> Provide culturally competent and inclusive programming that reflects the diversity of San Rafael's population.	L&R		Ongoing	Library and Recreation have continued to expand targeted programming to engage all members of our community, including Spanish speakers, people experiencing homelessness, and families with queer and trans youth. Programs include a weekly bilingual storytime in English and Spanish, a bimonthly virtual ESL conversation club, a Spanish book club, outreach to people experiencing homelessness, outreach to queer people of all ages in Marin, and drag storytimes in partnership with the Spahr Center.
Program PROS-2.2A	<b>Program Evaluations.</b> Monitor and evaluate participation in the City's recreational programs and use this information when developing new programs.	L&R		No Action	
Program PROS-2.2B	<b>Surveys.</b> Conduct periodic surveys in multiple languages to evaluate recreational needs in neighborhoods and the city as a whole (see also Program EDI-1.3B on multi-lingual, culturally competent surveys).	L&R		Ongoing	In 2022, the Library & Recreation Department launched a Statistically-Valid Survey for Parks and Recreation Master Plan as well as a Communitywide Questionnaire. Both were provided in English, Spanish, and Vietnamese.
Program PROS-2.3A	<b>Summer Programs.</b> Provide increased programming during periods when children are out of school, including summer youth programs at locations convenient to each neighborhood.	L&R		Ongoing	In 2022, the Library and Recreation Department partnered with San Rafael City Schools and Marin YMCA to implement a free summer camp for up to 75 Canal youth in the summer of 2022. The department also offered a range of summer camps, clinics, and programs at facilities throughout the City. The Library offered book giveaways through our annual Summer Reading Challenge, and dozens of free, summer enrichment programs at all sites for youth of all ages. The Library also partnered with One Tam and Trips for Kids to offer free outdoor education programs for youth at the libraries.
Program PROS-2.4A	<b>Operating Hours.</b> Maintain operating hours that meet public needs and accommodate activities such as child care and after school care.	L&R		Ongoing	
Program PROS-2.6A	<b>User Fees.</b> Recover a portion of recreational program costs through user fees, facility rentals, and other direct charges for public use. Provisions to reduce fees for non-profit organizations and low income and special needs patrons should be included.	L&R		Ongoing	Implemented an updated Recreation and Childcare Master Fee Schedule, which was adopted by City Council in July 2021. Developed and implemented a new Scholarship Program to help offset recreation program costs for low-income residents.
Program PROS-2.10A	<b>Back-Up Power.</b> Maintain back-up power sources at the City's community centers so they remain operational during power outages. Community centers should serve as community gathering places in the event of an emergency or disaster.	FIRE	PW, L&R	No Action	

## PARKS, RECREATION, OPEN SPACE

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program PROS-3.1A	<p><b>Criteria for Open Space Protection.</b> Use the following criteria for identifying and prioritizing open space parcels for future protection (the criteria are not listed in any particular order):</p> <ul style="list-style-type: none"> <li>a) Environmental health and safety issues and potential geologic and seismic hazards.</li> <li>b) Aesthetics (visual backdrop or edge, unique site features, shoreline, ridgelines).</li> <li>c) Wildlife resource value (wetlands, creeks and riparian areas, wildlife habitat and movement corridors, and habitat for special status species).</li> <li>d) Ability to sequester carbon and mitigate potential climate-related impacts, including reduction of wildfire hazard, drought resilience, protection from sea-level rise.</li> <li>e) Importance to the community as a whole and/or adjoining neighborhoods.</li> <li>f) Merits of alternative uses.</li> <li>g) Ability to connect existing open spaces.</li> <li>h) Potential for recreational uses and/or environmental education, especially for economically disadvantaged communities.</li> <li>i) Availability of outside (non-City) financial assistance.</li> <li>j) Potential maintenance and management costs and liability exposure for the City.</li> <li>k) Feasibility of protection through zoning, easements, development agreements, and other tools rather than through</li> </ul>	L&R		Ongoing	In 2022, the City utilized the criteria outlined in the General Plan to evaluate two offers of open space. One offer of open space on Gold Hill was determined to meet the City's criteria for protection and was accepted as City open space in December.
Program PROS-3.1B	<p><b>Open Space Opportunities in New Development.</b> Pursue opportunities to expand the City's open space network when new development is proposed. This can be achieved through such strategies as clustering development, providing buffers and fuel breaks along site perimeters, dedicating on-site parkland, and mitigating project impacts through wetlands restoration or other measures. When potential open space is not contiguous to existing public open space, the preference is to retain it in private ownership. Maintenance agreements for such areas should include a permanent funding mechanism for maintenance and rehabilitation, follow sound ecological principles, and be enforceable by the City in the future.</p>	L&R	CDD	No Action	
Program PROS-3.1C	<p><b>Priority Conservation Areas.</b> Explore the feasibility of Priority Conservation Areas (PCA) designations for large areas of contiguous private open space in the San Rafael Planning Area. The PCA designation recognizes the significance of these areas as open space and provides support for their long-term conservation. Owner consent shall be obtained before an application for a PCA is submitted to ABAG.</p>	CDD		No Action	

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PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program PROS-3.1D	<b>Aquatic Open Space.</b> Consider formal designation of a San Rafael Bay Aquatic Open Space in the waters off the city's shoreline. Compatible conservation and recreational uses such as fishing, kayaking, and paddle boarding should be encouraged in this area.	L&R	CDD	No Action	
Program PROS-3.2A	<b>Management Prescriptions.</b> Develop management prescriptions for different types of open space that recognize their capacity for improvements, access limitations, natural hazard levels, biological resources, and other physical characteristics (Note: this should be done as part of Program PROS-3.3A, listed below).	FIRE	L&R, PW	No Action	
Program PROS-3.3A	<p><b>Open Space Management Plan.</b> Work collaboratively with residents, environmental organizations, fire departments, and land management agencies such as Marin Municipal Water District, Marin County Parks and Open Space District, and California State Parks to develop an Open Space Management Plan. The Plan should address appropriate uses of open space in the Planning Area, along with provisions for ongoing maintenance and improvement. It should include six areas of focus:</p> <p>a) Recreation, including appropriate access points, parking and staging areas, wayfinding and interpretive signage, existing and future trail alignments, and guidelines for the location of amenities such as picnic tables and benches.</p> <p>b) Habitat Protection, including enhancing natural habitats, mitigating the impacts of human activities and climate change on plant and animal life, and preserving natural ecological functions.</p> <p>c) Hazard reduction, in accordance with ecologically sound practices and wildfire science, including removal of highly flammable invasive species, emergency access, and erosion control. This should be closely coordinated with ongoing efforts by the San Rafael and Marin County Fire Departments, Marin Wildfire Prevention Authority, CalFIRE, and non-profit organizations such as FireSafe Marin.</p> <p>d) Green infrastructure, including the capacity of open space areas to sequester carbon, absorb runoff, maintain water quality, mitigate climate change impacts, protect and enhance native biodiversity, and</p>	FIRE	PW, L&R	Progress	The Fire Department participated in ongoing efforts relating to vegetation and fuel reduction work.



## PARKS, RECREATION, OPEN SPACE

Program PROS-3.4A	<b>Diseased Vegetation.</b> Work with resource agency experts to address tree pathogens and to remove hazardous vegetation and harmful invasive plants.	FIRE		Ongoing	Ongoing within the scope of fires wildfire prevention efforts.
Program PROS-3.4B	<b>Illegal Encampments.</b> Continue to work with private and public property owners to identify and remove illegal encampments in open space areas. Provide a clear method for the public to report encampments when they are observed and work with Marin County Health and Human Services to help those in encampments find housing.	CM (Homelessness)	FIRE, PW, PD	Ongoing	Ongoing in collaboration with PD and Fire.
<b>PROGRAM</b>	<b>PROGRAM DESCRIPTION</b>	<b>LEAD DEPT</b>	<b>OTHER DEPT</b>	<b>STATUS</b>	<b>PROGRESS IN 2022</b>
Program PROS-3.5A	<b>Appropriate Use of Private Open Space.</b> When land is set aside as permanent open space in a private development or is dedicated to a public agency as open space, specify enforceable use limitations such as restrictions on structures, plant materials, and fences.	L&R		No Action	
Program PROS-3.6A	<b>Access Points.</b> Use the development review process to identify open space access points and required features such as signage, trailheads, and parking.	L&R	CDD, PW	No Action	
Program PROS-3.7A	<b>Coordination with Other Jurisdictions.</b> Continue to work with the public agencies managing open space within the San Rafael Planning Area to coordinate and implement City and County wildfire action plans, habitat conservation programs, and recreation improvements.	FIRE	CDD, L&R	Ongoing	
Program PROS-3.8A	<b>Citywide Trails Map.</b> Develop—or assist volunteers with developing—a citywide trail map, building on work that has already been done by local advocacy groups.	L&R		No Action	

## PARKS, RECREATION, OPEN SPACE

Program PROS-3.8B	<p><b>Trails Master Plan.</b> Pursue grant funding and develop a Trails Master Plan, including provisions to improve access and signage to park and open space areas from San Rafael neighborhoods and balance the needs of different trail user groups. The Master Plan should include recommendations for new and enhanced trails, minimizing wildlife and habitat impacts, use guidelines for a variety of users, signage, surface materials, maintenance, compliance with trail rules, and staging areas. The Plan should incorporate the “greenway” improvements from the Bicycle and Pedestrian Master Plan, as well as plans for the Bay Trail, Canal walkway, North San Rafael promenade, and “water” trails for kayaks in San Francisco Bay. San Rafael’s network of neighborhood paths, stairways, and mid-block walkways also should be included.</p> <p>See also Mobility Element Program M-6.4A regarding an Urban Trails Master Plan</p>	L&R		No Action	
Program PROS-3.10A	<p><b>Public Education.</b> Continue outreach and public education on open space management, including wildfire prevention, stormwater management requirements, predatory animal control, climate change, and coordination between public and private property owners. Also, conduct periodic user surveys to better understand the needs and interests of open space visitors and determine which areas may require further attention.</p>	FIRE	L&R	No Action	
Program PROS-3.10B	<p><b>Interpretive Facilities.</b> Encourage the development of interpretive trails, nature centers, signage, and similar features that educate San Rafael youth and adults about the natural environment, best practices in conservation, and the value of open space. This should include information about the historic value of open space, including past uses of individual sites (such as mining, logging, military defense, farming, and hunting).</p>	L&R		Ongoing	Supporting the Audobon Society in the development of the Tiscornia Marsh project, which will include the development of interpretive signage for the pathway around Pickleweed Park.

## SAFETY RESILIENCE ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program S-1.1A	<b>LHMP Mitigation Action Plan.</b> Implement the Mitigation Action Plan in the LHMP. The City will consider opportunities to advance each action through operating procedures, development approvals, budgets, public education, and capital improvement projects.	FIRE		Progress	Action Plan will be developed once the Multi-Jurisdictional Local Hazard Mitigation Plan (MJ-LHMP) is completed.
Program S-1.1B	<b>Mitigation Program Funding.</b> Develop an overall funding strategy to prioritize and pursue mitigation projects, including identification and tracking of grants and regular coordination with FEMA and State hazard mitigation agencies.	FIRE		Progress	On June 21, 2022, City Council adopted a resolution authorizing Administrative Services Director, Fire Chief, Deputy Director of Emergency Management, Director of Public Works, and City Manager each to execute all documents required to accept and obtain hazard mitigation and pre-disaster mitigation grant funding for a period of three years.
Program S-1.1C	<b>LHMP Updates.</b> Periodically update the Local Hazard Mitigation Plan to reflect new data, technology, available resources, partnership opportunities, and state and federal requirements.	FIRE		Progress	In late 2022, the City of San Rafael officially became a participating jurisdiction in the Multi-Jurisdictional Local Hazard Mitigation Plan (MJ-LHMP) which is being led by the County of Marin via an external consulting firm. The San Rafael Fire Department / Office of Emergency Services (OES) has been the lead on behalf of the City of San Rafael by acting as part of the MJ-LHMP Steering Committee and Planning Team. There have been a total of three (3) planning meetings led by the County and two (2) internal working group meetings within the City of San Rafael.  San Rafael's Local Hazard Mitigation Plan (LHMP) was last updated June 2017.
Program S-1.2A	<b>Entitlement Process.</b> Use the entitlement process to evaluate the potential for hazards and to require appropriate mitigation measures and approval conditions.	CDD		Ongoing	The Planning Division continued to use the entitlement process to evaluate the potential for hazards and to require appropriate mitigation measures and approval conditions.
Program S-1.2B	<b>Use of Hazard Maps in Development Review</b> Review slope stability, seismic hazard, flood hazard, sea level rise, wildfire, and other environmental hazard maps when development is proposed. Update hazard maps to include data collected during development review and other studies. Measures to adequately mitigate mapped hazards should be identified prior to project approval.  See also Policy LU-1.8 on clustering. See the Conservation/Climate Change Element for policies relating to air quality and development suitability.	FIRE	Digital, CDD, Sustainability	Progress	San Rafael Fire Department partnered with Ross Valley Fire District to come up with "Emergency Alert" Maps that would serve useful for operational planning purposes ahead of an evacuation. These maps incorporate County-wide data which include San Rafael and have also been matched with Marin Sheriff's Evacuation Zones as reflected on Zonehaven.
Program S-1.3A	<b>Critical Facilities in Vulnerable Areas.</b> Prepare a Public Facility Vulnerability Assessment to identify City buildings and other infrastructure that are susceptible to environmental hazards. Measures should be taken to avoid extraordinary maintenance and operating expenses associated with hazardous conditions and minimize damage potential and interruption of service following	Sustainability		No Action	

## SAFETY RESILIENCE ELEMENT

	a disaster.				
Program S-1.4A	<b>LHMP Amendments.</b> Amend local emergency preparedness documents as needed to address public health emergencies, including communication protocol, emergency operating procedures, and provisions for sheltering-in-place.	Sustainability		No Action	
<b>PROGRAM</b>	<b>PROGRAM DESCRIPTION</b>	<b>LEAD DEPT</b>	<b>OTHER DEPT</b>	<b>STATUS</b>	<b>PROGRESS IN 2022</b>
Program S-1.4B	<b>Pandemic Response and Recovery.</b> Monitor and update data to support response and recovery to the COVID-19 pandemic. Such data should consider immediate and long-term impacts on housing, jobs, equity, local retail, parks and open spaces, health care, social services, the environment, demand for City services, and other variables that shape the safety and well-being of San Rafael residents and employers. As needed, amend policies and ordinances to address pandemic impacts and facilitate recovery and resilience to future public health emergencies.	CM		Progress	<p>The economic recovery efforts to support San Rafael businesses impacted by the COVID-19 pandemic has taken many iterations over the past two years. The short-term objectives were to help businesses stay afloat. Immediate relief programs included small business disaster relief grants, developing industry specific reopening protocols in partnership with the County of Marin Public Health, San Rafael Chamber of Commerce and Downtown Business Improvement District (BID), as well as promoting all federal, state, and local COVID-19 relief programs.</p> <p>As the pandemic persisted, the City of San Rafael and the San Rafael Chamber of Commerce partnered to host a series of Going the Extra Mile (GEM) industry focus groups, to gain better understanding on the current challenges businesses were facing. In addition, Mayor Kate Colin conducted walkabouts throughout San Rafael's various commercial districts to connect with business owners and provide support and updates on the city's ongoing recovery efforts.</p>
Program S-2.1A	<b>Seismic Design.</b> Adopt and enforce State building codes which ensure that new or altered structures meet the minimum seismic standards set by State law. State codes may be amended as needed to reflect local conditions.	CDD (Building)		Ongoing	

## SAFETY RESILIENCE ELEMENT

Program S-2.1B	<b>Geotechnical Review.</b> Continue to require soil and geologic hazard studies and peer review for proposed development as set forth in the City's Geotechnical Review Matrix (See Appendix F and text box at right). These studies should determine the extent of geotechnical hazards, optimum design for structures and the suitability and feasibility of proposed development for its location, the need for special structural requirements, and measures to mitigate any identified hazards. Periodically review and update the Geotechnical Review Matrix to ensure that it supports and implements the Local Hazard Mitigation Plan by identifying potentially hazardous areas. Consider removing the procedures from the General Plan and instead adopting them as part of the Zoning Ordinance or through a separate resolution.	CDD (Building)		Ongoing	
Program S-2.1C	<b>Earthquake Hazard Study.</b> As recommended by the Local Hazard Mitigation Plan, complete an Earthquake Hazard Study that examines geologic hazards in the city.	Sustainability		No Action	
Program S-2.2A	<b>Landslide Mitigation and Repair Projects.</b> Undertake landslide hazard mitigation and repair projects, as outlined in the LHMP. These projects include a landslide identification and management program, repair of the Fairhills Drive landslide, and repair of the Bret Harte sewer easement.	Sustainability		No Action	
Program S-2.3A	<b>Seismic Safety Building Reinforcement.</b> Enforce State and local requirements for reinforcement of existing buildings, including the city's remaining unreinforced masonry (URM) buildings.	CDD (Building)		Ongoing	
Program S-2.3B	<b>Soft-Story Building Mitigation Plan.</b> Complete a citywide assessment of soft-story buildings and develop a mitigation strategy and cost-benefit analysis to modify these structures to reduce their potential to collapse during an earthquake.	CDD (Building)		No Action	
<b>PROGRAM</b>	<b>PROGRAM DESCRIPTION</b>	<b>LEAD DEPT</b>	<b>OTHER DEPT</b>	<b>STATUS</b>	<b>PROGRESS IN 2022</b>
Program S-2.4A	<b>Inspection List.</b> Develop and maintain a list of facilities that would be inspected after a major earthquake, including City-owned essential or hazardous facilities. Facilities on the list should be prioritized for inspection-scheduling purposes.	CDD (Building)		No Action	
Program S-2.5A	<b>Erosion and Sediment Control Plans.</b> Require Erosion and Sediment Control Plans (ESCPs) for projects meeting the criteria defined by the Marin County Stormwater Pollution Prevention Program, including those requiring grading permits and those with the potential for significant erosion and sediment discharges. Projects that disturb more than one acre of soil must prepare a Stormwater Pollution Prevention Plan, pursuant to State law.	PW		Ongoing	Construction projects are required to comply with Marin County Stormwater Pollution Prevention Program guidelines and best management practices for construction.
Program S-2.5B	<b>Grading During the Wet Season.</b> Avoid grading during the wet season due to soil instability and sedimentation risks, unless the City Engineer determines such risks will not be present. Require that development projects implement erosion and/or sediment control measures and runoff discharge measures based on their potential to impact storm drains, drainageways, and creeks.	PW		No Action	Construction projects, including grading work, are required to comply with Marin County Stormwater Pollution Prevention Program guidelines and best management practices for construction.

## SAFETY RESILIENCE ELEMENT

Program S-2.5C	<b>Sediment Use.</b> Explore the use of sediment from human activities such as dredging and natural processes such as erosion for wetlands restoration and shoreline resiliency projects.	PW		No Action	
Program S-3.1A	<b>Incorporate into City GIS.</b> Incorporate the Sea Level Rise Prediction Map into the City's Geographic Information System (GIS) map and utilize GIS as a publicly accessible tool for tracking flooding and sea level rise hazards.	Sustainability	Digital	No Action	
Program S-3.1B	<b>Periodic Update of Sea Level Rise Prediction Map.</b> Review sea level rise data at least once every five (5) years to determine the need for Map updates.	Sustainability	Digital	No Action	
Program S-3.1C	<b>Sea Level Rise Overlay Zone.</b> Adopt an "overlay zone" on the City Zoning Map incorporating the Sea Level Rise Projection Map. The "overlay zone" shall include land use regulations for site planning and a minimum construction elevation that reflects flooding and sea level rise data.	Sustainability	Digital	No Action	
Program S-3.2A	<b>Coordination with County of Marin.</b> Coordinate with the County of Marin on updating data related to increased flooding and sea level rise. Utilize the County of Marin Bay Waterfront Adaptation & Vulnerability Evaluation (BayWAVE) as the basis for all City-prepared documents and plans addressing and adapting to increased flooding and sea level rise.	Sustainability		No Action	
Program S-3.3A	<b>Residential Building Resale (RBR) Reports.</b> Revise the RBR Report template to include a disclosure of potential property risk due to increased tidal flooding and sea level rise. Utilize the Sea Level Rise Prediction Map for confirming property vulnerability. Work with realtors and property owners to implement this requirement.	Sustainability		No Action	
Program S-3.4A	<b>Development Projects.</b> Where appropriate, require new development, redevelopment projects, and substantial additions to existing development to consider and address increased flooding and sea level rise impact, and to integrate resilience and adaptation measures into project design.	CDD		Ongoing	The Community Development Department continued to require new development, redevelopment projects, and substantial additions to existing development to comply with FEMA base flood elevation requirements.

