

- **Marin County's Economy is Stable.** Marin County has a strong economy despite recent downturns. The county job base – estimated at more than 120,000 workers in 2000 – continues to grow by more than 1 percent annually. However, traffic congestion, high business costs, and a shortage of affordable housing make it hard for businesses to locate here.
- **Most of the County's Jobs are in Service and Retail.** Almost half of the county's employees work in the service and retail sectors. About 10% of Marin's economic activity and 2% of its jobs are located in the unincorporated area.
- **There is a High Exchange of Workers Between Counties.** Most of the jobs in the county are in the service and retail sectors. Workers who commute into Marin hold about one-third of all local jobs. About 44% of Marin workers commute to jobs in other counties.
- **Demand for Childcare Significantly Exceeds Supply.** There are not enough childcare facilities to meet the need and, because of low wages and the high cost of housing, there is a short supply of qualified staff.

Economic Vitality

Strategies Established in the Current 1994 Countywide Plan

- **Locate Commercial Development Near Transit.** The Plan establishes policies to concentrate commercial development in locations accessible to transit.
- **Expand Development of Childcare Facilities.** The 1994 Countywide Plan promotes the establishment of childcare facilities in suitable locations, such as surplus school sites and small scale facilities in residential areas near employment centers.

- **Target Appropriate Companies.** Encourage new businesses that fit well in Marin, create few or no adverse environmental impacts, provide employee health insurance and childcare, and support commuting alternatives and affordable housing efforts.
- **Encourage Green Business Practices.** Encourage businesses to recycle, to be energy efficient, and to purchase green and low-packaging products. Provide technical assistance for businesses seeking to comply with environmental regulations.
- **Collaborate With Other Organizations.** Work with the Marin Economic Commission, the Workforce Investment Board, and local cities and chambers of commerce to provide information to decision makers and establish economic policies and programs.
- **Expand Job Opportunities.** Promote training, skill development, and job placement for unemployed and underemployed residents.
- **Expand Childcare Options.** Consider requiring new or redeveloped commercial projects to provide onsite childcare or financial support of off-site childcare. Streamline the development review process for childcare facilities.

Cultural and Community Resources

Planning for the Future — Important Trends and Issues

- **Minorities are Underrepresented in Local Government Positions.** Community participation is generally high in Marin, but ethnic minorities are not proportionately represented in community decision-making forums.
- **Marin is Growing in Diversity.** Minorities now comprise approximately 16% of Marin's population, up from about 7% in 1980. However, community integration is not keeping pace.
- **Education is Generally Successful but Weaknesses Exist.** There is a need to expand educational opportunities for ethnic minorities, rural residents, and lower income students.
- **Art is Valued.** Marin residents value the arts and the opportunity to attend high quality cultural events. 22% of county households contribute financially to the arts and humanities.
- **Historical Resources Are Being Lost.** Historical buildings are being altered or replaced, and archeological resources need greater protection.
- **Demand for Parks and Recreational Facilities is Increasing.** Some areas do not have enough parks to meet the standard 3 to 5 acres per 1,000 residents. Residents want facilities for many types of active sports and recreation.

Cultural and Community Resources

Strategies Established in the Current 1994 Countywide Plan

- **Identify Archeological Sites.** The 1994 Countywide Plan contains programs to map archeological resources and avoid impacts during development of a significant site.
- **Provide Parks and Recreation.** The Plan calls for the County to plan and manage its park and recreation facilities in cooperation with other providers of park and recreation facilities—local, regional, state and Federal agencies.
- The 1994 Plan does not include policies and programs to address community participation, diversity, education, and arts and culture.

Cultural and Community Resources

Strategies Proposed in the Draft 2004 Countywide Plan

- **Encourage Greater Community Participation.** Increase participation by minorities on County commissions and at public meetings.
- **Achieve Greater Diversity.** Promote diversity in the community and in the workplace.
- **Provide Educational Opportunities for All.** Supplement educational opportunities with after-school programs, adult education, and programs geared to new immigrants and lower income people.
- **Showcase Art in Marin.** Promote the arts and cultural events, support the work of local artists, and increase the presence of art in public spaces.
- **Preserve Our Heritage.** Require permanent protection of archeological resources and restrict modification to historical structures.
- **Expand Parks and Recreation.** Plan and develop new parks and recreation facilities that meet the desires of the community and protect environmental resources.

