San Rafael General Plan 2040

Compendium of

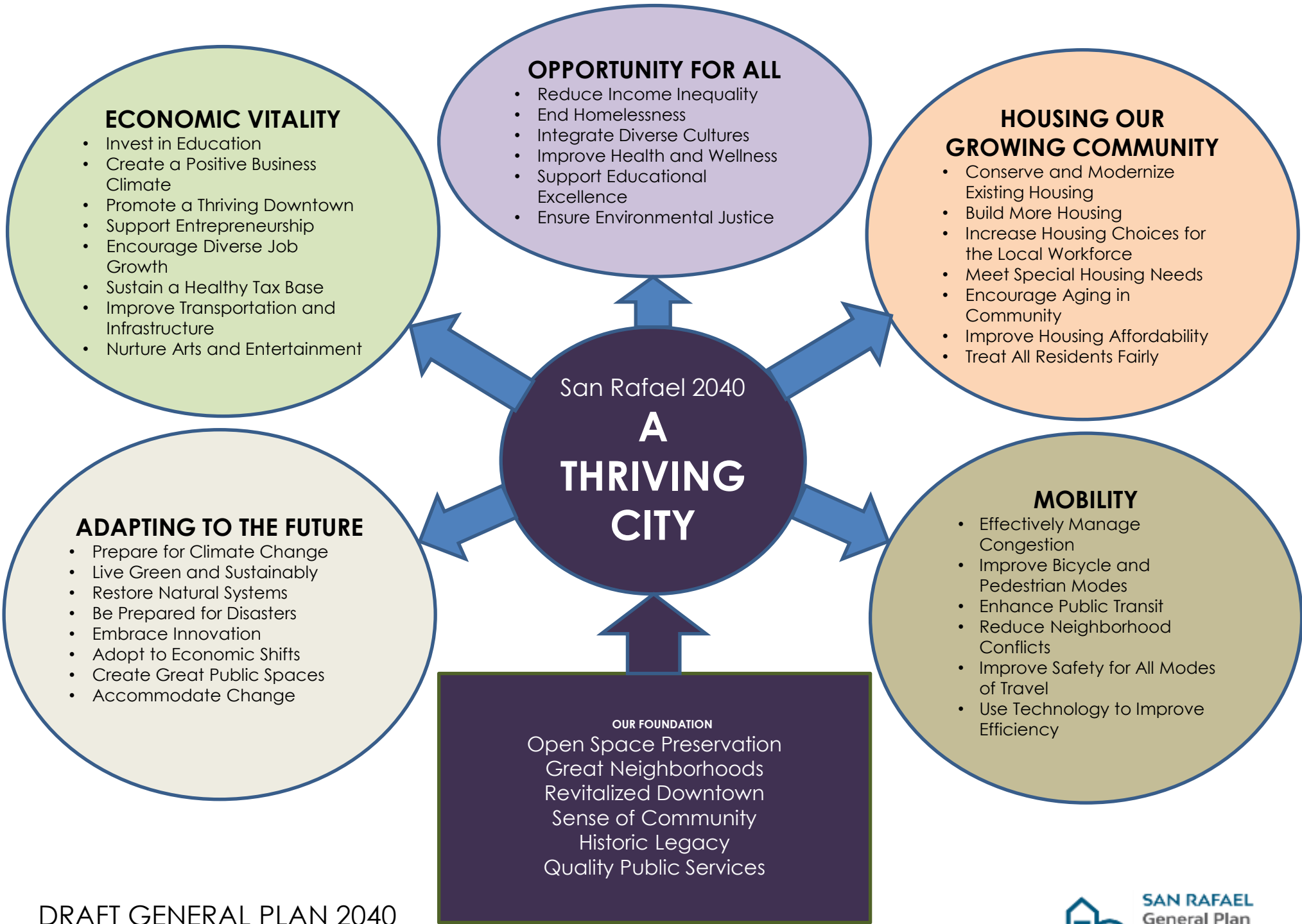# Draft Goals, Policies, and Programs

May 2020

This document includes the Draft goals, policies, and programs for General Plan 2040, incorporating input from the General Plan 2040 Steering Committee over the last two years. All goals, policies, and programs are included except those in the Neighborhoods Element, which was still in production at the time of this publication. Additionally, several of the transportation policies are still being refined, pending City Council feedback on proposed new standards being adopted in accordance with state law. The 2015-23 Housing Element is included in the compendium but will not be updated until 2021-2022 as required by State law.

In addition to the goals, policies, and programs, each Element of the General Plan itself will include narrative text, data, graphics, and maps. This content is now being produced.

Comments on this draft should be submitted to barry.miller@cityofsanrafael.org

Contents

ECONOMIC VITALITY
- Invest in Education
- Create a Positive Business Climate
- Promote a Thriving Downtown
- Support Entrepreneurship
- Encourage Diverse Job Growth
- Sustain a Healthy Tax Base
- Improve Transportation and Infrastructure
- Nurture Arts and Entertainment

OPPORTUNITY FOR ALL
- Reduce Income Inequality
- End Homelessness
- Integrate Diverse Cultures
- Improve Health and Wellness
- Support Educational Excellence
- Ensure Environmental Justice

HOUSING OUR GROWING COMMUNITY
- Conserve and Modernize Existing Housing
- Build More Housing
- Increase Housing Choices for the Local Workforce
- Meet Special Housing Needs
- Encourage Aging in Community
- Improve Housing Affordability
- Treat All Residents Fairly

San Rafael 2040
A THRIVING CITY

ADAPTING TO THE FUTURE
- Prepare for Climate Change
- Live Green and Sustainably
- Restore Natural Systems
- Be Prepared for Disasters
- Embrace Innovation
- Adopt to Economic Shifts
- Create Great Public Spaces
- Accommodate Change

MOBILITY
- Effectively Manage Congestion
- Improve Bicycle and Pedestrian Modes
- Enhance Public Transit
- Reduce Neighborhood Conflicts
- Improve Safety for All Modes of Travel
- Use Technology to Improve Efficiency

OUR FOUNDATION
Open Space Preservation
Great Neighborhoods
Revitalized Downtown
Sense of Community
Historic Legacy
Quality Public Services

DRAFT GENERAL PLAN 2040
GUIDING PRINCIPLES

SAN RAFAEL
General Plan
2040

Our Built Environment

Land Use

Neighborhoods

Community Design and Preservation

Land Use Element

Goal LU-1: Well-Managed Growth

Grow and change in a way that serves community needs, improves fiscal security, and enhances the quality of life. *San Rafael values its natural setting, heritage, and cultural diversity, as well as its role as the economic, civic, and entertainment center of Marin County. The City will maintain and improve the features that make it a desirable place today, while adapting to change so that it may become an even better place in the future.*

Policy LU-1.1: Balancing Growth with Infrastructure

Plan local circulation and infrastructure systems to provide capacity for development expected by 2040. The City's plans should reflect the goals of greener, more sustainable transportation and infrastructure.

> *Program LU-1.1A: General Plan Evaluations. 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 and mobility goals. Recommend changes to land use and mobility policies, and adjustments to fees and capital improvement projects, based on the findings.*

Policy LU-1.2: Development Timing

Allow new development only when adequate infrastructure is available, consistent with the following findings:

a) The project is consistent with adopted Vehicle Miles Traveled (VMT) standards, as well as any relevant requirements for Level of Service (LOS) specified in the Mobility Element.
b) Planned circulation improvements necessary to meet City standards for the project have funding commitments and completed environmental review.
c) Sewer, water, and other infrastructure improvements needed to serve the proposed development will be in place and available to serve the development by the time it is constructed.
d) The project has incorporated design and construction measures to mitigate exposure to hazards, including flooding, sea level rise, and wildfire.

> *Program LU-1.2A: Development Review. Implement Policy LU-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.*

Policy LU-1.3: Land Use and Climate Change

Focus future housing and office development in areas where alternatives to driving are most viable and shorter trip lengths are possible, especially around transit stations and on sites with frequent bus service. This can reduce the greenhouse gas emissions associated with motor vehicle trips and support the City's climate action goals.

See the Mobility Element for additional policies and programs to reduce dependence on fossil fuel vehicles and encourage more active travel modes such as walking and cycling.

> *Program LU-1.3A: Benefits of Transit-Oriented Development. Seek ways to objectively quantify, monitor, and promote the benefits of focusing new development around transit stations and shifting trips from cars to active (non-car) transportation modes. Programmatic changes and recommendations should be supportable by objective data. This should include data on modes of travel, trip origins and destinations, trip lengths, vehicle ownership, and other metrics in areas that are well served by transit.*

Policy LU-1.4: Reasonable Interim use of Property
Allow a landowner reasonable interim use of property in areas where development is presently constrained by factors such as circulation system capacity, infrastructure, and natural hazards such as flooding.

> ***Program LU-1.4A: Reasonable Interim Uses.*** *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.*

Policy LU-1.5: Development Beyond the Urban Service Area
Retain areas outside of San Rafael's Urban Service Area boundary but within its Planning Area in agricultural or open space uses.

Policy LU-1.6: Annexation
Prior to urban development, unincorporated areas that can be reasonably served through extension of existing City services should first be annexed. Annexation of already developed unincorporated land in the San Rafael Planning Area should be dependent on neighborhood interest, the cost/revenue implications of providing services and assuming liabilities for the area, and the availability of City services.

> ***Program LU-1.6A: LAFCO.*** *Encourage LAFCO to adopt Urban Service Area and annexation policies for the San Rafael Planning Area that are consistent with General Plan policies.*

Policy LU-1.7: Land Use Planning in Surrounding Jurisdictions
Continue to work with surrounding jurisdictions to ensure that land uses outside the community will have a positive effect on San Rafael.

> ***Program LU-1.7A: Development Adjacent to San Rafael.*** *Work with the County and other jurisdictions to review applications for development in areas adjacent to San Rafael's city limits or within the Sphere of Influence.*

Policy LU-1.8: Density of Residential Development
Use the density ranges in the Land Use Element to determine the number of housing units allowed on properties within the Planning Area.[1] The following provisions apply:
a) The density "range" includes a maximum and minimum. A given General Plan designation may have multiple corresponding zoning districts, including at least one district in which the maximum density may be achieved. Other zoning districts may have maximum densities that are less than the maximum indicated by the General Plan.
b) The number of units permitted on a given parcel may be affected by site resources and constraints, potentially hazardous conditions, climate-related factors (sea level rise, fire hazards, etc.), traffic and access (including wildfire evacuation constraints), the adequacy of infrastructure, City design policies, and prevailing densities in adjacent areas.
c) The maximum net density shown on the General Plan excludes density bonuses that may be provided for affordable housing or other community benefits, in accordance with State law and local housing policies.
d) As required by State law, an accessory dwelling unit (ADU) or junior ADU shall not be counted as a dwelling unit for the purposes of calculating net density.

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[1] This information will be moved into narrative text: Net density is defined as the area of a parcel with a given General Plan Map designation divided by the number of units on that property, excluding any area used for streets (public or private) or utility easements.

e) Areas in the "Downtown" General Plan category shall be exempt from the requirements of this policy and are instead subject to standards defined by the Downtown San Rafael Precise Plan.

> ***Program LU-1.8A: Codifying Residential Density Limits.*** *Implement General Plan densities by setting allowable lot sizes and densities in the zoning ordinance and by including height limits and a dwelling unit "cap" in the Downtown Precise Plan.*

> ***Program LU-1.8B: Minimum Densities.*** *The net density of new development shall be no less than the lower end of the density (or FAR) range specified by the General Plan for that property. Exceptions may be made on parcels smaller than 10,000 square feet, where the application of minimum densities may be infeasible.*

> ***Program LU-1.8C: Small Multi-Family Lots.*** *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).*

Policy LU-1.9: Clustering

Allow clustering of development as a way to conserve environmentally sensitive or hazardous portions of a site. In such instances, the density calculation shall be made based on the area of the entire site (minus streets and easements), with the resulting number of units transferred to the less sensitive areas. The result would be a denser housing product on a portion of the site, with the balance conserved as open space.

Policy LU-1.10: Intensity of Non-Residential Development

Use the Floor Area Ratio limits on Figure # to determine the square footage of building space allowed on properties with non-residential General Plan designations. The following provisions apply:
a) As with density, FAR is calculated on a "net" basis, and is based on the area of each parcel excluding streets and easements.
b) The maximum FAR stated by the General Plan is not guaranteed. The square footage permitted on a given parcel may be affected by site resources and constraints, potentially hazardous conditions, climate-related factors (sea level rise, fire hazards, etc.), traffic and access (including wildfire evacuation constraints), the adequacy of infrastructure, and City design policies.
c) The maximum FARs shown in Figure # exclude any residential development on the property. In the event that residential uses or mixed use projects are proposed on these sites, the maximum area is the sum of the FAR allowance plus the residential density allowance for the property. Clause (c) does not apply to Downtown San Rafael, which is regulated by the Downtown Precise Plan.

> ***Program LU-1.10A: Codifying General Plan Floor Area Ratio Limits.*** *Implement General Plan floor area ratio (FAR) limits by setting appropriate FAR limits in the zoning ordinance.*

Policy LU-1.11: Replacement of Uses in Non-conforming Buildings

Where an existing building is larger than the FAR limit and no intensification or change of use is proposed, allow the property to be reused or redeveloped at the same size as the existing building, provided that the parking and design review requirements in effect at the time of the new application can be met.

Policy LU-1.12: Transfer of Development Rights

Allow transfer of development rights (TDR) or density/ FAR from one property to another in cases where:
a) Special circumstances (e.g., historic preservation, wetlands protection, sea level rise) are found to exist, potentially causing significant environmental impacts if the transfer was not allowed; or
b) A significant public benefit would be provided as a result of the transfer.

In such cases, the TDR should be consistent with the goals and policies of General Plan 2040 and should comply with zoning and design parameters to the greatest extent feasible, except that maximum FARs or densities may be exceeded on the receiving property.

>*Program LU-1.12A: Transfer of Development Rights (TDR) Program.* *Evaluate opportunities for TDR as a response to issues such as sea level rise and wildfire hazards . This evaluation also should address how TDRs are sold and recorded.*

Policy LU-1.13: Increases in Floor Area Ratio
Consider allowing floor area ratios (FAR) bonuses that exceed the levels permitted by Figure # through the Planned Development (PD) zoning process for projects that meet all three of the following criteria:
a) The higher FAR is necessary to facilitate redevelopment with improved parking, access, landscaping, building design, and economically productive uses.
b) The project will provide significant community benefits, such as affordable housing.
c) The project is consistent with policies in the General Plan related to transportation capacity, infrastructure, sea level rise, greenhouse gas reduction, and other factors related to the safety of future occupants and quality of life in the City.

Policy LU-1.14: FAR Exemptions
Provide the following exemptions from FAR requirements:

a) Hotels and motels.
b) Any portion of a building or development project devoted to child care may be subtracted from the total building area when calculating that building's FAR.

Policy LU-1.15: Planned Development Zoning
Encourage the use of Planned Development (PD) zoning for development on parcels greater than five acres when the application of traditional zoning standards would make it more difficult to achieve General Plan goals. The PD zoning designation allows flexible design standards that are more responsive to site conditions.

>*Program LU1.15A: Planned Development Zoning.* *Continue to maintain Planned Development (PD) zoning districts.*

Policy LU-1.16: School Site Reuse or Redevelopment
In the event a school site is made available for reuse, work with the School District and surrounding community to determine the desired uses. Given the public ownership of the land, uses that provide a public benefit should receive priority. This includes affordable housing, child care facilities, neighborhood parkland, and facilities that accommodate public and quasi-public uses, such as adult day care, education, recreation, arts and cultural programs.

>*Program LU-1.16A: Zoning for School Sites.* *Continue to implement school site reuse and redevelopment through zoning regulations and the development review process.*

>*See also Program PROS-1.3B on the retention of former school recreation areas*

Policy LU-1.17: Building Heights
Use General Plan Figure LU-# as the basis for determining "baseline" maximum building heights in San Rafael. Maximum heights should continue to be codified through zoning and the Downtown Precise Plan. In addition, the following specific provisions related to building heights shall apply:
a) Height of buildings existing or approved as of January 1, 1987 shall be considered as conforming to zoning standards.

b) Hotels outside of the Downtown Precise Plan boundary have a 54-foot height limit. Within Downtown, the height provisions of the Downtown Precise Plan apply.

c) As provided for by Policy LU-18, "baseline" building heights are subject to height bonuses of up to 24 feet where specific community benefits are provided, where a Variance or zoning exception is granted, or where a Transfer of Development Rights (TDR) is being implemented.

d) Heights may be increased by up to six (6) feet above the baseline allowable building heights is necessary to mitigate the exposure of properties to sea level rise and other flooding hazards (e.g., raising the first floor of habitable floor space above anticipated tidal flood elevations).

Policy LU-1.18: Height Bonuses
Allow the granting of height bonuses for development that provides one or more of the amenities listed in Table LU-1, provided that the building's design is consistent with applicable design guidelines and standards.   No more than one height bonus may be granted on each site.

Use permit requirements for height bonuses are shown in Table LU-1. The bonuses are intended to be used in tandem with (and not in lieu of) those offered through state and local affordable housing density bonus program.

TABLE #: Height Bonuses

Location	Maximum Height Bonus	Use Permit Required (PC Hearing)	Amenities (may provide one or more of the following)
Downtown San Rafael	As determined by the Downtown Precise Plan		
Lincoln Avenue from Hammondale to Mission	12 feet	Yes	20% or greater affordable housing units
Marin Square	24 feet	Yes	
North San Rafael Town Center (including Northgate Mall)	24 feet	Yes	
All sites where multi-family housing is permitted	24 feet (*)	No	100% affordable housing
	12 feet (*)	Yes	50% or greater affordable housing, up to 100%
Sea Level Rise Area of Interest	6 feet	Yes	Base elevation raised or used as non-habitable space to mitigate flood hazards

(*) Bonuses are not additive, i.e., a project that uses this bonus would not also be eligible for the bonuses listed above.

Goal LU-2: A Complete Community

San Rafael is a complete community, with balanced and diverse land uses. *San Rafael reflects a mosaic of land use patterns that have changed over time and will continue to evolve in the future. Our desire to maintain existing land use patterns must be balanced with the development necessary to provide jobs, meet housing needs, respond to the challenges of a changing economy, and sustain an evolving, vital community. We continue to value and cherish our diverse neighborhoods, while making them more resilient and adapting to changing conditions.*

Policy LU-2.1: Land Use Map and Categories

Use the General Plan Map as the framework for future land use decisions. The Map displays the distribution of different land use categories in the San Rafael Planning Area (see Figure #). Each category is associated with a particular set of uses and densities/ intensity standards. All proposed projects must meet these standards, as well as other applicable standards established by the City's zoning regulations. Some uses in each category are "conditional," meaning they are allowed only in limited areas or may be subject to specific conditions

> ***Program LU-2.1A: Zoning Ordinance Amendments****. 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 by 2050 (see Program S-3.1C).*

> ***Program LU-2.1B: Subdivision Ordinance Amendments.*** *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*

Policy LU-2.2: Mixed Use Development

Encourage mixed-use development (combining housing and commercial uses) in Downtown San Rafael and on commercially designated properties elsewhere in the city. Mixed-use development should enhance its surroundings and be compatible with adjacent properties.

> ***Program LU-2.2A: Development Review.*** *Use the development review process to evaluate the compatibility of residential uses in commercial areas.*

> ***Program LU-2.2B: Innovation Districts.*** *Evaluate creation of an overlay zone or "innovation" district to be applied to a limited number of Light Industrial-Office (LI-O) properties located near Downtown (including the existing Lindaro Mixed Use District) and/or North San Rafael Town Center, In addition to allowing a wide range of employment uses, multi-family residential and live-work uses could be allowed in these areas, subject to performance standards and use permit requirements. 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, and to avoid impediments to established businesses.*

Policy LU-2.3: Neighborhood-Serving Commercial Uses

Encourage the retention and improvement of neighborhood-serving retail stores and services. In the event such spaces become vacant, consider other activities that reinforce their role as neighborhood centers. Neighborhood-serving commercial areas should reinforce the city's goal of reducing greenhouse gas emissions and traffic congestion by providing walkable, bikeable services and shopping close to residents.

Program LU-2.3A: Neighborhood Centers. *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.*

Program LU-2.3B: Revitalization Incentives. *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.*

See the Neighborhoods Element for policies related to specific centers. See the Economic Vitality Element for policies on retail retention and incentives.

Policy LU-2.4: Production, Distribution, and Repair (PDR) Services
Maintain the availability of sites for production, distribution, and repair (PDR) businesses and recognize the value of these businesses to San Rafael's economy and residents.

Program LU-2.4A: Industrial Zoning. *Periodically amend zoning standards for Light Industrial-Office and General Industrial areas in response to business and economic trends, community needs, changes in technology and the transportation sector, greenhouse gas reduction goals, and climate-related hazards such as sea level rise.*

Policy LU-2.5: Limited Retail and Service Uses in Industrial and Office Areas
Allow limited retail and service uses that cater to area businesses and workers within industrial/office and industrial areas. Such uses create amenities for the local workforce and reduce vehicle miles traveled.

Program LU-2.5A: Industrial Zoning Standards for Ancillary Retail and Service Uses. *Continue to provide opportunities for small local-serving retail and service businesses in industrial zoning districts.*

Policy LU-2.6: Lot Consolidation
Encourage the consolidation of small lots zoned for higher density residential, commercial, and mixed uses in order to create more viable development sites. Lot consolidation can provide greater flexibility in site planning, make it easier to meet parking and access requirements, and enable building sizes and dimensions that are more economically viable.

Program LU-2.6A: Lot Consolidation Incentives. *Continue to encourage small lot consolidation through zoning regulations. Incentives such as height and floor area bonuses should be considered where consolidated lots are used for affordable housing development.*

Policy LU-2.7: Child Care
Encourage the development of new child care facilities and the retention of existing child care facilities to meet neighborhood and citywide needs. Work with the school districts to encourage child care and early childhood education programs at schools, recognizing their suitability for such uses and convenient locations in residential neighborhoods.

Program LU-2.7A: Large and Small Family Child Care Regulations. *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.).*

Program LU-2.7B: Fees for Child Care Programs. *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.

Policy LU-2.8: Facilities for an Aging Population
Accommodate facilities and services to meet the needs of an aging population, including senior housing, assisted living, and convalescent care facilities; and facilities providing adult day care and social services, and health care for older adults.

See Goal EDI-6 for additional policies and programs addressing the needs of older adults

Policy LU-2.9: Hotels, Motels, and Inns
Encourage redevelopment and upgrading of existing hotels and motels. These uses are desired because they are a source of jobs and tax revenue, help sustain local businesses, and provide lodging for visitors, tourists, and business travelers. Hotels, motels, and inns should be allowed with a Use Permit in most commercial, multi-family, and industrial zoning districts. Bed and breakfasts should be allowed with a Use Permit in High Density, Medium Density, and Large Lot Residential zoning districts. As noted in Policies LU-1.13 and 1.16, hotels are exempt from floor area ratio requirements and are subject to a 54-foot height limit outside of Downtown.   The City Council may also grant Zoning Exceptions and Variances for projects that provide significant community benefits and are consistent with City design policies and guidelines.

Program LU-2.9A: Motel Conversions   In cases where an existing motel is no longer viable for that purpose, encourage conversion to multi-family residential use, including affordable housing.

Program LU-2.10: Short-Term Rentals
Allow short-term rentals, subject to registration and licensing requirements, payment of transient occupancy taxes, and standards for eligibility, parking, number of guests, and other factors deemed necessary to ensure neighborhood compatibility and limit adverse impacts on the rental housing supply.

Program LU-2.10A: Monitoring Program. Monitor the effectiveness of short-term rental regulations and refine these regulations as needed to address issues and concerns.

Policy LU-2.11: Mini-Storage Facilities
Allow mini-storage ("self-storage") in light industrial/ office and light industrial districts. For lots facing Highways 101 or 580 or the Bay, the mini-storage use may not be located along the street or bay frontages. New ministorage may be permitted with a Floor Area Ratio (FAR) of up to 1.0 if the following findings can be made:
a) The facility is needed in the community.
b) The project is compatible with surrounding uses.
c) The project is designed so that it cannot be converted to other, more intensive uses – or includes approval conditions which limit and mitigate off-site impacts in the of future event conversion.
d) The location is appropriate for this type of use.
Mini-storage is not permitted in other districts, except that it may be considered in existing commercial buildings if not located along the street frontage.

Policy LU-2.12: Innovative Housing Types
Encourage non-traditional and innovative forms of housing that respond to local housing needs, changing demographics, high housing costs, and the need to address environmental challenges.

Program LU-2.12A: Live-Work Regulations. Revise zoning regulations for live/work uses to make this a more viable housing type and facilitate its development, particularly in Downtown San Rafael.

Program LU-2.12B: Alternative Housing Types. *Explore regulatory and cost barriers and potential opportunities for innovative housing types such as co-housing, tiny homes, micro units, floating homes, modular and movable construction, mobile homes, and other forms of habitation which may be easier and less expensive to build than traditional housing. Consider the conversion of existing underutilized buildings to these uses in commercial and mixed use areas.*

Program LU-2.12C: Supportive and Transitional Housing. *Allow supportive and transitional housing in areas with Medium and High-Density Residential designations, and in Mixed Use areas.*

Program LU-2.12D: Accessory Dwelling Units. *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.*

Policy LU-2.13: Odor Impacts

Consider odor impacts when evaluating land uses and development projects near wastewater treatment plants, treatment plant expansion projects, waste transfer stations, and other odor potential sources.

Program LU-2.13A: Evaluation of Odor Impacts. *Evaluate odor impacts as part of development review.*

Goal LU-3: Distinctive Neighborhoods

Create and sustain neighborhoods of integrity and distinctive character. *San Rafael is Marin's hometown. It is a city of livable neighborhoods that support each other and provide a network of parks, natural amenities, gathering places and services. The unique identity, distinctive design, and upkeep of each neighborhood will continue to be a source of pride.*

Policy LU-3.1: Area Plans
Encourage the preparation of plans for areas of San Rafael with unique local issues or significant potential for future change. The purpose of such plans is to provide more specific and detailed direction on long-range planning, zoning, and site-specific development issues than can be provided by the General Plan.

> ***Program LU-3.1A: Area Planning Process.*** *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.*

> *See the Neighborhoods Element for additional policies and programs relating to area plans*

Policy LU-3.2: New Development in Residential Neighborhoods
Preserve, enhance, and maintain the residential character of neighborhoods to keep them safe, desirable places to live. New development should:
- Enhance neighborhood image and design quality
- Incorporate sensitive transitions in height and setbacks from adjacent properties
- Preserve historic and architecturally significant structures
- Respect and enhance natural features and terrain
- Reduce exposure to hazards
- Include amenities such as sidewalks, pathways, trees, and other landscape improvements
- Maintain or enhance infrastructure service levels
- Meet expected parking demand

While these principles are fundamental, they do not preclude neighborhood change. Neighborhoods are dynamic places, and should adapt to changing tastes, styles, technology, and needs as they evolve.

> ***Program LU-3.2A: Zoning Ordinance.*** *Periodically update the zoning ordinance to address neighborhood issues and concerns.*

Policy LU-3.3: Housing Mix
Encourage a diverse mix of housing choices in terms of affordability, unit type, and size, including opportunities for both renters and owners,.

Policy LU-3.4: Property Maintenance
Require owners to maintain their properties in good condition and appearance and to eliminate unsafe and unhealthy conditions.

> ***Program LU-3.4A: Code Enforcement.*** *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.*

> ***Program LU-3.4B: Conditions of Approval.*** *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 are carried out.*

Program LU-3.4C: Community Appearance. *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

Policy LU-3.5: Neighborhood Identity
Enhance neighborhood identity and sense of community by retaining and creating gateways, landscape features, and other improvements that help define neighborhood entries and focal points.

See the Community Design Element for additional policies on neighborhood gateways and landscaping

Policy LU-3.6: Transitions Between Uses
Maintain compatible transitions between residential uses and adjacent commercial and institutional uses. Residential uses should be appropriately screened from parking lots, loading areas, trash facilities, and similar activities associated with non-residential uses.

Program LU-3.6A: Parking Lot Design. *Maintain design guidelines for parking lots that address landscaping, buffering, environmental quality, and neighborhood compatibility.*

Policy LU-3.7: On-Street Parking
Manage on-street parking in a way that meets resident and business needs, reduces nuisances, and minimizes potential conflicts with emergency vehicles.

Program LU-3.7A: Neighborhood Parking Measures. *In neighborhoods with excessive on-street parking demand:*
a) *Work with property owners of to add off-street parking and allow shared parking during off-peak hours.*
b) *Where feasible, require additional off-street parking as a condition of approval for expansion or remodels.*
c) *Update permit parking programs and on-street parking time limits so they operate more effectively.*

Program LU-3.7B: Parking Regulations. *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.

Policy LU-3.8: Nuisance Vehicles
Minimize the number of abandoned and non-functioning vehicles on City streets.

Program LU-3.8A: Abandoned Vehicle Program. *Continue the abandoned vehicle abatement program.*

Program LU-3.8B: Vehicles as Residences. *Continue the prohibition on the overnight residential use of vehicles in the public right of way.*

Policy LU-3.9: Neighborhood Centers

Support the vitality of attractive, viable neighborhood centers and assist these centers as they adapt to changing economic conditions and community needs. Existing neighborhood centers should be retained unless it can be clearly demonstrated that they are not economically feasible. Where commercial uses are no longer feasible, other uses that are compatible with the neighborhood such as housing and local services should be accommodated.

> *Program LU-3.9A: Neighborhood Serving Uses.* Prioritize neighborhood serving uses on small commercial sites in residential areas. Examples of such uses are neighborhood markets, 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. Maintaining these uses near residents is an important part of the City's strategy to reduce vehicle miles traveled (VMT) and encourage walkable neighborhoods.

> *Program LU-3.9B: Housing in Neighborhood Commercial Centers. 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.*

Policy LU-3.10: Relationships with Local Institutions

Support collaborations and partnerships among neighborhoods, schools, religious uses, and other institutions to enhance mutual understanding and resolve operational issues such as parking, noise, traffic, and privacy.

> *Program LU-3.10A: Community Partnerships. Encourage the establishment of local committees to resolve conflicts and improve relationships between neighborhoods and local institutions. Public-private partnerships with local institutions should be encouraged as a way to generate community benefits and improvements.*

Policy LU-3.11: Neighborhood Pride

Promote events, activities, and places that support neighborhood pride, create a sense of community, and build connections between residents. These events and activities could include block parties, festivals, parades, picnics, concerts, and similar activities that bring residents together. City parks should include areas where such activities can be hosted, in a manner respectful of nearby residents. Places that support neighborhood interaction such as cafes, restaurants, and community centers also should be encouraged.

> *Program LU-3.11A: Neighborhood Websites. Support the development of neighborhood websites and provide links to these sites on the City's website.*

Neighborhoods Element

In Production

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Community Design and Preservation Element

Goal CDP-1: A Beautiful City
Preserve and strengthen San Rafael's natural and built features to enhance the appearance and livability of the City. *The interplay between San Rafael's built environment and natural context contributes to the city's identity. The hills, ridgelines, and bays, as well as views to Mount Tamalpais, imprint the natural environment into the image of the city. Looking forward, San Rafael will remain an attractive, interesting, and well-designed city. It respects its natural landscape and waterfront, preserves its legacy of historic buildings, and values its diverse design qualities. San Rafael's distinct features will be protected and enhanced, connecting residents to nature, history, and home.*

Policy CDP-1.1: City Image
Reinforce San Rafael's image by respecting the city's natural features, protecting its historic resources, and strengthening its focal points, gateways, corridors, and neighborhoods.

