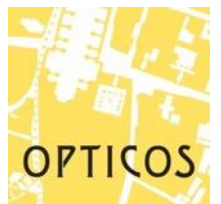




Precise Plan + Code Public Review Draft

Downtown San Rafael Precise
Plan

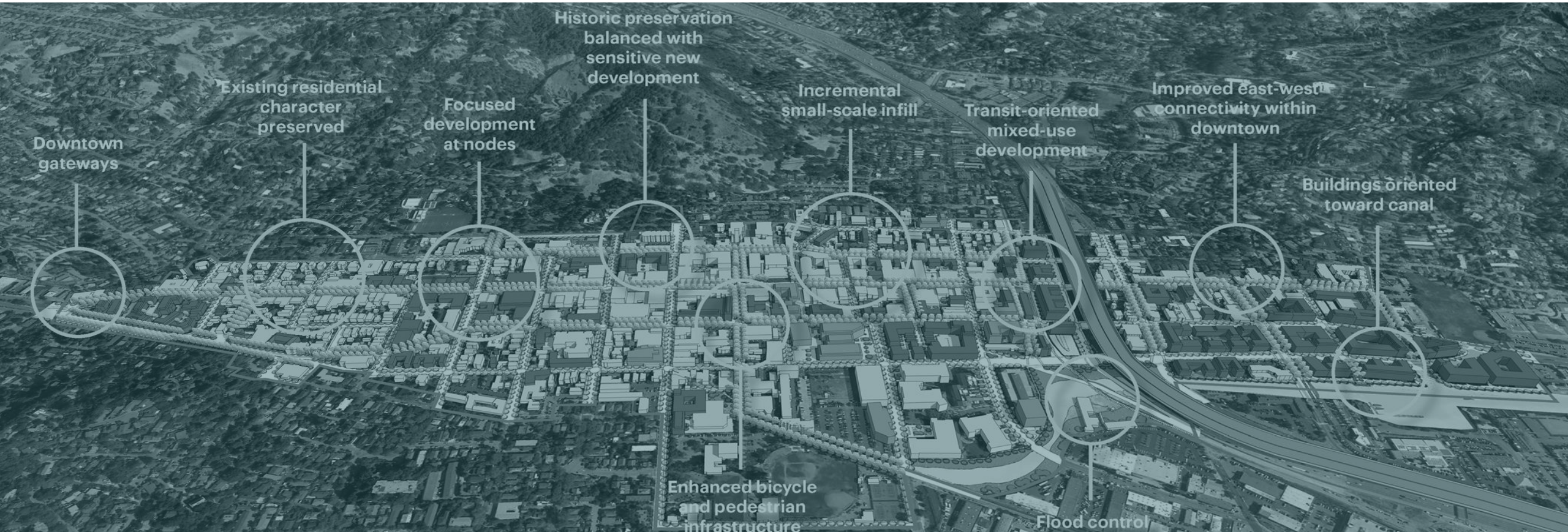
Planning Commission Public
Hearing
January 12th, 2021



Contents

I. Progress to Date	2 minutes
II. Structure + Organization	3 minutes
III. Chapter Highlights	15 minutes
IV. Discussion	

I. Progress To Date



Precise Plan Milestones

January 2019	Project Kick-Off
March/April	Gen. Plan Steering Committee: Visioning, Prioritization
April	Pop-Up Workshop at 2nd Friday Art Walk
May	Downtown Stakeholders Focus Group Meetings
May	Multi-Day Design Charrette
June	Downtown Profile Report
August	Draft Downtown Options Report
August	Pop-Up Workshop at Farmer's Market
September	Planning Commission Study Session
September	Final Downtown Options Report
October	City Council Study Session, General Plan Steering Committee: Downtown Options
November	Citizens Advisory Committee



Precise Plan Milestones

February 2020

General Plan Steering Committee: Historic Resources

April

Administrative Draft Precise Plan and Code

May

FBC-101 Video series

May

General Plan Steering Committee: Admin Draft Plan and Code

Citizens Advisory Committee: Admin Draft Plan and Code

July

Gen. Plan Steering Committee: Form-Based Code Walk-Through

August

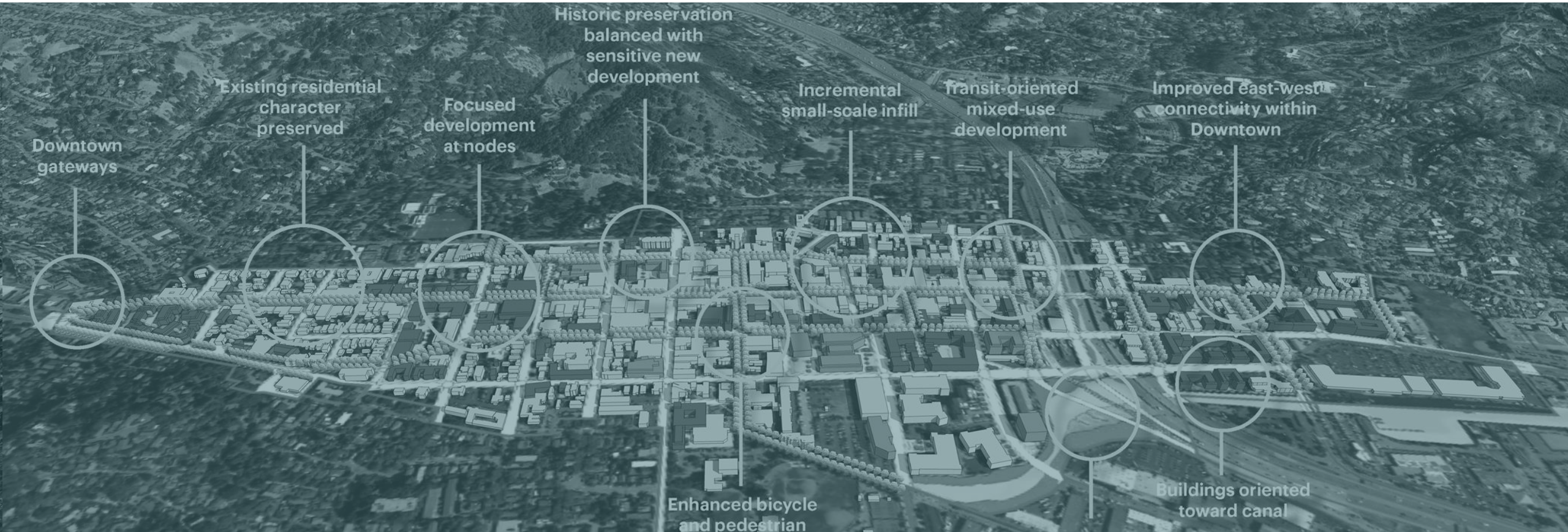
Public Review Draft Precise Plan and Code

December





II. Structure + Organization



What do the Precise Plan and Code do?

The **Downtown Precise Plan** sets policies and standards to guide the City in prioritizing public investment and regulating private development to achieve the community vision. It includes:

- **Design Principles** that define the community vision
- **Guiding Policies** to aid decision making
- **Strategies** that are *recommendations*, but *not* requirements, to achieve plan goals
- **Implementing Actions** that are *required* steps to realize the Precise Plan vision

The **Downtown Form-Based Code** (Chapter Nine of the Precise Plan document) will be used for the day-to-day implementation of the Plan, along with other related documents currently used by City staff.

Key Themes

*Refer Vision
Summary*

1. Recalibrate the role of Downtown from a retail and employment district into a mixed-use center.
2. Promote housing in Downtown to meet a variety of needs and lifestyle choices.
3. Foster a continued sense of identity through focused investments at important Downtown nodes.
4. Preserve Downtown's unique history and built heritage while encouraging new development.
5. Create an exemplary public realm to improve pedestrian and bicycle connectivity.
6. Ensure that future development patterns can adapt to climate change and sea-level rise.
7. Create a predictable development review process to allow streamlining of project proposals.

Existing residential

character

Downtown
gateways

Focused
investments
at nodes

Historic preservation
balanced with
sensitive new
development

Incremental

small-scale infill

transit-oriented

mixed-use
development

Improved east-west
connectivity within
Downtown

Enhanced bicycle
and pedestrian
infrastructure

Flood mitigation

Buildings oriented
toward canal

How is the Specific Plan organized?



Chapter

1

Introduction + Community Engagement

Establishes the Precise Plan's purpose and its relationship to the existing regulatory framework, and provides an overview of community engagement milestones.



Chapter

2

Existing Conditions

Gives an overview of existing conditions in Downtown including a summary of challenges and opportunities.



Chapter

3

Design Principles + Guiding Policies

Sets design principles, guiding policies, and expected Plan outcomes.



Chapter

4

Design Vision

Defines Downtown's future built environment, including physical form and character, public realm, and development program.



Chapter

5

Historic Resources

Describes historic resources in Downtown and provides recommendations for historic preservation.



Chapter

6

Transportation + Parking

Defines strategies and provides policy direction for modal prioritization, street design and parking.



Chapter

7

Affordable Housing + Anti-Displacement

Sets strategies to promote affordable housing in Downtown and nurture a sense of community.



Chapter

8

Implementation

Describes the implementation approach, project prioritization, and financing strategies to achieve the Precise Plan vision.



Chapter

9

Downtown Form-Based Code

Establishes form-based zoning districts for Downtown that regulate the future built character of Downtown.



