



CITY OF NOVATO

GENERAL PLAN 2035



Adopted October 27, 2020

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*Cover photo:
View of Novato from Mt. Burdell*

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CHAPTER 1 INTRODUCTION

CHAPTER 1



1.1 WHAT IS A GENERAL PLAN?

A general plan is a city's road map for the future. It describes a community's long-term vision and sets forth goals, policies and programs to manage growth, direct land use decision making, and preserve the environment and character of the community. The State of California requires every city and county to have a general plan to guide future development, parks, and recreation; preserve open space and the environment; conserve resources; and provide for public health, safety and welfare. Local ordinances and other plans must be generally consistent with the general plan and applicable policies and programs.

This comprehensive update of the City of Novato 1996 General Plan provides goals and policies that reflect present-day community values and priorities and compliance with current state laws and local ordinances.

1.2 EVOLUTION OF THE CITY

Originally the hunting grounds of the Coast Miwok who occupied a village at Olompali from approximately 6000 B.C, Novato was first settled in 1839 when the Mexican government gave Fernando Feliz the 8,870-acre Novato land grant. Feliz reportedly constructed an adobe near the location of later settler Francis De Long's home, off of what is now Novato Boulevard.

During the latter half of the 19th century, extensive fruit orchards began emerging along the banks of Novato Creek of the Rancho de Novato land grant through the partnership of Francis De Long and Joseph Sweetser. In the ensuing decades, settlers arrived in Novato, increasing the demand

Novato is surrounded by a network of open space. Here, a view of Downtown Novato looking to the hills of West Marin.
Photo Credit: Ray Woods

The City of Novato acknowledges that we are located on the unceded ancestral lands of the Coast Miwok people of present-day Marin. We honor with gratitude the land itself, and all of its ancestors, past, present, and emerging.

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The earliest photo of Novato, circa 1890.



825 Grant Avenue, circa 1917.



Grant Avenue in the 1950s.

for services and utilities. The first post office was established in 1856, and a one-room school and church were built at the corner of DeLong and Redwood in 1859. The Northwestern Pacific Railroad came to Novato in 1879, spurring the town's growth and shifting development from Novato Creek to the area surrounding the new railroad depot.

In 1888, De Long subdivided his 6,000 acres into lots and parcels. The new town was built along the railroad tracks, and it soon became the business and distribution center of the surrounding agricultural areas. By the end of the nineteenth century, the town had a well-developed downtown complete with hotels, saloons, and restaurants. Residential development also concentrated around the railroad and Grant Avenue.

By 1911, an electric sub-station was built, followed quickly thereafter by telephone, telegraph and water lines. The 1920s saw the continued development of Novato; the Sanitary District was formed and sidewalks were paved. However, the Great Depression brought a halt to Novato's economic growth and development. In an effort to stave off the negative impacts of the Depression, Marin County worked with several Novato businessmen and landowners to acquire over 900 acres along Novato's bay shore, which the County then sold to the federal government for \$1. The result of this effort—the construction of Hamilton Field in 1932—brought an abundance of new jobs to Novato. Officers' quarters were built as Hamilton Field expanded into a full-fledged Army Air Corps base. During World War II, Hamilton was an important West Coast air training facility. In addition, the Air Transport Command flew planes, people, and equipment to Pacific War zones from Hamilton. In 1947, the U.S. Air Force was created as a separate branch of the Armed Forces and Hamilton Field became Hamilton Air Force Base.

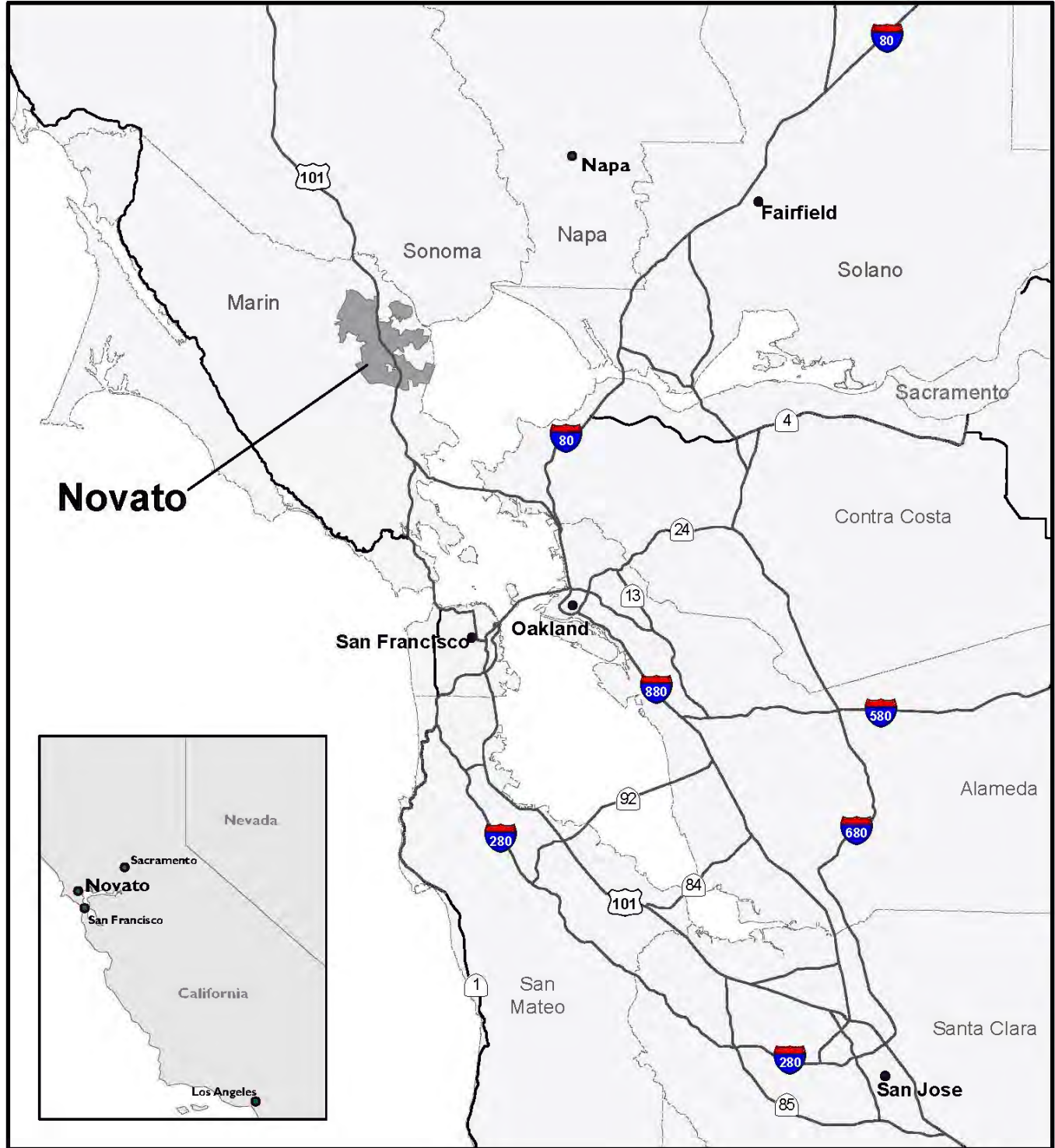
Quartermaster's Construction Officer Captain Howard B. Nurse designed the layout of Hamilton Field to reflect the Spanish Revival style then popular in California. Many of the buildings reflect this style and the layout incorporated many natural features such as knolls, hills and oak groves. At the time, the architecture and layout of the base was unlike any other Army base in the nation.

Novato was incorporated in 1960, and residential development in the 1960s and 1970s spread outward along Novato Boulevard, as the City's population ballooned from about 17,900 in 1960 to nearly 44,000 by 1980. Since its incorporation, perhaps the one development that had the most substantial impact on the City was the construction of Highway 101, which was completed in 1974. The new highway bypassed the City center, leaving the vestiges of the old Redwood Highway behind, now known as Redwood Boulevard. In that same year, portions of the Hamilton Air Force Base were transferred to the United States Navy and other federal entities, and renamed Hamilton Field. The U.S. Coast Guard and the Pacific Strike Team continue to call Hamilton Field their home.

Today, Novato encompasses nearly 28 square miles. Existing land use in Novato is predominately residential in the valley areas west of Highway 101 and in neighborhoods east of the freeway. Most units are single family detached homes on lots under one acre in size. In the last decade, the re-use of the Hamilton Army Airfield added over 2,100 new homes to Novato. It is unlikely that Novato will see redevelopment of that size and scope again.