Economy

Goals, Policies, and Programs

What Are the Desired Outcomes?

Goal EC-1

A Vibrant Economy.

Policies

- EC-1.1 **Attract and Retain Businesses.**
- EC-1.2 **Provide Land for Commercial Enterprise.**
- EC-1.3 **Promote Green Business.**
- EC-1.4 **Implement the Recommendations of the Targeted Industries Study.**

How Will Results Be Achieved?

Implementing Programs

- EC-1.a *Target Appropriate Companies.*
- EC-1.b *Partner with the Private Sector.*
- EC-1.c *Facilitate Review for Targeted Uses.*
- EC-1.d *Streamline Minor Project Review.*
- EC-1.e *Facilitate Digital Infrastructure.*
- EC-1.f *Involve the Economic Commission.*
- EC-1.g *Solicit input and assistance from the Workforce Investment Board*
- EC-1.h *Inventory Available Space.*
- EC-1.i *Intensify Uses.*
- EC-1.j *Encourage Transit-oriented Development.*
- EC-1.k *Buy Green and Low-packaging Products.*
- EC-1.l *Promote Green Purchasing.*
- EC-1.m *Provide Assistance with Green Practices.*

What Are the Desired Outcomes?

Goal EC-2

Social Equity in the Workplace.

Policies

- EC-2.1 **Expand Job Opportunities.**
- EC-2.2 **Lead by Example.**

How Will Results Be Achieved?

Implementing Programs

- EC-2.a *Promote Job Training.*
- EC-2.b *Encourage Employment.*
- EC-2.c *Require Employee Support Services.*
- EC-2.e *Pay Living Wages.*
- EC-2.f *Offer Workplace Flexibility for Parents.*

Childcare

Goals, Policies, and Programs

What Are the Desired Outcomes?

Goal CH-1

Additional Childcare Facilities.

Policies

- CH-1.1 Encourage Development of Affordable Childcare Facilities.
- CH-1.2 Establish Childcare Requirements for Development.
- CH-1.3 Streamline Permitting for Childcare Facilities.
- CH-1.4 Provide Regulatory Incentives for Childcare Facilities.

How Will Results Be Achieved?

Implementing Programs

- CH-1.a Allow Childcare at Community Facilities.
- CH-1.b Establish a Childcare Nexus.
- CH-1.c Require Childcare through Development Review.
- CH-1.d Expedite Application Review.
- CH-1.e Designate a Review Guide.
- CH-1.f Map Appropriate Sites.
- CH-1.g Consider a Fee Waiver.
- CH-1.h Increase Childcare Requirements.
- CH-1.i Reduce Parking Requirements.

What Are the Desired Outcomes?

Goal CH-2

Enhanced Childcare Options.

Policies

- CH-2.1 Pursue Expanded Options.
- CH-2.2 Encourage Subsidized Childcare.

How Will Results Be Achieved?

Implementing Programs

- CH-2.a Expand School Programs.
- CH-2.b Encourage Childcare at a Range of Facilities.
- CH-2.c Train Providers and Parents.
- CH-2.d Offer Childcare to County Employees.
- CH-2.e Continue to Fund CARES.
- CH-2.f Provide Housing Assistance.
- CH-2.g Explore Funding Options.
- CH-2.h Review Incentive Options.

Public Safety

Goals, Policies, and Programs

What Are the Desired Outcomes?

Goal PS-1

Safe Neighborhoods.

Policies

PS-1.1 Encourage Community Involvement in Crime Control.

PS-1.2 Improve Infrastructure to Discourage Crime.

How Will Results Be Achieved?

Implementing Programs

PS-1.a Educate the Public about Community Enforcement Techniques.

PS-1.b Ensure Adequate Lighting.

PS-1.c Clean-up Neighborhoods.

PS-1.d Review Structure Designs.

PS-1.e Involve Businesses in Neighborhood Watch.

What Are the Desired Outcomes?

Goal PS-2

Decreased Crime.

Policy

PS-2.1 Counteract Domestic Violence and Juvenile Crime.

How Will Results Be Achieved?

Implementing Programs

PS-2.a Continue Counseling.

PS-2.b Enhance School Programs.

PS-2.c Seek Funding for Youth Programs.

PS-2.d Support Youth Outreach Efforts.

PS-2.e Provide Counseling to Troubled Youth.