Chapter

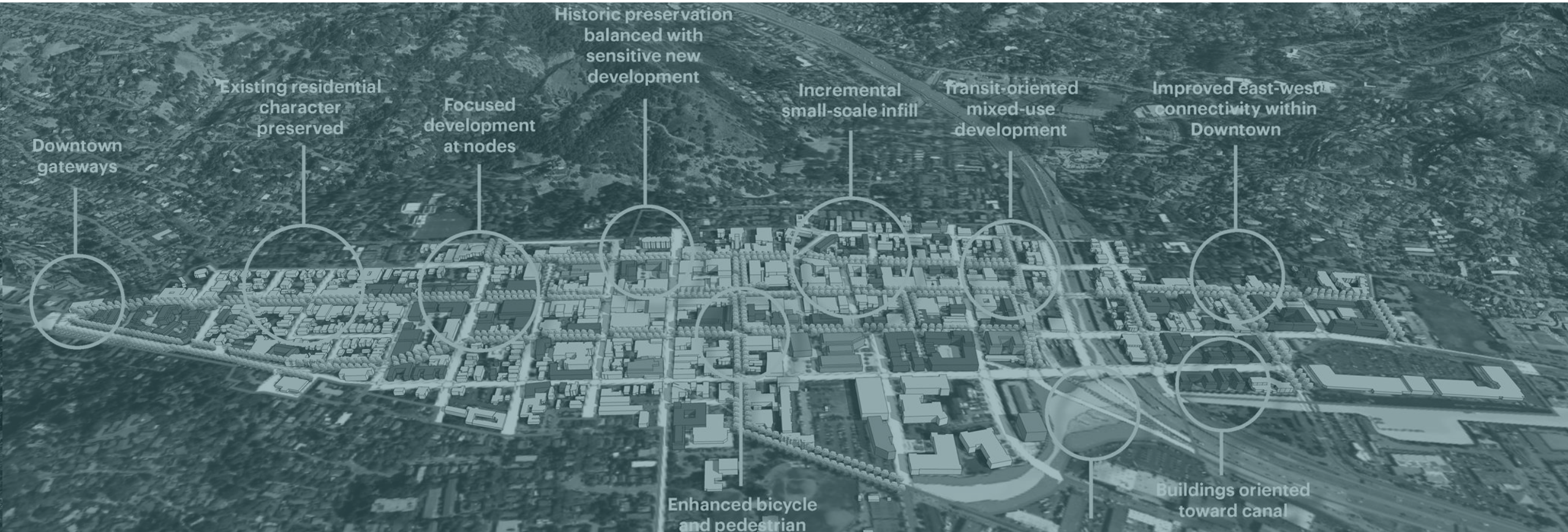
10

Glossary + Appendices

Includes a glossary of specialized terms, and collects supplementary documents referenced and developed throughout the Precise Plan process.



III. Chapter Highlights





Chapters

Introduction + Comm.
Engagement **1**

Existing Conditions **2**

Design Principles +
Guiding Policies **3**

Community Outreach

Extensive and sustained outreach to understand community concerns and priorities



Refer Section 1.3



2
Pop-Up Workshops

11
Hours of Charrette Open Studio

285+
Public Comments

100+
Participants in Multi-Day Design Charrette

4
Focus Group Meetings

5
General Plan Steering Committee Presentations

March-April 2019



Visioning Pop-Up Workshop at 2nd Friday Art Walk; General Plan Steering Committee Presentations #1 and #2

May 2019



Multi-Day Design Charrette; Focus Group Meetings with Downtown Stakeholders

August 2019



Downtown Options Pop-Up at Thursday Farmer's Market; General Plan Steering Committee Presentation #3

Existing Conditions Analysis

Refer Chapter 2

Analysis of existing site and market conditions



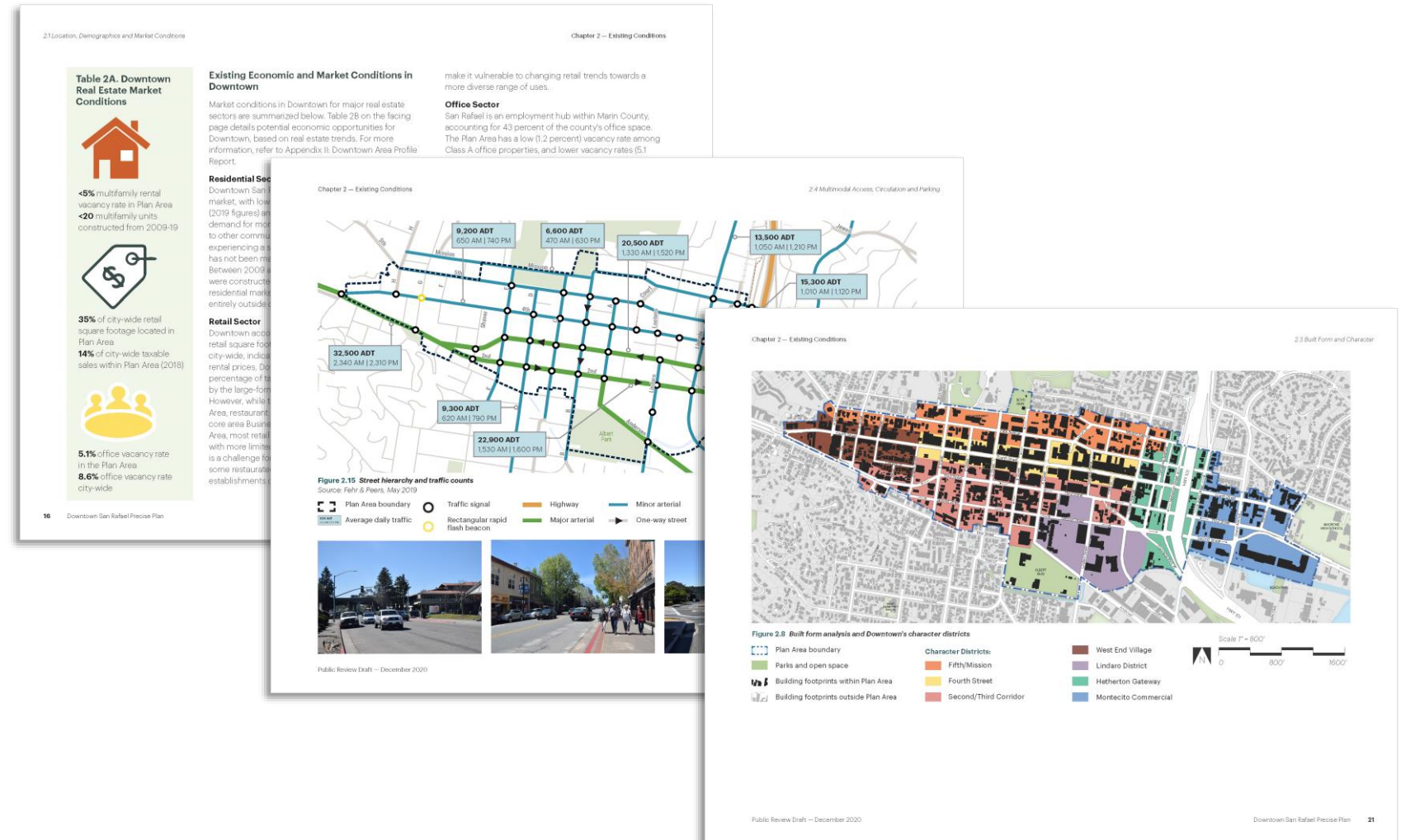
Extensive outreach to understand community concerns and priorities



Key challenges and opportunities identified



Design Principles to address challenges and avail of opportunities



Opportunities + Challenges

*Refer Section
2.6*



Opportunity 1
Central location and an established regional center with diverse jobs and a strong economic base



Opportunity 2
Authentic built character with unique historic, cultural and community assets, access to nature and mild climate



Opportunity 3
Major transportation hub with potential for mixed-use development

Challenge 1

Development constraints limit infill opportunities and inhibit housing diversity

Challenge 2

Inadequate active transportation facilities and barriers to connectivity

Challenge 3

Unclear historic status of many older Downtown properties

Challenge 4

Potential impact of climate change and sea-level rise in parts of Downtown

Challenge 5

Impact of evolving retail trends on Downtown

Challenge 6

Rising homelessness and concerns about safety

Eight Design Principles

Refer Section
3.1

Principle

1 Strengthen Downtown's identity and sense of arrival by focusing development at key nodes and gateways.

Principle

2 Coordinate placemaking improvements to make Downtown interesting, safe, and inviting for everyone.

Principle

3 Provide a safe, well-connected transportation network for all modes, supported by a progressive parking strategy.

Principle

4 Establish a network of attractive and welcoming streets and civic spaces.



Principle

5 Enable mixed-use development in Downtown to increase housing, strengthen local businesses, and diversify the economy.

Principle

6 Reinforce Downtown's eclectic character with historic preservation and new context-sensitive development.

Principle

7 Develop growth and adaptation strategies to increase Downtown's resilience to climate change.

Principle

8 Promote housing access at all income levels and establish strategies to prevent homelessness, gentrification, and displacement.

Guiding Policies + Expected Outcomes

Each Design Principle has:

- **Guiding Policies** to help decision-making
- **Expected Outcomes** to monitor and evaluate plan implementation

Guiding Policies

The following policies are intended to provide guidance to decision-makers in implementing the Plan vision.

2A. Develop a Downtown Placemaking Strategy to coordinate revitalization efforts to strengthen the "Downtown brand".

2B. Initiate catalyst projects at key nodes, use quick-build, low-cost techniques and explore innovative short-term uses for vacant and underutilized sites to spur investment and build community support for improvements.

2C. Create greater awareness of community assets and landmarks, and build upon the Downtown Parking and Wayfinding Strategy to orient and direct visitors.

2D. Publicize Downtown improvement efforts, involving local stakeholders such as Business Improvement Districts, Neighborhood Associations and other groups.

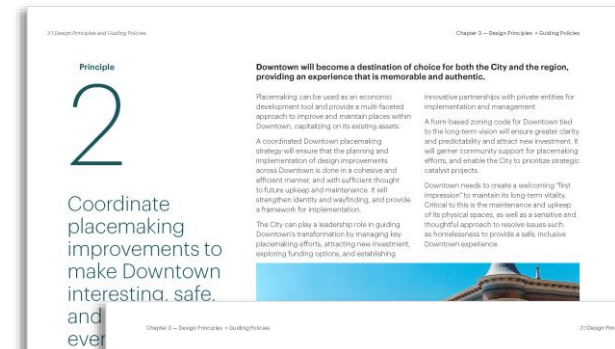
2E. Maintain existing and explore new opportunities for public-private partnerships to fund, construct and maintain planned Downtown improvements.

2F. Continue existing efforts and explore new "best practice" strategies to address homelessness in a holistic manner. Initiate public education programs to build support for evidence-based, long-term solutions.

Expected Outcomes

The following expected outcomes are intended to help monitor and evaluate the Plan's implementation.

- Downtown transformations are coordinated and managed by a Placemaking Strategy that structures the planning, design and maintenance of improvements.
- Downtown is perceived to be a safe, vibrant, "24-hour" destination, and sees an increase in the number of its residents and visitors; benefiting Downtown businesses.
- Cohesive signage, public art, lighting, and street furniture improvements help in wayfinding and orientation, and there is increased awareness of Downtown's history, institutions and neighborhood assets.
- The City takes a leadership role in Downtown revitalization with catalyst projects, guided by the Plan vision and form-based standards.
- Tactical urbanism and temporary uses are used to truth-test designs and activate underutilized sites.
- The City implements comprehensive strategies to support its unsheltered population, thus enabling its civic spaces to be better used by everyone.