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FIGURE IN-1 LOCATION OF NOVATO



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Commercial uses are concentrated downtown along Grant Avenue or Redwood Boulevard, in pockets along Highway 101, and in various small clusters and convenience centers near residential areas. The Vintage Oaks Shopping Center, located east of the freeway and south of the Rowland Boulevard interchange, has been serving the region since 1991.

Offices are located along the freeway, in and around Downtown, near the Novato Community Hospital, along Novato, South Novato and Redwood Boulevards, and within the industrial parks. Novato Industrial Park, also known as the Bel Marin Keys Industrial Parks, contains the bulk of the City's warehousing, distribution, and manufacturing uses. Several industrial operations remain near the Downtown, between the railroad and Redwood Boulevard.

A network of open space surrounds the City. The Loma Verde, Pacheco Valley, and Ignacio Valley preserves bound the City on the south and the Indian Valley and Indian Tree preserves lie to the west. Mt. Burdell and Rush Creek open space form the northern edge, and the Petaluma River and San Pablo Bay bound the City on the east. Agricultural activities continue primarily outside the City limits. In 1997 Novato voters approved a ballot measure establishing an Urban Growth Boundary to keep urban development from extending into rural and natural areas.

In 2015, Novato was home to nearly 53,000 people and provided approximately 22,500 jobs. With an abundance of natural beauty, a rich history, comfortable neighborhoods, a diversified economy, and a promising health and life sciences industry, the City is well-positioned to continue to thrive in the 21st century.



1.3 NOVATO'S VISION FOR THE YEAR 2035

Novato's General Plan vision statement was developed by the community in 2009 as part of the General Plan Update process. This vision represents the community's ideal future:

We, the citizens of Novato, love our community: its natural beauty, quaint downtown and small town character, safe, quiet neighborhoods, excellent schools and parks, and above all, our friendly, caring people. We envision a sustainable community that fits naturally into the environment and provides for our basic needs so that all can continue to enjoy the benefits of living in this very special place.

The General Plan Vision has two fundamental purposes: to preserve and enhance those characteristics of our city that we hold dear, and to provide guidance for the future of our City, based on sustainable principles.

GUIDING PRINCIPLES

We wish to **preserve and enhance**:

- the open space, hillsides and ridgelines, creeks, wetlands and other natural features that give our City its scenic beauty and quality of life and define our borders;
- our small town character and historical heritage;
- the safe, quiet and individual character of our distinct neighborhoods, where our residents can raise their families and send their children to excellent schools;
- the many small businesses throughout our City that provide our residents with essential goods, services and jobs; and
- the financial integrity of our City government so that it may continue to serve the civic needs of all or our residents.

As we look to the future, we wish to **encourage and promote**:

- sustainable development that is in harmony with its natural and built environment;
- creation of public gathering places, parks, recreational facilities and community gardens that provide a sense of community, and allow enjoyment of our natural amenities;
- creation of venues to enrich visual and performing arts;
- development that meets the needs of our residents and supports quality public services;
- encouragement of interconnected modes of local transportation, including bicycle and pedestrian paths and trails, shuttles, busses, and paratransit.

Our vision is to maintain what we love about our City while providing for a future that improves upon the present.

1.4 THE 1996 GENERAL PLAN LEGACY

Novato's 1996 General Plan—the fourth such plan since the City's incorporation in 1960—positioned it for much of the change and improvement that has occurred over the past 20 years. At the time of its adoption, the 1996 General Plan was considered one of the strongest environmental plans in the State of California. A comprehensive update of the City's Municipal Code integrated many of the environmental policies and programs of the 1996 Plan, including hillside, ridgeline, waterway, riparian, bayland and wetland protection and restoration.

The built environment has changed dramatically since 1996. The reuse of the Hamilton Field, which was decommissioned in 1974, added over 2,100 new homes to Novato on the east and west side of Highway 101, over 600 of which are affordable. Several of the historic Spanish Revival style buildings were restored and converted into community facilities and senior housing, and old aircraft hangars were converted to commercial uses. Redevelopment also brought new open space lands and trails to southern Novato as well as a 2,600-acre wetland restoration project. The project will return a portion of the vast tracks of San Francisco Bay marshland lost to development over the past century and provide critical habitat for plants, wildlife and waterfowl.

Novato's Downtown has been the historic heart of Novato since the railroad first came to the City in 1879. A major goal of the 1996 Plan was to revitalize the Downtown, and significant improvements have been made. These include a tree canopy on Grant Avenue, improved sidewalks and signage, public art, a restored City Hall, a new City administrative office building and civic green, and a new gymnastics/recreation center. Several new mixed use and commercial buildings have been built, including the Whole Foods/Millworks development, the Umpqua Bank building at the corner of Redwood Boulevard and Grant Avenue, the Woodside Office Center at the corner of Redwood Boulevard and De Long Avenue, Tresch Galleria, and 7370 Redwood Boulevard. Today, the Downtown provides expanded restaurant and shopping choices for residents and visitors, as well as a venue for the farmer's market in the summer and community events throughout the year.

Several office buildings have been built in the past 20 years to provide new employment opportunities for Novato residents. Most of this growth has been concentrated in northern Novato where one of two new commuter rail stops is under construction. The Fireman's Fund campus and the Buck Institute for Research on Aging anchor the north Redwood Boulevard's commercial space market, where over 1,000,000 square feet in office and research facilities currently exist. Several large, vacant parcels provide the opportunity for additional growth.

Following adoption of the 1996 Plan, the City enacted many implementing ordinances and plans, including the Downtown Specific Plan and the Climate Action Plan, which have been folded into this updated General Plan. The Bicycle and Pedestrian Master Plan continues to guide the development of new bike lanes and multi-use pathways throughout Novato.

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The Housing Element, which has been revised three times according to state-mandated timelines since the 1996 General Plan was adopted, has resulted in the development of hundreds of affordable homes.

Several historic buildings were restored during redevelopment of the Hamilton Army Air Field. The former Headquarters building is now home to the Novato Arts Center.

1.5 THE 2035 GENERAL PLAN UPDATE PROCESS

The General Plan Update process began in 2008 with formation of a General Plan Steering Committee, development of the City's vision statement, production of an Existing Conditions Report, and some early community workshops on land use planning for North Redwood Boulevard. The Steering Committee hosted a community visioning workshop in July 2009 and two community workshops for the North Redwood Boulevard Planning Study in March and May 2009.

Following this initial phase, the City created a work program in 2013 to finish the update process. The original Existing Conditions Report was updated. Building on the successful 1996 Plan, the City led a comprehensive review of the existing policies and programs to determine what had been completed, what was no longer needed or relevant, and what should be carried over or modified for the 2035 Plan. Beginning in September 2014, the City's commissions and committees reviewed existing General Plan policies and programs related to their area of expertise, considered public input, and provided recommendations. These commissions and committees included: the Bicycle/ Pedestrian Advisory Committee; the Recreation, Cultural and Community Services Commission; the Economic Development Advisory Commission; the Design Review Commission; and the Planning Commission. A subcommittee of Marin Conservation League provided feedback on policies and programs related to the environment. In February and March of 2015, the City Council discussed these evaluations, took public testimony, and provided final direction to staff on policies and programs to incorporate into the draft General Plan.

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Concurrently, the City developed eleven “white papers” on key topic areas in order to resolve important policy issues prior to drafting the Plan. These covered a broad range of subjects, including:

- Bel Marin Keys Industrial Parks
- Urban Growth Boundary
- Junior Second Units
- Water Availability and Conservation
- Hillside and Ridgeline Protection
- Complete Streets
- Climate Change Action Plan
- Sea Level Rise and Adaptation
- Healthy Eating, Active Living
- Downtown Specific Plan
- Downtown Parking



Community members participated in a series of workshops designed to develop policy options for General Plan focus areas.

The City’s committees and commissions described above also reviewed white papers and provided recommendations to the City Council. The City Council discussed the white papers, took public testimony, and provided direction to staff on policies and programs to include in the draft General Plan.

The City also held several community workshops on “focus areas” that are likely to change over the next 20 years and could benefit from careful planning.

The **North Redwood Boulevard Corridor** planning workshops addressed the area bounded by Olive Avenue to the south and San Marin Drive to the north. The community’s ultimate vision for the area includes a lively, pedestrian-oriented retail development with gathering places, restaurants and entertainment in place of the existing commercial and industrial uses. The City held two workshops on land use options and design character in September 2014 and two workshops on streetscape design in May and June 2014.

North of San Marin Drive, the community’s vision for the **North, North Redwood Boulevard Corridor** is for additional high-quality office buildings and research and development uses that will benefit from the new commuter rail station. The City held two workshops on land use alternatives and circulation issues in June 2014.

