

**Marin County
Community Development Agency
Alex Hinds, Director**



DRAFT VISION SUMMARY

**Help Design the Future of Marin County
Vision Event**

Saturday, February 9, 2002
9:00 a.m. – 4:00 p.m.

Four Points Sheraton Hotel
San Rafael, CA

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Help Design the Future of Marin County

AGENDA

Saturday, February 9, 2002 ♦ 9:00 – 4:00 P.M.

FOUR POINTS SHERATON HOTEL

1010 Northgate Drive, San Rafael

9:00 - 9:30 p.m. Welcome and Introductions

9:30-10:00 p.m. "Sneak Previews" by Invited Speakers:

Tom Jones, Executive Director of the California Futures Network

Bill Shireman, President and CEO of Global Futures

Paul Ray, author of The Cultural Creatives.

10:00 - 12:10 p.m. Self-Guided Tours & Talks

Walk about and visit work stations pertaining to the Countywide Plan. Talk with resource specialists and tell our scribes what you'd like Marin to be in 2020, and how to get there.

Also please attend the following two presentations:

Tom Jones, on "Smart Growth" at: 10:10 A.M. or 11:15 A.M.

Bill Shireman, on "What I learned in the Rainforest: Business Principles for the New Economy, at: 10:40 A.M. or 11:40 A.M.

12:10 - 1:30 p.m. Lunch and Keynote Speaker:

Paul Ray, author of The Cultural Creatives.

1:30 - 3:30 p.m. Roundtables: Imagine Marin

Group discussions of Marin 2020. What will we be most proud of having helped to take place?

**3:30 - 4:00 p.m. Concluding Remarks
Next Steps**

Introduction

Background

The public was invited to a Vision workshop held on Saturday, February 9th, 2002, from 9:00 a.m. – 4:00 P.M. at the Four Points Sheraton Hotel in San Rafael. Approximately 70 people attended the workshop. Outreach for the workshop consisted of announcements sent to 1,000 individuals or groups, postings throughout the various county offices, a quarter-page newspaper article in the Marin Independent Journal, postings on the Countywide Plan Update web site, and press releases sent to several community newspapers, television and radio stations.

The goal of the workshop was to gather enough vision information from the public to allow staff to develop an overarching vision for the Update to the Countywide Plan and to develop a vision statement for each of the Countywide Plan elements. This vision workshop is one of several vision workshops held for the General Plan update. Previous workshops and outreach efforts include: the children's vision outreach (see the Countywide Plan Update web site at www.future-marin.org for photos and interviews), the sustainability workshops held in 2001, and two community meetings held in Marin City and west Marin.

At each of these workshops the public was asked about what they envisioned for Marin County in the future. This report documents the proceedings from the workshop held in February.

I. Morning Session

After the morning introductions, participants were invited to walk about and visit workstations pertaining to the Countywide Plan. Resource specialists were available at each station to answer questions about that subject and trends were graphically displayed at each station. Participants were asked three questions to help create a vision and strategies for Plan elements Natural Systems, Built Environment and Economy, Equity and Culture.

1. In the year 2020 what has changed in (subject area, e.g., transportation)?
2. In the year 2020 what didn't change in (subject area, e.g., transportation)?
3. How did the change get made in (subject area)?

A. Natural Systems

1. Agriculture

Vision for 2020	Strategy – How did we get there?
Agricultural lands are preserved.	<ul style="list-style-type: none"> ▪ Continue developing agricultural conservation easements through Marin Agricultural Land Trust.
Healthy organic foods are being locally grown.	<ul style="list-style-type: none"> ▪ Use education as a tool to communicate the importance of the viability of agriculture in Marin; ▪ Develop a system that supports agriculture; ▪ Link watershed management with agriculture. ▪ Encourage local sales of organic agricultural products in grocery stores
There are high sales of locally grown organic food.	<ul style="list-style-type: none"> ▪ Promote a countywide marketing campaign for locally grown organic food.
All of Marin's food is grown organically.	<ul style="list-style-type: none"> ▪ Develop a daily farmers market for anyone to sell organic produce. Promote more direct selling by farmers instead of relying on more expensive groceries that act as a middleman to provide organic food; ▪ Influence consumer habits by educating children through providing organic school lunches, touring organic farms, and developing organic gardens in schools. ▪ Develop a school dedicated to teaching organic farming.
There is abundant youth awareness about the value of sustainable agriculture, conservation, sustainable economics, and the cultural heritage of agriculture.	<ul style="list-style-type: none"> ▪ Promote youth development programs like 4-H though the U.S. Department of Agriculture that educates about developing life skills, self-confidence, responsibilities, and setting and achieve goals.
Agriculture is the economic driver rather than tourism.	

Vision for 2020	Strategy – How did we get there?
Tourism growth is better balanced with agriculture.	<ul style="list-style-type: none"> ▪ Develop coalitions to support agriculture including federal, state, and local governments, water districts, parks, etc; ▪ Set specific measurable targets; ▪ Set enforceable steps that can be implemented to protect agriculture from the negative impacts of tourism.
Community gardens abound.	
Farmers are economically self-sufficient.	<ul style="list-style-type: none"> ▪ Encourage agriculture that does not need subsidies.
There is better land stewardship on agricultural lands in terms of negligible runoff pollution into watersheds.	
Agricultural lands are more in balance with natural systems and subsequently preserve ecological integrity.	<ul style="list-style-type: none"> ▪ Limit overgrazing that facilitates the introduction on non-native plant species.
There are new forms of agricultural production that are less intrusive in natural systems (i.e. reconsidering the numbers of dairies in Marin).	<ul style="list-style-type: none"> ▪ Develop tax incentives that influence new types of agriculture that is less oppressive on the land.
There are no factory farms.	
Agricultural workers live near their work.	
There are community gardens especially in affordable housing areas.	<ul style="list-style-type: none"> ▪ Create funding sources and volunteer workforce to help establish community gardens.
Cattle are fenced out of streams.	<ul style="list-style-type: none"> ▪ Improve fencing along streams by enforcing existing fencing policies.
Riparian habitats are restored and ecologically functional.	<ul style="list-style-type: none"> ▪ Plant native riparian species along riparian waterways.
Soils are restored and sustained.	<ul style="list-style-type: none"> ▪ Implement Best Management Practices for soils; ▪ Rotate crops; ▪ Broaden economic incentives that go beyond up front costs and include soil maintenance structures.
There is better utilization of agricultural land that is zoned for agriculture.	<ul style="list-style-type: none"> ▪ Establish a three party committee represented by the general public, ranchers, and landowners that are taking zoned agricultural out of production to develop better communication and strategy development.
Predation is controlled.	
An agreement among public and private agricultural owners and operators is reached to set aside one percent of land to develop high-density affordable housing.	
There is affordable housing for agricultural workers in Marin near or on the farms.	<ul style="list-style-type: none"> ▪ Develop policy allowing for more housing units on agriculture zoned lands for agricultural workers onsite or in the vicinity; ▪ Allow second units on all agricultural zoned property.

Vision for 2020	Strategy – How did we get there?
Exotic species are effectively managed in the agricultural and natural environments.	<ul style="list-style-type: none"> ▪ Allow only for treated, seed-free hay; ▪ Impose fines or other serious repercussions for selling exotic species; ▪ Establish government programs to manage exotic species; ▪ Implement mandatory distribution of exotic species list in all nurseries.
There is economic viability of agriculture in Marin.	<ul style="list-style-type: none"> ▪ Establish direct markets without intermediaries; ▪ Facilitate energy production on agricultural lands; ▪ Create/open new markets for agriculture industry (i.e. wind power) and bring technological innovations to agricultural production (i.e. better irrigation systems, more efficient farming techniques). ▪ Educate regarding land trust methods to ensure agricultural viability; ▪ Establish economic incentives for maintenance over time; ▪ Increase availability of agricultural lands to farmers; ▪ Promote value added products; ▪ Encourage local markets.
Every community has food crops in all green spaces (i.e. gardens, landscaping).	<ul style="list-style-type: none"> ▪ Allow local jurisdictions to identify and utilize unused green spaces for food production.
Existing crop irrigation is powered solar technology.	<ul style="list-style-type: none"> ▪ Utilize state and federal rebates as incentives for solar power.
Imports of food and agricultural products are reduced from outside the county by 50 percent.	<ul style="list-style-type: none"> ▪ Follow the 'Dovetail' model for sustainable development as an example. Increase the diversity of crops and agricultural products.
The agricultural portion of the ecological footprint is decreased.	<ul style="list-style-type: none"> ▪ Assess the total life cycle of crops and manage accordingly so that there is optimal crop productivity and sustainable use of the land.
Farms are managed cooperatively and multifamily owned.	<ul style="list-style-type: none"> ▪ Make agricultural lands available to aggregate groups (i.e. for people living in the city-centered corridor).
Housing is affordable for agricultural workers.	<ul style="list-style-type: none"> ▪ Reform policies so that they are beneficial to agricultural workers. ▪ Encourage the 'Mom & Pop' model of living on agricultural lands to address problems of importing labor.
There are diversified revenue streams for farm owners and urbanites are connected to food sources.	<ul style="list-style-type: none"> ▪ Promote ecological tourism and agricultural tourism.

2. Environmental Quality

Vision for 2020	Strategy – How did we get there?
Marin has clean water, healthy waterways and systems.	<ul style="list-style-type: none"> ▪ Create value of environment through education.
There is enough water in Marin.	<ul style="list-style-type: none"> ▪ Use education as a key tool for water conservation and recycling.
The environment is healthy and vital, balancing needs for housing and community with ecology.	<ul style="list-style-type: none"> ▪ Implement more conservation; ▪ Preserve the quality of life.
There are open waterways, open space, more public and multimodal transportation, higher density infill, and inclusionary zoning.	<ul style="list-style-type: none"> ▪ Develop strategies so that are incentives and a willingness to pay; ▪ Change zoning and regulations.
The watersheds are protected throughout Marin.	<ul style="list-style-type: none"> ▪ Develop a more constructive model to manage watersheds.
West Marin remains the same with respect to open space, a clean environment, and less development.	<ul style="list-style-type: none"> ▪ Continue developing agricultural conservation easements through Marin Agricultural Land Trust; ▪ Manage pollution and impact of agriculture (i.e. dairy); ▪ Conduct ponding special studies; ▪ Conduct education. Develop: visitor's center on the environment; research centers with specific focus on shoreline, mountains, ridgelines, watersheds, and habitat centers.
Water is used in a sustainable manner.	<ul style="list-style-type: none"> ▪ Diversify agriculture with an awareness of water scarcity and costs; ▪ Grow, distribute and eat food locally; ▪ Reclaim water by using rainwater tanks for homes.
Riparian and marshlands are healthy.	<ul style="list-style-type: none"> ▪ Cease development in wetlands; ▪ Preserve lands in riparian buffer zones.
A diversity of species is flourishing in the ecosystems.	
Marin is a role model for healthy ecological systems.	
Sustainable design is integrated in residential communities, recreation, and businesses, moving Marin towards a balance in whole systems.	<ul style="list-style-type: none"> ▪ Follow role models for sustainability of the environment and human communities with a lesser emphasis on the anthropocentric.
There is balance instead of battle.	
People live in harmony with nature instead of domination over nature.	
Housing is part of the environment and human ecology. Landscape sounds healthy and balanced.	<ul style="list-style-type: none"> ▪ Emphasize a harmonious environment by encouraging trees, waterfalls, and landscaping.
Greenbelts abound.	<ul style="list-style-type: none"> ▪ Purchase and preserve land; ▪ Develop regulatory and zoning changes; ▪ Develop growth limit boundaries; ▪ Continue partnerships like ones fostered by Marin Agricultural Land Trust; ▪ Examine good models for protecting greenbelts (i.e. London, Scandinavia).
There are enhanced green areas within the urban centers.	<ul style="list-style-type: none"> ▪ Restore creeks; reduce fencing.