## SAFETY RESILIENCE ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program S-3.4B	<b>Capital Projects and Roadways.</b> Prepare a guidance document to address increased flooding, sea level rise impacts, and adaptation measures into the City's capital projects and planning process. This should include strategies to identify and evaluate the costs, benefits and potential revenue sources for elevating or redesigning low-lying roadways and critical infrastructure. If the life of a public improvement in a vulnerable area extends beyond 2050, adaptation measures should be incorporated.	Sustainability	PW	No Action	
Program S-3.4C	<b>Coordination with Utilities and Services.</b> Coordinate with the utilities and services that have infrastructure and facilities in vulnerable areas (for example: wastewater treatment plants) to ensure that sea level rise information and goals are consistent with the City's goals, and that infrastructure/utilities projects address and plan for increased flooding and sea level rise.  See also Policies CSI-4.6 and M-2.11 addressing sea level rise impacts on infrastructure and transportation	Sustainability	PW	No Action	
Program S-3.5A	<b>Code Amendments for Floor Elevation.</b> Update and adopt zoning, building and public works code requirements to establish and mandate a minimum finished floor elevation for new development, redevelopment and substantial additions to existing development. Consider adopting a minimum, finished floor elevation requirement of +3 feet above the FEMA 100-year flood elevation requirement.[1]	CDD (Building)	PW	No Action	
Program S-3.5B	<b>Ground Elevation Surveys.</b> Perform periodic ground elevation surveys in the Sea Level Rise vulnerability zone. The result of the surveys should be considered when developing projects to reduce coastal flooding potential.	Sustainability		No Action	
Program S-3.5C	<b>Title 18 Flood Protection Standards.</b> Evaluate and revise Title 18 of the Municipal Code (Protection of Flood Hazard Areas) to address anticipated sea level rise, increases in rainfall intensities, and any changes related to Federal or regional flood reduction criteria.	Sustainability	City Attorney	No Action	
Program S-3.5D	<b>National Flood Insurance Program (NFIP).</b> Continue to comply with the federal NFIP by maintaining a flood management program and flood plain management regulations. In addition, develop and periodically update a Community Rating System (CRS) to notify residents of the hazards of living in a flood area, thereby reducing local flood insurance rates.	Sustainability		No Action	

## SAFETY RESILIENCE ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program S-3.6A	<p><b>Sea Level Rise Adaptation Plan.</b> Prepare and adopt an adaptation plan addressing increased flooding and sea level rise. The adaptation plan shall include the following components:</p> <ul style="list-style-type: none"> <li>a) Sea Level Rise Projection Map, to be used as the basis for adaptation planning.</li> <li>b) Coordination with local, county, state, regional and federal agencies with bay and shoreline oversight, major property owners, and owners of critical infrastructure and facilities in the preparation of the adaptation plan.</li> <li>c) An outreach plan to major stakeholders and all property owners within the vulnerable areas.</li> <li>d) An inventory of potential areas and sites suitable for mid- to large-scale adaptation projects (see Appendices D and E for more information)</li> <li>e) A menu of adaptation measures and approaches that could include but not be limited to: <ul style="list-style-type: none"> <li>o Managed retreat, especially on low-lying, undeveloped and underdeveloped sites; in areas that are permanent open space; and in areas that are environmentally constrained. Transfer of development rights from such areas should be encouraged.</li> <li>o Innovative green shoreline protection and nature-based adaptation measures such as wetlands and habitat restoration, and horizontal levees where most practical and feasible.</li> <li>o Hard line armoring measures (sea walls, levees, breakwater, locks, etc.) in densely developed areas to minimize the potential for displacement of permanent residents and businesses.</li> </ul> </li> </ul>	Sustainability		Progress	<p>Building off the more current resources and utilizing the BayWAVE Vulnerability Assessment as a foundation, City staff has prepared the Flood Risk &amp; Sea Level Rise Adaptation Report, which has been incorporated into General Plan 2040. The purpose of this report is to “set the stage” in providing initial guidance on how an adaptation plan is to be developed and what is to be included in the plan. The report presents the following suggestions for developing an adaptation plan:</p> <ol style="list-style-type: none"> <li>1. Establish clear objectives through a community-based process</li> <li>2. Utilize Adaptation Land Use Planning – Guidance for Marin County Local Governments</li> <li>3. Identify policy and regulatory measures</li> <li>4. Identify the appropriate adaptation tools and strategies</li> <li>5. Identify financing measures and funding sources for implementation</li> </ol>
Program S-3.6B	<p><b>Partnerships.</b> Foster, facilitate and coordinate partnerships with the County of Marin, other effected agencies and utilities, property owners, and neighborhood groups/organizations on planning for and implementing adaptation projects.</p>	Sustainability		No Action	
Program S-3.6C	<p><b>Countywide Agency/Joint Powers Authority.</b> Work with the County of Marin to facilitate the formation of a centralized countywide agency or joint powers authority to oversee adaptation planning, financing and implementation.</p>	Sustainability		No Action	
Program S-3.7A	<p><b>Levee Improvement Plans.</b> Assess existing levees, berms, and flood control systems to identify reaches with the greatest vulnerability. Develop improvement plans based on existing conditions and projected needs, as documented in adaptation plans. This should include improvement studies for the Spinnaker Point levee, as recommended by the LHMP, and the Canalways levee along San Rafael Bay.</p>	PW	Sustainability	No Action	



## SAFETY RESILIENCE ELEMENT

Program S-3.7B	<b>Financing Levee Improvements.</b> Coordinate with property owners; residents and businesses; federal, state, and regional agencies; utilities; and other stakeholders to evaluate potential methods of improving levees and funding ongoing levee maintenance, including assessment or maintenance districts. The cost and fiscal impacts of levee improvements should be evaluated against potential benefits and costs and consequences of inaction.	PW	Sustainability, City Clerk, ED	No Action	
PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program S-3.8A	<b>Storm Drainage Improvements.</b> Consistent with Countywide and regional stormwater management programs, require new development with the potential to impact storm drainage facilities to complete hydrologic studies that evaluate storm drainage capacity, identify improvements needed to handle a 100-year storm, and determine the funding needed to complete those improvements.	PW		Ongoing	In 2022, DPW staff began working on a Stormwater Master Plan for the City, that will identify a long term plan for stormwater management in the City for several years to come.
Program S-3.8B	<b>Green Infrastructure Guidelines.</b> Evaluate potential measures to more sustainably manage stormwater, erosion, and improve water quality associated with urban runoff. This includes improvements such as rain gardens and permeable pavement, which attenuate flooding downstream and provide ecological benefits.  See also Goal C-3 and Policy CSI-4.10 for related policies and programs on water quality and storm drainage	PW		No Action	
Program S-3.9A	<b>Incremental Flood Control Improvements.</b> Where needed and possible, new development/redevelopment projects shall include measures to improve area flood protection. Such measures would be identified and required through the development review process.	PW		No Action	
Program S-3.9B	<b>Flood Hazard Mitigation Projects.</b> Undertake flood hazard mitigation projects as outlined in the Local Hazard Mitigation Plan, including sewer relocation and replacement, pump station rehabilitation, corrugated metal pipe replacement, and improvements to flood-prone streets such as Beach Drive.	PW		Ongoing	In 2022, DPW staff have secured funding for the construction of the San Quentin Pump Station, which will substantially increase flood hazard mitigation efforts in southeast San Rafael.
Program S-3.9C	<b>Restoration and Dredging Projects.</b> Implement restoration and dredging projects that will increase stormwater drainage capacity and reduce flood hazards. As noted in the LHMP, this could include restoration of the Freitas Parkway flood channel and dredging of Gallinas Creek and the San Rafael Canal.	PW		Ongoing	In 2022, DPW initiated a joint Citywide Dredging project in conjunction with the US Army Corps of Engineer's Dredging project in the San Rafael Canal.
Program S-4.1A	<b>Wildfire Prevention and Protection Action Plan.</b> Implement the Wildfire Prevention and Protection Action Plan (August 2020) in a manner consistent with the direction provided by the San Rafael City Council.	FIRE		Ongoing	Ongoing with significant progress relating to defensible space, open space management, public education, and evacuation improvements
Program S-4.1B	<b>Fire Hazard Maps.</b> Maintain maps identifying potential fire hazard areas in San Rafael. Use these maps for vegetation management and planning purposes.	FIRE	Digital	Ongoing	Staff continually reference, and as applicable update, fire hazard and fire mitigation projects maps. Cal Fire released their updates fire severity zone maps at the beginning of

## SAFETY RESILIENCE ELEMENT

					2023.
Program S-4.1C	<b>Fire Protection Ordinance.</b> Continue to implement Municipal Code standards to reduce fire hazards in areas, including vegetation management requirements and the designation of a Wildland-Urban Interface (WUI) Zone. Periodically update these standards and the WUI map to implement Wildfire Action Plan measures and other programs to further reduce wildfire risks.	FIRE	City Attorney	Progress	Citywide vegetation standards have been adopted. Staff began dedicated enforcement efforts of SRMC 4.12 in 2022 and continue into 2023 with significant progress in reducing the most significant community hazards.
Program S-4.1D	<b>Wildfire Fuel Breaks.</b> Where necessary, create new fuel interruption zones in Wildland Urban Interface areas and maintain and expand zones that are already in place. Highly flammable exotic vegetation should be strategically removed in these areas to slow the spread of wildfire and reduce threats to homes.	FIRE	Digital	Ongoing	Ongoing with significant work completed in collaboration with other land owning partners.
Program S-4.1E	<b>Goat Grazing.</b> Continue the use of goat grazing on lands where native vegetation will not be harmed through cooperative relationships with contractors and public agencies.	FIRE		Ongoing	Annual project that is ongoing.
<b>PROGRAM</b>	<b>PROGRAM DESCRIPTION</b>	<b>LEAD DEPT</b>	<b>OTHER DEPT</b>	<b>STATUS</b>	<b>PROGRESS IN 2022</b>
Program S-4.1F	<b>Encampment-Related Hazards.</b> Work collaboratively with service providers for homeless residents and other partners to reduce fire hazards associated with illegal encampments and campfires. Consider partnerships to employ unsheltered residents in vegetation management work.	FIRE	CM (Homelessness)	Ongoing	Ongoing, including vegetation removal in encampment sites. PD Rangers continue to monitor open space and notice illegal encampments for removal.
Program 4.1G	<b>Open Space and Forestry Management.</b> Develop science-based open space and forest management plans to reduce fuel loads, maintain fuel breaks, replace highly flammable species with native species, and increase the health and carbon sequestration potential of open space lands.  See the Parks, Recreation, and Open Space Element for additional policies and programs on open space management.	FIRE	L&R	Ongoing	Initial focus of hazard reduction via removal and thinning continues. Restoration and plans are in progress.
Program S-4.2A	<b>Reduction of Structure Hazards.</b> Implement measures to reduce wildfire hazards to existing structures, including fire-resistant landscaping and building materials, protected vents and gutters, phasing out wood shake roofs, vegetation management around structures, limits on highly flammable plant materials, restricted parking on narrow streets, and enforcement and abatement programs. Focus on measures that provide the greatest fire safety benefits relative to their costs to the City and private sector.	FIRE		Progress	On May 2, 2022, City Council adopted an Ordinance Amending Chapters 12.200 and 12.255 of the San Rafael Municipal Code to make local amendments to California Building Codes to require that wood roofing be replaced by May 31, 2022 and set public hearing on the proposed ordinance for Monday, May 16, 2022.  Ongoing with the support of a resident grant program and the requirement to replace all shake roofs. Parking restrictions completed on San Rafael Lincoln Hill with other areas in progress.

## SAFETY RESILIENCE ELEMENT

Program S-4.2B	<b>Tree Maintenance.</b> Undertake a tree safety maintenance program to maintain the health and safety of trees along public roadways and minimize safety impacts from trees falling in road rights of way.  See the Conservation Element and Community Design Element for additional policies on trees	PW		No Action	
Program S-4.2C	<b>Public Education on Fire Resilience and Response.</b> Improve public education and awareness about fire-safe structures and landscaping. This should include demonstration projects that help property owners understand what species to remove and what to plant, and how to make their homes more fire-resistant. Education programs also should address actions to be taken in the event a fire is approaching, including warnings, evacuation routes, shelters, and provisions for “go bags” and personal safety.	FIRE		Progress	San Rafael Fire Department / Office of Emergency Services (OES) has strengthened this area by way of providing targeted public education and outreach on Fire Resilience/Preparedness. OES developed the 1Hr 2Get Ready learning approach to better engage with residents and highlight critical aspects that improve an individual's ability to be ready ahead of an emergency/disaster. Public outreach focused on wildfire preparedness is intensified during the wildfire season.
Program S-4.3A	<b>Fire Hazard Mitigation in New Development.</b> Through the development review process, require appropriate mitigation measures such as fire preventive site design, landscaping and building materials, and the use of fire suppression techniques such as interior and exterior sprinklers. Before adopting new Code standards and requirements, consider and disclose their potential costs to applicants relative to the benefits they may provide.	FIRE		No Action	
Program S-4.3B	<b>Development Review for Emergency Response.</b> Review development applications in fire prone areas to ensure adequate emergency vehicle access, and adequate water pressure and supply for fire-fighting purposes (see also Goal CSI-4).	FIRE		Ongoing	San Rafael is participating in the County Wide evacuation study through the MWPA.
<b>PROGRAM</b>	<b>PROGRAM DESCRIPTION</b>	<b>LEAD DEPT</b>	<b>OTHER DEPT</b>	<b>STATUS</b>	<b>PROGRESS IN 2022</b>
Program S-4.3C	<b>Wildfire Prevention Funding.</b> Develop new partnerships, revenue opportunities, and funding avenues for wildfire prevention and hazard abatement.  See also Program S-6.7A on additional emergency egress roads in Wildland Urban Interface areas	FIRE		Ongoing	Nearly 4 million a year available via Measure C/MWPA. Continued efforts to acquire grants.
Program S-5.2A	<b>CUPA Program.</b> Continue to participate in the Certified Unified Program Agency (CUPA) program. The CUPA's responsibilities shall include overseeing the investigation and closure of contaminated underground storage tank sites.	PW		No Action	
Program S-5.3A	<b>Inventory of Existing Hazards.</b> Work with State and County GIS data to identify existing hazardous materials permit holders near schools, evaluate relative risk levels, and determine actions in the event of an accidental release. This data should be used to evaluate risk levels and develop measures to ensure the safety of students and school staff where necessary.	Sustainability		No Action	
Program S-5.3B	<b>Reducing Hazards Near Schools.</b> Consistent with CEQA and the California Public Resource Code 21151.4, limit activities with the potential to release hazardous materials within one-quarter mile of schools.	PW		Ongoing	

## SAFETY RESILIENCE ELEMENT

Program S-5.4A	<b>Use of Environmental Databases in Development Review.</b> When development is proposed, use environmental and hazardous materials data bases (such as the State GeoTracker data base) to determine whether the site is contaminated as a result of past activity. As appropriate, require studies and measures to identify and mitigate identified hazards.	FIRE	CDD, PW	Ongoing	FIRE worked with consultants for environmental compliance on relevant projects.
Program S-5.4B	<b>Hazardous Soils Clean-Up.</b> Work with appropriate agencies to require remediation and clean-up prior to development of sites where hazardous materials have impacted soil or groundwater. The required level of remediation and clean-up shall be determined by the Certified Unified Program Agency (see Program S-3.2A) based on the intended use of the site and health risk to the public.	PW		No Action	
Program S-5.4C	<b>Environmental Site Management Plan (ESMP).</b> Require the preparation of an ESMP in consultation with the San Francisco Bay Regional Water Quality Control Board and/or the Department of Toxic Substance Control (DTSC), for proposed development on sites with known contamination of hazardous materials pursuant to Government Code Section 65962.5. This includes, but is not limited to, sites in the on-line DTSC EnviroStor Data Base and the State GeoTracker Data base.	Sustainability		No Action	
Program S-5.4D	<b>Soil Vapor Intrusion Assessment.</b> For sites with potential residual soil or groundwater contamination that are planned for redevelopment with an overlying occupied building, a soil vapor intrusion assessment shall be performed by a licensed environmental professional. If the results indicate the potential for significant vapor intrusion into the building, project design shall include vapor controls or source removal as appropriate in accordance with regulatory agency requirements.	PW		No Action	
Program S-5.5A	<b>Safe Transport of Hazardous Materials.</b> Support California Highway Patrol's efforts to ensure the safe transport of hazardous materials.	PW		No Action	
<b>PROGRAM</b>	<b>PROGRAM DESCRIPTION</b>	<b>LEAD DEPT</b>	<b>OTHER DEPT</b>	<b>STATUS</b>	<b>PROGRESS IN 2022</b>
Program S-5.5B	<b>Pipeline Safety.</b> Coordinate with regulatory agencies and utilities to ensure the safety of all fuel pipelines and ensure that maintenance and operating conditions are fully compliant with all state and federal safety regulations.	PW		No Action	
Program S-6.1A	<b>Mutual Aid Agreements.</b> Continue, and where feasible expand, mutual aid agreements that augment public safety personnel in times of emergency.	PW		No Action	
Program S-6.1B	<b>Standardized Emergency Management System (SEMS).</b> Maintain a SEMS-based emergency plan that provides direction and identifies responsibilities after a disaster. Continue to train all City employees and officials in SEMS procedures.	FIRE		Ongoing	In 2022, SRFD/OES engaged with an external consulting firm to begin drafting of the City's Emergency Operations Plan (EOP). Delivery of the EOP is planned for the Spring of 2023. In 2022, training of city employees and officials took place during regional and local exercises in coordination with other partners. EOC- specific training was also provided to specific city employees.

## SAFETY RESILIENCE ELEMENT

Program S-6.1.C	<b>Emergency Preparedness Plan.</b> Update and publicize the City's emergency preparedness plan in conformance with State guidelines, including information on evacuation routes and shelter locations. The City's Emergency Operations Center Handbook also should be updated.	FIRE		Progress	In 2022, SRFD/OES engaged with an external consulting firm to begin drafting of the City's Emergency Operations Plan (EOP) as well as the EOC Handbook and Storm Playbook. Delivery of the EOP, EOC Handbook and Storm Playbook is planned for the Spring of 2023.
Program S-6.1D	<b>Urban Search and Rescue Techniques.</b> Continue to ensure that Urban Search and Rescue techniques remain current. Provide opportunities for trained volunteers to participate as appropriate.	FIRE		Ongoing	Fire continues to closely coordinate with Marin County Urban Search and Rescue team to ensure that Urban Search and Rescue techniques remain current and provide opportunities for trained volunteers to participate as appropriate.
Program S-6.2A	<b>Educational and Training Programs.</b> Support educational and training programs through the Police and Fire Departments and community-based organizations. These Programs include Community Emergency Response Teams (CERT), Citizens Police Academy, Neighborhood Response Groups (NRGs), and Voluntary Organizations Active in Disaster (VOAD) among others. Neighborhood teams should supplement City resources during emergency situations and can assist in disaster preparedness and mitigation efforts.	FIRE		Progress	In late 2022, SRFD/OES hired a Community Preparedness Coordinator who would be responsible for the educational and training programs involved CERTs, NRGs and VOAD members. In coordination with the County preparedness coordinator and other preparedness partners from other jurisdictions, focused trainings will be planned for 2023.
Program S-6.2B	<b>Neighborhood Disaster Plans.</b> Provide technical assistance as needed to develop and update neighborhood disaster plans.	FIRE		No Action	Will be looked at through existing preparedness groups during 2023.
Program S-6.2C	<b>Website Improvements.</b> Regularly update the Fire Department's website and social media presence to provide information on disaster preparedness, resources, and links to other sites. Include printed information in City publications such as the Recreation Activities guide.	FIRE		Ongoing	Ongoing in collaboration with readymarin.org and the county emergency portal website.
Program S-6.2D	<b>Outreach to Vulnerable Populations.</b> Identify vulnerable populations (such as non-English speaking residents, frail older adults, young children, and persons with disabilities) that may need assistance in times of disaster. Develop outreach programs that are geared toward these populations, including multi-lingual communications.	FIRE		Ongoing	Ongoing in collaboration with the VOAD and CRT. Specific efforts targeting Spanish speakers continues.
Program S-6.2E	<b>Disaster Management Drills.</b> Conduct emergency response drills to test the effectiveness of local procedures, including evacuation and emergency shelter drills in neighborhoods prone to flooding and wildfire.	FIRE		Ongoing	City staff participated in 2022 regional Golden Eagle EOC exercise. The City will participate in Golden Eagle 2023 in May with additional Table Top exercises being planned.
Program S-6.3A	<b>Evacuation-Related Capital Projects.</b> Identify key capital improvements needed to facilitate the orderly evacuation of at-risk areas and the ability of designated assembly points to handle evacuees.	FIRE		Progress	The MWPA has commissioned an Evacuation study in which the City is an active participant.
<b>PROGRAM</b>	<b>PROGRAM DESCRIPTION</b>	<b>LEAD DEPT</b>	<b>OTHER DEPT</b>	<b>STATUS</b>	<b>PROGRESS IN 2022</b>
Program S-6.4A	<b>Evacuation Shelters.</b> Identify locations of evacuation shelters and provide the necessary training and supplies so that these centers can function effectively during and after a disaster. This should include refuge centers for extreme heat events, power failures, and air quality emergencies.	FIRE		Progress	City participated in the County Shelter Planning process. In coordination with the Library and Recreation Director, conversations around shelter planning for response operations were held. A scheduled multi-stakeholder on-site assessment of the Boro Community Center has been planned for February 2023.