PS-2.f Seek Funding for and Create Community Restorative Justice Programs.

What Are the Desired Outcomes?

Goal PS-3

Effective Emergency and Disaster Preparedness.

Policies

PS-3.1 Plan Thoroughly for Emergencies.

PS-3.2 Safe Public Structures.

How Will Results Be Achieved?

Implementing Programs

- PS-3.a *Maintain Effective Communication Systems.*
- PS-3.b *Maintain Adequate Response Resources.*
- PS-3.c *Distribute Public Information.*
- PS-3.d *Conduct Disaster Awareness Efforts.*
- PS-3.e *Promote Structural Safety.*
- PS-3.f *Locate Emergency Services Facilities Appropriately.*
- PS-3.g *Promote Agency Emergency Planning.*
- PS-3.h *Site Public Structures Safely.*

Community Participation

Goals, Policies, and Programs

What Are the Desired Outcomes?

Goal CP-1

Broad and Diverse Participation.

Policies

CP-1.1 Provide Access for All.

CP-1.2 Full Representation on Committees and Commissions.

How Will Results Be Achieved?

Implementing Programs

CP-1.a *Ensure Convenience of Meetings.*

CP-1.b *Offer Translation services.*

CP-1.c *Distribute Multilingual Materials.*

CP-1.d *Provide Childcare at Meetings.*

CP-1.e *Encourage Attendance by All Community Members.*

CP-1.f *Represent All Constituencies.*

CP-1.g *Encourage Turnover.*

Diversity

Goals, Policies, and Programs

What Are the Desired Outcomes?

Goal DIV-1

Celebrating Diversity.

Policies

- DIV-1.1 Publicize Diversity.**
- DIV-1.2 Enhance Multilingual/Multicultural Capacity.**
- DIV-1.3 Promote Diversity in the Workforce.**
- DIV-1.4 Promote Leadership in Minority Communities.**

How Will Results Be Achieved?

Implementing Programs

- DIV-1.a Spread Cultural Awareness.**
- DIV-1.b Encourage Artistic Efforts.**
- DIV-1.c Promote Diversity at Community Events.**
- DIV-1.d Encourage Efforts by Local Groups.**
- DIV-1.e Promote Tolerance in Schools.**
- DIV-1.f Publicize Diversity on the Internet.**
- DIV-1.g Value Multicultural Skills.**
- DIV-1.h Train Employees.**
- DIV-1.i Assist Recent Immigrants.**
- DIV-1.j Ensure Equal Employment.**
- DIV-1.k Practice Fair Hiring.**
- DIV-1.l Require Nondiscrimination by Contractors.**
- DIV-1.m Offer a Mentoring Program.**

Education

Goals, Policies, and Programs

What Are the Desired Outcomes?

Goal EDU-1

Adequate School Facilities.

Policy

EDU-1.1 Assist with School Planning.

How Will Results Be Achieved?

Implementing Programs

EDU-1.a Share Data.
EDU-1.b Preserve Future Facilities Options.
EDU-1.c Consider Less-Populated Areas.
EDU-1.d Monitor School Meal Programs.

What Are the Desired Outcomes?

Goal EDU-2

Ample Educational Opportunities.

Policies

EDU-2.1 Supplement Classroom Education.
EDU-2.2 Expand Adult Education.
EDU-2.3 Strengthen Library Programs.

How Will Results Be Achieved?

Implementing Programs

EDU-2.a Promote After-school Programs.
EDU-2.b Offer Tutoring.
EDU-2.c Add Sustainability and Diversity to School Curricula.
EDU-2.d Support Technology Training.
EDU-2e Provide Summer Programs.
EDU-2.f Provide Policy Input.
EDU-2.g Expand ESL Programs.
EDU-2.h Encourage Financial Training.
EDU-2.i Encourage Parent Education.
EDU-2.j Promote Volunteerism.
EDU-2.k Support Library Services.
EDU-2.l Enlist Volunteers to Supplement Programs.
EDU-2.m Reach out to Persons with Limited Access.

Environmental Justice

Goals, Policies, and Programs

What Are the Desired Outcomes?

Goal EJ-1

Environmental Justice.

Policies

- EJ-1.1 Identify and Target Impacted Areas.
- EJ-1.2 Reduce the Effects of Toxins.
- EJ-1.3 Avoid New Toxin Sources.
- EJ-1.4 Involve Citizens from Impacted Areas in Decision Making.