Policy CDP-1.2: Natural Features
Recognize and protect the key natural features that shape San Rafael's identity, including the Bay, local hills and ridgelines, creeks and wetlands, tree cover, and views of Mt. Tamalpais and other natural landmarks. Height limits and other building standards should respect San Rafael's natural topography and reinforce its sense of place, including the character and boundaries of individual neighborhoods.

Policy CDP-1.3: Hillside Protection
Protect the visual integrity and character of San Rafael's hillsides and ridgelines.

> ***Program CDP-1.3A: Hillside Design Guidelines.*** *Continue to implement hillside design guidelines through the design review process, as well as larger lot size requirements for hillside areas that reflect, access limitations and natural hazards. Update the design guidelines as needed.*

See the Conservation/ Climate; Safety; and Parks, Recreation, and Open Space Elements for additional policies on hillside management, landslide hazard reduction, wildfire prevention, and related topics.

Policy CDP-1.4: Waterfront Identity
Strengthen San Rafael's identity as a waterfront city, providing improved visual and physical access to San Pablo Bay, San Francisco Bays, and San Rafael Canal.

> ***Program CDP-1.4A: Canalfront Design Plan.*** *Implement the Canalfront Conceptual Design Plan (2009) recommendations. Development near the shoreline should maximize views to the water and public access to the shoreline.*

> ***Program CDP-1.4B: Canal Promenade.*** *Pursue development of a continuous pathway or promenade along the Canal waterfront.*

See the Conservation/Climate Element for policies on shoreline access, creek and wetland setbacks, and climate adaptation.

Policy CDP-1.5: Views
Respect and enhance to the greatest extent possible, sight lines to the Bay and its islands; wetlands, marinas, and canal waterfront; hillsides and ridgelines; Mt. Tamalpais; Marin Civic Center; and St. Raphael's bell tower; as seen from streets, parks, and public pathways.

Program CDP-1.5A: Evaluating View Impacts. 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.

Program CDP-1.5B: Guidance on View Protection. Consider changes to City guidelines and standards regarding view protection to establish clearer guidance for new development, additions, and alterations.

Program CDP-1.5C: Downtown Height Profile. 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.

Policy CDP-1.6: Gateways
Provide distinctive, attractively designed gateways into the City and its major districts. Gateways should optimally convey a sense of arrival, reinforce a positive image of the City, and help define a unique identity for individual districts.

Program CDP-1.6A: Gateway Improvements. Evaluate each gateway shown on Exhibit CD-1 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.

Program CDP-1.6B: Neighborhood and District Gateways. Support landscaping, signage, and design improvements at neighborhood and business district entry points. Evaluate opportunities for gateway improvements in private development where appropriate.

See the Arts and Culture Element for policies on public art

Goal CDP-2: A Sense of Place

Strengthen San Rafael's sense of place. *San Rafael is a collage of uniquely identifiable places—a walkable downtown bustling with shops and restaurants, active and connected neighborhoods, a regional mall, business parks, industrial areas, and more. These different places are stitched together by streets and open spaces, creating a citywide identity unlike anyplace else in Marin County. Design decisions should reinforce the city's identity, protecting qualities that are valued while recognizing opportunities for improvement and positive change.*

Policy CDP-2.1: Neighborhoods, Districts, and Centers
Strengthen San Rafael's identity as a community of unique centers, neighborhoods, corridors, and districts. Design decisions should maintain Downtown as a historic, walkable center; preserve the integrity and landscaped character of residential neighborhoods; and improve the appearance and function of mixed use corridors and special use districts.

Program CDP-2.1A: Place Types. 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 that is consistent and compatible with each neighborhood or district.

Program CDP-2.1B: Design Guidance. Use precise plans, specific plans, and similar tools to establish the design vision for different parts of the city, and to identify desired improvements.

Policy CDP-2.2: Downtown Urban Design
Enhance the design qualities that make Downtown San Rafael a unique and special place, including its traditional street grid, mature street trees, walkable scale, historic building stock, and varied architecture.

>*Program CDP-2.2A: Downtown Precise Plan.* *Implement the design recommendations and standards of the Downtown Precise Plan, including public improvements.*

Policy CDP-2.3: Neighborhood Identity and Character
Recognize, preserve, and enhance the positive qualities that shape neighborhood identity. Development standards should respect neighborhood context and scale and preserve design elements that contribute to neighborhood livability. Standards should also provide the flexibility for innovative design and new types of construction. Code enforcement and City programs should maintain community standards and the integrity of buildings and landscapes.

>*Program CDP-2.3A: ADU Best Practices. Develop materials for homeowners showing how Accessory Dwelling Units (ADU) can be integrated into the fabric of existing homes and neighborhoods.*

>*Program CDP-2.3B: Code Enforcement. Maintain code enforcement and nuisance abatement programs to address litter, illegal dumping, unlawful storage, and property maintenance issues.*

>*Program CDP-2.3C: Educational Materials. 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. See Policy EDI-3.5 on property maintenance.

Policy CDP-2.4: Corridors
Improve the function and appearance of San Rafael's major transportation corridors and enhance their role in shaping the city's character.

>*Program CDP-2.4A: Streetscape Guidelines. 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.*

>*Program CDP-2.4B: Right-of-Way Landscaping. Encourage Caltrans to install and maintain landscaping along Highway 101 and Interstate 580.*

>*Program CDP-2.4C: Highway 101 Crossings. 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 opportunities for similar improvements in North San Rafael, particularly around the Civic Center Station.*

Policy CDP-2.5: Commercial and Industrial Districts
Recognize and preserve the design elements that contribute to the economic vitality, functionality, and visual quality of San Rafael's commercial and industrial districts. Where feasible, improve the appearance of these areas by making them more walkable, attractive, and visually compatible with the neighborhoods around them.

Program CDP-2.5A: Commercial and Industrial Beautification. 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.

Goal CDP-3: Attractive Streets and Public Spaces

Create streets, public spaces, and civic buildings that add value to private property, promote environmental sustainability, and contribute to San Rafael's visual quality and identity. *A well-designed public realm contributes to the city's vitality and helps achieve its sustainability, livability, and climate action goals. Streets, parks, plazas, and civic buildings are designed and maintained to convey civic pride. They provide common ground that connects and unites the community.*

Policy CDP-3.1: Plazas and Active Public Spaces

Encourage the integration of public space—or private space that is available for public use—in new commercial, civic, and mixed use development. Such spaces should be designed and operated so that they can be easily maintained, remain safe and attractive, and contribute positively to the community.

Program CDP-3.1A: Activation of Public Space. Encourage activities such as farmers markets and performances in public spaces to enhance their usefulness and role as community gathering space.

Program CDP-3.1.B: Solar Access for Public Space. Explore potential sun and shading standards for select public and quasi-public spaces downtown.

Program CDP-3.1C: Universal Design. 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.

Program CDP-3.1D: Alleys. Improve Downtown alleys so they become more functional, economically productive and activated public spaces.

Policy CDP-3.2: Street Furnishings

Use street furniture and pavement materials to create a more attractive city, particularly in commercial districts. Seating, trash receptacles, streetlights, art, and other street furnishings should be compatible with--and strengthen—the identity of San Rafael's business districts and neighborhoods.

Program CDP-3.2A: Right-of-Way Encroachments. Continue to refine City standards for encroachments into the public right of way for activities such as sidewalk dining, parklets, and temporary signage.

Program CDP-3.2B: Arts Partnerships. 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

Policy CDP-3.3: Landscape Design in Public Rights-of-Way

Use landscape design in public rights-of-way to soften the built environment, showcase San Rafael's natural environment, and advance City goals related to walkability, climate change, conservation, and hazard reduction. Landscaping should control heat build-up from pavement, provide shade, and improve visual quality.

See the Community Services and Infrastructure Element for policies on Utility Undergrounding

Policy CDP-3.4: Landscape Maintenance
Prioritize landscape maintenance along the City's most heavily traveled roadways and gateways. Control costs by using low-maintenance materials, removing litter, and avoiding deferred maintenance. Operational practices should support the City's commitment to water conservation, fire prevention, and reduced use of toxic materials.

> *Program CDP-3.4A: Landscape Stewardship. Encourage partnerships with neighborhoods and civic organizations to maintain and improve the City's landscaped areas.*

Policy CDP-3.5: Street Trees
Encourage the planting and maintenance of street trees to reduce urban heat island effects, sequester carbon, improve air quality, absorb runoff and wind, define neighborhoods, and improve the appearance and character of City streets.

> *Program CDP-3.5A: Street Tree Planting and Maintenance. Develop a comprehensive citywide Street Tree Master Plan. The Plan should address street tree planting, maintenance, replacement, diversification, wood utilization, and tree waste recycling and should ensure that trees are appropriate for the planting areas where they are located.*

> *Program CDP-3.5B: Street Tree Inventory. Create an inventory of City street trees, using volunteers to the greatest extent feasible.*

> *Program CDP-3.5C: Street Trees for New Development. 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.*

> *Program CDP-3.5D: Street Tree Maintenance. Support the long-term health of San Rafael's urban forest through street tree maintenance. Seek diversified funding sources for maintenance and replacement.*

Policy CDP-3.6: Tree Replacement
Discourage the removal of healthy trees. Support replacement when trees are removed due to health, safety, or maintenance cost reasons.

> *Program CDP-3.6A: Mitigation for Tree Removal. 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.*

> *Program CDP-3.6B: Tree Removal Due to Sidewalk Damage and Replacement. Consider replacing trees that have root systems that cause frequent damage to pavement and sidewalks.*

Policy CDP-3.7: Wayfinding and Directional Signage
Encourage the use of consistent graphic conventions and logos for City signs, including gateway signs and wayfinding signs.

> *Program CDP-3.7A: Downtown Wayfinding. Implement the signage recommendations in the 2018 Downtown Parking and Wayfinding Study to direct people to 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.*

Program CDP-3.7B: Interpretive Signage. *Encourage the use of interpretive signage to provide information about local history, the natural environment, and cultural resources.*

Policy CDP-3.8: Greenways
Encourage the development of "greenways" such as the North San Rafael Promenade and the Tamalpais Greenway that improve connectivity, link neighborhoods, and enhance the appearance of the city.

See the Community Services and Infrastructure Element for policies on the visual impacts of utility improvements

Goal CDP-4: Quality Construction and Design
Encourage quality construction and design that enhances San Rafael's character and creates places of lasting value. *San Rafael has many examples of fine architecture and a few exceptionally memorable buildings. Looking to the future, the City will embrace creative design, while ensuring that the scale, height, and massing of new development respects the surrounding context.*

Policy CDP-4.1: Design Guidelines and Standards
Use design guidelines and standards to strengthen the visual and functional qualities of San Rafael's neighborhoods, districts, and centers. Guidelines should ensure that new construction, additions, and alterations are compatible with the surrounding neighborhoods while still allowing for innovative, affordable design.

Program CDP-4.1A: Design Guidelines. *Maintain design guidelines for residential, non-residential, and mixed use construction. Guidelines should define the elements of good design 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.*

Program CDP-4.1B: Objective Design and Development Standards. *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.*

Program CDP-4.1C: Form-Based Codes. *Encourage the use of form-based codes (FBCs) as an alternative to design guidelines and 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 Element for policies on fire-safe design and construction

Policy CDP-4.2: Public Involvement in Design Review
Provide for public involvement in design review through effective noticing, adequate comment timelines, and project review opportunities.

Program CDP-4.2A: Improving Design Review Efficiency. *Continue to improve the design review process by:*

- *Clarifying requirements for initial submittals to improve their quality*
- *Adjusting notification procedures to encourage earlier and broader participation*
- *Changing the project review sequence so that Planning Commission feedback is solicited before the Design Review Board*
- *Periodically evaluating and updating the guidelines, including thresholds for design review.*

Program CDP-4.2B: Community Discussions of Good Design. *Continue to engage the community in discussions to define "good design" and strategies to improve architecture and public space.*

Policy CDP-4.3: Creative Architecture and Design

Encourage creative architecture while respecting the context of each site.

Program CDP-4.3A: Reinforcing Design Context. *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.*

Program CDP-4.3B: Successful Design Portfolio*. Establish a portfolio of projects illustrating successful design and make it available on the City's website.*

Program CDP-4.3C: Exceptions. *Allow variation from design guidelines and standards for exceptional buildings that contribute public benefits and make a significant contribution to their surroundings.*

See also Housing Policy H-2

Policy CDP-4.4: Single Family Home Design

Encourage the design of new homes, additions, and alterations that integrate well with their surroundings and support the livability of neighborhoods. Residential additions and alterations should respect the proportions, styles, and materials of the house and adjacent properties.

Program CDP-4.4A: Design Review Process. *Consider changes to the design review process to improve the compatibility of large additions and major renovations with their surroundings.*

See also Housing Program H-2A

Policy CDP-4.5: Higher Density Design

Encourage high-quality architecture and landscape design in new higher-density housing and mixed use projects. Such projects should be designed to be compatible with nearby buildings and respect the character-defining features of the surrounding neighborhood or district.

Program CDP-4.5A: Design for Public Health. *Review, and revise as needed, guidelines, standards, and regulations for the design of high-density housing and common areas to reduce health risks following the 2020 COVID-19 pandemic.*

See Programs CDP-4.1A through C on design guidelines and standards. See the Land Use and Mobility Elements for policies on parking in higher-density housing areas.

Policy CDP-4.6: Open Space in Multi-Family Housing
Require private outdoor areas such as decks and patios, as well as common open space areas, in new multi-family development and mixed use housing. Common open space may include recreation facilities, gathering places, and site amenities such as picnic and play areas.

> *Program CDP-4.6A: On-Site Recreational Areas. Continue requirements for on-site recreational areas as specified in the zoning ordinance.*

Policy CDP-4.7: Larger-Scale Buildings
Design larger scale   buildings to reduce their perceived mass. Encourage the incorporation of architectural elements such as towers, arcades, courtyards, and awnings to create visual interest, provide protection from the elements, and enhance orientation.

> *Program CDP-4.7A: Signature Buildings. 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, unique treatment of corner sites, and similar measures.*

PRINCIPLES OF GOOD DESIGN (Text Box)
On pedestrian-oriented streets, apply the following design principles to new construction and renovation projects:
- Use higher ground floor ceiling heights to support more active and interesting spaces at street level
- Relate the design of the building facade, including aspects such as cornice lines, windows, and door placement, to the facade elements of nearby buildings
- Avoid long, monotonous walls without windows
- Articulate buildings into smaller components to reduce their perceived mass
- Encourage continuity of design, materials, color, form, and architectural details
- Allow variable setbacks to create space for pedestrian amenities and landscaping.
- Incorporate pedestrian-scale signage that is complementary to the building design
- Screen mechanical equipment
- Use large display windows on the ground floor to create visual interest for pedestrians
- Allow variable setbacks to provide pedestrian amenities and landscaping

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Policy CDP-4.8: Scale Transitions
Require sensitive scale and height transitions between larger and smaller structures. In areas where taller buildings are allowed, they should be designed to minimize shadows, loss of privacy, and dramatic contrasts with adjacent low-scale structures. Exceptions may be made where taller buildings are also permitted on the adjoining site.

> *Program CDP-4.8A: Building Stepbacks. 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.*

Policy CDP-4.9: Parking and Driveways
Encourage parking and circulation design that supports pedestrian movement and ensures the safety of all travelers, including locating parking to the side or rear of buildings, limiting driveway cuts and widths, providing landscaping and easy access to building entrances, and minimizing large expanses of pavement.

Policy CDP-4.10: Landscape Design
Encourage privately owned and maintained landscaping that contributes to neighborhood quality, complements building forms and materials, improves stormwater management and drainage, and enhances the streetscape. Natural elements such as plants should be an integral part of site development and should enhance the built environment.

> ***Program CDP-4.10A: Zoning Regulations.*** *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.*
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> *See the Conservation Element for additional policies on water-efficiency.*
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> ***Program CDP-4.10B: Industrial Landscape Design.*** *Ensure that landscape guidelines for new industrial and general commercial development provide effective buffering, while also supporting water conservation and fire hazard reduction goals.*
>
> ***Program CDP-4.10C: Parking Lot Landscaping Requirements.*** *Review City standards for parking lot landscaping to ensure that they adequately address visual screening, water conservation, security and sight lines, tree protection, shading needs, heat island reduction and other climate-related issues, and requirements for ongoing maintenance. Standards should allow for solar shade structures within parking areas.*

Policy CDP-4.11: Lighting
Encourage lighting for safety and security while controlling excessive light spillover and glare. Lighting should complement building and landscape design.

See the Conservation Element for additional policies on dark skies.

> ***Program CDP-4.11A: Lighting Plans.*** *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 its potential to negatively impact nearby properties.*

Policy CDP-4.12: Commercial Signage
Encourage commercial signage that provides the visual identification necessary for business success, while enhancing the building, streetscape, and surrounding area.

> ***Program CDP-4.12A: Sign Regulations.*** *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.*

Goal CDP-5: Protected Cultural Heritage

Protect and maintain San Rafael's historic and archaeological resources as visible reminders of the city's cultural heritage. *As a mission city established over 200 years ago, San Rafael values its history and the people, places, and buildings that have shaped it. Preservation can provide a strong sense of place and civic identity, bolster the City's economy, and support the City's sustainability goals.*

Policy CDP-5.1 Historic Buildings and Areas

Preserve buildings and areas with special and recognized historic, architectural or aesthetic value, including but not limited to those on the San Rafael Historical/ Architectural Survey. New development and redevelopment should respect architecturally and historically significant buildings and areas.

> ***Program CDP-5.1A: Preservation Ordinance.*** *Continue to implement the City's Historic Preservation Ordinance. The Ordinance should be reviewed at least once every 10 years to ensure that its criteria, classifications, and procedures provide the most effective measures to assess proposed changes to historic properties and are consistent with Secretary of the Interior standards.*

> ***Program CDP-5.1B: Oversight Responsibilities****. 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 and Design Review Board on matters and policies related to preservation or the modification of historic structures.*

Policy CDP-5.2 Inventorying Historic Resources

Maintain and periodically update inventories of local historic resources, using methods that are consistent with state and federal criteria, reflect local values, and do not unreasonably constrain property rights and interests. Historic resources may include sites associated with important historic events or people, archaeological resources, and landscape elements, as well as older buildings.

> ***Program CDP-5.2A: Context Statement****. Prepare a citywide historic context statement. The context statement is a written document that provides the framework for evaluating a property's historic significance and integrity.*

> ***Program CDP-5.2B: Inventory Update.*** *Continue to 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.*

> ***Program CDP-5.2C: Criteria for Designation.*** *Review and adjust the criteria for designation of historic resources so they align with those of state and federal preservation agencies.*

> ***Program CDP-5.2D: Additional Landmarking.*** *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.*

Policy CDP-5.3: Districts

Encourage the formation of historic or architectural conservation districts in areas where important historic resources are concentrated and where there is property owner and community support for such designations. Such districts should provide for preservation, restoration, and greater awareness of the resources they contain, while providing financial and tax incentives for property owners.

Program CDP-5.3A: Downtown Districts. *Consider the designation of additional historic districts in Downtown San Rafael based on recent historic resource data.*

Program CDP-5.3B: Conservation Districts. *Consider the use of Conservation Districts as an alternative to historic districts or the designation of individual landmarks (see text box).*

[Text box: Conservation Districts generally cover larger areas than historic districts but have less intensive overview. Properties would be identified as contributing or non-contributing, depending on the characteristics and context of the area. Contributing properties would be subject to additional consideration when alterations, additions, or demolition is proposed.]

Program CDP-5.3C: Eichler Neighborhoods. *Recognize the Eichler subdivisions of North San Rafael as a defining part of San Rafael's architectural heritage and continue to take steps to preserve the characteristic features of Eichler homes and neighborhoods.*

Policy CDP-5.4: Preservation Incentives
Create incentives that encourage stewardship of San Rafael's historic resources.

Program CDP-5.4A: Zoning and Development Incentives. *Support the use of transfer of development rights and façade easements to encourage preservation of historic buildings.*

Program CDP-5.4B: Local Financial Incentives. *Pursue 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. In addition, reductions or waivers of local permitting fees could be considered for qualifying historic preservation projects.*

Program CDP-5.4C: Non-Local Financial Incentives
Consider financial assistance to support preservation through state and federal grants and loans, National Trust Preservation funds, the Federal Historic Preservation Tax Incentives Program, and similar programs.

Policy CDP-5.5: Adaptive Reuse
Encourage the adaptation and reuse of historic and older buildings as a way to preserve San Rafael's heritage, especially where the original use of the building is no longer viable.

Program CDP-5.5A: Historic Building Code. *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.*

Program CDP-5.5B: Zoning. *Investigate possible 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 also could be expanded, thereby making them more viable for reuse.*

Policy CDP-5.6: Protecting the Integrity of Historic Properties
Ensure that modifications to designated historic properties, including additions, alterations, and new structures, are visually compatible with the property's contributing features, as defined by the San Rafael Municipal Code.

Program CD-5.6A: Certificates of Appropriateness. *Continue existing requirements for "Certificates of Appropriateness" (COA) for alterations to designated historic resources. Criteria for COAs should be consistent with US Secretary of the Interior standards.*

Program CDP-5.6B: Design Guidelines. *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. Infill development in older areas does not need to mimic historic development, but should acknowledge and respect its context.*

Policy CDP-5.7: Maintenance of Historic Properties
Strongly support the maintenance of historic properties and avoid their deterioration to the point where rehabilitation is no longer feasible (e.g., "demolition by neglect").

Program CDP-5.7A: Incentives. *Support property owner efforts to maintain and restore historic properties through fee reductions, tax credits, and Code exceptions.*

Policy CDP-5.8: Preservation Advocacy
Encourage local preservation advocacy efforts by community organizations. Provide technical support to such groups and encourage their participation in City-sponsored preservation activities.

Program CDP-5.8A: Public Recognition. *Support programs that publicly recognize property owners who have done an exceptional job preserving an historic property*

Program CDP-5.8B: Volunteers. *Engage volunteers in historic surveys and similar activities to the greatest extent feasible, with professional assistance as needed.*

Program CDP-5.8C: Public Events and Social Media. *Encourage organizations such as the Marin History Museum and San Rafael Heritage to produce events, publications, social media, and exhibits about the historic resources that exist in San Rafael.*

Policy CDP-5.9: Preservation Education
Encourage historic preservation activities and programs that heighten awareness of historic resources and the ways that architecture and landscape define the city's character.

Program CDP-5.9A: Preservation Reference Materials. *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.*

Program CDP-5.9B: Plaques and Markers. *Support efforts to install plaques and markers recognizing historic locations and the locations of important historic events in San Rafael.*

Program CDP-5.9C: School Programs. *Encourage local schools to incorporate San Rafael history lessons and field trips into their curriculum and programs.*

Policy CDP-5.10: Economic Benefits of Preservation
Leverage San Rafael's historic resources to create jobs, attract visitors, and generate local revenue. Recognize the value of preservation in placemaking, including branding and marketing areas such as Downtown San Rafael.

Program CDP-5.10A: Walking Tours, Trails, and Historic Festivals. *Encourage walking tours, historic trails, mobile apps, and history fairs and programs that attract visitors.*

Program CDP-5.10B: Marin County Civic Center. Work with the County of Marin to encourage and support preservation of the Frank Lloyd Wright designed Civic Center complex as a nationally important historic architectural site and major destination for regional, national, and international visitors.

Program CDP-5.10C: Mission San Rafael. Promote San Rafael's role historic origin a "mission" city, and Mission San Rafael Arcangel as a destination of historic interest.

Policy CDP-5.11: Sustainability
Recognize the potential sustainability benefits of historic preservation, including reduced resource consumption, reduced landfilled waste, reduced energy use, and the need for fewer raw materials.

Program CDP-5.11A: Energy Retrofits. Encourage the use of energy efficiency incentives to assist in the rehabilitation of older buildings.

Policy CDP-5.12: Inclusive Approach to Preservation
Ensure that preservation efforts are culturally inclusive and recognize the contributions of all racial and ethnic communities to the City's history and development. Sites and structures that are culturally important to specific ethnic communities should be part of local preservation efforts.

Program CDP-5.12A: Community Heritage Programming. Engage representatives of the different ethnic communities, as well as preservation organizations and San Rafael schools, to document the history of each community in San Rafael, including sites and structures of historic importance.

Policy CDP-5.13: Protection of Archaeological Resources.
Protect significant archaeological resources by:
a) Consulting the City's archaeological resource data base prior to issuing demolition or construction permits in known sensitive areas.
b) Providing information and direction to property owners to make them aware of these resources and the procedures to be followed if they are discovered on-site.
c) Identifying, when possible, archaeological resources and potential impacts on such resources.
d) Implementing measures to preserve and protect archaeological resources, including fines and penalties for violations.

Program CDP-5.13A: Archeological Resources Ordinance. Continue to implement the existing Archeological Resources Ordinance and the City's Archaeological Resources data base.

Policy CDP-5.14: Tribal Cultural Resources
Coordinate with representatives of the Native American community to protect historic Native American resources and raise awareness of San Rafael's pre-European and Mission-era heritage.

Program CDP-5.14A: AB 52 Compliance. Implement the requirements of Assembly Bill 52 by providing opportunities for meaningful input from Native American representatives in the development review process.

Program CDP-5.14B: Protection of Tribal Resources. 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.

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Our Natural Environment

Conservation and Climate Change

Parks, Recreation, and Open Space

Safety

Noise

Conservation and Climate Change Element

Goal C-1: Habitat Protection

Protect, restore, and enhance San Rafael's environment and natural habitat. *San Rafael is defined by natural features such as hillsides, ridgelines, creeks, shorelines, and open water. It includes diverse ecosystems such as woodlands, grasslands, chaparral, wetlands, and riparian areas. These areas provide habitat for interconnected communities of plants and animals, some of which are threatened and endangered. The City is committed to the wellbeing and careful management of its environment. Natural resources must be protected, restored, and sustained into the future.*

Policy C-1.1: Wetlands Preservation

Require appropriate public and private wetlands preservation, restoration and/or rehabilitation through the regulatory process. Support and promote acquisition of fee title and/or easements from willing property owners.

> ***Program C-1.1A: Wetlands Overlay District.*** *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.*

> ***Program C-1.1B: Tiscornia Marsh Restoration.*** *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.*

> ***Program C-1.1C: McInnis Marsh Restoration.*** *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.*

Policy C-1.2: Wetlands and Sea Level Rise

Recognize the role of wetlands in buffering the San Rafael shoreline against the future impacts of sea level rise.

See also Program S-3.6A on horizontal levees

Policy C-1.3: Wetland Protection and Mitigation

Require compensatory mitigation for the loss of wetlands in the event that preservation is not possible or practical due to conditions such as the location, configuration, and size of the wetland.

> ***Program C-1.3A: Compensatory Mitigation Requirements.*** *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, at a minimum replacement ratio of 3:1. Temporarily impacted wetlands may be restored and revegetated to pre-project conditions.*

> ***Program C-1.3B: Conditions for Mitigation Waivers.*** *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.[1]

> **Program C-1.3C: Revision of Mitigation and Waiver Requirements.** *Consider revisions to mitigation requirements and waiver conditions that reflect best practices and consistency with the requirements used by state and federal agencies and other Bay Area jurisdictions.*

Policy C-1.4: Wetland Creation

Require that any wetlands created to mitigate losses as described in Policy C-1.3 are similar in habitat type and at least equal in functional quality to the wetlands being filled.

> **Program C-1.4A: Wetland Plans and Monitoring.** *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.*

> **Program C-1.4B: Timing of Wetlands Creation.** *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.*

> **Program C-1.4C: Mitigation Banking.** *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.*

Policy C-1.5: Wetland Setbacks

Maintain a minimum 50-foot development-free setback from wetlands, including, but not limited to, paving or structures. Setbacks of greater than 50 feet may be required on lots of two or more acres as determined through development review. The City may waive this requirement for minor encroachments if it can be demonstrated that the proposed setback adequately protects the functions of the wetland to the maximum extent feasible.

See Goal S-3 (and associated policies and programs) in the Safety Element regarding sea level rise

Policy C-1.6: Creek Protection

Protect and conserve creeks as an important part of San Rafael's identity, natural environment, and green infrastructure. Except for specific access points approved per Policy C-1.7 (Public Access to Creeks), development-free setbacks shall be required along designated creeks, drainageways, and watercourses (as shown on Exhibit C-2) to help maintain their function and habitat value. Appropriate erosion control and habitat restoration measures are encouraged within the setbacks, and roadway crossings are permitted.

> **Program C-1.6A: Creek and Drainageway Setbacks:** *Maintain the following setback requirements in the Municipal Code:*
>
> (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*

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[1] *US Army Corps of Engineers and the Regional Water Quality Control Board.*

feet may be required on lots or development projects that are two or more acres in size 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.

(b) *Drainageway Setbacks: Drainageway setbacks shall be established through individual development review, taking into account existing habitat function and values.*

EDITOR'S NOTE: Exhibit 37 in the 2020 General Plan has been amended to show Drainageways as well as Creeks, per the data available through MarinMaps (this was done in GP 2000 but not in GP 2020).

Program C-1.6B: Municipal Code Compliance. *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.*

Program C-1.6C: Creek and Drainageway Mapping. *Work collaboratively with local environmental organizations and institutions to prepare updated maps of creeks and drainageways based on current conditions. Evaluate the potential for restoration of creeks and drainageways.*

Policy C-1.7: Public Access to Creeks
Provide pedestrian access to creeks and along creeks where such access will not adversely affect habitat values.

Program C-1.7A: Creek Access on Public Land. *Proactively identify and create access points to creeks on public lands.*

Program C-1.7B: Public Access in Development Along Creeks. *Use the development review process to identify and secure areas appropriate for creek access.*

Policy C-1.8: Creek Education and Awareness
Increase awareness of San Rafael's creeks and their role as green infrastructure supporting local climate resilience and flood protection initiatives.

Program C-1.8A: Publicity. *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.*

Program C-1.8B: Creek Signage. *Develop attractive signage and/or educational displays identifying local creeks and describing native habitat and history.*

See also Policy PROS-3.10 on environmental education

Policy C-1.9: Enhancement of Creeks and Drainageways
Conserve or improve the habitat value of creeks and drainageways so they may serve as wildlife corridors and green infrastructure to improve stormwater management, reduce flooding, and sequester carbon. Require creek enhancement and associated riparian habitat restoration/ creation for projects adjacent to creeks to reduce erosion, maintain storm flows, improve water quality, and improve habitat value where feasible.

Program C-1.9A: Watercourse Protection Regulations. *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 adding specific measures or guidelines to mitigate the destruction or damage of riparian habitat from roads, development, and other encroachments.*

Program C-1.9B: Creek Restoration. *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.*

Program C-1.9C: Upper Gallinas Watershed Restoration. *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 top priority of the City to restore the creek by removing the concrete channel, creating a walkway/ bikeway alongside, and planting native trees to provide share and filter runoff. Grants and other funds should be pursued to restore natural creek conditions and native vegetation.*

Program C-1.9D: Restoration of San Rafael, Mahon, and Irwin Creeks. *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.*

Policy C-1.10: Hillside Preservation

Encourage preservation of hillsides, ridgelines, and other open areas that serve as habitat and erosion protection as well as visual backdrops to urban areas.

See the Environmental Hazards Element for policies addressing protection of steep slopes and the Community Design Element for policies on hillside and ridgeline protection.