Vision for 2020	Strategy – How did we get there?
Wildlife is protected within wildlife corridors.	<ul style="list-style-type: none"> ▪ Implement regulatory changes that respect wildlife travel patterns.
The inter-relationship of humans and the natural environment that sustains us all is recognized.	<ul style="list-style-type: none"> ▪ Open all mapped access ways, lanes, etc.
Streams are valued and protected.	<ul style="list-style-type: none"> ▪ Enforce regulations (i.e. "blue line" stream setbacks of 100 feet in new developments); ▪ Implement retroactive corrections for streams, onsite setbacks, and non-point source pollution prevention measures.
Access is provided and maintained.	<ul style="list-style-type: none"> ▪ Maintain creek side paths for wildlife and community; ▪ Develop non-point source pollution requirements in all County properties (i.e. Dipsea Trail in Mill Valley).
Wildlife and endangered species are respected, preserved, enjoyed, and revitalized.	
Ecological diversity is enhanced and preserved.	<ul style="list-style-type: none"> ▪ Develop a whole systems approach to managing the natural and built environment; ▪ Look beyond current planning regulations (i.e. setbacks) to identify improved ways of understanding relationships and design regulations that truly mitigate, preserve, and enhance the environment. ▪ Catalog ecological diversity and set benchmarks and targets.
Environmental resources are protected and a diverse population is achieved.	<ul style="list-style-type: none"> ▪ Develop a different type of planning that includes people along the Highway 101 corridor; ▪ Address the impact of cars and pollution; ▪ Realize relationships between people's needs for housing, car use, and alternative transportation methods; ▪ Create housing that is non-polluting and enhances the built environment and is more in balance with the natural environment.
Crystal clear and healthy creeks are full of salmon and other species.	<ul style="list-style-type: none"> ▪ Create and enforce stringent penalties on polluters; ▪ Increase public education regarding pollution prevention and healthy ecosystems; ▪ Eliminate/reduce animal waste runoff in creeks to reduce non-point source pollution.
Marin is as it is now or west Marin is preserved and housing density is increased in the city-centered corridor.	<ul style="list-style-type: none"> ▪ Develop in urban infill areas and preserve west Marin; ▪ Build high density, transit friendly development in the city centered corridor; ▪ Create disincentives to commute by car; ▪ Realize the trade-off between open space protection along with high density housing versus sprawl and lack of mass support for public transit.

Vision for 2020	Strategy – How did we get there?
High quality wildlife habitat is preserved.	<ul style="list-style-type: none"> ▪ Develop indicators to measure ecosystem health (i.e. bird counts) and produce annual reports; ▪ Increase the availability of information related to indicators; ▪ Examine the health of wetlands regularly; ▪ Disseminate scientific documents (i.e. San Francisco Bay Goals report) to the general public.
The built infrastructures are functional elements of a healthy ecology.	<ul style="list-style-type: none"> ▪ Educate on the relationship between ecology and human infrastructure and act proactively rather than reactively; ▪ Develop changes in the bureaucratic structures to facilitate a collaborative culture (i.e. information sharing, establishing indicators, and revisiting information).
The environmental activist paradigm embraces ecologically responsible infrastructure so that there are win-win solutions.	
Wildlife is healthy, sustained, preserved, and respected and is given space in our human ecology.	<ul style="list-style-type: none"> ▪ Develop systems to protect natural areas through regulations, enforcement, and education.
Wildlife areas are protected from domesticated animals.	
Water is not taken from other counties.	<ul style="list-style-type: none"> ▪ Develop conservation initiatives, evaluate cost benefit analysis, and develop incentives for local water supply.
Water efficiency is increased by 200 percent.	<ul style="list-style-type: none"> ▪ Eliminate the need to pipe water in from the Eel and Russian Rivers.
Transit systems and highways work more efficiently and carry an increased capacity.	<ul style="list-style-type: none"> ▪ Accept the trade-off for the greater good of the county.
The natural environment in east Marin is protected.	<ul style="list-style-type: none"> ▪ Recognize sites that are not suitable for building (i.e. steep slopes, near waterways).
Humans and nature are working together.	<ul style="list-style-type: none"> ▪ Develop sensitivity towards the environment and natural ways.
Interjurisdictional watershed management is operating effectively.	<ul style="list-style-type: none"> ▪ Incorporate a comprehensive approach to watershed and floodplain management into the Countywide Plan.
Effective policies for protecting species and habitat exist.	<ul style="list-style-type: none"> ▪ Develop feedback loops with baseline ecological data, indicators, and targets. Catalog and map natural habitats.
Marin has appropriate ecologically designed greenways along creeks.	<ul style="list-style-type: none"> ▪ Conduct creek and stream restoration including multi-purpose creek centered greenways in east Marin.
Businesses have reduced impacts and smaller ecological footprints by a factor of 4 to 10. There is a stronger, more viable and sustainable business community.	<ul style="list-style-type: none"> ▪ Develop education, consulting, and coordination to foster reduced ecological footprints; ▪ Implement principles of natural capitalism and other sustainable development programs.

B. Built Environment

1. Energy

Vision for 2020	Strategy – How did we get there?
People will have their own solar generators to help heat pools and other aspects of house needs. New houses are designed for solar energy use.	<ul style="list-style-type: none"> ▪ Establish zoning to favor solar use, and alternate forms of energy. Have flexibility in codes for solar equipment, with not too much regulation.
Smaller houses with more efficient spaces and materials, and more recycled materials used in construction.	<ul style="list-style-type: none"> ▪ Establish zoning to allow/encourage smaller homes & efficiency. Enact a “monster home” tax, and provide financial incentives/aid for efficient homes and materials.
Energy-efficient/renewable energy ideas are implemented in all Marin agencies; programs are implemented to all types of energy users (e.g. Schools, businesses, and homeowners).	<ul style="list-style-type: none"> ▪ Create educational programs that encourage government cooperation. Engage in joint action.
A reduced manufacturing cost of \$3.95 to \$2.25 per watt for solar panels; a long-term concerted effort at a large scale to have solar energy be viable.	<ul style="list-style-type: none"> ▪ Encourage the aggregation of buyers, and use solar for new developments.
A reduced energy footprint of 80-90% through use of renewables: solar, wind, geothermal.	<ul style="list-style-type: none"> ▪ Education on the current energy footprint/costs is needed. Projected calculations of how efficient we could be. Show how much pollution comes from fossil fuels. Bulk purchase in Marin.
More fuel-efficient cars, more options for energy sources to power cars.	
Energy-conscious decision-making.	<ul style="list-style-type: none"> ▪ Factor in embedded energy and operational costs over products/service life cycle; make energy costs explicit to decision-makers. (Land use, transportation, and congestion management).
Energy-efficient homes and commercial buildings are the standard, with state of the art design in energy-efficiency.	<ul style="list-style-type: none"> ▪ Change building codes to increase efficiency standards (especially for new construction).
Organized economy and tax structure so that renewables are economically viable.	
Beautiful design that incorporates energy efficiency (capture & conservation).	<ul style="list-style-type: none"> ▪ Building code ensures efficiency via site design, materials.
In 2020 there will be less need for cars (especially drive-alone vehicles); more choices for transportation: bicycles, pedestrian paths, use of existing rails network (especially to out-lying communities); wide-spread transit and shuttle service.	
Property can generate its energy via renewable sources.	<ul style="list-style-type: none"> ▪ Education, affordability of technology, mass production of infrastructure.
Reduced size of houses at increased density.	<ul style="list-style-type: none"> ▪ Change building codes to incorporate energy issues; economic assistance – low cost loans, tax deductions, credits.
“Solar Farms” collectively owned by people who live in the area.	<ul style="list-style-type: none"> ▪ Buy land or solar access for solar farms.

Vision for 2020	Strategy – How did we get there?
Smaller homes and yards with energy-efficient appliances and design.	<ul style="list-style-type: none"> ▪ Financial assistance through tax credits, reduced fees for permits.
Affordable solar features.	<ul style="list-style-type: none"> ▪ Buy solar panels in bulk; have a warehouse and training facility; public education seminars quarterly; help with installation – master contract that is affordable (help overcome fear; review contractor abilities).
An energy market in which homeowners can sell surplus energy to others; infrastructure of meters and wires use wind energy to convert/store other forms of energy such as hydrogen for fuel cells.	<ul style="list-style-type: none"> ▪ Regulate energy market in such a way that small businesses (energy and other) are major beneficiaries (consumers too).
Cost-defrayed solar energy (especially for installation).	<ul style="list-style-type: none"> ▪ Solar tax credit, insulation tax credits (Statewide); reinstate pre-1985 regulations and incentives.
Recycled materials are routinely gleaned during demolition; use of recycled materials supported by government financial mechanisms (taxes, credits).	
Viable oak trees.	<ul style="list-style-type: none"> ▪ Education re: ways to help trees live (air to roots, observe health of leaves); call for professional evaluation of tree.
Every business, home, etc. able to produce and use energy onsite through renewable, geothermal, solar and hydrogen fuel cells.	<ul style="list-style-type: none"> ▪ Educate the youth on these opportunities.
Reuse of water in household.	
Infrastructure (overhead lines, power distribution plants) removed.	

2. Housing

Vision for 2020	Strategy – How did we get there?
We will have increased our supply of homes by 20%.	<ul style="list-style-type: none"> ▪ Every year ensure each city approves at least 2% new homes half attached half otherwise.
Affordable housing land trust (like MALT)	<ul style="list-style-type: none"> ▪ Use land easements that holds the market value of land down to promote affordable housing
Affordable housing for all, not just professionals (police and gardener)	<ul style="list-style-type: none"> ▪ Don't use the concept of workforce housing for affordable housing; be more inclusive.
Encourage smaller houses on smaller lots	<ul style="list-style-type: none"> ▪ Promote redevelopment on infill properties along the whole urban corridor
Convert existing housing into perpetual low-income housing.	<ul style="list-style-type: none"> ▪ Use the Marin Community Foundation (Buck Trust) and local initiative to complete this task.
Provide affordable housing for those who serve the community, especially teachers.	<ul style="list-style-type: none"> ▪ Clarify that education is a top priority and recognize that all ages of the community are drawn into the educational process.
Provide functional, attractive and environmentally respectful housing.	<ul style="list-style-type: none"> ▪ The decision-makers need flexibility in design.
Everyone who works in Marin County lives in Marin County and in decent housing.	<ul style="list-style-type: none"> ▪ House sizes should be restricted to less than 2,500 square feet. Use the transfer tax as a fund for very low cost housing.
Increase the number of housing units in the transportation corridor.	<ul style="list-style-type: none"> ▪ The County needs to commit to construct more infill housing, which will preserve open space.
Emphasis on very low-income housing. Properties are rezoned to allow mixed use, 2-3 story affordable housing which include apartments over new commercial or industrial uses.	
Air rights secured from Caltrans for housing built above parks and ride lots, also over large parking lots (Birkenstock, Fireman's Fund).	<ul style="list-style-type: none"> ▪ Districts and businesses donate land as a tax write-off and through legislature approval.
Rents are reduced to affordable levels for low-income tenants.	<ul style="list-style-type: none"> ▪ Place rent limits on second units and in-law housing when legalized.
Sprawl is limited, and growth is concentrated.	<ul style="list-style-type: none"> ▪ Infill and high density placed where they're close to transportation facilities. Sprawl and limited growth are concentrated.
Building of single residential occupancies (workforce housing) for Marin day laborers.	<ul style="list-style-type: none"> ▪ Immigrant work force recognized: incorporated into the task forces. Spanish language outreach – culturally inviting, sensitive and appropriate. Food & music.
Creates community local control of the living environment. Equity built-in.	<ul style="list-style-type: none"> ▪ State, county coalition, or independent groups develop plan to access Community Reinvestment Act funds to acquire community land trust for areas of need, in order to maintain affordability, cultural inclusion, sustainable initiatives and moderate growth indexes.
Inevitable growth accommodated.	<ul style="list-style-type: none"> ▪ More welcoming attitude.
Affordable housing rent goes up for immigrant workers when there is no consistent employment to pay for rent increases.	<ul style="list-style-type: none"> ▪ Housing data studies include data on income needs of immigrant workforce. Rent control?