Chapter

Design Vision 4

Design Vision

Refer Section 4.1

- **Compact, mixed-use development** on infill sites including a variety of building types
- **Focused development at Downtown gateways** from the east, west and the SMART station to create a sense of arrival
- **New development compatible** in scale and form with the existing built fabric
- **Development on larger sites** (typically achieved through lot consolidation) avoids large, monolithic buildings for appropriate height and form transitions
- **A cohesive network of bicycle and pedestrian-priority streets** link key destinations and open spaces, enhancing the public realm

Table 4A. Potential Downtown Development Yield¹

Development Type	New Development by 2040	
Residential	2,200,000 sq ft	2,200 units 3,740 population
Non-Residential	698,000 sq ft	2,020 jobs

Table 4B. Potential Development Yield by Downtown Sub-Area¹
Refer to Section 4.5: Downtown Sub-Areas for additional information

Downtown Sub-Area	Residential	Non-Residential
Downtown Gateway	830 units 1,410 population (830,000 sq ft)	640 jobs (210,000 sq ft)
Downtown Core	620 units 1,050 population (620,000 sq ft)	1,040 jobs (373,000 sq ft)
West End Village	360 units 610 population (360,000 sq ft)	200 jobs (70,000 sq ft)
Montecito Commercial	390 units 670 population (390,000 sq ft)	140 jobs (45,000 sq ft)
Total	2,200 units 3,740 population	2,020 jobs

Illustrative Vision

Refer Section
4.1



- Existing development
- Pipeline projects (entitled/ under construction)
- Potential infill opportunities*
- Existing civic spaces
- Proposed civic space
- Priority streets for active transportation



Built form: 2019



Built form: 2040

Regulating Plan

Refer Section 4.2



Summary of Built Character

Refer Section
4.2

Table 4C. Summary of Built Environment Standards for Downtown
Refer to Chapter Nine: Downtown Form-Based Code for zone standards

Zone	Open Zone Allowed	Maximum Overall Height	Built Environment
T4 Neighborhood			Building Form
T4N 30/40	T4N 30/40 Open	30' (base), 40' (with bonus)	Primarily house-form, detached
T4N 40/50	None	40' (base), 50' (with bonus)	Building Placement Small front and side setbacks Frontages Residential and shopfronts
T4 Main Street			Building Form
T4MS 40/50	T4MS 40/50 Open	40' (base), 50' (with bonus)	Primarily block-form, attached
T4MS 40/60	T4MS 40/60 Open	40' (base), 60' (with bonus)	Building Placement Small to no front setbacks and no side setbacks
T4MS 50/70	T4MS 50/70 Open	50' (base), 70' (with bonus)	Frontages Predominantly shopfronts
T4MS 60/80	None	60' (base), 80' (with bonus)	
T5 Neighborhood			Building Form
T5N 40/60	T5N 40/60 Open	40' (base), 60' (with bonus)	Primarily block-form, mainly attached
T5N 50/70	T5N 50/70 Open	50' (base), 70' (with bonus)	Building Placement Small to no front and side setbacks Frontages Residential and shopfronts

Table 4C. Summary of Built Environment Standards for Downtown
Refer to Chapter Nine: Downtown Form-Based Code for zone standards

Zone	Open Zone Allowed	Maximum Overall Height	Built Environment
T5 Main Street			Building Form
T5MS 70/90	None	70' (base), 90' (with bonus)	Primarily block-form, attached Building Placement Small to no front setbacks and no side setbacks Frontages Predominantly shopfronts
<p>Notes:</p> <ol style="list-style-type: none"> 1. Downtown zones exclude street rights-of-way 2. Civic space may occur in any of the zones above. Figure 4.5 shows the location of required new civic space 3. Open zones are applied in specific locations (shown in Figure 4.5) to allow greater flexibility in uses while maintaining the zone's form and character 			

Heights, Transitions + Bonuses

- **Clarified** base and bonus heights for Downtown zones
- **Tiered** height bonus system

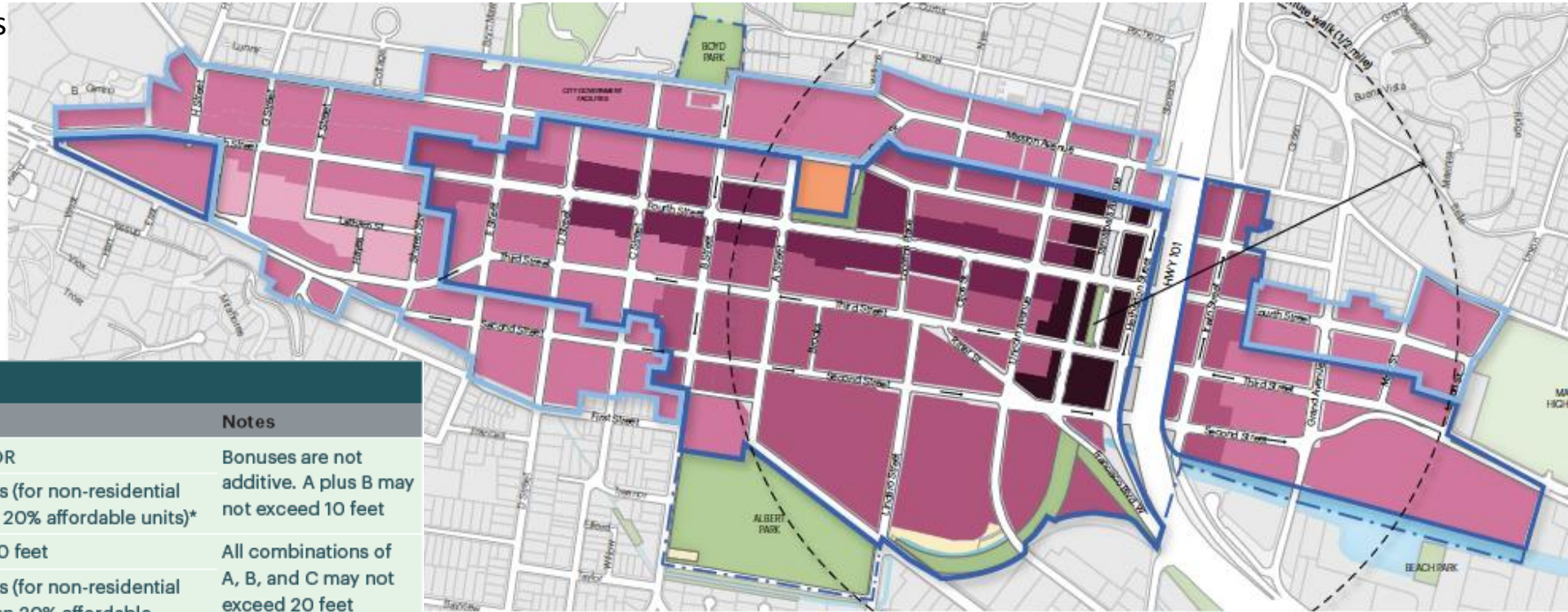
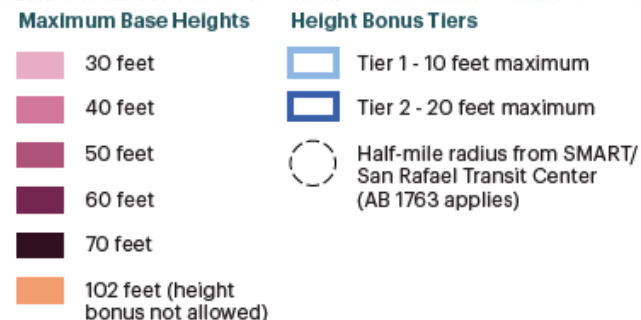


Table 4D. Height Bonus Tiers for Downtown

Tier	Bonus	Criteria for Bonuses	Notes
Tier 1	10 feet maximum	A. 20% or more affordable units; OR B. Provision of community benefits (for non-residential projects or projects with less than 20% affordable units)*	Bonuses are not additive. A plus B may not exceed 10 feet
Tier 2	20 feet maximum	A. 20% or more affordable units: 10 feet B. Provision of community benefits (for non-residential projects or projects with fewer than 20% affordable units)*: 10 feet C. 100% affordable projects located outside AB 1763 area: 20 feet	All combinations of A, B, and C may not exceed 20 feet
AB 1763 Bonus	33 feet maximum	Projects within AB 1763 area (one-half mile of SMART/ San Rafael Transit Center) in which 100% of all residential units are affordable	May not be combined with any other bonus

*Community Benefits may include public parking, child care or community facilities, plazas and open space, etc.



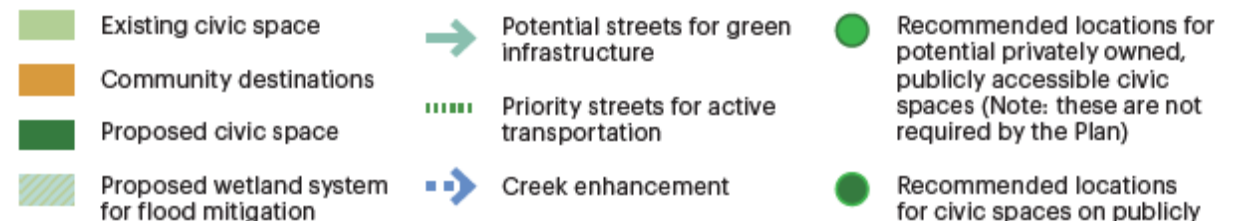
Note:
1. A project using an AB 1763 height bonus is not eligible for any other height bonus
2. The height limits shown on this map are subject to additional standards related to historic resources. Please refer to Chapter 5: Historic Resources, and Chapter 9: Downtown Form-Based Code for additional information.

