

REPORT TO GENERAL PLAN 2040 STEERING COMMITTEE

Subject: Responses to “Eight Questions” Visioning Exercise – VERBATIM RESPONSES

EXECUTIVE SUMMARY

This report presents the verbatim responses to the eight questions about San Rafael’s future. Twenty Committee members replied. The responses are anonymous and are presented in random order for each question.

RESPONSES

QUESTION 1: What is precious here that we don’t want to lose?

Think about the things that make San Rafael a great place to live or work—the things you cherish and value about the community. What are the city’s greatest strengths?

- San Rafael’s small town character
 - SR’s unique services and shops in and around downtown (not chain stores)
 - We need to preserve SR’s viewshed of surrounding hills and Mount Tam.
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- Its historic character and location in Marin County, California.
 - Its strong ‘Park and Recs’ infrastructure specifically the walking paths – Shoreline Park / Bay Trail; the path along the Mahon Creek near downtown and bike paths along the 101 corridor. Its fixed recreational structures such as pools, tennis courts, ball fields and bocce ball court.
 - The charming downtown street scape. It seems to have a nice mixture of commercial use such as restaurants, entertainment venues, and businesses, etc.
 - Its proximity to the bay and the canal.
 - Its historical landmarks such as the San Rafael Mission and the Frank Lloyd Wright designed civic / county government center.
 - The partnership with the Trust for Public Trust for the construction of a high quality and aesthetically pleasing community garden at Kerner and Windward Way. Nice repurposing of this vacant lot.
 - The City’s embracing green/renewable technologies such as solar panels on municipal properties and improvements to street lighting.
 - It has been nice to see the upgrading and replacement of old architectural structures such as the rebuilt Bahia Vista Elementary school or the new fire station on 3rd ST across from Trader Joe’s etc. This gives the impression that San Rafael is continually improving its key infrastructure for the 21st century.
 - Fourth Street has reasonable parking that allows easy access to Main Street. We need to examine how we can replicate that model in other high density neighborhoods that are struggling with high car density for parking.

Question 1, continued

- Our access to the environment; the open space hiking and the bay; parks.
- Our “small town” atmosphere, where walking along downtown 4th street like I did as a kid still feels fun. Our old Victorian houses, leafy tree lined streets. Places to hang out.
- The volunteer program and the Green Streets team.
- Access to fresh local food from West Marin, etc.
- Back streets for exploring.
- Creeks flowing through back yards.
- Restaurants and pubs that have lively atmospheres at night.
- An approachable City Council you can talk to.
- The library on 5th Street.

- The things that make working in San Rafael great are many of the same things that make it a great place to live: the physical beauty of the area, especially water view, marshes, the canal, the hills and charming neighborhoods. Among the City's strengths arts and culture, convenient shopping, and good schools. I value the diversity that the immigrants bring to our community. San Rafael is made internationally famous as the home of Frank Lloyd Wright's Marin County Civic Center, which draws visitors from around the world. San Rafael manages to provide big city arts and entertainment, yet it is a City with small town feel.
- Among the things I cherish are the Farmers' Markets, enjoying walks with beautiful views, and the dedication of residents to making San Rafael an even better place for all. I do not want to lose our wetlands, our small town feel -- or the ability to drive in San Rafael without gridlock.

- Walkable downtown, feels family friendly
- Can be a “destination” for anyone coming to Marin County, with the Civic Center and Mission
- Lots of coffee shops and places for networking; professionals who are diverse
- Downtown Farmers Market is great

- Our natural habitat that should be accessible to all.

- What makes San Rafael a great place to live and/or work is our diversity. Diversity in all its context (cultural, religious, racial, age, etc.) plays a key role in the economic growth of our City. We need to make sure that we build strategies and opportunities in an intentional way to continue empowering +the participation of diverse voices in the city's decision-making processes. Diversity, inclusion and tolerance must become fundamental elements of our society. Politicians, leaders in general, must continue to work on the implementation of policies and create a culture that encourages the growth of these elements throughout the city structure and at all levels.

- Terra Linda is surrounded by beautiful open space with lots of hiking.
- The community is fairly walk-able and cycle-able.
- There is diversity within San Rafael, including a vibrant Latino community
- One can find almost everything one needs in San Rafael, thriving local business to meet every need, good restaurants, and entertainment.
- SR Government is inclusive and pro active in civic engagement.
- SR has a small city feel to it and has all the amenities (transportation, access to open space, great downtown, local economy, etc.

<i>Question 1, continued</i>
<ul style="list-style-type: none"> • Beautiful nature surrounding the area; make sure that environmental stewardship is a priority • Our diverse community with various levels of socio-economic groups → allows for the best cultural experience in all of Marin • The wide range of nonprofit organizations that brings communities together: i.e., Salvation Army, Ritter House, St Vincents, Bloom
<ul style="list-style-type: none"> • A sense of belonging to the community. Not everyone shares this but many of us feel we live in a place where we all want good things for our entire community. This includes a caring for people who don't look like us. • San Rafael is also a practical sort of town. Our leaders act in a professional manner, they listen to the community, but they also make decisions without an excessive amount of infighting and blame. • San Rafael is a well-balanced community. We have all kinds of people and all kinds of businesses. People also respect the fact that San Rafael is a place to do business, not just a place to live
<ul style="list-style-type: none"> • San Rafael is a Community of Communities. Our character as a small town, while maintaining a vibrancy of a larger city of culture, economic presence, diversity, and dignity for all is truly precious
<ul style="list-style-type: none"> • Sense of being a hometown, where you know people living here • As it changes, still a place we love • A downtown that is fun to go to—with favorite shops • Neighborhoods
<ul style="list-style-type: none"> • One of San Rafael's greatest strengths is its ability to balance the intersection of urban life with residential neighborhoods and great amounts of dedicated open space. San Rafael is diverse and bustling in a County that is 50% open space. We need to protect both the open space and the urban center.
<ul style="list-style-type: none"> • The preservation of undeveloped open spaces interspersed throughout the City and along ridgelines • Our downtown core with a "main street" feel • Feeling that San Rafael is a small town amongst the larger Bay Area metropolis (a refuge from dense urbanized East Bay and SF)
<ul style="list-style-type: none"> • Diversity of the population, politically aware and sensitive elected officials, quality healthcare available for all, urban/suburban combination, beautiful physical environment with accessible open space, shoreline, city, county and state parks, many unique neighborhoods with neighbors caring for neighbors, quality public and private education K-university.
<ul style="list-style-type: none"> • San Rafael is an authentic city, a real place not precious or pretentious. We have some urban challenges and are focused on how we can make our city better, and more equitable while improving our quality of life. • We are a small city composed of many distinct communities defined by topography, watersheds, ethnic enclaves, and different histories. • San Rafael has a rich cultural history that has endowed us with an interesting cultural geography and excellent inventory of historic buildings. • We have a great downtown with a wonderful main street. Our Downtown has buildings representatives of most of our history. We are missing only buildings from the Spanish/Mexican period due to the destruction of the mission in the late 19th century. • Our landscape has great variety and we have one of the best and most varied bay shores in the bay area. We have incredible access to open space, recreation and trails. • We have an approachable and responsive city government.