The third focus area concerns the **Northwest Quadrant Neighborhood**, one of the historic neighborhoods of Downtown Novato. The community’s vision for the area is to retain existing single family homes where desired by owners and to increase reinvestment and revitalization of the neighborhood through the development of carefully designed housing types, including single family and small-scale multi-family housing that complements the existing scale and architecture. The City held two workshops in March 2015 to explore community concerns and identify ways to revitalize the neighborhood.

The final focus area is the **Downtown**. The result of this planning process was a decision to incorporate the Downtown Specific Plan, adopted in 1996,

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in the General Plan as a focus area, and redesignate parcels on Redwood Boulevard between Vallejo and Olive Avenue to allow residential mixed use.

Each step of the General Plan Update process was supported by extensive community outreach and participation. Community members provided their input and feedback through a series of public workshops, meetings, and an innovative on-line public engagement forum called Open Novato. The City's commissions and committees weighed in on the evaluation of the 1996 Plan and formulation of new policies and programs. The City Council provided direction on key policy issues and was the final arbiter of what would ultimately find its way into the draft General Plan. The City utilized the City's website, the City's newsletter, email, social media, local newspapers, printed materials (posters, flyers and door hangers), and Spanish translation services to publicize community workshops and public meetings.

1.6 GENERAL PLAN THEMES

Much has changed in 20 years, and as the City looks forward to the next two decades, the obesity epidemic and the urgency of addressing climate change emerge as critical issues for the continued health of the community and underpin the goals, policies and programs of several chapters.

HEALTHY EATING AND ACTIVE LIVING

Marin County is considered the healthiest county in California, with low rates of adult smoking and obesity and high marks on a range of other health indicators. Novato residents, too, generally enjoy good health and access to healthy foods, exercise opportunities and health care. However, there are opportunities for improvement. Novato has some of the highest rates of obesity and lowest rates of physical activity in Marin County. The 2035 General Plan contains policies and programs designed to reverse these trends. These policies and programs are identified with a heart. ♥

Overarching strategies to create a healthy and active living environment in Novato include:

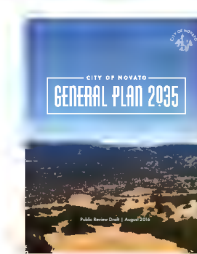
- Creating opportunities to provide physical activity and access to healthy foods. (*Living Well chapter*)
- Maintaining and expanding parks, trails and recreational facilities for residents to enjoy physical activity outside and indoors. (*Living Well chapter*)
- Creating land use patterns that encourage walking and biking between neighborhoods, shopping, recreation and employment centers. (*Great Places chapter*)
- Improving bicycle and pedestrian infrastructure to encourage active, non-automotive transportation options. (*A City That Works chapter*)
- Creating access to open space. (*Environmental Stewardship chapter*)

Existing Conditions Report & Forecasts

Focus Areas (public workshops)

White Paper Topics

1996 General Plan Evaluation



Community Outreach

Environmental Impact Report

Board & Commission Hearings

City Council Adoption

SUSTAINABILITY

A sustainable community is one that meets current needs without compromising the ability to meet the needs of future generations. Sustainability is an important underlying value identified by the Novato community. Global climate change and the need for greenhouse gas reduction are especially critical challenges. This General Plan includes a comprehensive set of goals and policies to achieve a more sustainable future for Novato while contributing to regional and global sustainability initiatives. These policies and programs are identified with a leaf. 🌿

Strategies to create a sustainable community include:

- Conserving energy and water and shifting to renewable energy sources. (*Environmental Stewardship* and *A City That Works* chapters)
- Reducing waste and increasing recycling. (*Environmental Stewardship* chapter)
- Adopting green building requirements with an ultimate goal of achieving energy-efficient buildings that offset their remaining energy use through renewable energy production. (*Environmental Stewardship* chapter)
- Building out the electric vehicle infrastructure and encouraging more biking, walking, transit use, and ride sharing. (*Living Well* and *A City That Works* chapters)
- Focusing new residential and commercial building on in-fill sites, close to transit and within walking and biking distance of shopping, recreation and jobs. (*Great Places* chapter)
- Protecting and conserving open space and wildlife habitat and expanding Novato's tree canopy. (*Environmental Stewardship* chapter)
- Encouraging local food production. (*Environmental Stewardship* and *Living Well* chapters)
- Planning for the inevitable impacts of climate change, including sea level rise, drought, and increased fire risk. (*A City That Works* chapter)

The Buck Institute for Research on Aging installed a one-megawatt solar carport shade structure in 2016. The renewable energy produced by these panels helps to reduce the carbon content of the power provided by MCE to its customers.



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1.7 GENERAL PLAN ORGANIZATION

The General Plan is organized into six chapters:

1. **Introduction** provides background information on Novato and the General Plan.
2. **Great Places** contains sections on land use, community character and housing.
3. **Environmental Stewardship** covers natural communities and ecological resources, open space and scenic resources, agricultural land, water and air quality, mineral resources, and climate change.
4. **Living Well** covers parks, recreational and cultural facilities and programs, healthy eating and active living, and noise.
5. **Economic Vitality** addresses the economic needs of the community.
6. **A City That Works** contains sections on mobility, public safety, public facilities, and governance.

Each chapter describes existing conditions and context for the related topic areas, followed by goals, policies and programs to guide the City's management and development over the next 20 years. State law requires a General Plan to cover seven topics, also known as "elements." Table IN-1 shows the relationship of the General Plan chapters to the state-mandated elements.

TABLE IN-1 LOCATION OF STATE-MANDATED ELEMENTS

STATE-MANDATED ELEMENT	NOVATO 2035 GENERAL PLAN CHAPTER
Land Use	Great Places, A City That Works
Circulation	A City That Works
Open Space	Environmental Stewardship, Living Well
Conservation	Environmental Stewardship, A City That Works
Safety	A City That Works
Noise	Living Well
Housing	Great Places, Appendix C

The General Plan is supported by separately-published documents that provide background information and environmental analysis. The Existing Conditions Report contains detailed information for each of the topic areas covered in the General Plan and was used as a reference document during the development of the Plan. The Environmental Impact Report determines the type and extent of some of the environmental impacts that would result from implementation of the General Plan and explores possible mitigations. It identifies requirements for more detailed environmental analysis that may be required for specific projects considered in the future.

1.8 ADMINISTERING THE PLAN

The General Plan is used in a variety of ways. City planning staff uses the General Plan when evaluating development proposals to ensure that

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projects are consistent with the General Plan land use designations and applicable goals, policies and programs. The City Council and the City's boards and commissions use the document to guide decision making. Importantly, the General Plan empowers the City, residents, businesses, non-profits, public agencies that work with the City, and private developers to invest in and plan for a future in accordance with the Plan's goals and policies.

Each chapter of the General Plan contains a series of goals, policies, and programs that provide guidance to the City on how to direct change, manage growth, and manage resources over the 20-year life of the General Plan. The following provides a description of each and explains the relationship of each:

- A **goal** is a description of the general desired result related to a particular topic or issue that the City seeks to create through the implementation of the General Plan.
- A **policy** is a specific statement that guides decision-making as the City works to achieve its goals. The General Plan's policies set out the standards that will be used by City staff, the Planning Commission, and the City Council in its review of land development projects, resource protection activities, infrastructure improvements, and other City actions. Policies are on-going and require no specific action on behalf of the City.
- A **program** is an action, procedure or technique to be undertaken by the City to help achieve a specified goal or implement an adopted policy.

Goals in each chapter are identified as Goal [section acronym] [number]. For example, the first goal in the Noise section of the Living Well Chapter is identified as Goal NS 1. Policies are identified by the section acronym and number (for example, NS 1) and programs are identified by the section acronym and number of the policy it is associated with, followed by a lower-case letter (for example, NS 1a).



The General Plan guides decision making by the City Council, the City's boards and commissions, and City staff.

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The following words are used to indicate whether a particular policy or program is mandatory, advisory, or permissive:

- “Must” or “shall” means an action the City is required to follow.
- “Should” means an action the City is advised to follow.
- “May” means an action which is left to the discretion of the City.

The General Plan contains a series of figures and maps depicting existing and proposed or future conditions of areas within and near Novato. These maps and diagrams are intended to provide the reader with a general understanding of the extent of land uses and conditions. Figures are not intended to be used for development, permitting or investment purposes for specific parcels. More detailed printed maps may be available at the City of Novato. The public may also view maps at MarinMap.org.