## SAFETY RESILIENCE ELEMENT

Program S-6.5A	<b>Essential Services Following Disasters.</b> Make provisions to continue essential emergency public services during and after natural disasters and other catastrophes.	FIRE		No Action	
Program S-6.5B	<b>Employee Transportation.</b> To ensure adequate safety personnel in an emergency, explore ways to transport first responders from outlying areas when damaged infrastructure prevents them from driving to San Rafael.	FIRE		No Action	
Program S-6.5C	<b>Incentives for Disaster Response and Essential Worker Personnel.</b> Support state legislation and City initiatives that would provide incentives for staff with roles in disaster response to live in San Rafael, so they may be readily available if a disaster should occur.	FIRE		No Action	
Program S-6.5D	<b>Rapid Reconstruction Ordinances.</b> Explore model ordinances and best practices to facilitate rapid reconstruction and recovery, including issues such as temporary housing and modular construction. Reconstruction should achieve code compliance, while advancing green building practices where feasible	FIRE	City Attorney, CDD, PW	Progress	Fire plans to facilitate the rapid issuance of fire permits.
Program S-6.6A	<b>Involvement with Marin Emergency Radio Authority.</b> Maintain active involvement with Marin Emergency Radio Authority (MERA) and pursue installation and activation of the MERA radio system.	FIRE		Ongoing	The City continued its role as an active partner.
Program S-6.6B	<b>Emergency Alert Systems.</b> Use emergency alerts, electronic message boards, and other notification systems to warn resident of an active threat such as a flood or wildfire. The use of emergency warning sirens and other types of mass notification alerts also should be considered.	FIRE		Ongoing	Ongoing. Under contract for message boards at key facilities and in the planning process of an LRAD in China Camp.
Program S-6.7A	<b>Emergency Connectors.</b> Maintain the following existing access routes for emergency vehicles: a) the existing connection between Freitas Parkway and Fawn Drive. b) the all-weather connections between Freitas and Fawn and between Ridgewood and Fawn. c) The connection between Del Ganado and Butterfield Road in Sleepy Hollow. d) The private portion of Sienna Way in the Dominican area. e) The access drive between Peacock and Biscayne.  Consider the need for additional emergency connectors, including the costs, effectiveness, impacts, and potential to use such routes for evacuation in the event of a wildfire.	FIRE		No Action	

## SAFETY RESILIENCE ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program S-6.7B	<b>Obstruction of Evacuation Routes.</b> Reduce obstacles for emergency vehicles and evacuation routes, including parked cars that constrict emergency vehicle passage.	FIRE		Progress	The San Rafael Safe Parking and Parking Box program is replacing the '6 feet from center rule' in select areas of the City with narrow and/or windy roads. After installation the signs, paint, and/or boxes will clearly mark where it is possible to park and still allow emergency vehicles access and resident egress. Installing the boxes and signage provides a nuanced approach that improves public safety while limiting the impact on available parking as much as possible. The initial installation was completed September 2021.
Program S-6.7C	<b>SMART Crossing.</b> Work with SMART to explore the feasibility of an emergency vehicle rail and pedestrian/bicycle crossing at Merrydale Drive (see also Policy NH-4.10).	FIRE		No action	
Program S-6.8A	<b>Facility Evaluations.</b> Regularly evaluate the need to upgrade essential public safety facilities, equipment, and technology, and identify funding mechanisms to meet these needs.	FIRE		Ongoing	Fire is in the final phase of the City facilities projects with the reconstruction of stations 54 & 55. Fire is currently challenged with managing the replacement of vehicles due to supply chain limitations.
Program S-6.8B	<b>Energy Storage Plan.</b> Develop an Energy Storage Plan, including microgrids and expanded battery capacity, to improve reliability of the power system following a major disaster (see also Policy CSI-4.13 on energy reliability).	FIRE		No Action	

## NOISE ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program N-1.1A	<b>Residential Noise Standards.</b> Maintain a maximum noise standard of 70 Ldn DB for backyards, decks, and common/usable outdoor spaces in residential and mixed use areas. As required by Title 24 insulation requirements, interior noise levels shall not exceed 45 Ldn in all habitable rooms in residential units.	CDD		Ongoing	Through the development review process, the Community Development Department staff reviewed applications for generators, air condensing units, heat pumps, pool/spa equipment, and other mechanical equipment and verified that all proposed mechanical equipment did not exceed the noise limits.
Program N-1.2A	<b>Acoustical Study Requirements.</b> Require acoustical studies for new single family residential projects within the projected 60 dB Ldn noise contour and for multi-family or mixed use projects within the projected 65 dB Ldn contour (see Figure 9-2). The studies should include projected noise from additional traffic, noise associated with the project itself, and cumulative noise resulting from other approved projects. Mitigation measures should be identified to ensure that noise levels remain at acceptable levels.	CDD		No Action	
Program N-1.2B	<b>Approval Conditions.</b> Establish conditions of approval for activities with the potential to create significant noise conflicts and enforce these conditions once projects become operational.	CDD		No Action	
Program N-1.3A	<b>Site Planning.</b> Where appropriate, require site planning methods that minimize potential noise impacts. By taking advantage of terrain and site dimensions, it may be possible to arrange buildings, parking, and other uses to reduce and possibly eliminate noise conflicts. Site planning techniques include:  (a) Maximizing the distance between potential noise sources and the receiver. (b) Placing non-sensitive uses such as parking lots, maintenance facilities, and utility areas between the source and receiver. (c) Using non-sensitive uses such as garages to shield noise sensitive areas. (d) Orienting buildings to shield outdoor spaces from noise sources. (e) Incorporating landscaping and berms to absorb sound.	CDD		No Action	
Program N-1.3B	<b>Architectural Design.</b> Where appropriate, reduce the potential for noise conflicts through the location of noise-sensitive spaces. Bedrooms, for example, should be placed away from freeways. Mechanical and motorized equipment (such as air conditioning units) should be located away from noise-sensitive rooms. Interior courtyards with water features can mask ambient noise and provide more comfortable outdoor spaces.	CDD		Ongoing	Through the development review process, the Community Development Department staff reviewed applications for generators, air condensing units, heat pumps, pool/spa equipment, and other mechanical equipment and required such equipment's to be setback from adjacent homes and a minimum of 15 feet away from any bedroom windows and/or require noise mitigation measures.
Program N-1.3C	<b>Noise Barriers.</b> Where appropriate, use absorptive noise barriers to reduce noise levels from ground transportation and industrial noise sources. A barrier should provide at least Ldn 5 dB of noise reduction to achieve a noticeable change in noise levels.	PW	CDD	No Action	



## NOISE ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program N-1.3D	<b>Noise Reduction through Construction Materials.</b> Where appropriate, reduce noise in interior spaces through insulation and the choice of materials for walls, roofs, ceilings, doors, windows, and other construction materials.	PW	CDD	No Action	
Program N-1.5A	<b>Disclosure Agreements.</b> Where appropriate, require disclosure agreements for residents in mixed use projects advising of potential noise impacts from nearby commercial enterprises, such as restaurants and entertainment venues.	CDD		No Action	
Program N-1.6A	<b>Interagency Coordination.</b> Work with Caltrans, Marin County, the Transportation Authority of Marin, and other agencies to achieve noise reduction along freeways and major arterials in San Rafael. This shall include noise mitigation measures in any redesign plan for the I-580/US 101 interchange.	PW		No Action	
Program N-1.6B	<b>California Vehicle Code.</b> Enforce applicable sections of the California Vehicle Code relating to noise.	PD		No Action	
Program N-1.6C	<b>Paving and Transit Improvements.</b> Pursue cost-effective paving technologies to minimize traffic noise and support the use of quieter buses and other mass transit vehicles. Noise reduction should be considered an important benefit as the City and its transit service providers transition to electric vehicles.	PW		No Action	
Program N-1.8A	<b>Quiet Zones.</b> Maintain the Marin County designated “Quiet Zone” along the rail line. The Zone ensures that train horns are not sounded except when trains are leaving the station, or if there is an emergency.	CM	PD	Ongoing	The City continues to maintain “Quiet Zones” along the rail line.
Program N-1.9A	<b>Noise Ordinance.</b> Maintain and enforce the noise ordinance, which addresses common noise sources such as amplified music, mechanical equipment use, and construction. Updates to the ordinance should be periodically considered in response to new issues (for example, allowing portable generators during power outages).	CDD	PD	Ongoing	In 2022, various city departments, including the Community Development Department and the Police Department, continued to enforce the City’s Noise Ordinance through the permitting process as well as through following up on noise complaints.
Program N-1.9B	<b>Construction Noise.</b> Establish a list of construction best management practices (BMPs) for future projects and incorporate the list into San Rafael Municipal Code Chapter 8.13 (Noise) The City Building Division shall verify that appropriate BMPs are included on demolition, grading, and construction plans prior to the issuance of associated permits.	CDD		No Action	
Program N-1.9C	<b>Noise Specifications.</b> Include noise specifications in requests for equipment information and bids for new City equipment and consider this information as part of evaluation of the bids.	PW		No Action	
Program N-1.10E	<b>San Rafael Rock Quarry.</b> Seek to minimize noise impacts of the quarry and brickyard operations through cooperative efforts with the County of Marin through its code enforcement and land use entitlement processes.	CDD	PW	No Action	

## NOISE ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program N-1.11A	<p><b>Vibration-Related Conditions of Approval.</b> Adopt Standard conditions of approval in San Rafael Municipal Code Chapter 8.13 (Noise) that apply Federal Transit Administration (FTA) criteria for acceptable levels of groundborne vibration for various building types. These conditions should:</p> <p>(a) reduce the potential for vibration-related construction impacts for development projects near sensitive uses such as housing, schools, and historically significant buildings.</p> <p>(b) reduce the potential for operational impacts on existing or potential future sensitive uses such as uses with vibration-sensitive equipment (e.g., microscopes in hospitals and research facilities) or residences.</p> <p>Vibration impacts shall be considered as part of project level environmental evaluation and approval for individual future projects. If vibration levels exceed FTA limits, conditions of approval shall identify construction and operational alternatives that mitigate impacts.</p>	CDD	PW	No Action	

## MOBILITY ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program M-1.1A	<b>Participation in Countywide and Regional Transportation Planning.</b> Actively participate in the planning activities of the Transportation Authority of Marin, the Metropolitan Transportation Commission, SMART, and other transportation agencies and support implementation of cost-effective regional plans and programs.	PW		Ongoing	The City participates in TAM's planning activities and studies.
Program M-1.1B	<b>Public Information About Transportation.</b> Provide timely information and opportunities for public input on transportation issues and projects through workshops, neighborhood meetings, social media, staff reports, and other means.	PW		Ongoing	Public Works continued to update its website and social media channels to notify the community of road closures and traffic updates. The City coordinated an in person community event to guide and inform the Canal Based Transportation Plan (CBTP) in FY 2021-22. City will be working on performing more outreach for studies and will provide additional educational information through media outlets
Program M-1.2A	<b>Transportation Project Grants.</b> Work with governmental agencies, non-profits and community groups to secure grants for appropriate transportation projects.	PW		Ongoing	The City applied for several transit grants through the Transportation Authority of Marin (TAM), the State of California, and at the Federal level.  City has secured funding for multiple transportation projects through various grants. DPW will continue to apply for additional grants for multimodal and infrastructure improvement projects.
Program M-1.3A	<b>US 101/I-580 Connector.</b> Continue to collaborate with TAM, Caltrans, the City of Larkspur, and impacted stakeholders on improvements to the US 101 I-580 interchange and Richmond- San Rafael Bridge, including advocacy for local access improvements to East San Rafael.	PW		Ongoing	The City continued to actively engaged in this regional project. City staff is working with TAM and Caltrans on future improvements.
Program M-1.4A	<b>Transportation Technology.</b> Use the most cost-effective proven technologies available when managing congestion and parking, including transportation information systems and "smart city" improvements.	PW	Parking Services	Ongoing	City has applied for a SMART Technology grant to help improve our transportation system. Remaining intersections will be continued to be updated to new technology over the next 1-2 years.
Program M-1.4B	<b>Delivery Services.</b> Prepare for the potential impacts of emerging delivery service technology, including drones, on local roads, infrastructure, parking systems, and noise.	PW		No Action	
Program M-1.4C	<b>Autonomous Vehicles.</b> Monitor and manage the effects of autonomous vehicles, personal air vehicles, and connected vehicle technology on transportation needs, road design, and travel behavior. Adjust local transportation programs, infrastructure, and design standards as needed.	PW		No Action	

## MOBILITY ELEMENT

Program M-2.1A	<b>Complete Streets.</b> Consistent with State “Complete Streets” requirements, maintain street design and engineering standards that plan for the needs of all travelers and minimize conflicts between competing modes.	PW		Ongoing	Applied for CA SB1 complete streets grants.
PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program M-2.2A	<b>Collision Data.</b> Collect and analyze data on traffic collisions and use such data to inform decisions about capital improvements, enforcement, and traffic safety programs.	PW		Ongoing	The City continued to maintain all the collision data in a database called SafeRoads. DPW staff will coordinate with PD and analyze collision data to look at traffic calming measures to address areas
Program M-2.2B	<b>Street Pattern and Traffic Flow.</b> Support efforts by the City Traffic Engineer to configure or re-configure street patterns to improve traffic flow and turning movements while prioritizing safety.	PW		Ongoing	The City converted C and D from one-way streets to two ways. B Street shall be implemented during summer of 2023.  There are multiple projects in the works right now that will help improve our intersections, reconfigure street patterns for both pedestrians and vehicular drivers. This process will continue on an annual basis as we improve our networks and create connectivity where needed.
Program M-2.3A	<b>Cost-Benefit Analysis.</b> Conduct cost-benefit analyses as part of the design process for proposed transportation projects, including the criteria listed above and other factors that may be relevant (see also Policy CSI-5.1 on cost-benefit analysis).	PW		No Action	
Program M-2.4A	<b>Intelligent Transportation Systems.</b> Support the use of intelligent transportation systems to improve traffic flow and provide real-time data on traffic conditions so that motorists may travel through the city as efficiently as possible.	PW		Ongoing	Major investment in downtown traffic signals were completed. Emergency fire and police vehicle preemption deployment in 2022.  Upgrades to intersections utilizing MioVision is continuous. All intersections with MioVision are providing real-time data on traffic conditions and are helpful to implementing projects.
Program M-2.4B	<b>Reducing Vehicle Idling.</b> Support transportation network improvements to reduce vehicle idling, including synchronized signal timing.	PW		No Action	
Program M-2.4C	<b>Roundabouts.</b> Consider the use of roundabouts as an alternative to traffic signals and stops signs. Roundabouts can improve the flow of traffic when they are properly designed and located on streets with low to moderate volumes.	PW		Ongoing	Several roundabout projects are under consideration.  Roundabouts currently in study/design are by TAM near Manuel T Freitas Parkway/101 Freeway exit.

## MOBILITY ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program M-2.5A	<p><b>Traffic Circulation Studies.</b> Traffic impact studies will be required for projects with the potential to increase congestion, create safety hazards, or otherwise impact local circulation conditions. Unless covered by the exceptions in Policy M-2.5, such studies should include projections of future LOS, an assessment of the contribution of the proposed project to increases in congestion, an assessment of projected increases in congestion on greenhouse gas emissions, and an assessment of traffic impact fees related to the project. Measures to maintain adopted service levels may be required as a condition of approval.</p> <p>Projects that are exempt from LOS and/or VMT standards may still be required to perform limited scope traffic and circulation studies to evaluate impacts on traffic conditions or traffic control devices in the immediate area of the proposed project. For projects in Downtown San Rafael, local traffic assessments (LTAs) should evaluate the potential for additional delay or safety hazards at nearby intersections. LTAs should identify necessary road or operational improvements, ingress and egress requirements, and potential site plan changes that reduce delays, conflicts between travel modes, and potential safety hazards.</p> <p>Guidelines for traffic impact studies and Local Traffic</p>	PW		Ongoing	<p>The City adopted new guidelines for the preparation of Transportation Impact Analysis (TIA) Guidelines in compliance with SB 743.</p> <p>The City adopted VMT standards in the 2040 General Plan update.</p>

## MOBILITY ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program M-2.5B	<b>Level of Service (LOS) Exceptions.</b> Exceptions to LOS planning thresholds may be granted where both of the following circumstances apply: a) The improvements necessary to attain the standards would conflict with other land use, environmental, community character, emission reduction, safety, housing, or economic development priorities. b) Based on substantial evidence, the City Council finds that: (i) The specific economic, social, technological, and/or other benefits of the project to the community substantially outweigh the project's impacts on circulation. (ii) All feasible mitigation measures have been required of the project including measures to reduce vehicle delay and measures to reduce Vehicle Miles Traveled (VMT); and (iii) The project is consistent with and advances the Guiding Principles of General Plan 2040, including foundational principles such as maintaining great neighborhoods and a sense of community, and aspirational principles such as improving housing affordability, preparing for climate change, and sustaining a healthy tax base.	PW		No Action	
Program M-2.5C	<b>Traffic Monitoring.</b> Monitor and evaluate traffic conditions throughout San Rafael on an ongoing basis. Based on such evaluations, the City Traffic Engineer may develop recommendations to improve operations, address safety concerns, or modify thresholds. New traffic monitoring technology should be implemented as it becomes available.	PW		Ongoing	Signals are capable of collecting high resolution traffic data for various uses in planning and operations.
Program M-2.6A	<b>Traffic Mitigation Fee Updates.</b> Continue to implement and periodically update local traffic mitigation fees and other requirements to cover development-related traffic and transportation improvements.	PW		Progress	The Traffic Impact Fee was updated by the City Council by Resolution No. 14983 on October 4, 2021. The update was based on a nexus study conducted by Fehr and Peers Consultants. The nexus report justified the increase of the trip rate to \$6,909. The City Council directed that this fee be implemented gradually over a five-year period starting in January 2022 and provided for an annual adjustment of the fee according to the Lee Saylor Construction Cost Index.
Program M-2.7A	<b>Update Proposed Circulation Improvements.</b> Regularly update the list of proposed circulation improvements based on traffic data, available funding, and evolving issues and priorities. Incorporate projects into the Capital Improvements Program as appropriate.	PW		No Action	

## MOBILITY ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program M-2.7B	<b>Circulation Improvement Funding.</b> Advocate for Federal, State, and County funding for the transportation projects shown on Table 10-1, as well as other projects that improve mobility in San Rafael. Seek alternative funding sources if traditional sources are unavailable.	PW		Ongoing	Several grant applications have been submitted for transportation improvements citywide.
Program M-2.8A	<b>Highway Closures.</b> Develop and update contingency plans for highway closures as part of the City's disaster preparedness and emergency response plans.	PW		No Action	
Program M-3.1A	<b>VTM Analysis Guidelines.</b> Develop local guidelines for calculating the projected VMT associated with future development projects and transportation improvements. The guidelines also should cover administration, screening criteria, and appropriate Transportation Demand Management measures and monitoring procedures. All VMT metrics should be reassessed at least once every four years and revised as needed to reflect changing conditions.	PW		Ongoing	Guidelines for VMT were adopted in 2021. All VMT metrics will be reassessed every four years.
Program M-3.2A	<b>Screening Criteria for VMT Analysis.</b> Adopt and maintain screening criteria for different land uses and project types to determine when a VMT analysis is required as part of the environmental review process. Screening criteria should be revisited over time to ensure that they are appropriate. The criteria should include exemptions for projects with substantial VMT benefits, such as mixed use and infill development in Downtown San Rafael.	PW		Ongoing	Screening Criteria for VMT Analysis were adopted in 2021. The Department of Public Works will reevaluate to ensure that they are appropriate.
Program M-3.2B	<b>Thresholds for Determining a Significant VMT Impact.</b> Adopt and maintain thresholds to determine if a VMT impact may be considered "significant" under the California Environmental Quality Act (CEQA).	PW		Ongoing	The City adopted VMT standards in the 2040 General Plan update.
Program M-3.2C	<b>Mitigation Measures for VMT Impacts.</b> Develop and implement mitigation measures that can be applied to projects with potentially significant VMT impacts in order to reduce those impacts to less than significant levels (see Policy M-3.3 and Program M-3.3A).	PW		Ongoing	Mitigation Measures for VMT Impacts were adopted in 2021.
Program M-3.2D	<b>Overriding Considerations for Projects with Unavoidable VMT Impacts.</b> Require the adoption of specific overriding consideration findings before approving a project that would result in significant unavoidable impacts on VMT.	PW		No Action	

## MOBILITY ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program M-3.3A	<b>Update Trip Reduction Ordinance.</b> Modify the San Rafael Trip Reduction Ordinance (TRO) to reflect General Plan VMT policies. The amended TRO shall include VMT reduction thresholds, VMT reduction measures and program guidelines, and a VMT trip reduction monitoring process. The TRO shall be updated a minimum of every four years to reflect changes in baseline values, VMT thresholds, VMT reduction measures, and the results of monitoring. The modified TRO shall reflect the process and methodology for conducting VMT analysis described in the City's Transportation Analysis (TA) Guidelines.	PW	City Attorney	No Action	
Program M-3.3B	<b>Support for TDM.</b> Work cooperatively with governmental agencies, non-profits, businesses, institutions, schools, and neighborhoods to provide and support TDM programs.	PW		No Action	
Program M-3.3C	<b>City TDM Program.</b> Implement a TDM program for City employees, potentially in partnership with other local governments, public agencies, and transit providers. Promote the program as a model for other local employers.	PW		No Action	
Program M-3.3D	<b>Shifting Peak Hour Trips.</b> Support efforts to limit traffic congestion by shifting peak hour trips to non-peak hour, modifying school hours to stagger start and end times, and encouraging flexible work schedules. The long-term impacts of remote work on potential TDM strategies should be considered.	PW		No Action	
Program M-3.4A	<b>Telecommuting.</b> Encourage San Rafael employers to implement telecommuting and work-from-home programs that reduce daily peak hour commutes. Also encourage co-working spaces, cafes, short-term office rentals, home offices, improved internet access, and opportunities for residents employed elsewhere to work productively within San Rafael. Consider "lessons learned" during the 2020 COVID-19 pandemic when evaluating policy approaches to telecommuting.	Sustainability	CDD, ED	Ongoing	The City continues to allow city employees to work-from-home on a hybrid schedule and provides resources to other San Rafael employers on telecommuting.



