

# Appendix A: Implementation Matrix

The Implementation Matrix provides a strategic framework for implementing General Plan 2040. The Plan identifies hundreds of programs to implement local policies and achieve the City’s goals. Most are ongoing measures to be implemented through the operating procedures of City departments. Some are specific activities to be implemented in the years after Plan adoption, including additional plans, studies, ordinances, and capital improvement projects. Many of the programs provide guidance for development review, service delivery, budgeting, public participation and communication, and administration of community development functions.

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

**Column 1: Program ID #.** This corresponds to the program numbers used in the General Plan.

**Column 2: Program Description.** This is an *abridged* description of the program. The General Plan itself should be consulted for the full program description.

**Column 3: Timeframe.** This indicates whether the program is an ongoing initiative, or whether it is short-term, mid-term, or long-term in nature. Ongoing initiatives include day to day tasks that are currently carried out by each City department, as well as new activities that may be pursued in the future. The timeframe for other activities is as follows:

- Short-term actions are those to be implemented in the next four years. The highest priority short-term actions are highlighted in **bold text**.
- Mid-term actions are those to be implemented in the next five to ten years
- Long-term actions are those to be implemented in the next 10 to 20 years

The timeframes are intended only as guidelines. If funding becomes available for a long-term initiative, it may be pursued immediately. Likewise, if it is infeasible to achieve a short-term action in the next four years due to funding constraints or limited staff resources, it may be carried forward. The General Plan progress report provides a useful tool for reporting the status of various initiatives.

**Column 4: Responsible Departments or Agencies.** This column lists the City departments responsible for carrying out the program listed. In most cases, multiple departments are identified. Bold font is used to indicate the department with primary responsibility. The other departments are expected to provide a supporting role. In a few cases, “other” entities are indicated—this might include the County, special districts, agencies such as TAM, local utilities, or the private sector.

Table A-1 on the following pages shows the acronyms used for each department.

**Column 5: Resources.** This column indicates potential resources to carry out the program, such as staff time, bonds, grants, partnerships, assessments, volunteers, fees, fines, and private sector contributions. Implementation of each program may depend on the availability of the resources shown in the table.

**Columns 6-11: Applicable Guiding Principles.** Chapter 2 of the General Plan identified six guiding principles that underpin the Plan. The “check” marks in Columns 6-11 indicate which specific principles are advanced by the program.

**Table A-1: Implementation Matrix Acronyms**

Acronym	Department/ Agency
CA	City Attorney
CD	Community Development
CL	City Clerk
CC	City Council
CM	City Manager
County	County of Marin
DI	Digital Service and Open Government
ED	Economic Development
Fin	Finance Department
Fire	Fire Department
HR	Human Resources
PC	Planning Commission
LR	Library and Recreation Department
Other	Other agency, not shown here
P	Parking Services
PC	Planning Commission
Pol	Police Department
DPW	Public Works
DPW(T)	Public Works Transportation Division
Sus	Volunteers and Sustainability

**Metrics for Monitoring Plan Implementation**

Each Implementation Matrix begins with a list of performance measures or indicators that may be used to monitor implementation progress or provide a benchmark for planning and development review. In some cases, an actual numeric standard is provided (repeating a standard expressed in the text). In other cases, potential future metrics are suggested but no specific targets are provided. The City may develop numeric targets for these criteria in the future, as data, technology, and resources allow. When developing metrics, it is important to consider their context and intent so that they are meaningful and can inform policy choices in a constructive way.

## Land Use Element

### Metrics and Indicators

<b>Indicator</b>	<b>Measurement</b>
Dwelling units added over planning period (2020-2040)	4,460 units (entire Planning Area)
Employment growth over planning period (2020-2040)	4,115 net new jobs (entire Planning Area)
Zoned capacity for housing for 2023-2031 period (for Housing Element)	At least 3,220 units (to meet Regional Housing Needs Allocation)
Acreage designated on General Plan Map as Open Space or Conservation	Maintain at <u>or above</u> 47.3% of Planning Area total (current level)
Percent of future development (in acres) that occurs by repurposing previously urbanized land	90 percent
Percent of new housing units located in Downtown Precise Plan area (as a percentage of all units in the Planning Area)	50 percent
Ratio of Jobs to Households	1.45 or higher (currently 1.5, regional average is 1.49 and projected to decline to 1.34 by 2050)
Reports on General Plan Progress	One per year; with major evaluation every five years
Municipal Code Amendments	Prepare new regulations for live-work Create an "Innovation District" (overlay or base zone) Create Sea Level Rise overlay zone
<b>Metrics and Indicators to Track in the Future</b>	
<ul style="list-style-type: none"> <li>o Net changes in existing land use (acres moving from one land use category to another)</li> <li>o Net gain (or loss) in floor space in: (1) office (b) industrial/ warehouse; (c) retail; (d) hospitality; (e) government/public; (f) other</li> <li>o Number of Accessory Dwelling Units (ADUs) and JADUs added per year</li> <li>o Number of approved projects (and housing units added) that repurpose former office and/or commercial spaces</li> <li>o Average net density of new residential and mixed use projects</li> <li>o Average floor area ratio (FAR) of new development projects</li> <li>o Number/ acres of annexations</li> <li>o Vacancy rates (rental housing, ownership housing, office, retail, hotel, other)</li> <li>o Housing-Transportation Index (% of household income spent on housing and transportation): Currently 51% in San Rafael (regional average is 48%)</li> </ul>	

# IMPLEMENTATION MATRIX

# Neighborhoods Element

ID #	Program Description	Timeframe	Responsible Departments or Agencies (lead dept. in bold)	Resources	Applicable Guiding Principles					
					Strengthening Our Foundation	Adapting to the Future	Economic Vitality	Opportunity for All: Equity	Housing Our Growing Community	Mobility
LU-1.1A	Evaluate General Plan at least once every 5 years	OG	<b>CD</b> , PC, CC	GP Impl Fee	√	√	√	√	√	√
LU-1.2A	Use Development Review to ensure adequacy of infrastructure.	OG	<b>CD</b> , DPW, other agencies	Staff Time, Fees	√					√
LU-1.3A	Quantify and Monitor the Benefits of Transit-Oriented Development	MT	<b>CD</b> , CM, DPW (transp), other	Staff Time, Grants, Partnerships		√			√	√
LU-1.3B	Ensure that zoning allows reasonable interim uses of property	OG	<b>CD</b> , ED	Staff Time		√	√	√		
LU-1.6A	Encourage LAFCO to adopt urban service and annexation policies consistent with the General Plan	OG	<b>CD</b> , CC, CM, other (County)	Staff Time	√		√		√	
LU-1.7A	Review applications for development adjacent to San Rafael	OG	<b>CD</b> , CC, CM, other (County)	Staff Time	√	√	√		√	√
LU-1.8A	Implement zoning consistent with General Plan densities	ST	<b>CD</b>	Staff Time	√		√		√	
LU-1.8B	Maintain minimum densities	OG	<b>CD</b>	Staff Time				√	√	
LU-1.8C	Amend 14.16.300 to allow more than one unit per lot on lots under 5,000 SF in multi-family areas	ST	<b>CD</b> , PC, CC	Staff Time				√	√	
LU-1.10A	Implement General Plan FAR limits in zoning	ST	<b>CD</b> , PC, CC	Staff Time	√		√		√	
LU-1.12A	Explore TDR to address sea level rise and fire hazards	MT	<b>CD</b> , DPW, ED, other	Staff Time, Grants		√	√		√	
LU-1.15A	Maintain Planned Development (PD) zoning	OG	<b>CD</b>	Staff Time	√	√			√	
LU-1.16A	Implement school site reuse through zoning and development review	OG	<b>CD</b> , PC, CC, other	Staff Time, private funds	√			√	√	
LU-2.1B	Revise subdivision ordinance for consistency with General Plan	ST	<b>CD</b> , DPW	GP Impl Fee	√	√				

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LU-2.2A	Use development review to ensure compaibility of housing in commercial areas	OG	<b>CD</b>	Staff Time	√		√	√	√	
LU-2.2B	Evaluate creation of an innovation district on underutilized LI-O properties	ST	<b>CD</b> , ED, CM	Staff Time, Partnerships, Grants, private funds		√	√		√	
LU-2.3A	Use development review to evaluate proposed changes to neighborhood centers	OG	<b>CD</b>	Staff Time, Fees	√		√			
LU-2.3B	Develop zoning and economic development incentives to keep neighborhood centers viable	ST	<b>CD</b> , ED, other	Staff Time	√	√	√		√	
LU-2.4A	Periodically evaluate industrial zoning standards to ensure they respond to industry trends	OG	<b>ED</b> , CD, other	Staff Time	√	√	√	√		
LU-2.5A	Provide opportunities for small retail/ service businesses in industrial areas	OG	CD, ED	Staff Time			√	√		√
LU-2.6A	Encourage small lot consolidation through zoning	OG	<b>CD</b>	Staff Time		√	√	√	√	
LU-2.7A	Reduce the potential for off-site impacts of child care facilities	OG	<b>CD</b>	Staff Time	√					
LU-2.7B	Consider fee waivers for child care	OG	<b>CD</b> , CM, CC	Staff Time			√	√		
LU-2.9A	Encourage conversion of non-viable motels to affordable housing	OG	<b>CD</b> , ED	Staff Time			√	√	√	
LU-2.10A	Monitor effectiveness of short-term rental regulations and modify as needed	OG	<b>CD</b> , CA	Staff Time, Fees	√				√	
LU-2.12A	Update live-work regulations	ST	<b>CD</b> , Fire, CA	Staff Time		√	√		√	
LU-2.12B	Explore regulatory changes to encourage alternative housing types	ST	<b>CD</b> , Fire, CA	Staff Time		√		√	√	

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					Strengthening Our Foundation	Adapting to the Future	Economic Vitality	Opportunity for All: Equity	Housing Our Growing Community	Mobility
LU-2.12C	Consider changes to the Muni Code to support more floating homes	MT	<b>CD</b> , CA, other	Staff Time		√			√	
LU-2.12D	Support ADUs and JADUs	OG	<b>CD</b> , CM	Staff Time	√			√	√	
LU-2.13A	Evaluate odor impacts as part of development review	OG	<b>CD</b> , Fire	Staff Time, Development Fees	√			√		
LU-3.1A	Prepare area plans for North San Rafael, Canal, and other areas	ST	<b>CD</b> , CM, CC	Grants	√	√	√	√	√	√
LU-3.2A	Periodically update the zoning ordinance	OG	<b>CD</b> , PC	Staff Time	√	√	√	√	√	
LU-3.4A	Maintain an effective Code Enforcement program	OG	<b>CD</b> , Pol	Staff Time, Fees	√			√	√	
LU-3.4B	Use the development review process to establish conditions of approval; enforce these conditions	OG	<b>CD</b> , CA	Staff Time	√	√	√	√	√	√
LU-3.4C	Continue programs to abate illegal dumping and remove graffiti	OG	<b>CD</b> , Pol, CM, CA	Staff Time	√					
LU-3.6A	Maintain design guidelines for parking lots that improve their appearance and compatibility	OG	<b>CD</b> , DPW (T)	Staff Time	√	√	√			√
LU-3.7A	Implement measures to alleviate parking shortages; shared parking, time limits, permit parking; add'l off-street parking	OG	<b>CD</b> , DPW, Pol, P, CM	Staff Time	√					√
LU-3.7B	Amend parking regs to respond to new technologies and trends	OG	<b>CD</b> , DPW, Pol, P, ED	Staff Time		√	√			√
LU-3.8A	Continue abandoned vehicle abatement program	OG	<b>P</b> , <b>CD</b> , DPW, Pol	Staff Time, Fines	√					
LU-3.8B	Continue prohibiting use of overnight use of vehicles as residences in public rights of way	OG	<b>P</b> , <b>CD</b> , DPW, Pol	Staff Time	√				√	
LU-3.9A	Prioritize neighborhood serving uses on small commercial sites in residential areas to lower VMT	OG	<b>CD</b> , ED	Staff Time, Incentives	√	√				√

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LU-3.9B	Integrate neighborhood serving uses in mixed use development on neighborhood commercial sites	OG	<b>CD</b> , ED	Staff Time, Incentives	√		√	√		
LU-3.10A	Support partnerships between neighborhoods and local institutions to address land use conflicts	OG	<b>CM</b> , CD	Staff Time	√	√	√	√		√
LU-3.11A	Support development of neighborhood websites	OG	<b>DI</b> , CD	Staff Time	√			√		

## Neighborhoods Element

*Metrics and Indicators*

<i>Indicator</i>	<i>Measurement</i>
Implementation of Downtown Precise Plan	Address in annual General Plan progress report
Preparation of new Area Plans (Precise Plans, Specific Plans, etc.)	One for Northgate PDA area One for Canal/ Southeast San Rafael area
Historic Resource Inventories	Updated inventories for older neighborhoods (Gerstle Park, West End, Forbes Addition, Montecito, Lincoln-San Rafael Hill, etc.) (number of properties surveyed)
Capital Improvement Program project list	Number of projects and improvements listed in the Neighborhoods Element that are incorporated into the CIP (and completed)
Municipal Code Amendments	Revisions to Neighborhood Commercial zoning to maintain vitality
<b><i>Metrics and Indicators to Track in the Future</i></b>	
<i>See other Plan Elements—data collected should inform neighborhood-level planning, zoning, and capital improvement decisions</i>	



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NH-1.1A	Implement the Downtown Precise Plan	ST	<b>CD</b> , PC, CC	Staff Time	√	√	√	√	√	√
NH-1.1B	Support the BID, Chamber, and other organizations to keep Downtown a great place to do business	OG	<b>ED</b> , CD, CM, DPW	Staff Time, Private	√	√	√	√	√	√
NH-1.1C	Incorporate projects from the Downtown Plan into the City's CIP and operating budget	OG	<b>CM</b> , FIN, CD, DPW	Capital Improvements Program	√	√	√	√	√	√
NH-1.1D	Continue activities to keep Downtown safe, well maintained, and to address local business needs	OG	<b>ED</b> , CM, Pol, DPW	Staff time, Grants, Downtown BID	√		√	√		
NH-1.2A	Work with owners of ground floor former retail space to explore new active uses/ flexible regs.	ST	<b>ED</b> , CD, CM	Staff Time, tax credits, Downtown BID		√	√	√		
NH-1.3A	Implement incentives for affordable housing, community amenities, and public space	ST	<b>CD</b> , CM, FIN, ED, CC	Height bonuses (value capture)		√		√	√	
NH-1.4A	Increase supportive housing for unsheltered residents in Downtown	OG	<b>CM</b> , CD, County	Grants, state/fed funds, non-profit investment				√	√	
NH-1.6A	Enhance Court St plaza and reimagine 4th St as a "shared street" with ped and bike amenities	LT	<b>CD</b> , DPW(T), CM	Grants, CIP, bonds, private		√	√			√
NH-1.6B	Create a plaza/promenade adjacent to the Downtown SMART station	LT	<b>CD</b> , DPW, CM, LR, ED	Grants, CIP, private, bonds		√	√			√
NH-1.6C	Use incentives (height) to create accessible outdoor Downtown plazas and public space	OG	<b>CD</b> , ED	Height bonuses (value capture)			√	√		
NH-1.6D	Activate key Downtown alleys as public space	LT	<b>LR</b> , CM, CD, ED, Pol, Fire	Staff time, CIP, private, Downtown BID	√		√	√		
NH-1.7A	Implement a Form Based Code for Downtown	<b>ST</b>	<b>CD</b> , PC, CC	Staff time	√	√	√	√	√	

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NH-1.8A	Implement code provisions to preserve Downtown historic buildings	OG	<b>CD</b> , PC, CC	Staff time	√		√			
NH-1.8B	Consider creation of historic districts to improve eligibility for tax credits/ generate tourism revenue	ST	<b>CD</b> , ED, CC, Other	Staff time, Mills Act, Historic Bldg Code	√		√			
NH-1.8C	Work with owners to adapt and modernize functionally obsolete older buildings	OG	<b>ED</b> , CD, Other	Staff time, Mills Act, Historic Bldg Code	√		√			
NH-1.8D	Periodically update inventories of Downtown historic buildings	OG	<b>CD</b> , Other	Staff time, Grants, volunteers	√					
NH-1.10A	Implement multi-modal Downtown transportation improvements, incl. bike and ped projects	OG	<b>DPW(T)</b> , CD, DPW, P	Grants, CIP, bonds, traffic fees, TAM		√	√	√		√
NH-1.10B	Apply technology to make streets safer and easier to navigate--design for future needs	OG	<b>DPW(T)</b> , CD, DPW, P	Grants, CIP, bonds, traffic fees, TAM		√				√
NH-1.10C	Improve wayfinding signage	OG	<b>DPW(T)</b> , CD, DPW, P	Grants, CIP, bonds, traffic fees, TAM			√			√
NH-1.12A	Develop sea level rise adaptation strategies and green infrastructure for Downtown	<b>ST</b>	<b>DPW</b> , CD, Sus	Staff time, Grants, bonds, CIP		√	√			
NH-2.1A	Prepare a West End Neighborhood Plan prior to major changes to allowable uses and densities	LT	<b>CD</b>	Staff time, Grants	√	√				√
NH-2.2A	Complete West End traffic circulation improvements	LT	<b>DPW(T)</b>	CIP, traffic fees						√
NH-2.3A	Implement noise abatement measures along the Miracle Mile	LT	<b>DPW</b> , CD	CIP, staff time, private	√					
NH-2.5A	Retain Sun Valley neighborhood commercial uses	OG	<b>CD</b> , ED	Staff time, private	√		√			
NH-2.8A	Explore community center/ public benefit uses on Camros-Duca property (Sun Valley)	LT	CD, LR, Other	Private, development fees, bonds, other	√					

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NH-2.9A	Pursue Sun Valley circulation improvements, especially for bikes/ped	OG	<b>DPW(T)</b> , DPW, CD	CIP, fees, private, Grants						√
NH-2.10A	Improve Sun Valley Park/ School as gathering places and community centers	OG	<b>LR</b> , CD, CM, other	Jt Use Agr, MOU, Staff time	√			√		
NH-2.11A	Continue applying Hillside Design Guidelines in Fairhills neighborhood	OG	<b>CD</b> , PC	Staff time	√					
NH-2.13A	Maintain special devt. standards for Lincoln Ave	OG	<b>CD</b> , PC	Staff time	√					
NH-2.13B	Pursue a neighborhood park in Lincoln/ SR Hill	LT	<b>LR</b> , CD, CM	CIP, Grants, in-lieu fees				√		
NH-2.14A	Maintain a good working relationship between Dominican U and surrounding neighborhoods	OG	<b>CM</b> , CD, Other, Pol, Fire	Partnerships, staff time	√		√			
NH-2.14B	Conduct joint planning for vacant hillside parcels owned by Dominican	MT	<b>CD</b> , CM, DPW	Partnerships, staff time	√	√	√		√	
NH-2.15A	Continue collaborative efforts to improve emergency preparedness in Dominican area	OG	Fire	Staff time		√				
NH-2.15B	Work with Caltrans to reduce freeway noise in Dominican area	OG	DPW, Pol, Other	Staff time	√					
NH-2.15C	Consider acceptance of key vacant sites as open space in Dominican/ Black Canyon	ST	<b>CM</b> , CC	Donations, In-lieu fees, other	√					
NH-2.17A	Encourage relocation of school district corp yd to enable use of site for housing/park	MT	<b>CD</b> , CM, CC, LR, Other	Staff time, fees, Grants, partnerships, private				√	√	
NH-2.17B	Pursue joint use agreements with SRCS for access to SR High School open space	ST	<b>LR</b> , CM, CC, CD, Other	Staff time				√		
NH-2.17C	Work with SRCS to address SRHS traffic/parking	OG	<b>CM</b> , CC, CD, DPW	Staff time	√					√

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NH-2.19A	Improve access from Montecito to Downtown	OG	<b>DPW(T)</b> , DPW	Staff time, CIP, Grants, traffic fees	√			√		√
NH-2.19B	Improve sidewalks in Montecito area	OG	<b>DPW(T)</b> , DPW	State funds, private	√			√		√
NH-2.20A	Improve parking management in Montecito area	LT	<b>DPW(T)</b> , P, CD	Staff time						√
NH-2.21A	Engage Montecito area residents in reuse planning for commercial sites	OG	<b>CD</b>	Staff time	√		√			
NH-2.22A	Implement Bret Harte neighborhood priorities	OG	<b>CM</b> , CD, DPW, LR, ED, Fire, Pol	Staff time, CIP, other	√	√				√
NH-2.23A	Coordinate w SRCS on reuse planning for Short School	ST	<b>CM</b> , CD, Other	Staff time	√			√		
NH-2.25A	Provide landscape improvements along B, C, and D Streets in Gerstle Park	LT	<b>DPW</b>	CIP, private, fees	√					
NH-3.1A	Prepare a SE San Rafael/ Canal Community Plan	<b>ST</b>	<b>CD</b> , DPW(T), CM	PDA grant	√	√	√	√	√	√
NH-3.2A	Implement the Canalfront Conceptual Design Plan	OG	CD, DPW, LR	Staff time, private, CIP	√	√	√	√		√
NH-3.3A	Dredge the San Rafael Canal and pursue reliable ongoing funding for its maintenance	ST	<b>DPW</b> , CM, CC, Other	CIP, private, Grants, state and federal	√	√	√			√
NH-3.4A	Maintain zoning to protect water-oriented uses along the Canal. Permit floating homes.	OG	<b>CD</b> , Other	Staff time		√			√	
NH-3.4B	Resolve State Lands Commission title claims along the Canal and nearshore waters	LT	<b>CA</b> , CD, CM	Staff time		√	√			
NH-3.5A	Implement the Canalfront Design Guidelines	OG	<b>CD</b>	Staff time	√		√			
NH-3.6A	Implement bike-ped improvements along the canal, and explore water taxi service	OG	<b>DPW(T)</b> , CD, ED	CIP, Grants, private			√			√
NH-3.6B	Provide boat docks, kayak launch spots along canal.	OG	<b>DPW</b> , CD, LR	CIP, Grants, private		√	√			√