Vision for 2020	Strategy – How did we get there?
More money for affordable housing.	<ul style="list-style-type: none"> ▪ Definition of low-income changed (7% of median income) 10% – 40%.
Racial/ethnic discrimination eliminated.	<ul style="list-style-type: none"> ▪ New, tough laws and enforcement through harsher penalties for violators – turn violators' land into public domain.
Equity in permits allocated for low-cost housing.	<ul style="list-style-type: none"> ▪ Provide sufficient rental or community and owner-occupied units by issuing one such permit for any permit issued for the 2,500 + sq. ft. home to be built. Must have unit of low-cost (50%) and subsidized, very low (50%) built before permit is issued.
Houses built with renewable/recycled/green materials.	<ul style="list-style-type: none"> ▪ Tax breaks/incentives. ▪ Model green housing developments to show people what it looks like. ▪ Companies building green should advertise it.
Co-housing increased: intergenerational, inclusive housing.	<ul style="list-style-type: none"> ▪ County leadership, media providing information, individual entrepreneurs, grants from Home Depot and supplies from corporations.
Infill developments in character with surroundings in scale. Play areas (green space) included with more than one parcel. A building containing more than 10 units requires shuttle and onsite parking. Streetscape provides pedestrian and bicycle access.	<ul style="list-style-type: none"> ▪ Building permit requirements. ▪ Enforcement of regulations. ▪ % of development costs go into a fund for on-going maintenance. ▪ Public education. ▪ Model communities.
90% of new housing is rental or condo. 10% of new housing is 2,000 + sq. ft., and is permitted on a "beauty contest" basis.	<ul style="list-style-type: none"> ▪ Current, existing employers need to underwrite, build our supply workforce housing. "Beauty Contest" basis – must meet certain criteria and use of renewable materials, minimization of traffic impacts, and fit within community.
Housing contributing to commercial centers.	<ul style="list-style-type: none"> ▪ Mixed use, 2-4 stories of housing above ground floor housing and shopping centers.
Increased options for housing.	<ul style="list-style-type: none"> ▪ Second units permitted "by right". 4-6 story housing along major boulevards and at transit stops, single room occupancies in downtown areas, Dominican College and College of Marin neighborhoods.
Greatly increased affordable housing for people who work in the community.	<ul style="list-style-type: none"> ▪ Re-zoning, housing trust fund, and increased community participation in the process towards a positive outcome.
People know that Marin cannot be sustainable unless it houses its workforce.	<ul style="list-style-type: none"> ▪ Community education.
San Quentin, no longer a prison, is now a site of a vibrant mix of housing and is a transit hub for ferry and rail.	<ul style="list-style-type: none"> ▪ State will have to affect the demise of the prison. County will have to change zoning to allow the housing that is needed. People positively address ferry/rail funding need.
Affordable housing trust fund to secure sites and underwrite costs.	<ul style="list-style-type: none"> ▪ Funding comes from government, businesses, foundations, and community contributions.

Vision for 2020	Strategy – How did we get there?
All houses and certain number of multifamily units are accessible. “Visitability” of homes in terms of access.	<ul style="list-style-type: none"> ▪ Codes and standards require ramps, rail bars, other features accommodating all on continuum of ableness.
Community restored to point where children and grandchildren can remain in county in which they were born.	<ul style="list-style-type: none"> ▪ Provide housing, better pay for existing job opportunities.
Smaller home sizes.	<ul style="list-style-type: none"> ▪ 2,500 + sq. ft. = taxes. Use of taxes to subsidize low income and affordable housing.
More sustainable construction, renovation, landscaping.	<ul style="list-style-type: none"> ▪ Building requirements such that solar or wind generation by the home itself would produce a certain number of kilowatts per month. ▪ Tax rebates for sustainable change-outs/switch-outs. ▪ Caps on amount of water used in landscaping.
External chair lifts on homes (for elderly or disabled) that allow those who need them to stay in their own home.	<ul style="list-style-type: none"> ▪ Costs less than \$10,000. Let people know about relatively low cost.
People who inherit homes can afford to keep them.	<ul style="list-style-type: none"> ▪ Educate youth about inheritance taxes and prepare them for expectations by government, in terms of taxes.
Increased low-cost housing.	<ul style="list-style-type: none"> ▪ Community sets aside land and/or buildings.
Increased permanent workforce/affordable housing.	<ul style="list-style-type: none"> ▪ Re-zone commercial areas for affordable housing and mixed use. ▪ Restrict new commercial and retail. ▪ No more in-lieu fees for affordable. ▪ Only allow developer to build or buy.
Maintain scale and quality of life of existing Marin.	<ul style="list-style-type: none"> ▪ Height limits kept within current zoning.
“Affordable Housing” includes permanent – transitional housing for homeless and those at risk of becoming homeless.	<ul style="list-style-type: none"> ▪ Increase public awareness of crisis of homelessness in Marin County. ▪ County and public support and accept idea that this population exists and deserves housing and related support services.
	<ul style="list-style-type: none"> ▪ Review 1960’s Countywide Plan to ensure how we can achieve the low growth population intended then.

3. Transportation

Vision for 2020	Strategy – How did we get there?
Novato will have ferry service.	<ul style="list-style-type: none"> ▪ Conduct a feasibility study about a Novato ferry service.
Students get to school safely by walking, biking and riding the school bus.	<ul style="list-style-type: none"> ▪ School districts participate in purchasing school buses. ▪ A countywide tax measure is passed to pay for the buses. ▪ Transportation funding pays for school transportation.
Increased use of bus and ferry services.	<ul style="list-style-type: none"> ▪ Cars are charged \$20 each on toll bridges. ▪ Vehicles pay for parking at ferry terminals and shopping centers. ▪ Students aren't allowed to drive to school.
Marin County will have completely clean air.	<ul style="list-style-type: none"> ▪ Promote alternative fuel-powered vehicles.
No congestion on 101	<ul style="list-style-type: none"> ▪ Once 101 traffic is improved, do not fill it up again with non-responsible growth.
Permanent (high) occupancy vehicle lanes are available to car-poolers.	
There is a comprehensive network of transportation alternatives.	
We rely more on bicycles, buses, and walking.	<ul style="list-style-type: none"> ▪ Network of bicycle and pedestrian pathways (North-South bikeway). ▪ Deeper and broader bus service. (safe, convenient, affordable, frequent, and reliable). ▪ Expand the safe routes to schools. ▪ The SMART train is operating ▪ Better local bus services (not just a commuter bus) to San Francisco.
Everyone who works in Marin County can enjoy a decent standard of living within the county.	<ul style="list-style-type: none"> ▪ Free public transportation is available and funded by taxes. ▪ An integrative system of public transportation exists from home to work or shopping, entertainment, etc. ▪ The use of cars is minimized. ▪ Smaller buses with alternative fuel systems are used. ▪ Neighborhood buses are used to go Town Center. ▪ There is more continuous, free and convenient public transportation. ▪ Safe school transportation is available for children.
More electric vehicles: i.e. e-bikes and cars.	<ul style="list-style-type: none"> ▪ Create transit malls with electric vehicles to provide local transportation.
Minimize Marin-generated congestion.	
Marin has a safe, clean "Metro" (the Washington, DC. Rail system)	
	<ul style="list-style-type: none"> ▪ There are more yellow school buses.
	<ul style="list-style-type: none"> ▪ I'm in my car where I am independent, I have privacy and freedom.

Vision for 2020	Strategy – How did we get there?
There is a train between Marin and Sonoma.	<ul style="list-style-type: none"> ▪ Pass local sales tax and become a self-help county.
HOV lanes from Sausalito to Marin County border. Children walk, ride bikes or take buses to school.	
We have built housing for Marin workers near transportation.	<ul style="list-style-type: none"> ▪ Increase real estate transfer tax, for affordable housing. ▪ Affordable housing is trust fund established.
Travel between Marin and Sonoma by rail. Discourage long-distance driving.	<ul style="list-style-type: none"> ▪ Do not widen freeway between Marin and Sonoma.
Convenient local transit system.	<ul style="list-style-type: none"> ▪ Local shuttle buses.
Rail transportation to reduce traffic congestion, air pollution and global warming.	<ul style="list-style-type: none"> ▪ As long as we don't have zero emissions vehicles, a tax connected to gasoline tax should help to pay for rail.
Youngsters use rail transportation as alternative to cars; put bicycles onto the train. (reduces accidents and expenses for the parents)	
Denser core communities that support local business and services – reducing need for driving.	<ul style="list-style-type: none"> ▪ Allow higher density housing construction. Requires less parking and accommodations for cars.
	<ul style="list-style-type: none"> ▪ Improve and fund maintenance of non-motorized vehicle facilities.
Alternative single passenger electric/fuel cell vehicles in town roadways/lanes.	<ul style="list-style-type: none"> ▪ Financial incentives such as lease options, free parking and ferries.
Publicly shared vehicles for in-town use.	
We have access and mobility for all, better air quality and land use.	<ul style="list-style-type: none"> ▪ All town centers in Marin linked by transit service at 10-minute intervals. ▪ Create system of bicycles and walking trails throughout the county. ▪ Provide better transit services to our national parks and recreational resources.
Why do we have to move? (Housing, jobs and other services are within close proximity of one another.)	<ul style="list-style-type: none"> ▪ Full-service communities (live and work in the same community). ▪ Sustainable community.
A commuter train is in operation.	<ul style="list-style-type: none"> ▪ Facilities for shower and dressing in the workplace after walking or riding a bicycle.
	<ul style="list-style-type: none"> ▪ More convenient and frequent transportation from the canal areas to different places.
System of bicycle and pedestrian routes, easy to use and find.	<ul style="list-style-type: none"> ▪ Safer sidewalks. Re-structure the flow of traffic around neighborhood schools.
Every road close to residential areas will have sidewalks so that we do not need to drive.	<ul style="list-style-type: none"> ▪ Have more covered and secure parking spaces for bicycles and bus stops, transit terminals, office buildings, malls, schools, etc.
The primary mode of public transportation is a fixed bus system, not rail	<ul style="list-style-type: none"> ▪ Coalition building by county CMA. ▪ County CMA reorganized to be more like Alameda County CMA.
Transit usage tax in place. Model after Alameda County Measure B.	<ul style="list-style-type: none"> ▪ Adopt a sales tax to leverage federal and state money by passing Proposition 42, the gas tax.
Bicycle and pedestrian miles traveled (BMT and PMT)=100% increase.	