## MOBILITY ELEMENT

Program M-3.4B	<b>Housing Services.</b> Support and facilitate roommate matching programs, connections between local property managers and major employers, employer housing programs, and other initiatives aimed at helping local workers find housing in San Rafael.  See the Economic Vitality Element and EDI Element for policies on workforce development so that residents may gain the skills needed to find employment in San Rafael.	CDD (Housing)	ED	Progress	In March 2022, the City allocated a portion of CDBG public services funding to Covia Foundation – Home Match Marin, which provides a roommate matching service.  The City continued to work with stakeholders on the 2023 – 2031 Housing Element Update to identify opportunity sites for housing development and specific programs and policies that would address local housing needs, including affordable housing and home matching.
Program M-3.5A	<b>Carpooling and Vanpooling.</b> Support car and vanpooling in San Rafael through local and regional programs and on-line apps that match interested drivers and passengers.	Sustainability	ED, HR, Finance	Ongoing	City participates in Marin Commutes program and supports their efforts to San Rafael employers.
<b>PROGRAM</b>	<b>PROGRAM DESCRIPTION</b>	<b>LEAD DEPT</b>	<b>OTHER DEPT</b>	<b>STATUS</b>	<b>PROGRESS IN 2022</b>
Program M-3.5B	<b>Shared Mobility.</b> Support efforts to establish and operate car- sharing, bike-sharing, and other services that provide alternatives to driving, particularly in Downtown San Rafael and other transit-served areas.	Sustainability	ED	No Action	
Program M-3.5C	<b>Micro-Mobility.</b> Coordinate with “micro-mobility” companies such as shared electric scooter and electric bicycle vendors who seek to provide services in San Rafael.	Sustainability	ED	No Action	
Program M-3.5D	<b>Transportation Network Companies (TNCs).</b> Work with TNCs (Uber, Lyft, etc.) to address issues such as curbside management and maximize the potential benefits of such services.	Sustainability	ED	No Action	
Program M-3.6A	<b>Zero Emission Vehicle (ZEV) Plan.</b> Consistent with the San Rafael Climate Change Action Plan (CCAP), develop and implement a ZEV Plan with a goal of 25% of the passenger vehicles in San Rafael being ZEVs by 2030. As part of the planning process, targets shall be updated to meet or exceed State ZEV goals, and establish reduction targets for 2040. The ZEV Plan should provide for additional charging stations, preferential parking for ZEVs, programs that incentivize ZEV use by San Rafael residents, and plans to expand electrical system capacity if needed to meet increased electric vehicle demand.	Sustainability	ED	In Progress	City staff participated in the development of a new countywide electric vehicle (EV) strategy and will be bringing forward a ZEV plan based on it for Council review in 2023.

## MOBILITY ELEMENT

Program M-3.6B	<b>Municipal Zero Emission Vehicles.</b> As finances allow, shift the municipal vehicle fleet to ZEVs. Use low-carbon fuels as an interim measure until gasoline-powered City vehicles are replaced.  See also Program M-7.9B on electric charging station requirements	PW	Sustainability	In Progress	City began purchasing Renewable Diesel, with a 60-70% reduction in carbon emissions, for all diesel vehicles including fire trucks in February 2021. City has 4 EV's on order for Parking Services and Public Works and currently operates three other EV's in the fleet.
Program M-4.1A	<b>Transit Advocacy.</b> Support State, County, and regional efforts to sustain and expand Marin County's transit network. Work with neighborhoods, employers, transit providers, transportation planning agencies and funding agencies to improve and expand transit and paratransit services.	PW		Ongoing	City staff are coordinating with neighborhoods and transit providers to determine ways to improve networks.
Program M-4.1B	<b>Evaluating Transit Needs.</b> Support efforts to track, forecast, survey, and respond to changing transit and paratransit needs in order to meet the requirements of specific population groups. Advocate for meaningful public participation in meetings and discussions with transit providers and ensure that the needs of those in the community who are transit-dependent are well represented. Encourage the use of performance measures and regular reporting by transit agencies to ensure services are being delivered as efficiently as possible.	PW		Ongoing	TAM is performing studies and City staff are assisting with providing feedback when requested.
<b>PROGRAM</b>	<b>PROGRAM DESCRIPTION</b>	<b>LEAD DEPT</b>	<b>OTHER DEPT</b>	<b>STATUS</b>	<b>PROGRESS IN 2022</b>
Program M-4.1C	<b>Partnerships.</b> Encourage partnerships between local transit service providers to avoid redundancy, maximize coverage and efficiency, and improve transfers between transit systems.	PW	ED, Sustainability	No Action	
Program M-4.1D	<b>Transit for Tourism.</b> Support efforts to provide effective transit options for visitors to West Marin and other county tourist destinations, in order to reduce regional traffic flow through San Rafael.	PW	ED, Sustainability	No Action	
Program M-4.1E	<b>Transit Information.</b> Encourage the development and dissemination of information to facilitate transit use. This includes real-time, multi-lingual information on bus arrivals, departures, transfers, and routes. In addition, the City should include information on transit access on notices of City meetings and provide links to transit websites from its own website	Sustainability	ED, PW	Ongoing	Links to transit services have been posted on the City website. Other transit agencies are active in our City meetings (i.e. BPAC and outreaches).
Program M-4.1F	<b>Public Health.</b> Work with transit service providers to effectively respond to service and design challenges associated with rider safety during and after public health emergencies.	PW	CM, FIRE, ED	No Action	

## MOBILITY ELEMENT

Program M-4.2A	<b>Regional Bus Service.</b> Support expansion of regional bus service to and from other Bay Area counties, including expanded express bus service along the 101 and 580 corridors, and continued bus and shuttle service to the region's airports.	PW		No Action	
Program M-4.2B	<b>Rail Service.</b> Advocate for reliable long-term funding sources to sustain and enhance North Bay rail service.	PW		No Action	
Program M-4.2C	<b>Ferry and Water Taxi Service.</b> Work with the Golden Gate Bridge Highway and Transportation District and other regional agencies to support improved ferry service, additional ferry terminals, efficient connections between ferries and other transportation modes, new ferry routes (to Vallejo, the East Bay, San Francisco, and points south), autonomous buses, and other improvements that would increase ferry use and regional transit ridership. Consider the viability of water taxi service to supplement the ferry system and improve local connections.	PW	Sustainability	No Action	
Program M-4.3A	<b>Rail Safety.</b> Work with SMART to improve safety measures along the SMART tracks, reduce train noise, and avoid the blockage of intersections by trains.	PW	CM	No Action	
Program M-4.3B	<b>Passenger Pickup and Drop-Off.</b> Work with SMART on plans to improve passenger pick-up and drop-off, connectivity between trains and buses, and provisions for passenger parking (see also Policy M-7.9 on parking for transit users).	PW	CDD, ED	No Action	
Program M-4.3C	<b>Arrival Experience.</b> Create a welcoming experience for passengers arriving at the Downtown San Rafael and Civic Center stations, including wayfinding signage, easy transfers, and clearly marked, well-lit pathways to nearby destinations.	PW	CDD	No Action	
<b>PROGRAM</b>	<b>PROGRAM DESCRIPTION</b>	<b>LEAD DEPT</b>	<b>OTHER DEPT</b>	<b>STATUS</b>	<b>PROGRESS IN 2022</b>
Program M-4.3D	<b>Service Reliability.</b> Work with SMART to avoid disruptions of service during power outages and provide backup power to sustain operations during and after emergencies.	PW		No Action	
Program M-4.3E	<b>Downtown Crossings.</b> Continue to work with SMART to reduce congestion related to grade-level train crossings in Downtown San Rafael. Encourage SMART to assess the potential cost, as well potential funding sources, to elevate or underground the tracks through downtown.	PW		No Action	
Program M-4.4A	<b>Local Bus Service.</b> Support Marin Transit and Golden Gate Transit efforts to improve bus routing, frequency, and equipment, and to keep bus fares affordable.	PW		No Action	

## MOBILITY ELEMENT

Program M-4.4B	<b>Improved Bus Stops.</b> Support efforts to improve bus stops and shelters to provide a safe and pleasant experience for riders. Allow commercial advertising to fund bus shelter upgrades and maintenance.	PW	CDD	No Action	
Program M-4.4C	<b>Local Shuttle Programs.</b> Support efforts to create financially feasible shuttle, jitney, and circulator bus services to connect passengers arriving at the San Rafael Transit Center and SMART stations to their destinations.	CM	ED, PW	No Action	
Program M-4.6A	<b>Other Local Transit.</b> Support Dial-A-Ride, taxi, and transportation network company (TNC) services serving San Rafael.	CM	ED, PW	No Action	
Program M-4.6B	<b>Paratransit Service.</b> Support continued Vivalon Wheels service and expanded regional paratransit services where needed	CM	ED, PW	No Action	
Program M-4.7A	<b>Transit Center Relocation.</b> Complete the relocation process for the San Rafael Transit Center. Design of the facility should consider the effects on local street congestion and the safety of those walking or bicycling to and from the facility. Continue to work with transit service providers to coordinate schedules, transfers, and routing in a manner that is convenient for San Rafael travelers.	PW	CDD	Progress	The Department of Public Works and the Community Development Department provided an update on the Transit Center Relocation Draft Environmental Impact Report at the October 17, 2022 City Council Meeting. As a Responsible Agency the City of San Rafael must independently review and comment on the CEQA document (State CEQA Guidelines Section 15096(a)) and will need to adopt the final CEQA document prior to taking action on the project itself.  The GGBTD released a Final EIR in October 27, 2022 and will be certifying the FEIR in 2022/2023.
Program M-4.7B	<b>First Mile/ Last Mile Trips.</b> Work with TAM, transit agencies, neighborhood groups, and the local business community to improve options for “first mile/last mile” trips connecting regional transit hubs to nearby destinations.	PW	Sustainability, ED	Ongoing	The Public Works Department and City Manager's office actively work with TAM and promote their programs.
Program M-4.7C	<b>Implementation of Other Plans.</b> Implement the recommendations of the Downtown Precise Plan, the Downtown Station Area Plan, and the Civic Center Station Area Plan for coordination of transit services and improvement of connections between travel modes.	PW	CDD	No Action	
<b>PROGRAM</b>	<b>PROGRAM DESCRIPTION</b>	<b>LEAD DEPT</b>	<b>OTHER DEPT</b>	<b>STATUS</b>	<b>PROGRESS IN 2022</b>
Program M-5.1A	<b>Traffic Calming Program.</b> Maintain a neighborhood traffic calming program under the direction of the City Traffic Engineer and seek funding for its implementation. Ensure neighborhood participation in the development and evaluation of potential traffic calming solutions.	PW		Ongoing	City staff is continuously working with residents and business to implement traffic calming program measures throughout the City. A lot of outreach is being performed on a monthly basis as we interact with community.

## MOBILITY ELEMENT

Program M-5.1B	<b>Emergency Access Considerations.</b> Ensure that road redesign projects, including bicycle and pedestrian improvements, maintain evacuation capacity and emergency vehicle response time, particularly along designated evacuation routes.	FIRE	PW	Ongoing	The Fire Department continues to ensure that roadways for all new projects conform to the applicable provisions of the California Fire Code and San Rafael Municipal Code.
Program M-5.2A	<b>Landscape Maintenance.</b> Continue to regularly maintain landscaping along roadways, and to encourage attractive drought-tolerant and native plantings.	PW		No Action	
Program M-5.3A	<b>East San Rafael Improvements.</b> Consider the potential for new or relocated roads in East San Rafael that would relieve local street congestion, increase efficiency, and improve access between the north and south sides of Interstate 580.	PW		Ongoing	The Department of Public Works worked on a Priority Development Area (PDA) grant application for 2022.
Program M-5.4A	<b>Interchange Improvements.</b> Work with Caltrans and TAM to ensure that the design of freeway interchange improvements includes measures to relieve local congestion, provide commuter parking, improve pick-up/drop-off parking at bus stops, and enhance pedestrian and bicycle access and safety. This could include grade-separated pedestrian and bike path crossings where needed.	PW		Ongoing	The Department of Public Works actively engaged with TAM on development of the Manuel Freitas offramp improvements.
Program M-5.5A	<b>School Transportation.</b> Implement measures to improve the safety of students walking, bicycling, or taking the bus to school. Examples include pedestrian crossing enhancements, transit passes or reduced rates for students, locating transit stops near school campuses, supporting increased funding for school buses and crossing guards, and staggering school hours.	PW		Ongoing	Currently reviewing three concept plans for Safe Routes to School with TAM and consultants.
Program M-5.6A	<b>Trucking Routes and Transportation Permits.</b> Continue to designate specific streets as trucking routes and maintain permit requirements for vehicles that exceed weight limits on non-designated routes.	PW		No Action	
Program M-5.6B	<b>Quarry Traffic.</b> Continue, and periodically update, measures to address the impacts of quarry-related truck traffic on Point San Pedro Road.	PW		No Action	
Program M-6.1A	<b>Bicycle and Pedestrian Master Plan Implementation.</b> Maintain San Rafael's Bicycle and Pedestrian Master Plan (BPMP) and update the Plan as required to ensure eligibility for grant funding. The BPMP should be a guide for investment in pedestrian and bicycle infra-structure, and for programs to make walking and cycling a safer, more convenient way to travel.	PW		Ongoing	Performing review of programs and coordinating on multiple various projects to implement Pedestrian and Bicycle improvements. City staff are working on potential updates.

## MOBILITY ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program M-6.1B	<b>Station Area Plans.</b> Implement the pedestrian and bicycle improvements in the 2012 Downtown Station Area Plan and the 2012 Civic Center Station Area Plan.	PW		No Action	
Program M-6.1C	<b>Canal Community Based Transportation Plan (CBTP).</b> Update the CBTP for the Canal neighborhood, including provisions to improve walking and cycling within the Canal and East San Rafael communities, explore water transportation, and better connect the Canal area to downtown, the waterfront, and the rest of the community.	PW		Progress	<p>On June 21, 2022, City Council adopted a resolution approving the 2022 Canal Community Based Transportation Plan (CBTP). The following list of eleven transportation solutions is recommended to address transportation issues identified by the community during the CBTP process:</p> <ol style="list-style-type: none"> <li>1. Pedestrian and Bicycle Bridge / Canal Crossing to 3rd Street</li> <li>2. Access to Bikes/Scooters, Secure Bike Parking, and Bicycle Education</li> <li>3. Traffic Calming and Crossing Improvements</li> <li>4. Bicycle &amp; Pedestrian Crossing Improvements at Gateways</li> <li>5. Streets Team and Transit Ambassador Program</li> <li>6. Sidewalk and Streetscape Improvements</li> <li>7. Lighting of Commonly Traveled Pedestrian Routes</li> <li>8. Transit Bus Stop Improvements</li> <li>9. Transit Bus Stop Maintenance</li> <li>10. Expanded Transit Service</li> <li>11. Transportation to Schools</li> </ol> <p>The City is currently working on adding and enhancing street lights in the Canal. In addition, we have applied for multiple grant funding opportunities.</p>
Program M-6.1D	<b>Funding.</b> Seek grant funding for implementation of the BPMP and other plans proposing bicycle and pedestrian improvements	PW		Ongoing	City staff will continue to apply for additional grants to fund network improvements and connectivity.
Program M-6.2A	<b>Implementation of Safety Measures:</b> Implement pedestrian and bicycle safety measures as described in the 2018 BPMP, including ADA compliant curb ramps, curb extensions in business districts, median refuge islands, active warning beacons, painted bike “boxes” at intersections, and signal phasing adjustments in areas with high bicycle volumes.	PW		Ongoing	ADA curb ramps, installation of Rectangular Rapid Flashing Beacons, pavement striping, and signage improvements are being performed to help improve safety for both pedestrians and bicyclists.
Program M-6.2B	<b>Vision Zero.</b> Consistent with the BPMP, support a “Vision Zero” approach to safety among pedestrians and cyclists, with the goal of eliminating severe injuries and fatalities.	PW		Ongoing	The Department of Public Works plans to join regional effort to formulate the Vision Zero plan.
Program M-6.2C	<b>Enforcement.</b> Conduct enforcement activities to improve compliance with traffic safety laws, especially around intersections with frequent collisions.	PD		No Action	

## MOBILITY ELEMENT

Program M-6.2D	<b>Safe Routes Programs.</b> Work collaboratively with local schools to implement Safe Routes to School programs. Explore similar programs to promote safe routes to parks, work, services, and transit, as well as safe routes for seniors.	PW		Ongoing	The Department of Public Works actively engaged with TAM. The City sets aside funds in the operating budget to address immediate needs.
PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program M-6.3A	<b>Implementation of Pathway Improvements.</b> Implement the major pedestrian and bicycle pathway, intersection, and lane improvements included in adopted City plans, including: <ul style="list-style-type: none"> <li>Restoration of pedestrian paths, stairways, and rights-of-way, particularly in the “inner ring” neighborhoods around downtown</li> <li>An east-west bikeway across downtown</li> <li>A north-south greenway and separated bicycle and pedestrian facilities along West Tamalpais Avenue</li> <li>Improved crossings of the San Rafael Canal, including a potential new crossing east of Grand Avenue</li> <li>Additional Class I, II, and IV lanes, as identified in the BPMP</li> <li>Improved signage, pavement markings and sidewalk widening</li> <li>Closing gaps in the Bay Trail</li> </ul> Bike lane improvements to Point San Pedro Road (Cross-Marin Bikeway)	PW	CDD	Ongoing	City staff are working with consultants to examine improvement options throughout the City.
Program M-7.1A	<b>Shared Parking.</b> Encourage shared parking arrangements that serve private and public users (for example, private office parking lots that are available for nighttime public use).	CDD PW		Ongoing	DPW Staff are looking at parking arrangements to help improve parking in the Canal Area neighborhoods.
Program M-7.3A	<b>Downtown Parking and Wayfinding Study Recommendations.</b> Implement the technology recommendations of the 2017 Downtown Parking and Wayfinding Study and study the application of these recommendations to other parts of San Rafael.	Parking Services?		No Action	
Program M-7.4A	<b>Monitoring Demand.</b> Monitor demand for parking around the Downtown SMART station and San Rafael Transit Center to determine the need to adjust parking time limits and costs, and the need to increase supply.	Parking Services?		No Action	