Question 1, continued

- I love our views of grassy and wooded hillsides, the ability to walk out of my door and be in a grassy field within 2 minutes. Our small scale suburban/rural environment.
 - I don't want to see Terra Linda become urbanized - many residents like me chose Terra Linda precisely because it is not urban. I am concerned by pressure from the state, and a vocal minority advocating rapid urbanization.
 - I want to maintain the peace and quiet. Before the Quiet Zone was introduced the noise of the train horn was horrific.
 - The design of Frank Lloyd Wright's Civic Center is terrific. Don't spoil this wonderful valley.
 - We need to preserve the tax base - being careful not to embrace too much subsidized housing, or take on projects that either destabilize delicate city finances or drive up taxes that drive away the middle class or make our town a place people can't afford to stay in.
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- The Historic built environment – both on 4th street and in the close in neighborhoods, San Rafael has wealth in Historic buildings which is invaluable, and should be preserved for future generations.
 - Natural Beauty, especially the view of Mt. Tam from most of the city – this makes San Rafael unique, and several neighbors have already approached me worrying that the City intends to destroy it.
 - Best governed City in all of Marin, and probably all of the Bay area.
 - Small town feeling – friendly neighborhoods, walkable.
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- Community—seeing people I know when walking around the neighborhood or downtown.
 - Nature—hills, Bay, creeks (spotted owls and pileated woodpeckers a mile from 4th Street).
 - A traditional downtown—compact & walkable, with history and trees, welcoming, human scale.
 - A creative community—open to innovation, flexible, adventuresome.

QUESTION 2: What is almost good that we need to make better?

Where do we get a “B” on our report card? Think about the things that are pretty good but could be better with a little bit of work. What are our big opportunities for improvement?

- Leadership and involvement. Understanding of mutual benefit. A commitment of neighborhoods to identify and foster activities in public and private partnership to bridge gaps of mutual needs and accomplishment.
- Successful civic engagement
- Lack of affordable housing
- GHG reductions-engagement of schools in this effort
- With the arrival of SMART, perhaps our biggest opportunity (and our biggest challenge) is to improve transit--and the design of our transit center.
- We have some great arts programs, but we have opportunities for even greater. We can improve our canal waterfront.
- Our website needs to be available in Spanish ((other languages?))
- Our website needs to give the public better access to City activities, plans, and projects. Public Works in particular needs more transparency and accessibility.
- Inclusion is an area that we can improve. San Rafael is in an excellent position to lead the conversation and take concrete actions to create a more inclusive society. The inclusion strategy should incorporate development projects in areas such as, but not limited to, affordable housing (for all segments of the workforce), transit access, protected bike lanes, parks and infrastructure
- We need to make business and development more streamlined. It is ok to say “no” but if we are saying “yes” let’s make it easy to do business here. This helps keep the place vibrant.
- Our architecture is often 2nd rate.
- Improvement to some of the major streets – pot holes and traffic flow issues.
- Need to maintain the canal waterway as navigable.
- Waterfront improvement opportunities along the canal – similar to what has been done by the Terrapins Cross Roads collaboration.
- The need to dedicate resources to existing Park and Recs physical plants for maintenance things as exterior and interior painting, roofs, energy efficient bathrooms, broadband Internet access, libraries etc.
- The City has done a reasonable job on repurposing retail / commercial space such as the Marin Health and Wellness Campus, Mi Pueblo market, the San Rafael theatre (which is a venue for the Mill Valley Film Festival). But there are other opportunities to explore such as the Marin Square shopping center that has just languished. Coming from the south it is the first view of the city and its state of disrepair is apparent.
- Improvements to the park and play areas surrounding the B Street park. When I look at the Mill Valley Community Center I wish that our community center was similar. It seems like it is old and tired in appearance. In contrast the MVCC is a jewel used by citizens across the age spectrum.
- The last TWO City plans have said we need to update the list of Historic Buildings in SR – this has never been done. Third time is the charm?
- Not all neighborhoods have a city park. Montecito/Happy Valley does not have one.
- Some city parks are dangerous because of drug use, etc.
- Since so many horrible new laws are coming out of Sac, it appears that the newly developed Design Guidelines for Downtown need to be formally adopted and made mandatory, or else they may be able to be ignored completely.

Question 2, continued

- Our downtown can be better. It lacks a great public place: a town square for programmable activities and celebrations.
- Our historic resources need to be better loved and restored to their best condition to provide future generations long term enjoyment and cultural diversity (in the geographer’s definition).
- Focus on improving pedestrian and bicycle access and safety from major regional bike highways like the north-south greenway to local trail and walkway segments such as along Mission Avenue next to San Rafael High School, and abandoned or misused pathways leading to downtown from the close in neighborhoods (remnants from the railroad era).
- Have higher aspirations for design in our public realm downtown our sidewalks squares and plazas: better design, pavements, amenities and public art.
- Step up the quality of our architecture. Avoiding design by committee. Enabling architects and project proponents to do their best work expressive of our time just as our historic buildings are expressive of theirs.
- Invest in our transportation infrastructure and reduce the north/south - east /west movement conflict Downtown along the 101/SMART corridor.
- Implement a strong economic development strategy to improve our fiscal resilience and pay for civic improvement.
- Protect our immigrant community and make sure they have affordable housing, opportunity for personal improvement and a good quality of life.
- Produce more housing in walkable, transit accessible locations particularly Downtown, at Northgate, the Civic Center and a Point San Quentin (ferry/rail terminal).

- Public transportation is pretty good. It is possible to get from Terra Linda to downtown, and fairly easy to get into San Francisco by bus and ferry. Local transportation linking parts of the City could improve. Parking downtown is available, but more free parking would bring more customers to downtown businesses.
- The City could make better use of its waterfront. It should be a real asset
- Many lovely local parks; often not well maintained or monitored.
- More emphasis on the City's history and heritage.

- Downtown getting better but still needs attention, collaboration with County of Marin, communication with residents, emergency preparedness, built environment improvements for older adults and disabled, more opportunities/activities for seniors and youth

- Ability to easily get around to different areas safely and happily. Sidewalks are sometimes narrowed by poles or hampered by too many car crossings. When trees are removed, walkways get very hot and unpleasant.
- Traffic that’s heavy is also less pleasant to walk or bike along. The Promenade at the mall is a good example of an almost made it: it’s not a completely safe path because of the many car crossings. Bikers would rather ride in the street where traffic is more predictable. Walking around a parking lot without a barrier or trees making it pleasant just fails. It looks like an afterthought rather than a true Promenade. It’s disconnected from upstream and downstream because the city lacked what was needed to really make the Promenade, as desired by the community, a reality.
- The recent work to address the most costly homeless folks with a full suite of programs, a stable place to live, etc was terrific and needs to be expanded or continued. The root causes of homelessness need to be addressed.