C. Economy, Equity & Culture

1. Social Equity

Vision for 2020	Strategy – How did we get there?
Transitional housing is available for people who are coming out of mental health and substance abuse treatment programs (similar to what exists in Manhattan, which five year leases are available)	<ul style="list-style-type: none"> ▪ Model the program after a similar one offered in Manhattan, called "The Times Square", which includes five-year leases, subsidized housing, and is supported through private foundations. The ground floors of the housing units have childcare, education, and medical services.
Childcare is affordable.	<ul style="list-style-type: none"> ▪ Work with the business community to provide childcare centers at work place locations.
Wages are sufficient to allow employees to live and work in Marin.	<ul style="list-style-type: none"> ▪ Adopting the Living Wage Ordinance by the county was the first step. The next step is for cities to adopt a similar ordinance, or to pass laws that require businesses wanting to settle in Marin to provide adequate salaries or housing for employees.
Universal health and childcare will be available to everyone.	<ul style="list-style-type: none"> ▪ Raise people's awareness to the lack of availability of these options. Get cooperation from the federal government and American Medical Association for health care.
There will be a free health and dental clinic in the Canal available to people of all income levels.	<ul style="list-style-type: none"> ▪ Help workers organize into a strong union.
The canal will have a work center for the area's day laborers. The center will assist in finding more secure work for the people and provide basic English classes.	<ul style="list-style-type: none"> ▪ Obtain input from the community by conducting neighborhood forums.
All people who want to work will be able to work with adequate wages.	
The definition of health is expanded to include physical and psychological well being (emotional and behavioral). This new definition applies to all county policies (such as to the health and human services) and education codes, as well as incorporating into the county's strategic and community plans.	<ul style="list-style-type: none"> ▪ Start to teach the philosophy of art and health in schools. Teach students how to develop advocacy and administrative skills. Also, obtain community grants from federal, state, and local levels of government.
Marin City will have its own wellness clinic featuring both alternative and traditional models of wellness.	
Marin will have massive public health education campaigns, which will also include expanded versions of health linked with art.	
Marin will be culturally sensitive. All communication--written, verbal, visual--will automatically be translated into Spanish or other languages.	<ul style="list-style-type: none"> ▪ Print the Marin Independent Journal (and other community newspapers) in multiple languages using available technologies, such as computer translation software.
Domestic violence against women in the Canal will be stopped through prevention and education.	

Vision for 2020	Strategy – How did we get there?
The Canal will have community conflict resolution teams. These teams should be used as an internal system to resolve problems in a manner that respects the immigrant status of multi ethnic, low income, and people of color.	
The County is empowered to pass its own local laws that cannot be overturned by outsiders, giving the county the reigns to control itself. This is called "self-determination."	<ul style="list-style-type: none"> ▪ The County should get involved in trade negotiations at the federal level of government to allow for "self-determination" to occur. Also, local delegations from the county should attend all summits where trade pacts are initiated.
All corporations are responsible to the local community, both environmentally and economically.	<ul style="list-style-type: none"> ▪ Make laws, as part of a business's charter, requiring that corporations must be owned by local government.
Respect for others is taught in all grade levels.	<ul style="list-style-type: none"> ▪ Allow more women in decision-making positions.
Breast cancer will be completely eradicated across all population groups.	<ul style="list-style-type: none"> ▪ Need to do more research to determine the causes of breast cancer. Track breast cancer rates for all ethnicities.
Education is a priority, and teacher salaries are comparable to executive salaries.	<ul style="list-style-type: none"> ▪ People need to "walk their talk."
Marin General will have a heliport.	<ul style="list-style-type: none"> ▪ Start working with the community around Marin General so that they understand the need for the heliport (to get injured people from West Marin to the hospital quickly).
No toxic pesticides will be used in the county for public or private use.	<ul style="list-style-type: none"> ▪ Have each city develop an ordinance regulating the use of pesticides.
Children can safely walk and bike to school. Children are also taught at an early age about the importance of diet and exercise and how to stay healthy.	<ul style="list-style-type: none"> ▪ Support and finance the Safe Routes to Schools program. Develop healthier food policies for schools and strengthen school physical education programs to teach physical development as well as sports. Prohibit fast foods and soft drinks in schools.
Senior housing will have on-site opportunities for health services and exercise.	<ul style="list-style-type: none"> ▪ Need stronger community support to get programs financed and started, as well as to develop new state and federal policies.
There will be no homeless children.	<ul style="list-style-type: none"> ▪ Develop more affordable housing.
There will be an integrated program offering medical and food services to the aged in homes and senior centers.	
Everyone has access to prescription medicines.	<ul style="list-style-type: none"> ▪ Use a method to adjust the cost of prescriptions by income level as an interim measure until universal health insurance programs are passed. Do not use the voucher system.
School breakfast, such as fruit, will be available to all students.	
Childcare programs are thriving and abundant, and staff is well trained and well paid.	<ul style="list-style-type: none"> ▪ Develop affordable housing for people who work in the community.

Vision for 2020	Strategy – How did we get there?
Houses will have chair elevators for the elderly so seniors have the option of living at home, versus having to go to an assisted living center.	<ul style="list-style-type: none"> ▪ Pay children and neighbors to assist with the care of the elderly.
Schools and hospitals will serve food that is naturally and locally grown, and food will not be wasted.	<ul style="list-style-type: none"> ▪ Inform the community that consuming local food helps to reduce traffic congestion and lowers labor costs associated with bringing the food to the table.
Marin's public school system will have diverse programs, such as multi-age programs and multi-age schools.	<ul style="list-style-type: none"> ▪ Parents and the school districts need to get together.
People will be healthy. The environment will be free of all toxins.	<ul style="list-style-type: none"> ▪ Apply the "precautionary principle" which means that if there is any doubt about safety or negative impacts, err on the side of caution. Also, provide information on lifestyle and behavioral choices for people to live healthier.
The public will be educated on all known toxins.	<ul style="list-style-type: none"> ▪ Provide information to the public on the toxins in the environment.
Environmental regulations are stricter and better enforced. All toxins are regulated.	
Public health services will be integrated, serving a variety of groups such as low-income families and teenagers. There will be adequate resources to ensure all needs are met.	<ul style="list-style-type: none"> ▪ Strategies include providing funding to those services with the most need, recruiting and employing youths and people who are multi-lingual and have an understanding of a variety of cultures.

2. Culture

Vision for 2020	Strategy – How did we get there?
<ul style="list-style-type: none"> ▪ Marin will have a national marine sanctuary emphasizing the connection between land and marine life. The sanctuary will be an education center and be linked to other sanctuaries from around the world. ▪ People of all ages will have access to tools that empower them to the arts. Our community infrastructure will be strong. ▪ The definition of art is expanded to be more inclusive to feature beauty, symmetry, self-expression, and form. ▪ Art will be linked with psychological well being (to reduce the incidence of violence in our society. See also #8). ▪ Art will not be influenced by our corporate culture. There will be no corporate sponsorship of cultural events. ▪ Awareness of the arts will increase our interest in nutrition and assist us in establishing an awareness and value to our habitat. ▪ Marin will have a visual arts museum, possibly located at the Marin Civic Center or at San Quentin. The museum will have a focus on art education. ▪ Violence in our society would be eradicated (see also #4) because our values would exemplify love, care, and respect and would not be negotiable. Our culture would have more interaction between our social and economic morals and values. 	<ul style="list-style-type: none"> ▪ Develop a marine center for the purposes of research and education. ▪ We need to develop a theory of the "art within". One way to accomplish this is by incorporating art in early childhood education. ▪ We need to make art more viable. We need to make art more of a stronger component in art education than it presently is, and culture needs to be included in community strategic plans. ▪ Work with members in the health profession to develop a plan. ▪ Develop an art ordinance that does not recognize the corporation as a "person." Remove the practice of corporate sponsorship of cultural events. ▪ Ensure that all art programs are implemented. Giving young children the opportunity to attend camps will assist in bringing out this awareness of the value of the arts and culture in our society. ▪ The Guggenheim will finance the museum. ▪ This would be accomplished through implementing Paul Ray's "Cultural Creatives" model. The ADA laws are an example.
<p>Through music we will build cultural awareness and learn skills and discipline. Music will also aid us in understanding history.</p>	<ul style="list-style-type: none"> ▪ Expand and encourage music education programs in all grade levels. For example, a school music program would include opportunities to participate in the marching band, choir, and learn how to play instruments.
<p>Art education will be non-competitive.</p>	<ul style="list-style-type: none"> ▪ Make art education non-competitive. Develop programs where the individual is unique and important and does not focus on the final product.
<p>There will be peace because people respect each other's differences.</p>	<ul style="list-style-type: none"> ▪ Encourage respect by encouraging and promoting diversity.
<p>Communities will be ethnically and culturally diverse and include affordable housing and workspaces for the arts.</p>	<ul style="list-style-type: none"> ▪ Integrate the art community more into the public policy process.
<p>Our sense of self will be increased.</p>	<ul style="list-style-type: none"> ▪ Encourage and foster nurturing of one another.

Vision for 2020	Strategy – How did we get there?
Creativity will be unlimited: everyone in the community will have equal access to participate and contribute in all aspects of society.	<ul style="list-style-type: none"> ▪ Expand school art programs and art curriculum. Ensure that every community has artists in residence and that there are mechanisms in place to identify and nurture creativity.
High tolerance for each other's cultural differences.	<ul style="list-style-type: none"> ▪ Increase our understanding of different cultures.
Libraries are easily accessible and interconnected. People have the ability to order books from home.	<ul style="list-style-type: none"> ▪ Build a reliable, fast computer network that electronically links all the libraries. Improving transportation options and building better pathways linking the libraries to their communities can improve access to the libraries. Funding for libraries should be increased to match the population that they serve.
Art is being used to improve the design and function of our communities and to improve the environment.	<ul style="list-style-type: none"> ▪ Use artists to help design creative communities. Artists can help with the design of solar panels to improve aesthetics.
Seniors will be a vibrant, healthy component of our community and be actively involved.	<ul style="list-style-type: none"> ▪ Improve artistic opportunities for seniors. For example, all senior and assisted living centers will have art programs available on site.
All racism will be eradicated.	<ul style="list-style-type: none"> ▪ By reducing disparities in our educational and economic backgrounds, by encouraging cross-cultural communication, and through the promotion of psychological health, we can start to eradicate racism.
Communities will foster residents' sense of place.	<ul style="list-style-type: none"> ▪ Amend (or develop) zoning ordinances that allow artist live/work spaces and that assist us in keeping the ones we already have.
The media is supportive of providing space to disseminate and inform the public of its vision(s).	<ul style="list-style-type: none"> ▪ Use billboards and the media to talk about values and our visions. Media representatives should be invited to attend and cover all public events. Events should be locally televised. Efforts should be made to contact alternative media sources beyond mainstream media, such as emerging media venues.
The planning profession will incorporate the use of artistic, whole system sculptures that represent planning issues.	<ul style="list-style-type: none"> ▪ All areas of an issue need to be examined and viewed as "beautiful". It is attractive and creative to look at the whole system and include feedback loops.
There will be greater diversity in Marin. All persons will have an opportunity to live in their desired community.	<ul style="list-style-type: none"> ▪ Develop innovative ways to build more affordable housing and develop enhanced transportation strategies to increase mobility.
Marin will have a cultural theatre and arts museum, possibly in the Canal neighborhood where multi ethnic people share culture through music, art, dance, and theatre productions.	<ul style="list-style-type: none"> ▪ Organize committees of residents that work in San Rafael, the Canal, and the county to work together to make this happen.
Marin will have an art school for low-income immigrant families.	<ul style="list-style-type: none"> ▪ Work with non-profits and foundations to get a program started.
Marin will have a variety and balance of culturally diverse festivals that are representative of the county's ethnic makeup.	<ul style="list-style-type: none"> ▪ Organize committees of residents to make this happen. These groups should work together for a common goal.