Public Realm Framework

Refer Section 4.4

- **Parks and plazas** create gathering spaces
- **Streets and passages** enhance connectivity
- **Natural systems** mitigate flooding, add resilience

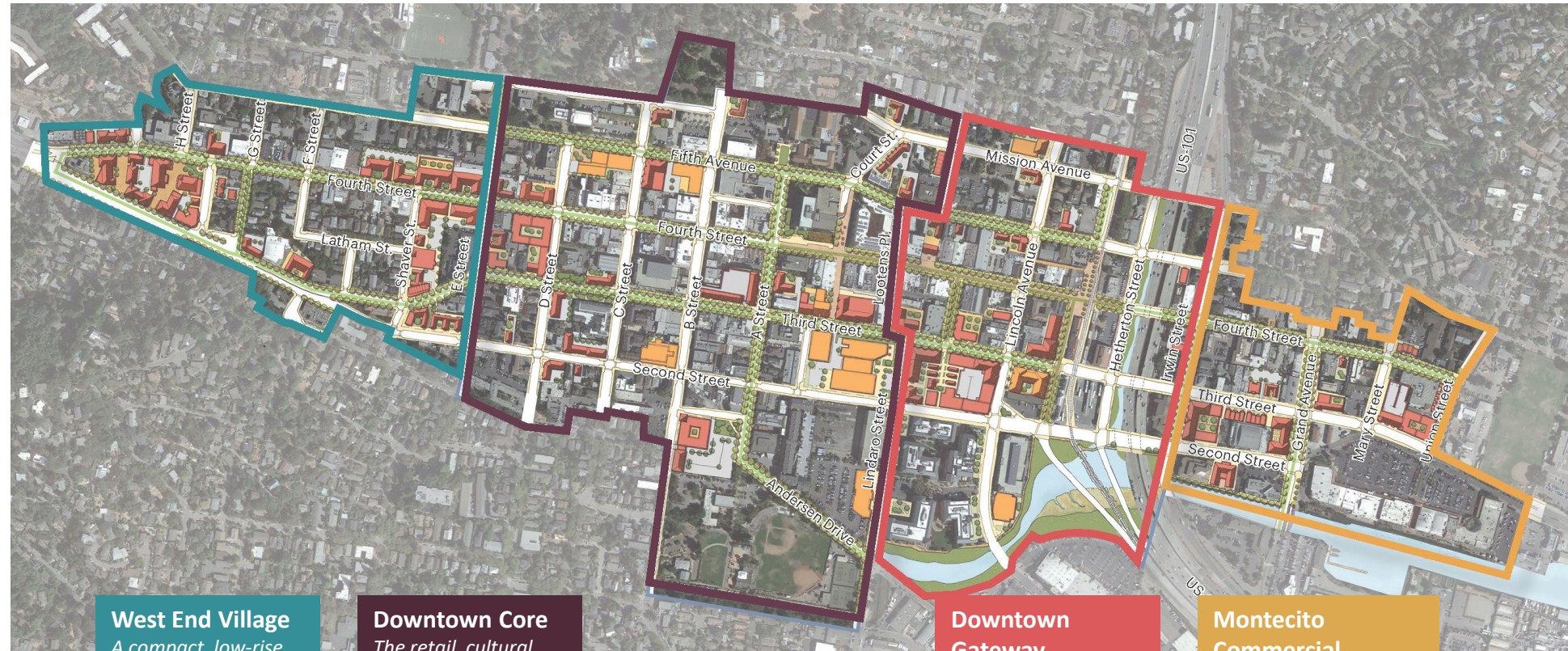
- 1** SMART Transit Plaza
- 2** Pocket Plaza in Downtown Core
- 3** Fourth Street Improvements
- 4** Montecito Promenade
- 5** Alley Improvements (Walter Lane, between Lauren's Place and Commercial street)
- 6** Urban Wetland
- 7** San Rafael Canal Waterfront
- 8** Green Infrastructure



Downtown Sub-Areas

Refer Section 4.5

Four Downtown sub-areas to reinforce existing character and function, and establish a hierarchy of built form and intensity of use



West End Village
A compact, low-rise neighborhood with a variety of housing, eclectic shops and local businesses.

Downtown Core
The retail, cultural and entertainment heart of Downtown anchored by Fourth Street.

Downtown Gateway
A vibrant, mixed-use node with new housing, employment and civic space.

Montecito Commercial
A neighborhood with a unique waterfront identity, with new housing supported by amenities and transit.

Downtown Sub-Areas

Refer Section 4.5

Development program, built character, transportation, public realm improvements described for each sub-area

Chapter 4 — Design Vision

4.5 Downtown Sub-Areas

Illustrative Vision for the Downtown Gateway

The illustrative plan and perspective show one of many potential built outcomes for the Downtown Gateway sub-area.

- Small-lot infill development fills missing gaps in the built fabric and provides additional housing close to transit.
- The SMART station plaza is extended north till Fifth Avenue, creating a new Transit Plaza and gateway to Downtown.
- Enhanced bicycle facilities along Tamalpais Avenue improve connectivity to the city-wide north-south bicycle greenway.
- Parcels along Ritter Street consolidated to enable a larger mixed-use project, and provide a direct pedestrian connection from Downtown to the offices south of Second Street.
- Potential location for a parking structure.
- Potential urban wetland south of Second Street to alleviate Downtown flooding, along with restored Mahon and Irwin creeks.

San Rafael Transit Center relocation: several site options currently under review (see page 81).

View from US-101 looking north-west!

Public Review Draft — December 2020

Downtown San Rafael Precise Plan 79

Chapter 4 — Design Vision

4.5 Downtown Sub-Areas

Figure 4.27 Illustrative rendering of the new Transit Plaza

(Above) A new plaza is created on Tamalpais Avenue between Fourth Street and Fifth Avenue, providing a new civic space at the entrance to Downtown. Framed by new mixed-use development with active ground floor uses, the plaza can support a variety of functions. The photo (left) indicates existing conditions at the same location.

- 1 New mixed-use development provides housing and employment close to transit and amenities.
- 2 Active ground floor uses add vitality and safety to the plaza
- 3 The SMART station creates a new transit gateway to Downtown
- 4 The new plaza creates space for a range of activities and amenities
- 5 Trees, lighting, seating and bicycle facilities enhance the Transit Plaza
- 6 A Class I bicycle facility enhances north-south connectivity

Public Review Draft — December 2020

Downtown San Rafael Precise Plan 81

Chapter 4 — Design Vision

4.5 Downtown Sub-Areas

Figure 4.27 Illustrative rendering of the new Transit Plaza

(Above) A new plaza is created on Tamalpais Avenue between Fourth Street and Fifth Avenue, providing a new civic space at the entrance to Downtown. Framed by new mixed-use development with active ground floor uses, the plaza can support a variety of functions. The photo (left) indicates existing conditions at the same location.

- 1 New mixed-use development provides housing and employment close to transit and amenities.
- 2 Active ground floor uses add vitality and safety to the plaza
- 3 The SMART station creates a new transit gateway to Downtown
- 4 The new plaza creates space for a range of activities and amenities
- 5 Trees, lighting, seating and bicycle facilities enhance the Transit Plaza
- 6 A Class I bicycle facility enhances north-south connectivity

Public Review Draft — December 2020

Downtown San Rafael Precise Plan 83



Chapter

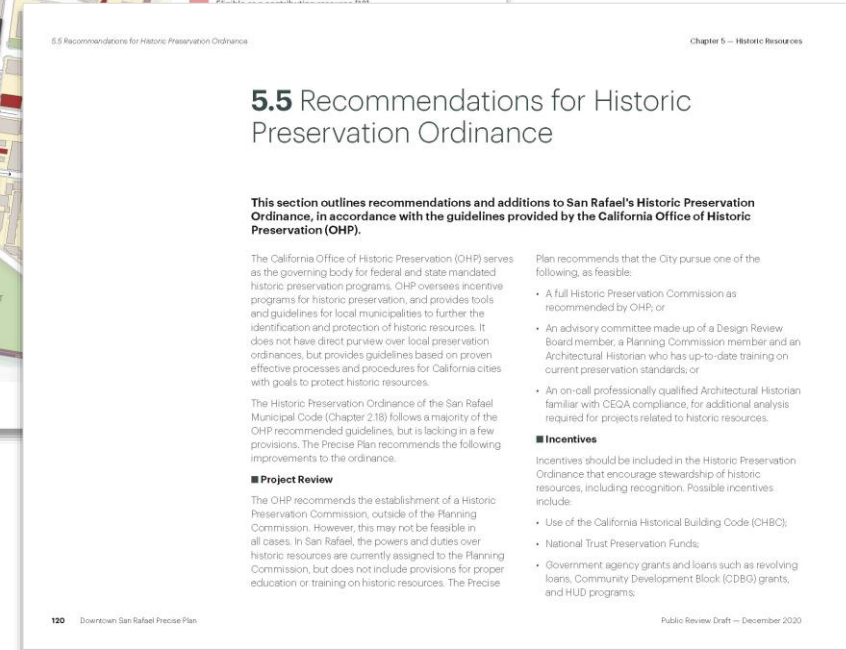
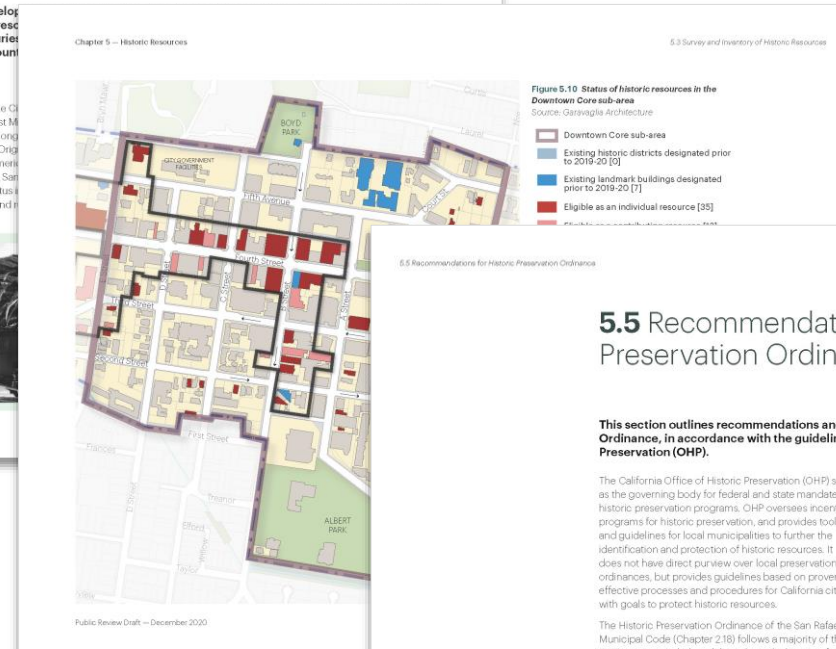
Historic Resources 5

Historic Resources: Overview

Refer Historic Resources
Summary Report
<https://www.cityofsanrafael.org/downtown-historic-preservation/>