Program C-1.10A: Hillside Management and Design Guidelines. *Continue to implement Hillside Design Guidelines as well as management practices that promote ecological health, hazard reduction, and climate change mitigation*.

Policy C-1.11: Wildlife Corridors

Preserve and protect areas that function as wildlife corridors, particularly those areas that provide natural connections permitting wildlife movement.

Program C-1.11A: Mapping of Wildlife Corridors. *Support mapping of wildlife corridors in the Planning Area and use this data to determine where conservation easements may be appropriate in the event properties within these corridors are subdivided.*

Policy C-1.12: Native or Sensitive Habitats

Protect habitats that are sensitive, rare, declining, unique, or represent a valuable biological resource. Potential impacts to such habitats should be minimized through compliance with applicable laws and regulations, including biological resource surveys, reduction of noise and light impacts, restricted use of toxic pesticides, pollution and trash control, and similar measures.

Program C-1.12A: Non-Native Predators. *Support efforts by non-profit conservation groups, state and federal agencies, the Marin Humane Society and other organizations to reduce conflicts between human settlement and native wildlife. This includes protecting the habitat of birds and small mammals from non-native predators and restricting the use of toxic pesticides.*

Program C-1.12B: Oak Savanna and Oak Woodland Habitat Protection. *Require proposed developments with the potential to impact oak savanna/woodland habitat to either avoid, minimize, or compensate for the loss of oak trees. Avoidance is the preferred measure where feasible. If the loss of oak trees is deemed unavoidable, require that direct and indirect impacts be mitigated through habitat restoration, creation, or enhancement.*

See also Policy C-2.10 on the conservation of nearshore waters, including the Canal and San Francisco Bay.

Policy C-1.13: Special Status Species
Conserve and protect special status plants and animals, including those listed by State or federal agencies as threatened and/or endangered, those considered to be candidate species for listing by state and federal agencies, and other species that have been assigned special status by the California Native Plant Society and the California Fish and Game Code.

Program C-1.13A: List of Species. *Maintain current California Natural Diversity Data Base digital (GIS) maps and data tables listing threatened, endangered, and special status species in the San Rafael Planning Area.*

Program C-1.13B: Surveys. *Require that sites be surveyed for the presence or absence of special status species prior to development approval. Such surveys should occur prior to development-related vegetation removal.*

Program C-1.13C: Mitigating Impacts on Special Status Species. *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.*

Program C-1.13D: Steelhead Habitat. *Support efforts to restore, preserve or enhance Central California Coast Steelhead habitat in Miller Creek and other creeks.*

Policy C-1.14: Control of Invasive Plants
Remove and control undesirable non-native plant species from City-owned open space and road rights-of-way and encourage the removal and control of these species from non-City owned ecologically sensitive or fire-prone areas.

Program C-1.14A: Identification of Desirable and Undesirable Species. *Incorporate 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; and help inform revegetation and replanting programs.*

Program C-1.14B: Integrated Pest Management Policy. *Maintain and periodically update an Integrated Pest Management Policy (IPMP) that minimizes the application of pesticides in the city and encourages more natural methods to control vegetation such as 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.*

Program C-1.14C: Removal of Invasive Species. Support partnerships and multi-jurisdictional efforts to remove invasive plant species, reduce fire hazards, and improve habitat on public properties. Consider using volunteers and non-profit organizations to assist in such efforts and consult with the California Native Plant Society and similar organizations to optimize results and avoid the removal of desirable plants. 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.

Program C-1.14D: Wildfire Action Plan Implementation. Implement the provisions of San Rafael's Wildfire Action Plan (2019) 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.

Policy C-1.15: Landscaping with Native Plant Species

Encourage landscaping with native and compatible non-native plant species, especially drought-resistant species. Diversity of plant species should be a priority for habitat resilience.

Program C-1.15A: Education on Desirable Plant Species. 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.

Policy C-1.16: Urban Forestry

Protect, maintain, and expand San Rafael's tree canopy. Trees create shade, reduce energy costs, absorb runoff, support wildlife, create natural beauty, and absorb carbon, making them an essential and valued part of the city's landscape and strategy to address global climate change. Tree planting and preservation should be coordinated with programs to reduce fire hazards and ensure public safety, resulting in a community that is both green and fire-safe.

Program C-1.16A: Increasing the Tree Canopy. Implement measures to increase the tree canopy, as outlined in the City's Climate Change Action Plan. These measures include tree planting on city-owned land, reviewing parking lot landscaping standards to maximize tree cover, minimizing tree removal, controlling invasive species that threaten the health of the urban forest, integrating trees and natural features into the design of development projects, and encouraging trees on private property.

Program C-1.16B: Tree City USA. Maintain San Rafael's status as a "Tree City USA" community by following best practices in urban forestry management and regularly applying for recertification.

Program C-1.16C: Tree Preservation. Consider ordinances and standards that limit the removal of trees of a certain size and require replacement when trees must be removed.

See Program CDP-3.5A for additional guidance on street trees, including a proposed Street Tree Master Plan

Policy C-1.17: Tree Management

Encourage the preservation of healthy, mature trees when development and/or construction is proposed. Site plans should indicate the location of trees and include measures to protect them where feasible.

Policy C-1.18: Mineral Resource Management
Work with the County of Marin to permit the continued use of property in the San Rafael sphere of influence for mineral resource extraction, subject to permitting procedures and mitigation requirements that reduce potential adverse impacts on the natural environment and surrounding uses.

See also Neighborhoods Element Policy NH-# regarding the San Rafael Rock Quarry

Policy C-1.19: Light Pollution
Reduce light pollution and other adverse effects associated with night lighting from streets and urban uses.

> ***Program C-1.19A: Dark Sky Ordinance.*** *Investigate the merits of adopting a dark sky ordinance, including lighting standards and enforcement provisions that reduce light pollution.*

See also Goal CDP-1 for additional policies on protecting natural features, hillsides, ridgelines, and bayfront areas, and the visual quality of San Rafael's environment and landscapes.

Goal C-2: Clean Air
Reduce air pollution to improve environmental quality and protect public health. *San Rafael will work collaboratively with jurisdictions throughout the Bay Area to achieve and maintain state and federal clean air standards. While air quality is a regional issue, the City will do its part to reduce air pollution at the local level and create a healthful environment for all San Rafael residents.*

Policy C-2.1: State and Federal Air Quality Standards
Continue to comply with state and federal air quality standards.

> ***Program C-2.1A: Cooperation with Other Agencies.*** *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.*

Policy C-2.2: Land Use Compatibility and Building Standards
Consider air quality conditions and the potential for adverse health impacts when making land use and development decisions. Buffering, landscaping, setback standards, filters, insulation and sealing, home HVAC measures, and similar measures should be used to minimize future health hazards.

> ***Program C-2.2A: Protection of Sensitive Receptors.*** *Use the development review process to require adequate buffering when a sensitive receptor (a use with occupants sensitive to the effects of air pollutants, such as children and the elderly) is proposed near an existing source of toxic contaminants or odors. For proposed sensitive receptors within 500 feet of Highway 101 or Interstate 580, an analysis of mobile source toxic air contaminant health risks should be performed. The analysis should evaluate the adequacy of the setback from the highway and, if necessary, identify design mitigation measures and building standards to reduce health risks to acceptable levels. Mitigation standards and requirements should be periodically updated as air quality conditions and pollution control technology change.*

> ***Program C-2.2B: New Sources of Air Pollution.*** *Use the development review process to ensure that potential new local sources of air pollution or odors provide adequate buffering and other measures necessary to comply with health standards.*

> *See also Goal EDI-2 for additional policies and programs on reducing exposure to air pollution within lower income and vulnerable populations. See the Noise Element for additional policies on reducing exposure to transportation noise sources.*

Policy C-2.3: Improving Air Quality Through Land Use and Transportation Choices
Recognize the air quality benefits of reducing dependency on gasoline-powered vehicles. Implement land use and transportation policies, supportable by objective data, to reduce the number and length of car trips, improve alternatives to driving, and support the shift to electric and cleaner-fuel vehicles.

> ***Program C-2.3A: Air Pollution Reduction Measures.*** *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.*

> *See the Mobility Element for additional policies and programs to reduce GHG emissions from motor vehicles and diesel emissions from transit.*

Policy C-2.4: Particulate Matter Pollution Reduction
Promote the reduction of particulate matter from roads, parking lots, construction sites, agricultural lands, wildfires, and other sources.

> ***Program C-2.4A: Particulate Matter Exposure****. 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.*

> ***Program C-2.4B: Wildfire Smoke.*** *Support efforts to reduce health hazards associated 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.*

> ***Program C-2.4C: Wood-Burning Stoves and Fireplaces.*** *Regulate wood-burning stoves and fireplaces to reduce particulate pollution.*

See also Policy C-1.16 regarding the role of trees and vegetation in enhancing air quality and promoting health.

Policy C-2.5: Indoor Air Pollutants
Reduce exposure to indoor air pollutants such as mold, lead, and asbestos through the application of state building standards, code enforcement activities, education, and remediation measures.

Policy C-2.6: Education and Outreach
Support public education regarding air pollution prevention and mitigation.

> ***Program C-2.6A: Air Quality Education Programs****. 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.*

> ***Program C-2.6B: Equipment and Generators.*** *Explore actions to encourage the use of non-gasoline powered leaf blowers and other yard maintenance equipment, as well as clean-powered generators rather than diesel generators.*

Goal C-3: Clean Water

Improve water quality by reducing pollution from urban runoff and other sources, restoring creeks and natural hydrologic features, and conserving water resources. *Water is vital to sustain life. San Rafael will preserve the quality of its surface and groundwater resources by managing urban runoff, implementing pollution controls, supporting public education and awareness, and working with partner agencies to meet state and federal water quality standards. The City will also actively work to reduce overall water demand, particularly as the region is challenged by drought and the impacts of climate change.*

Policy C-3.1: Water Quality Standards
Continue to comply with local, state and federal water quality standards.

> ***Program C-3.2A: Interagency Coordination****. 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.*
>
> *See also Policy CSI-4.9 on wastewater treatment*

Policy C-3.2: Reduce Pollution from Urban Runoff
Require Best Management Practices (BMPs) to reduce pollutants discharged to storm drains and waterways. Typical BMPs include reducing impervious surface coverage, requiring site plans that minimize grading and disturbance of creeks and natural drainage patterns, and using vegetation and bioswales to absorb and filter runoff.

> ***Program C-3.2A: Countywide Stormwater Program.*** *Continue to participate in the countywide stormwater program and comply with its performance standards.*
>
> ***Program C-3.2B: Reducing Pollutants in Runoff.*** *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.*
>
> ***Program C-3.2C: Construction Impacts.*** *Continue to incorporate measures for stormwater runoff control and management in construction projects and require contractors to comply with accepted pollution prevention planning practices. Provisions for post-construction stormwater management also should be included.*
>
> ***Program C-3.2D: System Improvements.*** *Improve storm drainage performance through regular maintenance and clean-out of catch basins, installation of trash capture devices, a City street sweeping program, and improvements to the existing system. When existing lines are replaced, design changes should be made as needed to increase capacity to handle intensifying storms and expected sea level rise impacts.*
>
> ***Program C-3.2E: Pesticide and Fertilizer Management****. 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.*
>
> *See also Program C-1.14B on Integrated Pest Management.*
>
> ***Program C-3.2F: Monitoring.*** *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.*

Policy C-3.3: Low Impact Development
Encourage construction and design methods that retain stormwater on-site and reduce runoff to storm drains and creeks.

> *Program C-3.3A: Development Review. Provide guidance to developers, contractors and builders on the use of rain gardens, bioswales, permeable pavers, grass parking lots, and other measures to absorb stormwater and reduce runoff rates and volumes.*
>
> *Program C-3.3B: Non-Traditional Gardens. 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.*
>
> *See also Safety Element Program S-1.9C on erosion control*

Policy C-3.4: Green Streets
Design streets and infrastructure so they are more compatible with the natural environment, mitigate urban heat island effects, and have fewer negative impacts on air and water quality, flooding, climate, and natural habitat.

> *Program C-3.4A: Green Streets Planning. 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 design should support City conservation and climate change goals.*
>
> *Program C-3.4B: Funding. Identify and apply for grants and federal, state, and regional funds to upgrade stormwater facilities, rehabilitate roads, and implement other Green Streets initiatives.*
>
> *See the Infrastructure Element for additional policies and programs on green infrastructure*

Policy C-3.5: Groundwater Protection
Protect San Rafael's groundwater from the adverse effects of urban uses. Encourage opportunities for groundwater recharge to reduce subsidence and water loss, and support water-dependent ecosystems.

> *Program C-3.5A: Underground Tank Remediation*
> *Continue efforts to remediate underground storage tanks and related groundwater hazards.*

Policy C-3.6: Nearshore Waters
Ensure the protection of Canal and Bay water quality from the potential adverse effects of boats, live-aboards, harbors, and other marine facilities and activities.

> *Program C-3.6A: Water Quality Improvements. 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.*
>
> *Program C-3.6B Boat Sanitation and Enforcement. 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.*

Program C-3.6C: Sewage Pump Out Facilities. Support marina owners in providing on-site sewage pump-out facilities. Require marinas to install such facilities when improvements are made.

Program C-3.6D: Education of Boaters. Educate boaters about good sanitation practices and measures to reduce invasive species with the potential to harm marine and freshwater life.

Policy C-3.7: Education and Outreach
Promote greater public awareness of the causes and effects of water pollution and how to reduce it.

Program C-3.7A: Stenciling of Storm Drains. 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.

Program C-3.7B Outreach. 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.

Program C-3.7C Car Wash Facilities. Require the use of recycled water at new commercial car washing facilities.

Policy C-3.8: Water Conservation
Encourage water conservation and increased use of recycled water in businesses, homes, and institutions. Local development and building standards shall require the efficient use of water.

Program C-3.8A: Water Conservation Programs. 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).

Program C-3.8B: Public Education. Continue and expand programs to educate residents and businesses about the benefits of water conservation and requirements for plumbing fixtures and landscaping.

Program C-3.8C: Reclaimed Water Use. Support the extension of recycled water distribution infrastructure, along with programs to make the use of recycled water more feasible (see Policy CSI-4.12 for additional guidance).

Program C-3.8D: Graywater and Rainwater. Encourage the installation of graywater and rainwater collection systems. Explore revisions to building codes that would facilitate such projects where obstacles currently exist.

Program C-3.8E: Reducing Municipal Water Use. 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.

Policy C-3.9: Water-Efficient Landscaping
Encourage the use of vegetation and water-efficient landscaping that is naturalized to the San Francisco Bay region and compatible with fire-prevention and climate resilience goals.

Program C-3.9A: Demonstration Gardens. Maintain the Falkirk demonstration gardens illustrating xeriscaping principles and drought-tolerant plant materials.

Goal 4: Sustainable Energy Management

Use energy in a way that protects the environment, addresses climate change, and conserves natural resources. *San Rafael will use energy resources sustainably by shifting to renewable energy sources and reducing peak demand. Energy will also be conserved through the ways we live, work, build, and travel.*

Policy C-4.1: Renewable Energy
Support increased use of renewable energy and remove obstacles to its use.

> *Program C-4.1A: Marin Clean Energy Targets. Support Marin Clean Energy (MCE) efforts to reach the goal of providing energy that is 100 percent GHG free by 2025.*

> *Program C-4.1B: PACE Financing. Participate in a Property Assessed Clean Energy (PACE) financing program to fund installation of renewable energy systems, energy efficiency upgrades to existing buildings, and potentially other improvements such as electric vehicle chargers and battery storage. Consider other funding sources to improve local energy generation and storage.*

> *Program C-4.1C: Regulatory Barriers. Continue efforts to remove regulatory barriers and 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.*

> *Program C-4.1D: Reducing Natural Gas Use. Promote electrification of building systems and appliances in new buildings and those that currently use natural gas.*

> *Program C-4.1E: Municipal Buildings. 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.*

Policy C-4.2: Energy Conservation
Support construction methods, building materials, and home improvements that improve energy efficiency in existing and new construction.

> *Program C-4.2A: Energy Efficiency Outreach. Continue to inform businesses and residents of programs and rebates to conserve energy and weatherize their homes.*

> *Program C-4.2B: Green Building Standards. Implement State green building and energy efficiency standards for remodeling projects and new construction. Consider additional measures to incentivize green building practices and sustainable design.*

> *Program C-4.2C: Energy Efficiency Incentives. 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.*

> *Program C-4.2D: Time-of-Sale Energy Audits. 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.*

Program C-4.2E: Cool Roofs and Pavement. *Encourage the use of high albedo (reflectivity) materials for future outdoor surfaces such as parking lots, roadways, roofs and sidewalks.*

Policy C-4.3: Managing Energy Demand
Reduce peak demands on the electric power grid through development of local sources, use of battery storage, deployment of "smart" energy and grid systems that use technology to manage energy more efficiently, and public education.

Program C-4.3A: Innovative Technologies. *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.*

See also Policy CSI-4.13 on energy infrastructure

Policy C-4.4: Sustainable Building Materials
Encourage the use of building materials that reduce environmental impacts and the consumption of non-renewable resources.

Program C-4.4A: Use of Alternative Building Materials. *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.*

Policy C-4.5: Resource Efficiency in Site Development
Encourage site planning and development practices that reduce energy demand and incorporate resource- and energy-efficient infrastructure.

Program C-4.5A: Solar Site Planning. *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.*

Goal C-5: Reduced Greenhouse Gas Emissions
Achieve a 40 percent reduction in 1990 greenhouse gas emission levels by 2030 and a 60 percent reduction by 2040. *The City of San Rafael will implement the measures outlined in this General Plan and in its Climate Change Action Plan to reduce greenhouse gas (GHG) emissions, which are the leading cause of global climate change. The City will also work to achieve the longer-term State goal of achieving an 80 percent reduction in 1990 GHGs by 2050, pursuing more aggressive measures as they become technologically and financially viable.*

Policy C-5.1: Climate Change Action Plan
Maintain and periodically update a Climate Change Action Plan that includes programs to reduce greenhouse gas emissions and metrics for monitoring success.

Program C-5.1A: Progress Reports. *Prepare annual Climate Change Action Plan progress reports, including a list of priority actions. Local climate goals should align with regional goals, including those set through Drawdown Marin.*

Program C-5.1B: Quarterly Forum. *Continue to hold the Climate Change Action Plan (CCAP) Quarterly Forum, which provides oversight on the implementation progress of sustainability and GHG reduction programs.*

Program C-5.1C: Funding. 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.

Policy C-5.2: Consider Climate Change Impacts

Ensure that decisions regarding future development, capital projects, and resource management take into consideration consistency with San Rafael's climate goals, including greenhouse gas reduction and adaptation.

Policy C-5.3: Advocacy

Support and advocate for state and federal legislation and initiatives to reduce GHG emissions.

Program C-5.3A: Local Government Agency Involvement. Continue to provide a leadership role with other local governmental agencies to share best practices and successes.

Program C-5.3B: State and Federal Action. 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.

Program C-5.3C: Regional Collaboration. 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.

Policy C-5.4: Municipal Programs

Implement and publicize municipal programs to demonstrate the City's commitment to sustainability efforts and reducing greenhouse gases.

Program C-5.4A: Low Carbon Municipal Vehicles. 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.

Program C-5.4B: Advancing GHG and Sustainability Efforts. 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.

Policy C-5.5: Carbon Sequestration

Enhance the ability of the City's natural and built environment to sequester (absorb and store) carbon emissions.

Policy C-5.6: Unintended Consequences

Ensure that climate action measures minimize the potential for unintended consequences, particularly impacts that disproportionately impact lower income communities or drive up the cost of doing business in San Rafael. The City is committed to balancing climate-related goals with the goal of being an equitable, just city that strives for a more prosperous future for all residents. It is committed to measures that do not deter innovation or place a disproportionate burden on small local businesses. Finally, it is committed to solutions which maximize GHG reduction benefits relative to cost, and decision-making informed by a careful analysis of financial feasibility.

See the EDI Element for additional policy guidance on achieving equitable outcomes as policies and programs are implemented

Climate Change Crosswalk (text box)

Responding to climate change is a major theme of General Plan 2040. The policies and programs under Goal C-5 focus on how climate change can be operationalized as part of City decisions. Other parts of the General Plan address ways the City will address climate change through its land use, transportation, housing, safety, infrastructure, and economic development choices. A summary of climate-related policies in General Plan 2040 is provided below:

Land Use Element

The General Plan Land Use Map places higher density uses near transit stations and in areas that are less auto-dependent. This is supported by Policy LU-1.3, which strives to reduce GHG emissions through the way we design and locate new housing, offices, public buildings, and other uses.

Mobility Element

Because transportation is the leading source of GHG emissions in San Rafael, many of the climate-related measures in this Plan appear in the Mobility Element. Goal M-3 includes a series of policies to reduce vehicle miles traveled (VMT) by encouraging carpooling, working from home, flextime, micro-mobility (e-bikes, e-scooters), and similar strategies. Policies support a continued shift to cleaner fuel vehicles and more electric charging stations. Goal M-4 supports a more robust public transit system, to make it easier to travel without a car. Goal M-6 supports pedestrian and bicycle improvements, making it safer and easier to walk or cycle around the city. Collectively, these programs will have the greatest measurable impacts on moving the City toward its GHG reduction targets.

Housing Element

The Housing Element supports energy conservation and green building programs, as well as a shift to renewable energy sources.

Safety Element

The Safety Element focuses on adaptation to climate change, especially sea level rise and increased fire hazards.

Infrastructure Element

Solid waste management policies address the greenhouse gases generated by landfilled waste, while also promoting reduced natural resource depletion through recycling. Policies also support greener infrastructure, energy micro-grids, reduced emissions associated with water delivery and wastewater collection and treatment, and increased carbon sequestration in the design of streets and drainage systems.

Other Elements

Other policies supporting climate change goals include
- *Policy CD-3.5 recognizes the role of street trees and landscaping in absorbing and sequestering carbon*
- *Policy EV-1.8, which supports more sustainable business practices and growth in "green" jobs and green business practices*
- *Policy PROS-1.3, which recognizes the importance of open space in sequestering carbon*
- *Policy EDI-2.8, which supports local food production and urban agriculture (reducing food transportation)*
- *Policy EDI-2.9, which recognizes the disproportionate impacts of climate change on lower income households.*

Policy C-5.7: Climate Change Education
Continue community education and engagement in climate and sustainability efforts.

>*Program C-5.7A: Public Outreach Campaign. 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.*

>*Program C-5.7B: Resilient Neighborhoods. Continue participating in the Resilient Neighborhoods program and expand the program to include local businesses. The purpose of the program is to motivate community members to live more sustainably and reduce greenhouse gas emissions in their homes, businesses, travel modes, and other activities.*

>*Program C-5.7C: Financial Incentives. Continue to raise awareness of savings, rebates and other financial incentives to conserve and recycle.*

>*Program C-5.7D: Promote Sustainability Efforts. 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.*

Parks, Recreation, and Open Space Element

Goal PROS-1: Quality Parks for All to Enjoy
Sustain high quality parks that meet the recreational needs of all those who live and work in San Rafael. *San Rafael recognizes the essential nature of parks and recreation to its residents. Parks support health and wellness, protect the environment, add beauty to San Rafael neighborhoods, and are integral to life in the city. They should be maintained for all to enjoy.*

Policy PROS-1.1: Park Classification
Maintain a system of community, neighborhood, pocket, and special use parks (see text). These parks should be complemented by larger region-serving parks and open spaces, and by school recreation areas.

> ***Program PROS-1.1A: Parks and Recreation Master Plan.*** *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.*

> ***Program PROS 1.1B: Capital Improvement Program.*** *Use the Capital Improvement Program to identify funding sources and timing of parks and recreation capital projects.*

> *See also Action PROS-3.3A on an Open Space Management Plan*

Policy PROS-1.2: Per Capita Acreage Standard
Maintain a citywide standard of 4.5 acres of improved park and recreation land per 1,000 residents.

> ***Program PROS-1.2A: Municipal Code Amendment.*** *Modify Chapter 15.09 of the Municipal Code to establish a general standard of 4.5 acres of improved parkland per 1,000. Adjust the formulas for dedication of land to reflect this standard.*

> ***Program PROS-1.2B: Park In Lieu Fees.*** *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 are considered.*

> ***Program PROS-1.2C: Exemptions.*** *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 size.*

Policy PROS 1.3: Distribution of Parks
Strive for a balanced distribution of neighborhood and community parks across the city. When planning new parks, prioritize areas that lack existing parkland or outdoor space, and have higher needs due to higher housing densities and social and economic conditions.

> ***Program PROS-1.3A: New Parks.*** *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.*

Program PROS-1.3B: Parks on Former School Sites. 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)

Program PROS-1.3C: Adaptation Projects. Incorporate shoreline access and new recreational amenities in sea level rise adaptation and flood risk reduction projects where feasible.

Policy PROS 1.4 Park Design
Design parks so that they are comfortable, attractive, inviting, and easily maintained. Park design should balance recreation, environmental, safety, and aesthetic considerations while avoiding conflicts with surrounding neighborhoods.

Program PROS 1.4A: Park Plan Review. 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.

Program PROS 1.4B: Community Engagement. Engage the community in park planning and facility development, including all groups and individuals who would be affected by such improvements.

Policy PROS-1.5: Park Image and Identity
Create a positive image of the City's park system.

Program PROS-1.5A: Branding and Signage. Develop and implement consistent branding, wayfinding, and interpretive signage for San Rafael's parks that identify park properties and help the public locate, navigate, and understand them. Park signage should be attractive, durable, and contribute to civic pride and identity.

Policy PROS-1.6: Park Improvements
Regularly upgrade and modernize San Rafael's parks to meet the recreational needs of the community and replace aging or deficient facilities.

Program PROS-1.6A: Needs Assessment. 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.

Program PROS-1.6B Park Improvements. As part of the Parks and Recreation Master Plan, prepare plans to improve neighborhood and community park facilities. Seek funding to implement these plans.

Policy PROS-1.7: Athletic Field Design
Encourage athletic field design which maximizes versatility, cost-efficiency, and the ability to use fields year-round.

Program PROS-1.7A: Field Improvements. 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.

Policy PROS-1.8: Linear Parks and Trails
Encourage linear parks and trails along the Bay shoreline, the San Rafael Canal, local creeks, and transportation corridors such as the SMART right-of-way. Where feasible, spur trails should connect linear parks to nearby neighborhoods, parks, and open spaces.

See Action PROS-3.8A on a Trails Master Plan

Policy PROS-1.9: Role of Open Space
Recognize San Rafael's open space network as an essential component of the park system, including its potential to provide for hiking, picnicking, wildlife observation, environmental education, and enjoyment of nature. Passive recreational activities such as hiking, biking, and picnicking, should be encouraged in these areas where consistent with habitat protection and hazard reduction goals.

See Action PROS-3.3A on an Open Space Management Plan and Action PROS-3.7 on coordinated open space planning.

Policy PROS-1.10: Historic Preservation and Parks
Incorporate historic and cultural resources into the City park system, including publicly-owned historic homes and the grounds around them. Where public operation of such properties is infeasible, encourage their management, operation, and programming by non-profit organizations.

Policy PROS-1.11: Urban Parks and Plazas
Encourage the creation of small gathering places open to the public in Downtown San Rafael and other business districts, including plazas, green spaces, activated alleys, and similar features.

Program PROS-1.11A: Design for All Users. 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.

Program PROS-1.11B: Activating Public Space. 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.

Policy PROS-1.12: Joint Use
Encourage formal agreements with the School Districts that allow for the joint development, maintenance and use of school facilities for recreational use when schools are not in session. Agreements should also address access to school parking lots for sporting events and other measures to minimize the impacts of joint use on nearby neighborhoods.

Program PROS-1.12A: Joint Use Agreements. Work with SRCS and MCSD to formalize joint use agreements for parks, playgrounds, sports fields, and other school facilities.

See also Program CSI-2.A on joint use agreements

Policy PROS-1.13: Recreational Facilities in Development Projects
Encourage, and where appropriate require, the construction of on-site recreational facilities in multi-family, mixed use, and office projects to supplement the facilities available in City parks.

Program PROS-1.13A: Onsite Recreation Facilities. Continue to implement zoning regulations that require appropriate recreational facilities for residents in new development.

Program PROS-1.13B: Rooftop Open Space. *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.*

Policy PROS-1.14: Commercial Recreation
Encourage private sector development of complementary recreational facilities to serve community needs, such as commercial recreation and athletic field facilities, swim clubs, tennis clubs, marinas, and gyms and health clubs.

Program PROS-1.14A: Commercial Recreation. Consider amending the zoning ordinance to allow a floor area ratio exemption for on-site recreational facilities open to the public.

Policy PROS-1.15: Park Maintenance
Provide a high level of maintenance that allows San Rafael's parks and open spaces to fully meet recreational needs and serve as valued community assets.

Program PROS-1.15A: Cost Considerations in New Projects. *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.*

Program PROS-1.15B: Park Stewardship. *Encourage "adopt a park" programs and other stewardship initiatives that engage volunteers in park clean-up, maintenance, and improvements. Consider expanding agreements with the Downtown Streets Team and similar organizations to maintain park and open space areas.*

Policy PROS-1.16: Funding
Pursue diverse funding sources for park improvement and maintenance.

Program PROS-1.16A: Park Funding Strategy. *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.*

Program PROS-1.16B: Naming Rights and Sponsorships. *Explore opportunities to generate revenue through naming rights, sponsorships, and charitable giving.*

Program PROS-1.6C: Sale, Lease, or Contractual Agreements. *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.*

Policy PROS-1.17: Public-Private Partnerships
Consider the use of public-private partnerships to rehabilitate, active, and expand parks and community facility space. Where appropriate and consistent with the community's vision, this could include more intensive and varied uses of parkland, provided that the integrity of the open space is retained.

Policy PROS-1.18 Sustainable Park Operations
Encourage sustainable park management and operations that enhance the role of parks as green infrastructure and part of the City's climate resilience strategy. Parks should be managed to enhance their value as biological resources, natural habitat, and part of San Rafael's urban forest.

Program PROS-1.18A: Sustainable Design. 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.

See the Safety Element for policies on incorporating parks into the City's sea level rise adaptation plans. See the Conservation/ Climate Change Element for policies on landscaping and habitat restoration in parks and open spaces.

Potential Community and Neighborhood Park Improvements

A complete assessment of neighborhood and community park improvement needs will be completed as part of the Parks and Recreation Master Plan (PRMP). In the interim period, the following analysis prepared in the early 2000s and updated to 2020 may be used as a benchmark:

- Update (or prepare) site master plans for all neighborhood and community parks as part of the PRMP.
- Albert Park/ San Rafael Community Center. Continue park revitalization consistent with recent efforts—explore opportunities for public-private partnerships to refurbish existing community center and athletic fields, develop new Main Library, develop new recreational facilities, and improve bike/ped facilities along Mahon Creek
- Terra Linda Park/ Community Center. Refurbish community center.
- Pickleweed Park/ Al Boro Community Center. Improvement of branch library, refurbishment of fields, shoreline path improvements, sea level rise adaptation strategies.
- Boyd Park. Pursue new uses for Boyd House and park/ trail improvements on site.
- Starkweather Shoreline Park. Continue to expand and improve shoreline path network and implement interpretative signage plans.
- Complete North San Rafael promenade improvements, including plans for Munson Park.
- Improve access from Gerstle Park, Bret Harte Park, Russom Park and other parks adjacent to open space areas for hiking.
- Consider additional opportunities for a public pool south of Puerto Suello Hill.
- Extensions of trail network, consistent with the Bicycle and Pedestrian Master Plan, including a continuous north-south greenway.