## MOBILITY ELEMENT

Program M-7.4B	<b>Assessment District Expansion.</b> Modify the Downtown Parking Assessment District boundaries to include the areas east to Hetherton and west to E Street. Pursue parking and other transportation-related services and improvements in the expanded area.	CDD		No Action	
Program M-7.4C	<b>Private Garages.</b> When new private parking structures are constructed downtown, encourage the inclusion of spaces that are available for public use (at rates to be set by the owner). Consider development agreements and public private partnerships that support such set-asides.	CDD		No Action	
Program M-7.4D	<b>Wayfinding Signage.</b> Improve wayfinding signage for downtown parking. Undertake marketing programs to make drivers and pedestrians more aware of the location of parking and convenience of downtown parking lots and garages.	Parking Services	PW, ED	No Action	
<b>PROGRAM</b>	<b>PROGRAM DESCRIPTION</b>	<b>LEAD DEPT</b>	<b>OTHER DEPT</b>	<b>STATUS</b>	<b>PROGRESS IN 2022</b>
Program M-7.4E	<b>Design Standards for Parking Garages.</b> Develop design standards for parking garages to ensure that they maintain architectural integrity, are easy to use, align pedestrians toward their destinations, and can support ancillary activities where they front pedestrian-oriented streets.	CDD	PW	No Action	
Program M-7.5A	<b>Adjustments to Parking Rates.</b> Establish a formal system for setting and periodically re-evaluating parking rates based on performance, costs, best practices, and similar factors. Rates should be based on occupancy data and designed to support fiscal health, as well as the needs of residents, businesses, workers, and visitors. As needed, the City Code should be modified to establish principles for parking management as well as a process for rates to be reviewed based on specified metrics.	Parking Services		No Action	
Program M-7.6A	<b>Adjustments to Parking Standards.</b> Periodically adjust off-street parking requirements to respond to data on parking needs, and trends in vehicle design, car ownership, and travel behavior.	CDD	PW	No Action	
Program M-7.6B	<b>Parking Reductions.</b> Allow reduced parking subject to findings that a project will have lower vehicle ownership rates (for example, for senior housing or housing in the Downtown area).	CDD	PW	No Action	
Program M-7.7A	<b>Residential Permit Parking.</b> Re-evaluate provisions for residential permit parking to make it easier and less costly to implement such programs.	Parking Services		No Action	



## MOBILITY ELEMENT

Program M-7.7B	<p><b>Parking Studies.</b> Periodically conduct neighborhood and business district parking studies. Use these studies as the basis for parking management strategies.</p> <p>See also Policy LU-3.7 on on-street parking in neighborhoods</p>	Parking Services		No Action	
Program M-7.8A	<p><b>Charging Stations.</b> Install additional chargers in public parking lots and garages for electric vehicles and e-bikes. Consider expanding electric charging requirements for private parking lots and structures.</p>	PW	Parking Services, CDD	Ongoing	In 2022, DPW installed an electric vehicle charging station at the Public Works Corps yard. Parking Services installed two electric vehicle charging stations installed at City Hall, and one located at a City parking facility.
Program M-7.8B	<p><b>Parking Standards.</b> Periodically revisit off-street parking standards to include incentives or additional standards for clean air vehicles, bicycles and e-bikes, shared vehicles, and other low-emission travel modes.</p>	CDD	PW	No Action	
Program M-7.9A	<p><b>Commuter Parking.</b> Regularly evaluate the need for parking around the SMART stations and San Rafael Transit Center, as well as ways to meet that need.</p>	PW	Parking Services	No Action	

## COMMUNITY SERVICES INFRASTRUCTURE ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program CSI-1.1A	<b>Communication.</b> Maintain regular communications with the School Districts, including periodic joint City Council/School Board meetings, to foster collaboration and address issues of mutual interest.	CM		On going	Began engagement work with schools, identified contacts for school weekly information packets
Program CSI-1.1B	<b>Partnerships with Schools.</b> Participate in public and private school initiatives to educate students about local issues and City government.	CM		No Action	
Program CSI-1.1C	<b>Higher Education.</b> Expand partnerships with Dominican University, the College of Marin, and other nearby colleges and universities to support local education and lifelong learning.  See Goal EDI-5 for additional guidance on educational programming. See Policy LU-2.7, Policy PROS-2.4, and Policy EDI-5.1 for guidance on child care.	L&R		No Action	
Program CSI-1.2A	<b>Joint Use Agreements.</b> Develop joint use agreements with the School Districts and other local academic institutions to improve community access to facilities for recreation, child care, and/or community events.	L&R		No Action	
Program CSI-1.3A	<b>Internships.</b> Provide City-sponsored internships for working-age students and assist with publicity about other internship opportunities through partnerships with the Marin County Office of Education and others. Encourage and facilitate local businesses and non-profits to provide internships, apprenticeships, mentoring, and vocational programs.	CM	PW, ED, CDD	Ongoing	Every year the City provides internship opportunities for working age students to teach students the benefit of public service. One great example is the Dean Allison Internship program, which is sponsored by public works on an annual basis. These internship opportunities have sometimes resulted in offers of full-time employment to successful candidates of these programs.
Program CSI-1.4A	<b>City Programs and Classes.</b> Continue to offer a variety of City-sponsored leisure, recreation, education, and personal enhancement courses and programs for all age groups. Regularly assess participation and public opinion to determine interest and support.	L&R		Ongoing	In 2022, the Library & Recreation department continued to expand post-pandemic programming. As part of the Parks & Recreation Master Plan process, the department also conducted a survey and community meetings to determine what residents most value in recreation and leisure programming.  In 2021, the Library & Recreation Department re-opened in person recreational and educational programs and services.
Program CSI-1.5A	<b>School Construction Projects.</b> Coordinate with school personnel on campus construction, modernization, and improvement projects.	CDD	PW	Ongoing	Coordinating with San Rafael School District outreach meetings to discuss about improvement projects.
Program CS I-1.5B	<b>Long-Range Planning and Development Review.</b> Collaborate with schools on long range planning and development review, including collection of appropriate fees, enrollment projections, and planning for future improvements.	CDD	PW	No Action	

## COMMUNITY SERVICES INFRASTRUCTURE ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program CSI-2.1A	<b>New Main Library.</b> Fund, develop, and construct a new Main Library designed to provide adequate space for collection materials, City programs, public meeting rooms and technology, seating for visitors, and services for special user groups such as children and teens. Develop adaptive reuse plans for the historic Carnegie Library as part of library planning.	L&R		Progress	In 2022, continued to explore funding opportunities for a new library and secured a State Library grant to pursue critical infrastructure improvements for the Carnegie Library.  In 2021, completed a conceptual design process to explore options for a joint library and community center at Albert Park.
Program CSI-2.2A	<b>Pickleweed and Northgate Libraries.</b> Modernize and expand the Pickleweed and Northgate Libraries so they are adequately equipped to deliver the services needed in the surrounding communities.	L&R		Progress	In 2022, secured a State Library grant for the Pickleweed Library to expand the public and staff space within the existing footprint of the facility.
Program CSI-2.2B	<b>School Libraries.</b> Consider partnerships with the school district to make high school libraries available to the public.	L&R		No Action	
Program CSI-2.4A	<b>Focused Services.</b> Provide dedicated library programs for children, youth, older adults, and Spanish-speaking residents. Provide other services, such as free internet access and electrical power during an emergency.	L&R		Ongoing	In 2022, the Library continued popular virtual programs, and brought back in person programs. In person programs include storytimes, book clubs for youth and Spanish speakers, drop-in technology support and introductions to virtual reality and 3D printing, author talks, genealogy workshops, teen gaming and art jams, as well as special stand-alone events like indie author meet-ups, tea tasting and more.  In 2021, the Library provided online virtual programs for children, youth, older adults, and Spanish-speaking residents. Virtual programs included technology classes, an ESL conversation club, focused programming for older adults and their care-givers, writing workshops, art classes and art talks. Programs that worked well in a virtual format were continued through 2022.
Program CSI-2.4B	<b>Literacy Programs.</b> Continue to offer literacy and tutoring programs for English learners, as well as support and training for volunteer tutors.	L&R		Ongoing	In 2022, the Library restarted the Reading Buddies program that pairs beginning readers with adult volunteers for a standing weekly appointment to practice reading. Our youth participants are from households that do not speak English at home. Volunteers were offered training and guidance from library staff.  In 2021, reformed partnership with Tamalpais Adult School and Bahia Vista Elementary School to offer adult ESL classes for adults two days a week.  In 2021, the Library started a virtual conversation club for adults from all cultural and linguistic backgrounds to practice their conversational English skills.

## COMMUNITY SERVICES INFRASTRUCTURE ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program CSI-3.1A	<b>Police Department Strategic Plan.</b> Develop a Strategic Plan for police services to evaluate trends, establish goals, prioritize future actions, determine budget needs, and align services with other City departments. The Plan should include a proactive response to issues relating to social justice and compassionate law enforcement. Engage the community, including local businesses, in this process.	PD		No Action	
Program CSI-3.1B	<b>Capital Facilities.</b> Complete improvements to essential public safety facilities made possible by voter-approved measures. Conduct periodic evaluations of facility and technology needs in the future to ensure that the Police and Fire Departments are equipped to respond to emergencies and deliver quality services.	FIRE	PW, CM, PD, CDD, Finance	Progress	In 2020, Phase 1 of the essential facilities strategic plan was completed with the Public Safety Center. In 2021, construction of Phase 2 of the essential facilities plan started. In 2022, the Fire Department in collaboration with the Public Works department was on track with completing the Facilities projects with Fire Stations 54 & 55 currently in progress. Estimated completion of the stations is spring of 2023.
Program CSI-3.1C	<b>Public Safety Training.</b> Provide and encourage ongoing employee training to ensure public safety staff skills remain current and innovative. Continue to provide training in de-escalation and least harm techniques, as well as mental health and racial bias training.	PD	HR, FIRE	No Action	
Program CSI-3.1D	<b>Vehicle and Equipment Maintenance.</b> Maintain and upgrade vehicles and equipment as necessary.	PD	Parking Services	Ongoing	On February 2, 2022, City Council approved the replacement of five patrol cars with hybrid vehicles and two parking enforcement cars with electric vehicles.  Hybrid and/or electric vehicles are purchased for ongoing replacement or as part of maintenance for patrol, unmarked, and other pool vehicles.
Program CSI-3.2A	<b>Crime Prevention through Environmental Design.</b> Design new public and private development to achieve “eyes on the street,” including site planning, lighting, landscaping, and architectural design features that reduce the potential for crime.	PD	CDD	No Action	
Program CSI-3.2B	<b>Emergency Response Time.</b> Use the development review process to identify appropriate measures to reduce fire hazards and ensure emergency response capacity that is consistent with National Fire Protection Association standards.	PD	CDD	No Action	
Program CSI-3.3A	<b>Community Safety Programs.</b> Implement community public safety programs such as National Night Out and the Citizens Police Academy to support a safer community and promote positive relationships between law enforcement officials and residents. Implement similar programs promoting fire prevention and preparedness.	PD		Ongoing	The City continues to celebrate and recognize National Night Out and supports the Community Police Academy program. The Community Police Academy program is now available in Spanish.

## COMMUNITY SERVICES INFRASTRUCTURE ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program CSI-3.3B	<b>Business Outreach.</b> Engage the business community in public safety program development and implementation. This should include increasing awareness of existing programs and developing new initiatives and partnerships to address property crime and other public safety issues affecting local businesses.	PD		No Action	
Program CSI-3.4A	<b>Foot Patrol Services.</b> Maintain and potentially expand foot patrol services. Continue to work with homeless service organizations, mental health professionals, and the business community to create a safe, welcoming environment in Downtown San Rafael and other parts of the city.	PD		No Action	
Program CSI-4.1A	<b>Capital Improvement Programming.</b> Maintain and regularly update a multi-year Capital Improvement Plan (CIP) covering City owned and operated infrastructure and public facilities. Seek the input of other local service providers (MMWD, LGVSD, etc.) when preparing the City's CIP and encourage these agencies to seek City input as they prepare their own CIPs.	PW		Ongoing	A new CIP budget is developed every year outlining proposed improvements for the next three years. The last CIP for FY22/23 - 24/25 was adopted in June 2022. The next CIP for FY 23/24 - 25/26 is anticipated to be available mid-2023.
Program CSI-4.1B	<b>Funding for Maintenance and Capital Costs.</b> Consider ways to improve the reliability of maintenance funding, such as establishing a reserve fund or voter-approved parcel taxes and special assessments. Identify potential funding sources for unmet and anticipated future capital project needs, such as grants, bond measures, and impact fees.	PW		Ongoing	Funding sources for maintenance and capital projects include annual revenues from regulatory and impact fees, state and local taxes, and voter-approved initiatives such as Measures A and AA. Grants (e.g., OBAG 3) have also been secured for several capital projects. Staff will continue to looking for funding opportunities.
Program CSI-4.1C	<b>Community-Supported Services.</b> Consider community-supported (e.g., cooperative) services as an alternative to bring fundamental service upgrades to neighborhoods and managing capital costs.	ED	Finance	No Action	
Program CSI-4.2A	<b>Long-Term Planning.</b> Continue to use the CIP to analyze and respond to local capital facility needs.	PW		Ongoing	CIP includes funding for several master plans to assist with the City's long-term planning for facility and infrastructure maintenance and improvement needs.
Program CSI-4.2B	<b>Engineering Standards.</b> Require new development to comply with the subdivision standards in the San Rafael Municipal Code, as well as relevant Marin County and utility district engineering standards. Where feasible, encourage development to reach beyond current standards and collaborate with the community to innovate and define new best practices.	PW		Ongoing	New and redevelopment projects are required to comply with relevant codes, standards, and regulations based on project scope and size. Larger projects may be required to make frontage and infrastructure improvements based on impacts to the public right-of-way.
Program CSI-4.2C	<b>Impact Fees.</b> Continue to collect impact fees and use other funding mechanisms to ensure that new development pays its fair share of providing/upgrading services associated with that development.	CDD	FIN	Ongoing	

## COMMUNITY SERVICES INFRASTRUCTURE ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program CSI-4.3A	<b>Design Review.</b> Require design review for City projects. Provide complementary design review for major projects proposed by other public agencies.	CDD		Ongoing	The Community Development Department continued to require Environmental and Design Review for City. In 2022, staff conducted an Environmental and Design Review (ED21-002) for the Tiscornia Marsh Restoration Project. The project proposes to restore the 23-acre tidal marsh/mudflats and shoreline levee located north and outboard of Canal Street, as well as the five acre, City-owned diked marsh located north of the Albert J. Boro Center/Pickleweed Park Playfields.
Program CSI-4.3B	<b>CIP Process.</b> Continue to make the City's CIP easily available and to solicit public input in the CIP process, including web-based and social media applications that facilitate community feedback.	PW		Ongoing	The annually adopted CIP is publicly available on City's website. City staff solicits public input during CIP projects and accepts feedback on infrastructure improvements. Suggestions for projects are considered when planning for future CIP.
Program CSI-4.4A	<b>Public Space and Infrastructure.</b> Seek opportunities to improve environmental quality in the design of streets, infrastructure, and public spaces. For example, public space improvements provide an opportunity to retain and treat stormwater through groundwater infiltration and subsurface water storage.	PW		Ongoing	Opportunities for green infrastructure continues to be evaluated during the design of CIP projects. The Spinnaker Point Parking Modification project constructed a landscaped area/strip between the street and sidewalk. The 2nd/4th Street intersection project proposes landscaped areas within the new plaza/sidewalk extension to the sidewalk on the north side of Fourth Street.
Program CSI-4.4B	<b>Reducing Impervious Surfaces.</b> Pursue porous pavement, rain catchment areas, and similar elements that reduce runoff.  See also policies and programs under Goal C-4 of the Conservation/Climate Change Element (green streets, low carbon concrete, cool pavement, etc.)	PW		Ongoing	Opportunities for reducing impervious surfaces are explored during design and implemented if possible during construction of projects. New and redevelopment projects are encouraged to incorporate pervious surfaces as part of BASMAA storm water control requirements.
Program CSI-4.6A	<b>Guidance Document.</b> Prepare a guidance document for incorporating sea level rise into the City's capital planning process.	Sustainability	PW	No Action	
Program CSI-4.6B	<b>Coordination with Service Providers.</b> Coordinate with water, sewer, energy, solid waste, and telecommunication service providers to prepare a plan for retrofitting critical infrastructure for rising sea levels, more intense storms, and other climate-related impacts.	PW	Sustainability	Ongoing	The Sustainability team is conducting a sea level rise feasibility study, which aims to develop recommendations for addressing sea level rise through a collaborative effort involving the community, technical experts, and other effected parties.
Program CSI-4.7A	<b>Pavement Management.</b> Continue participation in the Pavement Management Program to assist in prioritizing street resurfacing projects. Adjust prioritization criteria as needed to ensure that pavement condition, traffic safety, equity, and community input are addressed.	PW		Ongoing	In 2022, the Department of Public Works continued to implement the City's annual pavement management program providing vital updates to the City's 331 lane mile network. Funding for the PMP is allocated during the planning for future CIP.
Program CSI-4.7B	<b>Street Sweeping.</b> Continue to maintain a street sweeping program. Work with neighborhoods on ways to improve street sweeping efficiency and to publicize street sweeping programs. Investigate alternative funding sources for street sweeping.	PW		Ongoing	The current street sweeping schedule can be found on City's website. The website also includes quick tips and reminders for how neighborhoods can help maintain clean streets and an inquiry form for any questions regarding street sweeping.

## COMMUNITY SERVICES INFRASTRUCTURE ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program CSI-4.7C	<b>Sidewalk Repair.</b> Continue to implement a cost-sharing program for Sidewalk Repair with residential property owners that is consistent with the State Streets and Highway Code, property owner interest, and funding availability. The success of the program, as well as sidewalk conditions and repair priorities, should be monitored. Potential funding sources and other cost-sharing approaches should be considered to address equity.	PW		Ongoing	Public Works continues to manage a sidewalk repair program, which includes 50-50 cost-sharing with property owners (up to a maximum of \$1,000 in City contribution). Funding for the program is allocated during the planning for future CIP.
Program CSI-4.7D	<b>Street Lighting Program.</b> Continue efforts to improve street lighting, staying mindful of the need to balance financial, public safety, and environmental objectives.  See also Policy C-1.19 and Program C-1.19A on night lighting and dark skies. See Policy C-1.16 on urban forestry and Policy CDP-3.5 on street trees. See Policy EDI-4.2 on equitable maintenance.	PW		Ongoing	In 2022, new lights were installed at the Pickleweed Park picnic tables to improve overall lighting and safety. Public Works is currently working with PG&E on street lighting improvements in the Canal Neighborhood. Street lighting is also reviewed and improved, as needed, as part of traffic signal modifications.
Program CSI-4.8A	<b>Urban Water Management Plan.</b> Support MMWD's efforts to regularly update and implement an Urban Water Management Plan.	PW	Sustainability	No Action	
Program CSI-4.8B	<b>Water Supplies.</b> Monitor efforts by the MMWD to implement conservation standards and expand the local water supply to meet long-term needs and potential future drought conditions. If desalination facilities are proposed along the bayfront in the future, ensure adequate review of environmental, design, and economic issues.	PW	Sustainability, CDD	No Action	
Program CSI-4.8C:	<b>Water Pressure and Storage.</b> Work with MMWD to ensure that water pressure and storage remains adequate for fire-fighting, and to implement standards for new development that ensure adequate water flow.  See also Policy C-3.8 on water conservation	FIRE	PW	No Action	The MMWD Fire Flow program funded by the Fire Flow Improvement tax has enabled the Water District to make substantial improvements to water pipes in San Rafael where old lines were not seismically sound, and due to age, were not suitable to provide flow and pressure sufficient for fighting fires. MMWD continues to make improvements in our community.
Program CSI-4.9A	<b>Coordination of Services.</b> Support efforts by the Las Gallinas Sanitary District, Central Marin Sanitation Agency and San Rafael Sanitation District to maintain high-quality wastewater collection and treatment facilities and implement sustainability programs.	Sanitation		No Action	

## COMMUNITY SERVICES INFRASTRUCTURE ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program CSI-4.10A	<b>Replacement of Aging Facilities.</b> Pursue the replacement of older or failing drainage facilities such as metal pipes and stormwater pumping stations with more durable and resilient materials, or with new structures and pumps.	PW		Ongoing	On September 6, 2022, City Council authorized the execution of an agreement for the performance of stormwater pump station repairs.  On October 17, 2022, City Council adopted resolutions for the San Quentin Pump Station Reconstruction Project, City Project No. 11334.  The CIP also plans for incremental replacement of corrugated metal pipes every year.
Program CSI-4.10B	<b>Silt Removal.</b> Continue to remove accumulated silt from City maintained drainageways, ponds, and creeks subject to tidal siltation such as Mahon and Irwin Creeks. Sediment from stream flow and deposition should be considered a potential resource.	PW		Ongoing	Public Works continues to remove accumulated silts as part of routine maintenance.
Program CSI-4.10C	<b>Sustainable Stormwater Management.</b> Seek funding for projects that restore the natural characteristics and functions of stormwater systems, such as bioswales and conversion of concrete ditches to natural creeks. Such projects should mitigate the effects of urban runoff, reduce flood hazards, and improve water quality and habitat value	PW		No Action	Opportunities for sustainable stormwater management are explored as part of active project(s) when feasible and as required for permitting.
Program CSI-4.11A	<b>Funding.</b> Utilize federal Army Corps of Engineers funds to survey and plan for Canal dredging. Pursue additional funding for dredging and maintenance, and for levee repair and sea level rise adaptation improvements.	PW		Ongoing	Worked with the Army Corps of Engineers to secure \$7.7 million to dredge the federal channel in the fall 2022. In addition, the City coordinated an umbrella permit for all properties along the canal to secure environmental clearance to dredge between the federal channel and the shoreline. In 2023, the City plans to explore an assessment district to create a reliable funding source.
Program CSI-4.12A	<b>CMSA Capacity Expansion.</b> Support implementation of the CMSA/ MMWD Recycled Water Study recommendations, enabling increased use of recycled water and reduced potable water demand.	PW		Ongoing	Public Works participates in meetings with MMWD in support of implementation of a recycled water study.
Program CSI-4.12B	<b>Las Gallinas Expansion Project.</b> Support completion of the Recycled Water Expansion Project and continued expansion of recycled water capacity.	PW		No Action	Public Works participates in meetings with MMWD in support of implementation of a recycled water from Las Gallinas.
Program CSI-4.12C	<b>Sewer Line Replacement.</b> Replace low-lying sewer pipes as needed to reduce saltwater intrusion, thereby reducing the cost of producing reclaimed water.	Sanitation		No Action	
Program CSI-4.13A	<b>Backup Energy Provision.</b> Evaluate backup energy provisions for critical public facilities, mass transit (including rail crossings), and wireless infrastructure and upgrade as needed. Encourage the use of fuel cell, battery storage, and solar generator backups, rather than gasoline-powered generators.	PW	Sustainability	No Action	