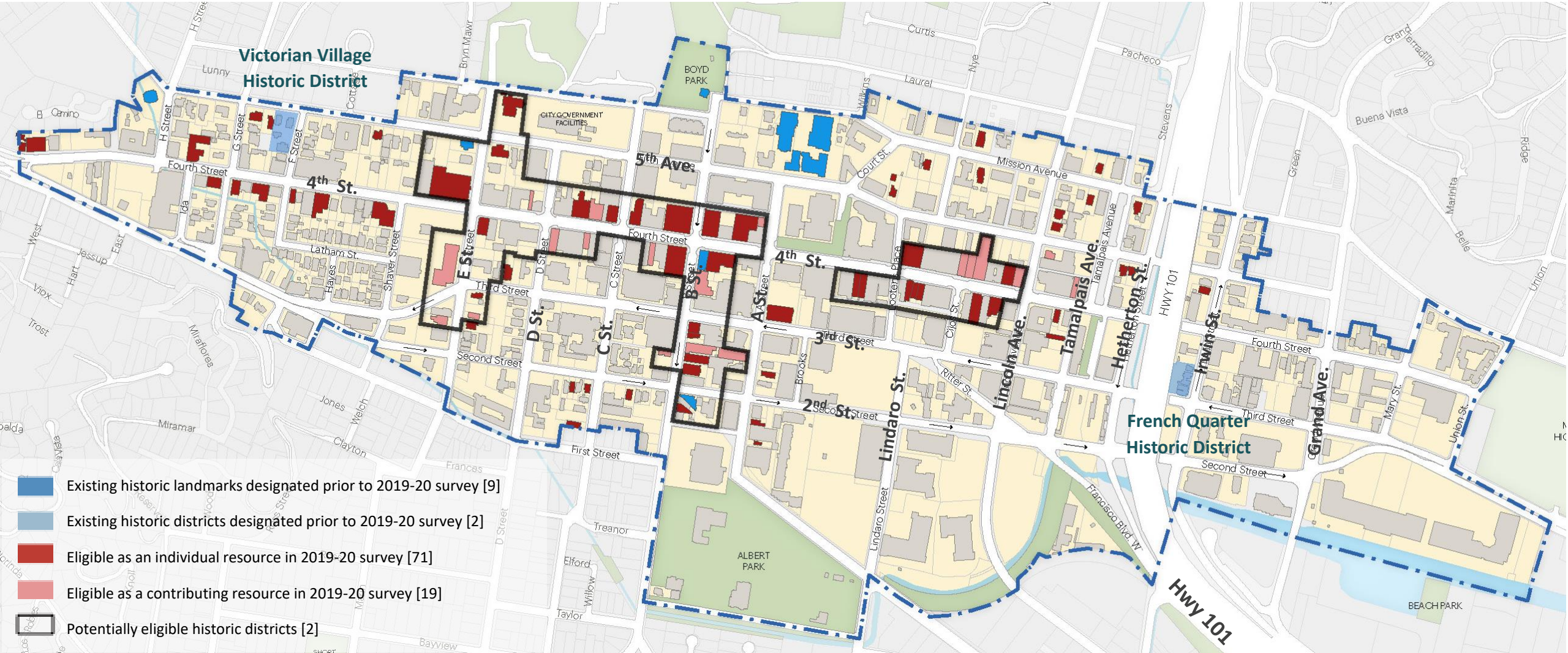
Key topics:

- **Historic context** statement related to key periods of Downtown's development
- **Updated survey and inventory** of 572 properties
- **90** new potential resources, **2** new potentially eligible historic districts
- **Recommendations for Historic Preservation ordinance** including review processes and developing incentives for historic preservation
- **Downtown Historic Resources Summary Report** on General Plan 2040 website provides additional information and DPR 523 forms



Updated Historic Resources

Refer Section 5.3



Procedures + Processes

Refer Section
5.6

Streamlining and clarifying Downtown historic resources

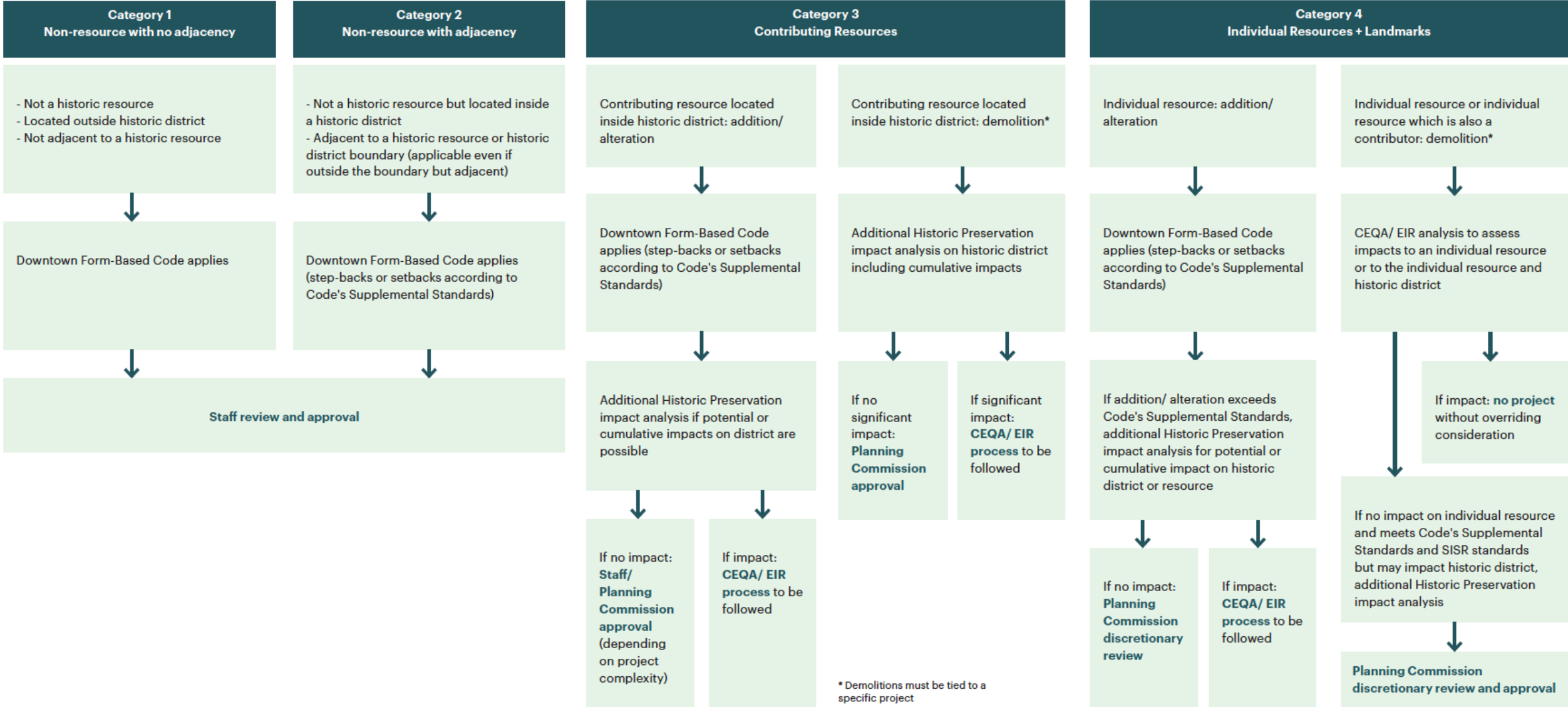
- Secretary of the Interiors Standards for Rehabilitation (SISR) used to provide guidance for projects related to Downtown historic resources
- Procedural options illustrated for different categories of potential projects in Downtown

Table 5A. Allowed Modifications to Downtown Historic Resources Based on Historic Status

Built Form Type	Type of Modification	National Register/ State/ Local Landmark	Individually Eligible Resource	Contributing Resource to a Historic District
House - Form Historic Resource	Demolition	Not permitted	Not permitted	Permitted. Must avoid a cumulative or significant impact to the district, to be determined by a qualified historian.
	Relocation	Not permitted unless under threat of demolition in current location and with qualified historian's approval.	Not permitted unless under threat of demolition in current location and with qualified historian's recommendation.	Not permitted unless under threat of demolition in current location and with qualified historian's recommendation.
	Alterations	Permitted. Must comply with SISR, especially SISR #2; and avoid altering defining features.	Permitted. Must comply with SISR, especially SISR #2, and avoid altering defining features.	Permitted. Must comply with SISR, especially SISR #2, and avoid altering defining features.
	Additions	Permitted up to 10 feet*, following Downtown Form-Based Code standards including Supplemental Standards; and complying with SISR, especially SISR #9. <i>* Note that the height limit for additions is recommended based on industry best practices. In cases where additional height might be required, the recommendation of a qualified architectural historian based on analysis of the property may be used as an alternative.</i>	Permitted up to 10 feet*, following Downtown Form-Based Code standards including Supplemental Standards; and complying with SISR, especially SISR #9. <i>* Note that the height limit for additions is recommended based on industry best practices. In cases where additional height might be required, the recommendation of a qualified architectural historian based on analysis of the property may be used as an alternative.</i>	Permitted up to 10 feet*, following Downtown Form-Based Code standards including Supplemental Standards; and complying with SISR, especially SISR #9. <i>* Note that the height limit for additions is recommended based on industry best practices. In cases where additional height might be required, the recommendation of a qualified architectural historian based on analysis of the property may be used as an alternative.</i>
	Repairs	Permitted. Must comply with SISR, especially SISR #6: maintain Integrity and be compatible/ differentiated.	Permitted. Must comply with SISR, especially SISR #6: maintain integrity and be compatible/ differentiated.	Permitted. Must comply with SISR, especially SISR #6: maintain integrity and be compatible/ differentiated.
Block - Form Historic Resource	Demolition	Not permitted	Not permitted	Permitted. Must avoid a cumulative or significant impact to the district, determined by a qualified historian.
	Relocation	Not permitted unless under threat of demolition in current location and with qualified historian's recommendation.	Permitted only if under threat of demolition in current location.	Permitted only if under threat of demolition in current location.
	Alterations	Permitted. Must comply with SISR, especially SISR #2, and avoid altering defining features.	Permitted. Must comply with SISR, especially SISR #2, and avoid altering defining features.	Permitted. Must comply with SISR, especially SISR #2, and avoid altering defining features.