Potential Locations for New Parks

For nearly two decades, the areas identified below have been identified as having either the potential for new parks or the need for new parks based on their distance from existing parks and demographic characteristics.

- Canal Neighborhood. The City-owned site at the southeast corner of Bellam Boulevard and Windward Way has the potential to support a neighborhood park, as well as non-recreational uses and private development. The site is adjacent to the Canal neighborhood, an area with high demand, high densities, and significant unmet needs for parks and recreation.
- Montecito/ Happy Valley. Montecito/Happy Valley lacks a neighborhood park. San Rafael City Schools operates two high school campuses and a corporation yard at the southern edge of the neighborhood, presenting the potential for a neighborhood park on school district property or joint use agreements to improve access to school facilities.
- Dominican. There may be opportunities to partner with Dominican University to provide a small park serving the Domincan/Black Canyon area, which currently lacks a neighborhood park.
- Lincoln / San Rafael Hill lacks a neighborhood park facility.

The list above should be updated through a Parks and Recreation Master Plan, as recommended by General Plan 2040.

Goal PROS-2: Excellence in Recreation Programming

Provide accessible, affordable recreation programming that is responsive to public needs, activates parks for safe and inclusive community use, and promotes fitness, health, knowledge, and cultural understanding. *San Rafael provides quality programming for residents of all ages, building a sense of community and providing opportunities for sports, leisure, and personal growth.*

Policy PROS-2.1: Meeting Diverse Needs. Ensure that recreational programs and facilities meet the needs of all San Rafael residents, but most particularly young children, youth, and older adults.

> ***Program PROS-2.1A: Age-Specific Programs.*** *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.*

> ***Program PROS-2.1B: Cultural Competency.*** *Provide culturally competent and inclusive programming that reflects the diversity of San Rafael's population.*

Policy PROS-2.2: Responding to Changing Community Needs. Continually adapt recreational programs to meet changing community needs and interests.

> ***Program PROS-2.2A: Program Evaluations****. Monitor and evaluate participation in the City's recreational programs and use this information when developing new programs.*

> ***Program PROS-2.2B: Surveys.*** *Conduct periodic surveys in English and Spanish to evaluate recreational needs in neighborhoods and the City as a whole (see also Program EDI-1.3B on multi-lingual, culturally competent surveys).*

Policy PROS-2.3: Coordinated Programming
Work with local public schools, the County of Marin, sports leagues and athletic associations, community service organizations, and other agencies to provide complementary and mutually supportive programming. Joint ventures with other service providers should be encouraged where appropriate.

> ***Program PROS-2.3A: Summer Programs.*** *Provide increased programming during periods when children are out of school, including summer youth programs at locations convenient to each neighborhood.*

Policy PROS-2.4: Social Services
Enhance, and where feasible expand, child care and social services for older adults through the City's parks, schools, and community centers.

> ***Program PROS-2.4A: Operating Hours.*** *Maintain operating hours that meet public needs and accommodate activities such as child care and after school care.*

Policy PROS-2.5: Recreation and Health
Provide programs and activities that contribute to physical and mental health, personal growth, and the leisure time needs of San Rafael residents.

Policy PROS-2.6: Local Partners
Engage local artists, athletes, craftspeople, health and fitness workers, creative professionals, and others in the delivery of recreational classes and programs.

Program PROS-2.6A: User Fees. 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.

Policy PROS-2.7: Community Events
Encourage special events, festivals, street fairs, and community programs that build civic unity and bring residents of different backgrounds together

See also Policies LU-3.11 and AC-1.7 and Program EV-2.5C on special events

Policy PROS-2.8: Community Gardens
Continue to support and maintain community gardens and look for ways to sustain such gardens.

Policy PROS-2.9: Environmental Education
Pursue opportunities for environmental education in parks and open spaces, including classes and programs, interpretive trails and boardwalks, and plaques and markers that raise awareness of nature and climate change.

See also Conservation Element Policies 1.8, 2.6, 3.7, and 5.7 for additional guidance on environmental education

Policy PROS-2.10: Community Centers
Recognize the role of parks and community centers in supporting community resilience and emergency preparedness.

Program PROS-2.10A: Back-Up Power. 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.

See also Policies S-6.4 and CSI-4.13 on emergency preparedness and energy reliability

Goal PROS-3: Protected, Well-Managed Open Space

Manage San Rafael's open spaces for all to enjoy. *Preservation of open space and the natural environment have been priorities for San Rafael residents for many years. Open space should be carefully managed to conserve and enhance its intrinsic value for recreation, habitat, hazard mitigation, climate change resilience, scenic beauty, and community character. Whenever possible, the natural terrain and vegetation of the community should be preserved, maintained, and enhanced.*

Policy PROS-3.1: Open Space Framework

Retain and protect San Rafael's open space framework, including open space on the city's perimeter and the open spaces that define and connect the City's neighborhoods. Open space should be recognized as essential to wildlife, environmental health, and a natural means of separating communities, preventing sprawl, and providing visual relief.

> ***Program PROS-3.1A: Criteria for Open Space Protection.*** *Use the following criteria for identifying and prioritizing open space parcels for future protection (the criteria are not listed in any particular order):*
> a) *Environmental health and safety issues and potential geologic and seismic hazards.*
> b) *Aesthetics (visual backdrop or edge, unique site features, shoreline, ridgelines).*
> c) *Wildlife resource value (wetlands, creeks and riparian areas, wildlife habitat and movement corridors, and habitat for special status species).*
> d) *Ability to mitigate potential climate-related impacts, including reduction of wildfire hazard, drought resilience, and protection from sea-level rise.*
> e) *Importance to the community as a whole and/or adjoining neighborhoods.*
> f) *Merits of alternative uses.*
> g) *Ability to connect existing open spaces.*
> h) *Potential for recreational uses and/or environmental education, especially for economically disadvantaged communities.*
> i) *Availability of outside (non-City) financial assistance.*
> j) *Potential maintenance and management costs and liability exposure for the City.*
> k) *Feasibility of protection through zoning, easements, development agreements, and other tools rather than through acquisition.*
>
> ***Program PROS-3.1B: Open Space Opportunities in New Development.*** *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 follow sound ecological principles and be enforced in the future.*
>
> ***Program PROS-3.1C: Priority Conservation Areas.*** *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.*

Policy PROS-3.2: Balancing the Uses of Open Space

Protect and preserve the natural resource value of open space while permitting compatible recreational and educational uses. Open space areas should be maintained in a natural state and regarded as a resource for enjoyment by all residents of San Rafael. Recreational and educational uses, where permitted, should be limited to activities with minimal impacts on the environment and locations where such activities will not create hazards or have adverse effects on sensitive natural resources.

Policy PROS-3.3: Open Space Management

Maintain and manage City-owned open space lands to reduce natural hazards and wildfire risks, enhance recreational opportunities, maximize ecological value, support climate resilience, and preserve aesthetics. Work with other public open space owners to support similar objectives on their properties within the San Rafael Planning Area. It is recognized that these objectives may conflict as management decisions are made; solutions should strive for balance and reflect objective data and community input.

> *Program PROS-3.3A: Open Space Management Plan. 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 five areas of focus:*
>
> 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.*
> b) *Habitat Protection, including enhancing natural habitats, mitigating the impacts of human activities on plant and animal life, and preserving natural ecological functions.*
> c) *Hazard reduction, in accordance with ecologically sound practices, 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.*
> d) *Green infrastructure, including the capacity of open space areas to sequester carbon, absorb runoff, maintain water quality, mitigate clim   ate change impacts, protect and enhance native biodiversity, and improve resilience.*
> e) *Funding, including operating costs and capital projects, and options for covering those costs such as assessment districts, interagency agreements, volunteer programs, and private funding, in addition to City funds.*

Policy PROS-3.4: Open Space Impediments

Address activities that impair the value of open space or create hazardous conditions on open space, including illegal camping and campfires, erosion and landslides, plant pathogens or diseases, disruption of special status species, and unauthorized activities that can cause environmental harm.

> *Program PROS-3.4A: Diseased Vegetation. Work with resource agency experts to address tree pathogens and to remove hazardous vegetation.*
>
> *Program PROS-3.4B: Illegal Encampments. 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.*

Policy PROS-3.5: Private Open Space

Encourage the long-term stewardship of privately-owned open space in a manner that conserves natural resource and aesthetic values, sustains wildlife, and reduces hazards to life and property

> *Program PROS-3.5A: Appropriate Use of Private Open Space. When land is set aside as permanent open space in a private development or is dedicated to a public agency as open space, identify use limitations such as restrictions on structures, plant materials, and fences.*

Policy PROS-3.6: Access to Open Space
Encourage public access to open space areas in the design of development on adjacent sites and in existing developed areas. Access should be secured as part of subdivision approval and through coordination with affected property owners. Access paths should be designed to minimize neighborhood and user conflicts and avoid conflicts with sensitive wildlife habitat.

> *Program PROS-3.6A: Access Points. Use the development review process to identify open space access points and required features such as signage, trailheads, and parking.*

Policy PROS-3.7: Coordinated Open Space Planning
Coordinate the planning and management of San Rafael's open space system with adjacent cities, Marin County, the State of California, and regional and private open space systems.

> *Program PROS-3.7A: Coordination with Other Jurisdictions. 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.*

Policy PROS-3.8: Trails
Encourage the development and maintenance of trails within and between open space areas. Trails should be designed and maintained in an environmentally sensitive manner and should provide safe and secure routes for a variety of users.

> *Program PROS-3.8A: Trails Master Plan. 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, 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.*

Policy PROS-3.9: Utilities in Open Space
Discourage large-scale utility infrastructure such as electric transmission lines, large wind turbines, and cellular phone towers in local open space areas. Where such facilities already exist, or where there are no other siting options, utilities should be located and designed to minimize harm to the area's environmental and visual quality.

Policy PROS-3.10: Public Education
Provide education programs to residents about the importance of open space to wildlife, wildfire prevention, watershed protection and water quality, climate resilience and carbon sequestration, and habitat conservation.

> *Program PROS-3.10A: Public Education. 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.*

> *Program PROS-3.10B: Interpretive Facilities. 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.*

Safety Element

Goal S-1: A Safer, More Resilient City

Minimize San Rafael's vulnerability to the impacts of environmental hazards and public health emergencies. *San Rafael is susceptible to earthquakes, wildfires, landslides, floods, and other natural hazards. The City will reduce the potential for damage and losses due to property, health and human life, the economy, and the environment. It will also effectively respond to public health emergencies by minimizing disruption of critical services and providing effective communication and response.*

Policy S-1.1: Local Hazard Mitigation Plan (LHMP)

The San Rafael LHMP is adopted by reference into the General Plan.[1] Policies and actions throughout the General Plan shall be consistent with the LHMP and support its goals and objectives.

> ***Program S-1.1A: LHMP Mitigation Action Plan.*** *Implement the Mitigation Action Plan in the LHMP. The City will consider opportunities to advance each action through operating procedures, development approvals, budgets, and capital improvement projects.*

> ***Program S-1.1B: Mitigation Program Funding.*** *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.*

> ***Program S-1.1C: LHMP Updates.*** *Periodically update the Local Hazard Mitigation Plan to reflect new data, technology, available resources, partnership opportunities, and state and federal requirements.*

Policy S-1.2: Location of Future Development

Permit development only in those areas where potential danger to the health, safety, and welfare of the community can be adequately mitigated. Land uses and densities should take environmental hazards such as earthquakes, flooding, and fires into consideration.

> ***Program S-1.2A: Entitlement Process.*** *Use the entitlement process to evaluate the potential for hazards and to require appropriate mitigation measures and approval conditions.*

See also Policy LU-1.8 on clustering. See the Conservation Element for policies relating to air quality and development suitability.

Policy S-1.3: Location of Public Improvements

Avoid locating public improvements and utilities in areas with high hazard levels. When there are no feasible alternatives, require effective mitigation measures to reduce the potential for damage.

> ***Program S-1.3A: Critical Facilities in Vulnerable Areas.*** *Prepare a Public Facility Vulnerability Assessment to identify City buildings and other infrastructure that is 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 a disaster.*

> ***Program S-1.3B: Use of Hazard Maps in Development Review***

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[1] *The LHMP was adopted on November 20, 2017. This policy applies to that document, including any subsequent amendments.*

Review slope stability, seismic, flood hazard, sea level rise, wildfire, and other environmental hazard maps when development is proposed. Require appropriate studies and actions to ensure that hazards are identified and mitigated.

Policy S-1.4: Public Health Emergencies
Minimize the impact of public health emergencies, including pandemics, through effective planning, response, and recovery. The City will work with the County of Marin and other public and private partners to contain and control disease outbreaks, limit the number of illnesses and deaths, preserve the continuity of critical government functions, minimize social disruption, and reduce economic loss.

> *Program S-1.4A: LHMP Amendments. Amend local emergency preparedness documents as needed to address public health emergencies, including communication protocol, emergency operating procedures, and provisions for sheltering-in-place.*

> *Program S-1.4B: Pandemic Response and Recovery. Monitor and update data to support response and recovery to the 2020 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.*

Policy S-1.5: Reducing Disease Transmission Through Design
Reduce the potential for infectious disease transmission through planning and design.

> *Program S-1.5A: Design for Physical Distancing. Work with other agency partners to reduce public health risks associated with the design of public gathering places, public transportation, facilities serving vulnerable populations, workplaces, arts and entertainment venues, customer-facing businesses, and other locations outside the home.*

Goal S-2: Resilience to Geologic Hazards

Minimize potential risks associated with geologic hazards, including earthquake-induced ground shaking and liquefaction, landslides, erosion, sedimentation, and settlement. *Development proposed within geologic hazard areas shall not be endangered by, nor contribute to, hazardous conditions on- or off-site. New development should only be approved in areas of identified geologic hazard if the hazard can be appropriately mitigated.*

Policy S-2.1: Seismic Safety of New Buildings
Design and construct all new buildings to resist stresses produced by earthquakes. The minimum level of seismic design shall be in accordance with the most recently adopted building code as required by State law.

> *Program S-2.1A: Seismic Design. 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.*

Program S-2.1B: Geotechnical Review. Continue to require geotechnical studies and peer review for proposed development as set forth in the City's Geotechnical Review Matrix (Appendix #). Such studies should determine the extent of geotechnical hazards, optimum design for structures, 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.

Program S-2.1C: Earthquake Hazard Study. As recommended by the Local Hazard Mitigation Plan, complete an Earthquake Hazard Study that examines geologic hazards in the city.

Policy S-2.2: Minimize the Potential Effects of Landslides.
Development proposed in areas with existing or potential landslides (as identified by a registered geologist or geotechnical engineer) shall not be endangered by, or contribute to, hazardous conditions on a site or adjoining properties. The City will only approve new development in areas of identified landslide hazard if the hazard can be appropriately mitigated. Landslide mitigation should include measures to reduce secondary impacts such as loss of vegetation and soil erosion.

Program S-2.2A: Landslide Mitigation and Repair Projects. 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.

Policy S-2.3: Seismic Safety of Existing Buildings
Encourage the rehabilitation or elimination of structures susceptible to collapse or failure in an earthquake. Historic buildings shall be treated in accordance with the Historic Preservation Ordinance and Historic Building Code (*see also Program CDP-5.5A*).

Program S-2.3A: Seismic Safety Building Reinforcement. Enforce State and local requirements for reinforcement of existing buildings, including the City's remaining unreinforced masonry (URM) buildings.

Program S-2.3B: Soft-Story Building Mitigation Plan. Complete a citywide assessment of soft-story buildings and develop a mitigation strategy and cost-benefit analysis to modify these structures to minimize their potential to collapse during an earthquake. [include text box on soft story buildings]

Policy S-2.4: Post-Earthquake Inspections
Require post-earthquake inspections of critical facilities and other impacted buildings and restrict entry into compromised structures as appropriate. Following a major earthquake, inspections shall be conducted as necessary in conjunction with other non-city public agencies and private parties to ensure the structural integrity of water storage facilities, storm drainage structures, transmission and telecommunication facilities, major roadways, bridges, elevated freeways, levees, canal banks, and other important utilities and essential facilities.

Program S-2.4A: Inspection List. 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.

Policy S-2.5: Erosion Control
Require appropriate control measures in areas susceptible to erosion, in conjunction with proposed development. Erosion control measures should incorporate best management practices (BMPs) and should be coordinated with requirements for on-site water retention, water quality improvements, and runoff control.

>***Program S-2.5A: Erosion and Sediment Control Plans**. 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.*

>***Program S-2.5B: Grading During the Wet Season**. Discourage grading during the wet season. 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.*

Program S-2.5C: Sediment Use. Explore the use of sediment from natural processes such as erosion and man-made activities such as dredging for wetlands restoration and shoreline resiliency projects.

Policy S-2.6: Septic Systems
Discourage the use of septic systems within San Rafael's Planning Area. If no other alternatives exist, then soil tests shall be required to determine if the on-site soils are suitable for a septic system for disposal of wastewater. In hillside areas, an evaluation of the impact of additional water from a septic system on hillside stability shall be required. New or improved septic systems shall be designed by a registered civil engineer that specializes in septic design.

Goal S-3: Resilience to Flooding and Sea Level Rise
Recognize, plan for, and successfully adapt to the anticipated effects of increased flooding and sea level rise. *San Rafael's land use patterns, transportation system, and infrastructure should be planned to anticipate the impacts of extreme weather events and global climate change, including sea level rise and potential flooding. A range of measures will be used to mitigate flood hazards along drainageways and creeks and improve resilience and flood protection in low-lying areas,*

Policies to reduce the greenhouse gas emissions that contribute to global climate change are included in other parts of the General Plan, especially the Conservation/ Climate Change Element and the Mobility Element.

Policy S-3.1: Sea Level Rise Projection Map
Utilize Figure S-2 (Sea Level Rise Projection Map) to address flooding and sea level rise hazards. The figure should be used to:
a)   maximize public awareness and disclosure to property owners and the public.
b)   assess and address impacts to future development.
c)   establish a zoning "overlay zone" and building code requirements for future planning and adaptation.
d)   plan opportunity areas for adaptation.
e)   inform funding and financing decisions about short-term and long-term adaptation projects.

Program S-3.1A: Incorporate into City GIS. *Incorporate the Sea Level Rise Projection 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.*

Program S-3.1B: Periodic Update of Sea Level Rise Projection Map. *Review sea level rise data at least once every five (5) years to determine the need for Map updates.*

Program S-3.1C: Sea Level Rise Overlay Zone*. 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.*

Policy S-3.2: Data Consistency

Ensure that the information and data related to increased flooding and sea level rise is current and consistent with the information and data utilized by the County of Marin.

Program S-3.2A: Coordination with County of Marin. *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.*

Policy S-3.3: Awareness and Disclosure

Maximize awareness and disclosure by providing information to property owners and the public on areas subject to increased flooding and sea level rise vulnerability.

Program S-3.3A. Residential Building Resale (RBR) Reports*. Revise the RBR Report template to include a disclosure of potential property risk to increased flooding and sea level rise. Utilize the Sea Level Rise Prediction Map for confirming property vulnerability.*

Policy S-3.4: Mitigating Flooding and Sea Level Rise Impacts

Consider and address increased flooding and sea level rise impacts in vulnerable areas (see Figure S-2) in development and capital projects, including resiliency planning for transportation and infrastructure systems.

Program S-3.4A: Development Projects*. 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.*

Program S-3.4B: Capital Projects*. Prepare a guidance document for addressing increased flooding, sea level rise impacts, and adaptation measures into the City's capital projects and planning process. This should include strategies for identifying and evaluating 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.*

Program S-3.4C. Coordination with Utilities and Services. *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

Policy S-3.5: Minimum Elevations. For properties in vulnerable areas, ensure that new development, redevelopment, and substantial additions to existing development meets a minimum required construction elevation. Minimum elevations should provide protection from the potential impacts of a 100-year flood (a flood with a one percent chance of occurring in any given year), the potential for increased flooding due to sea level rise, and the ultimate settlement of the site due to consolidation of bay mud from existing and new loads and other causes.

> *Program S-3.5A: Code Amendments for Floor Elevation. 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.[2]*

> *Program S-3.5B: Ground Elevation Surveys. 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.*

> *Program S-3.5B: Title 18 Flood Protection Standards. 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.*

> *Program S-3.5C: National Flood Insurance Program (NFIP). 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.*

Policy S-3.6: Resilience to Tidal Flooding
Improve San Rafael's resilience to coastal flooding and sea level rise through a combination of structural measures and adaptation strategies*.*

> *Program S-3.6A: Sea Level Rise Adaptation Plan. Prepare and adopt an adaptation plan addressing increased flooding and sea level rise. The adaptation plan shall include the following components:*
> a) *Sea Level Rise Projection Map, to be used as the basis for adaptation planning.*
> 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.*
> c) *An outreach plan to major stakeholders and property owners within the vulnerable areas.*
> d) *An inventory of potential areas and sites suitable for mid- to large-scale adaptation projects (see Appendix #: Sea Level Rise Adaptation Report for more information)*
> e) *A menu of adaptation measures and approaches that would include but not be limited to:*
>   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.*

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[2] *The + 3 feet requirement has been used in several other bayfront communities.*

o *Innovative green shoreline protection and nature-based adaptation measures such as wetlands and habitat restoration, and horizontal levees where most practical and feasible. [text box on horizontal levees]*

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.*

o *Elevating areas, structures, and infrastructure to reduce risks.*

f) *The appropriate timing and "phasing" of adaptation planning and implementation.*

g) *Potential financing tools and opportunities.*

h) *Coordination or incorporation into the San Rafael Local Hazard Mitigation Plan.*

Program S-3.6B: Partnerships. 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.

Program S-3.6C: Countywide Agency/Joint Powers Authority. 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.

Policy S-3.7: Shoreline Levees
Improve and expand San Rafael's shoreline levee system. When private properties are developed or redeveloped, require levee upgrading as appropriate, based on anticipated high tide and flood conditions.

Program S-3.7A: Levee Improvement Plans. 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 Pablo Bay.

Program S-3.7B: Financing Levee Improvements. 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, as well as the potential costs and consequences of inaction.

Policy S-3.8: Storm Drainage Improvements
Require new development to mitigate potential increases in runoff through a combination of measures, including improvement of local storm drainage facilities. Other measures, such as the use of porous pavement, bioswales, and "green infrastructure" also should be encouraged.

Program S-3.8A: Storm Drainage Improvements. 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.

Program S-3.8B: Green Infrastructure Guidelines. Evaluate potential measures to more sustainably manage stormwater, erosion, and improve water quality associated with urban runoff.

See also Goal C-3 and Policy CSI-4.10 for related policies and programs on water quality and storm drainage

Policy S-3.9: Flood Control Improvements Funding
Pursue financing and funding opportunities to fund short-term and long-term flood control and adaptation projects. Funding tools and opportunities would include, among others tax or bond measures, assessment districts, geologic hazard abatement districts and grants. The City will also support legislation that provides regional, state, and federal funding for these projects, and will pursue such funding as it becomes available.

> *Program S-3.9A: Incremental Flood Control Improvements. 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.*

> *Program S-3.9B: Flood Hazard Mitigation Projects. 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.*

> *Program S-3.9C: Restoration and Dredging Projects. 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.*

See also Policy CSI-4.11 on canal dredging.

Goal S-4: A Fire-Safe Community
Minimize injury, loss of life, and damage to property resulting from wildland fire hazards.
The City will continue to implement fire prevention and preparedness measures that reduce fuel loads and require development to be located, designed and constructed to minimize fire-related risks.

Policy S-4.1: Wildfire Hazards
Continue vegetation management and maintenance programs to reduce the destructive potential of wildfires.

> *Program S-4.1A: Wildfire Prevention and Action Plan. Implement the Wildfire Prevention and Protection Action Plan (March 2019) in a manner consistent with the direction provided by the San Rafael City Council. [insert text box on Wildfire Prevention and Protection Action Plan]*

> *Program S-4.1B: Fire Hazard Maps. Maintain maps identifying potential fire hazard areas in San Rafael. Use these maps for vegetation management and planning purposes.*

> *Program S-4.1C: Fire Protection Ordinance. 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.*

> *Program S-4.1D: Wildfire Fuel Breaks. 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.*

Program S-4.1E: Goat Grazing. Continue the use of goat grazing on lands where native vegetation will not be harmed through cooperative relationships with contractors and public agencies.

Program S-4.1F: Encampment-Related Hazards. Work collaboratively with homeless service providers and other partners to reduce fire hazards associated with illegal encampments and campfires. Consider partnerships to employ unsheltered residents in vegetation management work.

Program 4.1G: Open Space and Forestry Management. Develop ecologically-based open space and forest management plans to reduce fuel loads, maintain fuel breaks, replace highly flammable exotic 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.

Policy S-4.2: Fire Resilience in Developed Areas
Improve the resilience of neighborhoods and business districts to wildfire hazards.

Program S-4.2A: Reduction of Structure Hazards. 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, clearance requirements around structures, limits on highly flammable plant materials, 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.

Program S-4.2B: Tree Maintenance. 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

Program S-4.2C: Public Education on Fire Resilience and Response. Improve public education and awareness about fire-safe landscaping and structures. This should include demonstration projects that help property owners understand what species to remove and what to plant. Education programs also should address actions to be taken in the event a fire is approaching, including warnings, evacuation routes, and provisions for "go bags" and personal safety.

Policy S-4.3: New Development in Fire Hazard Areas
Design new development to minimize fire hazards. Densities, land uses, and site plans should reflect the level of wildfire risk and evacuation capacity at a given location.

Program S-4.3A: Fire Hazard Mitigation in New Development. 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. .

__Program S-4.3B: Development Review for Emergency Response.__ 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).

__Program S-4.3C: Wildfire Prevention Funding.__ Develop new partnerships, revenue opportunities, and funding avenues for wildfire prevention and hazard abatement.

Goal S-5: Protection from Hazardous Materials

Protect those who live, work, and visit San Rafael from risks associated with hazardous materials.
Threats to human health will be minimized, and extraordinary construction and monitoring expenses will be avoided, through proper hazardous materials use, storage, transport, disposal, and planning.

Policy S-5.1: Hazardous Waste Management
Support State, regional, countywide and local programs to responsibly manage hazardous waste consistent with protection of public health, welfare, safety and the environment.

Policy S-5.2: Hazardous Materials Storage, Use and Disposal
Enforce regulations regarding proper storage, labeling, use and disposal of hazardous materials to prevent leakage, potential explosions, fires, or the escape of harmful gases, and to prevent individually innocuous materials from combining to form hazardous substances, especially at the time of disposal.

__Program S-5.2A: CUPA Program.__ 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.

Policy S-5.3: Protection of Sensitive Uses
Provide safe distances between areas where hazardous materials are handled or stored and sensitive uses such as schools, public facilities, and residences. When the location of public improvements in such areas cannot feasibly be avoided, effective mitigation measures will be implemented.

__Program S-5.3A: Inventory of Existing Hazards.__ 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.

__Program S-5.3B: Reducing Hazards Near Schools.__ 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.

Policy S-5.4: Development on Formerly Contaminated Sites
Ensure that the necessary steps are taken to clean up residual hazardous materials on any contaminated sites proposed for redevelopment or reuse. Properties that were previously used for auto service, industrial operations, agriculture, or other land uses that may have involved hazardous materials should be evaluated for the presence of toxic or hazardous materials in the event they are proposed for redevelopment with a sensitive land use.

Program S-5.4A: Use of Environmental Databases in Development Review. 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.

Program S-5.4B: Hazardous Soils Clean-Up. 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.

Policy S-5.5: Transportation of Hazardous Materials
Enforce Federal, State and Local requirements and standards regarding the transportation of hazardous materials. As appropriate, support legislation that strengthens these requirements.

Program S-5.5A: Safe Transport of Hazardous Materials. Support California Highway Patrol's efforts to ensure the safe transport of hazardous materials.

Program S-5.5B: Pipeline Safety. 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

Policy S-5.6: Hazardous Building Materials
Reduce the presence of hazardous building materials both by implementing or supporting programs to mitigate lead, friable asbestos, and other hazardous materials where they exist today. If such materials are disturbed during building renovation or demolition, they must be handled and disposed in a manner that protects human health and the environment.

Policy S-5.7: Household Hazardous Waste
Promote education about the safe disposal of household hazardous waste, such as motor oil and batteries, including the location of designated household hazardous waste disposal sites.

Goal S-6: Emergency Preparedness
Improve disaster preparedness, resiliency, response, and recovery. *The City should enhance public outreach, awareness, education, and preparedness for all hazards to minimize losses.*

Policy S-6.1: Disaster Preparedness Planning
Conduct disaster prevention and preparedness planning in cooperation with other public agencies and public interest organizations.

Program S-6.1A: Mutual Aid Agreements. Continue, and where feasible expand, mutual aid agreements that augment public safety personnel in times of emergency.

Program S-6.1B: Standardized Emergency Management System (SEMS). 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.

Program S-6.1.C: Emergency Preparedness Plan. *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.*

Program S-6.1D: Urban Search and Rescue Techniques. *Continue to ensure that Urban Search and Rescue techniques remain current. Provide opportunities for trained volunteers to participate as appropriate.*

Policy S-6.2: Neighborhood Disaster Preparedness Programs
Encourage educational outreach to promote awareness and readiness among residents regarding disaster preparedness. Outreach and education should be targeted for each hazard type and risk area, including climate-related incidents. Community involvement is an essential part of resilience and recovery, and residents play an important role in disaster response.

Program S-6.2A: Educational and Training Programs. *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, and Neighborhood Response Groups (NRGs), among others. Neighborhood teams should supplement City resources during emergency situations and can assist in disaster preparedness and mitigation efforts.*

Program S-6.2B: Neighborhood Disaster Plans. *Provide technical assistance as needed to develop and update neighborhood disaster plans*.

Program S-6.2C: Website Improvements. *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.*

Program S-6.2D: Outreach to Vulnerable Populations. *Identify vulnerable populations (such as non-English speaking residents, 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.*

Program S-6.2E: Disaster Management Drills. *Conduct emergency response drills to test the effectiveness of local procedures, including evacuation and emergency shelter drills in neighborhoods prone to flooding and wildfire.*

See also Policies EDI-2.10 and EDI-6.5 on increasing resilience among disadvantaged communities and older adults. See Program EV-1.10A on the role of the business community in emergency preparedness.

Policy S-6.3: Improving Evacuation Capacity
Improve local evacuation capacity by identifying and improving escape routes for areas with unique hazards or at- risk populations and identifying safe assembly locations for evacuees.

Program S-6.3A: Evacuation-Related Capital Projects. Identify key capital improvements needed to facilitate the orderly evacuation of at-risk areas and the ability of designated assembly points to handle evacuees.

Policy S-6.4: Emergency Operations Centers. Maintain a centralized Emergency Operation Center to coordinate emergency responses to emergencies, complemented by other locations in the city that provide for emergency evacuation and service delivery following a major disaster.

> ***Program S-6.4A: Evacuation Shelters.*** *Identify locations of post-disaster evacuation shelters and provide the necessary training and supplies so that these centers can function effectively after a disaster. This should include refuge centers for extreme heat events, power failures, and air quality emergencies.*

Policy S-6.5: Post-Disaster Recovery Planning
Incorporate post-disaster recovery planning in the City's emergency management programs. Recovery planning should include measures to mitigate the potential for further damage.