## COMMUNITY SERVICES INFRASTRUCTURE ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program CSI-4.13B	<b>Microgrids.</b> Encourage further exploration of microgrids, allowing locally-generated renewable energy networks to supplement the electrical distribution system and provide back-up power in the event of an emergency,	Sustainability	PW	No Action	
Program CSI-4.13C	<b>Emergency Power and Communication.</b> Use public facilities as emergency centers for electricity, communication, and cooling in the event of a disaster, extreme heat event, or extended power outage.	FIRE	L&R	No Action	
Program CSI-4.14A	<b>Funding for Undergrounding.</b> Explore funding opportunities and financing mechanisms to accelerate the undergrounding of utilities, including Rule 20A and B funds, private funding, and assessment districts.	PW		Ongoing	Additional Rule 20A work credit was allocated for City of San Rafael in 2022.
Program CSI-4.14B	<b>Prioritizing of Undergrounding Projects.</b> Develop a process to prioritize utility undergrounding projects. Among the factors to be considered are aesthetics, visibility, fire hazards, and vulnerability to flooding and sea level rise.	PW		Ongoing	Public Works is working with PG&E to establish a new utility undergrounding district within the Canal Neighborhood. The new district is anticipated to be created in 2023.
Program CSI-4.14C	<b>Public Information.</b> Provide information to the public on the costs of undergrounding projects, and the options for funding.  See the Safety and Resilience Element for additional policies and programs on fire safety and power lines	PW		Ongoing	Estimated budget/costs for undergrounding projects are publicly available in the CIP and/or project website.
Program CSI-4.15A	<b>Technology Improvement Plan.</b> Develop and maintain a multi-year plan for funding and prioritizing major City technology projects.	Digital		Ongoing	The City manages a reserve fund for technology infrastructure replacement and projects to support aging infrastructure and legacy systems
Program CSI-4.16A	<b>Fiber Optic Infrastructure.</b> Continue to encourage and permit the expansion of fiber optics infrastructure from existing “backbone” conduits to potential “last mile” customers.	PW		No Action	Public Works reviews and issues encroachment permits for the expansion and/or modification of telecommunication systems and services by the respective providers.
Program CSI-4.16B	<b>Service Providers.</b> Work with telecommunication service providers to improve access to state-of-the-art systems and services.	PW		No Action	Public Works reviews and issues encroachment permits for the expansion and/or modification of telecommunication systems and services by the respective providers.
Program CSI-4.16C	<b>Reliability.</b> Support efforts to “harden” mobile communication infrastructure so it is operational or can be quickly restored during a power outage or emergency.  See the Community Design and Preservation Element for policies to mitigate the visual effects of antennae and collocate new telecommunication facilities	Digital	PW	Ongoing	The City has established a redundancy City network at public safety facilities including the installation of a FirstNet hub at our Public Safety Center in coordination with AT&T to designate that facility as an essential communications hub. We are currently exploring redundancies at other Fire Stations to failover to 4G/5G networks and integrating redundant network connections to our City network.

## COMMUNITY SERVICES INFRASTRUCTURE ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program CSI-4.17A	<b>Waste Reduction.</b> Implement waste reduction programs consistent with the San Rafael Climate Change Action Plan and Zero Waste Goal. These include partnerships with Zero Waste Marin, Marin Sanitary Service, and other organizations; requirements for construction and demolition debris recycling; increased monitoring of waste diversion targets; waste audits; and additional infrastructure for removal of recoverable materials from the waste stream.	Sustainability		Ongoing	City has procured recycling and composting containers for all departments and has been conducting recycling and composting trainings. City works with Marin Sanitary Service, Zero Waste Marin and others regularly to support recycling programs. City has a Construction Demolition and Debris regulation as part of the Statewide Green Building regulations. City helped fund a Waste Characterization Study through Marin Sanitary Service to set baseline data and identify strategic areas to increase diversion from landfill.
Program CSI-4.17B	<b>Recycling.</b> Continue recycling programs and expand these programs to increase waste diversion rates for homes, apartments and workplaces.	Sustainability		Ongoing	On March 7, 2022, City Council repealed Chapter 9.19 - Refuse and Recycled Materials Collection and Disposal and replaced it with new Chapter 9.19 - Solid Waste Collection and Disposal and Edible Food Recovery. As required by the new law, this amendment provides for additional regulation of organic waste and places requirements on residents and businesses to subscribe to organics collection services and source-separate materials into the appropriate collection containers.
Program CSI-4.17C	<b>Construction and Demolition Waste.</b> Continue to implement programs requiring recycling of construction and demolition debris. Encourage the reuse of recycled building materials in future projects.	CDD (Building)	Sustainability	Ongoing	City has a Construction Demolition and Debris regulation as part of the Statewide Green Building regulations and is working with Zero Waste Marin to streamline compliance.
Program CSI-4.17D	<b>Waste Reduction Programs.</b> Continue efforts to reduce electronic waste, refrigerants, and single use plastics; and ensure proper disposal of household hazardous waste. This should include enforcement of City bans on plastic bags and polystyrene foam and potential new programs to reduce microplastics from waterways,	Sustainability		Ongoing	City continues to enforce our bag and polystyrene ordinances and find ways to reduce other waste and single use plastics.
Program CSI-4.17E	<b>Community Composting.</b> Implement a mandatory community-scale program for curbside collection, composting, or other low-emission conversion of food and green waste, as well as vegetation cleared through fire prevention efforts. The program shall comply with SB 1383 requirements to divert at least 75% of organic waste from landfills.	Sustainability	CDD	No Action	On March 7, 2022, City Council repealed Chapter 9.19 - Refuse and Recycled Materials Collection and Disposal and replaced it with new Chapter 9.19 - Solid Waste Collection and Disposal and Edible Food Recovery. As required by the SB 1383 law, this amendment provides for additional regulation of organic waste and places requirements on residents and businesses to subscribe to organics collection services and source-separate materials into the appropriate collection containers.
Program CSI-4.17F	<b>Waste to Energy.</b> Support the Central Marin Sanitation/Marin Sanitary Food to Energy Program and other programs that capture energy from waste processing and disposal.	Sustainability		Ongoing	City continues to support and promote this program.
Program CSI-4.17G	<b>Recyclable Waste Receptacles.</b> Support efforts by Marin Sanitary to install waste receptacles for recyclables in areas of heavy pedestrian traffic.	Sustainability	PW	Ongoing	

## COMMUNITY SERVICES INFRASTRUCTURE ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program CSI-4.18A	<b>Recycling Education.</b> Encourage Marin Sanitary to continue its recycling education programs and to expand awareness of “reduce, reuse, and recycle” principles among all residents and employees. Programs to promote reuse and repair of consumer goods rather than landfill disposal should also be supported.	Sustainability		Ongoing	Marin Sanitary Service launched their Where Does it Go, Joe? app and online resource and the City promotes it regularly.
Program CSI-5.1A	<b>Cost-Benefit Methodology.</b> Develop guidelines and procedures to more formally incorporate cost-benefit and fiscal impact analysis in the evaluation of new projects and programs.	CDD	CM, ED, Finance	No Action	
Program CSI-5.2A	<b>Public Involvement.</b> Continue to involve residents and businesses in the budget process to the extent feasible, through community meetings, focus groups, social media, and other outreach methods. Issues associated with rising pension costs also should be reported in a transparent manner.	Finance	PW, CM	Ongoing	The Finance Department provided an Interim Financial Update and Budget Amendment at the March 7, 2022 City Council Meeting.  The Finance Department and Department of Public Works presented the Final Citywide Proposed Budget for Fiscal Year 2022-2023 and Legal Spending Limit at the June 21, 2022 City Council Meeting.
Program CSI-5.3A	<b>Program Assessment.</b> Continue to provide budget and finance progress reports to the City Council. Continue to use benchmarks and quantifiable metrics, as well as qualitative evaluations, to monitor performance and determine progress in achieving program goals and objectives.	Finance		Ongoing	The Finance Department brought mid-year and annual reports to Council, including the year-end report for FY 2021-22 that was taken to Council on September 19. The Finance Department tracked performance and fiscal outcomes closely.
Program CSI-5.3B	<b>Surveys.</b> Regularly survey residents on their satisfaction with specific City services and programs (see also Program EDI-1.3B).	CM	CDD, PW, L&R	Ongoing	Surveyed community on priorities, sustainability, and around policies such as leaf blowers.
Program CSI-5.4A	<b>Revenue Monitoring.</b> Continue to maintain a revenue monitoring system to assist in trend analysis and revenue forecasting.	Finance		Ongoing	The Finance Department continued to maintain a robust forecast model to track revenues and expenditures and identify any potential challenges.
Program CSI-5.4B	<b>Grants.</b> Actively seek grants and encourage interdepartmental cooperation in preparing grant applications.	CM	CDD, PW, L&R, FIRE, PD	Ongoing	In 2022, the Library & Recreation and Public Works departments partnered to secure a Land & Water Conservation Fund grant to support the Pickleweed Park enhancement project.
Program CSI-5.4C	<b>Cost of Services.</b> Periodically evaluate the cost of providing services and adjust revenue sources accordingly.	Finance		Progress	On December 19, 2022, City Council adopted a resolution amending the City Master Fee Schedule.
Program CSI-5.4D	<b>New Revenue Sources.</b> Consider establishing new revenue sources to adequately fund services and respond to changing conditions, including sources that require voter approval.	City Clerk	Finance	Progress	Staff regularly reviewed and considered new and enhanced revenue opportunities.
Program CSI-5.5A	<b>Funding Strategies for Infrastructure and Services.</b> In cooperation with other jurisdictions, develop funding strategies and joint powers agreements for infrastructure and services that create economies of scale for the contributing parties.	Finance		Progress	The Finance Department was involved in Shared Service Agreements and participated in other local partnerships.

## ARTS CULTURE ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program AC-1.10B	<b>New Funding Sources.</b> Explore potential new funding sources or funding relief mechanisms such as set-asides from transient occupancy taxes, sales taxes, or parking revenues; tax credits and property tax abatements; and corporate and foundation support.	ED	CM	No Action	
Program AC-1.10A	<b>Non-Profit, Private and Community Efforts.</b> Support the efforts of non-profit, private, and community organizations to apply for grants, raise funds, develop arts endowments, and promote community and business investment in art, cultural, and literary activities. This support could include funding, volunteers, staffing, coordination, providing space and materials, and similar collaborative efforts.	CM		No Action	Supported Youth in Arts and the Terra Linda community to develop a public art display.
Program AC-1.1B	<b>Arts Facilities.</b> Support and encourage efforts to improve and sustain local arts facilities, including those operated by government, non-profits, and other organizations, and recognize their role in making San Rafael a regional arts hub.	CM	L&R, ED, CDD	Progress	In 2022, worked with Downtown San Rafael Cultural Art District partners to apply for re-certification of the State's Cultural Art District designation.
Program AC-1.1C	<b>Arts and Culture Master Plan.</b> Build on the work done by the County of Marin and San Rafael-based arts organizations to create a San Rafael Arts and Culture Master Plan. All segments of the community, including residents and workers, should be encouraged to participate in this process. The Plan should promote participation of the arts community in civic life, enhance arts programming, promote cultural inclusion, and maximize opportunities for arts events. Potential funding sources for a Master Plan and its implementation should be explored. As part of this process, options for ongoing leadership and arts advocacy should be considered, potentially including an Arts Council, Commission, or similar organization.	L&R	CM, ED, CDD	No Action	
Program AC-1.2A	<b>Falkirk Cultural Center.</b> Promote the Falkirk Cultural Center as a venue to support and foster the arts and celebrate local culture. Seek funding to rehabilitate and improve the mansion and sustain programs through income-producing activities.	L&R		Ongoing	In 2022, held six art exhibitions as well as fee-based watercolor and pastel art classes at the Falkirk Cultural Center.
Program AC-1.2B	<b>Programs for Diverse Populations.</b> Encourage additional inclusive arts programming for the general public, including persons of all socio-economic means, ages, ethnicities, genders, and abilities. Special emphasis should be placed on programs for youth, children, and older adults.	L&R		Ongoing	In 2022, DrawBridge expressive arts program continues, the Canal Youth & Family Program's monthly Canal Arts program resumed in February after a pandemic pause, and the Albert J. Boro Community Center's Art Room is rented out monthly for Voces del Canal's Art Workshop for Canal Families. The Library offered monthly free process art programming for all ages, water color classes for adults, as well as art programs targeted at youth and teens such as anime drawing and teen art jams.

## ARTS CULTURE ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program AC-1.2C	<b>Advocacy for Arts Programming.</b> Advocate for continued arts programming in public schools and other venues.	L&R		No Action	
Program AC-1.2D	<b>Public Information.</b> Work with local arts organizations to improve public awareness of local venues, galleries, exhibits, events, performances, and opportunities to participate in arts and cultural events in the city. Provide links to such information on the City's website and strengthen the website as a resource for the arts community.	CM	L&R	Progress	Worked with downtown businesses (including Art Works and art supply stores), Chamber of Commerce and Downtown Business Improvement District to provide Dia de los Muertos altars in downtown windows in October. Cross promoted events with Downtown BID.  Falkirk Cultural Center also worked with Artworks Downtown and local art supply stores to market Art Exhibits and Art Classes.
Program AC-1.3A	<b>Venues.</b> Encourage arts groups, schools, and businesses to conduct programs in City venues. Seek opportunities for the City to use County, institutional, and private space for its arts activities.	L&R		Ongoing	Continually worked with school districts in hosting activities at community centers.
Program AC-1.4A	<b>Equitable Programming.</b> Improve cultural equity and access to arts programming among lower income and non-English speaking residents (for example, through new partnerships, training, outreach strategies, multi-lingual initiatives, and reduced fees for qualifying residents).	L&R		Progress	In 2022, the Pickleweed Advisory Committee approved a new weekly partnership with Vivalon for free weekly Zumba classes for older adults. The Recreation Division awarded scholarships to participate in programs to more than 30 families based on financial need. Developed a new Public Art Review Board and Public Art proposal process to increase access to arts and culture in public spaces in San Rafael.  In 2021, implemented and restructured the City's co-sponsorship application process at the Albert J. Boro Community Center to continue to offer free and reduced cost programming in the Canal community.
Program AC-1.5A	<b>Art in Public Places.</b> Evaluate the feasibility of an Art in Public Places Ordinance (or "percent for art" program) that would establish a funding source and/or mechanism for increasing public art. Strive for solutions that maximize flexibility in the way funds are collected and used.	L&R		No Action	
Program AC-1.5B	<b>Community-Based Outdoor Art Installations.</b> Support participatory public art projects that engage the community, such as murals, 3D art, and street painting. Such projects should foster a greater understanding of local cultures, arts, and history and provide an opportunity to express neighborhood identity.	L&R		Ongoing	In 2022, the City supported the Terra Linda Social Justice Community Art Group in developing and installing a mural at Arbor Park.
Program AC-1.6A	<b>Art as a Community Benefit.</b> Recognize space for the arts as a community benefit in municipal code and density bonus programs. Expand incentives for incorporating arts space and arts features in new projects and in vacant and underutilized space.	CDD		No Action	

## ARTS CULTURE ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program AC-1.6B	<b>Reducing Barriers.</b> Amend municipal codes or adopt new policies as needed to facilitate the temporary or interim use of vacant commercial or lobby space for art exhibits, display space, and “pop up” arts and cultural activities.	CDD	L&R, City Attorney	No Action	
Program AC-1.7B	<b>Art and Technology.</b> Support an expanded and more vibrant arts and cultural presence through technology, including the potential for “virtual” events and media that reach larger, more diverse audiences.  See also Policy LU-3.11 and Program EV-2.5C on special events	L&R	Digital	Progress	In 2021, offered three Art Exhibitions at the Falkirk Cultural Center online to create a virtual experience to reach a wider audience.  In 2021 and 2022, the Library offered monthly virtual Art Talks, in partnership with several art museums and private docents.
Program AC-1.8A	<b>Arts District.</b> Leverage the Downtown San Rafael Arts District designation to encourage, promote, and support arts activities, attract visitors and business patrons, promote equity and inclusivity, and create a more welcoming and exciting downtown environment. Encourage multi-disciplinary art activities and events that showcase local talent and provide opportunities for all residents to experience the arts. Regularly renew the Arts District designation to sustain arts and cultural opportunities.	L&R	ED, CM	Progress	L&R and ED staff provided support for the Downtown San Rafael Arts District (“DSRAD”) to receive funding from the California Arts Council as part of the State’s \$30 million allocation to support the Cultural Arts Districts of California.
Program AC-1.9A	<b>Communication.</b> Support ongoing communication with and among local arts organizations to address and resolve issues of concern, including pandemic recovery.	CM		No Action	
Program AC-1.9B	<b>Engagement in Community Actions.</b> Recognize the arts community as important stakeholders in local community actions and economic development strategies. Support artist engagement in planning and governance.	CM	ED, L&R	No Action	
Program AC-1.9C	<b>Showcasing Local Artists.</b> Consider artist in residence programs, poet laureates, City-sponsored lunch concerts and similar events showcasing the work of local artists and performers.	CM	L&R	ongoing	Continued support of local artists through exhibits at Falkirk. Advertising exhibits in Snapshot the City’s newsletter.
Program AC-1.9D	<b>Reducing Costs.</b> Explore opportunities to create more affordable space for artistic production, including live-work and studio spaces, public cultural facilities, and affordable performance space. Remove barriers to reusing vacant or underutilized commercial space for this purpose.	CDD	ED	No Action	
Program AC-1.9E	<b>Volunteers.</b> Provide opportunities for volunteers in art, cultural, and literary events.	L&R		No Action	

## ARTS CULTURE ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program AC-1.8B	<b>Cultural Tourism.</b> Promote cultural tourism (for example, visits to the Frank Lloyd Wright-designed Civic Center or the Mission San Rafael Arcangel) as a way to support and sustain the local arts community and hospitality industry. Partnerships with the Marin Convention and Visitors Bureau should be encouraged.	ED	CM	No Action	
Program AC-1.2A	<b>City Activities.</b> Continue to provide City-sponsored arts classes and cultural activities, including arts programs at San Rafael's community centers. Programs should be equitably distributed around the city so that they can be accessed by all residents.	L&R		Ongoing	<p>In 2022, continued to offer arts classes at all San Rafael Community Centers, including ceramics, watercolor, pastels, and a free weekly art program for youth in partnership with DrawBridge, monthly Canal Arts program for families and rental space for monthly Voces Del Canal art workshops. Partnered to produce the City's 34th annual Dia de los Muertos celebration. Provided space to six different art exhibits, open to all, free of charge, at the Falkirk Cultural Center.</p> <p>In 2021, partnered to produce the City's 33rd annual Dia de los Muertos celebration with expanded activities spanning the Canal neighborhood and downtown San Rafael. Provided space to four different art exhibits open to all, free of charge, at the Falkirk Cultural Center.</p>
Program AC-1.6C	<b>Central Performance Spaces.</b> Prioritize creation of central outdoor spaces suitable for community-wide events and performances in Downtown San Rafael, the Canal neighborhood, and in the North San Rafael Town Center (for example, at Northgate Mall). Provide the necessary infrastructure (electric power, etc.) for these spaces to serve their intended purpose.	L&R	ED	No Action	
Program AC-1.7A	<b>Sponsorship of Events.</b> Support special events that provide quality arts, cultural, and enrichment activities in locations throughout the community.	L&R	ED	No Action	

## ECONOMIC VITALITY ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program EV-1.1A	<b>Education About the Local Economy.</b> Continue to promote a business-friendly climate by educating decision-makers and the public about the inter-relationship of community life and economic vitality. This should include data on the local economy, including indicators of San Rafael's economic health, disseminated through the City newsletter, City website, social media, staff reports, and other means.	ED		Progress	The City is underway on an Economic Development Strategic Plan that will outline the existing economic conditions and provide the targeted programmatic efforts to support economic vitality. It is anticipated that the strategic plan would be adopted by the City Council in 2023.
Program EV-1.1B	<b>Economic and Fiscal Impacts.</b> Continue to evaluate economic and fiscal impacts in reports to the Planning Commission and City Council.	ED		No Action	
Program EV-1.1C	<b>Pandemic Recovery.</b> Develop and implement prudent and economically viable measures to recover losses in City revenue resulting from the COVID-19 pandemic.  See also Policy EV-1.7 on the importance of workforce housing to the local economy	Finance		Ongoing	The City experienced lower losses of revenue than initially anticipated as a result of stronger sales tax receipts and Federal and State aid. However, pandemic impacts continue to linger. The City is responding by undertaking an Economic Development Strategic Plan that supports economic recovery and growth from the pandemic. The City is also analyzing affected programs such as Parking and Childcare services to determine how business can be done differently with the goal of producing more revenues or reducing cost.
Program EV-1.2B	<b>Equitable Economic Development Strategy (EEDS).</b> Collaboratively develop an EEDS that identifies the economic sectors the City seeks to grow, the mechanisms for attracting these sectors to San Rafael, the areas of the city earmarked for growth, and target estimates for wage levels and business volumes. The Strategy should engage residents, businesses, thought leaders, and community groups and be designed to address locally identified needs, challenges, and priorities. Potential partners for preparing the EEDS should be identified so that the work fully leverages current research, local resources, and expertise.	ED		Progress	On June 21, 2022, City Council adopted a resolution approving the execution of a Professional Services Agreement with to prepare the City of San Rafael Economic Development Strategic Plan.
Program EV-1.3A	<b>Chamber of Commerce and Business Improvement District.</b> Sustain partnerships with the Chamber of Commerce, the Downtown Business Improvement District, and other business organizations to improve the business climate and support local businesses.	ED		Progress	On December 5, 2022, City Council approved the continuation of the annual assessments for 2023 supporting the Downtown Business Improvement District.