The General Plan’s programs set forth a work program for the City, guide capital improvement projects, and prioritize City expenditures. Some actions call for additional analysis, studies and implementing ordinances. City staff will annually report to the City Council on the progress of the Plan’s implementation.

This General Plan update is based on estimates of future growth and development. As time passes, certain assumptions made in the General Plan may no longer be valid due to changing circumstances or new information. For this reason, the City will review the growth projections at least every five years, or in concert with the production of regional growth projections, and adjust assumptions underpinning the Plan’s policies accordingly.

The City should periodically review the entire General Plan to determine whether it still reflects community concerns and goals. The Housing Element is required to be updated according to a schedule established by the State Department of Housing and Community Development. The next revision of the Housing Element is scheduled for 2023.



CHAPTER 2 GREAT PLACES





View of the San Marin neighborhood from Mt. Burdell.

2.1 PURPOSE OF THE CHAPTER

Known for its scenic Marin County location, agricultural roots, historic Downtown, parks and open space, and family-oriented neighborhoods, Novato continues to protect its small-town character through growth management and land use planning. This chapter presents a framework for governing future decisions about appropriate land use and desirable development patterns to maintain and enhance the character of Novato. This framework aims to effectively manage growth and provide needed housing, jobs and services while encouraging the use of quality design and infill strategies for new development. By drawing from and building upon the community's distinct history, neighborhoods, and commercial areas, the Great Places chapter sets the stage for maintaining an economically, socially and environmentally sustainable Novato. This chapter addresses state requirements for the housing element and the land use element of the general plan. Areas subject to flooding are discussed in the City That Works chapter.

The Great Places chapter includes the following sections.

- **2.2 Community Character.** Discusses urban design and the neighborhoods, retail, office and industrial areas that make up Novato's community character. (p. 2-4)
- **2.3 Demographics and Growth Projections.** Provides an overview of changes in historical and forecasted population, households, age groups, employed residents and local jobs, and outlines key findings from this information. (p. 2-13)
- **2.4 Land Use.** Describes land use in Novato, including residential, commercial, mixed-use, business, industrial, community, and natural resource areas and land use designations. This section includes state requirements for the land use element. (p. 2-15).
- **2.5 Growth Management and Development Projections.** Describes the Urban Growth Boundary, the City's Sphere of Influence, and development projected through 2035. (p. 2-20)

THE **GREAT PLACES** CHAPTER PROVIDES AN OUTLINE FOR GOVERNING FUTURE LAND USE DECISIONS AND DEVELOPMENT PATTERNS.

- **2.6 Housing.** Describes the need for housing, especially housing affordable to lower and moderate income households, the state-mandated Regional Housing Needs Assessment process, and sites available for housing. This section includes state requirements for the housing element. (p. 2-23)
- **2.7 Goals, Policies, and Programs.** Identifies goals, policies and programs applicable to each section to manage growth, maintain community character and revitalize underutilized areas. (p. 2-23)

2.2 COMMUNITY CHARACTER

Novato, located in north Marin County in the San Francisco Bay Area, is a suburban city framed by undeveloped hillsides and the open water of San Pablo Bay. The City covers 28 square miles. The City's borders are defined by major geographical features including Mount Burdell to the north, Big Rock Ridge to the west, Indian Valley open space to the southwest, Pacheco Valle and Loma Verde open space to the south, Bel Marin Keys wetlands to the southeast and the bay plains and Petaluma River to the northeast. Much of the urbanized area of Novato occupies a flat north-west-trending valley that follows Novato Creek, Vineyard Creek, Warner Creek and other tributaries flowing southeast from the hills to the Bay. The natural features surrounding the City contribute to Novato's identity and form an important image of the City held by both residents and visitors.

Most of the development in Novato is residential. Single-family one- and two-story homes represent the majority of residential development. Some multi-family housing is dispersed throughout the City, mainly located along arterial and collector streets.

Downtown, a focal point of the City, is characterized primarily by one and two-story buildings with tree-lined streets and pedestrian amenities. New development downtown includes Millworks, a mixed use development containing Whole Foods Market and 124 residential units, located at the east end of Grant Avenue. Additional commercial development includes neighborhood shopping centers and large regional retail shopping centers along Highway 101.

Connectivity, or the facilitation of access between areas, contributes to the quality of life and character of the City. Highway 101 and State Route 37 provide regional access to the City. Highway 101, in particular, is a major north/south regional transportation corridor and the most dominant feature of Novato's circulation system. Although it is the primary route connecting Novato to the region, it is also a barrier to local connectivity, bisecting the City and forcing people over, under or onto the freeway, even for short local trips.

The City is also served by a surface street system ranging from wide, busy four-lane streets with medians to narrow, winding two-lane streets in the hills. A traditional grid street pattern is located Downtown and in older residential areas near Downtown; however, the predominant street pattern in the City is curvilinear. Novato also has a system of bike lanes, paths and routes throughout the City, mostly west of Highway 101, that connect neighborhoods to schools, parks, shopping centers and Downtown.

CHAPTER 2 GREAT PLACES

The views from Novato to the surrounding open spaces and hills are extremely important to Novato residents. These views provide physical orientation and are integral to the City's character and sense of place, so preservation of these views is key to maintaining the City's identity.

NOVATO AREAS

The City can be roughly characterized in eight areas as shown in Figure GP-1. Each area comprises both residential neighborhoods and commercial areas. In Novato, shopping centers, parks and schools tend to function as neighborhood activity centers.

Retail and employment areas are found throughout Novato, including Downtown Novato, fourteen neighborhood shopping centers, and office buildings dispersed around the City. Retail, office and industrial uses are concentrated in three main areas: Vintage Oaks, Bel Marin Keys Industrial Parks, and the North, North Redwood Boulevard Corridor.

DOWNTOWN AND ENVIRONS

Downtown Novato is the core of the community. Downtown is generally defined by the railroad tracks to the east and De Long and Diablo Avenues to the south, and extends west along Grant Avenue to Seventh Street and north along Redwood Boulevard to Olive Avenue (see Figure GP-6).

Downtown Novato contains many buildings that were built more than 100 years ago. Many of the older one- and two-story buildings were built between about 1890 and 1930 as banks, hardware stores, blacksmith shops, grocers and saloons to serve hard-working residents. The Stephen Porcella House and Fashion Shop, a nationally listed historic landmark, is located at 800 Grant Avenue and is currently occupied by Dr. Insomniac's coffee shop. The presence of the Dairymen's Milling Company also serves as a reminder of Novato's agricultural roots.