Procedures + Processes

Refer Section 5.6





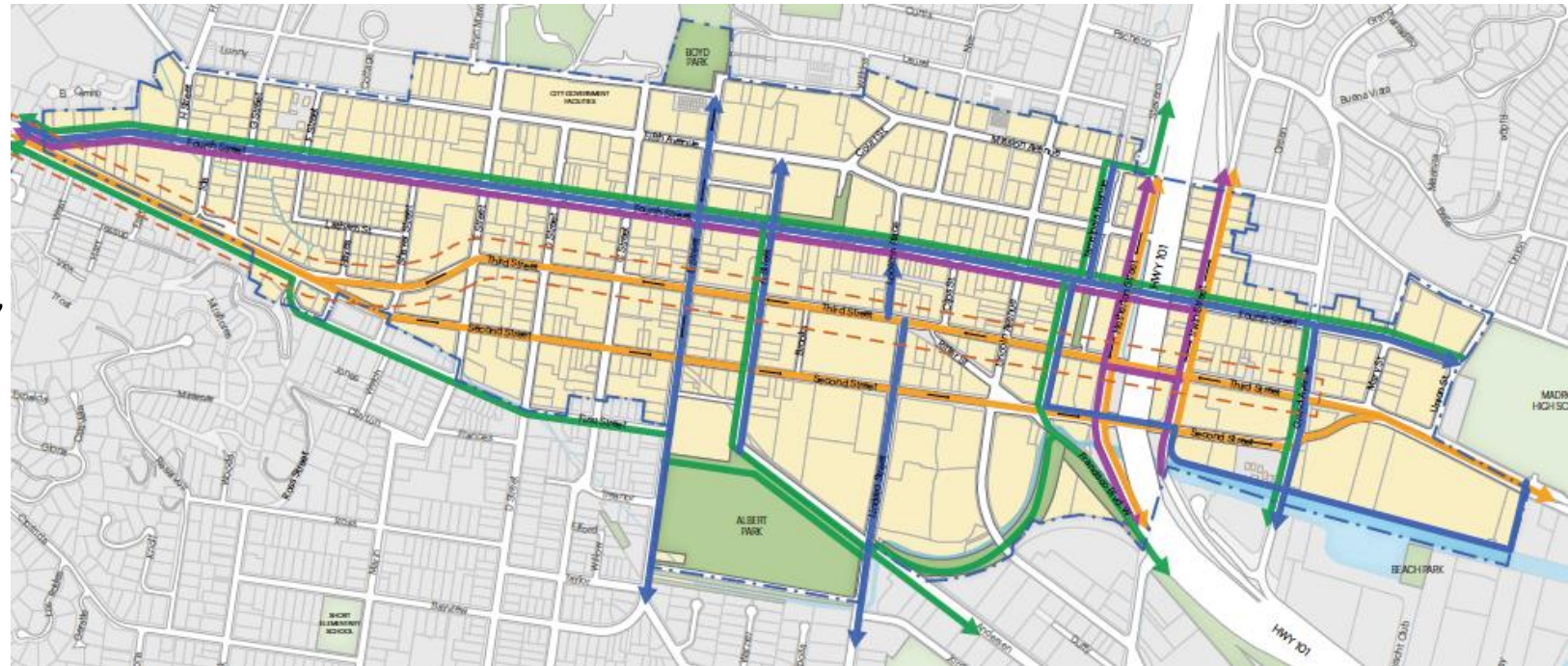
Chapter

Transportation + Parking 6

Transportation + Parking: Overview

Key topics:

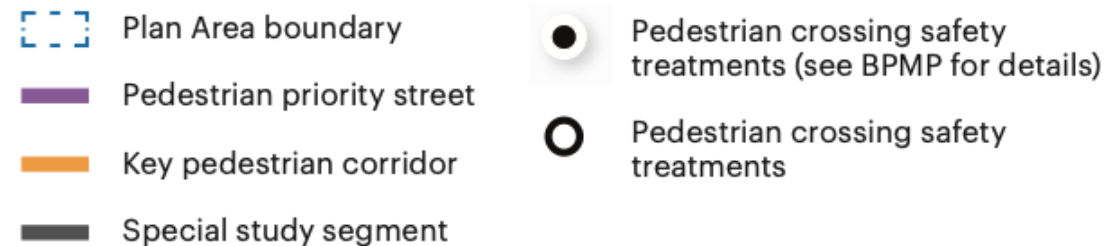
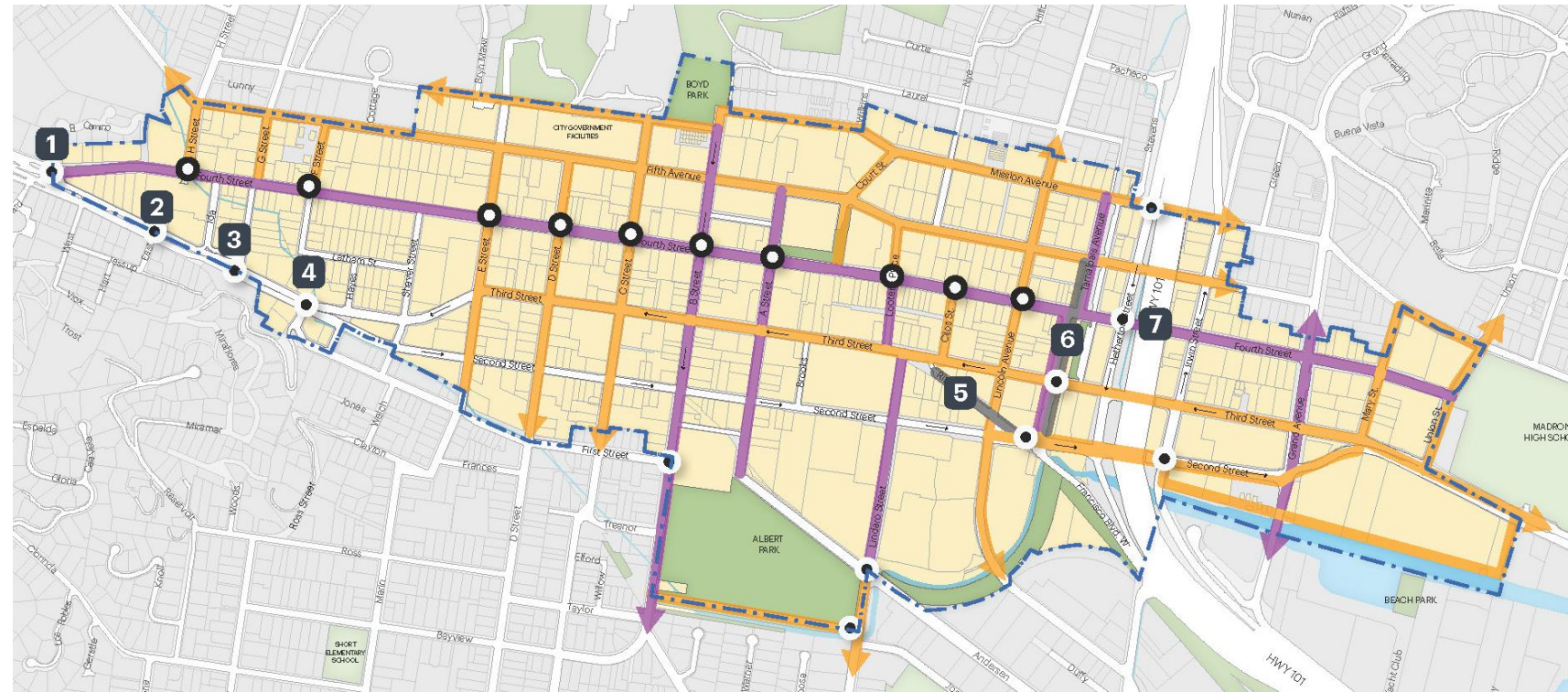
- A “layered network” approach prioritizing different travel modes to create “complete streets”
- Street prioritization networks for bicycle, pedestrian, vehicular and transit use, including strategies and recommended improvements
- Proposed short and long-term transformations for key streets, subject to further study
- Recommendations for parking management including **expanding Parking Assessment District**
- Guidance on reducing VMT, wayfinding



Pedestrian priority network

Refer Section
6.2

- **Fourth Street** reinforced as downtown’s “Main Street”
- **Focused improvements** on Tamalpais Avenue and Transit Village area
- **Improving pedestrian safety** at key intersections and on E-W streets beneath US-101
- **Enhanced north-south connectivity** with A, B, Tamalpais, Lindaro and Grand as priority streets
- Aligned with City’s BPMP and General Plan recommendations



Bicycle priority network

Refer Section 6.2

- **Focus on north-south and east-west connectivity** by filling in missing gaps and linking to City-wide networks
- **Fourth Street key east-west connection** as a low-speed shared street
- **A, E, Grand** major bicycle routes
- **Fifth, Second, Third and Tamalpais** need further study for final recommendations

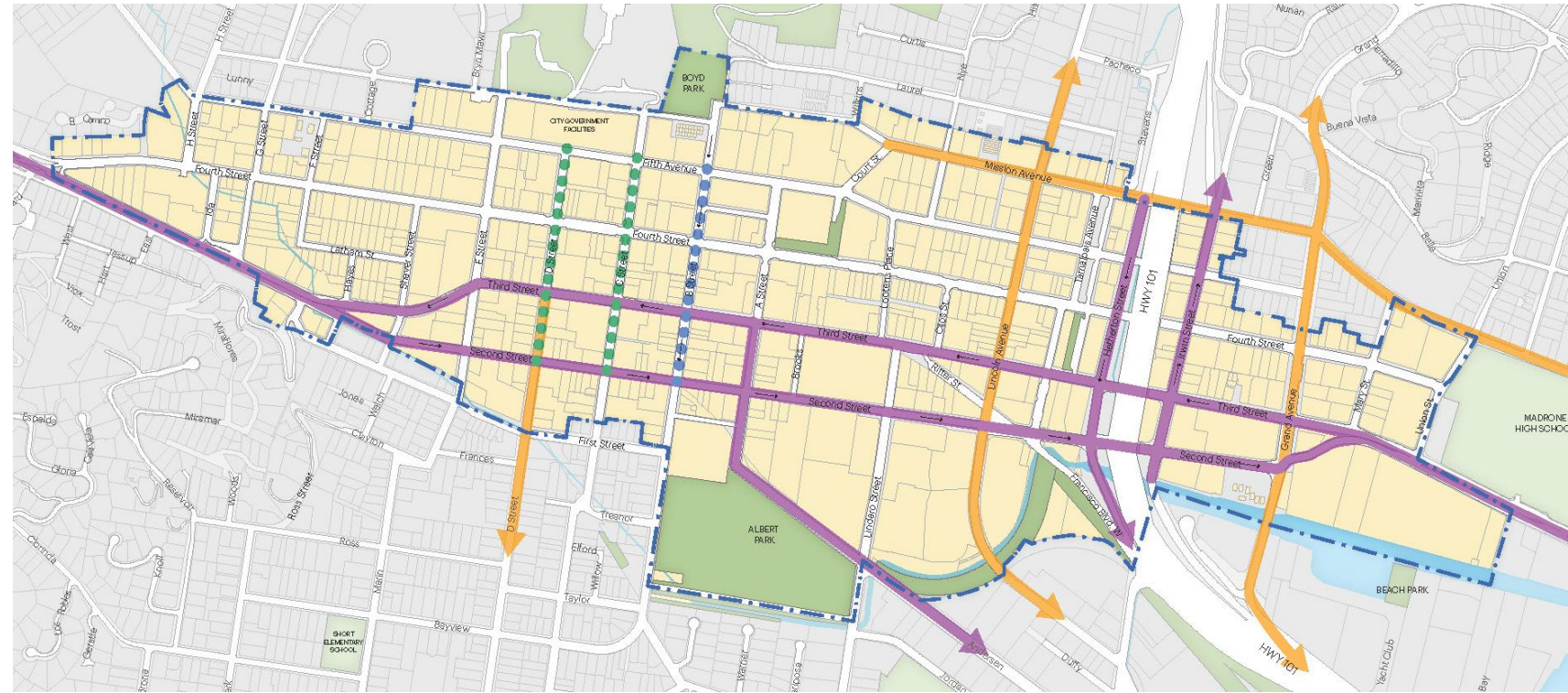


- Class I Bicycle Facility (separated bicycle path)
- Class IV Bicycle Facility (protected/ separated bicycle lane)
- Class II Bicycle Facility (striped/ buffered bicycle lane)
- Class III Bicycle Boulevard (shared street, low speed)
- ■ ■ Bicycles may use sidewalk on south side
- Intersection treatments to accommodate bicycle circulation
- Special study segment | study intersection (areas where multiple potential projects have been identified, but final recommendations have not been made, and need further study)