## ECONOMIC VITALITY ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program EV-1.3B	<b>Relationships with the Real Estate Community.</b> Engage the local commercial and residential real estate brokerage and development community in identifying and resolving barriers to doing business in San Rafael and keeping City staff informed of business trends and changes. This engagement should occur on a sustained basis, through regular communication and events.	ED	CDD	Progress	Economic Development staff has initiated outreach to the commercial brokers representing San Rafael and getting feedback on commercial/multi-family real estate trends and perceived barriers for development.
Program EV-1.3C	<b>Marin County Economic Forum.</b> Work with the Marin County Economic Forum to analyze business trends, improve the economic health of the region, and encourage businesses vitality and profitability in San Rafael.	ED		Ongoing	The City actively participates in the regional economic development activities hosted by the Marin County Economic Forum.
Program EV-1.3D	<b>Communications with Residents.</b> Regularly communicate with residents on economic issues. Maintain consistent and accessible contact through, for example, meetings with neighborhood associations, the City website, and community workshops.	ED		No Action	
Program EV-1.3E	<b>Minority Business Outreach.</b> Work with local minority-owned businesses, business organizations, and non-profits to encourage business success and support job training and career advancement opportunities.	ED		Progress	Worked with Marin Small Business Development Center to market minority-owned small business grant funding opportunities.
Program EV-1.3F	<b>Housing Production Partnerships</b> Continue to foster strong working relationships with Marin Builders Association, the Marin Association of Realtors, commercial property owners, and local non-profit housing developers to reinforce the development of workforce housing, housing for lower-income residents, and opportunities to convert vacant commercial property to housing (see also Policies EV-1.8 and EV-1.9).  See Goal EDI-5 for additional policies and programs on increasing economic opportunities for lower income residents	CDD	ED	Progress	Staff continued to build and maintain relationships, including through representation of non-profit and for-profit developers on the City's 2023-2031 Housing Element Working Group, which launched in late 2021. Additionally, the City has identified vacant commercial properties and included them in the draft list of housing opportunity sites for the 2023-2031 Housing Element.
Program EV-1.4A	<b>Development Opportunities.</b> Provide site location assistance to the real estate community and prospective businesses by maintaining an inventory of vacant and underutilized sites in the City, including vacant buildings. Inventory data should include allowable uses and intensity, site availability, and the potential for preferential tax treatment and other incentives due to Opportunity Zone or similar designations.	CDD	ED	Progress	Economic Development staff provide site selection services and pre development assistance for the development and business community. The inventory of vacant and available properties is available through a subscription real estate database Costar.
Program EV-1.4B	<b>Permit and Technical Assistance.</b> Provide advocacy services to assist local businesses in the permitting and development processes. Seek opportunities to innovate with technology to help improve service delivery. Simplify and streamline the permit process wherever feasible.	CDD		Ongoing	CDD continued to assist local businesses in the permitting and development process. CDD continued to allow online applications through eTRAKiT to streamline the permit process. eTRAKiT provides access to permits, projects, and cases for information regarding status of inspections and reviews.

## ECONOMIC VITALITY ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program EV-1.4C	<b>Small Business Support.</b> Partner with the Marin Small Business Development Center and other organizations to provide small business advisory and training opportunities including business plan development, marketing and social media, human resources strategies, and access to capital/investment.	ED		Progress	Worked with Marin Small Business Development Center to market minority-owned small business grant funding opportunities.
Program EV-1.4D	<b>Business Incubation.</b> Encourage business mentoring, education, and incubation programs that could be undertaken in cooperation with public, institutional and/or private sector partners (for example, Marin Builder's Exchange, College of Marin Career Education, etc.).	ED		No Action	
Program EV-1.4E	<b>Business Recognition.</b> Support recognition programs for exemplary businesses, such as annual awards programs.	ED		No Action	
Program EV-1.5A	<b>Industry Clusters and Supply Chains.</b> Identify desired industries and develop economic development programs to attract these types of businesses. Encourage supply chains for such industries and encourage business-to-business relationships.	ED		No Action	
Program EV-1.7A	<b>Media Relations.</b> Generate media coverage that communicates a positive image of San Rafael and increases recognition of the city as a great place to do business. Implement social media strategies that reinforce this message.	ED		No Action	
Program EV-1.7B	<b>Competitive Edge.</b> Market San Rafael's competitive edge relative to other Marin cities and mid-sized Bay Area cities. San Rafael's branding should highlight the City's reputation as the business, civic, cultural, dining, and entertainment hub of Marin County.  See also Policy CDP-5.10 on historic preservation as an economic development strategy.	ED		No Action	
Program EV-1.8A	<b>Benefits of Workforce Housing.</b> Work with local partners to educate residents on the benefits of workforce housing to the community.	CDD (Housing)		No Action	
Program EV-1.8B	<b>Public Agency Partnerships.</b> Work with local school districts and other agencies to explore opportunities to build housing for teachers, public safety employees, and other essential service employees on public land.	CDD (Housing)		No Action	

## ECONOMIC VITALITY ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program EV-1.9A	<b>Workforce Development Programs.</b> Support the efforts of businesses, labor organizations, non-profits, schools, and the public sector to provide job training and placement services. Consider opportunities for these initiatives to support other City goals, such as reducing homelessness (e.g., Downtown Streets Team.), building housing (e.g., Education to Career Construction Program) and improving wildlife habitat (e.g., California Conservation Corps, etc.).	ED	CDD (Housing)	No Action	
Program EV-1.9B	<b>Mentoring Programs.</b> Continue to participate in mentoring, apprenticeship, and internship programs, including participation in programs run by other agencies and organizations.	ED		No Action	
Program EV-1.9C	<b>English as a Second Language.</b> Continue to support community wide efforts to provide English as a Second Language (ESL) training, citizenship, and other educational programs for the San Rafael workforce.  See Goal EDI-5 for additional policies and actions on workforce development	ED		No Action	
Program EV-1.10A	<b>Green Economy.</b> Support the creation of environmentally beneficial jobs and businesses.	ED	Sustainability	In process	City has initiated an Equitable Low Carbon Economy project to develop policies and programs that support increased green business, job, and entrepreneurship that are inclusive and equitable.
Program EV-1.10B	<b>Green Business Practices.</b> Coordinate with Marin County, environmental organizations and the Chamber of Commerce to promote greener business practices and participation in the County's Green Business Program.	Sustainability	ED	Ongoing	City actively works with County and Chamber of Commerce Green Business Committee to promote greener practices, recognize Green Business of the Year, and promote the Green Business Certification program.
Program EV-1.10C	<b>CCAP Implementation.</b> Work with local business to help achieve the goals of the 2030 Climate Change Action Plan (CCAP), including a shift toward renewable energy, reduced waste, increased composting, and low-carbon transportation. The potential costs, as well as the potential savings or other benefits, of CCAP measures on businesses should be important considerations as programs are implemented.	Sustainability	ED	Ongoing	City actively participates in and helps to coordinate the Green Business Committee of the San Rafael Chamber of Commerce. City also hosts measures and resources on City websites and through outreach channels.
Program EV-1.11A	<b>Business Engagement.</b> Actively engage the business community in disaster preparedness planning and recovery.	FIRE	ED	Ongoing	Ongoing via PDEP (Public Disaster Education and Preparedness) and the EMBR program.

## ECONOMIC VITALITY ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program EV-1.11B	<p><b>Education on State Regulations.</b> Provide information and outreach to businesses on new (and potential) State mandates and regulations, particularly those related to climate change. Explore ways to mitigate cost impacts based on consultation with local businesses and organizations.</p> <p>See the Community Services Element for policies and programs on microgrids and electrical reliability, and the Safety Element for policies on resilience to climate change and sea level rise.</p>	Sustainability	ED	Ongoing	City continually provides information and outreach on these topics through the Green Business Committee of the San Rafael Chamber of Commerce and other means.
Program EV-1.12A	<b>Innovation Working Group.</b> Convene an economic development and innovation working group to identify new business opportunities and prospects for innovation and diversification.	ED		No Action	
Program EV-2.1A	<b>Retail Evaluations.</b> Periodically evaluate the performance of the City's retailers. Use the data to help improve retail performance or assist centers with attracting other compatible uses.	ED		No Action	
Program EV-2.2A	<b>Local Shopping Campaigns.</b> Support campaigns to "Shop Locally" and raise awareness about the benefits of supporting local businesses rather than purchasing on-line.	ED		In process	City helps coordinate and promote annual Shop Local for Earth Day through the Volunteer and Sustainability programs in conjunction with the Chamber and Business Improvement District.
Program EV-2.2B	<b>Event Promotion.</b> Continue to promote events that bring people to Downtown, Northgate and other community commercial centers to support local businesses.	ED		Ongoing	The City continued to support events by allowing street closures and temporary parking restrictions throughout 2022. The events included: Downtown San Rafael Market and Dining Under the Lights, May Madness Car Show and Parade, State of the City, Youth In Arts Annual Fundraiser, San Rafael Sunset Criterium, San Rafael Porchfest, and Marin Endurance Festival.
Program EV-2.2C	<b>Local Preference.</b> Where other factors (such as price) are equal, the City should give preference to purchasing goods and services from both local vendors and minority-owned businesses.	CM	ED	Ongoing	The City encourages city offices to purchase local whenever fiscally possible.
Program EV-2.2D	<b>Day and Evening Visitors.</b> In the Downtown and North San Rafael Town Center areas, attract a variety of retail businesses to encourage patronage during both day and evening hours.	ED		No Action	
Program EV-2.3A	<b>Industrial Zoning.</b> Maintain zoning for industrial areas to prevent a loss of industrial businesses (see also Program LU-2.4A on industrial zoning).	CDD		Ongoing	The Planning Division continued to maintain zoning for industrial areas to prevent a loss of industrial businesses.
Program EV-2.4A	<b>Responding to Workplace Trends.</b> Work with local office building owners, managers and tenants to respond to changing workplace design requirements (including those related to public health) and to adapt to trends such as increased telecommuting and co-working.	ED		No Action	

## ECONOMIC VITALITY ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program EV-2.5A	<b>Tourism Strategies.</b> Explore strategies to enhance local tourism, improve hotel and conference facilities, attract destination restaurants and stores, and support tourism programs of the Chamber, Downtown Business Improvement District, and Marin County Visitors Bureau.	ED		No Action	
Program EV-2.5B	<b>Downtown Arts District.</b> Support the Downtown Cultural Arts District through marketing, programs, and partnerships (see also Program AC-1.8A).	ED		No Action	
Program EV-2.5C	<b>Special Events.</b> Encourage special events and festivals that draw visitors to San Rafael, showcase its vibrant arts and cultural scene, and have net positive effects on local businesses and City revenues. Work with local retailers to ensure they can remain open and easily accessible when these events take place (see also Policies AC-1.7 and LU-3.11).	ED		Ongoing	The City continued to support events by allowing street closures and temporary parking restrictions throughout 2022. The events included: Downtown San Rafael Market and Dining Under the Lights, May Madness Car Show and Parade, State of the City, Youth In Arts Annual Fundraiser, San Rafael Sunset Criterium, San Rafael Porchfest, and Marin Endurance Festival.
Program EV-2.5D	<b>Transient Occupancy Taxes (TOT).</b> Explore ways to increase economic development program funding through TOT revenues.  See the Land Use Element for policies on home occupations. See the Mobility Element for policies on telecommuting, flextime, and other strategies to reduce peak hour commuting. See the Arts and Culture Element for additional discussion of the arts and entertainment sector.	ED		No Action	
Program EV-2.7A	<b>Civic Center Modernization.</b> Support County efforts to update the Marin County Civic Center and expand its capacity to host conferences and special events.	L&R	ED	No Action	
Program EV-2.7B	<b>Higher Education Partnerships.</b> Cultivate relationships with Dominican University and other Bay Area institutions of higher learning to facilitate local economic development. Consider opportunities for Dominican to increase its visibility in the community, including occupying underutilized space in Downtown or Northgate Town Center buildings.	ED		No Action	
Program EV-3.1A	<b>Zoning Regulations.</b> Ensure that zoning and development regulations for each business area support their success and contribution to the City's economy.	CDD	ED	No Action	
Program EV-3.1B	<b>Quality of Life Programs.</b> Implement and support programs to improve the safety, security, cleanliness, and convenience of San Rafael's business districts so that they are places where customers want to shop, dine, and visit. Providing a comfortable, enjoyable experience for residents, workers, and visitors is an important part of remaining competitive.	ED		No Action	

## ECONOMIC VITALITY ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program EV-3.2A	<b>Business Improvement Districts.</b> Support the use of BIDs to improve services to business districts and provide a funding source for localized improvements.	ED		No Action	
Program EV-3.2B	<b>Public Private Partnerships.</b> Encourage public/private partnerships as one means of revitalizing deteriorated and underdeveloped area (see also Policy CSI-5.6).	ED		No Action	
Program EV-3.2C	<b>Business Assistance Programs.</b> Explore the feasibility of programs to assist local businesses with property improvements, such as landscaping, signage, façade improvements, and design assistance.	ED		No Action	
Program EV-3.6A	<b>Business/Neighbor Collaboration.</b> Seek innovative ways for businesses and their residential neighbors to work together toward a mutual vision that is beneficial to the community.	ED		No Action	
Program EV-3.8A	<b>Pre-Submittal Process.</b> Improve the efficiency of the development review process by updating neighborhood notification and meeting procedures and improving the pre-submittal process to identify initial concerns and encourage higher quality applications.	CDD		Ongoing	The Planning Division continued to encourage and review pre-application submittals identifying initial completeness items and design concerns to encourage more complete, high quality applications.

## EQUITY, DIVERSITY, INCLUSION

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program EDI-1.1A	<b>Training and Education.</b> Provide training and education on issues of equity and inclusion for City staff, Boards and Commissions, and advisory groups. This should include information about best practices in inclusive civic leadership.	CM		Ongoing	The City held DEI trainings for City Staff and is in the process of scheduling additional meetings for staff that have not taken a training yet.
Program EDI-1.1B	<b>Equity Plan.</b> Prepare a citywide Equity Strategic Plan or similar document that provides guidance on ways to incorporate equity into City practices and procedures. Metrics to measure progress, including goals for public participation, should be developed and monitored after Plan adoption.	CM		Progress	The City Manager's Office worked with a consulting company to perform an equity audit on the City's HR policies, programs, and practices. The City Manager's Office plan to utilize the Equity Audit final report as a comprehensive baseline to strategically guide future DEI initiatives.
Program EDI-1.1C	<b>Community Dialogue on Race and Equity.</b> Provide opportunities for ongoing community dialogue on issues of race and equity, including anti-racism education and sanctioned space for public expression.	CM		No Action	
Program EDI-1.2A	<b>Community Stakeholders.</b> Actively provide engagement opportunities for all residents through outreach programs specifically aimed at those who are under-represented in public processes, such as immigrant communities, people of color, youth, and younger families. Use creative and community-driven methods for reaching under-represented groups, such as markets, churches, home visits, school events, cultural activities, and informal social networks.	CM		Ongoing	The City Manager's office encourages all departments to provide engagements in multiple languages. In addition, the City has recognized the need to reach residents in setting they prefer, including; community fairs, hosting city meetings in local spaces like community centers, other community hosted events, local grocery stores, etc. In addition, the City also works with CBO's and community members to ensure that engagements are culturally appropriate.
Program EDI-1.2B	<b>San Rafael Website.</b> Use the City's website and social media presence to improve participation in City government and increase access to City information and documents.	CM		Ongoing	We continue to use the City's website and social media to promote community meetings and events improving participation and access to government. We focus on providing all posts in English and Spanish, as well as Vietnamese whenever possible.
Program EDI-1.2C	<b>Scheduling of Meetings.</b> Schedule public meetings and workshops at times and locations convenient to community members. Where feasible, provide child care, food, and other services to make meeting attendance easier.	City Clerk	CM, CDD, PW, L&R	Ongoing	
Program EDI-1.2D	<b>District Elections.</b> Optimize the opportunity for district-based elections to increase resident participation in local government, particularly among Latino residents (for example, by considering Commission appointments by District).	City Clerk	CM	Progress	The Planning Commission composition was amended to include 4 district representatives. The District 1 Representative is currently being recruited for.
Program EDI-1.2E	<b>CEAP Update.</b> Update the 2015 San Rafael Community Engagement Action Plan (CEAP) to implement General Plan 2040 EDI policies and programs.	CM		No Action	

## EQUITY, DIVERSITY, INCLUSION

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program EDI-1.3A	<b>Removing Language Barriers.</b> Ensure that Latino and other non-English-speaking populations may actively participate in local decision-making through such methods as bilingual notices, translation of meeting materials, the use of accessible (non-jargon) and culturally competent language, Spanish language meetings, new platforms for commenting (such as Facebook and Zoom), and having interpreters at public meetings.	City Clerk	CM, Digital	Progress	The City has started using Alboom for translation of materials including the Spanish version of Snapshot.
Program EDI-1.3B	<b>Surveys.</b> Regularly use multilingual, culturally appropriate surveys, focus groups, and other outreach methods to solicit input from under-represented communities. When funding is available, outsource survey work to community organizations with engagement grants or stipends for participation (see also Program CSI-5.3B and PROS-2.2B on surveys).	CM	CDD, PW, L&R	Ongoing	The City has conducted several surveys on the following topics: day laborers, parking, lighting, waste management and plan to continue to use surveys as a tool moving forward.
Program EDI-1.3C	<b>Regularly Scheduled Community Meetings.</b> Convene regularly scheduled meetings with businesses and residents in lower income areas to address local priorities, report out on program implementation, and support shared leadership and decision-making.	City Clerk	CM, CDD, PW, L&R, ED	Ongoing	In 2022, City Council members held community conversations in each of their districts. including meetings with community leaders in the Canal. In addition, Joint-Community Conversations were held citywide.
Program EDI-1.4A	<b>Advocacy Programs.</b> Support training, education, and advocacy programs by local institutions and social service providers to address the issues facing San Rafael's lower income, immigrant, older adult, and LGBTQ populations, as well as others who have historically faced discrimination or have special needs.	CM	L&R	No Action	
Program EDI-1.4B	<b>Collaborations.</b> Collaborate with local community-based organizations to develop and implement strategies to engage under-represented groups or populations with unique issues.	CM	CDD, PW, L&R	In process	Sustainability Program secured \$762,000 in grants in conjunction with Canal Alliance, Multicultural Center of Marin and County of Marin for an equitable sea level rise assessment for the Canal neighborhood. This has created a collaborative planning project where power and decision-making is shared. City leadership continues to meet with CBO's to improve engagement and receive feedback on City services.
Program EDI-1.5A	<b>Board and Commission Diversity.</b> Monitor the composition of City Boards and Commissions, making efforts to provide representation that mirrors the city. When filling vacancies, focus recruitment and outreach efforts on under-represented populations.	CM		No Action	
Program EDI-1.5B	<b>Public Input.</b> Encourage public input at Board, Commission, and Committee meetings. Clearly identify issues, actions, and ways to comment, and provide information early enough to allow meaningful participation.	City Clerk	CM, CDD, PW, L&R	No Action	