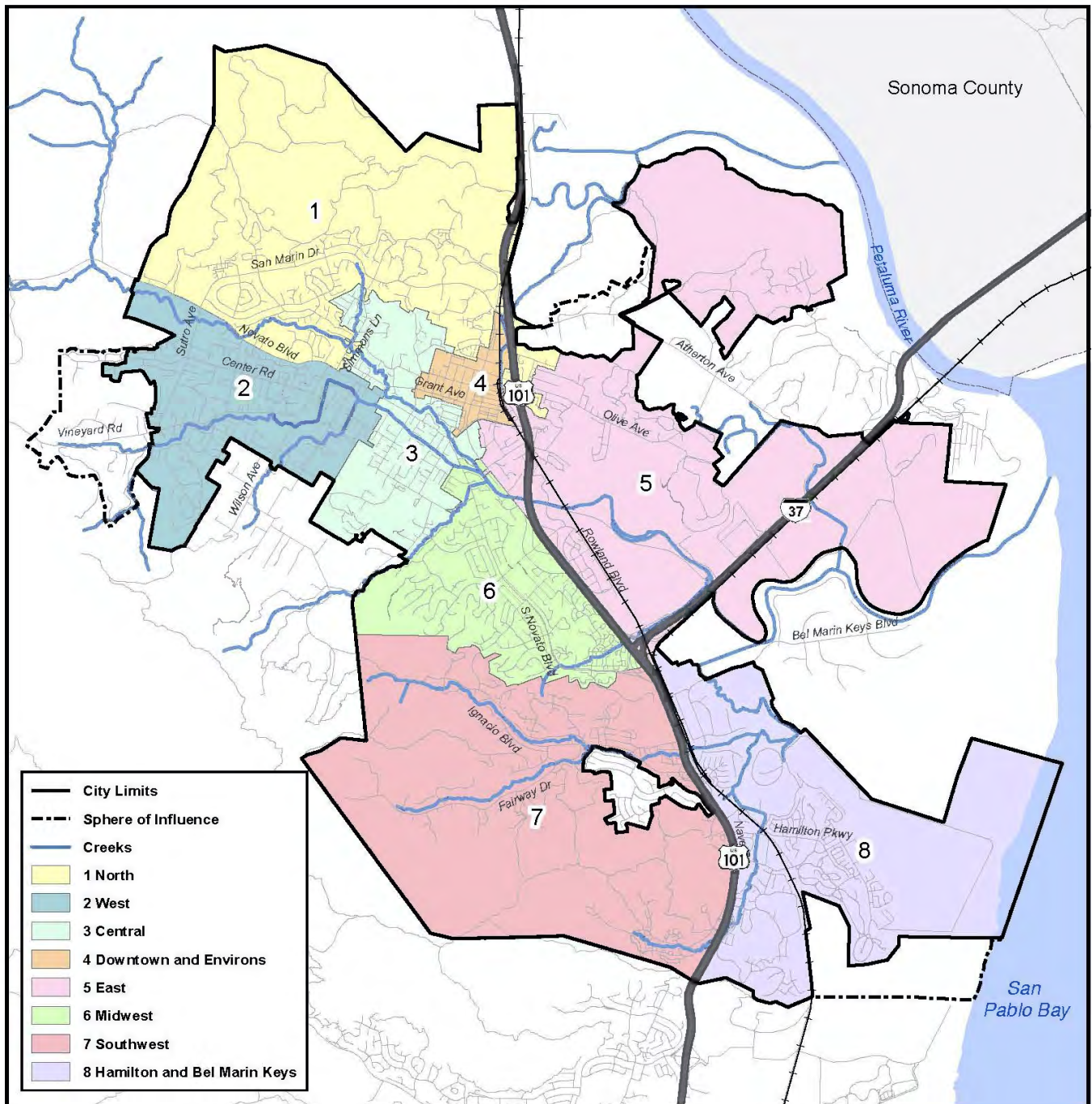
However, as residential development moved to outlying areas and the orientation of Highway 101 was changed to bypass downtown, the economic and cultural importance of Downtown diminished, leaving aging buildings and vacant lots, particularly in the blocks north of Grant Avenue and east of Redwood Boulevard. Today, there is renewed investment in Downtown as evident in the Grant Avenue streetscape improvements and the Whole Foods Market mixed-use development project. Facades have been restored, particularly along Grant Avenue. First-floor windows, bays, awnings and architectural details create visual appeal for shoppers, while flourishing planters, traditional lampposts, and benches make the sidewalks feel attractive and safe to pedestrians. Ground-floor uses along Grant Avenue are generally restricted to retail, restaurants, entertainment and personal service uses in order to maintain the area as a pedestrian-oriented shopping and dining destination.

Adjacent to the Downtown commercial core are two subareas: the Northwest Quadrant and the Redwood Boulevard corridor. These three areas are depicted as Area 4 in Figure GP-1.



The City's only listed national historic landmark, the Stephen Porcella House and Fashion Shop, is currently occupied by Dr. Insomniac's popular coffee shop.

FIGURE GP-1 NOVATO AREAS



CHAPTER 2 GREAT PLACES

The Northwest Quadrant includes the residential neighborhood north of Grant Avenue and west of Redwood Boulevard. Lots here tend to be small, with homes close together. Single-family homes are intermixed with one- and two-story apartment buildings. Many front yards are landscaped and/or screened from the street by picket fences, wood fences, or wrought iron fences. Some streets, such as Third Street, are dominated by two-story apartment buildings dating back to the 1960s and 1970s that are oriented perpendicular to the street and have minimal architectural detailing. Those sites with apartment buildings tend to have less vegetation and more paved area to allow for parking. Streets are highly connected in a grid pattern, but are relatively narrow and typically have cars parked along both sides.

Redwood Boulevard north of De Long Avenue to San Marin Drive is a major corridor cutting through Downtown and linking it with major employment centers at Fireman's Fund and the Buck Institute to the north and newer commercial and residential areas to the south. Due to its 175-foot-wide right-of-way, Redwood Boulevard forms a barrier between the east and west ends of Grant Avenue. It also disrupts the character of Downtown, with blocks to the east of the boulevard containing a more traditional mix of historic shops, offices, and older homes, while the west side of Redwood Boulevard is lined with contemporary gas stations, service shops and equipment rental shops with modern, utilitarian designs. A new residential subdivision west of Redwood Boulevard, known as Atherton Ranch, was approved by the City in 2000 for attached, and detached residential units.

NORTH

The North area generally extends west from Highway 101 to the eastern city limit and north of Novato Boulevard to the edge of the Mt. Burdell Open Space Preserve. Activity centers in the area include San Marin High School, San Ramon Elementary School, San Marin Plaza shopping center, Pioneer Memorial Park, Miwok Park, O'Hair Park and Rolling Hills Club. Major environmental elements in the area include Novato Creek and Simmons Creek.

Most of the residential development here resulted from the 1961 San Marin Master Plan. Homes in the area are set back from the street with lawns in the front. Homes located along major arterials, like Novato Boulevard, are typically oriented away from the street, facing the interior of the neighborhood, contributing to a feeling of inclusion for neighbors, but exclusion for those passing through on the busy street. Connectivity between subdivisions is limited due to the curvilinear street pattern and numerous cul-de-sacs.

The North area includes the North, North Redwood Boulevard Corridor, which extends north of San Marin Drive to the City's northerly boundary with Olompali State Park. The mile-long corridor contains most of the City's remaining vacant commercially zoned land as well as a new SMART rail station located just north of San Marin Drive.

The centerpiece of development in the area on the eastern slope of Mount Burdell is the world-renowned Buck Institute for Research on Aging. Designed by the famous architect I.M. Pei, the buildings serve as a prominent landmark north of the city and west of Highway 101. This Institute's

campus includes a complex of three to four-story buildings with smooth, light-colored stone exteriors dotted with regularly-spaced windows and capped by jutting angular sky windows.

At the southern end of the corridor, along San Marin Drive, is the 711,000 square-foot office complex known by its principal former tenant, Fireman's Fund Insurance. The Fireman's Fund office campus consists of three four-story buildings oriented around an artificially created pond. The exteriors of the buildings, built in the early 1980s, are angular and geometric, wrapped by horizontal bands of alternating glass and concrete.

At the north end of the corridor is the iconic Birkenstock warehouse, currently vacant, and its companion office building, which is occupied. Across the street from the SMART station, the Wood Hollow Office Park is a three-story office building, constructed in 2001.

Five vacant parcels along the corridor, comprising about 70 acres, are zoned for business and professional office use. Coupled with the expansion potential of the Buck Institute and other existing buildings, the area could play a larger role in Novato's economy.



The West area's Verissimo Valle neighborhood features estate homes on large lots.

WEST

The West area is framed by Novato Boulevard to the north, McClay Road to the east and the city limit to the west. To the south, the street pattern and building type of this area extends beyond the city limits to the steep sides of Indian Valley in the unincorporated County. Within this area are the neighborhoods of Pleasant Valley, Wild Horse Canyon, and Indian Valley. Activity centers in the area include Sinaloa Middle School, Pleasant Valley Elementary School, Stafford Lake Park, Marin Highlands Park, Novato Square Shopping Center, Novato Youth Center, and Indian Valley Golf Course.

Residential development consists mainly of single family one-story and two-story homes. Residential development in the northern portions is denser than development in the south. Homes and lots in the south of the area tend to be larger, especially along hillsides. The street network is curvilinear, with many streets terminating in cul-de-sacs. Undeveloped hillsides surrounding this area to the west and south limit connectivity to urban areas and offer a sense of closeness to nature.

SOUTHWEST

The Southwest area extends from the intersection of South Novato Boulevard and Highway 101 southwest to the city limit. The area is largely defined by surrounding open space including Big Rock Ridge and the Loma Verde Open Space Preserve. Ignacio Creek flows through the area. It is characterized by "fingers" of homes along creek corridors climbing undeveloped hillsides covered with grasslands and oak woodlands. The curvilinear street pattern is dominated by cul-de-sacs, making Ignacio Boulevard and Alameda Del Prado essentially the only connections between this area and the rest of Novato. Activity centers of the area include the College of Marin Indian Valley Campus, Enfrente Road Fire Station, Loma Verde Elementary School, Josef Hoog Neighborhood Park, Pacheco Plaza shopping center

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and the Marin Country Club. Subareas within the Southwest area include Ignacio, Country Club, Pointe Marin and Pacheco Valle.

The majority of the Southwest area consists of one- and two-story single family homes. Most houses have lawns in the front and backyards with ornamental shrubbery and trees. Some two- and three-story apartment buildings are located along Ignacio Boulevard near Pacheco Plaza; these are simple, rectilinear buildings with flat facades, flat roofs and little detailing, but their appearance is softened by mature trees and patios. Along Hector Lane and Alameda del Prado, the apartment buildings are articulated into distinct units with sloped roofs and are screened from the roadway by tall trees and white picket fences.