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NH-3.7A	Support boat launches at Beach Park and Montecito Shop Ctr	OG	<b>DPW</b> , CD, LR	CIP, Grants, private			√			√
NH-3.7B	Implement vessel safety and sanitation provisions to protect Canal water quality	OG	<b>DPW</b> , County, Fire	Staff time, other agencies	√	√				
NH-3.8A	Improve the pump station at 569 E. Francisco	LT	<b>DPW</b>	CIP, Grants	√	√				
NH-3.9A	Criteria for GPAs in the Andersen-Woodland area	OG	<b>CD</b> , PC, CC	Staff time	√		√	√		
NH-3.9B	Upgrade Andersen-Woodland area industrial properties as redevelopment occurs	OG	<b>CD</b>	Private, CIP, approval conditions	√		√			
NH-3.9C	Improve land use compatibility between Woodland and adjacent residential areas	OG	<b>CD</b>	Private, CIP, approval conditions	√			√		
NH-3.9D	Minimize vehicle access pts to Andersen Dr	OG	<b>DPW(T)</b> , CD	Staff time, dev review						√
NH-3.10A	Maintain zoning on Francisco Blvd W for uses needing high visibility	OG	<b>CD</b>	Staff time			√			
NH-3.10B	Encourage lot consolidation in Francisco Blvd W area to create viable sites for reuse	OG	<b>CD</b> , ED	Staff time		√	√		√	
NH-3.10C	Upgrade older shopping centers around Andersen and Francisco W intersection	OG	<b>CD</b> , ED	Grants, CIP, incentives, private, dev review	√	√	√			
NH-3.11A	Maintain Lindaro mixed use zoning and consider expanding it and rebranding as "Innovation Dist"	ST	<b>CD</b> , ED, CM	Staff time		√	√		√	
NH-3.12A	Expand affordable housing programs in Canal area	<b>ST</b>	<b>CM</b> , CD	State/fed, tax credits, private, fees, Gen Fund				√	√	
NH-3.13A	Pursue a Canal Area police substation	MT	<b>Pol</b> , CM	CIP, Grants				√		

# IMPLEMENTATION MATRIX

# Neighborhoods Element

ID #	Program Description	Timeframe	Responsible Departments or Agencies (lead dept. in bold)	Resources	Applicable Guiding Principles					
					Strengthening Our Foundation	Adapting to the Future	Economic Vitality	Opportunity for All: Equity	Housing Our Growing Community	Mobility
NH-3.14A	Pursue development of a neighborhood park at SE corner of Bellam-Windward	ST	<b>LR</b> , CD, CM, DPW	In-lieu fees, State/fed, CIP, Grants	√			√		
NH-3.14B	Expand community meeting space in Canal area	ST	<b>CD</b> , CM, LR	Incentives, private				√		
NH-3.15A	Implement measures to improve parking in Canal	<b>ST</b>	<b>DPW</b> , P, CD	Staff time, fines	√			√		√
NH-3.15B	Update the Canal Community-Based Transportation Plan	<b>ST</b>	<b>CD</b> , DPW(T)	TAM grant		√		√		√
NH-3.16A	Amend the CCIO zoning district to provide more flexibility for neighborhood businesses	ST	<b>CD</b> , PC	Staff time			√	√		
NH-3.17A	Create a public plaza in the Medway-Vivian area	LT	<b>CD</b> , LR, CM, DPW	CIP, Grants, Private, Partnerships, Fees				√		
NH-3.19A	Prioritize youth, family, and child care programs in the Canal area	ST	<b>LR</b> , CM, other	Staff time, Grants	√			√		
NH-3.21A	Engage Spinnaker/ Bay Pointe in sea level rise adaptation planning	OG	<b>CD</b> , DPW, Sus	Staff time		√				
NH-3.21B	Continue parking management efforts in Spinnaker/ Bay Pointe areas	ST	<b>DPW</b> , P, CD	Staff time, fines	√					√
NH-3.22A	Actively engage in planning of 101/580 improvements, and ensure local access benefits	<b>ST</b>	<b>DPW (T)</b> , DPW, CD	Staff time			√	√		√
NH-3.24A	Encourage preparation of a Biological Resource Assessment and development plan for Canalways	ST	<b>CD</b>	Staff time		√	√			
NH-4.2A	Prepare a plan for the North San Rafael Town Center area (PDA Plan)	<b>ST</b>	<b>CD</b> , CM, ED, DPW(T), DPW	PDA planning grant, Staff time	√	√	√	√	√	√
NH-4.2B	Include outdoor public space in the design of the North San Rafael Town Center	MT	<b>CD</b> , DPW	Devt. Review, CIP, Private, Staff Time		√	√	√		

# IMPLEMENTATION MATRIX

# Neighborhoods Element

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					Strengthening Our Foundation	Adapting to the Future	Economic Vitality	Opportunity for All: Equity	Housing Our Growing Community	Mobility
NH-4.2C	Provide incentives for desired mix of NSR Town Center uses, including affordable housing	ST	<b>CD</b> , ED	Incentives, Partnerships			√		√	
NH-4.2D	Bring the Farmers Market to the NSR Town Center	ST	<b>CM</b> , CD, ED	Staff time, Partnerships	√		√			
NH-4.3A	Create a more pedestrian-friendly environment in the NSR Town Center	ST	<b>DPW(T)</b> , CD	Devt. Review, CIP, Private, Staff time		√		√		√
NH-4.4A	Complete the NSR Promenade and other circulation improvements in the Town Center	LT	<b>DPW(T)</b> , CD	Devt Review, CIP, Grants, PDA Plan	√			√		√
NH-4.4B	Improve traffic flow for bikes/ peds around Northgate	OG	<b>DPW(T)</b> , CD	Devt Review, CIP, Grants, PDA Plan		√		√		√
NH-4.5A	Continue to enforce the Eichler-Alliance Overlay	OG	CD	Staff time	√					
NH-4.6A	Work with the owners to improve/ revitalize the Terra Linda Shopping Center	MT	<b>CD</b> , ED, CM	Incentives, Devt Review, Partnerships			√		√	
NH-4.7A	Pursue community improvements in Terra Linda (Rec Ctr Upgrade, Promenade, parks, etc.)	OG	<b>LR</b> , CM, CD, DPW	Staff time, CIP, Impact Fees, Grants	√			√		
NH-4.8A	Pursue beautification projects in Terra Linda (creek restoration, utility undergrounding, trees, etc.)	OG	<b>DPW</b> , CD, LT, CM	Staff time, CIP, Impact Fees, Grants, Rule 20	√	√				
NH-4.10A	Implement the Civic Station Area Plan	OG	<b>CD</b> , DPW	Staff time, Devt Review	√	√	√	√	√	√
NH-4.10B	Implement ped and bike improvements as called for by Civic Station Area Plan	ST	<b>DPW(T)</b>	Traffic fees, CIP, Grants						√
NH-4.10C	Improve SB 101 on/off ramps at Merrydale	LT	<b>DPW(T)</b> , Other	Grants, TAM/Caltrans						√
NH-4.11A	Zone Northgate Business Park to protect industrial uses	OG	<b>CD</b>	Staff time	√		√			
NH-4.11B	Improve access from Civic Ctr SMART to Northgate Business Park	LT	<b>DPW(T)</b>	Traffic fees, CIP, Private	√					√

# IMPLEMENTATION MATRIX

# Neighborhoods Element

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					Strengthening Our Foundation	Adapting to the Future	Economic Vitality	Opportunity for All: Equity	Housing Our Growing Community	Mobility
NH-4.12A	Upgrade design and landscaping along Redwood Highway	OG	<b>CD</b>	Staff time, Devt. Review	√		√			
NH-4.12B	Improve ped and bike safety along Redwood Hwy	OG	<b>DPW(T)</b>	Traffic fees, CIP, Grants						√
NH-4.14A	Monitor, comment, and review on County plans and changes for the Marin Co Civic Ctr complex	OG	<b>CD</b>	Staff time	√			√		√
NH-4.15A	Implement Civic Ctr Station Area Plan recommendations for areas east of 101	OG	<b>CD, DPW(T)</b>	Staff time, CIP, Grants	√					√
NH-4.16A	Implement bike and ped improvements in the Civic Ctr area, incl. southern section of Promenade	MT	<b>DPW(T), CD</b>	Staff time, CIP, Grants						√
NH-4.17A	Require improvements at San Rafael Airport to be consistent with Master Use Permit	OG	<b>CD, DPW, CM</b>	Staff time	√	√				
NH-4.18A	Conserve McMinnis Park wetlands and Smith Ranch pond; Encourage restoration of Gallinas Creek	OG	<b>CD, DPW, Sus</b>	Staff time, Grants, Other	√	√				
NH-5.1A	Implement resilience measures for sea level rise and wildfire, and emergency prep/evac. programs	OG	<b>Fire, DPW, CD, Sus</b>	Staff time, CIP, Grants, Bonds/ Assessments	√	√				
NH-5.1B	Explore development of a San Pedro Peninsula community center	LT	<b>LR, CD, CM</b>	CIP, Bonds/ Assesments, Devt Review				√		
NH-5.1C	Maintain wetlands along the Peninsula shoreline	OG	<b>DPW, CD, other</b>	Staff time, CIP	√	√				
NH-5.2A	Maintain/ Adapt Pt San Pedro Road as vital route	OG	<b>DPW, Fire</b>	CIP, Assessments	√	√	√			√
NH-5.3A	Maintain infrastructure in Glenwood-Peacock Gap	OG	<b>DPW</b>	CIP, Assessments	√	√				√
NH-5.4A	Complete Loch Lomond Marina improvements	ST	<b>CD</b>	Private, Staff time	√		√			
NH-5.4B	Conduct a Loch Lomond traffic/parking study	ST	<b>CD, DPW(T)</b>	Private, Staff time	√					√



# IMPLEMENTATION MATRIX

# Neighborhoods Element

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					Strengthening Our Foundation	Adapting to the Future	Economic Vitality	Opportunity for All: Equity	Housing Our Growing Community	Mobility
NH-5.4C	Maintain Loch Lomond shoreline park and access	OG	<b>CD</b> , DPW	Community Fac. Distr.				√		
NH-5.4D	Engage community in resolution of issues on the Loch Lomond Marina and Village projects	OG	<b>CD</b>	Staff time	√				√	
NH-5.4E	Coordinate with regional, state, fed wetland agencies on Loch Lomond conservation efforts	OG	<b>CD</b> , DPW	Staff time	√	√				
NH-5.5A	Improve disaster preparedness (incl fuel breaks and adaptation planning) in Loch Lomond area	OG	<b>Fire</b> , DPW	Staff time, CIP	√	√				
NH-5.6A	Continue programs to mitigate Rock Quarry impacts on Pt San Pedro Rd and neighborhoods	OG	<b>DPW</b> , CD, Other	Staff time, private	√					
NH-5.6B	Minimize environmental impacts of Quarry ops.	OG	<b>DPW</b> , CD, Other	Staff time, private	√	√				
NH-5.7A	Participate in revisions to Quarry reclamation plan	ST	CD, DPW, CM	Staff time, private	√	√	√			
NH-5.7B	Upon Quarry reuse, establish a linear shoreline park	LT	CD, DPW, LR	Devt Review		√		√		

## Community Design and Preservation Element

### Metrics and Indicators

<i>Indicator</i>	<i>Measurement</i>
Gateway Enhancements (signage, art, landscaping, etc.)	Improve all nine gateways on Figure 5-2
North San Rafael Promenade and Canal Promenade	Linear Feet completed (target = 100% complete during Plan horizon)
Number of neighborhoods covered by updated historic resource inventory survey	100% (complete citywide survey)
Number of designated local historic districts	Increase from three to five (add two Downtown districts)
Municipal Code Amendments	Updated Preservation Ordinance (SRMC 2.18) Updated Archaeological Resources Ordinance (SRMC 2.19) Objective Design Standards for SB 35 projects
<i>Metrics and Indicators to Track in the Future</i>	
<ul style="list-style-type: none"> <li>o Number of street trees planted annually</li> <li>o Number of new wayfinding and directional signs installed</li> <li>o Miles (or linear feet) of overhead utility lines that are undergrounded</li> <li>o Miles (or linear feet) of shoreline access provided (and percentage of shoreline that is publicly accessible)</li> <li>o Miles (or linear feet) of landscaping and streetscaping improvements</li> <li>o Number of buildings/ parcels surveyed for historic significance</li> <li>o Number of eligible historic buildings that are landmarked</li> </ul>	

# IMPLEMENTATION MATRIX

# Neighborhoods Element

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					Strengthening Our Foundation	Adapting to the Future	Economic Vitality	Opportunity for All: Equity	Housing Our Growing Community	Mobility
CDP-1.3A	Continue to implement Hillside Design Guidelines and update the Guidelines as needed	OG	<b>CD</b> , DPW	Staff time	√	√				
CDP-1.3B	Consolidate small, substandard hillside lots into larger, conforming lots so they can be more safely developed	OG	<b>CD</b>	Staff time, Devt. Review, Fees	√				√	
CDP-1.4A	Implement the Canalfront Conceptual Design Plan	OG	<b>CD</b> , DPW	Staff time	√	√	√	√	√	√
CDP-1.4B	Pursue development of a Canal waterfront promenade	LT	<b>CD</b> , DPW(T), DPW, other	CIP, Incentives, Grants, Devt Review		√	√	√		√
CDP-1.5A	Consider the impact of proposed development on views	OG	<b>CD</b>	Staff time	√					
CDP-1.5B	Establish more objective design standards for view protection, privacy, and solar access	ST	<b>CD</b>	Staff time	√				√	
CDP-1.5C	Develop height standards that encourage unique roof elements rather than a flat view profile	ST	<b>CD</b>	Staff time	√	√	√			
CDP-2.1A	Identify "place types" that form the basis for new objective design standards	ST	<b>CD</b>	Staff time	√		√		√	
CDP-2.1B	Use precise plans/ specific plans to define the design vision for subareas of the city	OG	<b>CD</b>	Staff time, grants	√	√	√	√	√	√
CDP-2.2A	Implement the design recommendations of the Downtown Precise Plan	<b>ST</b>	<b>CD</b> , DPW, PC, CC	Staff time, Devt. review	√	√	√	√	√	√
CDP-2.3A	Maintain code enforcement and nuisance abatement programs	OG	<b>CD</b> , Fire, Pol	Staff time, Fines	√			√	√	
CDP-2.3B	Provide educational materials on Code reqmts	OG	<b>CD</b> , Fire	Staff time	√			√	√	
CDP-2.4A	Develop streetscape guidelines for different types of streets	MT	<b>DPW</b> , <b>CD</b>	Staff time, Grants	√					√
CDP-2.4B	Encourage Caltrans to landscape I-580 and US 101	ST	<b>CD</b> , DPW(T), DPW	Staff time	√					

# IMPLEMENTATION MATRIX

# Neighborhoods Element

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CDP-2.4C	Improve ped/bike crossing amenities along US 101	OG	<b>DPW(T)</b> , DPW, CD	Grants, Other		√		√		√
CDP-2.5A	Develop urban design improvements in commercial and industrial areas	OG	<b>CD</b> , DPW, CM, CC	CIP, Incentives, Grants, Devt Review			√			
CDP-2.6A	Evaluate City gateways for improvement potential and include enhancements in the annual CIP	ST	<b>CD</b> , DPW	CIP, Grants, Assessments	√		√			
CDP-2.6B	Support landscaping, signage, and design improvements at key gateways	OG	<b>DPW</b> , CD	CIP, Grants, Assessments	√		√			
CDP-3.1A	Activate public space with performances, farmers markets, etc. to enhance role as gathering space	OG	<b>LR</b> , CD, ED, CM	Staff time, Other			√	√		
CDP-3.1B	Explore sun and shade standards for public space	MT	<b>CD</b>	Staff time	√	√				
CDP-3.1C	Use Universal Design principles in public space design	OG	<b>CD</b>	Staff time				√		
CDP-3.1D	Improve Downtown alleys as public space	LT	<b>DPW</b> , CD	Staff time, Grants, CIP, Private	√		√			
CDP-3.1E	Improve North San Rafael public spaces	OG	<b>DPW</b> , CD	Staff time, Grants, CIP, Private	√		√	√		
CDP-3.2A	Refine City standards for ROW encroachments	MT	<b>CD</b> , DPW	Staff time	√		√			√
CDP-3.2B	Engage the local arts community in the design and enhancement of streets and public spaces	OG	<b>CD</b> , LR	Staff time, Grants, Private			√	√		
CDP-3.4A	Support partnerships with neighborhoods to maintain landscaped areas	OG	<b>DPW</b> , CM	Partnerships, Staff time	√			√		
CDP-3.5A	Develop a street tree master plan	LT	<b>DPW</b> , Sus	Grants, Other	√	√				
CDP-3.5B	Create a City street tree inventory	LT	<b>DPW</b> , Sus	CIP, Grants, Other	√					
CDP-3.5C	Require street trees in new development	OG	<b>CD</b> , DPW	Development Review		√				

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# Neighborhoods Element

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					Strengthening Our Foundation	Adapting to the Future	Economic Vitality	Opportunity for All: Equity	Housing Our Growing Community	Mobility
CDP-3.5D	Perform timely effective street tree maintenance	OG	DPW	General Fund	√	√				
CDP-3.5E	Consider replacing trees that damage sidewalks	OG	<b>DPW</b>	CIP, Private	√					
CDP-3.6A	Implement signage recommendations in the Downtown Parking and Wayfinding Study	ST	<b>DPW(T)</b> , P, DPW, CD	Fees, Grants, CIP			√			√
CDP-3.6B	Use interpretive signage to increase awareness of SR history	OG	<b>DPW</b> , CD, LR	Fees, Grants, CIP	√			√		
CDP-4.1A	Maintain and periodically update design guidelines	OG	<b>CD</b>	Staff time, Grants	√		√		√	
CDP-4.1B	Develop objective design standards for by-right multi-family and mixed use dev't per SB 35	<b>ST</b>	<b>CD</b>	Staff time, Grants				√	√	
CDP-4.1C	Encourage the future use of form-based codes	OG	<b>CD</b> , PC, CC	Staff time			√		√	
CDP-4.2A	Continue to improve the efficiency of the design review process	OG	CD	Staff time			√		√	
CDP-4.2B	Continue community discussions of good design	OG	CD	Staff time	√		√		√	
CDP-4.3A	Ensure that design guidelines recognize the distinct characteristics of San Rafael neighborhoods	OG	CD	Staff time	√					
CDP-4.3B	Establish a portfolio of representative good design projects	ST	CD	Staff time	√	√	√		√	
CDP-4.3C	Allow variations from design guidelines for exceptional projects	OG	<b>CD</b>	Staff time, Development Review		√	√		√	
CDP-4.6A	Continue requirements for on-site recreation areas	OG	<b>CD</b>	Development Review				√	√	
CDP-4.7A	Allow signature buildings with innovative architecture and climate-adaptive measures	OG	<b>CD</b> , Sus	Development Review		√				
CDP-4.8A	Use tools such as stepbacks and daylight planes to improve height transitions	OG	<b>CD</b>	Development Review	√					

# IMPLEMENTATION MATRIX

# Neighborhoods Element

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					Strengthening Our Foundation	Adapting to the Future	Economic Vitality	Opportunity for All: Equity	Housing Our Growing Community	Mobility
CDP-4.10A	Periodically update landscaping reqmts in zoning	OG	<b>CD</b> , Sus, DPW	Staff time		√	√			
CDP-4.10B	Ensure effective landscape guidelines for industrial and commercial areas	OG	<b>CD</b> , ED, DPW, Sus	Staff time		√	√			
CDP-4.10C	Review standards for parking lot landscaping	ST	<b>CD</b> , ED, DPW, Sus	Staff time	√	√	√			
CDP-4.11A	Continue requiring exterior lighting plans	OG	<b>CD</b>	Development Review						
CDP-4.12A	Periodically update sign regulations	OG	<b>CD</b> , ED, CA	Staff time			√			
CDP-5.1A	Update the City's Preservation Ordinance to include procedures mitigating impacts on historic resources.	ST	<b>CD</b> , CC, CA	Staff tme	√		√			
CDP-5.1B	Create a more formal means of oversight for applications impacting historic resources	ST	<b>CD</b> , CM, PC, CC	Staff time	√					
CDP-5.1C	Investigate SR's designation as a Certified Local Govt, creating funding opportunities for historic preservation	ST	<b>CD</b> , ED, CM, CC	Staff time	√		√			
CDP-5.2A	Prepare a citywide historic context statement	ST	<b>CD</b>	Staff time, Volunteers	√					
CDP-5.2B	Update the City's historic resource survey for areas outside of Downtown	ST	<b>CD</b>	Staff time, Volunteers	√			√		
CDP-5.2C	Adjust criteria for designating local historic resources to align with state and federal agencies	ST	<b>CD</b>	Staff time, Volunteers	√					
CDP-5.2D	Identify additional structures as potential landmarks	OG	<b>CD</b> , CC	Staff time, Other	√					
CDP-5.3A	Consider designation of additional Downtown historic district(s)	ST	<b>CD</b> , ED, CM, CC	Staff time	√		√			
CDP-5.3B	Consider the use of conservation districts	OG	<b>CD</b>	Staff time	√					