Vision for 2020	Strategy – How did we get there?
All buildings in the Canal that have multi use space will be made available to families at no charge for small and large cultural festivities.	<ul style="list-style-type: none"> ▪ Hire labor from the Canal neighborhoods.
Free transportation and free texts will be provided to all cultural events to encourage participation at all income levels.	<ul style="list-style-type: none"> ▪ Create a committee to select a representative whose purpose is to express the needs of each community.
Regular services will be provided in all communities.	<ul style="list-style-type: none"> ▪ Create focus groups to determine what services are needed and where they should be located.
Marin will have a resource clearinghouse that will be a resource center of diverse art, artistic services, crafts, and labor. All residents will have equal access to the center and be able to display their art and their services (for example, landscapers, sculptors, and artisans).	
There will be visual literacy in schools.	<ul style="list-style-type: none"> ▪ School curriculum should be expanded to teach a new vocabulary and language to achieve a sustainable Marin.
All residents will have the opportunity to participate in the decision-making process.	<ul style="list-style-type: none"> ▪ Provide more outreach to those who do not normally participate--such as teenagers and immigrants--and find out the reasons why their level of participation is low. All materials will be available in many languages. Provide subsidies to those who cannot afford to take time off from work to attend important decision-making meetings.
Marin will have balanced diversity that reflects the county's local, indigenous culture. Diversity will not be "over done."	<ul style="list-style-type: none"> ▪ Use population measures to control diversity. Tax all cultures and subsidize those that are under-represented.
Each city and town will have its own community center for: meetings, performances, community dinners, games, hanging out, activities for children, child care, town meetings, seasonal celebrations, art display, educational uses, and sports activities.	<ul style="list-style-type: none"> ▪ Require community facilities in all new development. Require each town/city to have it's own community center.
Theatre and arts groups will be involved in the process of building community culture.	<ul style="list-style-type: none"> ▪ Conduct workshops led by theatre personnel to promote creative interaction.
The resources at the College of Marin will be maintained. Educational opportunities at the college will be affordable to all.	
All art programs (painting, music, theatre, etc.) will be just as vital as all sports programs and treated the same as other academic programs.	<ul style="list-style-type: none"> ▪ Do not allow the arts to be dropped from school curriculums. Require art courses for graduation.
Every high school graduate has obtained a rich understanding of community development and land use planning principles and practices.	<ul style="list-style-type: none"> ▪ The Countywide Plan will be included in all grade school and high school curriculum so that students understand the process and learn how to become involved to make changes.
Local cultures will be empowered, unique, powerful, and connected.	<ul style="list-style-type: none"> ▪ Look towards other communities as models and build upon their successes.

II. Speakers

Three speakers were invited to speak at the Vision event and included: Paul Ray, author of The Cultural Creatives; Tom Jones from the California Futures Network, who spoke on Smart Growth; and Bill Shireman, on “What I learned in the Rainforest: Business Principles for the New Economy”.

A. Tom Jones

Vision for 2020	Strategy – How did we get there?
We have car sharing	<ul style="list-style-type: none"> ▪ Car drop off and pick up place to reduce demand for parking
Increase in walking and biking with Smart Growth; walk to schools and shops	<ul style="list-style-type: none"> ▪ Through good building and site design; Direct funding subsidies
Density models have good design standards and process, available to meet demand.	<ul style="list-style-type: none"> ▪ Good design is product of good process, not architecture; Up front work in listening to the community; the community must determine what is good and bad design.
People live and work in community	<ul style="list-style-type: none"> ▪ Business community must get involved in community development
State is partner in providing services and supporting housing	<ul style="list-style-type: none"> ▪ Change political system so local jurisdiction will keep and use money the state is currently using.
Possibility of building housing without subsidies; We look everywhere for housing	<ul style="list-style-type: none"> ▪ Transform parking lots to housing; start thinking about public land
Don't tolerate a degradation of the existing quality of life.	<ul style="list-style-type: none"> ▪ Gain an agreement on where we end up.
Housing is centrally located; help businesses in the community.	<ul style="list-style-type: none"> ▪ Planning needs to be emphasized and all community members need to be involved.
Everybody has a decent place to live in sustainable community system	<ul style="list-style-type: none"> ▪ Every community should set aside land and or buildings for low cost housing; Housing is built close to services (stores, schools, and culture).
The community is built with a dense design and there is no sprawl	<ul style="list-style-type: none"> ▪ Establish community boundaries.
The community is friendly	<ul style="list-style-type: none"> ▪ People know their neighbors.
There are no homeless	
Communities for elderly must be close to shops and resources (eliminates second car)	
Parking behind and under housing	
We have non-toxic housing with disability access	
Housing bonds are voted in	
Affordable housing is provided by developing residential housing at 20 dwelling units per acre	
We have revised ways to finance housing	
There is age diversity within the same community	
The business community includes services (grocery, pharmacies, copy center, coffee shops)	
There is a synergy between commercial and residential.	
High-density housing saves open space and green areas.	

Vision for 2020	Strategy – How did we get there?
People do not need to drive; they leave their cars at home.	
Higher density housing (2-3 stories) should be constructed near schools, and shopping designed for pedestrians.	
Mass transit is prevalent	
Bike lanes exist on South Novato Blvd and connect various routes.	
Usable transit system with frequent pickups	
	<ul style="list-style-type: none"> ▪ Retract from relying on laws that are adversarial related to change or not to change. The focus needs to be related to ethics; Architects with a vision, which is based upon public opinion and feedback, should be respected versus architects focusing on big business and personal interest
	<ul style="list-style-type: none"> ▪ Housing density should be brought up at community related meetings, and the meeting should be focused on design as opposed to stopping growth.
	<ul style="list-style-type: none"> ▪ Buses should have the ability to trigger “green” on traffic signals.
	<ul style="list-style-type: none"> ▪ Improve access to bike lanes.

B. Bill Shireman

Vision for 2020	Strategy – How did we get there?
Underlying signals for sustainability are created	<ul style="list-style-type: none"> ▪ Policies should establish underlying sustainability signals.
We have diversity by choice in a system that naturally creates it.	<ul style="list-style-type: none"> ▪ Competition based on meeting diverse needs.
We harness feedback (to produce) creativity.	
Community defines its “highest uses”.	<ul style="list-style-type: none"> ▪ Reform property tax systems to promote in-fill.
We have powerful feedback from the local level to the larger system.	<ul style="list-style-type: none"> ▪ Apply costs (taxes) to those uses which are creating the costs (polluters, water-users).
Include ecology with social structure (example: Safe Routes to Schools).	<ul style="list-style-type: none"> ▪ Safe routes to school program is a national model; ▪ Bankers reflect commuting costs in mortgages; ▪ Gas costs go into progressive projects; ▪ Shift taxes to energy use; ▪ Processes for transition are in place.
Children are included in our decisions	
We create positive incentives. We practice pro-activism.	<ul style="list-style-type: none"> ▪ We don’t want small incremental penalties to change behavior; ▪ We want daily feedback (cost of driving, use of gas in home); ▪ We use pro-activism.
It is common to build up and inward versus outward and sprawling.	<ul style="list-style-type: none"> ▪ Provide tax breaks for developers using sustainable methods.
Community centers, businesses and homes are clustered.	<ul style="list-style-type: none"> ▪ Rethink the zoning laws.
Create more synergy between residents and businesses.	<ul style="list-style-type: none"> ▪ Switch system to charge costs for “mangrove” tactics, and provide benefits for sustainable approaches. ▪ Find what is valuable to companies to have sustainable methods and provide this to them.
Share resources	
Community-oriented services/shared resources.	
Not so reliant on driving where we want to go	<ul style="list-style-type: none"> ▪ Agriculture and food production should be considered when planning communities.
Don’t consider borders when considering developing.	
There should be a clearer understanding and agreement by all interested parties as to what “sustainability” means for Marin.	<ul style="list-style-type: none"> ▪ Must have a vision and goals in mind when starting to develop a community.
There must be a clear balance between needs, and it must be value based.	
Keep in mind how to grow or preserve one’s own space while remaining sustainable, as opposed to watching out for your own interests	<ul style="list-style-type: none"> ▪ Moderation as opposed to winning and being better.
We need alternative thinking about the meaning of quality of life.	<ul style="list-style-type: none"> ▪ Build a common ground and a new paradigm. ▪ Achieve a balance by all through communication and agreements with stakeholders. ▪ Gain agreement on where we want to end up.

Vision for 2020	Strategy – How did we get there?
Regional-oriented transportation system and multi-modal options (bus, rail, bike, walkway and school buses)	<ul style="list-style-type: none"> ▪ Subsidies from businesses; ▪ Change the tax system; ▪ Businesses coming together to plan the transportation system.
Affordable housing	
Look at outputs and inputs for people and rewire the system (e.g., transportation)	<ul style="list-style-type: none"> ▪ Get to underlying systemic cause of the problem and have people be a part of the solution (organizations should help with developing solutions).
Globalization	<ul style="list-style-type: none"> ▪ Organic farming and banning pesticides.
Look at all issues and challenges simultaneously	<ul style="list-style-type: none"> ▪ Apply synergistic solutions.
Have early education and have teachers understand the importance of early education	
A system of feedback is developed which consumers and companies build.	<ul style="list-style-type: none"> ▪ Don't let any certain group dominate the decisions, actions and development of planning area goals.
A model should be adopted for companies, the government and non-profits to work together.	
	<ul style="list-style-type: none"> ▪ Site value taxation and sales tax system.
	<ul style="list-style-type: none"> ▪ Thinking systematically
It is common to have housing at 20 dwelling units per acre with 20% of the units being affordable.	<ul style="list-style-type: none"> ▪ Development on flat land, save the hills
All homes are handicap accessible with wide doors and at least one bathroom being accessible.	
	<ul style="list-style-type: none"> ▪ Air rights for development (over parking) should be allowed, especially near Park-n-Ride lots.
We preserve marshlands	
	<ul style="list-style-type: none"> ▪ Don't allow car utilization for shopping etc. when shopping near housing.
	<ul style="list-style-type: none"> ▪ Increase mass transit.
We integrate solar power and gray water use in the design of all buildings	
We reward incentives in energy conservation.	
We balance housing and transportation.	

C. Paul Ray

The keynote speaker for the meeting was Paul Ray. Mr. Ray reported on a study he and his wife, Sherry Ruth Anderson, completed, which concluded that there has been a realignment in values in the United States.

According to Mr. Ray, the three major cultures in the U.S. include:

- Traditionalists (cultural and religious conservatism).
- Moderns (liberal, supporters of big government).
- Cultural Creatives (supporters of a variety of social and environmental movements stemming from the 1960's).

Furthermore, Mr. Ray concludes that the Cultural Creatives will play an increasingly large role in public policy considerations here in Marin and in the nation. For example:

- Ninety percent of Cultural Creatives believe that we should change how we live now so that future generations can enjoy a good quality of life.
- Twenty six percent of the population are Cultural Creatives today which include such people who are or were involved in the women's, environmental, Zen/spirituality, and health movements.
- Cultural Creatives are 60 percent women.
- Cultural Creatives are the people who volunteer the most and donate the most money to various causes.
- Cultural Creatives are reframers like the following influential people in history:
 - Gandhi of the peace and non-violence movement.
 - Dr, Martin Luther King of the civil rights movement.
 - Betty Freidan of the women's movement.
 - Rachel Carson of the environmental movement.
- Cultural Creatives believe that economic growth and protecting the environment are fully compatible.
- Cultural Creatives value:
 - Teaching through story telling.
 - Relationships.
 - Future of children.
 - Women's values.
 - Preserving the environment.
- Cultural Creatives strongly support the concept of sustainability (at 92 percent).
- The social justice and sustainability movements are interconnected.

III. Afternoon Session

The goal of the afternoon session was to help synthesize public input by having group interactions and discussion – which were not limited to one element or topic. Each table was asked the following questions:

1. In the year 2020 what distinguishes Marin? What are we known for? What is our reputation?
2. In the year 2020 what does Marin look like, sound like, feel like and smell like?
3. In the year 2020 what are you most proud of having helped to take place?