CENTRAL

The Central area is the residential area that wraps around Downtown. It is defined by San Marin Drive to the north, Highway 101 to the east, Arroyo Avichi Creek and the city limit to the south and McClay Road and Simmons Lane to the west. The area is noted by its open space, including the surrounding hillsides and the riparian corridors along Novato and Warner Creeks. There are views of the surrounding hills in the northwest, southwest and east of the area. Major activity centers of the area include the Novato Library and surrounding Lee Gerner Park, Lu Sutton Elementary School, Hill Middle School, Margaret Todd Senior Center and Marion and Stafford Grove Parks, as well as the Downtown Novato shopping center and Novato Fair shopping center. Novato Boulevard tends to funnel traffic past this area and Downtown, creating a barrier.

South of Novato Boulevard, housing types are mixed and include detached single family homes, apartment buildings, townhomes and condominiums. The majority of the area is made up of single-family homes laid out on grid-like block patterns with typically suburban patterns of big front yards and ample street trees on most streets. Numerous cul-de-sacs cut off circulation to major streets, resulting in courts that feel private.

The northern part of the Central area, north of Novato Boulevard and northwest of Downtown, is characterized by low density single-family houses. Most are one-story and all have front yards, side setbacks, backyards, driveways and a garage. Architectural style and form varies. Moving northwest towards the slopes of Mt. Burdell, the development pattern resembles typical suburban subdivisions with curved streets and cul-de-sacs. Most homes are very similar in size, color, shape and architecture.

MIDWEST

The Midwest area extends south from Arroyo Avichi Creek to the Anderson Rowe Open Space area and is between Highway 101 on the east and the College of Marin campus on the west. Activity centers of the area include Novato High School, Scottsdale Marsh, San Jose Middle School, Lynwood and Rancho Elementary Schools, Arroyo Avichi Park, the Redwood Boulevard Fire Station and the Nave shopping center.



The Central area's new Canyon Green neighborhood contains twenty-five single family homes clustered around a common green.

The mix of housing types in the Midwest area includes single family houses, condominiums, townhouses and apartments. Hillside development in the west of the area mainly consists of large residential estates separated by areas of open space and screened by mature vegetation. The majority of development in the flatlands of the area includes well-maintained one- and two-story single family homes on smaller lots. Homes are situated on a curvilinear street pattern and oriented around large loops away from major arterials and collectors. The major thoroughfare is South Novato Boulevard, which provides north/south access along the eastern edge of the area.

EAST

The East area is bounded by the Petaluma River and the city limit to the north and east, open space and grazing land to the south and Highway 101 to the west. The area is largely rural and isolated from the rest of Novato by the hills of the Rush Creek Open Space Preserve and Highway 101. Major activity centers in the area include Deer Island, Olive Elementary School, Atherton Avenue Fire Station and the Black Point Boat Launch Park.

Although the East area includes residential areas along both Atherton Avenue and Olive Avenue, these two subareas share only a single connection to each other at the eastern end of Olive Avenue. They are different in character and feeling. In the northern subarea, along streets like Crest Road, School Road and Laguna Vista Drive, significant open space and native vegetation remains intact. Streets curve in response to the topography. Homes and lots are larger, and houses are separated from each other by trees and terrain. Many homes stand out from the natural setting with landscaped yards, including swimming pools and tennis courts. The Bahia Park development, located at the end of Bahia Drive, includes single-family homes situated around Bay wetlands. Many of the residences in the Bahia area have access to open space as part of the Rush Creek Preserve and Petaluma Marsh.

Development closest to Highway 101, on either side of Olive Avenue, is denser with homes on smaller lots, adjacent to one another. Multiple-family housing in the area includes a mobile home park, located at the intersection of Armstrong and Atherton Avenues, and townhomes, located at Armstrong Avenue and Cherry Street. Olive Avenue has a wide right-of-way without a median, street trees or other amenities that would offer respite for pedestrians and create a walkable environment.

The East area includes both the Vintage Oaks Shopping Center, built in the early 1990s, and two office park areas located along Rowland Way on either side of Novato Creek.

The Vintage Oaks Shopping Center, located at Highway 101 and Rowland Boulevard, is a regional shopping destination for Marin and Sonoma County residents attracted by stores such as Target and Costco. In general, the stores are oriented around large parking lots that separate the storefronts from Vintage Way. The buildings are single-story, but have the height of standard two- or three-story buildings. Their height, in combination with very wide facades, gives them a bulky appearance, which is alleviated by breaking individual storefronts into bays with pitched roofs, and providing



One-story single family homes are typical for the Midwest area.

a covered walkway along the front of the building. Some of the buildings feature red paint and white trim to suggest a barn-like theme, a nod to Novato's agricultural history. The shopping center faces Highway 101, with each building turning its back to the Bay wetlands immediately to the east across the Northwestern Pacific Railroad tracks.

To the north of the Shopping Center, office buildings are scattered along either side of the wide, curving Rowland Way. These are modern, three- to four-story buildings with smooth facades of concrete and glass. Pedestrian access in this area is challenging since each building is separated by an expansive parking lot and the 5-lane width of Rowland Way.

HAMILTON AND BEL MARIN KEYS

Redevelopment of the former Hamilton Air Force Base in the southeast section of Novato created the larger Hamilton neighborhood. This area is to the east of Highway 101, with Nave Drive, which parallels the freeway, as one of the main streets into this neighborhood. Bolling Circle, Hamilton Parkway, State Access Road, and Main Gate Road provide additional entry into Hamilton. Hamilton's more comprehensive development has allowed a range of residential (single family, multi-family, and existing US Coast guard housing), commercial (Hamilton Marketplace), educational (Hamilton School), recreational (Skate Park), open space (trails and a wetlands restoration project) and religious uses within this section of the city. Many businesses have located in the former Hangar buildings, ranging from small pharmaceutical and entertainment software businesses, to active hangars used by the US Coast Guard, and the Marin Community Foundation, a large philanthropic non-profit organization. A new Sonoma Marin Area Rail Transit (SMART) station is located in Hamilton off Main Gate Road.

The rich architectural heritage is what unifies and best identifies Hamilton. From the classic Spanish architecture of the Administration Building to the Base Officer's Quarters and Hospital buildings, the distinctive architecture resonates throughout Hamilton. These architectural themes have been harmonized in the new residences and a new Hangar building, and reinforce the character of Hamilton.

The United States Coast Guard's Pacific Strike Team (PST) is located in Hamilton. The PST, one of three special teams that make up the National Strike Force, is comprised of highly trained Coast Guard professionals who maintain and rapidly deploy with specialized equipment and incident management skills to any place or hazard. The PST is an expert authority in the preparation and response to oil discharges, hazardous substance releases, weapons of mass destruction events, and other emergencies.

Hamilton is adjacent to the Novato Industrial Park, a 200-acre area developed in the 1980s containing a mix of light industrial, commercial and office uses. The largest tenant is BioMarin, which has approximately 405,000 square feet of pharmaceutical manufacturing, laboratory, office and warehouse space.

The industrial park is located to the east of US 101. Bel Marin Keys Boulevard provides direct access to the industrial park area from Highway



Historic buildings in Hamilton reflect the Spanish Revival style popular in the 1930s.

101 and is the main thoroughfare. Connectivity is limited in the area as most of the local streets in the area terminate in cul-de-sacs. Buildings are mostly one-story and cover most of the lot. Architectural styles are very diverse, from imposing, symmetrical office buildings with smooth glass and concrete exteriors, to wood-sided buildings with deep eaves and human-scale windows and doors. Most of the buildings have a relatively plain, utilitarian design and each generally has its own parking lot. Some buildings are close to the street, while others are set deeply back into larger parking lots.

CULTURAL RESOURCES

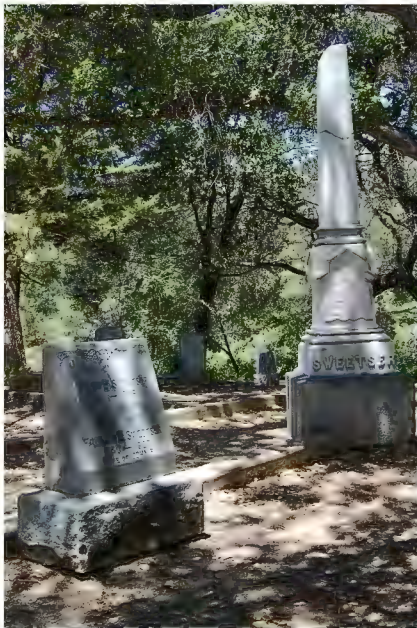
The term cultural resources applies to a variety of natural and human made items, including paleontological resources (the fossilized remains of plants and animals), traditional cultural properties (sites with value to Native American communities), and archaeological sites and buildings with historic or architectural significance.