<p><i>Question 2, continued</i></p> <ul style="list-style-type: none"> • I'd like to see more use of traffic circles instead of 4-way stops. People don't understand (or choose not to understand) how 4 way stops work. It's difficult to cheat a traffic circle. Also it avoids cars slowing down (wasting gas / generating emissions) when they don't need to slow down. • I'd like to see traffic lights installed at Las Pavadas and Las Gallinas or make it a traffic circle. This junction gets very busy during school drop off time. People don't take their turn. • I'd like to see the city take leadership encouraging adoption of electric vehicles and residential solar, where reasonable giving small tax breaks and promoting these good behaviors.
<ul style="list-style-type: none"> • Preparing for future transportation shifts now. • Implementing policies that cut greenhouse gas emissions. • A more safe and comfortable pedestrian experience, a planned network of pathways.
<ul style="list-style-type: none"> • Walkability—complete pleasant paths connecting all neighborhoods to community destinations (shopping, work, recreation, activities). Bikes as well. Complete streets. • Culture & arts—build on downtown arts district, performances spaces, connect better to Dominican.
<ul style="list-style-type: none"> • The low income housing crisis. Too many people can't afford to live in Marin anymore. • The REST program. Find permanent housing for the homeless men. • Need more public/ community facilities like parks, soccer fields (and improvements to the ones we already have) • 4th Street offers great sitdown dining options, but more healthy and take away options would be good. Need more healthy take out services, i.e., vendors selling food from tents or carts? Inexpensive, quick, and healthy
<ul style="list-style-type: none"> • North San Rafael commercial areas are dumpy—Northgate Mall especially • How can we be a welcoming and inclusive place for all residents in a time of heightened racism and anti-immigrant sentiment?
<ul style="list-style-type: none"> • Livability: The sense of livability seems to be in decline. I see surface street congestion getting worse and worse. Short trips are getting harder to make. Walking and biking (especially in Central San Rafael) feelings increasing unsafe around vehicles especially when I am with my family. I feel very uneasy about traffic safety when walking around with my kids. 4th Street (the heart of our downtown) is the most dangerous street for a walker or biker in San Rafael when you look at the number of vehicle accidents (something I learned recently through my work on the BPAC). • I also see a lot of the parks and public spaces in decline or disrepair (e.g. Albert Park, Boyd Park, transit center). We need to do more to make the enjoyment of our downtown core and public spaces better.
<ul style="list-style-type: none"> • Walkable downtown, feels family friendly • Downtown activities that keep the city “alive” in the evenings (Fairfax has this quality) • Celebrate Arts Downtown and other activities that highlight the richness of our Arts community – need to do more of this
<ul style="list-style-type: none"> • Downtown is a big opportunity, it is good but could be better with more mixed use development, better transit planning and less cars. • Efforts to provide support and other services for the homeless are beginning but could be improved by executing on ideas like moving Ritter, consolidating services and building a wrap around facility. • Diversity. We acknowledge our ethnic communities but have not made room for everyone. • SMART. More trains and more track will ultimately help achieve a livable density

QUESTION 3: What is terrible that needs to change?

What are the City's greatest weaknesses? Where are we really falling short?

- Creeks/watersheds are not recognized or celebrated. The concrete ditch that is the north fork of Las Gallinas Creek and Santa Margarita Creek are ugly and sad reminders of a time when the environment was not valued; the City continues to treat Las Gallinas Creek as though it were no more than this concrete ditch. Madrone Creek is nearly invisible to City residents.
 - Homelessness and cost of housing. We need to figure out how to create more affordable housing without creating even more unaffordable housing. The method of making a small percentage of any development "below market price" while impacting neighborhoods and traffic adversely should change. The proposed development at Four Points Sheraton is a case in point. More emphasis should be placed on working with non-profit housing organizations like EAH to create true below market developments and in promoting junior units, second units and shared living.
 - Despite a good county-wide MCSTOPPP program, City Public Works continues to ignore its principles, putting in new curb and gutter on all street projects. The City's desire to appear "green" is contradicted by the lack of attention to green principles in infrastructure.
 - Many sidewalks are in disrepair and discourage walking
- Traffic, pedestrian safety, affordable and low-income housing, NIMBYism, preparation for sea level rise, better solution for homeless
- Congestion around transit area.
 - Exiting highway at central San Rafael exits regularly have huge backups.
 - Bicycle and pedestrian safety
- Traffic congestion-campaign to make riding the bus 'cool' (similar to campaign of smoking 'not cool')
 - Homelessness
 - Garbage in our freeways and streets-campaign to reduce it
 - True outreach and engagement of disadvantaged communities-develop programs to engage youth in 'trades programs', develop internship programs with private and public sectors/utilize more HS students from disadvantaged families
 - Increase partnerships to accomplish common goals (private, government, non-profit partnerships)
- Stifling traffic and inadequate transit—we need to create a community where driving is optional.
 - Not enough workforce housing—we need a lot more to support a thriving local economy.
 - Failing social equity—we're losing our social and economic diversity and opportunity.
- Homelessness and its impact on the entire community.
 - Petty crime.
 - Traffic, although I am not sure there is anything we can do about this.
- Even though San Rafael is one of the most progressive cities in the County, we still have very low academic success with students of color. Latinos represent approximately 50% of the student population in the San Rafael District.
 - % San Rafael HS graduates met the UC/CSU requirements to attend California State Schools without remedial coursework or the skills needed for success in our economy (source www.marinpromise.org): 26.5% of Economically Disadvantaged graduates; 28.4% of Black/African American graduates; 37.4% of Hispanic/Latino graduates.
 - Latinos are playing a fundamental role in the local economy and if we continue with this trend the future workforce is not going to have the skills and knowledge required to cover the labor demand.

Question 3, continued

- Traffic
- Homelessness
- Emergency/Disaster Preparedness

• Surface street congestion: the amount of surface street congestion in a small town like this is crazy to me. I sometimes spend 15-20 minutes trying to travel the 8 blocks from my house the 101 on ramp. We aren't doing a good job of managing the sources of local street congestion or in creating viable alternatives to local driving. We should be making it more comfortable, easier, and safer to walk or bike in areas where congestion is a problem (especially for school kids). If we can't fix the congestion, we should at least be providing safe and efficient alternatives to the people that want to walk or bike.