A. Natural Systems

1. In the year 2020 what distinguishes Marin? What are we known for? What is our reputation?

a. Environmental Quality

- Wetlands have been restored.
- The use of native plants will be common place.
- Marin is known for its healthy ecology that will be able to sustain its future generations.
- There will be an increase in wetlands and forests.
- Wildlife corridors are provided.
- There are active salmon runs in all of the creeks.
- The County of Marin is still beautiful and the water and air are pure.
- We will be biologically diverse with plant and sea animals.
- There will be a Baylands protection corridor in place.
- We will get rid of the channeling; streams are back to natural level.
- We will have the best of Natural Systems and will continue to be harvestable.
- We will have riparian systems with functional flood plains.
- We will manage our natural systems appropriately.
- There will be a national wildlife refuge east of the railroad tracks.
- There will be no exotic plants that are not indigenous to the area.
- There will be more wetlands along the Bay that will be preserved as nature.
- Marin's natural beauty has been preserved.
- Salmon and steelhead populations are back to pre-1900 levels.
- Natural smells dominate fabricated smells because fossil fuels are not being burned.
- We can hear and smell nature.
- Animals and plants are integrated (into the human environment).
- The air is so clean that we can see the stars at night.
- There will be more interest in the beauty of the environment with more trees in the urban environment.
- There will be more green open space with clean streams while maintaining the status quo. (West Marin/St. Vincent Silveria as community separator, as agricultural area.)
- We will have an urban environment that has more natural systems elements like trees and plants with miniature Ecological Footprint calculation.
- The rock quarry is closed and is replaced with a lake or other natural resource.

b. Noise

- Life is quiet because of less traffic noise.

- There will be no noise in Marin because highway 101 will be closed down.

c. Environmental Hazards

- We will have zero tolerance for environmental hazards and have a clean non-toxic environment.
- Marin is a toxic-chemical-free zone regarding cleaning products, gardening, and farming.

d. Parks, Recreation, Trails and Open Space

- There will be more community parks.
- Open space is vibrant and diverse. Ecological diversity abounds in the natural environment.
- We will smell the flowers and hear the birds.
- Recycled water will be used on the landscape.

e. Food and Agriculture

- People will be eating organic food.
- Organic farmers market is available daily.
- Organic farms will be self-sufficient.
- Organic food is more available.
- There will be community and local organic gardens.
- Decrease the number of animals killed for food.
- Agriculture is an important part of landscape and serving the population.
- We will have an organic agricultural.
- There will be no pesticides.
- There will be community gardens and playgrounds.
- "Organic" will be encouraged by the county with a pre-determined organic farm. This will increase the value of "grown in Marin". This in turn increases economics (footprint).
- Agriculture will be self-sustained, no reliance/dependence on the rest of the world.
- There will be a Marin Agriculture Land trust (MALT is going strong).
- Farmers will be valued in Marin, and the public will be involved in growing food.
- You will smell compost when in Marin.
- The Russian River will not be used for irrigation.
- There will be an organic agriculture in West Marin by creating a local market.
- At least 25% of the people will be involved in the growing of food.
- Agriculture is vibrant and diverse. Polyculture is commonly practiced in agriculture and ecological diversity abounds in the natural environment.
- Children are vegetarians.
- Local agriculture supports its surrounding communities.
- One third of residential homes feed themselves from their gardens. A rating system is established for all residences in order to guide tax incentives for self-reliant food production.
- Children will be taught about the impacts of where our food is generated.
- Organic agriculture has been embraced. A thriving local agriculture economy exists. It is diverse and an attraction.
- Agriculture land trusts have been preserved.

B. Built Environment

1. In the year 2020 what distinguishes Marin? What are we known for? What is our reputation?

a. Community Development

- There will be shopping areas with small shops with items that we can use (like fabric for sewing) and fewer products for teens.
- Sprawl will be contained; Marin towns will be more vital and vibrant.
- Sprawl will have been contained and development is more compact.
- Our reputation is one of pragmatic problem solving regarding land use, transportation, etc. rather than adversarial, and we are an exemplar.
- We will look toward complex Eco-systems and will culturally discuss population as real officials will to discuss this issue.
- We will have 3 obvious corridors.
- Marin's population will be sustainable.
- Marin will be the prototype for the principles of sustainability.
- We will have a sustainability community.
- Marin's high quality of life has been retained. The quality of life has been enhanced with decreased pollution, increased maintenance of parks and open space, traffic has been managed, and there is greater safety.
- Marin residents do not need to rely on the car for personal travel. They felt warmth of sun in meetings and that we now have a new vocabulary: New level of debate, having moved from talking about need for affordable housing and sustainability and are now completing the cycle.
- The Board of Supervisors operates differently. The Board of Supervisors is more professional; they are acting like a successful county and thinks regionally (in terms of regional success.)
- Elected officials and decision-makers do not have a conflict of interest and are more representative of population at large.
- Campaign finance reform will be achieved so that politicians can no longer be bought by special interests.
- Marin County is a world leader in terms of being a government agency that has adopted sustainability with a web site that has a descriptive model.
- There is new vocabulary of sustainability that has been used in county literature and programs. A full slate of youth structure programs is in place.
- Marin is now a model and is not unique or alone in its practices.
- There is a series of local land trusts sweeping westward. The community controls the land.
- Marin will set trends in diversity, social equity, and environment (built natural and county capacity) which will include acknowledgement in schools, services etc.
- We have a crime free society.
- Marin has strong connections with other counties so that Marin is not such an island. A more bioregional management style is adopted.

b. Transportation

- The rail, bus and bike network is interconnected and linked to mixed-use development.
- People use the rail, bus and bike to get out of congestion.
- We are known for our "Safe Routes to Schools" programs.
- We will have large efficient hydrogen buses.
- Transportation will be run on hydrogen.
- There will be small hydrogen buses to serve neighborhoods.

- There will be single person vehicles that are run on hydrogen.
- Cars will be quiet and non-polluting.
- Traffic will be flowing freely on highway 101.
- We will be able to walk to local shopping centers instead of relying on transit.
- We will complete the “gap” project and will not fill it up again with commercial development.
- Public transit is so wonderful because cars are obsolete.
- There will be more pedestrian/bicyclist routes that are designed and maintained.
- The pedestrian/bicyclist routes will be sharing the space with cars and other transit.
- Public transit will be so good that public officials will ride.
- There will be a constant stream of bicyclist and pedestrians.
- Traffic circulation is safe and running at acceptable levels regarding pedestrians and bikes. Shuttle buses with wheelchair access exist. Neighborhoods linked.
- There will be more people living in the downtown will be able to bike and walk instead of using transit or cars.
- There is a self-help transportation tax passed and a good, reliable fixed guide way transportation system (not necessarily rail) is in place. Marin has learned this from other counties in region.
- All mapped trails access the main roads, and are open for emergency access, and for wildlife.
- There will be no more fossil fuel cars.
- Single occupancy vehicle ridership will decrease by 80 percent.
- No fossil fuel vehicles are allowed in the county.
- An east-west bicycle corridor throughout the county will be in place.
- There is a mass transit system that is economically efficient and is run by clean burning and efficient energy source.
- Travel will be easy within the County because our communities are compact and alternative transportation (such as light rail) is available.

c. Housing

- Housing is mixed in terms of income and race.
- Marin is affordable.
- Shelter is provided and available to everyone.
- We will have affordable housing.
- We provide adequate social services such as transitional housing.
- We will have more diversity in housing without the increase in population.
- There will housing at Northgate.
- People will live close to work.
- Commercial building will be replace by affordable housing.
- Our children are able to live here; there’s a supply of affordable rental housing.
- We will change the vision in Marin of all homeowners. It will be okay to rent, and live in condos. It’s okay to have a multi-generation living in the home.
- We will preserve the nature of the community, and will have no trophy homes.
- Different types of housing will exist in the communities.
- Large houses will be converted into multi-dwellings.
- There will be a Prop 13 for homeowners but not for businesses.
- There will be an attractive workforce housing in San Quentin, Hamilton, Saint Vincent’s, and Ignacio.
- Part of the Indian Valley College will be converted into student residential housing and the opportunity for elder housing.
- We have solved affordable housing and lifecycle housing problems. Marin has provided housing for people to stay in community at all phases of their life.

- Decision-makers will design housing so that the elderly, single parent families, and the workforce will have affordable housing and that these groups will also be involved in the design process.
- No more "monster" homes will be developed.
- Elders feel honored and respected in terms of housing in the county.
- Transitional housing is available to those who need it.
- Local communities will be responsible for housing.
- Communal living is available.

d. Community Facilities/Infrastructure

- We have a new watershed and are self-sustaining regarding water use. Subsidies for water conservation products exist.
- Landfills will be biodegradable with biological systems.
- The sewage plant will be removed and replaced with wetlands, and bio-filter systems.
- Each of Marin's communities will be responsible for the provision of basic services, where neighbors perform public services.
- Alternative energy sources are plentiful, efficient, and economical.
- The technique of reusing water on-site is perfected.
- Seawater will be converted to drinkable water.
- Marin will have its own self-sufficient (no pipes from other counties) water supply.

e. Community Facilities/Infrastructure (Focus on Energy)

- Alternative energy sources will be used.
- The county will be off the (electrical) grid.
- Hydrogen fuel cells will be replaced.
- Marin will be a leader in green building involving waste/water management, energy, and non-toxic pesticide management.
- We will almost totally utilize renewable energy: residential and commercial (solar, geothermal, wind etc.); stationary bikes in gyms will be used as a power source.
- Energy efficiency throughout the county will be 80 percent.
- Schools will return energy back to the grid, and children will be educated about returning energy back to into a cycle for reuse.
- Biodiesel will commonly used.
- Marin gets municipal power.
- Graywater will be better utilized.

f. Community Design

- Communities will have outdoor events, plazas and outdoor cinemas.
- No hillside development will be allowed.
- We will have elegant high-rises with significant population increase and nicer buildings. Design will be everywhere.
- "Dark" ordinances have been passed: outdoor lights face down, therefore you can see stars at night even along highway 101.
- We will have an abundance of trees.
- The new development at San Quentin will include a museum sponsored by the Guggenheim Museum. Transportation, art, fancy homes designed by the biggest architect in the world, and used for diverse and low cost house for the workforce.
- There will lots of solar communities built and used as a model for the rest of the nation/world at St. Vincent's.
- Towns will include sculptures and art by local artists.
- Promenades, fountains, big trees, and live-work spaces will replace ugly vacant commercial sites.

- Downtowns are quiet and pedestrian friendly. The air quality is high because of the absence of internal combustion engines.
- There will be a car free zone in the center of town with walking and biking only.
- The design of buildings and public space consistent with pattern of the language.
- There will be no light pollution so that you will be able to see the stars at night.
- There will be beauty in the environment and more trees in urban environment.
- We will see beautiful, smaller communities with lots of beautiful nature with fewer bright lights glowing at night.
- The buildings in Marin will be made out of natural materials, and will melt into the landscape.
- We will change the zoning laws to allow mixed use and live/work spaces.
- We will have rural/urban limit living, with no more sprawl (outward expansion).
- Each city and town will have numerous community centers that are accessible to all.
- People of all ages will be out walking, biking, and talking in public spaces without cars.
- Canals are common.
- Canals in Terra Linda will be back to their original state.
- Canal areas become akin to a little Venice with gondolas being used.
- There will be a bridge across the San Rafael canal.
- Pedestrian plazas and public art are common.
- Public art is common.
- No fences exist.
- Cities are clean, elegant, colorful, diverse, integrated, manicured and well designed.
- The canal neighborhood becomes a jewel and is a project that that county is proud of.
- San Quentin is no longer operating as a prison. San Quentin is replaced with a mixed-use development that is accessible and used by everyone.