## EQUITY, DIVERSITY, INCLUSION

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program EDI-1.6A	<b>Youth-Focused Outreach.</b> Work with local school districts, schools, youth and student groups, colleges, universities, and community-based organizations to increase youth involvement in local government and public processes. This could include school “clubs” organized around topics of interest. Youth engagement should be inclusive and reflective of San Rafael’s demographics (see also Program EDI-5.2A on “Buddy” programs).	L&R	CM	No Action	
Program EDI-2.1A	<b>Pedestrian and Bicycle Improvements.</b> Implement pedestrian and bicycle improvements, as described in the General Plan Land Use and Mobility Elements and the San Rafael Bicycle and Pedestrian Master Plan. This should include improved safety features, streetscape and landscape improvements, and other improvements that make it safer, easier, and more comfortable to be physically active in San Rafael, particularly in neighborhoods with less access to these features today.	PW		Ongoing	Public Works refers to Bike and Ped Master Plan in the planning and prioritizing of future CIP.  Examples of recent projects: - PW completed the Francisco Boulevard East Multi-Use Pathway in 2022.  - The Grand Ave Class IV Cycle Track and Second/Fourth Street Intersection Improvements projects are currently in design and include improvements to enhance and improve pedestrian and bicyclist experiences. Construction of these projects are anticipated to be start in 2023.
Program EDI-2.1B	<b>Public Health as an Evaluation Metric.</b> Consider public health data such as rates of asthma, heart disease, and obesity when prioritizing capital improvements such as bike lanes, new parks, and sidewalk improvements.  See also Goals M-5 and M-6 on connected, pedestrian-friendly streets	PW		Ongoing	Public health and safety is currently one of the rating criteria for projects in the CIP. Rating of projects are evaluated during planning of future CIP.
Program EDI-2.2A	<b>Increasing Usable Public Space.</b> Pursue opportunities for additional programmed public outdoor space, with a priority on higher density neighborhoods. Consider the use of City-owned vacant lots or rights-of-way as improved open space.	PW	L&R	Ongoing	In 2022, Public Works and Library and Recreation began working on design to convert the vacant lot east of the Boro Community Center into a sport court as part of a larger Pickleweed Park Enhancement Project.
Program EDI-2.3A	<b>HEAL Campaign.</b> Participate in the Marin Countywide Healthy Eating Active Living (HEAL) campaign, supporting actions that transform the physical environment to improve health, well-being, and physical activity.	L&R	CM	No Action	
Program EDI-2.3B	<b>Health Fairs.</b> Encourage multilingual community health fairs and other events that raise awareness of public health among all residents. Demonstrate best practices for public health and wellness at City-sponsored activities, such as serving healthy foods and encouraging walking and bicycling to the event.	L&R	CM	No Action	

## EQUITY, DIVERSITY, INCLUSION

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program EDI-2.3C	<b>Municipal Code Review.</b> Periodically evaluate City codes and ordinances for their impact on health, including provisions for tobacco, vaping, and smoke-free multi-family housing; standards for indoor air quality; and HVAC systems able to sustain safe living conditions during wildfires, power outages, and extreme weather events.	CDD	CM, L&R, FIRE, PW, PD	Progress	On May 2, 2022, City Council passed to print an ordinance amending Sections 9.04.030, 9.04.090 and 19.10.060 of the San Rafael Municipal Code to prohibit smoking in open space year-round and require designated smoking areas in multi-family housing complexes with over 10 units located within 1,000 feet from open space and undeveloped lots in order to prevent cigarette-caused fires.
Program EDI-2.4A	<b>Local Health Care Facilities.</b> Support the development of easily accessed health care and medical facilities in the city, including access to mental health services.	CDD		Progress	On August 9, 2022, the Planning Commission approved a Use Permit (UP22-003) and Environmental and Design Review Permit (ED22-009) for a Major Medical Facility use for the Ritter Center to relocate from 16 Ritter Street to a larger existing building at 800 A Street. The Ritter Center offers medical, behavioral health, and case management services to people living in poverty in Marin County. The project proposal includes renovating and making minor exterior modifications to an existing commercial building at 800 A Street and demolishing an existing commercial structure at 804 A Street to accommodate an expanded parking lot along with landscaping improvements.
Program EDI-2.5A	<b>Reducing Exposure to Hazards.</b> As appropriate, utilize conditional use permit requirements for businesses adjacent to residential neighborhoods to reduce resident exposure to noise, odor, smoke, vibration, and other potentially harmful impacts. Work with business owners to encourage responsiveness when these issues arise.	CDD	PW	Ongoing	In 2022, Planning, Building, Public Works and Fire evaluated all conditional use permits for noise, odor, smoke, vibration, and other potentially harmful impacts through requesting information such as specification sheets and ensuring that they meet the standards as prescribe in the San Rafael Municipal Code. When the City received complaints regarding any hazards; Code Enforcement, Fire, and/or PD was dispatched immediately to address any concerns or issues.
Program EDI-2.5B	<b>Reducing Indoor Air Pollution.</b> Support the distribution of bilingual information on indoor air pollution hazards to vulnerable populations, including lower income renters. Respond to complaints about smoke and odors in multi-family projects and facilitate remediation.	CDD (Code Enforcement)		No Action	
Program EDI-2.5C	<b>Environmental Hazard Data.</b> Maintain data on environmental hazards, such as soil and groundwater contamination and the vulnerability of the population to such hazards, using sources such as Cal Enviroscreen.  See the Safety Element for policies and programs to (a) require health risk assessments for new development near freeways and (b) reduce exposure to hazardous materials, including contaminated sites and new uses handling hazardous substances. See the Conservation and Climate Change Element for policies to improve air quality, and the Mobility Element for policies to encourage cleaner fuel vehicles.	Sustainability	Digital	No Action	

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PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program EDI-2.6A	<b>Greening Priorities.</b> Prioritize City-sponsored urban greening and tree planting projects in residential areas that currently have lower rates of tree cover, higher residential densities, and limited access to open space (for example, the Canal area and Montecito).	Sustainability		No Action	
Program EDI-.8A	<b>Incentives.</b> Explore incentives for small local markets to offer healthier food options for nearby residents.	ED		No Action	
Program EDI-2.9A	<b>Obstacles to Food Production.</b> Review, and revise as needed, San Rafael's zoning regulations and codes to identify and remove barriers to urban gardening and small-scale food production in residential neighborhoods.	CDD		Progress	The Planning Division evaluated all code sections in the San Rafael Municipal Code in 2022 to ensure that urban gardening and small-scale food production is an allowed use in residential districts.
Program EDI-3.1A	<b>Anti-Displacement Strategies.</b> Evaluate anti-displacement strategies in future plans or programs that could result in the direct removal of affordable housing units, the displacement of tenants, or economic hardships due to rapid rent increases.	CDD (Housing)		Progress	In 2022, the City enforced its Opportunity Zone relocation assistance requirements for a 100-unit apartment building in the Canal. The policy, adopted in 2021, requires owners of property located in the opportunity zone to pay relocation assistance if evicting tenants for renovation. The City continued to offer mandatory mediation through the District Attorney's Office for rent increases greater than 5%. In 2022, the City authorized a \$400k loan through its Affordable Housing Trust Fund for the acquisition of an existing apartment building in the Canal neighborhood by a local nonprofit for preservation as permanently affordable. The draft 2023-2031 Housing Element, submitted for HCD review in late 2022, includes a program to evaluate existing and additional renter protections, including anti-displacement measures.
Program EDI-3.1B	<b>Renter Protection Measures.</b> Continue to explore and promote measures to protect San Rafael renters and facilitate positive communication between landlords and tenants.	CDD (Housing)	City Attorney	Progress	In 2019, the City Council adopted a Rental Housing Dispute Ordinance that allows a Tenant or Landlord to request mediation for rent increases greater than 5% during a 12-month period. The City continued to offer this program in 2022 through the District Attorney's Office. The draft 2023-2031 Housing Element, submitted for HCD review in late 2022, includes a program to evaluate existing and additional renter protections.
Program EDI-3.1C	<b>Climate-Related Displacement.</b> Consider measures to address the potential for loss or displacement of affordable or lower cost housing in the City's climate change adaptation planning.	Sustainability	CDD (Housing)	No Action	
Program EDI-3.4A	<b>Healthy Homes.</b> Support programs and regulations that support healthier homes, including the abatement of toxic hazards such as lead and mold, the use of non-toxic materials and finishes, and design features that improve ventilation and indoor air quality.	CDD		No Action	

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PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program EDI-3.5A	<b>Code Enforcement.</b> Provide effective code enforcement efforts in all neighborhoods to abate unsafe or unsanitary conditions. Ensure that the abatement of violations does not increase housing cost burdens or result in displacement of lower-income households.	CDD (Code Enforcement)	CDD (Housing)	Ongoing	
Program EDI-3.5B	<b>Rental Inspections.</b> Continue the Periodic Housing Inspection Program and Residential Building Record (RBR) inspections to ensure the safety and habitability of all housing units.	CDD (Code Enforcement)		Ongoing	
Program EDI-3.6A	<b>Incentives for Family Housing.</b> Consider density bonuses and other incentives for three-bedroom affordable rental units in new construction to meet the need for housing suitable for larger families and extended households.	CDD		No Action	A corresponding program has been included in the draft 2023-2031 Housing Element, submitted for HCD review in December 2022.
Program EDI-3.7A	<b>Temporary Housing for At Risk Groups.</b> Work with community-based organizations to develop and support temporary housing solutions for lower-income immigrants, older adults, and other at-risk groups during and after an emergency.	CDD (Housing)	FIRE	Progress	As part of COVID-19 response, City staff and CBOs assisted households in applying for Emergency Rental Assistance through Marin County. The City distributed information in English and Spanish to raise awareness of the temporary eviction moratorium.
Program EDI-4.1A	<b>Equity Metrics.</b> Use benchmarks and indicators such as household income, the presence of children and older adults, and past investment patterns, to inform decisions about the location of future public investments.	CM	ED	No Action	
Program EDI-4.2A	<b>Nuisance Reporting Systems.</b> Support programs that allow residents and businesses to easily report incidences of illegal dumping, roadside garbage and litter, vandalism, graffiti, noise, smoke and fumes, and other nuisances. Maintain data on calls, responses, and follow-up activities.	Digital		Progress	In 2019, the City was using 311 as a resident request system however the contract with CP Connect will be sunseting on April 20, 2022. The vendor is offering to migrate the City to an alternative solution, SeeClickFix. In order to guarantee the success of a new 311 implementation for San Rafael, Digital is partnering with departments to determine their needs around resident request and complaint tracking.
Program EDI-4.2B	<b>Security and Safety Improvements.</b> Pursue public safety improvements, including street lighting, security cameras, better wayfinding signage, and improved sidewalk conditions, with a focus on neighborhoods with higher levels of need and fewer available resources.	PD	PW	No Action	PW has initiated a community public lighting project in East San Rafael/Canal neighborhood to increase security, wayfinding and pedestrian access in region. PW continues to administer the sidewalk repair program to improve sidewalk conditions citywide.
Program EDI-4.3A	<b>Neighborhood Safety Partnerships.</b> Encourage partnerships between lower-income residents and local police to address law enforcement concerns, including organized events such as neighborhood walks and police “walking the beat” to create personal relationships and learn about community issues.	PD		No Action	

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PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program EDI-4.4A	<b>Mobile Health Care.</b> Facilitate the use of public buildings such as libraries and community centers for “pop up” health services and other activities that promote wellness.	L&R		Progress	In 2022, continued to work with health partners to offer COVID testing and vaccine clinics as well as blood drives. Also partnered with Ritter Center to provide mobile health services at the San Rafael Community Center.  In 2021, worked with health partners to offer COVID testing and vaccine clinics as well as blood drives at the Albert J Boro and San Rafael Community Centers.
Program EDI-4.5A	<b>Food Assistance Programs.</b> Support resident access to food assistance programs, including local food banks and food stamp programs. Encourage the acceptance of food subsidy vouchers at retail food outlets throughout San Rafael.	ED		No Action	
Program EDI-4.5B	<b>Reduced Cost Meals.</b> Encourage free and reduced cost meal programs for those with the greatest needs, including low income children, seniors, and persons experiencing homelessness.	CM (Homelessness)	L&R	Progress	In 2022, continued to host weekly food distributions and re-started congregate meal programs for older adults at the Boro and San Rafael Community Centers.
Program EDI-4.6A	<b>Connecting Social Service Providers.</b> Increase awareness of social service and mental health programs by improving communication between residents and service providers, facilitating communication among the service providers themselves, and providing more opportunity for interaction between residents and city leaders.	CM		No Action	
Program EDI-4.6B	<b>Collaborative Service Model.</b> Encourage and support collaborative efforts to address local health care and social service needs, including partnerships with community-based organizations and service providers, partnerships with the County of Marin and other Marin cities, and interdepartmental efforts within the City of San Rafael.	CM		No Action	
Program EDI-4.7A	<b>Transit Improvements.</b> Work with Marin Transit, SMART, and GGBHTD to collect and analyze data on the workplace location of San Rafael’s transit-dependent population so that transit routes and schedules are responsive to needs, and optimally serve those without cars.	PW		No Action	
Program EDI-4.7B	<b>Bicycle and Pedestrian Improvements.</b> Prioritize pedestrian and bicycle improvements in areas where the concentration of pedestrians and bicycles is highest, and where residents have fewer resources and options to travel. Improve access to bicycles, helmets, and related equipment for lower income families.	PW		No Action	PW initiated a community public lighting project in East San Rafael/Canal neighborhood, and an East San Rafael/Canal Area Community Based Transportation Plan in 2022 to increase safety and transit options for both cyclists and pedestrians in San Rafael's most populated District.
Program EDI-5.1A	<b>Business Partnerships.</b> Support partnerships with local employers to make child care more affordable and accessible for low-wage workers. Quantify the potential benefits to employers to help make these services available.	ED		No Action	

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PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program EDI-5.2A	<b>Buddy Programs.</b> Collaborate with the school districts to develop “buddy” or “host” programs enabling San Rafael families to provide social, cultural, and academic support to English learners and new students from other countries.	L&R		No Action	
Program EDI-5.2B	<b>Cultural Competency.</b> Ensure that the City uses culturally appropriate strategies and messaging when providing information to students and parents regarding extra-curricular activities.	L&R	CM	No Action	
Program EDI-5.3A	<b>Financial Aid.</b> Raise student and family awareness of opportunities for grants, scholarships, internships, and programs that provide financial assistance for education and career development.	L&R		Progress	In 2022, continued to promote the Recreation Scholarship program.  In 2021, the Recreation Division restructured its Recreation Scholarship Program and are more widely advertising it to the San Rafael residents.
Program EDI-5.4A	<b>Youth Employment.</b> Encourage youth training and employment programs, partnerships with the private sector and community-based organizations, and similar measures to improve career opportunities for younger San Rafael residents.	L&R	ED, CM	Ongoing	In 2022, Library and Recreation attended local high school job fairs, advertised at local community colleges and universities. Child Care programs implanted youth volunteer program through Miller Creek Middle School. Recreation trained and employed more than 50 San Rafael youth in aquatics and summer camp programs. Increased community outreach efforts to recruit youth for Aquatics and summer recreation camp employment opportunities. Offered free Lifeguard training to youth, as well as a Junior Lifeguard program and Babysitter Training program. These programs include American Red Cross CPR and First Aid certifications and provide pathways for future employment in regional summer camp or aquatic program areas.
Program 5.6A	<b>Measuring Workforce Contributions.</b> Develop data to quantify the contribution of San Rafael’s low- and moderate-income workforce to the local and regional economies. Use this data to develop responsive economic development policies and programs and increase the safety net for critical low-income workers.	ED		No Action	
Program EDI-5.7A	<b>Business Assistance.</b> Explore opportunities to assist San Rafael’s small businesses and entrepreneurs, including minority-owned businesses. This should include partnerships with the Hispanic Chamber of Commerce and similar organizations.	ED		Progress	Worked with Marin Small Business Development Center with outreach to minority-owned small businesses to obtain grant funding.
Program EDI-5.7B	<b>Hiring Incentives.</b> Support incentives for contractors and builders to hire local workers, with a focus on increasing business opportunities for lower-income tradespersons.	ED		No Action	

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PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program EDI-5.8A	<b>Opportunity Zone.</b> Continue to evaluate the potential benefits of the designation of the Core Canal Census Tract as an “opportunity zone” by the State of California, including possible funding for transit, affordable housing, and capital improvements. Activities related to the Opportunity Zone designation should include specific provisions to minimize the displacement of residents and businesses.	CDD	PW	No Action	The draft 2023-2031 Housing Element, submitted for HCD review in December 2022, includes a program to evaluate existing and additional renter protections, including anti-displacement measures. It also includes a program to develop a precise plan for the Southeast San Rafael Priority Development Area, which includes the Opportunity Zone.
Program EDI-5.9A	<b>Cooperatives.</b> Encourage cooperative ownership of assets such as housing, vacant land, local energy systems, and incubator business space as a way to reduce business operating costs.	ED		No Action	
Program EDI-5.9B	<b>Community Benefit.</b> Recognize below market space for community-based organizations as a community benefit that triggers eligibility for density or height bonuses in new development.	CDD		No Action	
Program EDI-5.10A	<b>Access to On-Line Learning and Work.</b> Support efforts to provide all students with access to on-line learning and the capacity to work remotely. Work with local service providers to improve access for lower income households, especially households with children.	Digital, L&R	ED	No Action	
Program EDI-6.1A	<b>Age Friendly Plan.</b> Prepare an Age-Friendly Strategic Plan for San Rafael that identifies specific and culturally responsive actions to ensure that older adults may thrive in the community. Periodically monitor progress on Plan implementation, consistent with WHO Age-Friendly Global Network guidelines.	L&R	PW, FIRE PD, CDD	Progress	In 2022, provided a mini-grant to the San Rafael Age-Friendly Task Force to support project implementation. City staff continue to meet regularly with the Age-Friendly Task Force.
Program EDI-6.2A	<b>Aging in Place.</b> Continue to support programs and services that assist older adults with home modifications that facilitate aging in place. Support home sharing programs that pair empty nesters with rental seekers.	CDD (Housing)	L&R	Ongoing	In 2022, the City allocated a portion of CDBG public services funding to Covia Foundation – Home Match Marin, which provides a roommate matching service mainly used by older adults. Benefits of the program include providing a means for older residents to remain in their homes and to supplement incomes, while avoiding isolation.

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PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022
Program EDI-6.2B	<b>Affordable Housing Options for Older Adults.</b> Encourage the construction of affordable senior housing, and accessory dwelling units that provide more affordable alternatives for older adults. Also, support programs that provide direct and indirect assistance for older renters.	CDD (Housing)		Progress	In 2022, the City provided gap funding through its Affordable Housing Trust Fund for a new construction project that will provide 66 affordable studio and one-bedroom apartments for adults age 62 and older. The bottom two floors of the building will contain the Vivalon Healthy Aging Campus, which will provide support services, activities, and wellness, as well as a central meeting place for older adults, as a means of extending independent living and supporting quality of life for aging adults in the community. The project is currently under construction.  The City revised its Accessory Dwelling Unit ordinance in 2021 to comply with state law. Since the passage of state laws streamlining ADU development, the City has seen a substantial increase in ADU construction.
Program EDI-6.3A	<b>On-Demand Transportation Services.</b> Improve on-demand transportation options for older adults, including volunteer driver programs and programs pairing new student drivers with seniors.	CM		No Action	
Program EDI-6.3B	<b>Universal Access.</b> Incorporate principles of universal access in the design of public facilities, sidewalks, and outdoor spaces and buildings. Reduce risks associated with falling and improve lighting and sidewalk conditions in areas where hazards may exist.	PW	CDD	Ongoing	Universal access is evaluated during the design and permitting of projects.
Program EDI-6.4A	<b>Access to Resources.</b> Improve access to community programs and resources for older adults, including increased on-line services and technology training and partnerships with Marin County In-Home Supportive Services.	CM	Digital	Progress	There is a plan to conduct usability testing with Age Friendly San Rafael in the rollout of new services.
Program EDI-6.5A	<b>Outreach and Education.</b> Engage older adults in focused disaster preparedness outreach and education, emergency and shelter-in-place drills, wildfire prevention programs, and evacuation plans. Focus on older adults with the greatest needs, including in-home support.	FIRE	L&R	Ongoing	The Fire Department has provided multiple trainings to partners such as Vivalon and collaborated with Age Friendly to do outreach at Dining Under the Lights.
Program EDI-6.6A	<b>Inclusion and Participation Initiatives.</b> Provide opportunities for social connections, including discounted or free community events, intergenerational programs (for example, pairings of students and older adults), mental health services, multicultural programs, and working with organizations such as Marin Villages to engage and empower older adults.	L&R		Ongoing	In 2022, the Library and Recreation Department developed a partnership with Vivalon to offer programs such as library outreach at the Vivalon campus and fitness programs at the Boro Community Center. The Department also re-started a weekly multicultural lunch program for older adults at the Boro Community Center.