- Lack of housing for people who work here or who rent and want to stay
- Need places for business expansion
- Car-focused street improvements. We need people-focused improvements; fewer signals, innovative roadway changes
- Climate change; sea-level rise preparedness

- I would place the greatest weakness on a lack of Vision in Planning, which includes utilizing the latest science and Regenerative Design principles to make happen the massive shift in building and the ways we manage our landscape that we need to survive Climate Chaos.
- Watershed Planning to daylight and restore creeks for drought proofing the landscape. Gallinas Creek is in a ditch that is crumbling. Restoring the creek could and should be the leading part of a Master Plan rethinking of the Freitas Parkway corridor. A true Promenade would be a safe, aesthetic, and environmentally pleasing path that would take advantage of the fact that we have a creek running through the neighborhood. Creek restorations in other areas have breathed new life into towns that have done this. A safe Promenade path would make it possible for more kids to safely hike or bike to school (which is a major source of traffic in the morning). A traffic study to determine where Freitas parkway could be reduced to 2 lanes total, or lanes reduced, needs to be done.
- If the Sheraton in Terra Linda is redeveloped, the traffic coming off 101 and turning from the mall onto Freitas is a nightmare already. This intersection already needs to be redesigned for safety for drivers, bikers and pedestrians. Are there opportunities to restore the hillside and creek in the ditch near there, or to make it better? Is that the best place for what is being proposed? Housing at the mall, where there is already parking and services in walking distance, would be a better place. Can the city start to lay down some ground rules for what it wants and needs rather than being at the whim of private property developers? This would actually help developers create a more acceptable plan from the start.
- Litter & homelessness. These two go hand in hand. The Green Streets team could be expanded to help solve both problems: give people meaningful work and reduce litter that is an eyesore and environmental and safety hazard. Continue the cigarette butts for vouchers/food cash. Continue to address the root causes of homelessness. Provide financial support for first time homebuyers that are local workers by a loan program (like SF).
- Lack of Vision in Planning. When SLR flooding happens, or a fire destroys buildings or neighborhoods, how do we want to rebuild? We need to incorporate the latest Living Building, Regenerative Building Principles into planning and have plans ready, not scramble afterwards and end up doing things the old way that got us into this mess in the first place. SMART should never have come into SR without having a plan for the Transit Center in place first. Planning should happen first, from a coherent, shared vision, not as an afterthought or in response to private whims. We need to scale back home size to leave more room for water infiltration, trees and other environmental features that serve us by filtering water, air, pollutants and noise.

Question 3, continued

- Even though the City makes an honest effort to address the causes and solutions to climate disruption, the general plan has not made it possible to adopt policies or ordinances to respond to newer information. Even though the City is deeply concerned about sea level rise and flooding, it still allows land use practices that undermine our protection from these very real and devastating hazards. Our departments, especially public works, are siloed from the each other. This has been a tradition in most jurisdictions and limits the ability of staff to think outside the box to create a better solution for our response to climate disruption. Purple pipes, rain catchments, watershed habitat, zero emissions buildings, permeable pavement, and so forth.

- Safety for pedestrians on our sidewalks and street crossings. There are far too many intersections that are not properly controlled and are made even more dangerous due to drivers who are aggravated by gridlock or other issues of entitlement or impatience.

- Embracing change as a positive force- good growth improves our quality of life, makes our city more fiscally sound and pays for civic improvement.
- Reducing flood risk in flood prone areas particularly the central San Rafael valley floor.
- Proactively preparing for climate change and sea level rise.
- Proactively responding to long term challenges in mobility and transportation and harnessing regional resources to solve regional transportation issues within our city boundaries.
- Forthrightly addressing long term pension obligations and their impacts on our city’s fiscal health.
- Creating a more demographically diverse community – a place for immigrants, our children and grandchildren (forthrightly addressing our part in the regional housing problem).
- Protecting existing and creating new housing opportunities for our immigrants, service employees and their families and seniors.
- Creating missing middle housing for our children and downsizing seniors.
- Building more active adult communities including go- go, slow-go and no-go housing opportunities
- Coming to terms with density.

- Need to maintain the canal waterway as navigable.
- Improvements to the canal waterfront access and street scape.
- Improvements to public transportation.
- Parking, parking, parking!!
- Improvements to land management in a high land-use demand area.
- Need to keep abreast with street sweeping and trash that could enter the nearby waterways.
- (Need) economic resources to actualize our plans for community improvement.
- Concerns about responding to sea level rise. While there is some seed funding it probably will be quite expensive.

Question 3, continued

- **Traffic** - infrastructure is at capacity, Sonoma is adding more housing at a very rapid rate further adding burdens to our stretched road system. The train and bikes won't carry enough people to make a meaningful difference
- **Taxes** are very high and driving people away; we need to be better custodians of taxpayers funds
- **Homelessness** - we are seeing more panhandling at stores and traffic lights. I am very concerned by the fire risks when it's dry. We've had a fire created by homeless right after the Napa fire. We need better ranger patrols to spot and eliminate illegal homeless encampments.
- **Cyclists** - we need to encourage better cycling behaviour. Schools should give training in adhering to the rules of the road. Traffic lights and stop signs should be obeyed. People should cycle with traffic not against it. Police need to enforce rules to all traffic - cars and bikes.
- **Ballot measures** - we need to ensure voters are well informed and not misled by ballot measures. We need ballot measures to be in plain English and present facts. We should strive to ensure people with high school English understanding, or Spanish, are presented information in a manner that they understand. Subjective language and buzzwords in ballot measures should be avoided.

- Traffic, in general
- Little development of E San Rafael (City used to promote a Latino Farmers Market in the Canal)
- More awareness of Terra Linda and E San Rafael – too much on downtown when \$\$ come from those areas

- Lunch food in the public school system is horrible → not providing adequate healthy nutrients for students

- Downtown is a big opportunity, it is good but could be better with more mixed use development, better transit planning and less cars.
- Efforts to provide support and other services for the homeless are beginning but could be improved by executing on ideas like moving Ritter, consolidating services and building a wrap around facility.
- Diversity. We acknowledge our ethnic communities but have not made room for everyone.
- SMART. More trains and more track will ultimately help achieve a livable density.

- Creeks and waterways in SR have been put underground, trashed, ignored, etc. – they should be restored to at least be good for wildlife habitat.
- Lack of adequate parking on the EAST side of Downtown, where the demand is (SMART, bus station, etc) , while the City parking garages are all way further WEST. (the parking study said there is adequate parking, but I was on that committee, and the consultant finally admitted that they did not take WHERE the parking was into account – all parking was just “downtown” . We have a huge and growing “senior” population in SR and Marin – not everyone can walk or ride a bike everywhere.
- Surface street congestion which lately has frequently been actual gridlock on major streets.
- Homeless people endangering themselves and others on downtown streets

QUESTION 4: What is missing?

Are there things missing from our community that could improve the quality of life or make San Rafael a better place?

- Housing is missing from our community. And/or a program to take better advantage of the excess number of bedrooms in single family homes in our City.
- We need more public/private partnerships to help drive development, like the Bettini Transit Center.
- A revitalization of the canal, create pathways for planning to face the canal not back onto it. Bring back the waterfront.
- Let's reach an agreement on what is developable at Canalways and create a vibrant housing community with additional parking for the overcrowded canal area. We don't have any more time to be at a stalemate in development.
- Let's relish the future instead of fearing it.