> ***Program S-6.5A: Essential Services Following Disasters.*** *Make provisions to continue essential emergency public services during and after natural disasters and other catastrophes.*

> ***Program S-6.5B: Employee Transportation.*** *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.*

> ***Program S-6.5C: Incentives for Disaster Response Personnel.*** *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.*

> ***Program S-6.5D: Rapid Reconstruction Ordinances.*** *Explore model ordinances and best practices to facilitate rapid reconstruction and recovery, including issues such as temporary housing and modular construction.*

Policy S-6.6: Effective Communication Systems
Ensure that all City agencies with a role in emergency response are provided with effective, reliable and robust emergency communications systems and equipment. The systems and equipment should have adequate capacity and redundancy to ensure these agencies can accomplish their missions. Consideration should also be given to the communications needs of the County of Marin and other agencies that may be required to supply mutual aid to or from other jurisdictions.

> ***Program S-6.6A: Involvement with Marin Emergency Radio Authority.*** *Maintain active involvement with Marin Emergency Radio Authority (MERA) and pursue installation and activation of the MERA radio system.*

> ***Program S-6.6B: Emergency Alert Systems.*** *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.*

Policy S-6.7: Emergency Connectors
Pursue the development of road connections for emergency vehicles only to improve access within San Rafael and between San Rafael and adjacent communities.

Program S-6.7A: Emergency Connectors. 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.

Program S-6.7B: Obstruction of Evacuation Routes. Reduce obstacles for emergency vehicles and evacuation routes, including parked cars that constrict emergency vehicle passage.

Program S-6.7C: SMART Crossing. Work with SMART to explore the feasibility of an emergency vehicle rail crossing at Merrydale Drive. *[potentially move to Neighborhoods Element]*

See the Mobility Element for policies to limit constriction of emergency access routes in future road design.

Policy S-6.8: Design of Public Safety Facilities and Utilities
Ensure that public safety facilities, critical utilities, and telecommunication facilities are designed and constructed to deliver necessary services with minimal interruption in times of disaster.

Program S-4.9A: Facility Evaluations. Regularly evaluate the need to upgrade essential public safety facilities, equipment, and technology, and identify funding mechanisms to meet these needs.

Program S-4.9B: Energy Storage Plan. 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).

Policy S-6.9: Use of Technology
Leverage new technologies to reduce losses and save lives following a disaster. Implement improvements such as traffic signal pre-emption for first responders to facilitate response and recovery time.

Noise Element

Goal N-1: Acceptable Noise Levels
Protect the public from excessive, unnecessary, and unreasonable noise. *Excessive noise is a concern for many residents of San Rafael. This concern can be addressed through the implementation of standards to protect public health and reduce noise conflicts in the community, including the Noise Ordinance.*

Policy N-1: Land Use Compatibility Standards for Noise
Protect people from excessive noise by applying noise standards in land use decisions. The Land Use Compatibility standards in Table N-1 are adopted by reference as part of this General Plan and shall be applied in the determination of appropriate land uses in different ambient noise environments.[1]

> ***Program N-1A: Residential Noise Standards.*** *As shown in Table N-1, maintain a maximum noise standard for backyards, decks, and common / usable outdoor areas of 60 Ldn dB for single family homes and 65 Ldn dB for multi-family 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.*

Policy N-2: Maintaining Acceptable Noise Levels
Use the following performance standards to maintain an acceptable noise environment in San Rafael:
(a) New development shall not increase noise levels by more than 3 dB Ldn in a residential area, or by more than 5 dB Ldn in a non-residential area.
(b) New development shall not cause noise levels to increase above the "normally acceptable" levels shown in Table N-1.
(c) For larger projects, the noise levels in (a) and (b) should include any noise that would be generated by additional traffic associated with the new development.
(d) Projects that exceed the thresholds above may be permitted if an acoustical study determines that there are mitigating circumstances (such as higher existing noise levels) and nearby uses will not be adversely affected.

> ***Program N-2A: Acoustical Study Requirements.*** *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 #). The studies should include projected noise from additional traffic, noise associated with the project itself, and cumulative noise resulting from other proposed projects. Mitigation measures should be identified to ensure that noise levels remain at acceptable levels.*

> ***Program N-2B: Approval Conditions.*** *Establish conditions of approval for activities with the potential to create significant noise conflicts and enforce these conditions once projects become operational.*

Policy N-3: Reducing Noise Through Planning and Design
Use a range of design, construction, site planning, and operational measures to reduce potential noise impacts.

> ***Program N-3A: Site Planning.*** *Where appropriate, require site planning methods that minimize potential noise impacts. By taking advantage of terrain and site dimensions, it may be possible to*

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[1] *The standards are derived from the 2017 General Plan Guidelines prepared by the State Office of Planning and Research (OPR).*

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.

Program N-3B: Architectural Design. *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) can be located away from noise-sensitive rooms. Interior courtyards with water features can mask ambient noise and provide more comfortable outdoor spaces.*

Program N-3C: Noise Barriers. *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.*

Program N-3D: Noise Reduction through Construction Materials. *Where appropriate, reduce noise in interior spaces through insulation and the choice of materials for walls, roofs, ceilings, doors, windows, and other construction materials.*

Policy N-4: Sound Walls
Discourage the use of sound walls when other effective noise reduction measures are available. Vegetation, berms, and the mitigation measures in Policy N-3 are the preferred methods of absorbing sound along roads, rail, and other transportation features. Where there are no other feasible options (for example, along many sections of US Highway 101), the City will review and comment on sound wall design. Any sound walls should be aesthetically pleasing, regularly maintained, and designed to minimize the potential displacement of sound.

Policy N-5: Mixed Use
Mitigate the potential for noise-related conflicts in mixed use development combining residential and non-residential uses.

Program N-5A: Disclosure Agreements. *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.*

Policy N-6: Traffic Noise
Minimize traffic noise through land use policies, law enforcement, street design and improvements, and site planning and landscaping.

Program N-6A: Interagency Coordination. *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.*

Program N-6B: California Vehicle Code. *Enforce applicable sections of the California Vehicle Code relating to noise.*

Program N-6C: Paving and Transit Improvements. 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.

Policy N-7: Aviation-Related Noise
To the extent allowed by federal and state law, consider and mitigate the noise impacts of any changes in facilities or operations that require use permit mitigations or other land use permits at the San Rafael Airport in North San Rafael and the heliport in East San Rafael (see Noise Contours for San Rafael Airport and Heliport in Appendix #). (*See also Program M-1.4B on drones*).

Policy N-8: Train Noise
Work with Sonoma Marin Area Rail Transit (SMART) to minimize noise and vibration associated with train service and to reduce the potential for impacts on nearby residences.

Program N-8A: Quiet Zones. 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.

Policy N-9: Maintaining Peace and Quiet
Minimize noise conflicts resulting from everyday activities such as construction, sirens, yard equipment, business operations, night-time sporting events, and domestic activities.

Program N-9A: Noise Ordinance. 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).

Program N-9B: Construction Noise. Use the environmental review process to identify measures to reduce the exposure of neighboring properties to excessive noise levels from construction activity.

Program N-9C: Noise Specifications. 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.

Policy N-10: City-County Coordination
Coordinate with the County of Marin to consider and mitigate noise impacts when activities in one jurisdiction may affect the other.

Program N-10E: San Rafael Rock Quarry. 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.

Policy N-11: Vibration
Ensure that the potential for vibration is addressed when transportation, construction, and non-residential projects are proposed, and that measures are taken to mitigate potential impacts.

Program N-11A: Conditions of Approval. Adopt Standard conditions of approval to reduce the potential for vibration-related construction impacts for development projects near sensitive uses such as housing and schools. Vibration impacts shall be considered as part of project level environmental evaluation and approval for individual future projects.

Table N-1:   Proposed Noise Compatibility Guidelines for San Rafael

Land Uses	Interior CNEL or L_{dn} (dBA)	Exterior Noise Exposure, CNEL or L_{dn} (dBA)					
		55	60	65	70	75	80
Residential-Low Density Single-Family, Duplex, Mobile Homes	45*	Yellow	Yellow	Orange	Orange	Red	Purple	Purple
Residential-Multiple Family	45*	Yellow	Yellow	Orange	Red	Purple	Purple
Transient Lodging, Motels, Hotels	45*	Yellow	Yellow	Orange	Red	Red	Purple
Schools, Libraries, Churches, Hospitals, Nursing Homes	45*	Yellow	Yellow	Orange	Red	Red	Purple
Auditoriums, Concert Halls, Amphitheaters	--	Orange	Orange	Orange	Red	Red	Red
Sports Arena, Outdoor Spectator Sports	--	Orange	Orange	Orange	Orange	Red	Red
Playgrounds, Neighborhood Parks	--	Yellow	Yellow	Yellow	Orange	Red	Red
Golf Courses, Riding Stables, Water Recreation, Cemeteries	--	Yellow	Yellow	Yellow	Orange	Orange	Red
Office Buildings, Businesses, Commercial and Professional	50	Yellow	Yellow	Yellow	Orange	Red	Red
Industrial, Manufacturing, Utilities, Agricultural	--	Yellow	Yellow	Yellow	Orange	Orange	Red

Normally Acceptable:
Specified land use is satisfactory based upon the assumption that any buildings involved are of normal conventional construction, without any special noise insulation requirements.

Normally Unacceptable:
New construction or development should generally be discouraged. If new construction does proceed, a detailed analysis of the noise reduction requirements must be made and needed noise insulation features included in the design.

Conditionally Acceptable:
New construction or development should be undertaken only after a detailed analysis of the noise reduction requirements is made and the needed noise insulation features are included in the design. Conventional construction, but with closed windows and fresh air supply systems or air conditioning will normally suffice.

Clearly Unacceptable:
New construction or development generally should not be undertaken.

* Noise level requirement with closed windows, mechanical ventilation, or other means of ventilation shall be provided per Chapter 12 Section 1205 of the Building Code.

Source: State of California General Plan Guidelines, 2017.

Connecting the City

Mobility

Community Services and Infrastructure

Arts and Culture

Mobility Element

Goal M-1: Regional Leadership in Mobility

Take a leadership role in developing regional transportation solutions. *San Rafael is proud of the leadership role it has taken in planning and securing funding for regional transportation projects. By working closely with regional transportation agencies and service providers, the City plays an important role in managing congestion, reducing greenhouse gas emissions, and expanding travel choices in the Bay Area. The City will continue to advocate for local benefits when regional projects are proposed, including improvements that enhance local access, resilience, economic and fiscal health, social equity, and the environment. Project selection and design should be informed by rigorous cost-benefit analysis, objective data, and a transparent public process.*

Policy M-1.1: Regional Transportation Planning
Actively coordinate with other jurisdictions, agencies, service providers to improve the local and regional transportation system and advocate for the City's interests. Work cooperatively to improve transit and paratransit services, achieve needed highway improvements, and improve the regional bicycle and pedestrian networks.

>   ***Program M-1.1A: Participation in Countywide and Regional Transportation Planning.*** *Continue to participate in the 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.*

>   ***Program M-1.1B: Public Information About Transportation.*** *Provide timely information and opportunities for public input on transportation issues and projects through workshops, neighborhood meetings, social media, staff reports, and other means.*

Policy M-1.2: Regional Funding
Support a regional approach to the funding of transit, highway, bicycle, and pedestrian improvements by seeking a broad range of federal, State, and County funds. Use local funds to leverage and match outside funding sources.

>   ***Program M-1.2A: Transportation Project Grants.*** *Work with governmental agencies, non-profits and community groups to secure grants for appropriate transportation projects.*

Policy M-1.3: Regional Transportation Improvements
Participate in regional transportation improvements that facilitate mobility in San Rafael.

>   ***Program M-1.3A: US 101/ I-580 Interchange.*** *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.* *[TEXT BOX ON 101/580 interchange improvements]*

Policy M-1.4: Transportation Innovation
Take a leadership role in delivering innovative transportation services and improvements.

>   ***Program M-1.4A: Transportation Technology.*** *Use the most cost-effective proven technologies available when managing congestion and parking, including transportation information systems and "smart city" improvements.*

Program M-1.4B: Delivery Services. Prepare for the potential impacts of emerging delivery service technology, including drones, on local roads, infrastructure, parking systems, and noise.

Program M-1.4C: Autonomous Vehicles. Monitor and manage the effects of autonomous vehicles and connected vehicle technology on transportation needs, road design, and travel behavior. Adjust local transportation programs, infrastructure, and design standards as needed.

Policy T-1.5: Travel Data and Modeling. Encourage the collection and analysis of data on travel behavior in San Rafael, particularly related to commute patterns and the effectiveness of City programs. Use this data when considering public expenditures.

Goal M-2: Improved Transportation Efficiency, Mobility, and Access

Sustain an efficient, cost-effective transportation network that provides mobility and accessibility for all users. *The transportation system will remain safe and responsive to the needs of San Rafael residents, businesses, workers, and visitors. Emerging technologies will help improve the operational efficiency of streets and highways. Persons of all ages and physical capabilities will be able to get around the city. San Rafael will continue to manage local congestion while making it easier to get around with or without a car.*

Policy M-2.1: Road Hierarchy

Maintain a network of arterial, collector, and local streets that efficiently moves traffic through the city. Engineering and design standards should reflect road type and function, the characteristics of adjacent uses, and the need to accommodate motorized and non-motorized travel.

Program M-2.1A: Complete Streets. Consistent with State "Complete Streets" requirements, maintain street design and engineering standards that consider the needs of all travelers and minimize conflicts between competing modes. [TEXT BOX ON COMPLETE STREETS]

Policy M-2.2: Safety

Design a transportation system that is safe and convenient for all modes of travel. Higher levels of congestion may be accepted at particular intersections if necessary to ensure the safety of all travelers, including pedestrians, bicycles, motorists, and transit users.

Program M-2.2A: Collision Data. Collect and analyze data on traffic collisions and use such data to inform decisions about capital improvements, enforcement, and traffic safety programs.

Program M-2.2B: Street Pattern and Traffic Flow. Support efforts by the City Traffic Engineer to configure or re-configure street patterns to improve traffic flow and turning movements while prioritizing safety.

Policy M-2.3: Cost-Benefit Considerations

Consider the relative costs and benefits of transportation improvement projects, including the amount and source of funding, the potential number of people who will benefit, the expected impact on vehicle miles traveled and climate goals, the cost and time impacts on all travelers, the social and equity impacts, the effects on the environment and public safety, and similar factors.

Program M-2.3A: Cost-Benefit Analysis. 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).

Policy M-2.4: Transportation Efficiency
Undertake improvements that manage lane capacity, traffic flow, and intersections more efficiently.

>*Program M-2.9A: Intelligent Transportation Systems. 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.*

>*Program M-2.4B: Reducing Vehicle Idling. Support transportation network improvements to reduce vehicle idling, including synchronized signal timing. In addition, 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.*

Policy M-2.5: Traffic Level of Service
Continue to use Level of Service (LOS) as a tool for transportation planning and managing roadway operations. LOS thresholds for intersections and road segments are specified in Tables M-1 and M-2.

[Tables are being developed and will be presented to City Council on July 6, 2020]

>*Program M-2.5A: Traffic Circulation Studies. The City Traffic Engineer may require traffic impact studies for projects with the potential to increase congestion, create safety hazards, or otherwise impact local traffic conditions. Such studies may include projections of future LOS, and an assessment of the contribution of the proposed project to increases in congestion. Measures to maintain adopted service levels may be required as a condition of approval when such development is approved. At the discretion of the City Traffic Engineer, future LOS analysis may be based on intersection performance, road segment performance, or both, based on the characteristics of the affected roadway system.*

>*Program M-2.5B: Level of Service (LOS) Exceptions*
>*Exceptions to LOS planning thresholds may be granted under the following circumstances:*
>*a) The improvements necessary to attain the standards would conflict with other land use, environmental, community character, emission reduction, safety, or economic development priorities.*
>*b) The project is located within the Downtown Precise Plan boundary.*
>*c) Signalized intersections at Highway 101 and I-580 on-ramps and off-ramps are exempt because these locations are affected by regional traffic and are not significantly impacted by local measures.*
>*d) Based on substantial evidence, the City Council finds that:*
>   - *the specific economic, social, technological, and/or other benefits of the project to the community, substantially outweigh the project's impacts on circulation.*
>   - *All feasible mitigation measures have been required of the project including measures to reduce vehicle delay and measures to reduce Vehicle Miles Traveled (VMT).*

>*Program M-2.5C: Traffic Monitoring. 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.*

Policy M-2.6: Traffic Mitigation Fees
Collect impact fees for new development based on the expected number of trips a project will generate. Fees should be used to implement transportation improvements as directed by City Council resolution.

Program M-2.6A: Traffic Mitigation Fee Updates. *Continue to implement and periodically update local traffic mitigation fees and other requirements to cover development-related traffic and transportation improvements.*

Policy M-2.7: Proposed Mobility Improvements
Use Exhibit M-1 (Proposed Mobility Improvements) as the basis for transportation network improvements over the next 20 years. The improvements shown are intended to balance the City's goals of managing congestion, reducing vehicle miles traveled, and enhancing mobility and safety.   Specific improvements will be implemented as conditions require and will be refined during the design phase. Exhibit M-1 may be amended as needed to reflect other design solutions and priorities, subject to City Council approval. Improvements will be implemented through the Capital Improvements Program using a variety of funding sources and may be subject to further environmental review.

Program M-2.7A: Update Proposed Circulation Improvements. *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.*

Program M-2.7B: Circulation Improvement Funding. *Advocate for Federal, State, and County funding for the transportation projects shown on Exhibit M-1, as well as other projects that improve mobility in San Rafael.*

Policy M-2.8: Emergency Access
Consider alternate ingress and egress routes (and modes of travel) for areas with the potential to be cut off during a flood, earthquake, wildfire, or similar disaster.

Program M-2.8A: Highway Closures. *Develop and update contingency plans for highway closures as part of the City's disaster preparedness and emergency response plans.*

See the Safety Element for additional policies on evacuation and emergency response.

Policy M-2.9: Narrow Streets
In new subdivisions, allow narrower streets to reduce travel speeds and accommodate multiple modes of travel, while still providing for emergency and service access.

Policy M-2.10: Responding to Demographic Change
Ensure that transportation plans and services respond to demographic changes in the community, particularly the growing number of older adults.

See also Goal EDI-6 for policies and actions on the transportation needs of older adults.

Policy M-2.11: Sea Level Rise
Consider the impacts of sea level rise on the transportation system, including the need to elevate roadways, and potentially redesign or relocate roads to reduce flood hazards and meet evacuation needs.

Policy M-2.12: Environmental Benefits
Consider opportunities to create environmental benefits such as stormwater capture and treatment when reconstructing or improving roads and other transportation facilities,

Goal M-3: Cleaner Transportation

Coordinate transportation, land use, community design, and economic development decisions in a way that reduces greenhouse gas emissions, air pollution, and other environmental impacts related to transportation. *Transportation has many direct and indirect environmental impacts. It is the source of 62% of San Rafael's greenhouse gas emissions and the primary source of local air pollution. The City will reduce transportation impacts by supporting cleaner fuel vehicles and higher vehicle efficiency standards,, improving transit and non-vehicular travel modes, and reducing the vehicle miles traveled (VMT) by San Rafael residents and workers. Cost-effective VMT reduction is an essential part of the City's climate action strategy, and a fundamental part of its congestion management and mobility programs.*

Policy M-3.1: VMT Reduction Standard
Reduce [per capita/ total] VMT in San Rafael by # percent between 2015 and 2040.[1]

> ***Program M-3.1A: Adoption of Reduction Targets.*** *Adopt VMT reduction targets by City Council resolution. The resolution also should address screening criteria, significance thresholds, and findings for overriding considerations, as described under Policy M-3.2. All metrics should be reassessed at least once every four years, and revised as needed to reflect changing conditions.*

Policy M-3.2: Using VMT in Environmental Review
Require an analysis of projected Vehicle Miles Traveled (VMT) as part of the environmental review process for projects with the potential to significantly increase VMT. As appropriate, this shall include transportation projects and land use/ policy plans as well as proposed development projects.

> ***Program M-3.2A: Screening Criteria for VMT Analysis.*** *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.*

> ***Program M-3.2B: Thresholds for Determining a Significant VMT Impact.*** *Adopt and maintain thresholds to determine if a VMT impact may be considered "significant" under the California Environmental Quality Act (CEQA).*

> ***Program M-3.2C: Mitigation Measures for VMT Impacts.*** *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).*

> ***Program M-3.2D: Overriding Considerations for Projects with Unavoidable VMT Impacts.*** *Require the adoption of specific overriding consideration findings before approving a project that would result in significant unavoidable impacts on VMT.*

Policy M-3.3: Transportation Demand Management
Encourage, and where appropriate require, transportation demand measures that reduce VMT and peak period travel demand. These measures include, but are not limited to, transit passes and flextime, pedestrian and bicycle improvements, and changes to project design to reduce trip lengths and encourage cleaner modes of travel. [*insert text box on TDM]*

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[1] Recommended standards will be presented to the City Council on July 6, 2020

Program M-3.3A: Develop TDM Program Guidelines. *Develop TDM Program Guidelines – or work in partnership with other local governments to develop Guidelines -- than can be used to mitigate potential VMT increases in new development and encourage reductions in existing development.*

Program M-3.3B: Support for TDM. *Work cooperatively with governmental agencies, non-profits, businesses, institutions, schools, and neighborhoods to provide and support TDM programs.*

Program M-3.3C: City TDM Program. *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 employers.*

Program M-3.3D: Shifting Peak Hour Trips. *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.*

Policy M-3.4: Reducing Commute Lengths
Support reduced commute lengths and frequency by encouraging:
(a) hiring of local residents by San Rafael employers.
(b) opportunities for persons who work in San Rafael to live in San Rafael.
(c) telecommuting and flexible work arrangements.
(d) local-serving shopping, restaurants, and services that reduce the need to drive elsewhere.

Program M-3.4A: Telecommuting. *Encourage San Rafael employers to implement telecommuting and work-from-home programs that reduce daily peak hour commutes. Also encourage co-working spaces, home offices, improved telecommunications infrastructure, and opportunities for residents employed elsewhere to work productively within San Rafael. Consider "lessons learned" during the 2020 pandemic when evaluating policy approaches to telecommuting.*

Program M-3.4B: Housing Services. 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

Policy M-3.5: Alternative Transportation Modes
Support efforts to create convenient, cost-effective alternatives to single passenger auto travel. Ensure that public health, sanitation, and user safety is addressed in the design and operation of alternative travel modes.

Program M-3.5A: Carpooling and Vanpooling. *Support car and vanpooling in San Rafael through local and regional programs and on-line apps that match interested drivers and passengers.*

Program M-3.5B: Shared Mobility. *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.*

Program M-3.5C: Micro-Mobility. Coordinate with "micro-mobility" companies such as shared electric scooter and electric bicycle vendors who seek to provide services in San Rafael.

Program M-3.5D: Transportation Network Companies (TNCs). Work with TNCs (Uber, Lyft, etc.) to address issues such as curbside management   and maximize the potential benefits of such services.

Policy M-3.6: Low-Carbon Transportation

Encourage electric and other low-carbon emission vehicles, as well as the infrastructure needed to support these vehicles.

Program M-3.6A: ZEV Plan. Consistent with the San Rafael CCAP, develop a Zero Emission Vehicle (ZEV) Plan with a goal of 25% of the passenger vehicles in San Rafael being ZEVs by 2030. The Plan should provide for additional charging stations, preferential parking for ZEVs, other programs that incentivize ZEV use by San Rafael residents, and measures to track and evaluate program costs and benefits.

Program M-3.6B: Zero Emission Municipal Vehicles. 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

Policy M-3.7: Design Features that Support Transit

For projects located in or near transit hubs such as Downtown San Rafael, incorporate design features that facilitate walking, cycling, and easy access to transit.

Policy M-3.8: Land Use and VMT

Encourage higher-density employment and residential uses near major transit hubs such as Downtown San Rafael, recognizing the potential for VMT reduction in areas where there are attractive alternatives to driving, concentrations of complementary activities, and opportunities for shorter trips between different uses.

See the Downtown Precise Plan for programs implementing Policies M-3.7 and 3.8. See also Land Use Element Policy LU-1.3

GOAL M-4: High-Quality Affordable Transit

Support accessible, reliable, cost-effective transit services that provide a convenient, affordable alternative to driving. *The City of San Rafael is served by several transit agencies, operating buses, trains, ferries, and shuttles. Service improvements by these agencies will be supported so that transit becomes a more competitive alternative to driving, both for trips within San Rafael and for trips to and from other destinations. A safe, convenient, affordable transit system is important to San Rafael's quality of life. Transit has the potential to reduce greenhouse gases, alleviate traffic congestion, and provide mobility to those who are unable to drive or do not own a car.*

Policy M-4.1: Sustaining Public Transportation
Support a level of transit service frequency and routing that promotes transit usage, avoids overcrowding, and makes transit as an attractive alternative to driving.

> ***Program M-4.1A: Transit Advocacy.*** *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.*

> ***Program M-4.1B: Evaluating Transit Needs.*** *Support efforts to track, forecast, survey, and respond to changing transit and paratransit needs in order to meet the requirements of specific population groups and ensure that funds are effectively spent. 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.*

> ***Program M-4.1C: Partnerships.*** *Encourage partnerships between local transit service providers to avoid redundancy, maximize coverage and efficiency, and improve transfers between transit systems.*

> ***Program M-4.1D: Transit for Tourism.*** *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.*

> ***Program M-4.1E: Transit Information.*** *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*

> ***Program M-4.1F: Public Health.*** *Work with transit service providers to effectively respond to service and design challenges associated with rider safety during and after public health emergencies.*

Policy M-4.2: Regional Transit Options
Encourage expansion of regional transit connecting Marin with adjacent counties, including basic and express bus service, rail, and ferry service.

> ***Program M-4.2A: Regional Bus Service.*** *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.*

Program M-4.2B: Rail Service. Lobby for reliable long-term funding sources to sustain and enhance North Bay rail service.

Program M-4.2C: Ferry and Water Taxi Service. 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.

Policy M-4.3: SMART Improvements

Maximize the potential benefits of Sonoma Marin Area Rail Transit (SMART) while minimizing potential conflicts between SMART trains, adjacent land uses, bicycle and pedestrian movement, and vehicle traffic circulation. City plans and programs related to SMART should be periodically evaluated based on changes in funding, operating costs, ridership, and other factors impacting service levels.

Program M-4.3A: Rail Safety. Work with SMART to continue safety measures along the SMART tracks, reduce train noise, and avoid the blockage of intersections by trains.

Program M-4.3B: Passenger Pickup and Drop-Off. 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).

Program M-4.3C: Arrival Experience. 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.

Program M-4.3D: Service Reliability. Work with SMART to avoid disruptions of service during power outages and provide backup power to sustain operations during and after emergencies.

Program M-4.3E: Downtown Crossings. 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, for elevating the tracks through Downtown.

See the Land Use Element for policies on encouraging transit-oriented development in the station areas.

Policy M-4.4: Local Transit Options

Encourage local transit systems that connect San Rafael neighborhoods, employment centers, and other destinations.

Program M-4.4A: Local Bus Service. Support Marin Transit and Golden Gate Transit efforts to improve bus routing, frequency, and equipment, and to keep bus fares affordable.

Program M-4.4B: Improved Bus Stops. 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.

Program M-4.4C: Local Shuttle Programs. 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.

Policy M-4.5: Transit and the Environment
Encourage a less carbon-intensive transit system with reduced environmental impacts. Environmental costs and benefits should be a critical factor when evaluating transit service improvements over the long- and short-term.

Policy M-4.6: Paratransit Options
Encourage expansion of paratransit and flexible route services as needed to serve specialized populations including seniors, students, and persons with disabilities.

> ***Program M-4.6A: Other Local Transit.*** *Support Dial-A-Ride, taxi, and transportation network company (TNC) services serving San Rafael.*

> ***Program M-4.6B: Paratransit Service.*** *Support continued Whistlestop Wheels service and expanded regional paratransit services where needed.*

Policy M-4.7: Intermodal Transit Hubs
Support efforts to develop intermodal transit hubs in Downtown and North San Rafael to provide safe, convenient connections for all travelers. Such hubs should include secure bicycle parking, EV charging stations, and efficient drop-off and pick-up areas and create a positive experience for those arriving in San Rafael.

> ***Program M-4.7A: Transit Center Relocation.*** *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.*

> ***Program M-4.7B: First Mile/ Last Mile Trips.*** *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.*

> ***Program M-4.7C: Implementation of Other Plans*.** *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.*

Goal M-5: Safe, Attractive Streets that Connect the Community

Provide a transportation system that minimizes negative impacts on neighborhoods while maximizing access and connectivity in the community. *Local streets should be safe, attractive, and provide easy access to homes and businesses. Neighborhoods should be protected from the impacts of cut-through traffic, regional congestion, and overflow parking. Business districts should be conveniently connected to the neighborhoods around them. Residents should be able to comfortably travel to schools, parks, shopping, and workplaces without driving.*

Policy M-5.1: Traffic Calming

Protect residential areas from the effects of speeding traffic or traffic from outside the neighborhood through appropriate traffic "calming" solutions such as speed humps, bulb-outs, speed limits, stop signs, and chicanes. Traffic calming measures shall not conflict with emergency response capabilities.

> ***Program M-5.1A: Traffic Calming Program.*** *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.*

> ***Program M-5.1B: Emergency Access Considerations.*** *Ensure that road redesign projects, including bicycle and pedestrian improvements, consider potential impacts on emergency vehicle access and evacuation capacity. Projects shall be designed to maintain evacuation capacity and emergency vehicle response time, particularly along designated evacuation routes.*

Policy M-5.2: Attractive Roadway Design

Design roadway projects to be attractive and, where possible, to include trees, landscape buffer areas, public art, public space, and other visual enhancements. Emphasize tree planting and landscaping along all streets.

> ***Program M-5.2A: Landscape Maintenance.*** *Continue to regularly maintain landscaping along roadways, and to encourage attractive drought-tolerant and native plantings.*

> *See also Policy CDP-3.3 and 3.4 on landscaping and maintenance of City streets and Policy CSI-4.7 on street maintenance.*

Policy M-5.3: Connected Neighborhoods

Identify opportunities to better connect San Rafael neighborhoods to one another and to improve access to local destinations such as schools, shopping, and workplaces. . Consider such connections as part of emergency response and evacuation planning.

> ***Program M-5.3A: East San Rafael Improvements.*** *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.*

> *See Program M-6.3A for a description of pathway improvements. Improvements are also addressed in the Neighborhoods Element.*

Policy M-5.4: Meeting Local Circulation Needs Around Highway Interchanges

Ensure that regional transportation projects located in San Rafael provide local benefits, address the safety of all travelers, and improve circulation between neighborhoods.

Program M-5.4A: Interchange Improvements. *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.*

Policy M-5.5: School-Related Traffic Actively encourage public and private schools to reduce congestion caused by commuting students and staff through improved provisions for pick-up and drop-off, parking management, staggered start and end times, and trip reduction.

Program M-5.5A: School Transportation. *Implement measures to improve the safety and enjoyment 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.*

See also Policy CS-1.5 on coordination with schools

Policy M-5.6: Truck Impacts
Manage truck traffic and deliveries in residential areas to avoid conflicts with local auto traffic, pedestrian and bicycle safety, parking, and adjacent uses.