# IMPLEMENTATION MATRIX

# Neighborhoods Element

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					Strengthening Our Foundation	Adapting to the Future	Economic Vitality	Opportunity for All: Equity	Housing Our Growing Community	Mobility
CDP-5.3C	Recognize Eichler subdivisions as a defining part of San Rafael's architectural heritage	OG	<b>CD</b>	Staff time, Development Review	√				√	
CDP-5.4A	Support TDR for historic preservation	OG	<b>CD, CA</b>	Staff time, Incentives	√	√	√		√	
CDP-5.4B	Pursue a local Mills Act tax incentive program	MT	<b>CD, ED, CM, FIN</b>	Staff time, Tax credits	√		√			
CDP-5.4C	Support financial assistance for historic preservation through state and federal programs	OG	<b>CD, FIN</b>	Loans, Grants, Tax Credits, Incentives	√					
CDP-5.5A	Allow use of the State Historic Building Code	OG	<b>CD</b>	Staff time	√		√		√	
CDP-5.5B	Allow zoning exceptions for historic structures	OG	<b>CD, PC, CC</b>	Staff time	√		√		√	
CDP-5.6A	Continue the use of certificates of appropriateness for alterations to historic resources	OG	<b>CD, PC</b>	Staff time, Development Review	√					
CDP-5.6B	Address historic pres in the City's design guidelines	OG	<b>CD</b>	Staff time	√					
CDP-5.6C	Consider landscapes as contextually relevant when defining historic value	OG	<b>CD</b>	Staff time, Development Review	√					
CDP-5.7A	Create incentives for owners to restore historic properties	OG	<b>CD, FIN</b>	Incentives, Tax credits	√		√	√	√	
CDP-5.8A	Support programs that recognize exceptional preservation efforts	OG	<b>CD, Other</b>	Staff time, Incentives	√					
CDP-5.8B	Engage volunteers in historic survey efforts	OG	<b>CD, Sus, LR</b>	Staff time, Volunteers	√					
CDP-5.8C	Encourage events, social media, exhibits on San Rafael history	OG	<b>LR, CM, CD, Sus</b>	Staff time, Volunteers, Partnerships	√			√		
CDP-5.9A	Support expansion of preservation archives and libraries by local advocacy groups	OG	<b>CD, LR, CM</b>	Staff time, Volunteers, Partnerships	√					
CDP-5.9B	Support installation of historic plaques and markers	OG	<b>CD, ED</b>	Staff time	√		√	√		

# IMPLEMENTATION MATRIX

# Neighborhoods Element

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					Strengthening Our Foundation	Adapting to the Future	Economic Vitality	Opportunity for All: Equity	Housing Our Growing Community	Mobility
CDP-5.9C	Support school programs on San Rafael history	OG	<b>LR</b> , CD, Other	Staff time, Other	√			√		
CDP-5.10A	Encourage walking tours, mobile apps, and historic programs that attract visitors	OG	<b>ED</b> , CD, CM, LR	Staff time, Grants, Partnerships	√		√			
CDP-5.10B	Preserve the Marin Co Civic Ctr as a national architectural historic site and destination	OG	<b>CM</b> , CD, Other	Staff time, Partnerships, Other	√		√			
CDP-5.10C	Promote San Rafael as a Mission City destination	OG	<b>ED</b> , CD, CM, LR	Staff time, Partnerships	√		√			
CDP-5.11A	Encourage energy retrofits in older buildings	OG	<b>CD</b> , Sus	Staff time, Devt Review	√	√			√	
CDP-5.12A	Ensure that historic pres. efforts are inclusive	OG	<b>CM</b> , CD, ED, LR	Partnerships				√		
CDP-5.13A	Continue to implement the Archaeological Resources Ordinance	OG	CD	Staff time	√			√		
CDP-5.14A	Provide opportunities for Native American comments on CEQA documents and plans	OG	CD	Staff time	√			√		
CDP-5.14B	Incorporate standard approval conditions to protect tribal cultural resources	OG	CD	Staff time	√			√		



## Conservation and Climate Change Element

### Metrics and Indicators

<b>Indicator</b>	<b>Measurement</b>
Greenhouse Gas Emissions (decrease over time)	Reduce to 40% of 1990 levels by 2030 Reduce to 60% of 2005 levels by 2040 Reduce to 80% of 1990 levels by 2050
Greenhouse Gas Emissions (total reduction by 2030)	Reduce by 98,085 metric tons of CO <sub>2</sub> equivalent, per CCAP (2030)
Air Quality	Meet or exceed (do better than) all federal and state standards Apply OEHHA/BAAQMD standards for health risk assessments
Water Quality	Meet or exceed (do better than) all federal and state standards, including TMDL standards for waterways
Percent of energy from renewable sources	100 percent by 2025
Municipal Code Amendments	Adopt bird-safe design provisions Adopt tree preservation and replacement standards Adopt a dark sky ordinance
<b>Metrics and Indicators to Track in the Future</b>	
<ul style="list-style-type: none"> <li>o Acres publicly acquired for resource management/ habitat conservation</li> <li>o Wetland acreage restored or enhanced</li> <li>o Linear feet of creeks restored</li> <li>o New public access points to creeks</li> <li>o Air quality indicators (spare the air days, days in exceedance of state and federal standards, number of complaints)</li> <li>o Water quality indicators (violations, water bodies on impaired list, etc.)</li> <li>o Trash capture devices installed</li> <li>o Energy use per capita</li> <li>o % of energy generated by renewable sources</li> <li>o % Zero emission vehicles</li> <li>o Number of local solar installations (or properties converted to solar each year)</li> <li>o Microgrid systems added</li> <li>o Electricity and natural gas use</li> <li>o Number of green roofs or low impact development projects</li> <li>o Number of buildings converted from natural gas to all electric</li> </ul>	

# IMPLEMENTATION MATRIX

# Neighborhoods Element

ID #	Program Description	Timeframe	Responsible Departments or Agencies (lead dept. in bold)	Resources	Applicable Guiding Principles					
					Strengthening Our Foundation	Adapting to the Future	Economic Vitality	Opportunity for All: Equity	Housing Our Growing Community	Mobility
C-1.1A	For sites with suitable habitat, require wetlands surveys prior to issuing developing permits	OG	<b>CD</b> , DPW	Development Review	√	√				
C-1.1B	Continue to implement the Wetlands Zoning Overlay District	OG	<b>CD</b> , DPW	Staff time	√	√				
C-1.1C	Support plans for Tiscornia Marsh restoration	<b>ST</b>	<b>DPW</b> , CD, Sus	Staff time, Grants, Partnerships	√	√		√		
C-1.1D	Support McInnis Marsh restoration	ST	<b>DPW</b> , CD, Sus	Staff time, Grants, Partnerships	√	√				
C-1.3A	Require compensatory mitigation at specified ratios for any wetland fill	OG	<b>DPW</b> , CD	Staff time, Development Review	√	√				
C-1.3B	Allow waivers of mitigation requirements for fill less than 0.1 acres where specific conditions are met	OG	<b>DPW</b> , CD	Staff time, Development Review		√	√			
C-1.3C	Consider revisions to wetland requirements in response to best practices and state/fed reqmts.	OG	<b>DPW</b> , CD, Sus, CA	Staff time		√	√			
C-1.4A	Require wetland plans to be prepared by qualified personnel and include provisions for monitoring	OG	<b>DPW</b> , CD	Staff time, Development Review	√	√				
C-1.4B	Require replacement/restored wetlands to be completed prior to project construction	OG	<b>DPW</b> , CD	Staff time, Development Review	√					
C-1.4C	Support creation of wetland mitigation banks	OG	<b>DPW</b> , CD	Staff time, Partnerships	√	√				
C-1.6A	Maintain creek setback requirements	OG	<b>DPW</b> , CD	Staff time, Devt. Review	√	√				
C-1.6B	Ensure that MuniCode complies w state/fed reqmts	OG	<b>CA</b> , DPW, CD	Staff time		√	√			
C-1.6C	Prepare updated creek and drainageway maps	MT	<b>DPW</b> , CD, Sus	Staff time, Partnerships	√	√		√		
C-1.7A	Create creek access points on public lands	LT	<b>LR</b> , DPW, Other	Staff time, Grants	√			√		

# IMPLEMENTATION MATRIX

# Neighborhoods Element

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					Strengthening Our Foundation	Adapting to the Future	Economic Vitality	Opportunity for All: Equity	Housing Our Growing Community	Mobility
C-1.7B	Use Devt. Review process to secure creek access	OG	<b>CD</b> , DPW	Development Review		√		√		
C-1.8A	Increase awareness of creeks through the City's website and other media	OG	<b>DPW</b> , Sus, DI, LR	Grants, Staff time, Partnerships	√			√		
C-1.8B	Develop signage for creeks and water quality	OG	<b>DPW</b> , CD, LR	CIP, Grants, Staff time	√	√				
C-1.9A	Maintain watercourse protection regulations	OG	<b>DPW</b> , CD	Staff time	√	√				
C-1.9B	Support creek restoration/ enhancement projects	OG	<b>DPW</b> , CD, Sus	Staff time, Grants, CIP		√		√		
C-1.9C	Support implementation of Gallinas Crk restoration	<b>ST</b>	<b>DPW</b> , CD, Other	Staff time, Grants, CIP	√	√				
C-1.9D	Pursue opportunities to restore Downtown creeks	OG	<b>DPW</b> , CD, Other	Staff time, Grants, CIP	√	√	√	√		
C-1.10A	Continue to implement Hillside Design Guidelines	OG	<b>CD</b> , DPW	Staff time	√					
C-1.11A	Support mapping of wildlife corridors and potential areas for conservation easements	OG	<b>CD</b>	Staff time, Development Review	√	√				
C-1.11B	Implement programs to reduce conflicts between humans and wildlife	OG	<b>DPW</b> , Fire, Other	Staff time, Grants, private	√	√				
C-1.12A	Require sites with natural habitat to be surveyed for special status species prior to project approval	OG	<b>CD</b>	Development Review	√	√				
C-1.12B	Support advocacy group efforts to protect wildlife from pesticide impacts and from non-native predators	OG	<b>DPW</b> , CD, Other	Staff time	√	√				
C-1.12C	Require mitigation for proposed development with the potential to impact oak/savannah woodland	OG	<b>CD</b>	Staff time, Development Review	√	√				
C-1.13A	Maintain maps and data on special status species	OG	<b>CD</b>	Staff time	√	√				
C-1.13B	Require mitigation of impacts on special status species through design, construction, operations	OG	<b>CD</b>	Development Review	√					

# IMPLEMENTATION MATRIX

# Neighborhoods Element

ID #	Program Description	Timeframe	Responsible Departments or Agencies (lead dept. in bold)	Resources	Applicable Guiding Principles					
					Strengthening Our Foundation	Adapting to the Future	Economic Vitality	Opportunity for All: Equity	Housing Our Growing Community	Mobility
C-1.13C	Support efforts to restore steelhead habitat	OG	<b>DPW</b> , CD, Fire	Staff time	√	√				
C-1.13D	Develop and adopt a Bird-Safe Design Ordinance	MT	<b>CD</b> , DPW	Staff time√	√					
C-1.13E	Follow CA Dept of Fish & Wildlife construction protocol for protection of nesting birds	OG	CD	Development Review	√					
C-1.14A	Identify and avoid planting of undesirable species	OG	DPW, CD, Other	Development Review	√	√				
C-1.14B	Maintain/ update an Integrated Pest Management Policy that minimizes use of toxic pesticides	OG	<b>DPW</b> , Fire, CM, CC	Staff time	√	√		√		
C-1.14C	Support efforts to remove invasive plants and restore habitat on public lands	OG	<b>Fire</b> , DPW, LR, CD, Sus	Staff time, Parcel Tax, partnerships, CIP	√	√				
C-1.14D	Implement Wildfire Protection/Prevention Plan provisions to remove invasive plants	ST	<b>Fire</b> , DPW, LR, CD, CM	Staff time, Parcel Tax, partnerships, CIP	√	√				
C-1.15A	Improve education on desirable plant species	OG	<b>Fire</b> , DPW, LR, CD, CM	Staff time, Parcel Tax, partnerships, CIP	√	√				
C-1.16A	Increase the City's tree canopy	OG	<b>DPW</b> , LR, CD, Sus	Grants, private	√	√	√	√		
C-1.16B	Maintain San Rafael's status as a "tree city"	OG	<b>DPW</b> , LR, Sus	Staff time	√	√				
C-1.17A	Adopt tree regulations that define protected and heritage trees and establish permit requirements and procedures for tree protection, removal, and replacement.	<b>ST</b>	<b>CD</b> , DPW, CM, CC	Staff time	√					
C-1.17B	Require a tree mgmt. plan prior to approval of projects that may impact trees	OG	<b>CD</b> , DPW	Development Review	√	√				
C-1.17C	Require mitigation for tree removal, including replacement trees equal to or greater than value of removed trees	OG	<b>CD</b> , DPW	Development Review	√	√				
C-1.19A	Adopt a dark sky ordinance, including new lighting standards, to reduce light pollution	LT	<b>CD</b> , CM, CA, CC	Staff time	√	√		√		

# IMPLEMENTATION MATRIX

# Neighborhoods Element

ID #	Program Description	Timeframe	Responsible Departments or Agencies (lead dept. in bold)	Resources	Applicable Guiding Principles					
					Strengthening Our Foundation	Adapting to the Future	Economic Vitality	Opportunity for All: Equity	Housing Our Growing Community	Mobility
C-2.1A	Work with BAAQMD to ensure compliance with air quality regulations	OG	<b>CD</b> , DPW	Staff time, fees	√	√		√		
C-2.2A	Require analysis of health risk when sensitive uses are located near pollution source per BAAQMD criteria	OG	<b>CD</b>	Development Review	√			√	√	
C-2.3A	Implement measures to reduce air emissions, including transportation control measures	OG	<b>DPW(T)</b> , CD, CM	Staff time, fees, Devt. Review		√		√		√
C-2.4A	Require Best Available Control Technology for particulates, including construction dust	OG	<b>CD</b> , DPW	Development Review		√		√	√	√
C-2.4B	Support emergency measures to reduce exposure to wildfire smoke	OG	<b>Fire</b> , DPW, CM, CC	Staff time		√		√	√	
C-2.4C	Regulate wood burning stoves and fireplaces	OG	<b>CD</b> , Fire	Development Review		√				
C-2.6A	Participate in BAAQMD education initiatives	OG	<b>Fire</b> , CD, DPW	Staff time		√		√		
C-2.6B	Encourage non-gas powered yard equipment	OG	<b>Fire</b> , CD, DPW	Staff time, Partnerships		√				
C-3.1A	Coordinate with regional, state, and federal water quality agencies	OG	<b>DPW</b> , CD	Staff time, Partnerships, Fees	√	√				
C-3.2A	Participate in Countywide stormwater pollution prevention program	OG	<b>DPW</b>	Staff time, Fees	√	√				
C-3.2B	Reduce the discharge of harmful materials to the storm drainage system	OG	<b>DPW</b> , CD, Fire	Staff time, Fines	√	√		√		
C-3.2C	Require measures for runoff control in new construction projects	OG	<b>CD</b> , DPW	Development Review, Fees		√				
C-3.2D	Regularly maintain the storm drainage system	OG	DPW	CIP, Staff time, Gen Fund	√	√				

# IMPLEMENTATION MATRIX

# Neighborhoods Element

ID #	Program Description	Timeframe	Responsible Departments or Agencies (lead dept. in bold)	Resources	Applicable Guiding Principles					
					Strengthening Our Foundation	Adapting to the Future	Economic Vitality	Opportunity for All: Equity	Housing Our Growing Community	Mobility
C-3.2E	Reduce or eliminate the use of toxic pesticides and fertilizers	OG	DPW	General Fund		√		√		
C-3.2F	Support ongoing water quality monitoring/ testing	OG	<b>DPW</b> , CC	Staff time	√	√		√		
C-3.3A	Provide guidance to developers on sustainable stormwater management practices	OG	<b>DPW</b> , CD, Sus	Development Review, Staff time		√	√			
C-3.3B	Encourage vertical gardens, roof and pollinator gardens, and other water-conserving landscapes	OG	<b>DPW</b> , CD, Sus	Development Review, private		√				
C-3.4A	Develop a Green Streets Plan to promote more sustainable storm drain and street systems	MT	<b>DPW</b> , CD, Sus	Staff time, grants, partnerships		√		√		√
C-3.4B	Apply for grants to initiate green streets programs	OG	<b>Sus</b> , DPW, CD	Staff time, grants		√				√
C-3.5A	Remediate leaking underground storage tanks	OG	<b>Fire</b> , DPW	Staff time, fees, private	√			√		
C-3.6A	Collaborate with regional agencies to support removal of plastics and trash from Canal and Bay	OG	<b>DPW</b> , Fire, CD	Staff time, other	√			√		
C-3.6B	Ensure enforcement of sanitation requirements for boats and live-aboards	OG			√				√	
C-3.6C	Support marina owners in providing on-site sewage pump-out facilities	OG	DPW, CD	Grants, Staff time, private		√			√	
C-3.6D	Educate boaters about good sanitation practices	OG	<b>DPW</b> , Fire, CD	Staff time, Partnerships	√					
C-3.7A	Continue storm drain stenciling and creek signage programs	OG	DPW, CD, Sus	Staff time	√					
C-3.7B	Support Marin Co SPPP programs to raise awareness of water pollution/ water quality issues	OG	DPW, CD	Staff time, Partnerships	√	√				
C-3.8A	Work with MMWD to promote water conservation	OG	Sus, DPW	Staff time		√				

# IMPLEMENTATION MATRIX

# Neighborhoods Element

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					Strengthening Our Foundation	Adapting to the Future	Economic Vitality	Opportunity for All: Equity	Housing Our Growing Community	Mobility
C-3.8B	Expand programs to educate residents on water conservation and lo-flo plumbing	OG	Sus, DPW	Staff time, Grants, Partnerships	√	√		√		
C-3.8C	Support extension of recycled water distribution lines (purple pipe)	OG	<b>DPW</b>	Staff time, Fees, Service rates		√				
C-3.8D	Encourage graywater/rainwater collection systems	OG	<b>CD</b> , DPW	Staff time		√				
C-3.8E	Reduce municipal water use through landscaping, maintenance, best practices	OG	<b>DPW</b> , Other	Staff time, General Fund, CIP	√	√				
C-3.9A	Maintain the Falkirk xeriscaping demonstration garden	OG	<b>LR</b> , Sus	Staff time, Gen Fund		√				
C-4.1A	Support MCE efforts to provide 100% GHG free energy by 2025	ST	<b>CM</b> , Sus, CC	Staff time, Rates		√				
C-4.1B	Participate in a PACE financing program to fund renewable energy and conservation projects	ST	<b>CM</b> , Sus, CD, CA	Staff time, Assessments		√	√	√		
C-4.1C	Continue to remove barriers and provide incentives for solar installations	OG	<b>Sus</b> , CD, CM, CA	Staff time, Incentives		√	√	√		
C-4.1D	Implement electrification of buildings currently using natural gas	ST	<b>Sus</b> , CD, CM, CC	Staff time		√			√	
C-4.1E	Incorporate renewable energy systems into new municipal buildings	OG	<b>CM</b> , CD, Sus, CC	CIP		√				
C-4.2A	Inform residents of programs to conserve energy and weatherize homes	OG	<b>Sus</b> , CD	Staff time, Partnerships		√		√	√	
C-4.2B	Implement State green building standards	OG	<b>CD</b>	Staff time		√				
C-4.2C	Provide financial incentives, assistance, stream-lined permitting for energy efficiency projects	OG	<b>CD</b> , CM, CC	Development Review, Private, Staff Time	√			√		