C. Economy, Equity & Culture

1. In the year 2020 what distinguishes Marin?

What are we known for? What is our reputation?

a. Economy

- There will be less consumption of goods.
- We are well known for our green economy.
- There will be less money spent on retail, which will change the economic structure, so that small shops can be in affordable shopping centers.
- Tourism is economically booming so we don't have to rely on industries.
- There is a large percent of people who live in Marin and also work here.
- Equitable division of wealth.
- There will be lots of small businesses of all kinds.
- Socially responsible investing is available to all.
- Marin businesses are socially, ethically, and ecologically responsible.
- We are a role model in green building and green business programs.
- Marin will become a "green" model
- The business community becomes a leader in utilizing industrial ecology. Marin businesses become a model for other counties.
- Tourism will be sustainable and not negatively impact Marin.
- We are a role model tourist destination.
- Employers provide on-site childcare.
- Marin's average ecological footprint per person will be decreased by 8 to 10 acres.
- The county doesn't recognize corporate personhood.
- West Marin secedes and becomes its own county.

b. Social Equity

- There is no discrimination based on age, sex, race or income.
- All people are respected and valued.
- Groups will participate in cooperative achievement.
- There will be adequate youth oriented programs.
- There will be affordable childcare.
- Organizations will have a diverse staff.
- Marin is renowned as a culturally diverse county.
- Marin residents embrace diversity.
- Marin will be the model for other countries from around the world to look at for our handle on war and arms.
- Marin will redefine national strength as local sufficiency.
- Marin is the first to make decisions based on a human rights model where there is no discrimination against age, race, or religion.
- Marin residents are friendly towards themselves and newcomers.
- Neighbors are more tolerant of one another. We will set the trend of being nationally known for developing and supporting human empowerment.
- We will have a peaceful, egalitarian, vibrant, caring community where we live and work in dignity
- Elders feel honored and respected in terms of housing in the county.
- The mindset of Marin County residents is now accepting of economic and social diversity; housing diversity regarding economic levels has improved.
- Communities will have a high level of citizen participation and local control.
- Children feel validated in their uniqueness.
- The youth are creative and engage in many projects, and are involved in politics and decision making.
- Dialogue will be civil, and decision-making will be respectful.
- Marin is a valued place.
- No one person who doesn't want to be homeless is homeless.
- Underclass of poor, needy, undeserved, undereducated, due to political will has been eliminated.
- There are more people of color participating in the 2020 reunion.
- Communities are more integrated.
- The human population has remained the same in terms of its size, but it has grown more diverse.
- People of all ages are working and playing together.
- There is lots of community harmony.
- We will recognize that change has come about by consensus not by confrontation.

c. Cultural Resources

- The school curriculum will not focus on competition. It includes lessons in ecology and natural aesthetics.
- Schools promote cultural understanding.
- Schools are well funded.
- Creative education is taught in all schools.
- Kids have grown up with new vocabulary of sustainability, and they have tools to address pressing issues.
- Class sizes are small, with high ratios of teachers per student.
- Teachers are paid respectable wages that allow them to live in the communities in which they work.
- Schools will teach "sustainability" courses such as plumbing, cooking, woodwork, sewing and carpentry so children will learn a variety of skills.

- Our schools will prepare our children for life by teaching living skills.
- Our schools will teach history that is relevant and accurate.
- Public schools will be economically and socially balanced, where each child is individually assessed on how to reach his or her potential.
- We will be a national model specifically around the merging of art, psychiatric health issues, and socialization skills (i.e. self-esteem building, how to handle peer pressure via schools, public programs). We will be integrative and cross cultural within this process.
- Marin will be beautiful on the inside as well as the outside.
- There will be venues for the performance arts and a range of ticket prices.
- Children are taught about the ecology and the consequences of our actions on the earth.
- Politicians consider the point of view of our children.
- Childcare is affordable.
- On-site childcare facilities are commonly available in the workplace.
- There will be vibrant outdoor culture events in public spaces.
- We provide educational resources for the nation.
- Marin has many town gatherings.
- Neighbors know one other.
- All citizens participate in civic processes and decision-making through seminars, discussion at town halls, and town meetings so they can be informed.
- Mass media (television and newspapers) provides more positive information.
- The media is supportive and serves the community interest by not focusing on violent topics.
- A creative center for children is available.
- There are centers available to people of all ages that allow people to focus on their creativity.
- Our lives are less stressful.
- All towns have an artist in residence.

d. Public Health

- Breast cancer rates are down (or eradicated) because both treatments and a cure for breast cancer have been developed.
- All communities will be healthy.
- We will look and feel as good in 2020 as we did in 2002.
- There will be a regulation for restaurants to put in air purifiers and filtration systems on all ventilation devices.
- Breast cancer and leaf blowers are gone.
- Nursing homes will be multiracial. Low cost housing is available for nurses and other staff.
- There is a working community health care system that functions from cradle to grave.
- Doctors make house calls.
- There will be universal health care available in central and decentralized locations.
- There are community clinics that are accessible 24 hours per day.
- Everyone is covered for health care as a basic human right. Health care is a non-profit business.
- There is a national model for alternative healthcare available for everyone. An integrated healing system is used including such therapies as herbs, acupuncture, and alternative healing modalities.
- Health care is affordable for all people.
- Universal health care and childcare exists.

2. In the year 2020 what didn't change in (Subject area, e.g. transportation)?

- The West Marin villages are still dense with increased activity.
- There is no quiet travel.
- There is no truly sustainable community built or started.
- There are still various jurisdictions/districts and businesses that are not communicating and looking at whole systems including social issues etc.
- Most people are still not proud voting for Barbara Boxer.
- Each department within the government and between agencies are not thinking and doing things alike to move things forward positively.
- MALT easements are not being managed properly for stream protection.
- We still are not a message center to government for our policies. Streams (have not changed).
- We have not changed the zoning, heights, density, and will not make the change easy.
- There is still no exotic species management.
- Sudden Oak deaths have not decreased.
- Marin's values have not changed for the following: building small scale, friendly people, and providing showy designs in our landscaping.
- People are still not happy and relaxed.
- There is still more of an emphasis on self than on the communities.
- The Built and Natural environments have been sustained and enhanced.
- Marin has taken responsibility for future.
- There is full employment via providing ecological services.
- Summer youth programs return to the community by providing ecological services.
- Industrial hemp is legalized.
- Our children will thank us for the efforts we make.

3. How did the change get made in (subject area)?

- The change was made in having a leader in the state, education with quality.
- There is now wealth in art and cultural events.
- The school programs have been reorganized as a standard requirement in art/music.

D. Themes

After the roundtables, the public was asked to review their comments and identify themes. The following are the themes presented by each table:

Table 1

-
1. Happy people live in healthy environment.
 - There will be laughing children.
 - Birds will be singing.
 2. There will be communication between jurisdictions, departments, and neighbors
 - (Workforce housing).
 3. There will be harmony within the bioregion.
 4. We will be self-reliant on energy, organic and locally grown food, and will promote the practices of "green building". We will have services provided with local staffing.

5. We will promote “Smart Growth” principles:
 - Human Scale
 - Walkable/Bicycle paths
 - Inclusive
 - Green Building
 - Green Community space
6. The national government reflects local culture.
 - Barbara Boxer is President.

Table 2

1. We will restore and preserve the national habitat and agriculture.
2. We will provide more efficient use of land with in-fill, multiple story buildings.
3. The human population is diverse economically, culturally, by age, socially.
4. We have a healthier community and the pollution is controlled and there is zero tolerance for environmental hazards.
5. We will develop a transportation infrastructure that is better than 2001.
6. We will decrease the population overuse of transportation facilities.
7. We will be honoring all humans and their rights.
8. We will be giving back to nature through restoration.
9. We will have sustainable/green building practices in place.
10. We will have sustainable, affordable housing available.
11. We will have holistic and affordable health care.

Table 3

1. We will have harmony among one another.
 - Communities will know and respect each other.
 - We celebrate our differences (we are culturally tolerant)
 - We will have social and economic equity.
2. We are healthy, less stressful.
 - We have organic foods.
 - There is more recreation.
 - We have a sense of self with a good quality of life.
3. We will be living in harmony with nature.
4. We will have an expansive education where curriculum teaches, and encourages creativity.
5. We will have a sustainable transportation system where traveling is easy, ecologically sound, with efficiency.
6. Transportation will be financially accessible.
7. Housing will meet all of our needs and will be affordable and attainable.
8. Our children are more respected and integrated in adult life.
9. There will be respect for differences, which will yield peace.
10. Our communities are now safe with no crimes.
11. We will have a beautiful built environment:
 - The environment will be clean and well designed.
 - The environment will be in harmony with all nature.
 - We will have public plaza.
 - The environment will encourage the community to interact/participate.
 - The environment will be ecologically sensitive.

Table 4

1. We will have clean, local green energy for all uses.
2. We will have a clean mass transit.
3. The community will sustain our open space and agriculture and it will sustain us.
4. We will have locally produced and consumed food.

5. Our businesses and communities will be working together for social and ecological issues.
6. We will have social equity among children, elderly and cultural minorities.
7. We will have no homelessness.
8. The ecological footprint will be decreased from 36 acres to 10 acres.
9. We will have beautification throughout our already developed areas e.g. Canal Area.
10. We will have political reform with no special interest.
11. We will have campaign finance reform.

E. Voting on Themes

1. Vision Themes

Green = In support of Vision **Yellow** = somewhat in support of Vision **Red** = definitely against Vision

Themes: What is your vision for Marin for the year 2020?	DOT TALLY			
	Green	Yellow	Red	Total
Marin will have a beautiful built environment: it will be aesthetically and ecologically beautiful, be in harmony with nature, and encourage community participation.	18	0	0	18
San Quentin is an inter-modal transportation hub with ferries, buses and bike paths.	12	6	0	18
Clean, local green energy will be available for all uses.	11	2	0	13
Public concern will focus on quality, not quantity of life.	8	2	0	10
Marin's natural habitat and agricultural environment will be restored and preserved.	32	2	0	34
Communication between local jurisdictions neighbors, agencies, and stakeholder groups will increase.	6	1	0	7
Social equity and diversity.	31	1	0	32
Businesses and communities are working together for social and equity issues.	4	4	0	8
The education for Marin's students is ecologically oriented, emphasizing individual uniqueness, multicultural understanding, involves children in the life of the community, and promotes creativity.	17	5	0	22
A range of affordable housing, including workforce housing, supports a diverse population is available in the county.	25	0	0	25
Marin is a self-sufficient community where food is organic and locally grown, buildings are "green", businesses employ local residents, and alternative energy sources are abundant and available.	16	3	2	21
Land is used more efficiently and in a more sustainable manner. For example, there is more in-fill development and densities are increased.	25	2	0	
Marin is nationally recognized as a leader in sustainability and human empowerment.	4	3	3	10
Marin's ecological footprint has decreased from 36 acres to less than 10 acres.	14	1	1	16
Marin's population is diverse in all ways: culturally, ethnically, economically, and demographically.	1	1	0	2
Marin has taken responsibility for its own future and has become a "self-help" county.	8	0	1	9
Marin has a sustainable transportation system that includes an interconnected network of bicycle pathways linked to an efficient public transportation system of buses and ferries. This comprehensive system is affordable, efficient, environmentally friendly, and free (or at least financially accessible to all). Pedestrians can easily and safely walk to their destinations.	53	0	0	
Marin's downtown centers are vibrant places full of cultural activities. The centers are free of cars and integrated with public transportation. People are walking and bicycling.	17	3	0	20
Marin embraces "smart growth" and green building concepts.	19	1	0	20