Program M-5.6A: Trucking Routes and Transportation Permits. *Continue to designate specific streets as trucking routes and maintain permit requirements for vehicles that exceed weight limits on non-designated routes.*

Program M-5.6B: Quarry Traffic. *Continue, and periodically update, measures to mitigate the impacts of quarry-related truck traffic on Point San Pedro Road.*

Goal M-6: Safe Walking and Cycling

Encourage walking and bicycling as safe, pleasurable, healthful ways to travel. *Walking is an integral part of daily life and provides benefits to our health, the environment, and the character of our neighborhoods. Cycling is both a recreational activity and a practical way to complete short trips for many residents. Looking to 2040, walking and cycling will be supported by an expanded network of sidewalks, paths, crosswalks, bike lanes, and bike parking.*

Policy M-6.1: Encouraging Walking and Cycling

Wherever feasible, encourage walking and cycling as the travel mode of choice for short trips, such as trips to school, parks, transit stops, and neighborhood services. Safe, walkable neighborhoods with pleasant, attractive streets, bike lanes, and sidewalks should be part of San Rafael's identity.

> ***Program M-6.1A: Bicycle and Pedestrian Master Plan Implementation.*** *Maintain a 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 infrastructure, and for programs to make walking and cycling a safer, more convenient way to travel.*

> ***Program M-6.1B: Station Area Plans.*** *Implement the pedestrian and bicycle improvements in the 2012 Downtown Station Area Plan and the 2012 Civic Center Station Area Plan.*

> ***Program M-6.1C: Canal Community Based Transportation Plan (CBTP).*** *Update the CBTP for the Canal neighborhood, including provisions to improve walking and cycling within the Canal and East San Rafael communities, and better connect the Canal area to Downtown, the waterfront, and the rest of the community.*

> ***Program M-6.1D: Funding.*** *Seek grant funding for implementation of the BPMP and other plans proposing bicycle and pedestrian improvements.*

Policy M-6.2: Pedestrian and Bicycle Safety

Identify, prioritize, and implement pedestrian and bicycle safety improvements in order to reduce collisions and injuries, and eliminate fatalities.

> ***Program M-6.2A: Implementation of Safety Measures:*** *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.*

> ***Program M-6.2B: Vision Zero.*** *Consistent with the BPMP, support a "Vision Zero" approach to safety among pedestrians and cyclists, with the goal of eliminating severe injuries and fatalities.*

> ***Program M-6.2C: Enforcement.*** *Conduct enforcement activities to improve compliance with traffic safety laws, especially around intersections with frequent collisions.*

> ***Program M-6.2D: Safe Routes Programs.*** *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.*

Policy M-6.3: Connectivity.

Develop pedestrian and bicycle networks that connect residents and visitors to major activity and shopping centers, existing and planned transit, and schools. Work to close gaps between existing facilities. Funding and prioritization for projects should consider relative costs and benefits, including such factors as safety, number of potential users, and impacts on parking.

Program M-6.3A: Implementation of Pathway Improvements.: *Implement the major pedestrian and bicycle pathway, intersection, and lane improvements included in adopted City plans, including:*

- *Restoration of pedestrian paths, stairways, and rights-of-way, particularly in the "inner ring" neighborhoods around Downtown*
- *An east-west bikeway across Downtown San Rafael*
- *A north-south greenway and multi-use path along West Tamalpais Avenue*
- *Improved crossings of the San Rafael Canal, including a potential new crossing east of Grand Avenue*
- *Additional Class I and II lanes, as identified in the BPMP*
- *Improved signage, pavement markings and sidewalk widening*
- *Closing gaps in the Bay Trail*
- *Bike lane improvements to Point San Pedro Road (Cross-Marin Bikeway)*
- *Pedestrian/ bicycle "promenades" along the San Rafael Canal and in North San Rafael (Civic Center Station to Terra Linda Community Center)*
- *Potential pedestrian crossing over 101 (in association with the I-580/101 reconstruction) and east-west pedestrian improvements under the 101 viaduct through Downtown.*

See the Neighborhoods Element for further descriptions of some of these improvements

Program M-6.3B: Improvements in the Unincorporated Area. *Integrate the recommendations of the Unincorporated Marin County Bicycle and Pedestrian Master Plan to create a seamlessly connected system that allows for easy bicycle travel between City and County neighborhoods. This includes improvements along Miller Creek Road and Las Gallinas Avenue in Marinwood.*

Program M-6.3C: Bicycle Parking. *Create additional bicycle parking and storage capacity at the SMART stations and in Downtown San Rafael.*

Program M-6.3D: Electric Bicycles: *Monitor and support the use of electric bicycles and periodically evaluate the need for standards, programs, and facilities that support their use.*

Policy M-6.4: Urban Trails Network

Identify, renovate, improve, and maintain an urban trails network to encourage walking and appreciation of historical and new pathways.

Program M-6.4A: Urban Trails Master Plan. *As part of a citywide Trails Master Plan, include an "urban trails" component with maps and descriptions of existing and potential urban trails in San Rafael. Urban trails to be identified include, but are not limited to, historic neighborhood stairways and walkways, Downtown alleyways, park pathways, and creekside paths. Identify potential funding sources for projects identified in the Plan projects and include the projects in the Capital Improvements Program.*

Policy M-6.5: Pilot Projects

Support pilot projects that install removable pedestrian and bicycle improvements on a short-term basis to test their effectiveness and public reception before investing in permanent improvements.

Policy M-6.6: Coordination

Work with other jurisdictions, transit agencies, and stakeholders to implement projects that reflect bicycle and pedestrian needs at the local and regional levels.

Program M-6.6A: Bikeshare Program. *Partner with the Transportation Authority of Marin (TAM) in implementation of a bikeshare program in Downtown San Rafael and at the Civic Center station.* *Consider possible locations for bike sharing "pods" at destinations throughout San Rafael, especially Downtown.*

Program M-6.6B: Monitoring. *Maintain data on the effectiveness of pedestrian and bicycle improvements and use this data to adjust programs as needed.*

Policy M-6.7: Universal Design
Design and construct bicycle and pedestrian facilities to serve people of all ages and abilities, including children, seniors, families, and people with limited mobility.

Program M-6.7A: ADA Compliance. *Continue efforts to improve access for those with disabilities, including compliance with Federal and State accessibility requirements.*

Program M-6.7B: Best Practices. Continue to construct bicycle and pedestrian facilities according to the most up-to-date local, state, and national best practices and design guidelines.

Policy M-6.8: Pedestrian and Bicycle Programming
Continue programs and activities to encourage walking and cycling.

Program M-6.8A: Public Information. *Maintain public information on pedestrian and bicycle projects, routes, data, and information on the City's website.*

Program M-6.8B: Bike to Work Day. Encourage City employees, other San Rafael workers and residents to participate in Bike to Work Days and similar programs that encourage cycling as a viable commute alternative.

Program M-6.8C: Maintenance of Pedestrian Facilities. Develop a program for prioritizing and funding the maintenance of existing pedestrian and bicycle facilities based on use, connectivity, and facility conditions.

Goal M-7: Well-Managed Parking

Manage parking in a way that meets resident, business, and visitor needs while supporting the City's goal of a more sustainable transportation system. *Parking will be managed to support local businesses and enhance the quality of life in residential areas. In areas of high demand, a range of strategies will be used to balance supply and demand, including pricing, shared parking, on-site parking requirements, public-private partnerships, and similar measures that support mobility and economic vitality. Parking policies should support the goal of a walkable, transit-friendly environment while still recognizing the needs of motorists.*

Policy M-7.1: Optimizing Existing Supply

Optimize the use of the existing parking supply. Expand the supply where needed through innovative programs, public/private partnerships, and land use policies.

> ***Program M-7.1A: Shared Parking.*** *Encourage shared parking arrangements that serve private and public users (for example, private office parking lots that are available for nighttime public use).*

Policy M-7.2: Parking Districts

Encourage parking districts in areas of high demand. Such districts reduce the burden of providing off-street parking facilities on individual business owners and encourage shared facilities that meet the parking needs of multiple users.

Policy M-7.3: Parking Technology

Use technology to improve parking efficiency and reduce the land area required to meet parking needs.

> ***Program M-7.3A: Downtown Parking and Wayfinding Study Recommendations.*** *Implement the technology recommendations of the 2017 Downtown Parking and Wayfinding Study and consider the application of these recommendations to other parts of San Rafael.*

> *[move to TEXT BOX: Key recommendations include: (a) End-user technologies, such as a mobile responsive website or text message maps to enhance wayfinding; (b) Mobile parking apps to allow on-street meters to be located and used more easily; (c) Mobile lifts, stackers, and other methods to accommodate parking with less space; and (d) Automated space counters, digital displays, and real-time information on space availability at garages.]*

Policy M-7.4: Downtown Parking

Maintain a sufficient number of Downtown parking spaces to meet demand and support local businesses.

> ***Program M-7.4A: Monitoring Demand.*** *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.*

> ***Program M-7.4B: Assessment District Expansion.*** *Modify the Downtown Parking Assessment District boundaries to include the areas east to Hetherton and west to E Street. Pursue parking improvements in the expanded area.*

> ***Program M-7.4C: Private Garages.*** *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.*

Program M-7.4D: Wayfinding Signage. *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.*

Program M-7.4E: Design Standards for Parking Garages. *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.*

Policy M-7.5: Dynamic Pricing

Consider dynamic pricing options (e.g., varying prices at different times of the day) to manage parking in high-demand locations such as Downtown. Parking rates should distribute demand more evenly and achieve the most efficient use of space. Rates should be periodically adjusted to reflect demand, operating costs, and changes in technology.

Program M-7.5A: Adjustments to Parking Rates. *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.*

Policy M-7.6: Off-Street Parking Standards

Maintain off-street parking standards that adequately respond to demand, minimize adverse effects on neighborhoods, and sustain local businesses.

Program M-7.6A: Adjustments to Parking Standards. *Periodically adjust off-street parking requirements to respond to data on parking needs, and trends in vehicle design, car ownership, and travel behavior.*

Program M-7.6B: Parking Reductions. *Allow reduced parking subject to findings that a project will have lower vehicle ownership rates (for example, for senior housing or housing adjacent to a SMART station).*

Policy M-7.7: Parking Management

Proactively manage street parking in areas of heavy demand and areas where parking affects neighborhood character, convenience, and safety.

Program M-7.7A: Residential Permit Parking. *Re-evaluate provisions for residential permit parking to make it easier and less costly to implement such programs.*

Program M-7.7B: Parking Studies. *Periodically conduct neighborhood and business district parking studies. Use these studies as the basis for parking management strategies.*

See also Policy LU-3.7 on on-street parking in neighborhoods

Policy M-7.8: Parking for Alternative Modes of Transportation

Designate parking spaces to incentivize and encourage carpooling, electric vehicles, and other more sustainable modes of travel.

> ***Program M-7.8A: Charging Stations.*** *Install additional electric vehicle chargers in public parking lots and garages. Consider expanding electric charging requirements for private parking lots and structures.*

> ***Program M-7.8B: Parking Standards.*** *Periodically revisit off-street parking standards to include incentives or additional standards for clean air vehicles, bicycles, shared vehicles, and other low-emission travel modes.*

Policy M-7.9: Parking for Transit Users

Support regional efforts to fund and construct commuter parking along transit routes, near commuter bus pads, and near inter-modal commuter hubs in order to support use of transit. Parking areas should include secure parking for carpools, bicycles and other alternative modes and should minimize neighborhood impacts.

> ***Program M-7.9A: Commuter Parking.*** *Regularly evaluate the need for parking around the SMART stations and San Rafael Transit Center, as well as ways to meet that need.*

> *See also Program M-7.5D on wayfinding signage*

Policy M-7.10: Curbside Management

Plan for on-street parking in a way that considers broader curbside needs associated with loading, deliveries, passenger pick-up and drop-off, cycling, and other activities.

Community Services and Infrastructure Element

Goal CSI-1: Educational Excellence

Promote excellent schools and high-quality, equitable education. *The City will support the school districts' efforts to ensure access to quality education for everyone. San Rafael's schools will provide a safe, supportive, and collaborative learning environment that engages all students. Lifelong learning will be supported through adult education, literacy tutoring, career development, and technology courses.*

Policy CSI-1.1: Educational Programs

Collaborate with schools to foster educational programs and opportunities that benefit the community.

> ***Program CSI-1.1A: Communication.*** *Maintain regular communications with the School Districts, including periodic joint City Council/ School Board meetings, to foster collaboration and address issues of mutual interest.*
>
> ***Program CSI-1.1B: Partnerships with Schools.*** *Participate in school initiatives to educate students about local issues and City government.*
>
> ***Program CSI-1.1C: Higher Education.*** *Expand partnerships with Dominican University and other nearby colleges and universities to support local education and lifelong learning.*
>
> *See Goal EDI-5 for additional guidance on educational programming*

Policy CSI-1.2: Schools as Community Hubs

Collaborate with schools to provide greater public access to school facilities for neighborhood and community activities.

> ***Program CSI-1.2A: Joint Use Agreements.*** *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.*
>
> *See Policy PROS-1.12 for additional guidance on joint use agreements*

Policy CSI-1.3: Relationship to Business Community

Strengthen the relationships between businesses, non-profits, and schools to enhance the quality of education and support workforce development. This should include a better understanding of local business needs, as well as opportunities to meet those needs through academic partnerships.

> ***Program CSI-1.3A: Internships.*** *Provide City-sponsored internships for working-age students and assist with publicity about other internship opportunities. Encourage and facilitate local businesses and non-profits to provide internships, apprenticeships, mentoring, and vocational programs.*

See Policies EV-1.8 and EDI-5.4 for additional guidance on job training, mentoring, and workforce development

Policy CSI-1.4: Lifelong Learning

Offer programs and classes that provide the whole community with opportunities for lifelong learning (i.e., opportunities to continue learning beyond formal education and job training).

Program CSI-1.4A: City Programs and Classes*. 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.*

Policy CSI-1.5: Campus Land Use and Transportation Issues
Work with San Rafael City Schools, the Miller Creek School District, local private schools, and neighborhood organizations to address traffic, parking, and land use issues on and around school campuses.

Program CSI-1.5A: School Construction Projects.* Coordinate with school personnel on campus construction, modernization, and improvement projects.*

Program CSI-1.5B: Long-Range Planning and Development Review.* Collaborate with schools on long range planning and development review, including collection of appropriate fees, enrollment projections, and planning for future improvements.*

See Mobility Element Program M-3.3D and Policy M-5.5 on staggering school start and end times to reduce peak hour congestion. See Program M-6.2D for Safe Routes to School Programs

Policy CSI-1.6: Private Schools
Recognize the role of private (e.g., independent) schools in San Rafael's education system and their potential as community partners and resources.

Goal CSI-2: Modern, Welcoming Libraries that Meet Community Needs

Enhance library services and facilities to meet the informational and recreational needs of the community. *San Rafael's public library system will provide an expanded collection of materials, increased access to services and programs, and attractive, comfortable facilities for patrons. New and improved facilities will enable the City's libraries to fulfill their role as places to learn, explore, discover, and grow.*

Policy CSI-2.1: Library Facilities

Improve library facilities to meet current and future needs and recognize the changing role of libraries in community life.

> ***Program CSI-2.1A: New Main Library.*** *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.*

Policy CSI-2.2: Branch Libraries

Expand community-based library services in East and North San Rafael to ensure that library services are accessible to everyone in the community.

> ***Program CSI-2.2A: Pickleweed and Northgate Libraries***. *Modernize and expand the Pickleweed and Northgate Libraries so they are adequately equipped to deliver the services needed in the surrounding communities.*

> ***Program CSI-2.2B: School Libraries.*** *Consider partnerships with the school district to make high school libraries available to the public.*

Policy CSI-2.3: Library Collections

Expand and adapt library collections to meet the changing needs of the community and respond to technological change, while preserving a core collection of materials of continuing value.

Policy CSI-2.4: Libraries as Community Centers

Promote programs and events that affirm the role of the City's libraries as community gathering places and a setting for the open exchange of ideas and information.

> ***Program CSI-2.4A: Focused Services.*** *Provide dedicated library programs for children, youth, and older adults. Provide other services, such as free internet access and electrical power during an emergency.*

> ***Program CSI-2.4B: Literacy Programs.*** *Continue to offer literacy and tutoring programs for English learners, as well as support and training for volunteer tutors.*

Goal CSI-3: Exceptional Public Safety Services

Provide and maintain exceptional fire, public safety, and paramedic services. *San Rafael's Police Department engages with the community to provide professional, fair, compassionate and dedicated law enforcement services with integrity and respect. San Rafael's Fire Department strives to provide quality public fire services, and to deliver fire and emergency medical services with skill, strength, and dedication.*

Policy CSI-3.1: Investment in Public Safety Services

Maintain adequate, cost-effective police, fire protection, and paramedic facilities, equipment, and services. Manage increases in costs through effective preventative measures, such as fire prevention and community policing.

> ***Program CSI-3.1A: Police Department Strategic Plan.*** *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. Engage the community, including local businesses, in this process.*

> ***Program CSI-3.1B: Capital Facilities.*** *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.*

> ***Program CSI-3.1C: Public Safety Training****. Provide and encourage ongoing employee training to ensure public safety staff skills remain current and innovative.*

> ***Program CSI-3.1D: Vehicle and Equipment Maintenance.*** *Maintain and upgrade vehicles and equipment as necessary*.

Policy CSI-3.2: Mitigating Development Impacts

Engage the Police and Fire Departments in the review of proposed development and building applications to ensure that public safety, fire prevention, and emergency access and response needs are considered and effectively addressed.

> ***Program CSI-3.2A: Crime Prevention through Environmental Design.*** *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.*

> ***Program CSI-3.2B: Emergency Response Time.*** *Use the development review process to identify appropriate measures to reduce fire hazards and ensure adequate emergency response capacity.*

See Safety Element Programs S-4.2A, S-4.3A and S-4.3B for guidance on landscaping and building design measures to reduce fire hazards and maintain defensible space, and to ensure adequate emergency access and water supply for fire-fighting.

Policy CSI-3.3: Community-Based Public Safety

Support a community-based approach to public safety services. This approach should emphasize a high degree of communication and interaction between officers, residents, neighborhood groups, schools, and businesses.

> ***Program CSI-3.3A: Community Safety Programs****. 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.

Program CSI-3.3B: Business Outreach. *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.*

See the Safety Element for a discussion of emergency preparedness and wildfire prevention programs

Policy CSI-3.4: Quality of Life Programming
Maintain programs to proactively address quality of life issues, such as peace disturbances, loitering, littering, and vandalism. Focus on personal contact with residents and businesses and build positive relationships with all segments of the community.

Program CSI-3.4A: Foot Patrol Services. *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.*

Policy CSI-3.5: Traffic Safety
Maintain traffic enforcement programs to ensure the safety of pedestrians, bicycles, and motorists on San Rafael streets, sidewalks, paths, and bikeways. Evaluate and mitigate potential traffic hazards as changes to the circulation system are proposed, and as new modes of travel are introduced.

See Mobility Policy M-6.2 for additional guidance on traffic safety.

Policy CSI-3.6: Mutual Aid
Maintain mutual aid agreements for police and fire service with other jurisdictions and community service districts to ensure that the capacity exists to adequately respond to local emergencies.

See the Safety Element for policies on communication systems improvements

Goal CSI-4: Reliable, Efficiently Managed Infrastructure

Support reliable, cost-effective, well-maintained, safe and resilient infrastructure and utility services. *Streets, water, sewer, storm drainage, energy and telecommunication systems will be managed by the City and allied agencies to sustain high-quality service delivery, while protecting the environment and responding to the challenges of a changing climate. Advances in technology will improve service quality, efficiency, security, and sustainability. A high level of communication and coordination will take place between service providers, ensuring that assets are prudently managed and funding is provided for capital, operating, and maintenance costs.*

Policy CSI-4.1: Capital Investment
Provide for ongoing, preventative maintenance of infrastructure and timely replacement, repair, and upgrading of City equipment.

> ***Program CSI-4.1A: Capital Improvement Programming.*** *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.*

> ***Program CSI-4.1B: Funding for Maintenance and Capital Costs.*** *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.*

> ***Program CSI-4.1C: Community-Supported Services.*** *Consider community-supported (e.g., cooperative) services as an alternative to bring fundamental service upgrades to neighborhoods and managing capital costs.*

Policy CSI-4.2: Adequacy of City Infrastructure and Services
As part of the development review process, require applicants to demonstrate that their projects can be adequately served by the City's infrastructure. All new infrastructure shall be planned and designed to meet the engineering standards of the City and various local service and utility providers.

See also Policy LU-1.2 requiring adequate infrastructure as a condition of development approval

> ***Program CSI-4.2A: Long-Term Planning.*** *Continue to use the CIP to analyze and respond to local capital facility needs.*

> ***Program CSI-4.2B: Engineering Standards.*** *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.*

> ***Program CSI-4.2C: Impact Fees.*** *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.*

Policy CSI-4.3: Public Involvement in Infrastructure Planning
Encourage public participation in the planning and design of City infrastructure projects.

> ***Program CSI-4.3A: Design Review.*** *Require design review for City projects. Provide complementary design review for major projects proposed by other public agencies.*

> *Program CSI-4.3B: CIP Process. 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.*

Policy CSI-4.4: Sustainable Design
Plan, design, and operate infrastructure to minimize non-renewable energy and resource consumption, improve environmental quality, promote social equity, and reduce greenhouse gas emissions. An evaluation of costs and benefits must be a factor in all improvements. This includes the potential costs of inaction and potential for "avoided costs," particularly with respect to climate change.

> *Program CSI-4.4A: Public Space and Infrastructure. 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.*

> *Program CSI-4.4B: Reducing Impervious Surfaces. Pursue porous pavement, rain catchment areas, and similar elements that reduce runoff.*

> *See also Green Streets policies and programs in the Conservation/ Climate Change Element*

Policy CSI-4.5: Infrastructure Technology
Encourage the use of technology to improve service efficiency and environmental quality.

Policy CSI-4.6: Climate Change Impacts
Incorporate sea level rise and increased storm intensity forecasts in the planning and design of local infrastructure projects.

See also Policy S-2.3 on Infrastructure Resilience and Program S-1.3A on Critical Public Facilities

> *Program CSI-4.6A: Guidance Document. Prepare a guidance document for incorporating sea level rise into the City's capital planning process.*

> *Program CSI-4.6B: Coordination with Service Providers. 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.*

Policy CSI-4.7: Street Maintenance
Provide efficient, effective street maintenance, sweeping, and lighting programs.

> *Program CSI-4.7A: Pavement Management. Continue participation in the Pavement Management Program to assist in prioritizing street resurfacing projects.*

> *Program CSI-4.7B: Street Sweeping. 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.*

> *Program CSI-4.7C: Sidewalk Repair. 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.*

> *Program CSI-4.7D: Street Lighting Program. 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 CD-5 on street trees.

Policy CSI-4.8: Potable Water Supply and Delivery
Work with Marin Municipal Water District (MMWD) to meet projected water demand, encourage water conservation, and ensure the reliability and safety of the water supply and distribution system.

Program CSI-4.8A: Urban Water Management Plan. Support MMWD's efforts to regularly update and implement an Urban Water Management Plan.

Program CSI-4.8B: Water Supplies. 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.

Program CSI-4.8C: Water Pressure and Storage. 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

Policy CSI-4.9: Wastewater Facilities
Ensure that wastewater collection, treatment and disposal infrastructure is regularly maintained and meets projected needs. Improvements should be programmed to meet state and federal standards, respond to sea level rise and seismic hazards, repair and replace aging or leaking pipes, and protect environmental quality.

Program CSI-4.9A: Coordination of Services. 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.

Policy CSI-4.10: Storm Drainage Facilities
Continue to monitor and pursue improvements to the storm drainage system, including programs to reduce flooding, improve water quality, remove trash, and respond to climate-related changes.

Program CSI-4.10A: Replacement of Aging Facilities. 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.

Program CSI-4.10B: Silt Removal. Continue to remove accumulated silt from City maintained drainageways, ponds, and creeks subject to tidal siltation such as Mahon and Irwin Creeks

Program CSI-4.10C: Sustainable Stormwater Management. 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

See Conservation / Climate Change Element Policies C-3.3 and C-3.4 for additional guidance on "green Infrastructure"

Policy CSI-4.11: Canal Dredging
Periodically dredge the San Rafael Canal to reduce flood risks, maintain environmental health, and keep the canal viable as a commercial and recreational waterway.

> *Program CSI-4.11A: Funding. 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.*

Policy CSI-4.12: Recycled Water
Encourage additional wastewater recycling by the Las Gallinas Valley Sanitary District and the Central Marin Sanitation Agency, additional recycled water distribution by MMWD, and additional use of reclaimed water where supply ("purple pipe") is available.

> *Program CSI-4.12A: CMSA Capacity Expansion. Support implementation of the CMSA/ MMWD Recycled Water Study recommendations, enabling increased use of recycled water and reduced potable water demand.*

> *Program CSI-4.12B: Las Gallinas Expansion Project. Support completion of the Recycled Water Expansion Project and continued expansion of recycled water capacity.*

> *Program CSI-4.12C: Sewer Line Replacement. Replace low-lying sewer pipes as needed to reduce saltwater intrusion, thereby reducing the cost of producing reclaimed water.*

Policy CSI-4.13: Energy Reliability
Support efforts by local energy service providers and other public agencies to improve the safety and resilience of the local power grid.

> *Program CSI-4.13A: Backup Energy Provision. 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 and solar generator backups, rather than gasoline- powered generators.*

> *Program CSI-4.13B: Microgrids. Encourage further exploration of microgrids (see text box), allowing locally-generated renewable energy networks to supplement the electrical distribution system and provide back-up power in the event of an emergency,*

> *Program CSI-4.13C: Emergency Power and Communication. Use public facilities as emergency centers for electricity, communication, and cooling in the event of a disaster, extreme heat event, or extended power outage.*

Policy CSI-4.14: Utility Undergrounding
Continue to pursue undergrounding of overhead utility lines, and support maintenance and replacement programs to reduce wildfire hazards.

> *Program CSI-4.14A: Funding for Undergrounding. Explore funding opportunities and financing mechanisms to accelerate the undergrounding of utilities, including Rule 20A and B funds, private funding, and assessment districts.*

> *Program CSI-4.14B: Prioritizing of Undergrounding Projects. 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.*

Program CSI-4.14C: Public Information. Provide information to the public on the costs of undergrounding projects, and the options for funding.

See the Safety Element for additional policies and programs on fire safety and power lines

Policy CSI-4.15: Technology Infrastructure
Upgrade the City's technology infrastructure to improve public access to City services.

Program CSI-4.15A: Technology Improvement Plan. Develop and maintain a multi-year plan for funding and prioritizing major City technology projects.

Policy CSI-4.16: Telecommunication Improvements
Ensure that residents, schools, businesses and organizations have access to reliable, modern and cost-effective telecommunications. A variety of network options, including fiber optics and wireless, should be encouraged and expanded throughout the city.

Program CSI-4.16A: Fiber Optic Infrastructure. Continue to encourage and permit the expansion of fiber optics infrastructure from the existing "backbone" conduit along the SMART line to potential "last mile" customers along the corridor.

Program CSI-4.16B: Service Providers. Work with telecommunication service providers to improve access to state-of-the-art systems and services.

Program CSI-4.16C: Reliability. 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 Element for policies to mitigate the visual effects of antennae and collocate new telecommunication facilities

Policy CSI-4.17: Reducing Landfilled Waste Disposal
Reduce landfilled waste disposal and related greenhouse gas emissions by reducing material consumption; requiring curbside collection and composting of organic materials; increasing recycling, re-use, and resource recovery; and encouraging the use of recyclable goods and materials.

Program CSI-4.17A: Waste Reduction. 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.

Program CSI-4.17B: Recycling. Continue recycling programs and expand these programs to increase waste diversion rates for homes, apartments and workplaces. .

Program CSI-4.17C: Construction and Demolition Waste. Continue to implement programs requiring recycling of construction and demolition debris. Encourage the reuse of recycled building materials in future projects.

Program CSI-4.17D: Waste Reduction Programs. Continue efforts to reduce electronic waste, refrigerants, and single use plastics; and ensure proper disposal of household hazardous waste.

Program CSI-4.17E: Community Composting. *Consider a mandatory community-scale program for curbside collection and composting of food and green waste, as well as vegetation cleared through fire prevention efforts (see Marin Carbon Project text box).*

Program CSI-4.17F: Food to Energy. *Support the Central Marin Sanitation/ Marin Sanitary Food to Energy Program.*

Program CSI-4.17G: Recyclable Waste Receptacles. *Support efforts by Marin Sanitary to install waste receptacles for recyclables in areas of heavy pedestrian traffic.*

Policy CSI-4.18: Waste Reduction Advocacy and Education
Work with other cities and the County of Marin to advocate for programs and legislation to reduce waste and share waste reduction responsibilities with the manufacturers of consumer products.

Program CSI-4.18A: Recycling Education. *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.*

Goal CSI-5: Sound Municipal Financial Practices
Maintain sound financial practices and sufficient revenue sources to provide high quality City services. *San Rafael provides a broad range of services to meet diverse community needs. Maintaining and enhancing the City's revenue base is essential to providing desired services. The City continues to implement sound financial practices to maintain and improve services while minimizing the cost burden to residents and businesses.*

Policy CSI-5.1: Cost-Benefit Analysis
Incorporate cost-benefit analysis to better understand the costs and fiscal impacts of City projects and programs relative to the revenues they may generate and benefits they may provide.

Program CSI-5.1A: Cost-Benefit Methodology. *Develop guidelines and procedures to more formally incorporate cost-benefit and fiscal impact analysis in the evaluation of new projects and programs.*

See also Policy M-2.3 on cost-benefit analysis for transportation improvements

Policy CSI-5.2: Transparent Budgeting
Maintain an open dialogue with the public during the budget process to evaluate and prioritize City services.

Program CSI-5.2A: Public Involvement. *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.*

Policy CSI-5.3: Program Assessments
Evaluate the performance of City programs and services in achieving their stated goals as part of the City's budget process. Retain, adjust or eliminate programs or services as appropriate.

Program CSI-5.3A: Program Assessment. Continue to provide budget and finance progress reports to the City Council. Continue to use benchmarks and quantifiable metrics, as well as qualitative improvements, to monitor performance and determine progress in achieving program goals and objectives.

Program CSI-5.3B: Surveys. Regularly survey residents on their satisfaction with specific City services and programs (see also Program EDI-1.3B).

Policy CSI-5.4: Diversifying Funding Sources
As an alternative to increased taxation, pursue methods to diversify funding sources for public services, including grants, public-private partnerships, user fees for specific services, and development fees. As appropriate, the City should also consider streamlined services that cost less to deliver.

Program CSI-5.4A: Revenue Monitoring. Continue to maintain a revenue monitoring system to assist in trend analysis and revenue forecasting.

Program CSI-5.4B: Grants. Actively seek grants and encourage interdepartmental cooperation in preparing grant applications.

Program CSI-5.4C: Cost of Services. Periodically evaluate the cost of providing services and adjust revenue sources accordingly.

Program CSI-5.4D: New Revenue Sources. Consider establishing new revenue sources to adequately fund services and respond to changing conditions, including sources that require voter approval.

Policy CSI-5.5: Local Government Partnerships
Partner with other local governments and organizations to provide community services and resolve shared problems cost-effectively.

Program CSI-5.5A: Funding Strategies for Infrastructure and Services. 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.

Policy CSI-5.6: Public-Private Partnerships
Explore public-private partnerships as a way to develop community facilities or achieve other community benefits (for example, public parking, affordable housing, and child care in new development projects).