# IMPLEMENTATION MATRIX

# Neighborhoods Element

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					Strengthening Our Foundation	Adapting to the Future	Economic Vitality	Opportunity for All: Equity	Housing Our Growing Community	Mobility
C-4.2D	Consider requiring time of sale energy audits	MT	<b>CM</b> , Sus, CC	Fees		√				
C-4.2E	Encourage cool roofs and pavement	OG	<b>CD</b> , DPW, Sus	Incentives, Private		√				
C-4.3A	Support microgrids, battery storage, etc. to improve resilience to power shutoffs	OG	<b>CM</b> , DPW, CD, Sus	Staff time, Private, Assessments		√		√		
C-4.4A	Evaluate Code amendments supporting resource-efficient building materials/ methods	OG	<b>CD</b> , CM, CC	Staff time		√			√	
C-4.5A	Encourage solar access and energy efficiency in development review	OG	<b>CD</b>	Development Review		√				
C-4.5B	Consider a solar access ordinance to avoid adverse impacts to solar energy systems	LT	<b>CM</b> , CD, CC, Sus	Staff time	√					
C-5.1A	Complete full CCAP updates at least once every 10 years	LT	<b>Sus</b>	Staff time		√				
C-5.1B	Prepare annual progress reports on Climate Action Plan implementation	OG	<b>Sus</b>	Staff time		√				
C-5.1C	Continue to hold a quarterly forum on climate action progress	OG	<b>Sus</b>	Staff time		√				
C-5.1D	Pursue revenue for climate action programs	OG	<b>Sus</b> , CM	Staff time		√				
C-5.3A	Take a leadership role in climate action	OG	<b>CM</b> , Sus, CC	Staff time, Partnerships		√				
C-5.3B	Support state and federal actions to advance climate action goals	OG	<b>CM</b> , Sus, CC	Staff time		√		√		
C-5.3C	Participate in regional initiatives to use renewable energy	OG	<b>CM</b> , Sus, CC	Staff time		√				
C-5.4A	Shift the City's fleet to zero emission vehicles	ST	<b>CM</b> , Sus, DPW	General Fund, CIP		√				√
C-5.4B	Monitor best practices in sustainability	OG	<b>Sus</b> , CM, CD, DPW	Staff time		√				



# IMPLEMENTATION MATRIX

# Neighborhoods Element

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C-5.7A	Implement public education and outreach measures on climate and sustainability	OG	<b>Sus</b> , CM	Staff time, Partnerships	√			√		
C-5.7B	Continue participating in Resilient Neighborhoods program	OG	<b>Sus</b> , CD, CM	Staff time	√	√				
C-5.7C	Raise awareness of financial incentives to conserve and recycle	OG	<b>Sus</b>	Staff time, Partnerships			√	√		
C-5.7D	Promote sustainability through education, publications, special events, media	OG	<b>Sus</b> , CM, CD, DPW	Staff time, Partnerships		√				

## Parks, Recreation, and Open Space Element

*Metrics and Indicators*

<b>Indicator</b>	<b>Measurement</b>
Acres of improved parkland per 1,000 residents	4 acres per 1,000 (adopted standard)
Improved park acreage to add by 2040	20 acres
Area covered by future Joint Use Agreements	94 acres (School District recreational areas and facilities)
Acreage designated on General Plan Map as Open Space or Conservation	Maintain at <u>or above</u> 47.3% of Planning Area total (current level)
Percent of residents with a neighborhood park within 10-minute walk of their home	Currently 81% (according to TPL). Increase to 90%
Parks Master Plan	Complete within three years of General Plan adoption
Municipal Code Amendments	Amend SRMC Chapter 3.24 provisions for park impact fees
<b>Metrics and Indicators to Track in the Future</b>	
<ul style="list-style-type: none"> <li>○ <i>Persons served by City recreational programs</i></li> <li>○ <i>Satisfaction ratings for recreational programs</i></li> <li>○ <i>Park maintenance scores/ ratings</i></li> <li>○ <i>Numbers of recreational facilities by type (to be developed through Park Master Plan)</i></li> </ul>	

# IMPLEMENTATION MATRIX

# Parks, Recreation, and Open Space Element

ID #	Program Description	Timeframe	Responsible Departments or Agencies (lead dept. in bold)	Resources	Applicable Guiding Principles					
					Strengthening Our Foundation	Adapting to the Future	Economic Vitality	Opportunity for All: Equity	Housing Our Growing Community	Mobility
PR-1.1A	Prepare a Parks and Recreation Master Plan	ST	<b>LR</b> , CD, CM, DPW	Staff time, Grants, Measure A, GenFund	√	√	√	√		
PR-1.1B	Use the CIP to identify funding/timing for park projects	OG	<b>CM</b> , FIN, LR	CIP, Staff time	√	√				
PR-1.2A	Amend the Muni Code to establish a 4 ac/ 1,000 park standard	ST	<b>CD</b> , LR, CM, CA, CC	Staff time	√	√		√		
PR-1.2B	Adjust in-lieu fees to reflect prevailing costs of land and facilities	ST	<b>CD</b> , LR, CM, FIN, CC	Staff time				√		
PR-1.2C	Provide in lieu fee exemptions for ADUs and affordable housing	ST	<b>CD</b> , LR, CM, CA, CC	Staff time				√	√	
PR-1.3A	Develop new parks in areas with unmet needs	LT	<b>LR</b> , CM, CD	Staff time, Incentives, Fees, Partnerships		√		√		
PR-1.3B	Work with SRCS and MCSD to create parks on school sites if they are surplus	OG	<b>CM</b> , LR, CD	Staff Time, Other, Naylor Act	√					
PR-1.3C	Incorporate shoreline access in sea level rise adaptation projects	OG	<b>LR</b> , DPW, CD	Grants, Assessments, CIP		√	√	√		
PR-1.4A	Work with landscape architects, DRB, PC, and Parks/Rec Comm to review park improvement plans	OG	<b>CD</b> , LR, DPW	Staff time	√					
PR-1.4B	Engage the community in park planning	OG	<b>LR</b> , CD	Staff time	√			√		
PR-1.5A	Develop consistent branding and signage for City parks	ST	<b>LR</b> , DPW	CIP, Measure A, General Fund	√					
PR-1.6A	Conduct a needs assessment as part of the Parks Master Plan	ST	<b>LR</b> , CD	Staff time, Grants, Measure A, GenFund		√		√		
PR-1.6B	Prepare plans to improve individual local parks as pt of Parks Master Plan	ST	<b>LR</b> , CD	Staff time, Grants, Measure A, GenFund	√	√				

# IMPLEMENTATION MATRIX

# Parks, Recreation, and Open Space Element

ID #	Program Description	Timeframe	Responsible Departments or Agencies (lead dept. in bold)	Resources	Applicable Guiding Principles					
					Strengthening Our Foundation	Adapting to the Future	Economic Vitality	Opportunity for All: Equity	Housing Our Growing Community	Mobility
PR-1.7A	Evaluate (and develop plans for new) athletic fields as part of Parks Master Plan	ST	<b>LR</b>	Staff time, Grants, Measure A, GenFund	√	√				
PR-1.11A	Design parks for all users	OG	<b>LR</b> , CD	Staff time				√		
PR-1.11B	Work with business to activate and maintain urban parks and plazas	OG	<b>LR</b> , ED	Staff time, private			√			
PR-1.12A	Implement joint use agreements with SRCS, MCSD for public access to schools	ST	<b>CM</b> , CC, CA, LR	Staff time, Other	√			√		
PR-1.13A	Implement zoning regs. requiring recreational facilities in new development	OG	<b>CD</b>	Staff time, Development Review		√		√	√	
PR-1.13B	Encourage rooftop open space in higher density projects	OG	<b>CD</b>	Development Review, Incentives		√			√	
PR-1.14A	Amend zoning regs to exempt indoor public rec facilities from FAR calculations	ST	<b>CD</b> , CC	Staff time		√		√		
PR-1.15A	Consider maintenance and operating costs when developing rec facilities	OG	<b>DPW</b> , LR, CM	Staff time		√				
PR-1.15B	Encourage adopt a park programs and stewardship initiatives	OG	<b>LR</b>	Staff time, Private	√					
PR-1.16A	Seek new sources of funds for park development and maintenance	OG	<b>LR</b> , FIN, CM	Grants, assessments, Measure A, CIP, bonds, Partnerships, private	√			√		
PR-1.16B	Explore generating revenue through naming rights, sponsorships, and charitable giving	OG	<b>CM</b> , LR, CA	Private, Staff time	√					
PR-1.16C	If City-owned open space is sold, use proceeds for park improvements	OG	<b>CM</b> , CC, LR	Staff time	√			√		

# IMPLEMENTATION MATRIX

# Parks, Recreation, and Open Space Element

ID #	Program Description	Timeframe	Responsible Departments or Agencies (lead dept. in bold)	Resources	Applicable Guiding Principles					
					Strengthening Our Foundation	Adapting to the Future	Economic Vitality	Opportunity for All: Equity	Housing Our Growing Community	Mobility
PR-1.18A	Incorporate sustainable design in park improvements	OG	<b>LR</b> , Sus, CD, DPW	Staff time, CIP, grants		√				
PR-2.1A	Provide rec programs tailored to specific age groups	OG	<b>LR</b>	Staff time, Partnerships				√		
PR-2.1B	Provide culturally competent, inclusive rec programming	OG	<b>LR</b>	Staff time, Partnerships				√		
PR-2.2A	Monitor and evaluate participation in rec programs	OG	<b>LR</b> , DI	Staff time	√			√		
PR-2.2B	Conduct periodic multi-lingual surveys to evaluate rec needs	OG	<b>LR</b> , DI	Staff time	√			√		
PR-2.3A	Provide increased programming for kids when school is out	OG	<b>LR</b>	Staff time, Partnerships			√	√		
PR-2.4A	Maintain hours that meet public needs for child care, after-school programs, etc	OG	<b>LR</b>	Staff time, Partnerships			√	√		
PR-2.6A	Recover a portion of program costs through user fees	OG	<b>LR</b> , CM, FIN	Fees			√			
PR-2.10A	Maintain back-up power so facilities can operate during power outages	OG	<b>DPW</b> , LR	CIP, General Fund, Grants		√				
PR-3.1A	Apply specified criteria for prioritizing open space parcels for protection	OG	<b>CD</b> , DPW, Fire, LR	Fees, Grants, Bonds, Private, Donations		√		√		
PR-3.1B	Pursue opportunities to expand the open space network when new development is proposed	OG	<b>CD</b>	Development Review		√		√	√	
PR-3.1C	Explore the feasibility of Priority Conservation Areas	ST	<b>CD</b>	Staff time, Grants		√				
PR-3.1D	Consider formal designation of a off-shore San Rafael Bay Aquatic Open Space	MT	<b>CD</b> , LR	Staff time, Grants		√	√			
PR-3.2A	Develop management prescriptions for different types of open space	MT	<b>Fire</b> , DPW, CD, LR	Staff time		√				
PR-3.3A	Prepare an Open Space Management Plan	MT	<b>LR</b> , Fire, DPW, CD	Staff time, Grants	√	√				

# IMPLEMENTATION MATRIX

# Parks, Recreation, and Open Space Element

ID #	Program Description	Timeframe	Responsible Departments or Agencies (lead dept. in bold)	Resources	Applicable Guiding Principles					
					Strengthening Our Foundation	Adapting to the Future	Economic Vitality	Opportunity for All: Equity	Housing Our Growing Community	Mobility
PR-3.4A	Work with other agencies to remove diseased and harmful vegetation from open space	OG	<b>Fire</b> , DPW, CM	General Fund, Assessments, Other		√				
PR-3.4B	Work with public and private property owners to address illegal encampments in open space	OG	<b>CM</b> , Pol, Fire, DPW	Staff time	√			√	√	
PR-3.5A	Apply appropriate use limitations when land is set aside as open space	OG	<b>CD</b> , CM, Fire, DPW	Staff time		√				
PR-3.6A	Identify open space access points during development review	OG	<b>CD</b> , DPW, Fire, LR	Development Review	√			√		√
PR-3.7A	Work with other agencies managing open space on habitat cons, wildfire prev, and recreation	OG	<b>CD</b> , DPW, Fire, LR	Staff time, Other		√				
PR-3.8A	Develop a citywide trails map	ST	CD, LR	Staff time, Grants	√					√
PR-3.8B	Develop a Trails Master Plan	ST	<b>CD</b> , DPW, Fire, LR	Staff time, Grants	√	√	√	√		√
PR-3.10A	Continue public education on open space management	OG	<b>Fire</b> , CD, DPW	Staff time		√				
PR-3.10B	Develop interpretive trails, nature centers, etc. that educate the public about open space and the environment	OG	<b>LR</b> , CD, CM, DPW	Staff time, Grants, CIP, Partnerships, Other		√	√	√		

## Safety and Resilience Element

### Metrics and Indicators

<i>Indicator</i>	<i>Measurement</i>
Local Hazard Mitigation Plan Implementation	Progress on Implementation Plan actions (and related metrics)
Local Hazard Mitigation Plan Updates	Update every five years
Ground shaking severity and liquefaction hazards	Per ABAG hazard maps
100-year flood plain boundary	Per FEMA maps
Sea Level Rise	40-55 Inches by 2100 (threshold for planning purposes--monitor and update at least every five years)
Sea Level Rise Adaptation Plan	Completion of Plan (additional metrics to be included in Plan)
Finished floor elevation requirement	3 feet above FEMA requirement within sea level rise hazard zone
Wildfire Prevention and Protection Action Plan progress	Implementation of 38 Action Plan measures (some have their own metrics)
Fire Response Time	Meet National Fire Protection Association standards
Number of hazardous materials sites requiring remediation	Reduce from current level (39 in Planning Area)
Municipal Code Amendments	Title 18 revisions for Sea Level Rise Amendments to require Environmental Site Management Plan and Soil Vapor Intrusion Assessment on formerly contaminated sites
<i>Metrics and Indicators to Track in the Future</i>	
<ul style="list-style-type: none"> <li>o Number of soft-story buildings (and number retrofitted for earthquake safety)</li> <li>o Number of structures impacted by geologic events (landslides, earthquakes, etc.)</li> <li>o Acres vulnerable to various levels of seismic hazards (to be determined through Earthquake Hazard Study, Program S-2.1C)</li> <li>o Properties vulnerable to flooding</li> <li>o Properties vulnerable to sea level rise</li> <li>o Miles/ linear feet of shoreline retrofitted/hardened for sea level rise</li> <li>o Number of flood-proofed and/or retrofitted facilities</li> <li>o Acres rated by CalFIRE as being in a "high" or "very high" fire hazard severity zone</li> <li>o Number of homes in Wildland Urban Interface areas</li> <li>o Acres burned in wildfires within the Planning Area (and number and type of incidents)</li> <li>o Infrastructure flood-proofed or retrofitted</li> <li>o Number of emergency preparedness activities (number of participants in CERT, etc.)</li> </ul>	

ID #	Program Description	Timeframe	Responsible Departments or Agencies (lead dept. in bold)	Resources	Applicable Guiding Principles					
					Strengthening Our Foundation	Adapting to the Future	Economic Vitality	Opportunity for All: Equity	Housing Our Growing Community	Mobility
S-1.1A	Implement the Local Hazard Mitigation Plan (LHMP)	OG	<b>Fire</b> , DPW, CM, CD, Pol, LR	Staff time, CIP, General Fund, Devt Review	√	√	√	√	√	√
S-1.1B	Develop a funding strategy for LHMP projects, including grants and intergovtl coordination	ST	<b>Fire</b> , CM, CC, DPW	Staff time, CIP, Grants, General Fund	√	√	√		√	√
S-1.1C	Periodically update the LHMP	MT	<b>Fire</b> , CM	Grants, Staff Time		√				
S-1.2A	Use the entitlement process to evaluate potential for hazards and to require mitigation measures	OG	<b>CD</b> , DPW, Fire	Development Review		√				
S-1.2B	Use hazard maps (slope, seismic, flood, SLR, fire) as part of the development review process	OG	<b>CD</b> , DPW, Fire	Development Review		√			√	
S-1.3A	Prepare a Public Facility Vulnerability Assessment of critical facilities and infrastructure	ST	<b>Fire</b> , CM, DPW, CD, LR	Staff time, Grants	√	√		√		√
S-1.4A	Amend local emergency preparedness documents to address public health emergencies	ST	<b>CM</b> , Fire	Staff time, Partnerships		√		√		
S-1.4B	Monitor and update data to support COVID-19 pandemic response and recovery.	ST	<b>CM</b>	Staff time			√	√		
S-2.1A	Adopt/enforce building codes to meet seismic safety standards	OG	<b>CD</b> , DPW	Fees, Staff time, Development Review	√				√	
S-2.1B	Require geotech studies and peer review based on the level of hazard--require mitigation as needed	OG	<b>CD</b> , DPW	Fees, Staff time, Development Review	√		√		√	
S-2.1C	Complete an earthquake hazard study that examines geologic hazards in the city	MT	<b>DPW</b> , CD	Grants, Staff Time		√				



# IMPLEMENTATION MATRIX

# Mobility Element

ID #	Program Description	Timeframe	Responsible Departments or Agencies (lead dept. in bold)	Resources	Applicable Guiding Principles					
					Strengthening Our Foundation	Adapting to the Future	Economic Vitality	Opportunity for All: Equity	Housing Our Growing Community	Mobility
S-2.2A	Undertake landslide hazard mitigation and repair projects, including Fairhills and Bret Harte	ST	<b>DPW</b> , CD	CIP, General Fund, Private, Other	√					√
S-2.3A	Enforce State requirements for retrofitting, including remaining unreinforced masonry bldgs	OG	<b>CD</b> , DPW, Fire	Staff time, Fees			√		√	
S-2.3B	Complete a citywide assessment of soft story bldgs and develop a mitigation strategy	ST	<b>CD</b> , DPW, Fire	Staff time, Grants		√	√		√	
S-2.4A	Develop/maintain a list of facilities to inspect after a major earthquake	MT	<b>Fire</b> , CD, DPW, Pol, LR	Staff time	√	√		√		√
S-2.5A	Require Erosion and Sediment Control Plans for projects with the potential for erosion	OG	<b>DPW</b> , CD	Development Review	√	√				
S-2.5B	Avoid grading during the wet season and require erosion/sediment control measures	OG	<b>DPW</b> , CD	Development Review	√					
S-2.5C	Explore the use of sediment for wetlands restoration and shoreline resiliency	OG	<b>DPW</b> , CD, CM	Staff time, Partnerships		√				
S-3.1A	Incorporate Sea Level Rise Prediction overlay into City GIS	ST	<b>CD</b> , DPW	Staff time		√				
S-3.1B	Review and update Sea Level Rise Prediction Map at least once every 5 years	MT	<b>CD</b> , DPW, Sus	Staff time		√				
S-3.1C	Adopt a zoning overlay corresponding to Sea Level Rise Prediction area	ST	<b>CD</b> , PC, CC	Staff time		√	√			
S-3.2A	Coordinate with County of Marin on updating sea level rise data	OG	<b>CD</b> , DPW, Sus	Staff time		√				
S-3.3A	Revise the Residential Building Resale Report to include disclosure of sea level rise data	ST	<b>CD</b>	Staff time		√		√	√	

# IMPLEMENTATION MATRIX

# Mobility Element

ID #	Program Description	Timeframe	Responsible Departments or Agencies (lead dept. in bold)	Resources	Applicable Guiding Principles					
					Strengthening Our Foundation	Adapting to the Future	Economic Vitality	Opportunity for All: Equity	Housing Our Growing Community	Mobility
S-3.4A	Require new development to consider potential sea level impacts, and flood resilience measures	OG	<b>CD</b> , DPW	Development Review, Staff Time, Fees, Private		√		√	√	
S-3.4B	Prepare a guidance document to incorporate sea level rise and adaptation into CIP planning	ST	<b>CM</b> , CD, DPW, Sus	Staff time		√				
S-3.4C	Coordinate with utilities on infrastructure hardening for sea level rise impacts	OG	<b>DPW</b> , CD, CM	Staff time, MOU, CIP, Partnerships		√	√	√		√
S-3.5A	Adopt code amendments to mandate higher finished floor elevations in sea level rise areas	ST	<b>CD</b> , CA, CM, CC	Staff time		√		√	√	
S-3.5B	Perform ground elevation surveys in sea level rise vulnerability areas	OG	<b>DPW</b>	Staff time, General Fund, CIP, Partnerships		√				
S-3.5C	Revise Title 18 flood standards to address sea level rise increases	ST	<b>CD</b> , CA, CM, CC	Staff time		√				
S-3.5D	Comply with Nat'l Flood Insurance Program by maintaining flood mgmt program and regulations.	OG	<b>CD</b> , DPW, CA	Staff time		√	√		√	√
S-3.6A	Prepare and adopt a Sea Level Rise Adaptation Plan, addressing intergovernmental coordination, infrastructure, outreach, projects for specific areas, timing and phasing, funding and financing	<b>ST</b>	<b>CD</b> , DPW, CM,, Sus	Staff time, Grants, Partnerships, Fees, Private	√	√	√	√	√	√
S-3.6B	Create partnerships with the County and other affected agencies on adaptation projects	OG	<b>CM</b> , DPW, CM, Sus	Partnerships		√				
S-3.6C	Create a joint powers authority to oversee adaptation planning and financing	MT	<b>CM</b> , CC	Partnerships, Staff Time		√	√			
S-3.7A	Assess levees, identify vulnerabilities, and develop adaptation projects	ST	<b>DPW</b> , CM, Fire	Staff time, Partnerships		√	√			