- Better access and egress to and from East San Rafael.
- A world class shoreline in Central San Rafael
- Better use and access to the Canal, however, we must protect our maritime activities and respect private holdings along the estuary.

- Community events that bring the city together → could tackle the lack of cohesiveness as a city
- Cultural appreciation and knowledge of the history of our city! There is such rich history of this city, rooted in the Spanish Mission that still exists on 5th Street, and some kind of way to get the public learning about its city would be really exciting.
- Revamp parks → Albert Park, Boyd Park, Gerstle Park, Pickleweed Park
- A community center of hangout center designed specifically for teenagers for weekends (Friday and Saturday nights)
- This location would offer a cafe/ restaurant with dining options, a foosball table/ pool table, cards, music/ dancing/dj/karaoke night. We could even organize local high school bands to play (San Rafael HS, Marin Academy)
- A place for entertainment where teenagers can go and hang out, alcohol free. Could help eliminate substance abuse problems in our county (huge issue in our county—teen chemical dependency is worse here than in many counties in the nation due to the affluence of our area)
- A swap-meet once a month. Super high-end garage sale. People would be able to clean out their homes → Money raised can go to a cause. Different cause every month. Or revenue can go to City of SR.
- Salvation Army often turns down donations bc they have too many donations
- Outdoor drive-in movie theater during the warm summer nights → could be set up in fairground civic center
- An indoor sports center/ arena

- A program (like San Francisco's – see Spotswood's column in the IJ Feb 11, 2018) to make it possible for first responders who work in SR to actually LIVE here – in a true serious emergency, they might not be able to get here, other than those on duty when the emergency started.
- Clean and beautiful creeks.

- Solutions to homelessness that would provide housing for the chronically homeless.
- A quality downtown hotel.
- A world class museum.
- Better integration of Canal District residents into our community.

Question 4, continued

- Affordable housing, supportive services, constructive work to keep people from homelessness.
 - Lively residential—overcoming the sterility of tract housing with tree, paths, diversity.
 - Mixed use commercial—make car-dominated shopping centers & strips places where people also live.
 - Lively work environments—evolve industrial zones into live/work districts, with good connectivity
- Need more walkable neighborhoods; i.e., more/better neighborhood centers
 - Need more homes for people to live here (and not commute from elsewhere)
 - More bicycle parking, sheltered from rain
- Public restrooms
 - One street that is walkable/bikable without cars
- A better public transportation system. The benefits and importance of improving public transportation impacts everyone, including those who do not use it at this time. Public transportation services in America’s most congested cities saved travelers 1.1 billion hours of added travel time
- More housing for seniors and disabled – we do not have much that accommodates people that can’t manage a SFR. Our apartment stock is ancient.
 - More affordable housing for all people.
 - Better schools
- Active watershed restoration and green infrastructure wherever possible with CIP projects.
 - Stronger community representation and planning as part of the whole; there are missing pieces to the larger puzzle.
- San Rafael seems to be split between “the city” in 94901 and “Terra Linda” in 94903. This could be OK but there is a lack of vision on this side at the city council level, which always seems to have its major focus on Downtown.
 - Terra Linda deserves a fresh look at what we have that we can emphasize, what is ugly that needs to change, and the opportunities we have to create a strong, integrated community that remains fractured by Freitas Parkway and Highway 101.
 - We deserve to have our best feature, the creek, be taken out of the 1950’s gray infrastructure ditch and restored, as much as it can be, to a functioning creek, integrated with the community rather than constricted between traffic lanes. Then the Promenade, as envisioned by our community years ago, could be a reality. Many pieces of this plan have been done; it is up to the city to move this to the front burner, rather than relegating Terra Linda to a side yard. I am hopeful that having district elections, Terra Linda will get the attention to its features that it deserves.
- Accessible care to preschoolers
 - Programs that links seniors with children; it’s such a positive experience for the elderly when children are around them.
 - Equality in access to education-huge disparity on education rates between whites and minorities
- For being a waterfront city, we lack much of a real connection between our town and the Bay. We need to create better public access, connections, and opportunities to experience the Canal and Bay (e.g. walking paths, boat/kayak launches, waterfront dining or retail, a public pier). We have the Bay Trail out along Pickleweed area, but it would go a long way to bring that kind of waterfront connection up the canal to our City core. Most of the businesses along our canal waterfront don’t even face the canal.

Question 4, continued

- San Rafael is a real city and has many communities and socio economic communities, we are far too siloed and need to have greater bridging, to allow more cross polarization of thought, word, and deed. We are lacking in Unifiers, this can be solved through community champions to create unifying bonds through greater interaction.
- Terra Linda lacks high quality restaurants.
- Terra Linda doesn't have any big events like parades. These all happen downtown.
- Safe and secure walking and biking paths for all neighborhoods, especially the canal district, are needed.
- Vehicles speed throughout San Rafael and often don't stop at stop signs. This causes a breakdown in the community, and fear of playing and walking in our neighborhoods.
- There are often no sidewalks even available to get across busy intersections or to transit.
- A Response to light pollution, sound pollution, water pollution and air pollution is missing or inadequate.
- More intergenerational opportunities, opportunities for the many neighborhoods to become more engaged and cohesive, improvements to the built environment to support older adults, children and families (sidewalks, more benches, public toilets, etc.)
- Public transportation to all neighborhoods.
- In many cases, what's missing is a true partnership between the city and its residents. It often feels very adversarial.
- The concept plan to create a more natural channel for Las Gallinas Creek, moving the street to one side and the creek to the other, with only 2 lanes of traffic and improved walking and biking paths should be incorporated into the City Plan.
- Terra Linda should have a neighborhood plan, or maybe several.
- Terra Linda does not really seem to be part of the City. Most people in Terra Linda feel that the City government ignores our area.
- There seems to be no overall architectural style in downtown San Rafael; all the buildings appear to be a hodge-podge.
- More celebration of and integration of our Spanish speaking immigrant population.
- The Terra Linda pool is the only public pool in San Rafael, and the City seems to want to pack as many bodies into it as possible to maximize revenues. It would be nice for folks in other parts of the City to have a pool they could use near one of the other rec centers, and for the Terra Linda pool to be less crowded.
- One or more youth recreation centers for High School age kids.

QUESTION 5: What is happening nearby that we should take advantage of?

We are part of a large metropolitan region with over 7 million people. Are there things we as a City should be doing given our location? What's our future relationship to the rest of Marin County and the Bay Area?