[Insert text box on Beach Park]

Arts and Culture Element

Goal AC-1: Arts and Culture that Enrich Community Life

Recognize the potential for the arts to enrich and inspire residents, build a sense of community, bridge differences and forge unity, attract visitors, revitalize the city, and provide economic benefit. *Arts and culture are integral parts of San Rafael's quality of life and civic identity. Art connects us, expands our awareness of the world, and makes us stronger as a community. San Rafael has a thriving arts, cultural, and literary scene, with programs, performances, events and venues that serve a diverse and engaged population.*

Policy AC-1.1: Cultural Center of Marin
Continue to promote San Rafael as the hub of arts and culture in Marin County.

> ***Program AC-1.1B: Arts Facilities.*** *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.*

> ***Program AC-1.2A: Falkirk Cultural Center.*** *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.*

> ***Program AC-1.1C: Arts and Culture Master Plan.*** *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.*

Policy AC-1.2: Arts Programming
Encourage and support an array of cultural arts programs and activities addressing the needs and interests of the whole community.

> ***Program AC-1.2A: City Activities.*** *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.*

> ***Program AC-1.2B: Programs for Diverse Populations.*** *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.*

> ***Program AC-1.2C: Advocacy for Arts Programming***. *Advocate for continued arts programming in public schools and other venues.*

> ***Program AC-1.2D: Public Information.*** *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.*

Policy AC-1.3: Partnerships
Promote and strengthen partnerships and collaborative arts programming with local artists, schools and institutions of higher learning, community-based organizations, the County of Marin, the private sector, and non-profit arts organizations.

> *Program AC-1.3A: Venues. 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.*

Policy AC-1.4: Inclusive Activities
Encourage activities, entertainment and events that reflect San Rafael's diverse cultural heritage and population. Programming should be inclusive of all ages, ethnicities, genders, abilities, and socio-economic groups. Participation in the arts should be supported as a way to promote intercultural understanding, and to bridge differences and forge unity. All residents should have the opportunity to achieve their creative potential and be enriched through arts and cultural activities.

> *Program AC-1.4A: Equitable Programming. 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).*

Policy AC-1.5: Public Art
Promote a stimulating and engaging environment through the greater display of public art, including both temporary and permanent works. Locations throughout the city should be considered.

> *Program AC-1.5A: Art in Public Places. 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.*

> *Program AC-1.5B: Community-Based Outdoor Art Installations. 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.*

Policy AC-1.6: Space for the Arts
Encourage and promote the creation of public and private arts and cultural space in the city, such as galleries, theaters, indoor and outdoor performance spaces, music venues, and cultural centers.

> *Program AC-1.6A: Art as a Community Benefit. 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.*

> *Program AC-1.6B: Reducing Barriers. 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.*

> *Program AC-1.6C: Central Performance Spaces. Prioritize creation of central outdoor spaces suitable for community-wide events and performances in Downtown San Rafael and in the North San Rafael Town Center (for example, at Northgate Mall).*

Policy AC-1.7: Event Participation
Encourage public and private participation in support of arts and cultural events, including neighborhood fairs and gatherings.

> ***Program AC-1.7A: Sponsorship of Events.*** *Support special events that provide quality arts, cultural, and enrichment activities in locations throughout the community. .*

> ***Program AC-1.7B: Art and Technology.*** *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*

Policy AC-1.8: Arts and the Local Economy
Recognize the value of the arts to the economy of the city, and the role of the arts in community revitalization.

> ***Program AC-1.8A: Arts District.*** *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. Periodically renew the Arts District designation to sustain arts and cultural opportunities.*

> ***Program AC-1.8B: Cultural Tourism.*** *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.*

[insert text box on California Cultural Districts program and San Rafael's designation]

Policy AC-1.9: Arts-Supportive Environment
Create an environment that is supportive to arts professionals.

> ***Program AC-1.9A: Communication.*** *Support ongoing communication with and among local arts organizations to address and resolve issues of concern, including pandemic recovery.*

> ***Program AC-1.9B. Engagement in Community Actions.*** *Recognize the arts community as important stakeholders in local community actions and economic development strategies. Support artist engagement in planning and governance.*

> ***Program AC-1.9C: Showcasing Local Artists.*** *Consider artist in residence programs, poet laureates, City-sponsored lunch concerts and similar events showcasing the work of local artists and performers.*

> ***Program AC-1.9D: Reducing Costs.*** *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.*

> ***Program AC-1.9E: Volunteers.*** *Provide opportunities for volunteers in art, cultural, and literary events.*

Policy AC-1.10: Funding
Establish a broad range of public and private funding sources to support arts and cultural programs and activities.

> ***Program AC-1.10A: Non-Profit, Private and Community Efforts.*** *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.*

> ***Program AC-1.10B: New Funding Sources.*** *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.*

Opportunity for All

Economic Vitality

Equity, Diversity, and Inclusion

Housing

Economic Vitality Element

Goal EV-1: A Healthy and Resilient Economy

Maintain a healthy and resilient local economy that attracts investment, creates jobs, and provides services for residents and visitors. *San Rafael will strive for an economy that adapts to changes in the business environment and remains productive over time. A diverse range of local businesses should provide the tax base and revenue needed to sustain City services and infrastructure. City policies will help local employers provide jobs and services to the community, meet new challenges as they arise, and ensure long-term business success.*

Policy EV-1.1: Quality of Life

Recognize the importance of a healthy economy to the quality of life, especially the ability to provide excellent schools, public safety services, public works, recreation, and other government services.

> *Program EV-1.1A: Education About the Local Economy. 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.*

> *Program EV-1.1B: Economic and Fiscal Impacts. Continue to evaluate economic and fiscal impacts in reports to the Planning Commission and City Council.*

> *Program EV-1.1C: 2020 Pandemic Recovery. Develop and implement economic recovery strategies to address business impacts created by the 2020 COVID-19 pandemic, including administration of state and federal recovery programs, restoration of jobs and services, and adapting to physical distancing requirements,*

Policy EV-1.2: Relationship Building

Strengthen positive working relationships between the business community, neighborhoods, surrounding communities, and City government. Local businesses should be directly engaged in the design and evaluation of City economic development programs, recognizing their first-hand knowledge of economic conditions and trends.

> *Program EV-1.2A: Chamber of Commerce and Business Improvement District. 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.*

> *Program EV-1.2B: Commercial Broker Relationships. Engage the local commercial real estate and development community in identifying and resolving barriers to doing business in San Rafael. This engagement should occur on a sustained basis, through regular communication and events.*

> *Program EV-1.2C: Marin County Economic Forum. Work with the Marin County Economic Forum to analyze business trends, improve the economic health of the region, and encourage businesses success in San Rafael.*

> *Program EV-1.2D: Communications with Residents. Regularly communicate with residents on economic issues. Maintain consistent and accessible contact through, for example, meetings with neighborhood associations, the City website, and the Citizens Advisory Committee.*

Program EV-1.2E: Minority Business Outreach. *Work with local minority-owned businesses, business organizations, and non-profits to encourage business success and support job training and career advancement opportunities.*

See Goal EDI-5 for additional policies and programs on increasing economic opportunities for lower income residents

Policy EV-1.3: Business Retention and Support
Create a favorable environment for business in San Rafael. Maintain ongoing communication with the business community and respond to needs and concerns as they arise.

Program EV-1.3A: Economic Development Strategy. *Develop and periodically update an Economic Development Strategy that provides guidance for maintaining economic health, fostering business success, responding to economic trends, and measuring the effectiveness of local programs.*

Program EV-1.3B: Development Opportunities. *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 potential issues.*

Program EV-1.3C: Permit and Technical Assistance. *Where feasible, provide advocacy services to assist local businesses in the permitting and development processes. Seek opportunities to innovate with technology to help improve service delivery.*

Program EV-1.3D: Small Business Support. 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.

Program EV-1.3E: Business Incubation. 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.).

Program EV-1.3F: Business Recognition. Support recognition programs for exemplary businesses, such as annual awards programs.

Policy EV-1.4: Business Attraction
Build on San Rafael's strengths, including its location, housing diversity, transportation system, weather, scenery, history, culture, and people, to attract business and private investment. The City will work with local partners to enhance and diversify the City's economy.

Program EV-1.4A: Industry Clusters and Supply Chains. 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.

Policy EV-1.5: Monitoring
Regularly monitor the success and effectiveness of local economic development programs. This should include evaluating the impacts of City regulations and standards on businesses and considering changes that help businesses succeed. Local programs should be adjusted as needed based on measurable outcomes and feedback from the business community.

Policy EV-1.6: Marketing and Branding
Encourage and support marketing and branding efforts to promote San Rafael.

> ***Program EV-1.6A: Media Relations.*** *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.*

> ***Program EV-1.6B: Competitive Edge.*** *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.*

Policy EV-1.7: Workforce Housing
Aggressively encourage creation and retention of housing that is affordable to low and moderate-income workers, especially those providing necessary local services, such as public safety, health care, elder care, and education.

> ***Program EV-1.7A: Benefits of Workforce Housing.*** *Work with local partners to educate residents on the benefits of workforce housing to the community.*

> ***Program EV-1.7B: Public Agency Partnerships.*** *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.*

Policy EV-1.8: Workforce Development
Support workforce development programs that provide skilled labor for San Rafael businesses as well as jobs and career advancement opportunities for San Rafael residents.

> ***Program EV-1.8A. Workforce Development Programs.*** *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.).* ==*(include text box on E2C program)*==

> ***Program EV-1.8B. Mentoring Programs.*** *Continue to participate in mentoring, apprenticeship, and internship programs, including participation in programs run by other agencies and organizations.*

> ***Program EV-1.8C: English as a Second Language.*** *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*

Policy EV-1.9: Sustainable Business Practices
Promote sustainable business practices that reduce the consumption of non-renewable resources and support the City's climate action goals.

> ***Program EV-1.9A: Green Economy.*** *Support the creation of environmentally beneficial jobs and businesses.*

Program EV-1.9B: Green Business Practices. *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.*

Program EV-1.9C: CCAP Implementation. *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 and impacts of CCAP measures on businesses (relative to their benefits) should be an important consideration as new programs are implemented.*

Policy EV-1.10: Economic Resilience

Encourage economic resilience and improved ability to function during and after disasters and other emergencies. The City should also support resilience in the face of disruptive economic events and longer-term economic change.

Program EV-1.10A: Business Engagement. *Actively engage the business community in disaster preparedness planning and recovery.*

Program EV-1.10B: Education on State Regulations. *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.*

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.

Policy EV-1.11: Innovation

Ensure that City policies, regulations, and programs support innovation and are responsive to business trends and best practices in economic development.

Program EV-1.11A: Innovation Working Group. *Convene an economic development and innovation working group. to identify new business opportunities, prospects for innovation and diversification, and pathways to a low-carbon economy.*

Goal EV-2: A Diverse and Balanced Business Mix

Sustain a diverse and balanced local economy that provides a wide range of goods, services, and opportunities. *San Rafael is widely recognized as Marin's "go to" city for shopping, dining, entertainment, and an array of day-to-day and specialized services. The city is home to major education, health care, cultural, and government facilities. It provides a full spectrum of commercial and industrial districts that meet the needs of many types of businesses. Economic diversity is part of San Rafael's heritage and should be part of its future. This will require foresight and action in response to economic shifts and changing market conditions.*

Policy EV-2.1: Retail Sector
Respond to changes in the retail sector so that San Rafael's commercial areas can adapt and remain an integral part of the City's economy. The City should support owners of vacant retail space in efforts to transition to new uses where retail is no longer viable, and will work proactively to avoid potential net losses in tax revenues.

> *Program EV-2.1A: Retail Evaluations. 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. Data should be organized by type of use (e.g., auto sales, home furnishings, etc.), geographic area, and setting (e.g., neighborhood centers, regional centers, free-standing uses, etc.)*

> *See the Land Use Element for additional policies and programs on neighborhood shopping centers and retailing.*

Policy EV-2.2: Promoting Local Purchasing
Encourage purchasing of San Rafael goods and services by residents, workers, businesses and City government in order to cycle dollars back into the San Rafael economy, support local businesses, and generate revenue for the City.

> *Program EV-2.2A: Local Shopping Campaigns. Support campaigns to "Shop Locally" and raise awareness about the benefits of supporting local businesses rather than purchasing on-line.*

> *Program EV-2.2B: Event Promotion. Continue to promote events that bring people to Downtown, Northgate and other community commercial centers to support local businesses.*

> *Program EV-2.2C: Local Preference. Where other factors (such as price) are equal, the City should give preference to purchasing goods and services from local vendors.*

> *Program EV-2.2D: Day and Evening Visitors. 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.*

Policy EV-2.3: Industrial Land Supply
Preserve the City's supply of industrial land.

> *Program EV-2.3A: Industrial Zoning. Maintain zoning for industrial areas to prevent a loss of industrial businesses (see also Program LU-2.4A on industrial zoning).*

Policy EV-2.4: Office and Technology Market
Maintain San Rafael's position as a regional office center, providing space for a diverse range of businesses as well as a source of revenue and local job opportunities. Encourage opportunities for new office development in transit-served locations such as the Downtown Transit Center area.

Program EV-2.4A: Responding to Workplace Trends. 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,

Policy EV-2.5: Tourism and Hospitality
Recognize and support tourism and hospitality as a significant contributor to San Rafael's economy.

Program EV-2.5A: Tourism Strategies. 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.

Program EV-2.5B: Downtown Arts District. Support the Downtown Cultural Arts District through marketing, programs, and partnerships (see also Program AC-1.8A).

Program EV-2.5C: Special Events. 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).

Program EV-2.5D: Transient Occupancy Taxes (TOT). 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.

Policy EV-2.6: Health Care
Expand the health care sector to meet the growing needs of an aging population, ensure access to health services for all residents, and improve readiness in the event of future public health emergencies.

See Goal EDI-2 for additional policies and programs on access to health care and medical facilities.

Policy EV-2.7: Government and Education
Sustain San Rafael's role as a countywide government and education center.

Program EV-2.7A: Civic Center Modernization. Support County efforts to update the Marin County Civic Center and expand its capacity to host conferences and special events.

Program EV-2.7B: Town-Gown Partnerships. Cultivate relationships with Dominican University 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.

Goal EV-3: Distinctive Business Areas

Sustain vital, attractive business areas, each with a distinctive character and emphasis. *Downtown, Northgate, West Francisco, East San Rafael, and the Miracle Mile each play a unique role in the City's economy and maintain the community's position as a full-service city. These districts are complemented by attractive, convenient neighborhood centers that provide local services and gathering places.*

Policy EV-3.1: Business Areas
Strengthen the positive qualities of each business area in San Rafael to create a stronger sense of place and brand identity.

> ***Program EV-3.1A: Zoning Regulations.*** *Ensure that zoning and development regulations for each business area support their success and contribution to the City's economy.*

> ***Program EV-3.1B: Quality of Life Programs.*** *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.*

Policy EV-3.2: Revitalization
Support and encourage redevelopment and upgrading of commercial and industrial properties while retaining economic and business diversity. The City should work with property owners, businesses, and business organizations to address issues such as parking, beautification and landscaping, streetscape improvements, and circulation and access.

> ***Program EV-3.2A: Business Improvement Districts.*** *Support the use of BIDs to improve services to business districts and provide a funding source for localized improvements.*

> ***Program EV-3.2B: Public Private Partnerships****. Encourage public/private partnerships as one means of revitalizing deteriorated and underdeveloped area (see also Policy CSI-5.6).*

> ***Program EV-3.2C: Business Assistance Programs.*** *Explore the feasibility of programs to assist local businesses with property improvements, such as landscaping, signage, façade improvements, and design assistance.*

Policy EV-3.3: Authenticity
Recognize the value of local historic resources as an economic asset and placemaking tool that distinguishes San Rafael from other cities. Leverage historic buildings, sites, and districts to promote the city as an authentic and distinct place.

Policy EV-3.4: Water-Dependent Businesses
Ensure that commercial properties along San Rafael's shoreline, including the San Rafael Creek/ Canal, leverage their waterfront locations, The City encourages the continued of these sites for water-dependent activities such as boat sales, boat repair, marinas, and water-oriented restaurants.

See the Mobility Element for policies on water transportation, including water taxis. See the Conservation and Climate Change Element for policies on boating and water quality. See also Policy CSI-4.11 on canal dredging.

Policy EV-3.5: Business Infrastructure
Support investment in telecommunications infrastructure so that San Rafael's business districts remain economically competitive and can meet changing business needs and technology requirements.

See the Infrastructure Element for policies on fiber optics communication and similar services

Policy EV-3.6: Mutual Support Between Business Areas and Adjacent Neighborhoods
Promote productive relationships between residential neighborhoods and adjoining business areas.

> ***Program EV-3.6A: Business/Neighbor Collaboration****. Seek innovative ways for businesses and their residential neighbors to collaboratively solve mutual concerns. Encourage conflict resolution between business and neighbors.*

Policy EV-3.7: Business Access
Improve access to and from the East San Rafael business district, including freeway and ramp improvements, local thoroughfare improvements, improved transit service and access to Downtown, and safer bicycle and pedestrian routes.

See the Neighborhoods Element for additional policies and programs on East San Rafael.

Policy EV-3.8: Creative Infill
Encourage creative infill development and redevelopment that maximizes existing resources and makes the best use of limited available space. Expedite the development review process by establishing clear expectations for design, and effectively involving the community.

> ***Program EV-3.8C: Pre-submittal Process****. Improve the efficiency and speed of the development review process by revisiting neighborhood notification and meeting procedures and updating the pre-submittal process to identify initial concerns and encourage higher quality applications.*

Equity, Diversity, and Inclusion Element

Goal EDI-1: Authentic and Inclusive Participation
Provide for the meaningful involvement of all residents in local governance and policy making, regardless of their income, language, ethnicity, age, or family status. *Active, authentic, and inclusive public participation is essential to becoming a more just and equitable city. The City of San Rafael partners with residents and community-based organizations to develop, implement, and evaluate engagement strategies that meet the needs of each community. It promotes shared leadership and decision-making to empower communities that have historically been under-represented in public processes. All residents are invited and enabled to participate in government in a meaningful way.*

Policy EDI-1.1: Leadership in Equity and Inclusion
Provide countywide and regional leadership in the incorporation of equity and inclusion into local decision-making.

> ***Program EDI-1.1A: Training and Education.*** *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.*

> ***Program EDI-1.1B: Equity Plan.*** *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.*

Policy EDI-1.2: Broad-Based Involvement
Partner with community-based organizations to engage populations whose voices have been under-represented in public processes because of language, mobility, age, citizenship, economic, and other barriers. Engagement should support self-determination and empowerment, as well as input on projects and plans.

> ***Program EDI-1.2A: Community Stakeholders.*** *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, 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.*

> ***Program EDI-1.2B: San Rafael Website.*** *Use the City's website and social media presence to improve participation in City government and increase access to City information and documents.*

> ***Program EDI-1.2C: Scheduling of Meetings.*** *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.*

> ***Program EDI-1.2D: District Elections.*** *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).*

Policy EDI-1.3: Effective and Equitable Communication
Emphasize effective two-way communication between City Hall and the community at large, including multi-lingual and culturally appropriate messaging, and engagement formats that reach all segments of the community.

> *Program EDI-1.3A: Removing Language Barriers. Ensure that Latinx 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.*

> *Program EDI-1.3B: Surveys. Regularly use multilingual, culturally appropriate surveys, focus groups, and other outreach methods to solicit input from under-represented communities. Where 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).*

> *Program EDI-1.3C: Regularly Scheduled Community Meetings. 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.*

Policy EDI-1.4: Supporting Community-Based Organizations
Support community-based organizations and advocacy groups in their efforts to communicate effectively with the City and other public agencies. At the same time, enhance the City's capacity to improve listening, accountability, and reporting back to these organizations, and to the community at large.

> *Program EDI-1.4A: Advocacy Programs. Support training, education, and advocacy programs by local institutions and social service providers to address the issues facing San Rafael's lower income, immigrant, and older adult populations.*

> *Program EDI-1.4B: Collaborations. Collaborate with local nonprofits to develop and implement strategies to engage under-represented groups, reduce community disparities, and address critical issues.*

Policy EDI-1.5: Advisory Committees
Use boards, commissions, task forces, and committees to assist City staff and the City Council in decision-making processes. Such groups should reflect San Rafael's demographics and be representative of all segments of the community.

> *Program EDI-1.5A: Board and Commission Diversity. 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.*

> *Program EDI-1.5B: Public Input. 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.*

Policy EDI-1.6: Youth in Government
Encourage and support the engagement of youth and younger adults in government, particularly on issues that directly affect them such as youth services, education, and climate change.

Program EDI-1.6A: Youth-Focused Outreach. Work with local school districts, schools, youth and student groups, colleges, universities, and non-profits 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).

Goal EDI-2: Healthy Communities and Environmental Justice

Support public health and wellness through community design in all parts of the city. *San Rafael's development pattern and transportation system should support the fitness of its residents. Physical activity such as walking and cycling can reduce rates of obesity, heart disease, diabetes, and other chronic ailments. Land use decisions should avoid further compounding health risks in disadvantaged communities, and should reduce exposure to unhealthy air, high levels of noise, contaminated soil, smoke, and odors. San Rafael will promote a safe environment for all residents and ensure that people in every part of the city can lead healthy, active lives.*

Policy EDI-2.1: Neighborhood Design for Active Living

Improve the design of San Rafael's neighborhoods to promote physical activity for all residents, including opportunities for safe walking and cycling, and walkable access to goods and services.

Program EDI-2.1A: Pedestrian and Bicycle Improvements. 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.

Program EDI-2.1B: Public Health as an Evaluation Metric. 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

Policy EDI-2.2: Safe Space for Physical Activity

Provide safe physical spaces for children and families to play and be physically active in all neighborhoods, particularly in the Canal area and other neighborhoods where many homes lack outdoor living space.

Program EDI-2.2A: Increasing Usable Public Space. 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.

See also policies under Goal PROS-1 on park improvements

Policy EDI-2.3: Community Health

Increase community awareness about best practices for maintaining physical and mental health. Incorporate such practices in City-sponsored activities and programs (see also Policy PROS-2.5).

Program EDI-2.3A: HEAL Campaign. 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.

Program EDI-2.3B: Health Fairs. *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.*

Program EDI-2.3C: Municipal Code Review. 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.

Policy EDI-2.4: Access to Health Care
Promote access to health care for all residents to safeguard individual and community well-being.

Program EDI-2.4A: Local Health Care Facilities. *Support the development of easily accessed health care and medical facilities in the City.*

Policy EDI-2.5: Environmental Justice
Ensure that land use and transportation decisions do not create disparate environmental health conditions, such as air pollution and exposure to hazardous materials, for lower income residents and other vulnerable populations. Work to reduce or eliminate such hazards where they currently exist.

Program EDI-2.5A: Reducing Exposure to Hazards. *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.*

Program EDI-2.5B: Reducing Indoor Air Pollution. *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.*

Program EDI-2.5C: Environmental Hazard Data. *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.

Policy EDI-2.6: Neighborhood Greening
Encourage the greening of San Rafael's multi-family districts, including tree planting, landscaping, and other improvements that enhance aesthetics, reduce pollutants, and improve climate resilience.

Program EDI-2.6A: Greening Priorities. *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).*

Policy EDI-2.7: Responsible Retailing
Encourage responsible retailing of products with the potential to have adverse health impacts, such as tobacco and alcohol. Enforce laws that prohibit the sale or provision of such products to minors and avoid their overconcentration in areas with large numbers of students.

See the Economic Vitality Element for policies and programs on neighborhood business attraction and retention

Policy EDI-2.8: Food Access
Expand access to healthy food and nutritional choices in San Rafael through conveniently located grocery stores, small markets, farmers markets, and community gardens, particularly in lower income areas where existing fresh food options are limited.

> *Program EDI-.8A: Incentives. Explore incentives for small local markets to offer healthier food options for nearby residents.*

Policy EDI-2.9: Urban Agriculture
Promote and support small-scale, neighborhood-based, food production, urban agriculture, and reliable food supply lines from regional growers.

> *Program EDI-2.9A: Obstacles to Food Production. 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.*

Policy EDI-2.10: Resiliency Planning
Improve resiliency planning for climate change, public health emergencies, and other community stressors among non-English speaking and lower-income populations. Increase awareness of sea level rise and flooding risks in the Canal area and in other vulnerable areas, as well as the importance of adaptation measures.

Goal EDI-3: Housing Stability
Improve housing stability for all San Rafael residents, particularly those with low or very low incomes. *Residents should live without fear of being displaced by high rents and a shortage of affordable housing options. The City will work to reduce overcrowded and substandard living conditions and provide additional housing choices for people of all incomes.*

Policy EDI-3.1: Preventing Displacement
Prevent the displacement of lower income residents from their homes due to rising costs, evictions without cause, and other economic factors that make it difficult for people to stay in San Rafael.

> *Program EDI-3.1A: Anti-Displacement Strategies. Include an Anti-Displacement Strategy 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.*

> *Program EDI-3.1B: Renter Protection Measures. Continue to explore and promote measures to protect San Rafael renters and facilitate positive communication between landlords and tenants.*

> *Program EDI-3.1C: Climate-Related Displacement. Include measures to address the potential for loss or displacement of affordable or lower cost housing in the city's climate change adaptation planning.*

Policy EDI-3.2: Affordable Housing Development
Support the development of affordable rental housing to meet the needs of all San Rafael households.

Policy EDI-3.3: Acquisition and Rehabilitation
Support efforts by local non-profits and other housing organizations to acquire private market rate apartment complexes and convert them to affordable housing using state and federal tax credit programs and other financing tools.

See the San Rafael Housing Element for program recommendations to facilitate implementation of Policies 3.2 and 3.3.

Policy EDI-3.4: Healthy Homes
Promote and ensure safe and sanitary housing and healthy living conditions for all residents, particularly lower income renters.

> ***Program EDI-3.4A: Healthy Homes.*** *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.*

Policy EDI-3.5: Property Maintenance
Improve property maintenance and housing conditions in all parts of the city and encourage corrective rehabilitation of housing that is substandard or poses a hazard to its occupants.

> ***Program EDI-3.5A: Code Enforcement.*** *Provide effective code enforcement efforts in all communities, with an emphasis on abating unsafe or unsanitary conditions. Ensure that the abatement of violations does not increase housing cost burdens or result in displacement of lower-income households.*

> ***Program EDI-3.5B: Rental Inspections.*** *Continue the Periodic Housing Inspection Program and Residential Building Record (RBR) inspections to ensure the safety and habitability of all housing units.*

Policy EDI-3.6: Reducing Overcrowding
Work with local advocacy groups to evaluate the housing circumstances of immigrant and refugee populations in San Rafael, including overcrowding. Determine implementation measures to reduce overcrowding and ensure housing security for all.

> ***Program EDI-3.6A: Incentives for Family Housing.*** *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.*

Policy EDI-3.7: Emergency Housing Services
Support agencies and organizations that provide emergency shelter, housing, and other services related to the needs of vulnerable communities, including temporary housing for displaced persons and persons experiencing homelessness.

> ***Program EDI-3.7A: Temporary Housing for At Risk Groups.*** *Work with community-based organizations to develop temporary housing solutions for immigrants, older adults, and other at-risk groups during and after an emergency.*

Goal EDI-4: Equitable Service Delivery

Improve self-sufficiency and empowerment among lower income and immigrant communities through equitable access to education, health care, public safety, transportation, and social services. *The City supports the equitable distribution of City facilities and delivery of City services and prioritizes improvements in communities with the greatest needs.*

Policy EDI-4.1: Prioritizing Public Investment in Disadvantaged Communities
Prioritize public investment in capital projects and public facilities that meet the needs of disadvantaged communities.

> ***Program EDI-4.1A: Equity Metrics.*** *Use benchmarks and indicators such as household income, the presence of children, and past investment patterns, to inform decisions about the location of future public investments.*

Policy EDI-4.2: Equitable Maintenance of Streets and Public Space
Ensure that street cleaning, litter removal, abatement of illegal dumping, and the repair of roads, sidewalks, streetlights and public facilities, is performed equitably across the city. Responses to reports of nuisances and violations should be performed without regard to income or tenure.

> ***Program EDI-4.2A: Nuisance Reporting Systems.*** *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.*

> ***Program EDI-4.2B: Security and Safety Improvements.*** *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.*

Policy EDI-4.3: Public Safety in Disadvantaged Communities
Build positive relationships between law enforcement, residents, and businesses in the Canal and other disadvantaged communities to create a stronger sense of trust and confidence. Ensure that the safety concerns of disadvantaged communities are heard and recognized by law enforcement, with a focus on serious crimes rather than minor infractions.

> ***Program EDI-4.3A: Neighborhood Safety Partnerships.*** *Encourage partnerships between Canal area 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.*

Policy EDI-4.4: Public Health Equity
Promote community health services, programs, and partnerships that improve outcomes for economically disadvantaged residents, including better access to medical, mental health, and social services.

> ***Program EDI-4.4A: Mobile Health Care.*** *Facilitate the use of public buildings such as libraries, community centers, and schools for "pop up" health services and other activities that promote wellness.*

Policy EDI-4.5: Food Security
Improve food security and nutrition, particularly among lower income and senior residents.

Program EDI-4.5A: Food Assistance Programs. *Support resident access to food assistance programs, including local food banks and WIC and CalFresh ("food stamps") programs. Encourage the acceptance of food subsidy vouchers at retail food outlets throughout San Rafael.*

Program EDI-4.5B: Reduced Cost Meals. *Support free and reduced cost meal programs for those with the greatest needs, including low income children, seniors, and persons experiencing homelessness.*

Policy EDI-4.6: A Compassionate City

Support organizations and service providers that help those in need in San Rafael. Non-profit and public entities providing housing, transportation, health care, and other social services to lower income clients and older adults are valued community partners and should remain an essential part of San Rafael's "safety net."

Program EDI-4.6A: Connecting Social Service Providers. *Increase awareness of social service 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.*

Program EDI-4.6B: Collaborative Service Model. *Encourage and support collaborative efforts to address local health care and social service needs, including partnerships with non-profits and service providers, partnerships with the County of Marin and other Marin cities, and interdepartmental efforts within the City of San Rafael.*

Policy EDI-4.7: Transportation Improvements

Integrate equity into San Rafael's transportation planning and operations. Work with Caltrans, TAM, and local transit agencies to ensure that their services and improvements recognize the needs of households with more limited travel options and focus on increasing mobility for all residents.

Program EDI-4.7A: Transit Improvements. *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.*

Program EDI-4.7B: Bicycle and Pedestrian Improvements. *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.*

Program EDI-4.7C: Parking. *Continue to address parking needs in the Canal area, including time-limited parking, shared parking (agreements to use business parking lots for residential parking in the evening), creating additional parking spaces in multi-family complexes, and potential municipal parking facilities.*

See the Mobility Element for additional guidance on this topic

Policy EDI-4.8: Community Benefits

Support community benefit programs in which new projects receive development bonuses in exchange for providing facilities and amenities that benefit underserved communities, such as affordable housing, childcare, and recreation facilities *(see also Policy LU-1.14 and LI-1.18 on bonuses for projects incorporating community benefits).*

Goal EDI-5: Access to Education and Economic Opportunity

Reduce barriers to education and economic mobility for all San Rafael residents. *The City collaborates with private, non-profit, and other public partners to support quality education, affordable childcare and after school programming, vocational training and career advancement, and programs to help residents overcome barriers to employment and economic stability. Every San Rafael resident should have the chance to learn, grow, prosper, and succeed.*

Policy EDI-5.1: Child Care and Early Childhood Development
Support expanded capacity for affordable childcare and early childhood development centers in San Rafael, including City-sponsored programs (see also Policy PROS 2-4).

> *Program EDI-5.1A: Business Partnerships. 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.*

Policy EDI-5.2: After School Activities
Provide safe, affordable after-school opportunities for children, along with information on programs for members of the community who may be unaware of these opportunities. Work with the community to identify gaps and unmet needs, such as extended hours and weekend activities, and to increase access to services.