# IMPLEMENTATION MATRIX

# Mobility Element

ID #	Program Description	Timeframe	Responsible Departments or Agencies (lead dept. in bold)	Resources	Applicable Guiding Principles					
					Strengthening Our Foundation	Adapting to the Future	Economic Vitality	Opportunity for All: Equity	Housing Our Growing Community	Mobility
S-3.7B	Coordinate with owners, residents, businesses, and other agencies to evaluate ways to finance levees	ST	<b>CM</b> , DPW, CD, Sus	Grants, Fees, CIP Assessments, Private	√	√				
S-3.8A	Require new development to complete hydrologic studies to evaluate storm drain capacity and needed improvements	OG	<b>CD</b> , DPW	Development Review	√			√		
S-3.8B	Evaluate potential measures to more sustainably manage stormwater	OG	<b>DPW</b> , CD, Sus	Staff Time	√	√				
S-3.9A	Require development in flood prone areas to include flood protection measures	OG	<b>DPW</b> , CD	Development Review	√			√	√	
S-3.9B	Undertake LHMP flood mitigation projects, including sewer relocation, pump station rehab, pipe replacement, street hardening	OG	<b>Fire</b> , DPW, CM	Grants, Fees, CIP Assessments, Private	√	√				√
S-3.9C	Implement restoration and dredging projects to reduce flood hazards	LT	<b>DPW</b> , CD, Sus	Grants, Fees, CIP Assessments, Private	√	√				
S-4.1A	Implement the Wildfire Prevention and Protection Action Plan	OG	<b>Fire</b> , CM	Taxes, Grants, Private	√	√				
S-4.1B	Maintain fire hazard severity maps and use them for planning	OG	<b>Fire</b> , CD, DPW	Staff time		√			√	
S-4.1C	Implement Muni Code standards to reduce fire hazards, including Wildland-Urban Interface Zone	OG	<b>Fire</b> , DPW	Staff time	√	√				
S-4.1D	Create new fuel breaks in WUI areas and remove flammable vegetation in these areas	OG	<b>Fire</b> , DPW	Taxes, Grants, Private	√	√				
S-4.1E	Continue goat grazing on open space lands	OG	<b>Fire</b>	Taxes, Grants, Private	√	√				
S-4.1F	Work with homeless service providers to reduce fire hazards related to encampments	OG	<b>Fire</b> , CM	Staff time	√			√	√	

# IMPLEMENTATION MATRIX

# Mobility Element

ID #	Program Description	Timeframe	Responsible Departments or Agencies (lead dept. in bold)	Resources	Applicable Guiding Principles					
					Strengthening Our Foundation	Adapting to the Future	Economic Vitality	Opportunity for All: Equity	Housing Our Growing Community	Mobility
S-4.1G	Develop science-based open space and forest mgmt plans to reduce fuel loads	OG	<b>Fire</b>	Staff time, CIP, Taxes, Grants, Private		√				
S-4.2A	Implement fire reduction measures , such as defensible space, fire-resistant bldg materials, etc	OG	<b>Fire</b>	Staff time, CIP, Taxes, Grants, Fines, Private	√	√	√			
S-4.2B	Undertake a maintenance program to prevent falling trees blocking roads	OG	<b>Fire, DPW</b>	Staff Time, Taxes		√				√
S-4.2C	Promote public education on fire resilience and response	OG	<b>Fire</b>	Staff time	√	√		√		
S-4.3A	Require mitigation for fire hazards during project review. Consider applicant costs when developing new requirements	OG	<b>CD, Fire</b>	Development Review	√	√			√	
S-4.3B	Review projects for emergency vehicle access and water pressure/supply	OG	<b>Fire, CD, DPW</b>	Development Review	√	√			√	√
S-4.3C	Develop new partnerships for funding wildfire prevention programs	OG	<b>Fire, CM</b>	Partnerships		√				
S-5.2A	Continue participation in the CUPA program for remediating underground storage tanks	OG	<b>Fire, DPW, CM</b>	Staff time	√			√	√	
S-5.3A	Inventory/map hazardous materials data and use the data to inform land use decisions	OG	<b>Fire, DPW, CD</b>	Staff time	√		√	√	√	
S-5.3B	Reduce hazardous material risks near schools	OG	<b>Fire, Other</b>	Staff time	√			√		
S-5.4A	Use hazmat data bases to determine site contamination and level of remediation required	OG	<b>CD, Fire, DPW</b>	Staff time		√	√	√	√	
S-5.4B	Work with agencies to clean up hazardous sites prior to development	OG	<b>Fire, DPW, Other</b>	Private, Development Review, Staff Time		√	√	√		

# IMPLEMENTATION MATRIX

# Mobility Element

ID #	Program Description	Timeframe	Responsible Departments or Agencies (lead dept. in bold)	Resources	Applicable Guiding Principles					
					Strengthening Our Foundation	Adapting to the Future	Economic Vitality	Opportunity for All: Equity	Housing Our Growing Community	Mobility
S-5.4C	Require Environmental Site Management Plans for development on sites with known contaminants per State mapping records.	OG	<b>CD</b> , Fire, DPW, Other	Development Review		√		√		
S-5.4D	For development on sites with potential residual contamination, require soil vapor intrusion assessment prior to approval. Include vapor controls as appropriate.	OG	<b>CD</b> , Fire, DPW, Other	Development Review		√		√		
S-5.5A	Support CHP efforts to ensure safe transport of hazmats	OG	<b>Fire</b> , CM, DPW, Other	Staff time			√	√		√
S-5.5B	Coordinate with regulatory agencies to ensure pipeline safety	OG	<b>Fire</b> , CM, DPW	Staff time	√		√	√		
S-6.1A	Continue mutual aid agreements for emergency response	OG	<b>CM</b> , Fire, Other	MOUs, Staff time	√					√
S-6.1B	Maintain a SEMS-based emergency plan for City operations	OG	<b>CM</b> , Fire, Pol, CD, DPW, LR, DI	Staff time, Grants	√	√				
S-6.1C	Update/publicize emergency preparedness plans, including evacuation routes and shelter locations	ST	<b>Fire</b> , CM	Staff time	√	√			√	√
S-6.1D	Maintain current Urban Search and Rescue techniques	OG	<b>Fire</b> , Pol, DPW	Staff time	√					
S-6.2A	Support CERT programs and other emergency prep educational and training programs for residents	OG	<b>Fire</b> , Pol	Staff time, Grants	√	√		√		
S-6.2B	Develop and update neighborhood disaster prep plans	ST	<b>Fire</b> , Pol	Staff time, Grants	√	√		√	√	
S-6.2C	Update the Fire Dept website/ social media to provide info on disaster preparedness	ST	<b>Fire</b> , DI	Staff time	√	√		√		
S-6.2D	Identify and develop outreach programs for vulnerable populations, including non-English speakers	ST	<b>Fire</b> , CM, LR, DI	Staff time, Partnerships				√		
S-6.2E	Conduct emergency response drills, especially in neighborhoods prone to flooding and wildfire	OG	<b>Fire</b> , Pol, CM	Staff time, Grants	√	√				√

# IMPLEMENTATION MATRIX

# Mobility Element

ID #	Program Description	Timeframe	Responsible Departments or Agencies (lead dept. in bold)	Resources	Applicable Guiding Principles					
					Strengthening Our Foundation	Adapting to the Future	Economic Vitality	Opportunity for All: Equity	Housing Our Growing Community	Mobility
S-6.3A	Identify capital improvements needed to facilitate orderly evacuation	ST	<b>Fire</b> , DPW	CIP, Grants, Taxes		√				√
S-6.4A	Identify evacuation shelters and equip them to function during emergencies	ST	<b>Fire</b> , DPW, LR, CM	CIP, Grants, Taxes		√		√	√	√
S-6.5A	Make provisions to provide essential public services during and after disasters	OG	<b>CM</b> , CC	Staff time, Partnerships		√				
S-6.5B	Explore ways to transport first responders to San Rafael after an emergency	ST	<b>CM</b> , CC, Fire, Pol	Staff time		√			√	√
S-6.5C	Support incentives for emergency response personnel to live in or near San Rafael	OG	<b>CM</b> , CC	Incentives, Partnerships	√			√	√	
S-6.5D	Explore ordinances and best practices to facilitate rapid post-disaster recovery and reconstruction	ST	<b>CM</b> , CA, CD, ED, CC, Fire, DPW	Staff time		√	√		√	
S-6.6A	Maintain involvement with Marin Emergency Radio Authority	OG	<b>Fire</b> , DI	Staff time	√					
S-6.6B	Use emergency alerts to notify residents of active threats	OG	<b>CM</b> , Fire, Pol, DI	Staff time		√		√		
S-6.7A	Maintain all-weather access connections for emergency vehicles between roads	OG	<b>DPW</b> , Fire	Staff time, CIP, Grants, Taxes		√				√
S-6.7B	Reduce obstacles on evacuation routes	OG	<b>DPW</b> , Fire, Pol, P	Staff time		√				√
S-6.7C	Explore emergency ped/bike crossing of SMART at Merrydale	MT	<b>DPW</b> , Fire, Other	CIP, Grants, Taxes, Fees, Other		√				√
S-6.8A	Regularly evaluate the need to upgrade public safety facilities/equipment	OG	<b>CM</b> , Fire, Pol, DPW	Staff time		√				
S-6.8B	Develop an Energy Storage Plan to improve power reliability after a disaster	MT	<b>DPW</b> , CM, Fire	Grants		√	√	√		

## Noise Element

### *Metrics and Indicators*

<i>Indicator</i>	<i>Measurement</i>
Maximum noise levels acceptable in residential, commercial, industrial, civic, and park/open space areas	Specified in Table 9-2 of General Plan 2040
Construction and stationary noise limits	Specified in SRMC Section 8.13
Maximum permitted project-related noise increase	3 dB Ldn in residential area, 5 dB Ldn in non-residential area, plus Table 9-2 in General Plan 2040
Municipal Code Amendments	Amend Section 8.13 to add best management practices for construction Adopt standard conditions of approval relating to vibration
<i>Metrics and Indicators to Track in the Future</i>	
<ul style="list-style-type: none"> <li>○ <i>Linear feet/ miles of sound buffers (walls, plant screenings, etc.)</i></li> <li>○ <i>Number of noise complaints</i></li> <li>○ <i>Number of housing units in areas exceeding recommended noise compatibility levels</i></li> </ul>	

ID #	Program Description	Timeframe	Responsible Departments or Agencies (lead dept. in bold)	Resources	Applicable Guiding Principles					
					Strengthening Our Foundation	Adapting to the Future	Economic Vitality	Opportunity for All, Equity	Housing Our Growing Community	Mobility
N-1.1A	Maintain maximum noise standards for different land uses based on State compatibility guidelines	OG	<b>CD</b> , DPW	Staff time	√	√	√	√	√	
N-1.2A	Require acoustical studies for projects exceeding adopted noise thresholds	OG	<b>CD</b>	Development Review	√			√	√	
N-1.2B	Establish conditions of approval for activities with the potential to create noise conflicts	OG	<b>CD</b> , PC, CC	Development Review	√			√		
N-1.3A	Require site planning methods that minimize potential noise impacts	OG	<b>CD</b>	Development Review	√				√	
N-1.3B	Locate noise-sensitive interior spaces away from noise sources	OG	<b>CD</b>	Development Review	√		√	√	√	
N-1.3C	Use absorptive noise barriers to reduce noise levels	OG	<b>CD</b> , DPW	Development Review	√		√		√	
N-1.3D	Use insulation and building materials that absorb sound	OG	<b>CD</b>	Development Review, Private	√		√		√	
N-1.5A	Require disclosure agreements in mixed use projects for homes proximate to noise sources	OG	<b>CD</b> , CM, CA	Development Review, Private		√	√	√	√	
N-1.6A	Work with agencies to reduce noise along freeways and major arterials	OG	<b>DPW</b> , CM, CD	Staff time, Other	√		√	√		√
N-1.6B	Enforce California Vehicle Code noise provisions	OG	<b>Pol</b> , DPW, Other	Staff time	√					√
N-1.6C	Pursue paving technologies that minimize traffic noise	OG	<b>DPW</b>	Staff time, CIP		√		√		√
N-1.8A	Maintain Quiet Zones (no horn zones) along the SMART tracks	OG	<b>CM</b> , CC	Staff time	√		√			√
N-1.9A	Maintain and enforce the City Noise Ordinance	OG	<b>Pol</b> , CD, DPW	Staff time, Fines	√		√	√		√



# IMPLEMENTATION MATRIX

# Mobility Element

ID #	Program Description	Timeframe	Responsible Departments or Agencies (lead dept. in bold)	Resources	Applicable Guiding Principles					
					Strengthening Our Foundation	Adapting to the Future	Economic Vitality	Opportunity for All: Equity	Housing Our Growing Community	Mobility
N-1.9B	Amend noise ordinance to include construction best management practices (BMPs), then include BMPs as conditions for future projects.	ST	<b>CD</b> , DPW	Development Review, Private	√		√	√		
N-1.9C	Include noise specifications when soliciting bids on City equipment	OG	<b>CM</b> , FIN, DPW	Staff time		√				√
N-1.10E	Minimize noise and vibration impacts of the San Rafael Rock Quarry	OG	<b>CD</b> , DPW, Other	Staff time, Partnerships	√			√		√
N-11A	Adopt standard conditions of approval to reduce vibration-related construction impacts	ST	<b>CD</b> , DPW, CM	Staff time	√		√	√		√

# Mobility Element

## Metrics and Indicators

<b>Indicator</b>	<b>Measurement</b>
Percent of employed San Rafael residents who work in San Rafael	Increase from pre-pandemic level of 40% (2015-2019)
Percent of employed residents driving alone to work	Maintain below pre-pandemic level of 64%
Average commute time for employed residents	Decrease from pre-pandemic average of 28 minutes (each way)
Percent of persons working in San Rafael who live in San Rafael	Increase from pre-pandemic average of 27%
Level of Service (LOS) for intersections and arterial road segments	LOS "D" or better, except in Downtown San Rafael and at the intersections listed in Policy M-2.5 of General Plan 2040
Zero Emission Vehicles	25% of the passenger vehicles in the city by 2030
Vehicle Miles Traveled (VMT)	Reduce VMT per capita 15 percent from 2020 levels
VMT Screening Criteria	As specified in Transportation Analysis Guidelines
Bicycle and Pedestrian improvements	2.9 miles of new sidewalks (per Bicycle and Pedestrian Master Plan) 13.1 miles of new bikeways (per BPMP) 33 intersection or undercrossing improvements (per BPMP)
Municipal Code Amendments	Amend trip reduction ordinance to reflect VMT policies

<b>Metrics and Indicators to Track in the Future</b>
<ul style="list-style-type: none"> <li>o Year over year traffic volumes on major arterials</li> <li>o Vehicle Miles Traveled (total for Planning Area)</li> <li>o Vehicle Miles Traveled per person, per employee</li> <li>o Number of vehicles per household</li> <li>o Percent/Number of employed residents working from home</li> <li>o Transit ridership (Marin Transit, Golden Gate Transit, and SMART ridership and local boardings)</li> <li>o Number of Collisions (vehicle, bicycle, pedestrian)</li> <li>o Percent of streets with bike lanes</li> <li>o Number of publicly accessible electric vehicle charging stations</li> <li>o Number of shared bicycles available for rental</li> <li>o Number of shared vehicles available for rental</li> <li>o Number of bike racks and bike storage facilities</li> <li>o Miles of pedestrian pathways created</li> <li>o Number of downtown parking spaces (and percent occupancy)</li> <li>o Miles of "complete street" projects finished</li> <li>o Neighborhood walkscores</li> <li>o Pavement condition index</li> </ul>

# IMPLEMENTATION MATRIX

# Mobility Element

ID #	Program Description	Timeframe	Responsible Departments or Agencies (lead dept. in bold)	Resources	Applicable Guiding Principles					
					Strengthening Our Foundation	Adapting to the Future	Economic Vitality	Opportunity for All: Equity	Housing Our Growing Community	Mobility
M-1.1A	Actively participate in TAM, MTC, SMART, etc. and support cost-effective programs	OG	<b>CM</b> , CC, DPW, CD	Staff time	√	√	√	√		√
M-1.1B	Provide timely opportunities for public input on transportation projects	OG	<b>DPW</b> , CD, CM	Staff time	√			√		√
M-1.2A	Collaboratively pursue grants for transportation projects	OG	<b>DPW</b> , CM, CD	Staff time, Grants	√	√	√			√
M-1.3A	Work with local/ regional agencies on improvements to 101/580 and Richmond Bridge	ST	<b>CM</b> , DPW, CD, CC, ED	Staff time, Grants, Bonds, Taxes		√	√	√		√
M-1.4A	Use technology (smart city improvements, etc.) to improve congestion management	OG	<b>DPW</b> , CM, CD, Fire, Pol	CIP, General Fund, Fees		√				√
M-1.4B	Prepare for impacts of new delivery service technology, such as drones	LT	<b>DPW</b> , CM, CD, CC	Staff time		√				√
M-1.4C	Monitor and manage effects of autonomous vehicles on road design, needs, standards	LT	<b>DPW</b> , CD, CM, P	Staff time, Private		√				√
M-2.1A	Maintain Complete Streets design standards that meet the needs of all travel modes	OG	<b>DPW(T)</b>	Staff time	√			√		√
M-2.2A	Collect and analyze collision data and use it to inform CIP, enforcement, and safety programs	OG	<b>DPW(T)</b> , Pol	Staff time, CIP	√					√
M-2.2B	Support efforts to reconfigure streets to improve traffic flow and safety	OG	<b>DPW</b> , CD	Staff time, CIP, Grants, Fees	√			√		√
M-2.3A	Conduct cost benefit analysis as part of the design of transportation projects	OG	<b>DPW</b> , Fin, CM, CD	Staff time, Fees, Private	√			√		√
M-2.4A	Support the use of intelligent transportation systems to improve traffic flow and efficiency	OG	<b>DPW(T)</b>	CIP, Grants, Fees, Private		√				√

# IMPLEMENTATION MATRIX

# Mobility Element

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					Strengthening Our Foundation	Adapting to the Future	Economic Vitality	Opportunity for All: Equity	Housing Our Growing Community	Mobility
M-2.4B	Support programs to reduce vehicle idling, including signal timing	OG	<b>DPW(T)</b>	CIP, Grants, Fees, Private	√					√
M-2.4C	Consider using roundabouts to improve traffic flow	OG	<b>DPW</b> , CD	CIP, Grants, Fees		√				√
M-2.5A	Require traffic studies for projects that may generate trips, including measures to maintain LOS. Develop guidelines for Local Traffic Assessments within 1 year of Plan adoption	ST	<b>DPW(T)</b> , CD	Development Review, Fees, Staff time	√					√
M-2.5B	Allow exceptions to LOS thresholds where specific circumstances apply and City Council makes findings re: benefits outweighing impacts	OG	<b>DPW(T)</b> , CM, CD, CC	Staff time, Development Review		√	√		√	√
M-2.5C	Monitor traffic conditions and use data to inform improvements	OG	<b>DPW(T)</b>	Staff time	√					√
M-2.6A	Implement and periodically update traffic impact fees for new development	OG	<b>DPW(T)</b> , CD, CM, CC, FIN	Staff time, Fees	√					√
M-2.7A	Regularly update the City's list of proposed circulation improvements	OG	<b>DPW(T)</b>	Staff time	√	√				√
M-2.7B	Advocate for federal, state, and county funding of local transportation projects	OG	<b>DPW(T)</b> , CM, CD	Staff time	√		√			√
M-2.8A	Develop contingency plans for highway closures	ST	<b>DPW(T)</b> , Fire	Staff time, Grants		√	√			√
M-3.1A	Develop local VMT guidelines; reassess and revise every four years	ST	<b>DPW(T)</b> , CD, CC	Staff time		√				√
M-3.2A	Adopt VMT screening criteria for different land uses and project types, including exemptions	ST	<b>DPW(T)</b> , CD, CC	Staff time, Development Review	√		√	√		√
M-3.2B	Adopt and maintain CEQA significance thresholds for VMT	ST	<b>DPW(T)</b> , CD, CC	Staff time, Development Review	√					√
M-3.2C	Develop mitigation measures for VMT impacts	ST	<b>DPW(T)</b> , CD, CC	Staff time	√					√

# IMPLEMENTATION MATRIX

# Mobility Element

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					Strengthening Our Foundation	Adapting to the Future	Economic Vitality	Opportunity for All: Equity	Housing Our Growing Community	Mobility
M-3.2D	Require adoption of specific findings before approving a project with significant VMT impacts	OG	<b>CM</b> , CC	Staff time, Development Review	√					√
M-3.3A	Amend Trip Reduction Ordinance to include VMT reduction thresholds	ST	<b>DPW(T)</b> , CD	Staff time, Grants	√	√	√			√
M-3.3B	Facilitate TDM programs by local employers	OG	<b>DPW(T)</b> , CD, ED	Staff time, Private	√		√			√
M-3.3C	Implement a City TDM program	ST	<b>CM</b> , Sus	Staff time	√					√
M-3.3D	Shift peak hour trips to off-peak hours, i.e by staggering school hours and encouraging flextime	OG	<b>DPW(T)</b> , CD, ED, CM	Staff time, Private	√					√
M-3.4A	Encourage employers to implement telecommuting and work from home programs to reduce VMT	OG	<b>ED</b> , Sus, CM, CD	Staff time, Trip Reduction Ordinance	√		√	√	√	√
M-3.4B	Support roommate matching programs, employer housing programs, and other efforts to help the local workforce find local housing	OG	<b>ED</b> , Sus, CM, CD	Staff time, Fees, Private	√		√	√	√	
M-3.5A	Support carpool/ vanpool programs and on-line apps that match drivers and passengers	OG	<b>DPW(T)</b> , CD, CM	Staff time, Private	√		√		√	√
M-3.5B	Implement car-sharing and bike-sharing programs, especially Downtown	ST	<b>DPW(T)</b> , CD, CM, Sus	Staff time, Grants, Private		√	√	√		√
M-3.5C	Coordinate with micro-mobility companies to bring e-scooters and e-bikes to transit hubs	ST	<b>DPW(T)</b> , CD, CM, Sus	Staff time, Private		√	√	√		√
M-3.5D	Work with TNCs (Uber, Lyft) to address curbside management issues	OG	<b>DPW(T)</b> , CD, CM	Staff time, Private		√	√			√
M-3.6A	Develop a Zero Emission Vehicle Plan for Year 2030	ST	<b>Sus</b> , DPW(T), CD	Staff time, Grants		√				√
M-3.6B	Shift the municipal vehicle fleet to ZEVs or low carbon fuels	MT	<b>CM</b> , Sus, DPW(T)	CIP, General Fund		√				√