- Better public transit connections to the East Bay and SF to accommodate workers going in and out and to accommodate Marinites who want to get to BART.
- Create a more robust tourism plan to attract visitors as they go north to the wine country and west to the open space areas
- Better regional planning and economic coordination with Sonoma and East Bay Counties
- An active and genuine interest in solving problems related to equity.
- Greater participation in Cultural event to create interaction among diverse residence; open neighborhood parties, film festivals, winter fest, New Years Eve, Cinco de Mayo, St. Patrick's Day, LGBT celebration. Inclusion is the best unifier of a community.
- Let's be a leader for transportation, climate action, community wellness.
- Learn to govern and make decisions without relying on or holding onto the past.
- Thursday Farmers Market. But could use a little revamping
- Bring in more food trucks
- Design a legit performance stage (where local artists can perform, talented HS students, open mic night)
- Bring in a DJ to play dance music (like Fort Mason Off the Grid)
- Art in public places ordinance
- More cultural venues/ activities (Arts Plan)
- Intergenerational Center
- Welcome meeting—annually in September for new SR residents
- I see other cities in Marin getting fantastic, safe and separated regional bikeways and walkways that really connect their populations together and provide safe and efficient alternatives to driving. The Sausalito/Mill Valley Path, the connectors to Tam Valley, the Corte Madera/Larkspur Path are great examples. In the East Bay they have the Ohlone Trail and the Iron Horse Trail. I want that kind of safe infrastructure here.
- The City needs to strategize on how to protect San Rafael from being paved over completely with 8 story ugly buildings, mandated by Sacramento.
- SR should be more of a destination city by having more special events like the June street painting festival, after-Thanksgiving sledding/Explore how to make it more of a tourist destination-it already has excellent restaurants
- Planning for sea level rise adaptation
- Part of a regional multi-modal transportation network.
- Stronger connection to other parts of Marin including baylands as a whole, open spaces, and agricultural lands of West Marin
- Partnering with the entire region to create solutions for transit, low income housing, and response to Climate Disruption

Question 5, continued

- Santa Rosa will hopefully be looking at better design to truly fireproof their area—which does not mean cutting down all the trees! There is more dead wood and toxins in a home than in the forest. Earthen homes, and restoring water to the landscape, will continue to be the best way to create fire safe areas, along with not building in historically fire prone areas. Don't allow houses to be built in forests where people then cut down the trees to be fire safe! This accelerates Climate Change. Green Streets and LID principles need greater acceptance; the city needs to show the way, as they have done in Portland and Seattle. There is a LOT of information out there but also a lot of data gaps; we need to be nimble and take what is good, follow it to see if it performs as we expected and change or improve it as needed. For example, permeable pavers and permeable concrete have been around for a long time; we need to make this a priority over asphalt and impervious surfaces. While more expensive in the short term, they pay dividends over time. This way of looking at the full spectrum of Ecosystem Services when looking at the economic balance sheet needs to be integrated in our permits, design planning and policies. Flagrantly steal what works from other communities! Get staff out to other areas and conferences to learn new things so that they approach problems with fresh eyes.
- Because San Rafael is centrally located, the city could become a hub for the County, supporting regionalization of certain services and improved coordination.
- San Rafael could provide leadership on particular issues, such as homelessness, since our numbers are small enough to actually make an impact, compared to other larger jurisdictions like SF or Oakland.
- Marin is the rural playground of the region - enjoyed by hikers, cyclists and those who enjoy nature. We need to continue to offer this as an option to residents of the region, and preserve our wonderful environment, avoiding caving into pressures from adjacent rapid job growth in SF or rapid housing growth in Sonoma County.
- Affordable housing
- Code enforcement for existing structures to create a high quality housing stock for future generations.
- Impact of homelessness
- Impact of natural disasters i.e., fire, flooding and earthquake disruptions.
- We are the gateway to the Bay Area from the North Bay, Wine Country and Redwood Empire. Let's think more broadly about the transportation improvements we want to reduce the impact of through trips on our community such as: elevated rail through downtown, better transit stations, a high quality north-south greenway including the segment between the top of Porto Suelo Hill and North Point San Pedro road (with a safe connection to the civic center), and 101 and 580 improvements. As Daniel Burnham said "Make no small plan for they have no magic to stir the hearts on men (and women)". We can attract the resources if we can agree on what we want.
- We need to do our part to build more housing in the right places in and around downtown and near transit and sensitive infill in more suburban location including ADU's.
- Do away with housing inspections at time of transfer – this eliminates functioning second units.
- We could be an important center for tech workers and younger people to live—walkable town centers with good transit connections to the thriving regional economy and culture.
- We should be protecting our shoreline and wetlands.
- We should be looking at more public transportation options to the East Bay.
- Our relationship with the rest of Marin County will be affected by the SMART expansion--by driverless vehicles; we need to be looking to the long range impacts of these changes
- We need to be collaborating with Sonoma County in particular to prepare for the next disaster (earthquake, fire, etc.) as Sonoma County learns from all the mistakes that were made during the recent firestorms. We should take advantage of lessons learned.
- Also, right here in San Rafael, we need to be planning for the closure of the San Rafael Rock Quarry--this site will present a challenge and an opportunity for San Rafael.

Question 5, continued

- Remember that the Bay is the heart of the 'Bay Area'. We are in an area where ecological restoration is planned regionally and being taken seriously, and draws on a wealth of expertise from our world class universities and research institutions. Let's make sure our City becomes a leader in fighting climate change as well as adapting to it.

QUESTION 6: What is happening nearby that we should be worried about?

How are changes in nearby cities and the surrounding region negatively affecting San Rafael? What do you worry about when you think about the future of the Bay Area and Marin?

- Sonoma is rapidly adding housing at a rate outpacing infrastructure for traffic, possibly water. The state is passing increasingly intrusive and onerous planning laws removing local control.
- We need to ensure we don't outstrip (outgrow) our water supply. We take a lot of water from Sonoma County which is also growing. Global warming is reducing reliable rains. We need to plan for - not plunge headlong into more droughts and water crisis.

- Affordable housing
- Code enforcement for existing structures to create a high quality housing stock for future generations.
- Impact of homelessness
- Impact of natural disasters i.e., fire, flooding and earthquake disruptions.

- Pressures for growth and the pressures and consequences related to growth.

- Income inequity

- Climate Change and weather instability have moved the planet into a crisis situation but our planning and design and ways of doing things are glacially slow to adapt. We need to be more nimble. As well as slowing or halting bad projects, we need to be encouraging good projects, based on the sound principles of building Natural Capital, not merely "sustaining" it. We are in debt environmentally and cannot run things at a "sustainable" level and hope to survive. Every project needs to be looked at with this filter: does this truly help stop Climate Change? Does it sequester carbon and water? Does it filter the air? Does it create a resilient landscape that resists drought and fire? How will we manage when sea level rise chokes off Highway 101 north and south? Where will people go when the flooding is permanent? These problems and their solutions need to be integrated now, while we still can.
- The other institutional change is based on cities everywhere catering to businesses and the money they bring in vs housing and local residents and the services that are needed to provide for them. This has created a tragic situation of horribly inflated housing costs while large corporations continue to not provide their workers a fair wage that would allow them to buy homes, save money and live well. This is starving the body politic as people need to work 2 jobs or more to survive, leaving less time for family and community. The city should take a firm stand on wage equality and not let any store open in the city without guaranteed fair wages and benefits and full time employment. The outsourcing of these costs by the Targets and WallMarts are bankrupting our country.
- We cannot continue to court businesses without taking into account their workers and their needs. Traffic is a nightmare, and only one aspect of this policy of business over all. Business and homes need to grow together. Right now we are top heavy in SF and Silicon Valley and it's having a devastating effect on surrounding East Bay and Marin.