The National Register of Historic Places is the nation's official list of buildings, structures, objects, sites, and districts that are significant in American history, architecture, archaeology, engineering, and culture and are worthy of protection. The City of Novato contains one building listed on the National Register, the Stephen Porcella House and Fashion Shop, located at 800 Grant Avenue. The building comprises a home built in 1900 and a false fronted blacksmith shop built in 1894. The site is also listed on the California Register of Historical Resources.

The Sweetser Mansion at 50 Rica Vista is listed on the California Register and is eligible for listing on the National Register. Now known as Trumbull Manor, the 17-bedroom mansion was built in 1866 and was originally the home of the Sweetser and DeLong families, who planted extensive fruit orchards along Novato Creek on the 15,000 acres of land that John Sweetser and Francis DeLong purchased in 1856.

Novato has a discontinuous historic district, listed on the National Register and California Register, that encompasses parts of the Hamilton Army Air Field. The buildings within the district exhibit the Mission Revival/Spanish Revival, Modern and Art Deco styles that were popular in the 1930s. Buildings and facilities that have been identified as contributors to the historic district are listed in Table B-1 in Appendix B. These include the base headquarters, now home to the Marin Museum of Contemporary Art, and three buildings at South Palm Drive originally used as non-commissioned officers' barracks that now provide affordable senior housing. Several historic buildings, including the base hospital, theatre, and bachelor officers' quarters, are vacant and in need of extensive rehabilitation. While many of the original houses were redeveloped in the 1990s, approximately 75 single family homes and duplexes still exist in the military housing area occupied by the US Coast Guard.

Just outside the northern Novato city limits is Rancho Olompali, a state historic park listed on the National Register and California Register. Rancho Olompali contains the remains of an adobe built in 1837 by Camilo Ynitia, the head man of the Olompali village of the Coast Miwok. In 1843, General Mariano Vallejo gave Camilo Ynitia a land grant of nearly 8,900 acres at



Grave site in Pioneer Park for Sweetser family members, one of the founding families of Novato.

Olompali. Ynitia sold the land to James Black, whose daughter married Galen Burdell in 1863. The Burdells built a working farm at Olompali. Their two-story frame house, built in the 1870s, and the remains of the Burdell Mansion, built in 1911, are preserved at the park. The site also contains barns, a blacksmith shop, a saltbox cottage, and a superintendent’s house.

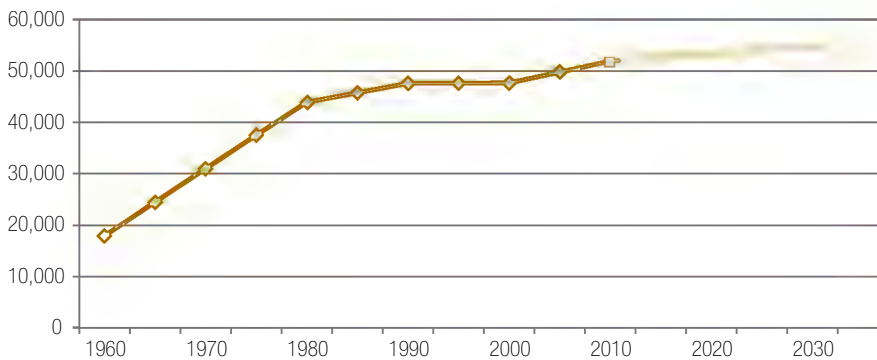
Table B-2 in Appendix B lists buildings within Downtown Novato that were identified as potentially historic in the 1998 Downtown Specific Plan.

2.3 DEMOGRAPHICS AND GROWTH PROJECTIONS

Home to about 52,500 residents and 2,500 businesses, Novato is a suburban city with a robust economy that has managed to retain its rural character through the conservation of its open space and historic Old Town. Encompassing about 28 square miles, the City has one of the lowest population densities among cities and towns in Marin County, second only to the town of Ross.

Incorporated in 1960, the City experienced a rapid rise in population during its first two decades, increasing from about 17,900 residents to 43,900 residents by 1980. The City then settled into a slower rate of growth, adding just over 3,700 residents by 2000. The City grew by approximately 4,300 residents between 2000 and 2010, primarily due to the re-use of the Hamilton Air Force Base, which added over 2,000 new homes to Novato as well as new commercial buildings. Past and forecasted population is shown in Figure GP-2.

FIGURE GP-2 POPULATION (PAST AND FORECAST)



The City isn’t expected to grow much over the next twenty years, adding about 3,340 residents and 935 households between 2015 and 2035, as shown in Table GP-1.

TABLE GP-1 POPULATION AND JOB GROWTH FORECASTS

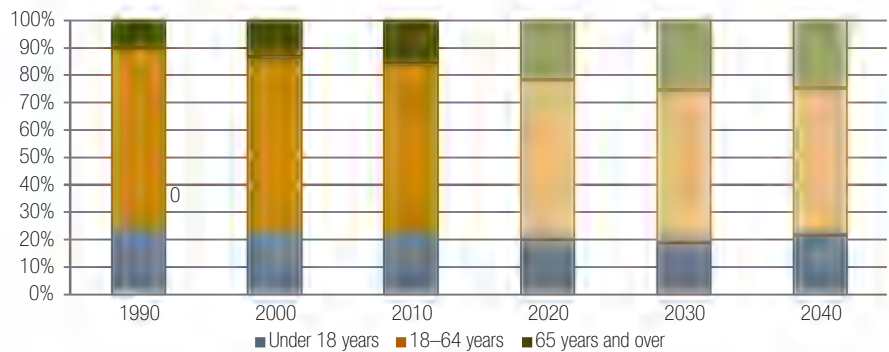
	2015	2020	2025	2030	2035	Change 2015-2035	% Change 2015-2035
Population	52,305	53,325	53,925	54,905	55,645	3,340	6%
Households	20,295	20,695	20,915	21,175	21,225	930	5%
Jobs	26,825	26,910	27,290	27,915	28,225	1,400	5%

Source: Plan Bay Area Projections 2040, November 2018

ABAG projects jobs will grow at the same rate as population in Novato, at about 5% between 2015 and 2035.

While Novato’s population is not expected to grow much, the population is aging and the share of seniors is projected to increase over the next decades. Figure GP-3 shows that the senior population is forecasted to rise from 16 percent in 2010 to 25 percent in 2030 and through 2040.

FIGURE GP-3 AGE GROUPS (PAST AND FORECAST)



Source: U.S. Census and California Department of Finance projections for Marin County, applied to Novato.

2.4 LAND USE

Land in Novato is classified according to four broad land use categories: residential areas; commercial and mixed-use areas; business and industrial areas; and community and natural resource areas. As shown in Table GP-2, the greatest percentage of land in Novato is designated for community and natural resource areas. Open space and conservation land alone comprise more than 47 percent of the land within the City. The second largest amount of land use is designated for residential use, encompassing a little more than 37 percent of Novato’s land area. Commercial, mixed-use, business and industrial uses comprise only 7 percent of Novato’s land area. Map GP-1 shows the City’s Land Use Designations.

TABLE GP-2 GENERAL PLAN LAND USE ACREAGE

LAND USE DESIGNATION	ACRES	PERCENT OF TOTAL
Residential		
Rural Residential	189	1.2%
Very Low Density Residential	565	3.5%
Low Density Residential	4,381	27.2%

CHAPTER 2 GREAT PLACES

LAND USE DESIGNATION	ACRES	PERCENT OF TOTAL
Medium Density Detached Residential	94	0.6%
Medium Density Residential	386	2.4%
Medium Density Multiple-Family Residential	378	2.3%
High Density Multiple-Family Residential	31	0.2%
<i>Subtotal</i>	<i>6,023</i>	<i>37.4%</i>
Commercial and Mixed-Use		
Mixed Use	64	0.4%
Neighborhood Commercial	58	0.4%
General Commercial	223	1.4%
Downtown Core	41	0.3%
<i>Subtotal</i>	<i>385</i>	<i>2.4%</i>
Business and Industrial		
Commercial/Industrial	19	0.1%
Business and Professional Office	316	2.0%
Research/Education-Institutional	180	1.1%
Light Industrial/Office	281	1.7%
<i>Subtotal</i>	<i>797</i>	<i>4.9%</i>
Community and Natural Resource		
Open Space	6,789	42.1%
Conservation	821	5.1%
Agriculture	86	0.5%
Parkland	340	2.1%
Community Facilities	722	4.5%
<i>Subtotal</i>	<i>8,758</i>	<i>54.3%</i>
Undesignated	158	1.0%
Total	16,122	100.0%

Within each of the land use categories, specific land use designations identify uses and the density and intensity of development allowed in each designation. Density is defined by the number of dwelling units per gross acre, and intensity is defined by the ratio of building square footage to the land area.