# IMPLEMENTATION MATRIX

# Mobility Element

ID #	Program Description	Timeframe	Responsible Departments or Agencies (lead dept. in bold)	Resources	Applicable Guiding Principles					
					Strengthening Our Foundation	Adapting to the Future	Economic Vitality	Opportunity for All: Equity	Housing Our Growing Community	Mobility
M-4.1A	Support State, County, and regional efforts to sustain and expand Marin's transit network	OG	<b>CM</b> , CC, DPW, CD, Other	Staff time, Bonds	√	√	√	√		√
M-4.1B	Support efforts to track, forecast, survey and repond to changing transit and paratransit needs	OG	<b>DPW(T)</b> , CD, Other	Staff time, Other		√		√		√
M-4.1C	Encourage partnerships between transit service providers to avoid redundancy and maximize coverage and efficiency	OG	<b>DPW(T)</b> , CD, Other	Staff time, Partnerships, Other	√		√	√		√
M-4.1D	Support efforts to provide transit options for tourists visiting Marin	OG	<b>CD</b> , ED, CM, DPW, Other	Staff time, Partnerships, Other	√		√			√
M-4.1E	Encourage public information that facilitates transit use, including real-time, multilingual information	OG	<b>DPW</b> , CD, DI, Sus, Other	Other	√			√		√
M-4.1F	Respond to transit service and design challenges associated with public health (pandemic)	ST	<b>CM</b> , DPW, CD, Other	Staff time, Other		√		√		√
M-4.2A	Support expansion of bus service from San Rafael to other counties	MT	<b>CM</b> , CC, DPW, CD, Other	Staff time, Taxes, Grants, Fares		√	√	√	√	√
M-4.2B	Advocate for long-term reliable funding to sustain North Bay rail service	ST	<b>CM</b> , CC, DPW, CD, Other	Staff time, Taxes, Grants, Bonds, Fares	√		√	√	√	√
M-4.2C	Work with GGBHTD to support improved ferry service to other bayshore cities, including additional terminals and modal connections	LT	<b>DPW(T)</b> , CD, CM, Other	Staff time, Taxes, Grants, Fares		√	√	√	√	√
M-4.3A	Improve safety along the SMART tracks and avoid blockage of intersections by trains	ST	<b>DPW</b> , Fire, CM, Other	CIP, Other	√			√		√
M-4.3B	Improve passenger pick-up and drop off at SMART and improve connections to buses	ST	<b>DPW</b> , CD, Other	CIP, Private, Grants, Development Review	√					√

# IMPLEMENTATION MATRIX

# Mobility Element

ID #	Program Description	Timeframe	Responsible Departments or Agencies (lead dept. in bold)	Resources	Applicable Guiding Principles					
					Strengthening Our Foundation	Adapting to the Future	Economic Vitality	Opportunity for All: Equity	Housing Our Growing Community	Mobility
M-4.3C	Create a welcoming experience for passengers arriving at local SMART stations	OG	<b>CD</b> , ED, CM, DPW	CIP, Private, Grants, Development Review	√		√			
M-4.3D	Avoid disruptions of SMART service during power outages	ST	<b>DPW</b> , Fire, CM	Staff time, Other	√		√	√		√
M-4.3E	Work with SMART to reduce congestion related to grade level crossings Downtown. Consider elevating the tracks through Downtown.	LT	<b>DPW(T)</b> , CD, Fire, CM, Other	Federal/State funding, Staff time, Other	√	√	√			√
M-4.4A	Support Marin Transit and Golden Gate Transit efforts to improve bus routing and frequency	OG	<b>CM</b> , DPW, CD, Other	Federal/State funding, Taxes, Fares, Other	√		√	√		√
M-4.4B	Improve bus stops and shelters to create a pleasant experience for riders	OG	<b>CD</b> , DPW(T), CM, ED	CIP, Grants, Private	√		√	√		√
M-4.4C	Support efforts to create local shuttles, especially from SMART to nearby areas	MT	<b>CD</b> , ED, DPW, CM	Assessments, Private, Other	√		√			√
M-4.6A	Support Dial-A-Ride, taxi, and TNC (Uber/Lyft) services from SMART	OG	<b>DPW(T)</b> , CD, LR	Staff time, Other		√				√
M-4.6B	Support Whistlestop Wheels and other paratransit services	OG	<b>DPW</b> , LR, CM, Other	Staff time, Grants Other	√			√		√
M-4.7A	Complete the transit center relocation, taking into consideration circulation and safety impacts	ST	<b>CM</b> , DPW, CD, Other	Federal/State funding, Taxes, Bonds, Other		√		√		√
M-4.7B	Improve options for first/last mile trips between SMART stations and nearby destinations	OG	<b>DPW(T)</b> , CD, CM	Staff time, Private		√	√	√		√
M-4.7C	Implement transit recommendations in the Downtown and Civic Center Station Area Plans	OG	<b>CD</b> , DPW, CM	CIP, Private, Grants, Other	√	√		√	√	√
M-5.1A	Maintain a neighborhood traffic calming program and fund its implementation	OG	<b>DPW(T)</b> , CD	Staff time, Grants, Fees, General Fund	√			√		

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					Strengthening Our Foundation	Adapting to the Future	Economic Vitality	Opportunity for All: Equity	Housing Our Growing Community	Mobility
M-5.1B	Ensure that road redesign projects maintain evacuation capacity and do not impede emergency vehicle access	OG	<b>Fire</b> , DPW	CIP, Staff time		√		√		√
M-5.2A	Maintain landscaping along roadways	OG	<b>DPW</b>	General Fund, Private	√					
M-5.3A	Consider the potential for new or relocated roads to relieve local street congestion in SE San Rafael	LT	<b>CD</b> , DPW(T)	Staff time, Grants, CIP, State/Federal, Other	√		√			√
M-5.4A	Work with Caltrans and TAM to ensure that freeway interchange redesign provides local benefits	ST	<b>DPW</b> , CD, CM	Staff time, Grants, CIP, State/Federal, Other		√	√	√		√
M-5.5A	Ensure safe routes to school for students walking, cycling, or taking the bus to school	OG	<b>DPW</b> , CD, CM	Staff time, Grants, Other	√			√		√
M-5.6A	Designate truck routes and maintain permit requirements based on weight limits on other streets	OG	<b>DPW</b>	Staff time	√		√	√		√
M-5.6B	Monitor quarry-related traffic on Pt San Pedro Road	OG	<b>DPW</b>	Staff time, Other	√		√	√		
M-6.1A	Maintain and periodically update a Bike/Ped Master Plan; use the Plan to guide bike/ped projects	OG	<b>DPW(T)</b>	Staff time, Grants	√	√				√
M-6.1B	Implement the ped and bike improvements in the Downtown and Civic Center Station Area Plans	OG	<b>DPW(T)</b>	CIP, Fees, Grants, Development Review		√				√
M-6.1C	Update the Canal Community Based Transportation Plan	<b>ST</b>	<b>CD</b> , DPW(T)	Staff time, Grants		√	√	√		√
M-6.1D	Seek grant funding for implementation of the Bike/Ped Master Plan	OG	<b>DPW</b> , CM	Staff time, Grants	√	√				√
M-6.2A	Implement ped/bike safety measures, such as curb extensions, ramps, median islands, activated signals	OG	<b>DPW</b>	CIP, Fees, Grants, Development Review	√					√
M-6.2B	Support a "Vision Zero" approach to ped and bike safety	OG	<b>DPW</b> , Pol	Staff time	√			√		√



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					Strengthening Our Foundation	Adapting to the Future	Economic Vitality	Opportunity for All: Equity	Housing Our Growing Community	Mobility
M-6.2C	Conduct enforcement activities to reduce bike/ped collisions	OG	<b>Pol</b> , DPW	Staff time, Fines	√					√
M-6.2D	Implement Safe Routes to School programs	OG	<b>DPW</b> , Pol	Grants	√			√		√
M-6.3A	Implement bike and ped improvements, including path restoration, n/s greenway, Canal crossing, closing gaps in Bay Trail, NSR promenade	OG	<b>DPW</b> , CD	CIP, Fees, Grants, Development Review		√				√
M-6.3B	Integrate recommendations of unincorporated Marin Bike/Ped Plan into City system	ST	<b>DPW</b> , CD	Staff time	√	√				√
M-6.3C	Create additional bike parking and storage capacity at SMART and in Downtown	ST	<b>DPW(T)</b> , CD, CM	Grants, Other, Development Review		√				√
M-6.3D	Monitor and support the use of e-bikes	OG	<b>DPW(T)</b> , CD, CM	Staff time		√	√			√
M-6.4A	Include an Urban Trails section in a Citywide Trails Master Plan, including restoration of historic neighborhood paths and stairs	MT	<b>CD</b> , DPW, LR	Staff time, Grants	√					√
M-6.6A	Implement a Downtown bike sharing program	ST	<b>DPW</b> , CD, ED, CM	Private, Other		√	√			√
M-6.6B	Monitor data on the effectiveness of ped and bike improvements	OG	<b>DPW(T)</b> , CD	Staff time		√		√		√
M-6.7A	Ensure compliance with the Americans with Disabilities Act	OG	<b>DPW</b>	Staff time, CIP, Private	√			√		√
M-6.7B	Continue constructing ped/bike facilities in accordance with best practices	OG	<b>DPW</b>	Staff time	√					√
M-6.8A	Maintain public information on ped/ bike projects, routes, data	OG	<b>DPW</b> , DI, CD	Staff time, Partnerships	√			√		√
M-6.8B	Encourage Bike to Work Day and similar programs	OG	<b>CM</b> , DPW, Sus	Staff time, Partnerships	√		√			√

# IMPLEMENTATION MATRIX

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					Strengthening Our Foundation	Adapting to the Future	Economic Vitality	Opportunity for All: Equity	Housing Our Growing Community	Mobility
M-6.8C	Develop a program to prioritize and fund maintenance of bicycle facilities based on need	LT	<b>DPW</b>	Staff time, General Fund, CIP	√			√		√
M-7.1A	Encouraged shared parking agreements for public use of private parking lots	OG	<b>CD, CM, DPW(T), ED, P</b>	Staff time, Partnerships. Private	√		√	√		√
M-7.3A	Implement the technology recommendations of the Downtown Parking and Wayfinding Study	ST	<b>DPW(T), P</b>	Staff time, Private, Parking District		√				√
M-7.4A	Monitor demand for parking around SMART and make adjustments to better meet demand	OG	<b>DPW(T), P</b>	Staff time		√	√			√
M-7.4B	Expand the Downtown Parking District to Hetherton on east and E Street on west	ST	<b>DPW(T), CD, CM, ED, P</b>	Staff time, Parking District		√	√			√
M-7.4C	When new private parking structures are built Downtown, encourage inclusion of public spaces	OG	<b>CD, DPW, CM, ED, P</b>	Development Review, Fees, Staff time		√	√	√		√
M-7.4D	Improve wayfinding signage for Downtown parking; increase driver awareness of municipal lot locations	OG	<b>P, DPW, CD</b>	Staff time, Private, Parking District	√		√			√
M-7.4E	Develop design standards for parking garages	ST	<b>CD, DPW, P</b>	Staff time	√				√	
M-7.5A	Establish a formal system for setting parking rates based on occupancy data, best practices, etc	ST	<b>CM, P, DPW, Fin, ED</b>	Staff time, Fees	√		√			√
M-7.6A	Adjust off-street parking standards to respond to data on parking needs and trends	OG	<b>CD, DPW</b>	Staff time		√	√	√	√	√
M-7.6B	Allow parking reductions subject to findings about expected vehicle ownership rates	OG	<b>CD</b>	Development Review		√	√	√	√	√
M-7.7A	Explore ways to make residential permit parking more viable and easier to implement	ST	<b>CD, DPW, P</b>	Staff time, Fines	√				√	√

# IMPLEMENTATION MATRIX

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					Strengthening Our Foundation	Adapting to the Future	Economic Vitality	Opportunity for All: Equity	Housing Our Growing Community	Mobility
M-7.7B	Prepare neighborhood/ business parking studies in order to develop parking management plans	OG	<b>DPW</b> , CD, P	Staff time, Private, Development Review	√		√		√	√
M-7.8A	Install electric vehicle chargers in public parking lots and garages	ST	<b>Sus</b> , P, DPW(T), CD	Staff time, Private		√	√			√
M-7.8B	Periodically revisit off-street parking standards to include incentives for clean-air vehicles and bikes	OG	<b>Sus</b> , P, DPW(T), CD	Staff time		√	√			√
M-7.9A	Regularly evaluate the need for parking around SMART/ Transit Center	OG	<b>DPW</b> , CD, ED, P	Staff time	√	√	√			√

## Community Services and Infrastructure Element

### Metrics and Indicators

<i>Indicator</i>	<i>Measurement</i>
School enrollment vs capacity	As determined by SR City Schools and Miller Creek School District
Student multipliers (students per typical SF and MF residence)	As determined by SR City Schools and Miller Creek School District
Library square footage per capita	Increase from current level of 0.30 SF per resident (National standard cited in 2017 Library Vision study is 0.7 sf per capita)
Fire response capacity	Meets or exceeds National Fire Protection Association standards
Fire Department Insurance Service Office rating	"1"
Water use per capita	As determined by Marin Municipal Water District
Wastewater generation per capita	As determined by LGSD, CMSA, and SRSD
Landfilled solid waste	Reduce to zero by 2025 (Zero Waste Marin)
<i>Metrics and Indicators to Track in the Future</i>	
<ul style="list-style-type: none"> <li>o School enrollment (by grade, by school, etc.)</li> <li>o School enrollment forecasts (from School Districts)</li> <li>o Library materials per capita</li> <li>o Crime rates</li> <li>o Sworn officers per 1,000 residents</li> <li>o Fire and EMS incident data (year over year)</li> <li>o Number of residents participating in CERT or emergency preparedness programs</li> <li>o Incident response time (police and fire/EMS)</li> <li>o Water supply and demand (MMWD data)</li> <li>o Reclaimed water available/ delivered (gallons per day)</li> <li>o Reclaimed water pipe (linear feet or miles)</li> <li>o Miles of utilities undergrounded</li> <li>o Number of properties on micro-grids</li> <li>o Percent of solid waste diverted from landfills</li> <li>o Solid waste generated per capita</li> <li>o Miles of fiber optic cabling</li> </ul>	

# IMPLEMENTATION MATRIX

# Community Services and Infrastructure Element

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					Strengthening Our Foundation	Adapting to the Future	Economic Vitality	Opportunity for All: Equity	Housing Our Growing Community	Mobility
CSI-1.1A	Maintain regular communication with the School District to foster collaboration	OG	<b>CM</b> , CC, Other	Staff time	√	√	√	√		
CSI-1.1B	Partner in school initiatives to educate students about local government	OG	<b>CM</b> , DI, Sus, LR, CD, Other	Staff time, Partnerships	√			√		
CSI-1.1C	Expand partnerships with Dominican U, College of Marin, and other colleges and universities	OG	<b>ED</b> , CM, CD	Staff time, Partnerships	√		√	√		
CSI-1.2A	Develop joint use agreements to improve access to school facilities	<b>ST</b>	<b>CM</b> , CC, Other	Joint Use Agreements	√			√		
CSI-1.3A	Provide City-sponsored internships for students and help publicize other internship and vocational training opps	OG	<b>CM</b> , ED, CD	Staff time, Private, Partnerships	√		√	√		
CSI-1.4A	Offer a variety of City-sponsored education, leisure, personal growth courses for all ages	OG	<b>LR</b> , CM	Staff time, General Fund, User Fees	√		√	√		
CSI-1.5A	Coordinate with school personnel on campus construction projects	OG	<b>DPW</b> , CD	Staff time		√				√
CS I-1.5B	Work with school personnel on long range planning, development review, and construction impacts	OG	<b>CD</b> , DPW	Staff time		√				√
CSI-2.1A	Develop a new Main Library	MT	<b>LR</b> , CM	CIP, Bonds, Grants, Partnerships		√	√	√		
CSI-2.2A	Modernize and expand the Pickleweed and Northgate Libraries	MT	<b>LR</b> , CM	CIP, Bonds, Grants, Partnerships	√	√	√	√		
CSI-2.2B	Consider partnerships with school districts to make high school libraries available to the public	LT	<b>LR</b> , CM, Other	Partnerships		√		√		
CSI-2.4A	Provide dedicated library programs for different age groups, along with programs in Spanish	OG	<b>LR</b>	Staff time	√	√		√		
CSI-2.4B	Provide literacy and tutoring programs for English learners	OG	<b>LR</b>	Staff time	√	√	√	√		

# IMPLEMENTATION MATRIX

# Community Services and Infrastructure Element

ID #	Program Description	Timeframe	Responsible Departments or Agencies (lead dept. in bold)	Resources	Applicable Guiding Principles					
					Strengthening Our Foundation	Adapting to the Future	Economic Vitality	Opportunity for All: Equity	Housing Our Growing Community	Mobility
CSI-3.1A	Develop a Strategic Plan for police services	ST	<b>Pol</b> , CM, CC	Staff time, Grants	√	√		√		
CSI-3.1B	Complete voter-approved essential public safety facility improvements	ST	<b>CM</b> , DPW, Pol, Fire	Bonds	√	√	√	√	√	√
CSI-3.1C	Provide ongoing employee training, including de-escalation and least harm techniques	OG	<b>Pol</b> , CM	Staff time	√			√		
CSI-3.1D	Maintain and upgrade public safety vehicles and equipment	OG	<b>Pol, Fire</b> , CM	Staff time, General Fund	√	√				√
CSI-3.2A	Design new buildings and landscapes to achieve eyes on the street and reduce potential crime	OG	<b>CD</b> , Pol	Staff time, Development Review	√	√	√	√	√	
CSI-3.2B	Identify measures to reduce fire hazards and ensure adequate emergency response capacity	OG	<b>Fire</b> , DPW	Staff time, Development Review	√					√
CSI-3.3A	Implement programs such as National Night Out and Citizens Police Academy to promote positive community relations	OG	<b>Pol</b> , CM	Staff time	√			√		
CSI-3.3B	Engage the business community in police program development and implementation	OG	<b>Pol</b> , CM	Staff time, Partnerships	√		√	√		
CSI-3.4A	Maintain and expand foot patrol and mental health services to create a safe street environment	OG	<b>Pol</b>	Staff time	√		√	√	√	
CSI-4.1A	Maintain and regularly update the CIP. Seek input from other local service providers	OG	<b>CM</b> , Fin, DPW	Staff time	√		√			√
CSI-4.1B	Consider more reliable levels of funding for maintenance, such as a reserve fund or parcel tax	OG	<b>CM</b> , Fin, DPW	Reserve Fund, Parcel Tax, Assessments	√		√	√		
CSI-4.1C	Consider community-supported cooperative services as a way to reduce costs	OG	<b>CM</b> , Fin, DPW	Other	√			√	√	

# IMPLEMENTATION MATRIX

# Community Services and Infrastructure Element

ID #	Program Description	Timeframe	Responsible Departments or Agencies (lead dept. in bold)	Resources	Applicable Guiding Principles					
					Strengthening Our Foundation	Adapting to the Future	Economic Vitality	Opportunity for All: Equity	Housing Our Growing Community	Mobility
CSI-4.2A	Use the CIP as a tool for analyzing and responding to capital facility needs	OG	<b>CM</b> , Fin, DPW	Staff time	√	√	√			√
CSI-4.2B	Require new development to comply with local subdivision standards	OG	<b>DPW</b> , CD	Development Review	√				√	√
CSI-4.2C	Collect impact fees to ensure that development pays its fair share for service improvements	OG	<b>CD</b> , DPW, Other	Development Review	√			√	√	√
CSI-4.3A	Require design review for City projects	OG	<b>CD</b>	Development Review	√					
CSI-4.3B	Make the CIP easily available and solicit community input as it is assembled	OG	<b>CM</b> , Fin	Staff time	√			√		
CSI-4.4A	Improve environmental quality through street and infrastructure design	OG	<b>DPW</b> , CD	CIP, Bonds, Grants	√	√		√		√
CSI-4.4B	Reduce impervious surfaces through bioswales, porous pavement, rain gardens, etc	OG	<b>DPW</b> , CD	Development Review, CIP, Grants, Other	√	√				
CSI-4.6A	Prepare a guidance document to incorporate sea level rise into capital planning	MT	<b>DPW</b> , CD	Staff time, Grants		√				√
CSI-4.6B	Coordinate with water, sewer, energy, solid waste, and telecom utilities to plan for climate change	OG	<b>DPW</b> , CD	Staff time		√	√		√	
CSI-4.7A	Continue using the Pavement Management Program to prioritize street resurfacing, including equity as a factor	OG	<b>DPW</b> , CM	Staff time, Private	√			√		√
CSI-4.7B	Maintain a street sweeping program and work with neighborhoods to improve efficiency	OG	<b>DPW</b>	Staff time, General Fund, Fees	√			√		√
CSI-4.7C	Continue implementing a cost-sharing program with property owners for sidewalk repair	OG	<b>DPW</b>	Staff time, CIP, General Fund, Private	√			√	√	√