- We bear a disproportionate burden of homeless persons in our community due to the services available here and need help in better address this challenge.
- Marin's aging population is averse to change. Change is a characteristic of a healthy city and region. We claim to care for others as a blue city but are unwilling to make small sacrifices in our city to accommodate the needs of our city and region for our own and others wellbeing.
- We need more space for young people.
- It is too difficult to get things done that need to be done.
- If we don't find ways to mitigate our challenges we will suffer.
- If we don't respond to climate change we will be mugged by reality (George Shultz)
- We need a sense of civic purpose not unlike the City Beautiful era a century ago.

<i>Question 6, continued</i>
<ul style="list-style-type: none"> • Housing affordability and availability is bad everywhere in the Bay Area. I think it is 1) driving up the prices and scarcity of housing in San Rafael, and 2) pushing more and more development into North Marin and Sonoma County, ultimately generating increasingly worse traffic in San Rafael
<ul style="list-style-type: none"> • Pensions eating up our revenue and spending, leaving less for services.
<ul style="list-style-type: none"> • Worried that San Rafael and Marin will become bedroom community. Need to attract and retain more businesses • Embrace tourism strategies
<ul style="list-style-type: none"> • See above (re: protection from ugly 8 story buildings) • Backup of vehicles trying to get to the East Bay from 101 causing daily back up and sometimes gridlock on East Francisco, Mission, Grand, etc.
<ul style="list-style-type: none"> • Rising home/rent prices leading to less diversity, less access to services for residents and eventually an “economically- gated” community. • Climate change and sea level rise with associated impacts to neighborhoods and the Downtown, and the region; drought and resulting prolonged water shortages • Life expectancy increasing dramatically throughout the state and cities are not prepared • No good strategies to date to reduce the number of homeless in the Bay Area and Marin. Approaches to the issue regionally are often not effectively coordinated
<ul style="list-style-type: none"> • The lack of affordable housing throughout the Bay Area. • Traffic. • Affects of climate change--sea level rise, firestorms, flooding, drought, etc.
<ul style="list-style-type: none"> • I fear Terra Linda in particular could become more of a bedroom community; few people who work in local businesses can afford to buy here, more commuting to San Francisco. • Traffic generally. • Climate change is here; we should double down on climate change adaptation. Flood zone areas may need to be redefined and building restrictions in flood areas strictly adhered to.
<ul style="list-style-type: none"> • The current political context has created fear in the immigrant community. Fear separates people, and this separation can create unexpected problems that can affect the whole community. We need to continue building trust through transparency and highlighting the values and principles of our city.
<ul style="list-style-type: none"> • I worry about the impact of immigration policies and detention/ deportation of SR residents who are an integral part of our economy. Will children need homes? Will families become homeless if a parent is deported? Will sons be at risk without their fathers? I worry also about the impact of pension liabilities (and health care for retirees) on being able to provide City services in the long run.
<ul style="list-style-type: none"> • Climate impacts—sea level rise, wildfire, drought, extreme heat events. • Loss of affordability & diversity—how can we remain an inclusive community, and become more so? • Suburban sprawl—cars taking over everything.

Question 6, continued

- Legalization of marijuana. Marijuana dispensaries should not come into Marin b/c would be too accessible for teenagers to get pot → would change the culture of our community. Amount of teens vaping/ smoking has been rapidly increasing and teen drug epidemic in Marin is a very real threat.
 - Traffic congestion because of the SMART train, traffic especially getting worse around Central SR exit.
 - Homelessness: we need to take strides to end the homelessness problem in San Rafael
 - How → investing in group homes, which will allow people to end the cycle of bouncing from shelter to shelter and give them a chance to actually get on their feet.
 - Bolstering job training programs and sponsoring organizations that can provide such services.
- I worry that we have priced everyone out of Marin. Where do teachers and fire and police personnel live if the cost of living is so much higher than the median wage?
- We should be worried about those who lack empathy and interject entitlement and intolerance as their belief systems and deliberations.
- There is investment in the public section (BioMarin for ex) but the housing shortage is not being addressed.
- Employee retention is a challenge/losing work force due to high living costs and therefore increasing traffic congestion

QUESTION 7: What do we aspire to be?

What should San Rafael be known for in the Year 2040? What's our vision for the city's future?

- A complete community, well integrated across income levels and cultures and with the local natural environment.
- Good Design. Simple and effective planning. A city that serves its residents. A place people like to live in. Better connections with small local transportation systems. Places to hang out. Places for youth to be that are safe. A diverse community where differences are enjoyed and celebrated.
- A community of gathering places safe for all.
• Many land use decisions can be made that have multiple co-benefits: greening and naturalizing our creeks that create community corridors that can also address flood protection or the reverse, water sequestration.
- We should aspire to truly represent our Community. Lacking in stratification and prejudice; we aspire to represent who we are and who we will be demographically, culturally, and socially in 2040 and beyond. Ever aware and ever representative of our common values and abilities. From many, One.
- On the forefront of innovation for transportation, self-driving cars, zero emission efforts, energize youth to reduce GHG emissions
• Reduce commute hours for residents-focus on local economy
• Reduce driving – campaign to use buses/ferry/carpool
- Great place to go to enjoy shopping, lovely natural environment, and historic buildings.
- Should be the hub and destination city for Marin
• Affordable and mixed housing that is successful
• Strong economic base with targeted business sectors, including bringing back a small business/entrepreneur incubator type organization (like Renaissance Center)
• Embrace diversity and encourage multicultural community that support each resident
• Support education for all, including preschool, and make sure that all students are graduating from high school and moving on to higher education opportunities
- More of the same, but just a little bigger and more accommodating to younger people.
- I think we should aspire to continue being a city that has a little bit of everything: residential homes for people to raise families, quieter neighborhoods for people to retire to; bustling downtown area that people can get excited about going to on a Friday night, beautiful open spaces that the entire city is able to appreciate and use
• San Rafael should be known for being the Jack of All Trades City, as I would like to call it. We've got nature, we've got schools, we've got city life, but also a more suburban feel
• A multi-cultural giving back community that promotes healthy lifestyles
• A "hip city" full of art and innovation
- The largest most inviting most fun place in Marin
• Known as a welcoming community to all
• A great place to raise a family
• A great place to grow older
• A great place to have a business