How Will Results Be Achieved?

Implementing Programs

- EJ-1.a Investigate a Possible Nexus.
- EJ-1.b *Support State Efforts.*
- EJ-1.c *Abate Toxins.*
- EJ-1.d *Coordinate Efforts to Reduce Exposure.*
- EJ-1.e *Deny Pollution-Source Proposals.*
- EJ-1.f *Require Pollution Analysis.*
- EJ-1.g *Engage the Local Community.*

Public Health

Goals, Policies, and Programs

What Are the Desired Outcomes?

Goal PH- 1

Adequate access to quality healthcare.

Policies

- PH-1.1 Increase Provider Capacity.
- PH-1.2 Increase Health Insurance Options.
- PH-1.3 Enhance Access to Public Benefit Programs.
- PH-1.4 Increase Awareness of Preventive Health Care.

How Will Results Be Achieved?

Implementing Programs

- PH-1.a *Foster Collaboration.*
- PH-1.b *Support Health Educational Opportunities.*
- PH-1.c *Streamline the Application Process.*
- PH-1.d *Improve Service Delivery and Utilization.*
- PH-1.e *Support Disease Prevention Education Programs.*
- PH-1.f *Employ a Precautionary Approach.*

What Are the Desired Outcomes?

Goal PH-2

Increase access to care and services for residents of affordable housing.

Policies

- PH-2.1 Enhance Low Income Independent Housing for Seniors.
- PH-2.2 Improve Linkage Between Housing and Services.
- PH-2.3 Expand Access to Private home care.
- PH-2.4 Promote Care for Lower Income Households.

How Will Results be Achieved?

Implementing Programs

- PH-2.a *Co-Locate Adult Day Health Care with Senior Housing.*
- PH-2.b *Improve Service Linkages.*
- PH-2.c *Expand Senior Services.*
- PH-2.d *Increase Affordable Assisted Living.*
- PH-2.e *Improve Balance of Community and Institutional Care.*
- PH-2.f *Expand Affordable Housing for Seniors and People with Special Needs.*
- PH-2.g *Develop Models for Shared In-Home Supportive Services.*
- PH-2.h *Expand Home Care Registry.*
- PH-2.i *Expand Home Care Services.*

What are the Desired Outcomes?

Goal PH-3

Communities free of tobacco and alcohol dependency and other drug abuse problems.

Policies

- PH-3.1 Increase Tobacco Cessation Services.
- PH-3.2 Adopt and Enforce Tobacco Control Laws.
- PH-3.3 Reduce Youth Access to Alcohol.
- PH-3.4 Expand Prevention and Treatment Programs.
- PH-3.5 Raise Awareness of Alcohol and Other Drug Issues.
- PH- 3.6 Improve Access to Treatment Services.

How Will Results Be Achieved?

Implementing Programs

- PH-3.a Provide Smoking Cessation Programs.
- PH-3.b Enforce Tobacco Control Laws.
- PH-3.c Provide Tobacco Education.
- PH-3.d Enhance Youth Tobacco Prevention Programs.
- PH-3.e Support Alcohol Policy Development.
- PH-3.f Encourage Enforcement of Alcohol Laws.
- PH-3.g Conduct Media Activities.
- PH-3.h Implement Responsible Beverage Service Programs.
- PH-3.i Provide Training and Technical Assistance.
- PH-3.j Develop and Maintain Community Partnerships.
- PH-3.k Seek Funding for Substance Abuse Prevention.
- PH-3.l Conduct Regular and Ongoing Evaluations.

What Are the Desired Outcomes?

Goal PH-4

Reduced rates of obesity, eating disorders and chronic disease.

Policies

- PH-4.1 Increase Access to Healthy Foods.
- PH-4.2 Promote Physical Activity.
- PH-4.3 Promote Healthy Environments.
- PH-4.4 Develop Disease Management Programs .

How Will Results be Achieved?

Implementing Programs

- PH-4.a Implement Policies that Promote Healthy Eating and Physical Activity.
- PH-4.b Improve Access to Early Prevention-Screening and Treatment.
- PH-4.c Support School and Community Physical Fitness and Nutrition Programs.
- PH-4.d Provide Technical Assistance.

Arts and Culture

Goals, Policies, and Programs

What Are the Desired Outcomes?

Goal ART-1

Art as a Community Resource.