# IMPLEMENTATION MATRIX

# Community Services and Infrastructure Element

ID #	Program Description	Timeframe	Responsible Departments or Agencies (lead dept. in bold)	Resources	Applicable Guiding Principles					
					Strengthening Our Foundation	Adapting to the Future	Economic Vitality	Opportunity for All: Equity	Housing Our Growing Community	Mobility
CSI-4.7D	Continue efforts to improve street lighting, and balance finance, safety, and environmental objectives	OG	<b>DPW</b> , Pol, CD	Staff time, CIP, General Fund, Fees, Grants	√		√	√		√
CSI-4.8A	Support MMWD efforts to update the Urban Water Management Plan	ST	<b>DPW</b> , CM	Staff time	√	√	√		√	
CSI-4.8B	Monitor efforts by MMWD to implement water conservation standards and expand supply	OG	<b>DPW</b> , CM	Staff time, Other		√	√		√	
CSI-4.8C	Work with MMWD to ensure that water pressure and storage remains adequate for fire-fighting	OG	<b>Fire</b> , DPW, CD	Staff time, Fees, Development Review	√		√		√	
CSI-4.9A	Coordinate efforts by LGSD, CMSA, and SRSD to maintain quality wastewater treatment facilities	OG	<b>CM</b> , DPW, CD	Staff time, Fees, Other	√		√		√	
CSI-4.10A	Replace older or failing drainage facilities with more durable, resilient materials	OG	<b>DPW</b>	CIP, Grants, General Fund, Other	√					
CSI-4.10B	Continue to remove accumulated silt from drangeways, ponds, and creeks	OG	<b>DPW</b>	Staff time	√					
CSI-4.10C	Seek funds for projects that restore natural stormwater movement, i.e. creek restoration	OG	<b>DPW</b>	Staff time, Grants, Other	√	√				
CSI-4.11A	Use federal funds to survey and plan for Canal dredging and maintenance, and levee repair	ST	<b>DPW</b> , CM	Federal (Corps of Engineers)	√	√	√	√		√
CSI-4.12A	Support implementation of CMSA/MMWD Recycled Water Study recommendations	LT	<b>DPW</b> , CM	Staff time, Other		√			√	
CSI-4.12B	Support completion of the Las Gallinas Recycled Water Expansion Project	LT	<b>DPW</b> , CM	Staff time, Other		√			√	
CSI-4.12C	Replace low-lying sewer pipes to reduce saltwater intrusion	LT	<b>DPW</b>	Staff time, CIP, Grants	√	√	√			



# IMPLEMENTATION MATRIX

# Community Services and Infrastructure Element

ID #	Program Description	Timeframe	Responsible Departments or Agencies (lead dept. in bold)	Resources	Applicable Guiding Principles					
					Strengthening Our Foundation	Adapting to the Future	Economic Vitality	Opportunity for All: Equity	Housing Our Growing Community	Mobility
CSI-4.13A	Evaluate back-up energy provisions for critical public facilities, rail, wireless, etc	OG	<b>Fire</b> , DPW	Staff time	√	√	√	√		√
CSI-4.13B	Encourage the use of microgrids that allow local renewable energy networks to supplement the grid	LT	<b>Sus</b> , CM, CD, DPW	Staff time		√	√	√		√
CSI-4.13C	Use public facilities as emergency centers during/ after disasters, extreme heat, and power outages	OG	<b>CM</b> , LR, Fire, Pol	Staff time, CIP, Bonds, General Fund		√		√		
CSI-4.14A	Explore funding/financing strategies for undergrounding electric utilities	OG	<b>CM</b> , Fin, DPW, DI, CA, Other	Grants, Assessments, Fees, Rule 20A	√	√				
CSI-4.14B	Develop a process for prioritizing utility underground projects	ST	<b>CM</b> , DPW, CD, Fire, CA, Other	Staff time, Other	√			√		
CSI-4.14C	Provide information to the public on the cost of undergrounding, and funding options	ST	<b>CM</b> , Fin, DPW, ED, CA	Staff time	√					
CSI-4.15A	Develop and maintain a plan for City technology projects	MT	<b>DI</b> , CM, DPW, ED	Staff time, Grants		√	√			
CSI-4.16A	Encourage expansion of fiber optics infrastructure	OG	<b>DI</b> , CM, DPW, ED	Staff time, Private		√	√	√		
CSI-4.16B	Work with telecom service providers to improve access to state of the art systems	OG	<b>DI</b> , CM, DPW, ED, CD	Staff time, Private		√	√	√		
CSI-4.16C	Support efforts to make mobile communication infrastructure more resilient	ST	<b>DI</b> , CM, DPW, ED, CD, Pol, Fire	Staff time, Grants, Private	√	√	√	√		
CSI-4.17A	Implement waste reduction programs that move the City toward zero waste	OG	<b>Sus</b> , DPW, CM, CD	Staff time, Other	√	√				
CSI-4.17B	Continue recycling and expand programs in order to increase landfill diversion rates	OG	<b>Sus</b> , DPW, CM, CD	Staff time, Fees, Other		√				

# IMPLEMENTATION MATRIX

# Community Services and Infrastructure Element

ID #	Program Description	Timeframe	Responsible Departments or Agencies (lead dept. in bold)	Resources	Applicable Guiding Principles					
					Strengthening Our Foundation	Adapting to the Future	Economic Vitality	Opportunity for All: Equity	Housing Our Growing Community	Mobility
CSI-4.17C	Implement programs requiring recycling of construction and demolition (C&D) debris and encourage recycled building material use	OG	<b>CD</b> , Sus, DPW, Other	Staff time, Fees, Other, Development Review		√		√	√	
CSI-4.17D	Reduce e-waste, refrigerants, single use plastics, and ensure proper disposal of household haz. waste	OG	<b>Sus</b> , DPW, Fire, Other	Staff time, Fees, Other		√		√		
CSI-4.17E	Implement a mandatory program for curbside collection and composting of food/green waste	ST	<b>CM</b> , Sus, DPW, Other	Staff time, Fees, Other		√		√		
CSI-4.17F	Support the Central Marin San/ Marin Sanitary Food to Energy Program	OG	<b>Sus</b> , DPW	Staff time, Fees, Other		√	√	√		
CSI-4.17G	Support efforts by Marin Sanitary to install recycl-able waste receptacles in high ped traffic areas	OG	<b>CD</b> , Sus, DPW	Staff time	√			√		
CSI-4.18A	Encourage Marin Sanitary to continue recycling education programs, including reuse/ repair	OG	<b>Sus</b> , DPW	Staff time	√			√		
CSI-5.1A	Develop cost-benefit guidelines and fiscal impact analysis practices for new programs	ST	<b>Fin</b> , CM, CA	Staff time	√	√	√	√		
CSI-5.2A	Involve residents and businesses in the budget process, including pension cost issues	OG	<b>CM</b> , CC, <b>CA</b>	Staff time	√	√	√	√		
CSI-5.3A	Provide budget and finance progress reports to the City Council	OG	<b>Fin</b> , CM	Staff time	√		√			
CSI-5.3B	Regularly survey residents on their satisfaction with City programs	OG	<b>CM</b> , LR	Staff time	√			√		
CSI-5.4A	Maintain a revenue monitoring system that can be used to forecast future revenues	OG	<b>Fin</b> , CM	Staff time		√				
CSI-5.4B	Seek grants and cooperate with other departments to prepare applications	OG	All depts	Staff time	√		√		√	√

**IMPLEMENTATION MATRIX**

**Community Services and Infrastructure Element**

ID #	Program Description	Timeframe	Responsible Departments or Agencies (lead dept. in bold)	Resources	Applicable Guiding Principles					
					Strengthening Our Foundation	Adapting to the Future	Economic Vitality	Opportunity for All: Equity	Housing Our Growing Community	Mobility
CSI-5.4C	Periodically evaluate the cost of providing services and adjust fees accordingly	OG	<b>CM</b> , Fin	Staff time, Audits	√		√	√	√	
CSI-5.4D	Consider new revenue sources, including those requiring voter approval	OG	<b>CM</b> , Fin, CA	Staff time		√	√		√	√
CSI-5.5A	Work with other jurisdictions on funding strategies and JPAs for infrastructure improvements	OG	<b>CM</b> , Fin, CA	Staff time, Other	√	√	√		√	√

## Arts and Culture Element

*Metrics and Indicators*

<i>Indicator</i>	<i>Measurement</i>
Arts and Culture Master Plan	Completion of Plan
<i>Metrics and Indicators to Track in the Future</i>	
<ul style="list-style-type: none"> <li>○ <i>Number of special events/ year (attendance, etc)</i></li> <li>○ <i>Persons employed in arts industries</i></li> <li>○ <i>Number of arts-related businesses</i></li> <li>○ <i>Revenue generated by the arts and culture sector</i></li> </ul>	

# IMPLEMENTATION MATRIX

# Arts and Culture Element

ID #	Program Description	Timeframe	Responsible Departments or Agencies (lead dept. in bold)	Resources	Applicable Guiding Principles					
					Strengthening Our Foundation	Adapting to the Future	Economic Vitality	Opportunity for All: Equity	Housing Our Growing Community	Mobility
AC-1.1A	Improve and sustain local arts facilities	OG	<b>LR</b> , CM, CD, ED	Staff time, General Fund, Grants	√	√	√	√		
AC-1.1B	Promote Falkirk and seek funding to rehab improve the Mansion and sustain quality programming	OG	<b>LR</b> , CM, CC, Other	Grants, Bonds, CIP, Staff time, Private	√			√		
AC-1.1C	Prepare a San Rafael Arts and Culture Master Plan	ST	<b>LR</b> , CD, ED, CM	Grants, Staff Time	√	√	√	√		
AC-1.2A	Continue providing City-sponsored arts classes and cultural activities	OG	<b>LR</b>	Staff time, Fees	√		√			
AC-1.2B	Encourage diverse, inclusive programming for persons of all ages, ethnicities, genders, and abilities	OG	<b>LR</b>	Staff time, Fees, Private	√	√		√		
AC-1.2C	Advocate for continued arts programming in schools	OG	<b>CM</b> , CC, LR	Staff time	√	√		√		
AC-1.2D	Work with arts organizations to improve public awareness of arts venues, galleries, exhibits, events, and performances	OG	<b>LR</b> , CD, ED, CM	Staff time, Partnerships	√		√	√		
AC-1.3A	Encourage arts groups, schools, and businesses to conduct arts programs in City venues	OG	<b>LR</b>	Staff time, Partnerships	√		√			
AC-1.4A	Improve cultural equity and access to arts among lower income and non-English speaking residents	OG	<b>LR</b>	Staff time, Partnerships		√	√	√		
AC-1.5A	Evaluate the feasibility of an Art in Public Places Ordinance or percent for art program	MT	<b>CD</b> , LR, CA, CM, ED	Staff time, Development Review		√	√			
AC-1.5B	Support participatory public arts projects that engage the community, such as murals and street painting	OG	<b>CD</b> , LR, ED, CM, DPW	Staff time, Partnerships	√	√		√		
AC-1.6A	Recognize space for the arts as a community benefit in density bonus programs	OG	<b>CD</b> , LR, CA, CM	Staff time, Development Review		√	√	√		
AC-1.6B	Amend codes to facilitate interim use of vacant space for the arts, including pop-up activities	ST	<b>CD</b> , ED, LR	Staff time	√	√	√	√		

# IMPLEMENTATION MATRIX

# Arts and Culture Element

ID #	Program Description	Timeframe	Responsible Departments or Agencies (lead dept. in bold)	Resources	Applicable Guiding Principles					
					Strengthening Our Foundation	Adapting to the Future	Economic Vitality	Opportunity for All: Equity	Housing Our Growing Community	Mobility
AC-1.6C	Prioritize creation of central outdoor spaces for community events and performances Downtown and at Northgate	OG	<b>CD</b> , ED, LR, DPW	Staff time, CIP, Private		√	√	√		
AC-1.7A	Support special events that provide arts activities	OG	<b>LR</b>	Staff time, Partnerships	√		√	√		
AC-1.7B	Expand the arts through technology, including virtual events and media	OG	<b>DI</b> , LR	Staff time, Partnerships, Private		√	√	√		
AC-1.8A	Leverage the Downtown Arts District designation to promote economic development, equity, and create a more vibrant Downtown	ST	<b>ED</b> , LR, CD, CM	Staff time, Partnerships, Private	√		√	√		
AC-1.8B	Promote cultural tourism, leveraging assets such as the Mission SR and Marin Civic Center	OG	<b>ED</b> , LR, CD, CM	Staff time, Partnerships	√		√	√		
AC-1.9A	Support communication with local arts organizations to resolve issues of concern	OG	<b>LR</b> , CM, ED, CD	Staff time	√		√	√		
AC-1.9B	Recognize the arts community as important stakeholders in planning and governance	OG	<b>CD</b> , CM, LR, ED	Staff time	√		√	√		
AC-1.9C	Consider artist in residence programs and other events showcasing the work of local artists	OG	LR	Staff time, Partnerships	√		√	√		
AC-1.9D	Explore opportunities to create affordable space for artistic production, including live-work and studios	ST	<b>CD</b> , LR, ED	Staff time, Private, Tax credits, Grants, Development Review	√	√	√	√	√	
AC-1.9E	Provide opportunities for volunteers in art, cultural, and literary events	OG	<b>LR</b> , Sus	Staff time	√		√			
AC-1.10A	Support the efforts of non-profit, private, and community organizations to raise funds and promote arts investment	OG	<b>LR</b> , CM	Staff time, Private, Other	√	√	√	√		
AC-1.10B	Explore new funding sources for arts, such as transient occupancy tax set-asides, sales taxes, tax credits, etc.	ST	<b>CM</b> , FIN, LR	Staff time, Taxes, Tax credits, Grants, Private, Other	√	√	√			

## Economic Vitality Element

*Metrics and Indicators*

<b>Indicator</b>	<b>Measurement</b>
Employment growth over planning period (2020-2040)	4,115 net new jobs (entire Planning Area)
Percent of Marin County jobs in San Rafael	Maintain at 36% or higher (current level)
Equitable Economic Development Strategy	Completion of Strategic Plan
<b>Metrics and Indicators to Track in the Future</b>	
<ul style="list-style-type: none"> <li>o <i>Employment by sector (and growth in targeted sectors, once they are identified)</i></li> <li>o <i>Job growth in emerging/ innovative industries</i></li> <li>o <i>Unemployment rate</i></li> <li>o <i>Per capita income</i></li> <li>o <i>Income inequality (Gap between top 20% of earners in city and bottom 20%)</i></li> <li>o <i>Enrollment in STEM programs</i></li> <li>o <i>Education level (% of residents with HS or college degree, or GED)</i></li> <li>o <i>Businesses created annually</i></li> <li>o <i>Dollars of private investment</i></li> <li>o <i>Number of hotel rooms and occupancy</i></li> <li>o <i>Retail square footage and vacancy</i></li> <li>o <i>Office/flex square footage and vacancy</i></li> <li>o <i>Industrial/warehouse square footage and vacancy</i></li> <li>o <i>Sales tax revenue (total and by sector)</i></li> <li>o <i>Retail sales/ Business to business sales</i></li> </ul>	

# IMPLEMENTATION MATRIX

# Economic Vitality Element

ID #	Program Description	Timeframe	Responsible Departments or Agencies (lead dept. in bold)	Resources	Applicable Guiding Principles					
					Strengthening Our Foundation	Adapting to the Future	Economic Vitality	Opportunity for All: Equity	Housing Our Growing Community	Mobility
EV-1.1A	Educate decision makers and the public about the City's economy by tracking and publishing indicators through the website, social media, staff reports, etc	OG	<b>ED</b> , Fin, CD, DI	Staff time	√	√	√			
EV-1.1B	Evaluate economic and fiscal impacts in reports to City Council	OG	<b>CM</b> , Fin, LR, DPW, CD	Staff time	√		√			
EV-1.1C	Develop measures to assist businesses with pandemic recovery	<b>ST</b>	<b>ED</b> , CM, CD, Fin	Staff time, General Fund, Other	√	√	√	√	√	√
EV-1.2A	Develop and implement an Equitable Economic Development Strategy	<b>ST</b>	<b>ED</b> , CM, CD	Staff time, grants, General Fund	√	√	√	√	√	√
EV-1.3A	Sustain partnerships with the Chamber, BID, etc to improve the business climate	OG	<b>ED</b>	Staff time, Partnerships	√	√	√	√		
EV-1.3B	Engage the brokerage and development community in identifying trends and resolving barriers	OG	<b>ED</b> , CD, CM	Staff time		√	√			
EV-1.3C	Work with Marin Economic Forum to analyze business trends and encourage local business success	OG	<b>ED</b> , CD	Staff time, Partnerships	√	√	√			
EV-1.3D	Communicate with residents on economic issues through neighborhood associations, etc	OG	<b>CD</b> , ED, CM	Staff time	√		√			
EV-1.3E	Work with local minority-owned businesses and business organizations to encourage business success, job training, and career advancement	OG	<b>ED</b> , CM, Other	Staff time, State/Federal grants, Private			√	√		
EV-1.3F	Continue to foster strong working relationships with Marin Builders Ass'n, Marin Ass'n of Realtors, and nonprofits seeking to build workforce housing	OG	<b>ED</b> , CD	Staff time			√	√	√	
EV-1.4A	Provide site location assistance to the development community, including a site inventory	OG	<b>CD</b> , ED	Staff time		√	√		√	



# IMPLEMENTATION MATRIX

# Economic Vitality Element

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					Strengthening Our Foundation	Adapting to the Future	Economic Vitality	Opportunity for All: Equity	Housing Our Growing Community	Mobility
EV-1.4B	Provide advocacy services to assist in permitting and development, including use of technology	OG	<b>CD</b> , ED, DI, DPW	Staff time		√	√	√	√	
EV-1.4C	Partner with Marin Small Business Development Ctr to provide small business advisory and training opps	OG	<b>ED</b> , CM, Other	Staff time, Partnerships	√	√	√	√		
EV-1.4D	Encourage business mentoring, education, and incubation programs that could be undertaken in cooperation with partners	OG	<b>ED</b> , LR, Other	Staff time, Partnerships, Private			√	√		
EV-1.4E	Support recognition programs for exemplary businesses, such as annual awards	OG	<b>CM</b> , ED	Staff time, Private	√		√			
EV-1.5A	Identify desired industries and develop programs to attract businesses in these sectors	OG	<b>ED</b> , CD	Staff time, Private, Incentives	√	√	√	√		
EV-1.7A	Generate media coverage that communicates a positive image of San Rafael	OG	<b>ED</b> , CM, DI	Staff time	√		√			
EV-1.7B	Market San Rafael's competitive edge relative to other cities and highlight the City's assets	OG	<b>ED</b> , CM, LR, Other	Staff time, Partnerships	√		√			√
EV-1.8A	Work with local partners to educate residents on the benefits of workforce housing	OG	<b>CD</b> , Sus, ED	Staff time, Partnerships			√	√	√	
EV-1.8B	Work with school districts and other agencies to explore housing opportunities for essential service workers	OG	<b>CD</b> , CM, ED	Staff time, Partnerships, grants			√	√	√	
EV-1.9A	Support workforce development, job training, and placement services in the community	OG	<b>CM</b> , LR, ED, CC, Other	Grants, Private, Partnerships, Other			√	√		
EV-1.9B	Continue mentoring, apprenticeship, and internship programs	OG	<b>ED</b> , Other	Grants, Private, Partnerships, Other		√	√	√		
EV-1.9C	Continue to support ESL training, citizenship, and educational programs for the workforce	OG	<b>LR</b> , CM, ED, Other	Grants, Private, Partnerships, Other		√	√	√		