> *Program EDI-5.2A: Buddy Programs. 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.*

> *Program EDI-5.2B: Culturally Competency. Ensure that the City uses culturally appropriate strategies and messaging when providing information to students and parents regarding extra-curricular activities. All parents should be aware of the opportunities and resources available to their families and children.*

Policy EDI-5.3: Reducing Academic Achievement Gaps
Support local schools in their commitment to equity and reducing achievement gaps among students from different socio-economic groups. Encourage programs and initiatives to assist students with special educational needs or household circumstances that create barriers to learning.

> *Program EDI-5.3A: Financial Aid. Raise student and family awareness of opportunities for grants, scholarships, internships, and programs that provide financial assistance for education and career development.*

Policy EDI-5.4: Employment Readiness
Improve the bridge between education and employment by helping San Rafael students prepare for jobs in the local and regional economy and promoting career resources for students in a variety of fields.

> *Program EDI-5.4A: Youth Employment. Encourage youth training and employment programs, partnerships with the private sector, and similar measures to improve career opportunities for younger San Rafael residents.*

> *See also Policy EV-1.8 on workforce development*

Policy EDI-5.5: Career Ladders
Support investment in programs and services that create career ladders for lower income workers and support advancement to better paying jobs and greater financial stability. Encourage local employers to coach and mentor students and young professionals seeking career advancement.

See the Economic Vitality Element for relevant programs

Policy EDI-5.6: Local Workforce Retention
Recognize the economic contribution of San Rafael's low- and moderate-income workforce to the local and regional economies, and to providing essential services in times of crisis. Preserve existing jobs and ensure that the City continues to provide pathways to employment for persons with a variety of skill and education levels.

See the Economic Vitality Element for Workforce Development and Workforce Housing policies and programs

Policy EDI-5.7: Small Business Support
Create a supportive environment for small businesses in San Rafael. Effectively respond to small business concerns related to crime, infrastructure, litter, parking, and similar issues.

> ***Program EDI-5.7A: Business Assistance.*** *Explore opportunities to assist San Rafael's small businesses and entrepreneurs, including minority-owned businesses.*

> ***Program EDI-5.7B: Hiring Incentives.*** *Support incentives for contractors and builders to hire local workers, with a focus on increasing business opportunities for lower-income tradespersons.*

Policy EDI-5.8: State and Federal Programs
Identify areas in San Rafael that are eligible for state and federal funding or other financial benefits due to demographic and economic conditions. Pursue grants and participate in programs that address these conditions and improve economic opportunity for local residents and businesses.

> ***Program EDI-5.8A: Opportunity Zone.*** *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.*

Policy EDI-5.9: Affordable Commercial Space
Encourage affordable space for community-serving non-profits, supportive service providers, and organizations that assist disadvantaged populations. Avoid the displacement of these businesses due to rising rents.

> ***Program EDI-5.9A: Cooperatives.*** *Encourage cooperate ownership of assets such as housing, vacant land, local energy systems, and incubator business space as a way to reduce business operating costs.*

Policy EDI-5.10: Bridging the Digital Divide
Encourage future advances in technology and new technology infrastructure to be equitably distributed so that households of all incomes may benefit. Consider ways to make technology resources more affordable and accessible to lower income households.

See also Policy CSI-4.16 on technology infrastructure

Program EDI-5.10A: Access to On-Line Learning. Support efforts to provide all students with access to on-line learning.

Goal EDI-6: An Age-Friendly Community

Enhance the quality of life for older adults in San Rafael. *As an inclusive community, San Rafael is a city that works for everyone, regardless of age or ability. The City provides access to services and resources that make it easier for older adults to stay active and connected. It plans and provides appropriately for older adults who need assistance.*

Policy EDI-6.1: Planning for an Aging Population

Proactively address the needs of San Rafael's aging population through collaboration, planning, and programs.

> *Program EDI-6.1A: Age Friendly Plan*. *Prepare an Age-Friendly Strategic Plan for San Rafael that identifies specific 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.*

Policy EDI-6.2: Aging in Community

Improve opportunities for older adults to age in place and continue living independently in their San Rafael homes. At the same time, provide more options for those seeking to "age in community" and relocate to suitable housing in the city that includes supportive services, smaller units, and access for persons with mobility limitations.

> *Program EDI-6.2A: Aging in Place. 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.*

> *Program EDI-6.2B: Affordable Housing Options for Older Adults. 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.*

Policy EDI-6.3: Mobility for Older Adults

Maintain mobility options for San Rafael's older adults by providing safe streets and flexible, responsive public and private transportation services, including services specifically designed for those with mobility limitations.

> *Program EDI-6.3A: On-Demand Transportation Services. Improve on-demand transportation options for older adults, including volunteer driver programs and programs pairing new student drivers with seniors.*

> *Program EDI-6.3B: Universal Access. 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.*

Policy EDI-6.4: Accessible Community Services

Provide a range of convenient and accessible services for San Rafael's older adults, including health and wellness, caregiving, recreation and fitness activities, and social services.

Program EDI-6.4A: Access to Resources. *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.*

Policy EDI-6.5: Disaster Preparedness
Ensure that the needs of older San Rafael residents are specifically considered in disaster preparedness planning, and that barriers and challenges are effectively addressed.

Program EDI-6.5A: Outreach and Education. *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.*

See also Goal S-6 on emergency preparedness

Policy EDI-6.6: Social Connections
Strengthen social connections for older adults living alone by providing accessible community activities, programs that avoid loneliness and social isolation, and demonstrating respect and value for each individual.

Program EDI-6.6A: Inclusion and Participation Initiatives. *Provide opportunities for social connections, including discounted or free community events, intergenerational programs (for example, pairings of students and older adults), mental health services, and working with organizations such as Marin Villages to engage and empower older adults.*

Housing Element

Goal H-1: Housing Needs
It is the goal of San Rafael to have a strong sense of community and responsibility in meeting housing needs. *Historically, San Rafael has provided housing of all types to meet the varied needs of its population in settings that enhance the feeling of community*

Policy H-1: Housing Distribution
Promote the distribution of new and affordable housing of quality construction throughout the city to meet local housing needs.

> ***Program H-1A: Annual Housing Element Review.*** *Provide an annual Housing Element progress report for review by the public and City decision-makers. The Report will document:*
> - *San Rafael's annual residential building activity, including identification of any deed restricted affordable units;*
> - *Progress towards the Regional Housing Needs Allocation since the start of the planning period; and*
> - *Implementation status of Housing Element programs*

Policy H-2: Design That Fits into the Neighborhood Context
Recognize that construction of new housing and improvements on existing properties can add to the appearance and value of the neighborhood if they fit into the established character of the area. Design new housing, remodels, and additions to be compatible to the surrounding neighborhood. Incorporate transitions in height and setbacks from adjacent properties to respect adjacent development character and privacy. Respect existing landforms and minimize effects on adjacent properties.

> ***Program H-2A: Design Concerns of Single-Family Homes.*** *Examine and amend, as needed, zoning regulations and guidelines for single-family homes to address concerns about bulk, height, setbacks privacy, and other impacts of new homes and of additions to existing homes. Consider potential cost impacts on housing development when developing new regulations and guidelines.*

> ***Program H-2B: Compatibility of Building Patterns.*** *Adopt design guidelines and objective design standards to ensure compatibility of neighborhood building patterns. Guidelines may address setback patterns, garage and driveway patterns, and building scale. Further develop the character-defining elements of the neighborhood. Guidelines may address entries, roof design, windows, architectural style, materials, and detailing. Consider potential cost impacts on housing development when developing new regulations and guidelines. The City is currently operating under interim design guidelines adopted with the 2020 General Plan, which has been providing direction to the development community.*

Policy H-3: Public Information and Participation
Provide information on housing programs and related issues. Require and support public participation in the formulation and review of the City's housing policy, including encouraging neighborhood involvement in development review. Work with community groups to advocate programs that will increase affordable housing supply and opportunities. Ensure appropriate and adequate involvement so that the design of new housing will strengthen the character and integrity of the neighborhood.

Program H-3A: Neighborhood Meetings. Require neighborhood meetings, as provided for by the City Council resolution for Neighborhood Meeting Procedures, for larger housing development proposals and those that have potential to change neighborhood character. In larger projects, the City requests that developers participate in formal meetings with the community. The City facilitates outreach by helping applicants find information on the appropriate neighborhood groups to contact. City staff attends meetings as a staff resource and conducts noticing of meetings.

Program 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 to publicize in-service training, press releases, fair housing laws, contacts, and phone numbers. For example, provide links on the Community Development webpage to housing resources, such as the State Department of Housing and Community Development (HCD).

Policy H-4: Governmental and Community Collaboration
Collaborate when possible with other jurisdictions in Marin County in addressing regional housing needs. Support community partnerships to assist in the development of needed housing and continue to provide technical assistance to owners, developers, and non-profits. Participate in local and regional housing assistance programs and establish relationships and coordinate with other public agencies, non-profit housing sponsors, and for-profit housing sponsors in the use of available programs and funding resources to provide lower-cost housing in San Rafael. Take leadership in attaining the goals of the Housing Element by coordinating with interested parties and carrying out prescribed actions in a timely manner.

Program H-4A: Inter-Jurisdictional Housing Activities and Resources. Continue to implement shared responsibilities, common regulations, coordinated lobbying efforts and the housing data clearinghouse to efficiently and effectively respond to housing needs within the cities and county of Marin.

Program H-4B: Community Collaboration. Encourage cooperative and joint ventures between owners, developers, and community non-profit groups in the provision of affordable housing. Give technical assistance to non-profit developers by providing information on other local sources of funding for affordable housing and introductions to other funders. As appropriate, write letters of support and serve as a co-applicant for project funding, such as for affordable housing funds available through California's cap-and-trade system. Work with businesses, public agencies, and local school districts to seek opportunities to help employees find local housing.

Policy H-5: Fair Housing
Take action when necessary to prevent discrimination on the basis of race, religion, sex, marital status, ancestry, national origin, color, familial status or disability in San Rafael's housing market.

Program H-5A: Fair Housing Program. Designate the Community Development Director as the Equal Opportunity Coordinator in San Rafael. Ensure that written materials regarding fair housing law are provided at various public locations, and that information about fair housing agencies and phone numbers is posted in places such as the City's website, at City Hall, the Public Library, and other public places. As part of the Cooperative Agreement with the County on CDBG funding, continue to require a portion of the City's allocation be directed to Fair Housing of Marin and/or other fair housing organizations. Continue to refer discrimination and tenant/landlord complaints to Fair Housing of Marin, or the appropriate legal service, county, state, or federal agency.

Policy H-6: Funding for Affordable Housing

Given the loss of Redevelopment funds, combined with reductions in federal housing funding, the City's ability to directly finance affordable housing is significantly diminished. San Rafael's primary tool to support the development of affordable housing is through its Affordable Housing Ordinance, which produces both affordable units and generates in-lieu fees. The City will continue to actively pursue outside funding sources to leverage local funds and maximize assistance. In addition to applying for those funds directly available to municipalities, the City plays an important role in supporting developers to secure outside funds.

> ***Program H-6A: In-Lieu Fees for Affordable Housing.*** *Affordable Housing In-Lieu Fees generated from non-residential development and fees generated from residential developments pursuant to San Rafael Zoning Code Section 14.16.030 are placed in a citywide housing in-lieu fee fund to be used to increase the supply of housing affordable to very low, low, and moderate income households. As of the end of fiscal year 2013/14, San Rafael's Housing In-Lieu Fee Fund has a current balance of approximately $1.2 million, with an estimated $100,000 in additional fees which could be generated during 2015-2023. Given this relatively limited amount of funding, the City will focus these resources on projects which emphasize leverage with outside funds and maximize the number and affordability of units provided. Funded activities may include: acquisition and rehabilitation of existing housing through non-profits; new construction of affordable housing; and provision of rehabilitation funds to privately owned rental housing in exchange for affordability covenants. Pursuant to State Law, the City will dedicate a portion of these in lieu fees for housing for extremely low and very low income households.*
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> ***Program H-6B: Funding Resources.*** *Work with community and elected leaders to identify potential public and private funding resources for affordable housing funds.*
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> ***Program H-6C: Funding Applications.*** *As opportunities for funding become available, coordinate applications for State and Federal subsidies for affordable housing, and (1) provide technical assistance in public funding resources and local processing requirements, including community involvement; (2) consider project funding and timing needs in the processing and review of the application; and (3) work with applicants to identify appropriate submittal materials to enable a timely determination of application completeness.*

Goal H-2: A Diverse Housing Supply

It is the goal of San Rafael to have an adequate housing supply and mix that matches the needs of people of all ages, income levels, and special requirements. *San Rafael has a wide range of housing types. People who work in San Rafael should be able to live here and there should be adequate housing for seniors and very low-income households.*

Policy H-7: Protection of the Existing Housing Stock

Continue to protect existing housing from conversion to nonresidential uses. Ensure that affordable housing provided through government subsidy programs, incentives, and deed restrictions remains affordable over the required time period, and intervene when possible to help preserve such housing.

> *Program H-7A: Condominium Conversion Ordinance. As stated in the zoning 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, as determined by the State of California Finance Department annual Population Estimates. Exceptions include limited equity cooperatives, co-housing, and other innovative housing proposals that are affordable to low- and moderate-income households.*

> *Program H-7B: Preserving Existing Rental Housing Affordable to Low Income Households At Risk of Conversion. Eight assisted rental projects in San Rafael (totaling 291 units) are technically at-risk of conversion to market rate prior to 2025. However, all eight projects are owned and managed by non-profit organizations with a public purpose to maintain affordable housing for low income and special needs populations. The majority of these developments receive Federal and State funding, rather than local funding, and therefore are not subject to the City's rent and income monitoring requirements. The City will however monitor each project's potential affordability expiration, and contact the non-profit owners within one year of the expiration date to address any future loss of funding which may put these units at risk.*

> *Program H-7C: Preserving Existing Rental Housing Affordable to Low Income Households through Ongoing Affordability Restrictions. The City of San Rafael and the former Redevelopment Agency is responsible for the annual monitoring of over 1,400 units in forty one publicly and privately owned rental developments. In addition, City policies have resulted in the development of 115 affordable ownership units. All of these rental and ownership units have long term affordability covenants.*

> *Program H-7D: BMR Resale Regulations. Continue to require resale controls on ownership Below Market Rate (BMR) units to assure that units remain affordable to very low, low, and moderate-income households. Continue to monitor database with Marin Housing.*

> *Program H-7E: Retention of Mobilehomes and Preservation of Existing Mobilehome Sites. Retain where possible this type of housing, which includes the 400-home Contempo Marin and the 30-home B-Bar-A mobilehome park, and its affordability by continuing to implement the Mobilehome Rent Stabilization Ordinance. Mobilehomes typically provide lower cost housing by the nature of their size and design.*

Policy H-8: Housing Conditions and Maintenance

Protect and conserve the existing housing stock and existing residential areas. Protect residents and maintain the housing stock by enforcing the housing code for all types of residential units. Support good management practices and the long-term maintenance and improvement of existing housing.

> *Program H-8A: Apartment Inspection Program. To assure safe living conditions, continue to enforce housing codes for all apartment projects, three units or larger in size.*

Program 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. Continue to investigate reported illegal units and abate or legalize where possible units built without permits or occupied in violation of San Rafael's ordinances.

Program H-8C: Residential Rehabilitation Loan Program. As part of the Cooperative Agreement with the County on CDBG funding, continue to require a portion of the City's allocation be directed to the Marin Housing Authority to provide property improvement loans and technical assistance to qualified very-low-income homeowners to make basic repairs and improvements, correct substandard conditions, and eliminate health and safety hazards. Continue to advertise the Rehabilitation Program on the City's website, and disseminate program brochures at City Hall.

Program 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 such as unit renovation or rehabilitation that results in the vacancy of the unit, including referring tenants to Marin Housing and providing cash compensation. Require notice of displacement to be distributed at least 60 days before the property is to be vacated.

Policy H-9: Special Needs

Encourage a mix of housing unit types throughout San Rafael, including very low- and low-income housing for families with children, single parents, students, young families, lower income seniors, homeless and the disabled. Accessible units shall be provided in multi-family developments, consistent with State and Federal law.

Program 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. An average of 2-3 meetings are held per year, consisting of simplified explanations of technical information and a range of topics aimed at clarifying development standards.

Program H-9B: Reasonable Accommodation. Encourage and facilitate the provision of housing for persons with disabilities. 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.

Program H-9C: Housing Opportunities for Persons Living with Disabilities: The Golden Gate Regional Center (GGRC) provides services and support for adults and children with developmental disabilities, including over 400 San Rafael residents. The GGRC reports that 60 percent of their adult clients with developmental disabilities live with their parents, and as these parents age and become frailer their adult disabled children will require alternative housing options. The City will coordinate with the GGRC to implement an outreach program informing San Rafael families of housing and services available for persons with developmental disabilities, including making information available on the City's website.

Program H-9D: Housing for Extremely Low Income Households. To meet the needs of extremely low income households, prioritize some housing fees for the development of housing affordable to extremely low-income households, to encourage the development of programs to assist age-in-place seniors, to increase the amount of senior housing, to increase the production of second units, and to facilitate the construction of multifamily and supportive housing.

Policy H-10: Innovative Housing Approaches
Provide opportunities and facilitate innovative housing approaches in financing, design and construction of units to increase the availability of low- and moderate-income housing and especially for housing that meets the city's housing needs. Examples include:

a) **Limited Equity Cooperatives.** Encourage limited equity residential cooperatives and other non-profit enterprises such as self-help projects designed to provide affordable housing.

b) **Manufactured Housing (Modular, Mobile homes).** Allow, consistent with state law, creative, quality manufactured housing as a means for providing affordable housing.

c) **Single Room Occupancy (SRO) Units.** Encourage construction of new SRO units and protection of the existing SRO unit supply.

d) **Live/Work Housing.** This type of housing is intended for a resident and their business, typically on different floors of the same unit, and well suited to San Rafael's downtown.

> *Program H-10A: Co-Housing, Cooperatives, 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.*

> *Program H-10B: Manufactured Housing. Continue to allow quality manufactured housing in all zoning districts which allow single-family residences.*

> *Program 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. Where needed, encourage linkages to social services.*

> *Program 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.*

Policy H-11: House Sharing
Support organizations that facilitate house sharing, linking seniors and small households with potential boarders to more efficiently use existing housing stock.

> *Program H-11A:. Homesharing and Tenant Matching Opportunities. Continue to support, and consider increased participation in, the Shared Housing Project in collaboration with community partners.*

> *Program H-11B: Junior Second Units. Coordinate with other Marin jurisdictions in evaluating appropriate zoning regulations to support in the creation of "Junior Second Units" of less than 500 square feet in size. Such units would be created through the repurposing of existing space within a single-family dwelling to create a semi-private living situation for a renter or caregiver in conjunction with the owner-occupied unit. Junior second units would be required to have exterior access, and meet the U.S. Census definition of a housing unit1 to qualify for credit towards the City's Regional Housing Needs Allocation (RHNA).*

Policy H-12: Residential Care Facilities and Emergency Shelters

Encourage a dispersion of residential care facilities and emergency shelters, and avoid an over concentration of residential care facilities and shelters for the homeless in any given area consistent with state and federal laws. Allow emergency shelter beds in appropriate zoning districts in order to accommodate San Rafael's unsheltered homeless population. Recognize transitional and supportive housing units as residential units, and eliminate governmental constraints to the operation or construction of transitional, supportive, and emergency housing consistent with State law.

> ***Program H-12A: Countywide Efforts to Address Homeless Needs.*** *Work with other jurisdictions and agencies in Marin to provide emergency, transitional, and supportive housing and assistance throughout Marin, and continue City staff's role as the homeless coordinator for the County. Continue to support and allocate funds, as appropriate, for programs providing emergency, supportive, and/or transitional shelter and counseling services for families and individuals who are homeless or at-risk of homelessness.*

> ***Program 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.*

> ***Program H-12C: Residential Care Facilities.*** *Regularly update zoning regulations that govern residential care facilities to conform to Federal and State laws and to encourage their location in areas that do not result in overconcentration of care facilities. Explore the feasibility of requiring affordable units in assisted living facilities, for example, reduced rate rentals with access to market-rate services.*

> ***Program H-12D: Emergency Shelters, Transitional and Supportive Housing.*** *Implement Zoning Code Section 14.16.115 to allow emergency shelters as a permitted use in the General Commercial (GC) and Light Industrial (LI/O) zoning districts south of Bellam and east of Highway 580 and with appropriate performance standards as allowed by State law. Continue to allow emergency shelters with a use permit in areas zoned for office, commercial, light industrial and public/quasi-public use. Implement the City's Zoning Code (Zoning Code Chapter 14.03 - Definitions), consistent with State and Federal law, to recognize transitional and supportive housing as residential uses, subject to the same restrictions and standards of similar residential dwellings in the same zone. Based on input from State HCD, amend Zoning Code Section 14.16.115 to clarify requirements for staff and services to be provided to assist residents in obtaining permanent shelter and income are permissive, rather than mandatory. In addition, clarify that while a written Management Plan is required, it is not subject to discretionary approval.*

Policy H-13: Senior Housing

Encourage housing that meets the needs of San Rafael's older population, particularly affordable units and affordable care facilities that foster aging within the community. Support development that provides housing options so that seniors can find suitable housing to rent or purchase.

> ***Program 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.*

Program H-13B: "Age-in-Place" Assistance. *Continue to provide assistance to older residents who want to remain independent and in their homes for as long as possible, such as the Police Department's "Are You OK?" program, the Fire Department's "Safety Check" program, Code Enforcement's continuing cooperation with the Marin County Social Services, and Community Services social activities offered through the Community Centers.*

Policy H-14: Adequate Sites

Maintain an adequate supply of land designated for all types of residential development to meet the housing needs of all economic segments in San Rafael. Within this total, the City shall also maintain a sufficient supply of land for multifamily housing to meet the quantified housing need of very low, low, and moderate income housing units. Encourage development of residential uses in commercial areas where the vitality of the area will not be adversely affected and the site or area will be enhanced by linking workers to jobs, and by providing shared use of the site or area.

Program H-14A: Residential and Mixed Use Sites Inventory. *Encourage residential development in areas appropriate and feasible for new housing. These areas are identified in Appendix B, Housing Element Background, Summary of Potential Housing Sites (available for view on the City's website). Explore effective ways to share housing site information and developer and financing information to encourage development of underutilized institutional land. The City has employed different strategies to find the most effective way to deliver information about development. It is an ongoing and evolving process that has included practices such as preparing fact sheets for sites with multiple inquiries.*

Program 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. Residential-only projects should be approved at the mid- to high-range of the zoning density. If development on a site is to occur over time the applicant must show that the proposed development does not prevent subsequent development of the site to its minimum density and provide guarantees that the remaining phases will, in fact, be developed.*

Program H-14C: Continue to Implement Zoning Provisions to Encourage Mixed Use. *San Rafael has been effective in integrating both vertical mixed use and higher density residential development within its Downtown. As a means of further encouraging mixed use in commercial areas outside the Downtown, General Plan 2020 now allows site development capacities to encompass the aggregate of the maximum residential density PLUS the maximum FAR for the site, thereby increasing development potential on mixed use sites. The City will continue to review development standards to facilitate mixed use, including:*
a) *Encourage adaptive reuse of vacant buildings and underutilized sites with residential and mixed use development on retail, office, and appropriate industrial sites*
b) *Explore zoning regulation incentives to encourage lot consolidation where needed to facilitate housing.*
c) *Review zoning requirements for retail in a mixed use building or site, and amend the zoning ordinance as necessary to allow for residential-only buildings in appropriate mixed-use zoning districts.*

H-14D: Air Rights Development. *Take an active role in evaluating the feasibility of air rights development and consider possible zoning incentives for such development. Encourage developers of affordable housing to utilize air rights, such as above public parking lots or commercial uses Downtown.*

Policy H-15: Infill Near Transit.
Encourage higher densities on sites adjacent to a transit hub, focusing on the Priority Development Area surrounding the San Rafael Transportation Center and future Downtown SMART station.

H-15A. Downtown Station Area Plan. The initiation of SMART rail service to Downtown San Rafael provides an opportunity to build on the work that the City has undertaken to revitalize the Downtown and to create a variety of transportation and housing options, economic stability, and vibrant community gathering places in the heart of San Rafael. General Plan 2020, adopted in 2004, allowed for higher residential densities and reduced residential parking standards to encourage housing development within the heart of Downtown that would support local businesses and allow people to live close to their place of work. The Downtown Station Area Plan, accepted by City Council in June 2012, established a series of implementing actions, the following of which specifically served to facilitate higher density residential and mixed use infill in the area:

- *Conduct parking study in Station Area to evaluate options to addressing small parcels and on-site parking constraints to development (completed).*
- *Evaluate relocation of existing Bettini Transit C enter, and potential reuse as mixed use site (study underway).*
- *Evaluate additional height and FAR on certain blocks adjacent to US 101 (as defined in the Downtown Station Area Plan), facilitating redevelopment of the Transit Center into a vibrant, mixed use environment (completed through Downtown Precise Plan).*
- *Evaluate allowing additional height and FAR increases in certain areas to match the adjacent height and FAR limits in exchange for community amenities. The blocks recommended for study are: A. West side of US 101 -Tamalpais Avenue to Hetherton Street between Mission Avenue and Second Streets, including the transit center; and B. On the east side of US 101 - The west side of Irwin Street between Fourth and Second Streets and the south side of Fourth Street between Irwin Street and Grand Avenue, and consider adopting a form based code instead of the current density and FAR requirement (completed through Downtown Precise Plan).*
- *Review parking requirements and develop additional municipal parking resources to reduce onsite parking burden (long term)*

Program H-15B. Civic Center Station Area Plan. The City completed the Civic Center Station Area Plan, which was accepted by the City Council in August 2012 and amended in 2013. Development around the station area will be guided by considerations for station access and transportation connections by various modes, as well as promotion of land uses that embrace the opportunities of a transit-oriented site and are compatible with the character of the surrounding area. The City continues to implement the Station Area Plan recommendations to facilitate housing opportunities near transit and is making General Plan amendments and Zoning Code changes where appropriate.

Policy H-16: Second Units.
Second dwelling units offer several benefits. First, they typically rent for less than apartments of comparable size, and can offer affordable rental options for seniors and single persons. Second, the primary homeowner receives supplementary income by renting out the second unit, which can help many modest income and elderly homeowners afford to remain in their homes. San Rafael has continuously promoted second units as an affordable housing option. Efforts have included providing a comprehensive handout explaining the second-unit process, posting information about second units on the City's website, promoting the second unit program through the *San Rafael Focus* City newsletter, offering staff consultation for adding or legalizing a second unit, holding workshops to educate homeowners about the process to add a second unit, and implementing an amnesty program for legalization of illegal second units. In addition, San Rafael staff worked with local utility agencies to reduce fees for water and sewer service for second units, and in 2012 the City adopted a Citywide Traffic mitigation fee amendment to waive the traffic mitigation fee for second units.

> *Program H-16A: New Second Units. Continue to encourage the provision of second units to provide housing options for seniors, caregivers, and other lower and extremely low income households.*

Policy H-17: Regulatory Processes and Incentives for Affordable Housing.
San Rafael implements a variety of regulatory processes to address potential governmental constraints and incentivize the provision of affordable housing, including density bonuses, height bonuses, fee waivers, and reduced parking requirements. San Rafael's primary tool to support the development of affordable housing is through its Affordable Housing Ordinance which both produces affordable units and generates affordable housing in-lieu fees. San Rafael was one of the first cities in the State to adopt such an affordable housing requirement in the 1980's. This policy has resulted in the construction of numerous affordable units within market rate developments and provided additional funding for 100% affordable developments.

> *Program H-17A: State Density Bonus Law. Under Government Code section 65915-65918, for housing projects of at least five units cities must grant density bonuses ranging from 5% to 35% (depending on the affordability provided by the housing project) when requested by the project sponsor, and provide up to three incentives or concessions unless specific findings can be made. 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.*

> *Program H-17B: Height Bonuses. Continue to offer height bonuses for projects that include affordable housing units as provided in the Land Use Element. Provide early design review to assist with potential design issues. Height increases may be granted with a use permit. Evaluate utilizing height bonuses as a tool to incentivize lot consolidation.*

> *Program H-17C: Waiver or Reduction of Fees. Continue to offer fee waivers and reductions for applications including affordable units, consistent with Resolution 11025. Facilitate the production of second units through elimination of the traffic mitigation fee (adopted in 2012), and coordination with local jurisdictions to lobby Las Gallinas Valley Sanitary District to reduce sewer connection fees for second units and affordable housing.*

Program H-17D: Efficient Project Review. San Rafael has fully implemented the provisions of the Permit Streamlining Act (AB 884), and provides concurrent processing through over-the-counter one-stop permitting. Planning staff continue to inform developers of density bonus incentives for affordable housing, and consistent with State requirements, any modified development standards provided as part of a density bonus incentives package are exempt from the variance process. The City utilizes allowable California Environmental Quality Act (CEQA) exemptions for qualified urban infill and other residential projects where site characteristics and an absence of potentially significant environmental impacts allow.

Policy H-18: Inclusionary Housing Requirements.
The City of San Rafael first adopted inclusionary requirements in the 1980's. The City requires residential projects to provide a percentage of affordable units on site and/or pay in-lieu of fees for the development of affordable units in another location. The City's program requires the units remain affordable for the longest feasible time, or at least 55 years. The City's primary intent is the construction of units on-site. The units should be of a similar mix and type to that of the development as a whole, and dispersed throughout the development. If this is not practical or not permitted by law, the City will consider other alternatives of equal value, such as in-lieu fees, construction of units off-site, donation of a portion of the property for future non-profit housing development, etc. Allow for flexibility in providing affordable units as long as the intent of this policy is met. Specific requirements are:

Project Size	% Affordable units required
2-10 Housing Units (*)	10%
11-20 Housing Units	15%
21+ Housing Units	20%
(*) Exemptions for smaller projects units may be provided in the Zoning Ordinance	

Rental Units. Provide, consistent with State law, a minimum of 50% of the BMR units affordable to very low-income households at below 50% of median income, with the remainder affordable to low income households at 50-80% of median income.

Sale/Ownership Units. Provide a minimum of 50% of the BMR units affordable to low income households at 50-80% of median income, with the remainder affordable to moderate income households at 80-120% of median income.

Calculation of In-lieu Fee. Continue to provide a calculation for in-lieu fees for affordable housing. For fractions of affordable units, if 0.5 or more of a unit, the developer shall construct the next higher whole number of affordable units, and if less than 0.5 of a unit, the developer shall provide an in-lieu fee.

Program H-18A: Inclusionary Housing Nexus Study. Conduct an Inclusionary Housing Nexus Study and engage with the local development community and affordable housing advocates to evaluate the Inclusionary Housing Ordinance and in-lieu fee requirements for effectiveness in providing affordable housing under current market conditions. Amend the Inclusionary Housing Ordinance as appropriate, to enhance the Program's effectiveness and consistent with recent court decisions.

Policy H-19: Energy Conservation and Sustainability

The City of San Rafael promotes resource conservation and energy efficiency through the General Plan and Climate Action Plan. In implementing the policies and programs of the Sustainability Element, the City will also achieve its objectives for greater sustainability in residential projects.

> ***Program H-19A: Sustainability Policies and Programs.*** *Refer to Conservation and Climate Change Element Goal C-4 to guide housing development and renovation.*