Vehicular priority network

Refer Section 6.2

- **Second-Third and Irwin-Hetherton Streets** main vehicular corridors
- **B Street** proposed to be converted to two-way
- **C,D Streets** designated emergency response routes
- **Francisco Blvd. W from Second Street to Rice Drive** proposed to be converted to one-way
- **West End gateway** by reconfiguring intersection of Second, Fourth, Marquard Avenue

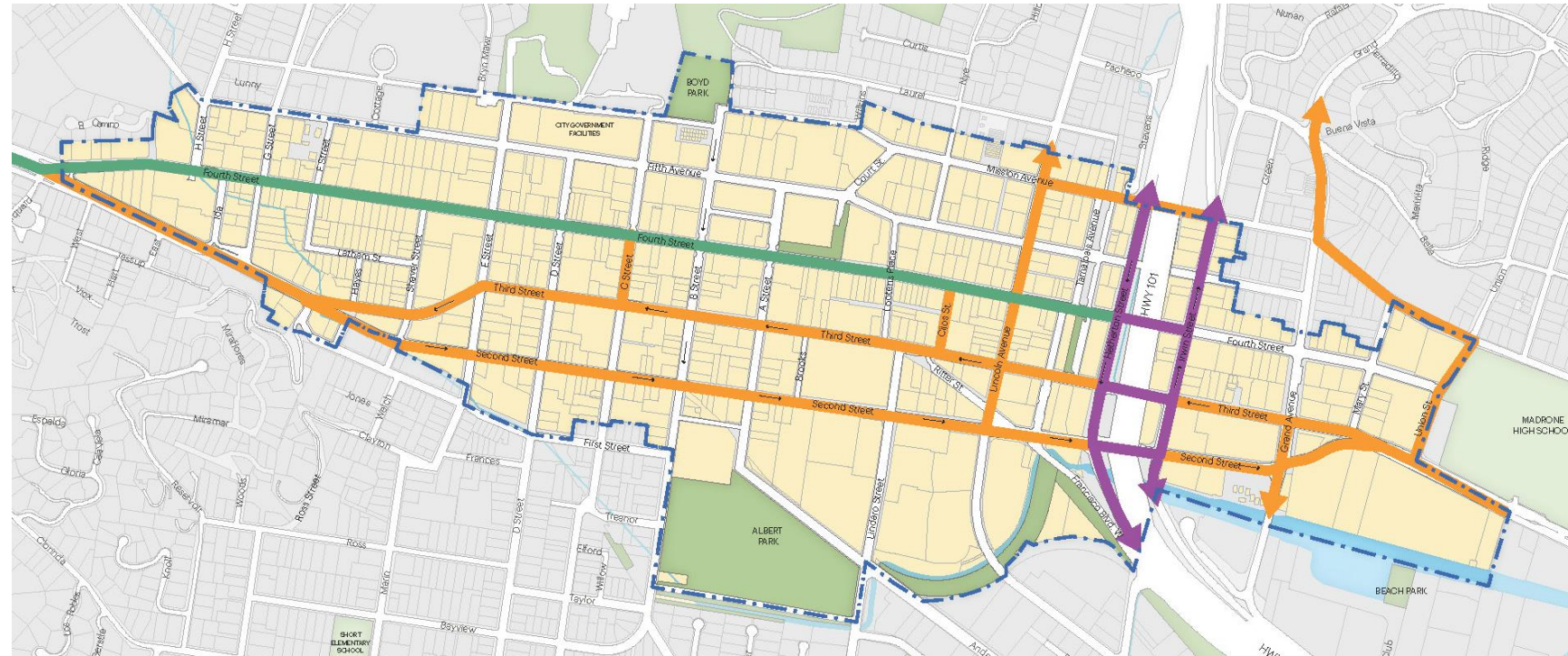


- ▭ Plan Area boundary
- ▬ Major arterial/ priority auto route
- ▬ Minor arterial/ city-wide connector
- Convert from one-way to two-way
- Designated Police and Fire Department emergency response route

Transit priority network

Refer Section
6.2

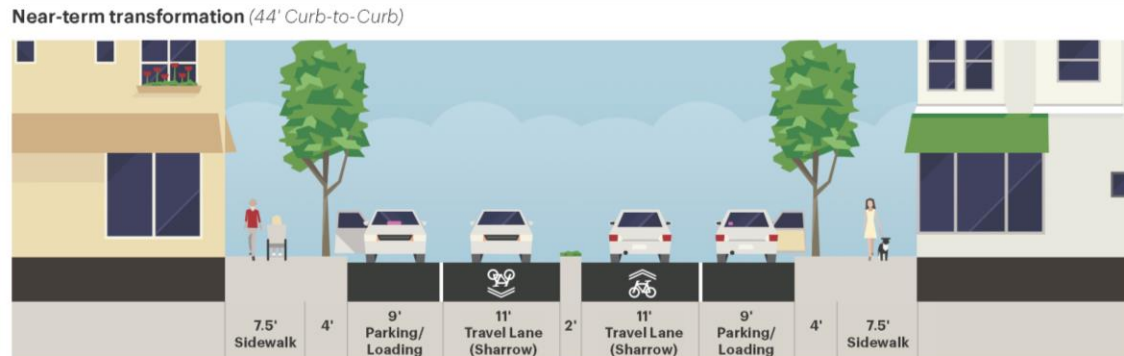
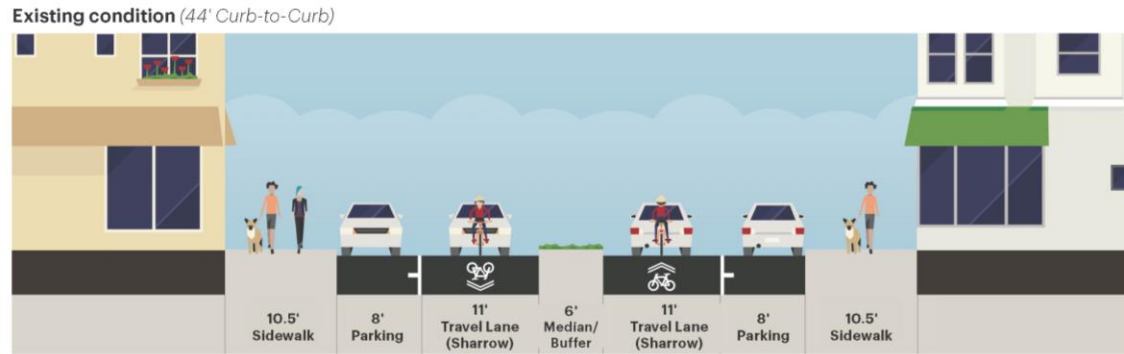
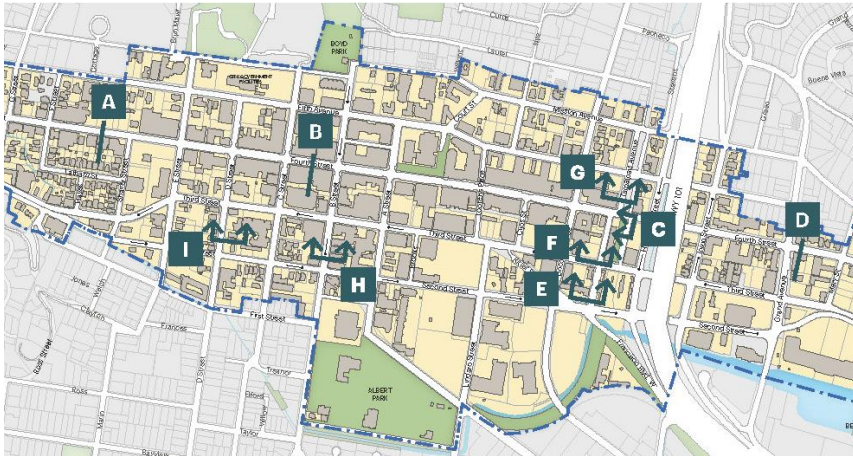
- **Irwin, Hetherton Streets** along with connecting E-W streets remain high frequency transit corridors to support Transit Center functions
- **Fourth Street** main E-W bus route within Downtown



- Plan Area boundary
- High frequency bus route
- Moderate frequency bus route
- Low frequency bus route

Illustrative street transformations

Near-term and long-term transformations for key Downtown streets



Fourth Street
between E and
Hetherton

Sections created using Streetmix



Chapter

Affordable Housing + Anti-Displacement

7

Affordable Housing + Anti-Displacement

Key topics:

- Analysis of existing policies and programs and potential new strategies to **promote affordable housing and tenant protection**
- **514 affordable units in Downtown** [286 publicly assisted affordable rental + 228 BMR rental, 2018]
- Housing Element 2015-2023 context: **RHNA target of 1,007 units** will likely be met by: projects built / under construction
 - **237** permitted projects
 - **526** pipeline projects
 [2019 figures]

Table 7F. Potential Affordable Housing Production and Anti-Displacement Strategies for San Rafael

Housing Production Strategies	Tenant Protection Strategies
Enhanced Downtown Height Bonus	Tenant Relocation and Protection Ordinance
Potential Zoning Strategies	No Net Loss/ One-for-One Replacement
Parking Reductions	Preservation of Affordable Housing
Streamlined Development Review	
Air Rights Development/ Land Write-Downs	
Outside Funding Resources and Applications	
Community Land Trusts/ Cooperatives	

Affordable Housing + Anti-Displacement

Housing production strategies

- Enhanced Downtown height bonus aligned with General Plan FAR 3.0 to 6.0
- Parking reductions, expanded parking district
- Streamlined development review
- Air rights development/ land write-downs
- Innovative housing such as CLTs, Co-Ops

Tenant protection strategies

- Maintain tenant protection and relocation ordinance
- Preservation of existing; "no-net-loss/ one-for-one" replacement for deed-restricted affordable units

7.5 Implementation Strategies

developments, housing for farmworkers, transit-oriented development, infrastructure for infill development, and homeownership. The bond also funds matching grants for Local Housing Trust Funds and homeownership programs. \$1 billion in bond proceeds will be allocated to CalVet for home and farm purchase assistance for veterans.