# IMPLEMENTATION MATRIX

# Economic Vitality Element

ID #	Program Description	Timeframe	Responsible Departments or Agencies (lead dept. in bold)	Resources	Applicable Guiding Principles					
					Strengthening Our Foundation	Adapting to the Future	Economic Vitality	Opportunity for All: Equity	Housing Our Growing Community	Mobility
EV-1.10A	Support environmentally beneficial jobs and green businesses	OG	<b>Sus</b> , ED, CD, CM	Staff time, Incentives		√	√			
EV-1.10B	Coordinate with the County, Chamber, and environmental organizations to promote green business practices	OG	<b>Sus</b> , ED, CD, CM	Staff time, Incentives, Partnerships		√	√			
EV-1.10C	Work with local business to achieve CCAP goals	OG	<b>Sus</b> , ED	Staff time		√	√			√
EV-1.11A	Actively engage the business community in disaster preparedness and recovery	OG	<b>Fire</b> , CM, ED, Other	Staff time, Private	√	√	√			
EV-1.11B	Provide information and outreach to businesses on State mandates and regulations, particularly those related to climate change	OG	<b>Sus</b> , ED	Staff time, Private			√			
EV-1.12A	Convene an economic development and innovation working group	<b>ST</b>	<b>ED</b> , DI	Staff time		√	√			√
EV-2.1A	Periodically evaluate retail performance and use data to assist retail centers	OG	<b>ED</b> , CD, Fin	Staff time, Private	√	√	√			
EV-2.2A	Support "Shop Local" campaigns	OG	<b>ED</b> , CM, CC	Staff time, Partnerships	√		√			
EV-2.2B	Promote events that bring people to Downtown, Northgate, and shopping centers	OG	<b>ED</b> , CM, CC	Staff time, Partnerships	√		√			
EV-2.2C	Provide preference to purchasing local goods and services	OG	<b>CM</b> , CC	Staff time, Incentives	√		√			
EV-2.2D	Attract a variety of business that encourage retail patronage during day and evening hours	OG	<b>ED</b> , CD, Other	Staff time	√		√			
EV-2.3A	Maintain zoning for industrial areas to prevent a loss of industrial businesses	OG	<b>CD</b> , PC, CC	Staff time	√		√	√		√

# IMPLEMENTATION MATRIX

# Economic Vitality Element

ID #	Program Description	Timeframe	Responsible Departments or Agencies (lead dept. in bold)	Resources	Applicable Guiding Principles					
					Strengthening Our Foundation	Adapting to the Future	Economic Vitality	Opportunity for All: Equity	Growing Our Housing Community	Mobility
EV-2.4A	Work with local office building owners, managers and tenants to respond to changing workplace design requirements and work trends	ST	<b>CD</b> , DPW	Staff time, Private		√	√			
EV-2.5A	Explore strategies to enhance local tourism and improve hotel/conference facilities	ST	<b>ED</b>	Staff time, Private			√			
EV-2.5B	Support the Downtown Arts District through marketing, programs, and partnerships	OG	<b>ED</b> , LR, CM	Staff time, Grants, Partnerships	√		√	√		
EV-2.5C	Encourage special events and festivals that draw visitors to San Rafael	OG	<b>ED</b> , LR, CM	Staff time, Private, Partnerships, Other	√		√	√		
EV-2.5D	Explore ways to increase ED programs with transient occupancy tax revenues	OG	<b>ED</b> , CM, CC	Transient Occ Taxes	√		√			
EV-2.7A	Support County efforts to update the Marin County Civic Center for conferences and events	OG	<b>CM</b> , ED, CC	Staff time, Other	√		√			
EV-2.7B	Cultivate relationships with Dominican and other universities to facilitate local economic dev't	OG	<b>ED</b> , CM	Staff time, Partnerships	√		√			
EV-3.1A	Ensure that zoning regs for each business district support their success and contribute to the economy	OG	<b>CD</b> , ED	Staff time	√	√	√	√		
EV-3.1B	Implement and support programs to improve the safety, security, cleanliness, and convenience of the City's business districts	OG	<b>DPW</b> , ED, Pol, Fire, Other	Staff time, General Fund, Business Improvement Districts	√		√			
EV-3.2A	Support the use of BIDs to improve business districts and provide a funding source for improvements	OG	<b>CM</b> , ED, CD	Staff time, Business Improvement Districts	√		√			√
EV-3.2B	Encourage public/private partnerships as one means of revitalizing deteriorated and under-developed areas	OG	<b>CD</b> , ED, CM, Other	Staff time, Partnerships	√		√	√	√	

# IMPLEMENTATION MATRIX

# Economic Vitality Element

ID #	Program Description	Timeframe	Responsible Departments or Agencies (lead dept. in bold)	Resources	Applicable Guiding Principles					
					Strengthening Our Foundation	Adapting to the Future	Economic Vitality	Opportunity for All: Equity	Housing Our Growing Community	Mobility
EV-3.2C	Explore the feasibility of programs to assist local business with property improvements	ST	<b>CM</b> , CD, ED, Fin	Staff time, Fees, Grants, Incentives	√		√			
EV-3.6A	Seek innovative ways for businesses and their residential neighbors to solve mutual concerns	OG	<b>CD</b> , CM, Other	Staff time, Partnerships	√		√	√		
EV-3.8C	Improve the efficiency of the development review process	OG	<b>CD</b>	Staff time	√	√	√		√	

## Equity, Diversity, and Inclusion Element

### Metrics and Indicators

Indicator	Measurement
<b>Metrics will need to be developed as part of future equity-focused planning. Potential metrics and indicators to track are listed below.</b>	
<b>Metrics and Indicators to Track in the Future</b>	
<ul style="list-style-type: none"> <li>○ Community meetings convened in Spanish and other non-English languages</li> <li>○ City board and commission diversity</li> <li>○ Health indicators by race and geography (cancer, heart disease, obesity, diabetes, etc.)</li> <li>○ Income (and poverty rate) by race and geography</li> <li>○ Life expectancy</li> <li>○ Percent (and geographic distribution) of residents over 75</li> <li>○ Percent (and geographic distribution) of residents under 18</li> <li>○ Access to child care</li> <li>○ Housing conditions and overcrowding by race and geography</li> <li>○ Home ownership rates for persons of color</li> <li>○ Comparisons of data for Census Tracts 1122.01 (core Canal area) and 1122.02 (SE San Rafael) relative to entire City</li> <li>○ Affordable housing units added (or created through rehab and acquisition) and location</li> <li>○ Percent of income spent on housing by race and tenure</li> <li>○ Educational attainment by race and geography</li> <li>○ Internet access by neighborhood</li> <li>○ Access to parks and city services</li> <li>○ Access to groceries and healthy food</li> <li>○ Public safety and crime data by neighborhood (including response time)</li> <li>○ Sidewalks and bike lanes by neighborhood</li> <li>○ Percentage of citywide capital improvement dollars spent in disadvantaged communities</li> <li>○ Other metrics as documented in the <a href="#">Bay Area Equity Atlas</a></li> </ul>	

# IMPLEMENTATION MATRIX

# Equity, Diversity, and Inclusion Element

ID #	Program Description	Timeframe	Responsible Departments or Agencies (lead dept. in bold)	Resources	Applicable Guiding Principles					
					Strengthening Our Foundation	Adapting to the Future	Economic Vitality	Opportunity for All: Equity	Housing Our Growing Community	Mobility
EDI-1.1A	Provide training and education on equity for City staff, Boards and Commissions, and advisory groups	OG	<b>CL</b> , CM, HR, Sus, Other	Staff time	√			√		
EDI-1.1B	Prepare a citywide Equity Strategic Plan that provides guidance on ways to incorporate equity into City practices and procedures	ST	<b>CM</b> , HR	Staff time, Grants, General Fund	√	√		√		
EDI-1.1C	Provide ongoing opportunities for community dialogue on race and equity issues	OG	<b>CM</b> , DI	Staff time				√		
EDI-1.2A	Provide engagement opportunities for those who are under-represented in public processes	OG	<b>CM</b> , CD, Sus, LR, DPW, CL, DI	Staff time				√		
EDI-1.2B	Use the City's website and social media to improve participation in City government	OG	<b>DI</b>	Staff time		√		√		
EDI-1.2C	Schedule public meetings and workshops at times and locations convenient to community members	OG	<b>CM</b>	Staff time				√		
EDI-1.2D	Optimize the opportunity for district-based elections to increase resident participation in local government	OG	<b>CM</b> , CC	Staff time	√			√		
EDI-1.2E	Update the 2015 San Rafael Community Engagement Action Plan (CEAP) to implement General Plan 2040 EDI policies and programs	ST	<b>CM</b> , DI	Staff time, General Fund				√		
EDI-1.3A	Use bilingual notices, translation, non-jargon and culturally competent language, Spanish language meetings, and new platforms for commenting	OG	<b>CM</b> , DI	Staff time		√		√		
EDI-1.3B	Regularly use surveys, focus groups, and other outreach methods to solicit input from under-represented communities	OG	<b>CM</b> , DI, CD, Other	Staff time, Grants, Partnerships				√		
EDI-1.3C	Convene regularly scheduled meetings with businesses and residents in lower income areas to address priorities and actions	OG	<b>CM</b>	Staff time	√		√	√	√	√

# IMPLEMENTATION MATRIX

# Equity, Diversity, and Inclusion Element

ID #	Program Description	Timeframe	Responsible Departments or Agencies (lead dept. in bold)	Resources	Applicable Guiding Principles					
					Strengthening Our Foundation	Adapting to the Future	Economic Vitality	Opportunity for All: Equity	Housing Our Growing Community	Mobility
EDI-1.4A	Support training, education, and advocacy by local institutions and social service providers	OG	<b>CM</b> , LR, CD, ED, DI, Other	Staff time, Partnerships	√		√	√	√	√
EDI-1.4B	Collaborate with local community-based organizations to develop and implement programs	OG	<b>CM</b> , LR, CD, ED, DI, Pol, Fire, Sus, Other	Staff time, Partnerships, Grants	√		√	√	√	√
EDI-1.5A	When filling City Board and Commission vacancies, focus recruitment and outreach efforts on under-represented populations	OG	<b>CM</b> , CC, HR	Staff time				√		
EDI-1.5B	Encourage public input at Board, Commission, and Committee meetings	OG	<b>CL</b> , CM, DI	Staff time	√			√		
EDI-1.6A	Work with school districts, schools, youth/student groups, colleges, universities, and community-based organizations to increase youth involvement	OG	<b>CM</b> , DI, Sus, LR, Other	Staff time, Partnerships		√		√		
EDI-2.1A	Implement ped and bike improvements that make it safer, easier, and more comfortable to be physically active, particularly in under-served neighborhoods	OG	<b>DPW(T)</b>	Development Fees, Grants, CIP				√		√
EDI-2.1B	Consider public health data when prioritizing capital improvements such as bike lanes, parks, etc.	OG	<b>DPW</b> , LR, CD	Staff time, Partnerships				√		√
EDI-2.2A	Pursue additional programmed public outdoor space, especially in higher density neighborhoods	OG	<b>LR</b> , DPW, CD	Development Fees, Grants, CIP	√			√		
EDI-2.3A	Participate in the Marin Countywide Healthy Eating Active Living (HEAL) campaign	OG	<b>LR</b> , Sus, CM, CC	Staff time	√			√		√
EDI-2.3B	Encourage multilingual community health fairs and demonstrate best practices for public health at City activities	OG	<b>LR</b> , CM, Other	Staff time, General Fund, Volunteers	√			√		
EDI-2.3C	Evaluate City codes for their impacts on health (e.g., tobacco, vaping, indoor air quality; and ability to sustain safe conditions during smoke/ extreme heat.)	OG	<b>CA</b> , CD, Fire, DPW	Staff time	√			√		

# IMPLEMENTATION MATRIX

# Equity, Diversity, and Inclusion Element

ID #	Program Description	Timeframe	Responsible Departments or Agencies (lead dept. in bold)	Resources	Applicable Guiding Principles					
					Strengthening Our Foundation	Adapting to the Future	Economic Vitality	Opportunity for All: Equity	Housing Our Growing Community	Mobility
EDI-2.4A	Support the development of easily accessed health care and medical facilities	OG	<b>CM</b> , CC, CD, LR, Other	Staff time, Other	√			√		
EDI-2.5A	Use CUPs for businesses adjacent to residential neighborhoods to reduce exposure to noise, odor, smoke, vibration, etc.	OG	<b>CD</b> , PC	Staff time, Development Review	√		√	√		
EDI-2.5B	Distribute bilingual information on indoor air pollution hazards to vulnerable populations and respond to complaints when they arise	OG	<b>CD</b> , Fire, DPW, Other	Staff time	√			√	√	
EDI-2.5C	Maintain data on environmental hazards, such as soil and groundwater contamination and the vulnerability of the population to such hazards	OG	<b>Fire</b> , DPW, CD, Other	Staff time	√			√		
EDI-2.6A	Prioritize City-sponsored urban greening and tree planting projects in areas with lower rates of tree cover and higher densities	OG	<b>DPW</b> , LR, CD	CIP, Grants, Volunteers		√		√		
EDI-2.8A	Explore incentives for small local markets to offer healthier food options for nearby residents	MT	<b>ED</b> , CD	Staff time			√	√		
EDI-2.9A	Review zoning regs/ codes to identify and remove barriers to urban gardening and small-scale food production	OG	<b>CD</b>	Staff time	√			√		
EDI-3.1A	Develop anti-displacement strategies in plans or programs that could result in loss of affordable housing, tenant displacement, economic hardships	OG	<b>CD</b> , CM	Staff time, Development Review	√			√	√	
EDI-3.1B	Promote measures to protect renters and facilitate positive communication between landlords and tenants	OG	<b>CD</b> , CM	Staff time, Partnerships, Other	√			√	√	
EDI-3.1C	Consider measures to address the potential for loss of lower cost housing in climate change adaptation planning	ST	<b>CD</b> , CM, DPW, Fire, Other	Staff time, Grants, Private, Other	√			√	√	



# IMPLEMENTATION MATRIX

# Equity, Diversity, and Inclusion Element

ID #	Program Description	Timeframe	Responsible Departments or Agencies (lead dept. in bold)	Resources	Applicable Guiding Principles					
					Strengthening Our Foundation	Adapting to the Future	Economic Vitality	Opportunity for All: Equity	Housing Our Growing Community	Mobility
EDI-3.4A	Support efforts to ensure healthier homes, including lead and mold abatement, and ventilation, etc.	OG	<b>CD</b>	Staff time, Development Review	√			√	√	
EDI-3.5A	Provide effective code enforcement efforts in all neighborhoods to abate unsafe conditions	OG	<b>CD</b> , Pol, CA	Staff time, Fines, Codes, Development Review	√			√	√	
EDI-3.5B	Continue the Housing Inspection Program and Residential Building Record (RBR) inspections	OG	<b>CD</b>	Staff time, Fees	√			√	√	
EDI-3.6A	Consider density bonuses and other incentives for three-bedroom affordable rental units to meet the needs of larger families and extended households	ST	<b>CD</b> , CM	Staff time, Incentives, Development Review		√		√	√	
EDI-3.7A	Work with NGOs to provide post-emergency temporary housing for lower-income groups	OG	<b>CM</b> , Fire, CD, Other	Staff time, Grants, Partnerships		√		√	√	
EDI-4.1A	Use benchmarks and indicators (income, children, older adults, etc.) to inform decisions about future public investments	OG	<b>CM</b> , Fin, DPW, LR, CD	Staff time, CIP, Grants		√		√		√
EDI-4.2A	Support programs that allow residents and businesses to report illegal dumping, garbage and litter, vandalism, graffiti, noise, smoke, etc.	OG	<b>DI</b> , CM, CD, Fire, Pol	Staff time, Fines	√			√		
EDI-4.2B	Pursue public safety improvements (street lighting, security cameras, signage, improved sidewalks) in areas with high needs and fewer resources	OG	<b>Pol</b> , Fire, DPW, LR, CD	Grants, Bonds, Fees, CIP, Assessments		√		√		
EDI-4.3A	Encourage partnerships between lower-income residents and local police to address law enforcement concerns	OG	<b>Pol</b> , CM, Other	Staff time, Grants, Partnerships	√			√		
EDI-4.4A	Facilitate the use of public buildings for "pop up" health services	OG	<b>LR</b> , CM, CM, Other	MOU, Partnerships, Joint Use Agreements	√			√		

# IMPLEMENTATION MATRIX

# Equity, Diversity, and Inclusion Element

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					Strengthening Our Foundation	Adapting to the Future	Economic Vitality	Opportunity for All: Equity	Housing Our Growing Community	Mobility
EDI-4.5A	Support resident access to food assistance programs (food banks, food vouchers)	OG	<b>LR</b> , CM, Other	Staff time, Grants, Partnerships	√			√		
EDI-4.5B	Encourage free and reduced cost meal programs for those with the greatest needs	OG	<b>LR</b> , CM, Other	Staff time, Grants, Partnerships	√			√		
EDI-4.6A	Increase awareness of social service programs by facilitating communication	OG	<b>DI</b> , LR, CC, CL	Staff time, Volunteers				√		
EDI-4.6B	Encourage efforts to address local health care and social service needs, including partnerships with the County, community organizations, other cities	OG	<b>CM</b> , LR	Partnerships				√		
EDI-4.7A	Work with transit providers to collect and analyze data so that transit routes and schedules are responsive to needs	OG	<b>DPW(T)</b> , CD	Staff time, Partnerships			√	√		√
EDI-4.7B	Prioritize ped/bike improvements in areas where residents have fewer resources and options to travel	OG	<b>DPW(T)</b> , CD, CM, Fin, CC	CIP, Grants, Bonds, Assessments			√	√		√
EDI-5.1A	Support partnerships with employers to make child care more affordable and accessible	OG	<b>LR</b> , CM, Other	Partnerships, Incentives, Private			√	√		
EDI-5.2A	Collaborate with school districts to develop "buddy" programs for English learners	OG	<b>CM</b> , ED, LR, Sus, Other	Partnerships, Volunteers, Other			√	√		
EDI-5.2B	Ensure that the City uses culturally appropriate strategies and messaging when providing information to students and parents	OG	<b>CL</b> , DI, CM	Staff time			√	√		
EDI-5.3A	Raise student and family awareness of opportunities for grants, scholarships, internships, and programs that provide financial assistance for education	OG	<b>CM</b> , DI, LR, Other	Staff time, Partnerships		√	√	√		
EDI-5.4A	Encourage youth training and employment programs and similar measures to improve youth career opportunities	OG	<b>ED</b> , CM, Other	Staff time, Volunteers, MOUs, Partnerships		√	√	√		

# IMPLEMENTATION MATRIX

# Equity, Diversity, and Inclusion Element

ID #	Program Description	Timeframe	Responsible Departments or Agencies (lead dept. in bold)	Resources	Applicable Guiding Principles					
					Strengthening Our Foundation	Adapting to the Future	Economic Vitality	Opportunity for All: Equity	Housing Our Growing Community	Mobility
EDI-5.6A	Use data to measure the contribution of San Rafael's low- and moderate-income workforce to the economy and to increase the safety net for critical low-income workers	OG	<b>ED</b> , CD, Other	Staff time, Private, Partnerships	√		√	√	√	√
EDI-5.7A	Explore opportunities to assist small businesses and entrepreneurs, including minority-owned businesses	OG	<b>ED</b> , CD, Other	Staff time, General Fund, Grants, Fees	√		√	√		
EDI-5.7B	Support incentives for contractors and builders to hire local workers and tradespersons	OG	<b>ED</b> , CD, Other	Staff time, Incentives, Development Review	√		√	√		
EDI-5.8A	Leverage the benefits of the Core Canal area designation as an "opportunity zone" by the State, including funding opportunities	ST	<b>ED</b> , CD, CM, LR, DPW, Other	Opportunity Zone, Grants, Tax credits, Partnerships, Private	√	√	√	√	√	√
EDI-5.9A	Encourage cooperative ownership of assets such as housing, vacant land, local energy systems, and incubator business space	OG	<b>ED</b> , CM, CD	Staff time			√	√	√	
EDI-5.9B	Recognize below market space for community-based organizations as a community benefit that triggers eligibility for density or height bonuses	OG	<b>CD</b>	Incentives, Development Review			√	√	√	
EDI-5.10A	Support efforts to provide students with access to on-line learning and the capacity to work remotely, especially in low income areas	ST	<b>DI</b> , CM	Partnerships, Grants, Staff time		√	√	√		
EDI-6.1A	Prepare an Age-Friendly Strategic Plan consistent with WHO Age-Friendly Global Network guidelines	ST	<b>LR</b> , CM, CC	Staff time, Volunteers	√			√	√	√
EDI-6.2A	Support programs and services that assist older adults with home modifications that facilitate aging in place, as well as home sharing programs	OG	<b>CD</b> , LR, CM, CC	Staff time, Grants, General Fund, Private	√			√	√	
EDI-6.2B	Encourage affordable senior housing and direct and indirect assistance for older renters	OG	<b>CD</b> , LR, CM, CC	Private, Partnerships, Tax Credits	√			√	√	

**IMPLEMENTATION MATRIX**

**Equity, Diversity, and Inclusion Element**

ID #	Program Description	Timeframe	Responsible Departments or Agencies (lead dept. in bold)	Resources	Applicable Guiding Principles					
					Strengthening Our Foundation	Adapting to the Future	Economic Vitality	Opportunity for All: Equity	Housing Our Growing Community	Mobility
EDI-6.3A	Improve on-demand transportation options for older adults, including volunteer driver programs	OG	<b>DPW(T)</b> , CM, CC, Other	Partnerships, Grants, General Fund	√			√		√
EDI-6.3B	Incorporate principles of universal access in the design of public facilities, sidewalks, and outdoor spaces and buildings	OG	<b>CD</b> , CM, CC	Staff time		√		√		√
EDI-6.4A	Improve access to community programs and resources for older adults, including on-line services and technology training and in-home services	OG	<b>DI</b> , LR, CL	Staff time, Volunteers, Partnerships	√			√		
EDI-6.5A	Engage older adults in disaster preparedness and emergency and shelter-in-place drills	OG	<b>Fire</b> , DPW	Staff time, Grants, Volunteers	√			√		
EDI-6.6A	Provide opportunities for social connections to engage and empower older adults	OG	<b>LR</b> , CM	Staff time, Volunteers, Partnerships	√			√		