Question 7, continued

- A culturally diverse, livable community that offers all people the opportunity to be connected to community life and have the resources and support they need to thrive and achieve their life potential.
- The most diverse and inclusive city in the Bay Area. A friendly city with the environment that focuses its economy on innovation, arts and tourism.
- We are a great fiscally sound small city with a wonderful and walkable downtown, highly diverse population, a strong economy and a great quality of life for our residents.
- We have low crime and great opportunities.
- Our downtown has a modest skyline similar in scale to a small hill. The tops of taller buildings add character to our skyline. Our new and old buildings offer interesting design variety to our townscape.
- East San Rafael has enjoyed a renaissance as a key economic and social engine for our city and has improved access to transit, the regional road system and the rest of the city.
- Northgate has evolved into a walkable mixed-use village and a district in its own right.
- Our homeless population is quickly housed and assisted to achieve stability and self-reliance.
- Our emigrants and service employees have stable housing and pursue their dreams.
- We have mobility options including great transit, trails, sidewalks and roadways. We have a fine new mixed-use transit center and elevated SMART rail downtown and a brand new multimodal rail/ferry terminal at Point San Quentin.
- Our city is implementing a resilient shore to protect our community from flooding to mitigate climate change.
- We have a world class shore along the bay with improved habitat for wildlife and thoughtfully designed public assess compatible with the needs of the natural environment.
- The Canal is an active maritime and recreation oriented estuary and a valued place in our city.
- We manage our woodlands and open space to minimize fire danger
- Our historic resources are protected, loved and well integrated into our city’s fabric.
- Our buildings have been strengthened to survive earthquakes and minimize loss of life.
- Our suburban neighborhoods retain their scale, character and charm. Urban design, street trees and public art are part of our DNA contributing to the richness of our lives.
- We have grown to respect and celebrate different points of view and value collaboration in the pursuit of shared goals.
- The first town in Marin to reach zero-net-greenhouse-gas emissions—demonstrating how to remedy climate change, while readying our community for its impacts—and building a thriving economy and inclusive community in a beautiful place.
- Innovative transportation
- An incubator of projects for a better urban/suburban interface.
- Diverse government with more voices, engaged citizens, healthy families
- Greater neighborhood synergy
- Let’s be known for our willingness to change, embrace the future.
- Solve the solvable problems.
- I like being the City in Marin that really does have a little bit of everything. Whether it’s a certain kind of business, outdoor activity, dining type, etc; San Rafael has everything where a lot of places in Marin don’t. I’d like to build on that further. Have more kinds of events, hold onto the diversity in people and businesses that we already have, etc.

Question 7, continued

- I would like to see San Rafael celebrate it's connection to the car - it was the backdrop to the movie American Graffiti - we should celebrate this. We have hosted great car shows and even been the start of the Great Race. I would like to see San Rafael better take advantage of this.
- A comfortable, world class, multi-cultural, walkable, bicycle friendly, safe, clean, diverse City--with neighborhoods, a downtown, businesses, cultural attractions, interesting architecture -- a City that accessible for the disabled and sustainable for generations in the future.

QUESTION 8: How do we get started?

If you were the Mayor, what would you do next?

- Convene the vision, build the regulatory framework, provide the incentives.
- Make Climate Disruption the City's overarching focus, especially through the lens of environmental equity. All decisions should be made with "Does it help mitigate climate change or does it increase our GHG footprint?" "Does it add to a solution to adapt to inevitable climate change hazards such as sea level rise or does it ignore the future and waste precious dollars and our ability to protect our people and our natural world?"
- Fire the Design Review Board.
- Work on Pensions
- I actually do not think there is a lot one mayor can do. His main task is to lead by setting the tone for the community – integrity, vision, imagination,
- We are off to a good start and have great opportunity in this Committee. To better become representative of our residents, to be more understanding of community and environment. To make a safer and ever more beautiful, enjoyable, and livable City. Our Steering Committee is now met, let us be open, caring, responsible, and equitable in our deliberations.
- Help recruit new City Council members where necessary, to make sure that they are honest (there is tons of history elsewhere of District elections causing all kinds of corruption problems), & care about the entire City, not just one District. Of course, advocating for local issues is important, but people who care only and exclusively about one District will endanger the excellent track record San Rafael has for good governance.
- Design and promote "Vision Team" of residents and businesses in the various districts of San Rafael. Each district has its own particular needs. Sometimes are are Central San Rafael-centric.
- Study and implement best practices of U.S. cities similar to San Rafael
- Bring more people into the discussion and decision-making. Draw on the expertise of locally based, world renowned research institutions
- If Mayor, I would commit to bold and innovative leadership as we begin the General Plan 2040 process. I would research best practices from other comparable communities, encourage staff and the community to take risks in the process and work closely with other cities in the County and in the region to assure alignment and a coordinated approach to the larger system issues that cross borders and boundaries. I would be open to change.

Question 8, continued

- Pay down unfunded pension debt and ensure the city is financially solid.
 - Work to improve the homeless problem - through finding more short term housing but also discouraging panhandling and anti-social behavior. We should follow New York's example.
 - Discard transit oriented development - it is diametrically opposed to the kinds of development people want to see in Terra Linda and driving transit adoption is a fools errand. Plus autonomous cars are coming.
- There is a lot of talent in Marin and we have a lot of problems locally, regionally, and globally that are effecting us all. We have the Resilient by Design team looking at the Canal. Can we do similarly with some other pressing SR problem? Form a Blue Ribbon Commission of Visionary Thinkers to put some plans together— staff is not in a position to do this. Or like Palo Alto which hired a Sustainability Coordinator to bring about high level changes. We need a high level trained Environmental Expert who can oversee DPW and Planning in order to bring about the needed changes in construction, operations and maintenance to create a more resilient city and show residents how it can be done. We need to have some better design. One BioMarin type building was ok; the block of them look less than desirable and create a corporate presence like an industrial park rather than a community.
- I don't know. Tough job.
- Create a clearer path to gender equality in government and employment.
 - Embrace the opportunity of cannabis delivery, production and sales.
 - Be bold in leading other Marin cities into the future.
- Thankfully I'm not the mayor. I support his continued good judgment and leadership and encourage him to commit some of his energies to assuring continual improvement of our city for the future while dealing with the challenges of the present.
- An assessment of land / properties that are vacant and under- utilized.
- Focus on the most vulnerable members of the community. Develop a comprehensive plan to empower innovation, inclusion, with clear actions and milestones to become a sustainable and green city by 2040.
- Have more community festival type events
 - Host something like a "Bottlerock" once a year at the Fairgrounds, draws tourism
- I would try to harness the energy and talents of residents that are dedicated to the future of San Rafael by engaging them in visioning the future. To do this, I would provide as much information to them as possible in order that they can give helpful suggestions to solve some of San Rafael's most challenging problems. I would also be asking City staff for projections on how the changes in the Federal Tax Code will affect San Rafael in coming years--and how proposed changes in infrastructure funding will impact our planning. We will need to know what funds can be counted on to create the improvements we envision.
- SWOT tour of desirable places? Maybe important in 2019? Survey satisfaction and needs? Expert insights? Assure everyone that we have what we need to do this
- Engage school district/private schools in initiative to reduce GHG (encourage composting at all levels),
 - Make riding the bus cool again
 - Promote government jobs by developing internship programs