Themes: What is your vision for Marin for the year 2020?	DOT TALLY			
	Green	Yellow	Red	Total
Development is at a human scale: it is walkable, bikeable, and inclusive with abundant community spaces.				
Marin is a healthy community where people engage in healthy activities. The environment is also clean and healthy without any industrial waste.	2	0	0	2
Marin cultural and community centers are available to everyone and are accessible and affordable.	5	0	0	5
In Marin County the people are happy and healthy. The environment is also in harmony with the bioregion because the birds are singing and the children are laughing.	4	1	0	5
In Marin County the communities are safe and there is no crime. The neighbors know each other.	2	0	0	2
Marin's citizens participate more in politics, and the leaders are more responsible.	6	1	0	7
In Marin there is political reform and there are no special interest groups and people vote for whoever they want.	9	4	1	14
There is a healthier community in Marin with a zero tolerance for environment hazards; pollution is now being controlled at the source (including light pollution).	19	0	0	19
In Marin County, Alcatraz is made into a creative center.	0	6	13	19
There is now water conservation, and the conversion of seawater management has been development. There will be treatment of wastewater; we will not be dependent on rivers for our water supply. The water supply has become self-sufficient within the county.	7	0	0	7
There will be social equity for the children, elderly and the minorities of Marin County, with no existing homelessness.	5	3	0	8
There is a strong development of transportation infrastructure in tandem with the current land-use policy.	17	3	0	20
There is acknowledgement of that we need to be connected to the systemic approach towards change.	2	0	0	2
Some of the college's land may be used to provide some student housing, which will set an example of better use of public land.	1	6	0	7
The community supports the media in a positive, non-violent way.	2	2	0	4
The national government reflects the local culture and Barbara Boxer is now president.	1	2	1	4
There is harmony in the social and cultural realm.	0	1	0	1
The open space and agriculture is now sustainable by the community.	3	3	0	6
Our businesses are utilizing sustainability practices.	4	4	0	8
We now have economic and social equity in Marin.	10	14	0	24
Marin provides a nurturing and caring environment for the elderly.	5	9	0	14
Marin now uses a new vocabulary for sustainability that everyone can understand.	2	0	0	2
Marin will fulfil the original mission of the Buck Trust for the well being of all members.	3	1	0	4
Marin will provide an emphasis on the ethics and the loopholes of existing laws.	9	1	0	10
Marin will care for our wild life in providing a wildlife refuge.	10	4	0	14
Marin will support local services without stigma.	4	2	0	6

IV. Evaluation of the Vision Event

Before the attendees left they were asked to complete the following survey:

Marin County Visioning Evaluation
February 9, 2002

1. Did you find the speakers (circle one):

Excellent 25 (40%)	Very Good 21 (33%)	Good 8 (13%)	Average 4 (6%)	Below Average 5 (8%)
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Comments: _____

2. Was the information presented at the morning workstations clear and informative?

Excellent 8 (16%)	Very Good 19 (37%)	Good 18 (36%)	Average 4 (8%)	Below Average 2 (4%)
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Comments: _____

3. Overall, was the information presented today useful to you in envisioning the future of Marin County?

Very Useful 28 (54%)	Moderately Useful 22 (42%)	Not Useful 2 (4%)
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Comments: _____

1. Were the opportunities to give input and share your vision for Marin County useful?

Very Useful 30 (62%)	Moderately Useful 17 (35%)	Not Useful 1 (2%)
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Comments: _____

5. What would you like to see in future Countywide Plan workshops or public events?

6. Would you like to be added to our Countywide Plan mailing list? _____
If so, please complete the following:

Name: _____ Email: _____

Address: _____ City: _____ Zip: _____

Additional comments:

V. Appendices

A. Slide Show

Introduction Slides:

1. From the gold rush to the dot.com boom, the Bay area has witnessed the creation of diverse housing types on small sized lots that have gained a lot of public admiration. This well-known postcard view of the Victorian houses around San Francisco's Alamo Square shows how the use of pitched roofs, towers, detailing, and minor side setbacks created the illusion of detached homes with individual character. Ranging from one to three units per building, and with very big back yards, they average 27 units per acre.
2. While enjoying greater separation between the units, these Victorians in Benicia which resemble may older homes in the Bay Area and are on smaller lots and contain more units than would be allowed in single family districts today. There are some good lessons we can learn from past housing types in the Bay Area about how to make compact housing more attractive and more livable than the 1950's era motel type buildings that most people associate with "higher density housing".

Main Show

1. There are appropriate models for compact housing in rural and unincorporated areas, as well as urban ones.... In Santa Cruz County, this new development called The Farm of clustered homes is in a neighborhood of mostly detached homes, so the first unit as seen from the street looks like a large single family home.
2. Walking down the pedestrian mews, it is still hard to realize that each of these buildings contain 6 units. The development had to set aside about one quarter of the land for a meadow. Excluding the meadow, the density is 13 units per acre
3. Lavell Court in Sonoma County close to Healdsburg uses attached townhouses, and
4. By doing so provides a large playing area and community green, including all the open space, it has a density of 14 units per acre.
5. Moving to more suburban locations, this rental housing development in San Jose is next to a middle class detached home district. Looking like a series of large homes, each of these buildings contains 4 units, and the density is about 20 units per acre.
6. This example from an old neighborhood outside Boston shows a similar approach, this time using three units for each building. The buildings are located through the neighborhood as part of a scattered site infill development on several vacant lots. This development achieves 25 units per acre, including front, back, and side yards for each house. As in all the previous examples, parking is on open lots at the rear.
7. This three unit apartment fits in nicely with the older style homes in its upper middle class Menlo Park Neighborhood, at 20 units / acre
8. This new infill development in Santa Rosa features "duets", which are two units in one home, on about 5000 square foot lots, or 17 units per acre
9. Market rate homes such as these in Corte Madera are already being built on narrower lots than in the past, resulting in this appearance of garages dominating the home.
10. The Classics at McNear Landing in Petaluma provides one long garage and features front porches as the primary façade element.
11. While occupying smaller lots than the Corte Madera homes, and being slightly closer together, the compact design allowed the provision of a large community green.
12. These new homes at the Classics at Town Square, Mountain View, show some of the ways designers are improving quality while increasing density. Here there are no garages on the house fronts.

13. On one side of the site where taller buildings existed, models include some three story elements, whereas near the single family side, they step down
14. Half of the homes are entered from a landscaped pedestrian mews, where kids can play safely.
15. Parking is accommodated in two car garages reached by short lanes behind the homes. The homes are very large, yet the density is 15 units per acre including the area of the lanes and the mews.
16. The inclusion of a secondary unit in a larger home, like these in Oakland, provides rental income to the owners and a personal relationship with the landlord for the tenant
17. The main home is up one flight from the street, a traditional pattern in the Bay Area, and the one bedroom rentals have their own door at grade
18. Parking is accommodates with the use of a lane
19. This cooperative home development in Sacramento offers a lot of unit variety
20. And also provides a common open space as well as a community commons building for coop members. The density is 25 units per acre
21. On larger tracts of land, developers can include a variety of housing types and achieve compact design while still respecting surrounding neighborhood character. These are row houses designed to look like a series of villas near the new Tasmen light rail station in Mountain View
22. In the same development, large detached homes can also be purchased
23. A large park at the community center is shared by all.
24. At a new Caltrain station in Mountain View the Crossings also provides a variety of housing types. Town houses face a curving street and some small parklets.
25. Detached homes on small lots are all within one block of a larger open space. Half the units have a single car garage, half have two parking spaces
26. An elevator rental building on one corner of the site is next to the Train Station, and across from the community commons and pool. Including new roads, parks, pool, and commons, the average density of the crossings is 21 units per acre.
27. At about 20 units per acre, a lot of variety is possible. This rental housing called Pickering Placed in Fremont was built adjacent to an old Victorian which was saved and rehabilitated as a Community Center for the Neighborhood
28. Nearby neighbors participated in developing the design guidelines for the project. Studies showed that letting about one fourth of the units add a third floor saved a lot of on site open space.
29. And both the neighbors and residents benefited by understanding those design trade
30. At 25 units per acre, Open Doors in Los Gatos was designed to respect the large single-family homes on the same street, and kept all the existing mature street trees.
31. From the street, few people can tell that each of these building contains 4-8 apartments
32. Most of the new units were pushed to the back of the lot where they are not visible to the neighbors, yet ample open space was still provided
33. Stoney Creek in Livermore used some of the same design tradeoffs as Pickering Place
34. Alternating two and three stories provide two and four bedroom apartments, with each unit having it's own ground level living room and porch
35. Trees are an important landscaping element in the Livermore Valley, and within a few years this open space will be sheltered from harsh summer sun by a canopy of leaves
36. At Almaden Lakes in San Jose, citizens and the city agreed to taper the height and density of buildings away from the existing single family homes and toward the hills
37. The two story town homes at Almaden Lake average 25 units per acre while the apartments are three stories over parking and average about 40 units per acre
38. Jingtowntown in Oakland uses a third floor under pitched roofs as extra bedrooms for the standard homes. In addition,
39. Jingtowntown homes have a bonus first floor room at the front which can legally be uses as a business office
40. These condominiums in Benicia contain a 2 story town house over a one story flat, but use detailing and setbacks to minimize their apparent height

41. A nearby town home development in Benicia uses a variety of roof forms to break up the building length
42. Both Benicia developments use a shared auto-pedestrian court for access to the units. Both average about 25-30 units per acre
43. Many of the previous examples are from neighborhoods within walking distance of retail centers or public transit stations. This development two blocks from downtown San Mateo looks like a cluster of large older Peninsula style homes, but really contains a series of attached townhouses
44. Behind the larger town homes, a series of smaller cottage units is located, achieving a variety of house types on the lot and reflecting an old Bay Area pattern. Combining these two on the same lot with an internal lane achieved over 30 units per acre of density
45. Downtown Sunnyvale like a lot of the Bay Area's older retail centers depends a lot on residents living near the center to support retail variety and vitality
46. There are housing types which are appropriate near town centers and transit hubs, and which achieve greater density and accommodate some of the city center workforce. The new Carroll Street Inn residential hotel a block from Sunnyvale's main street accommodates over 100 residents at a density of 150 units per acre, yet fits into the scale of the area.
47. The Fountains is a senior development close to one of Burlingame's main shopping areas, and achieves about 90 units per acre, while providing a large landscaped setback from the adjacent homes.
48. Next to renovated shopping mall and office tower in Foster City, the city promoted new housing around a shared formal plaza.
49. Similar townhouses which sit on raised landscaped berms look to be two stories high with pitched roofs, and line quiet residential streets nearby
50. Parking is reached from behind, showing that the houses are actually 3 stories high from the rear, where no one outside the development will see them. This allows the development to exceed 30 units per acre excluding the streets but including the parking access lanes.
51. The use of pitched roofs to contain top floors, and other architectural devices, helped this four story building fit into the character of its three story neighbors. Community participants in this San Francisco middle class neighborhood helped shape the design guidelines for the building, which is located at a major transit stop and across from Golden Gate Park. The building combines two room suites and small apartments for small families, and its density is over 50 units per acre
52. Living above stores is also an old Bay Area tradition, and many communities are rehabilitating older residential hotels and apartments in central locations
53. Redwood City Plaza is a new development mixing family apartments and play areas over retail stores, as part of an effort to revitalize the town center
54. While housing over retail spaces is a good model, in some communities without that tradition the areas adjacent to retail area are the focus for compact development. Even in low density Lafayette, there is strong demand for clustered housing like this development of 6 town homes made to look like two stone homes.
55. There are many styles for achieving compact density, as shown by this cooperative in Santa Monica. Using a Southern California bungalow court style...
56. And building parking entirely under the landscaped rear yard allowed this complex of smaller units to be built at 40 units per acre
57. Many cities are finding that when they invest in public amenities like this new performing arts center and park in downtown Mountain View....
58. People want to live nearby, as in this lushly landscaped three story rental housing complex across the street from the new City Arts Complex
59. And families with children comprise an unexpected number of the new residents, especially where the amenities for children are greater than one can find with a very small backyard. This development is over 50 units per acre, with below ground parking
60. Compact housing, with a wide variety of choices and designed to fit into the context of the existing community, can help solve Marin's housing problems. As Marin houses its own

workforce, its elderly, its young families, it is also providing stability and strength to its varied and unique retail centers. And as more people are able to walk or travel shorter distances to their jobs and schools, people will have more time to enjoy the great quality of life, which unites the many residents of Marin County.

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Last draft update: 4/8/02