- Multifamily acquisition/rehabilitation.** In addition to new construction, many communities also provide affordable housing through the acquisition and rehabilitation of aging and/or deteriorating multifamily housing. Under such a program, the City acquires or assists in the acquisition of a problem apartment complex and then works with a development partner to coordinate the rehabilitation, maintenance and management of the project as long-term affordable housing. In instances where units have been determined to be uninhabitable, housing element statutes establish specific criteria for acquisition/rehabilitation in which

Figure 7.6 A visual depicting how a Community Land Trust works.
Source: Plan to Place, 2019

Chapter 7 – Affordable Housing + Anti-Displacement

regional housing needs (RHNA) credit may be obtained. As part of the land use analysis conducted for the Precise Plan, the City has the opportunity to begin developing an inventory of older, under-maintained apartment complexes for potential future acquisition and rehabilitation.

■ Innovative Housing Approaches: Community Land Trusts and Cooperatives

San Rafael's Housing Element includes the following policy to encourage innovative housing approaches to broaden the types of housing available:

Provide opportunities and facilitate innovative housing

Chapter 7 – Affordable Housing + Anti-Displacement

Cooperative Housing Development

A limited equity cooperative is a model in which low and moderate income residents purchase ownership shares in a building at below market prices, subject to limitations on the amount of equity or profit they can receive on the resale of their units. Cooperatives are governed by an elected board of directors whose responsibilities include establishing resale controls. Co-op ownership helps to allow residents to remain in place in the face of rising market pressures that can lead to displacement.

Tenant Protection Strategies

The Precise Plan recommends a development program of 2,100 new housing units and 2,020 new jobs. This level of development demand will place significant pressure to redevelop existing uses in the Plan Area. The following

measures may serve both to minimize the loss of existing housing, and to assist tenants who are displaced to find suitable replacement housing.

■ Tenant Relocation and Protection Ordinance

With significant demand for multifamily development in the Plan Area and elsewhere in the City, some of which may be accommodated through redevelopment of existing residential uses, an effective anti-displacement program for rental property tenants is essential to stemming future gentrification.

Several Bay Area communities have adopted Tenant Relocation Assistance Ordinances (refer Table 7H below) in response to the number of low-cost apartments being lost to redevelopment and the associated displacement of lower income tenants. With rents continuing to rise,

Table 7H. Bay Area Tenant Relocation Ordinances	Menlo Park (2019)	Mountain View (2010, 2018 amendments)	San Leandro (2017)
Ordinance applicability	Landlord actions (demolitions, condo conversions, renovations) resulting in the removal of rental units and requiring tenants to vacate their apartments.	NA	NA
Additional applicability	NA	NA	Rent increase of +12% within 1 year, and tenant intends to vacate unit
Project size threshold	5 or more rental units	4 or more rental units	2 or more rental units
Tenants eligible for assistance	Up to 80% AMI	Up to 120% AMI	No income limit
Rent payment amount	3 x current HUD fair market rent (FMR)	3 months median market rent	3 months tenant's current rent, or 3 x current FMRs, whichever is greater
Additional assistance to Special Circumstance Households*	1 additional month rent	\$3,000	\$1,000

* Special circumstance households are defined as having at least one person that is either over 62 years of age, handicapped, disabled, or a legally dependent minor child (less than 18 years of age).
Sources: www.menlopark.org/1390/tenant-relocation-assistance-ordinance; www.mountainview.gov/depts/comdev/preservation/tenant_relocation_assistance.asp; www.sanleandro.org/depts/cd/housing/tr.asp

Administrative Draft – April 2020



Chapter

Implementation 8

Implementation Strategy

Roadmap to implementation:

- **Placemaking** through priority transportation and public realm projects, focusing on key nodes
- **Facilitating incremental infill** of small and medium projects through the Form-Based Code and simpler entitlement process
- **Short-term pilot projects and tactical urbanism** to test design concepts at low cost and build community support
- **Sustain local businesses and institutions** with policies to prevent displacement

Table 8A. Priority Projects for Transportation and Public Realm Improvements

8A.1. Streets and Transportation Infrastructure Improvements

Priority Projects	Timing ¹	Priority	Funding Source
8A.1.1. Downtown Gateway Improvements First/last mile improvements for SMART Station and Transit Center (pedestrian, bicycle, lighting, wayfinding). Downtown intersection improvements (traffic signals, roundabouts, and/or turn lane modifications).	Near-term	High	Traffic Improvement Fee; State/Federal/Transportation Authority of Marin (TAM); private development-related improvements.
8A.1.2. Transit Center Relocation Implement the San Rafael Transit Center relocation project on site selection by the Golden Gate Bridge, Highway and Transportation District (GGBHT). Evaluate and implement necessary circulation and wayfinding improvements on surrounding streets to support the new function.	Near-term	High	Golden Gate Bridge, Highway and Transportation District (GGBHTD); grants.
8A.1.3. US-101/Downtown San Rafael Interchange Intersection and ramp improvements to Second Street, Third Street, Hetherton Street, Irwin Street, and/or ramps.	Near-term	High	State and Federal/ TAM funding.

Description
Timing
Priority
Potential funding sources

Priority Public Realm Projects

Refer Section 8.1



Transportation Projects

- 1 Downtown Gateway Improvements
- 2 Transit Center Relocation
- 3 US-101/Downtown San Rafael Interchange
- 4 Canal Pedestrian-Bicycle Connection
- 5 Downtown One-Way Street Conversion
- 6 Second Street Multimodal Improvements
- 7 Fourth Street Improvements
- 8 Fourth Street Intersection Realignment
- 9 Tamalpais Avenue West Improvements
- 10 Lincoln Avenue Peak Period Lanes/Parking Restrictions

Downtown Parking Assessment District

- 1 Transit Plaza
- 2 Montecito Promenade
- 3 Urban Flood Mitigation Wetland
- 4 San Rafael Canal Adaptation

Economic Development

Refer Section
8.2

- **Economic Development Strategy** with actions, timeline and responsible parties
- **Potential Financing Strategies and Funding Sources** based on fiscal analysis findings and considering the impact of Covid-19
- **Additional recommendations** addressing issues specific to downtown: parcel aggregation, repurposing historic buildings, Downtown retail

Strategy

1

Support existing businesses and attract new businesses to Downtown.

Strategy

2

Maintain and enhance Downtown's contribution to San Rafael's fiscal vitality.

Strategy

3

Support new infill and transit-oriented development.

Strategy

4

Strengthen Downtown as a community and regional destination.



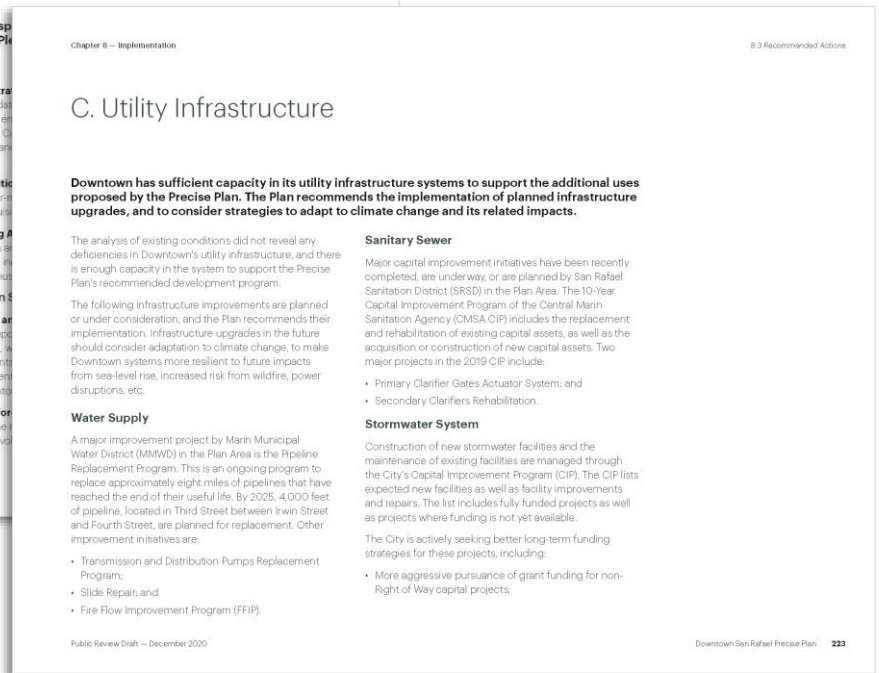
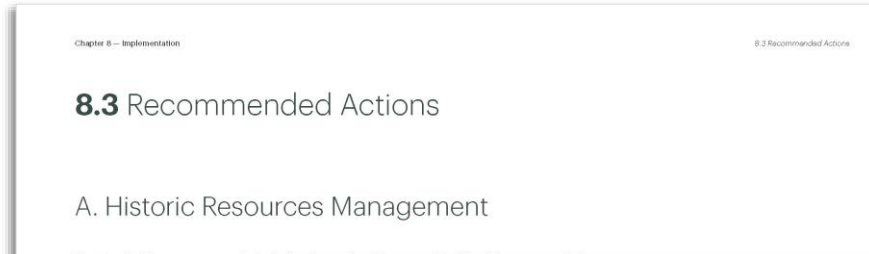
Precise Plan Actions

Refer Sections 8.3, 8.4

Recommended actions:

- **Historic Resources Management**
- **Affordable Housing and Anti-Displacement**
- **Utility Infrastructure**
- **Adaptation to Climate Change**

Steps for Plan monitoring and enforcement



Discussion