Policies

- ART-1.1 Encourage the Arts.
- ART-1.2 Support Local Artists.
- ART-1.3 Install Public Art.

How Will Results Be Achieved?

Implementing Programs

- ART-1.a *Promote the Arts.*
- ART-1.b *Support Community Arts Efforts.*
- ART-1.c *Post Information on the Internet.*
- ART-1.d *Use County Facilities for Arts Events.*
- ART-1.e *Survey and Publicize Arts Landmarks.*
- ART-1.f *Host Events.*
- ART-1.g *Give Preference to Local Artists.*
- ART-1.h *Include an artist on design teams*
- ART-1.i *Work with the Marin Arts Council to establish a Marin County Poet Laureate program.*
- ART-1.j *Find Sites of Public Art.*
- ART-1.k *Establish a Public Art Nexus.*
- ART-1.l *Require Public Art.*
- ART-1.m *Promote Artistic Signs and Streetscapes.*
- ART-1.n *Enhance the Marin Center.*

What Are the Desired Outcomes?

Goal ART-2

Participation in the Arts.

Policy

- ART-2.1 Encourage Participation in the Arts.

How Will Results Be Achieved?

Implementing Programs

- ART-2.a *Provide Discounts.*
- ART-2.b *Celebrate Volunteerism.*
- ART-2.c *Promote Arts as Recreation.*
- ART-2.d *Encourage Arts Programs for Special Needs Groups.*

Historical and Archaeological Resources

Goals, Policies, and Programs

What Are the Desired Outcomes?

Goal HAR-1

Cultural Resource Protection.

Policies

- HAR-1.1 **Preserve Cultural Resources.**
- HAR-1.2 **Document Historical Information.**
- HAR-1.3 **Participate in Historical Preservation Efforts.**
- HAR-1.4 **Regulate Alteration of Historical Buildings.**

How Will Results Be Achieved?

Implementing Programs

- HAR-1.a *Map Resource Areas.*
- HAR-1.b *Inventory Cultural Resources.*
- HAR-1.c *Nullify Outdated Regulations.*
- HAR-1.d *Require Archaeological Surveys for New Development.*
- HAR-1.e *Require Permanent Protection.*
- HAR-1.f *Involve Appropriate Authorities.*
- HAR-1.g *Create a County Historical Commission.*
- HAR-1.h *Seek Certified Local Government Status.*
- HAR-1.i *Seek Funding to Protect Resource Sites.*
- HAR-1.j *Facilitate Community Development Block Grant Funding.*
- HAR-1.k *Promote Incentives for Restoration.*
- HAR-1.l *Adopt Preservation Guidelines.*
- HAR-1.m *Require Design Compatibility.*
- HAR-1.n *Allow Flexibility in Standards for Restoration.*
- HAR-1.o *Promote Adaptive Re-use.*

What Are the Desired Outcomes?

Goal HAR-2

Community Involvement in Historical Preservation.

Policy

- HAR-2.1 **Encourage Recognition of Significant Sites.**

How Will Results Be Achieved?

Implementing Programs

- HAR-2.a *Nominate Cultural Resources.*

- HAR-2.b *Partner with Owners of Historical Buildings.*
- HAR-2.c *Install Markers and Plaques.*
- HAR-2.d *Support Development of Educational Materials.*
- HAR-2.e *Support Local History Education and Preservation.*
- HAR-2.f *Promote Educational Events.*

Parks and Recreation

Goals, Policies, and Programs

What Are the Desired Outcomes?

Goal PK-1

A High-Quality Parks and Recreation System.

Policies

PK-1.1 Conduct and Coordinate Park Planning.

PK-1.2 Consider User Needs, Impacts and Costs.

How Will Results Be Achieved?

Implementing Programs

PK-1.a Update the Parks Master Plan.

PK-1.b Assess User Needs.

PK-1.c Offer Assistance to Local Agencies.

PK-1.d Explore Options with Local Agencies.

PK-1.e Replace Closed Facilities.

PK-1.f Prepare an Acquisition Plan.

PK-1.g Prepare an Impact Assessment.

PK-1.h Develop a Master Plan.

PK-1.i Conduct a Facilities Inventory.

PK-1.j Meet Special Group Needs.

PK-1.k Consider Group Camping and Picnic Needs

PK-1.l Consider Garden Sites.

PK-1.m Minimize Toxins.