LAND USE CATEGORIES

Novato has a variety of land use categories, or designations, that are applied to residential, commercial, business, industrial, community and natural resource areas within the City.

Residential land use designations are applied to areas appropriate for single family, two-family, multi-family, and accessory dwelling housing options. The City's neighborhoods support a range of lifestyles and a broad range of household income levels. Allowable General Plan densities are generally higher Downtown and in neighborhoods close to Highway 101, where there are opportunities for mixed use and multi-family housing served by public transit. Densities generally decrease moving to the edge of the City, where lower densities provide a buffer to the rural areas beyond.

Commercial land use designations are applied to areas appropriate for retail and commercial services. The City's historic Downtown provides shopping, restaurants and services to City residents, employees, and visitors, while neighborhood shopping centers are intended to primarily serve local residents. General commercial areas, including the Vintage Oaks

Shopping Center, attract customers from a broader region. Many office sites are intended to encourage development in campus-like settings that will attract employers of Novato residents.

Business and industrial land uses are important to the community's economic health, serving residents as well as nearby communities. These uses are located primarily along Highway 101 and Redwood Boulevard.

Community and natural resource land use designations apply to a wide range of open space, agriculture, parks, and civic uses that serve a diverse range of community needs. Natural areas, such as the creeks and hills, offer opportunities for preservation and conservation. Public facilities provide opportunities for social and community development. Land use planning aims to improve these amenities and enhance accessibility for all City residents.

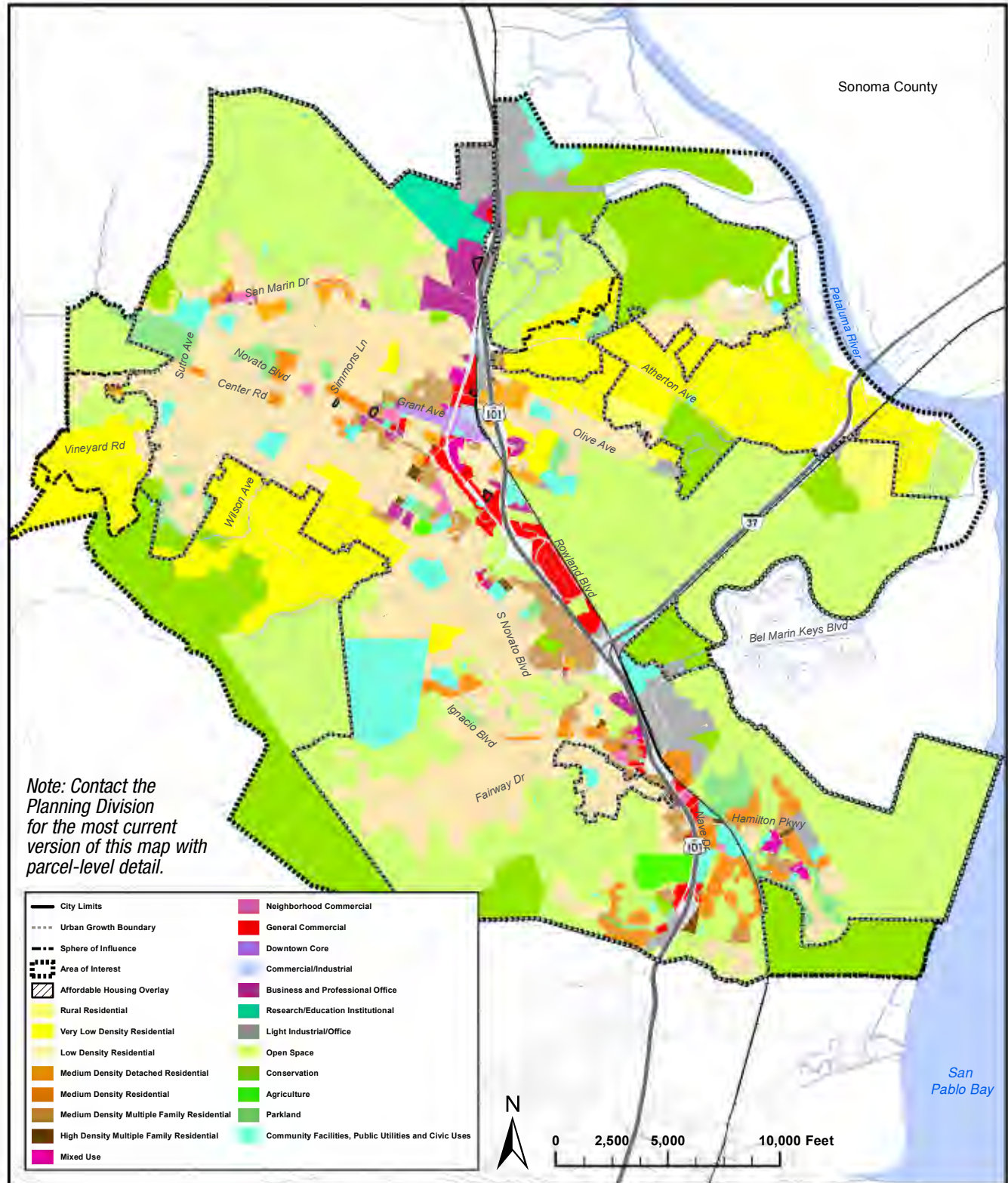
Table GP-3 details the 20 land use designations and describes the general land uses intended for the category, applicable building density and/or intensity, and compatible zoning district(s). For residential uses, residential density is shown in dwelling units per gross acre. Maximum residential density is calculated based on the gross acreage and then rounded down to the nearest whole number.

In addition to building density, State law requires the General Plan to include a statement of population density for the various land use categories. Population density is determined by multiplying the average household size, as determined by the latest decennial U.S. Census, by the number of dwelling units in a land use category. For example, the average household size in Novato was 2.53 persons in 2010. The population density in the Low Density Residential category is therefore 2.8 to 12.7 persons per acre.

For non-residential designations, building intensity is defined by Floor Area Ratio (FAR), which is the ratio between the amount of gross building floor area, excluding structured parking, and the gross site area. For example, an FAR of 0.5 would allow one-story building over half of a site, or a two-story building over one quarter of a site. The Zoning Ordinance contains detailed descriptions of land uses permitted in each designation, as well as development standards that implement the General Plan.

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MAP GP-1 LAND USE DESIGNATIONS



CHAPTER 2 GREAT PLACES

TABLE GP-3 LAND USE CATEGORIES

Land Use Category	Building Density and Intensity	Description ¹	Compatible Zoning Districts ²
Rural Residential (RR)	Up to 0.49 dwelling unit per gross acre. Maximum FAR for non-residential uses is 0.2.	The Rural Residential land use designation applies to areas appropriate for the development of single family homes and related accessory residential uses in rural, low density settings. Additionally, certain agriculture, recreation, education, resource, assembly, lodging, day care and utility uses may be allowed.	Rural Residential (RR)
Very Low Density Residential (RVL)	0.5 to 1.0 dwelling unit per gross acre. Maximum FAR for non-residential uses is 0.2.	The Very Low Density Residential designation applies to areas appropriate for the development of single family homes and related accessory residential uses on larger lots. Additionally, certain agriculture, recreation, education, assembly, lodging, day care and utility uses may be allowed.	Very Low Density Residential (RVL)
Low Density Residential (R1)	1.1 to 5.0 dwelling units per gross acre. Maximum FAR for non-residential uses is 0.4.	The Low Density Residential land use designation applies to areas appropriate for the development of single family homes and related accessory residential uses. Additionally, certain agriculture, recreation, education, assembly, lodging, day care and utility uses may be allowed.	Low Density Residential (R1)
Medium Density Detached Residential (R4)	4.1 to 7.0 dwelling units per gross acre. Maximum FAR for non-residential uses is 0.4.	The Medium Density Detached Residential land use designation is applied to areas appropriate for single family homes and related accessory residential uses. Additionally, certain agriculture, recreation, education, assembly, lodging, day care and utility uses may be allowed.	Medium Density Detached Residential (R4)
Medium Density Residential (R5)	5.1 to 10.0 dwelling units per gross acre. Maximum FAR for non-residential uses is 0.4.	The Medium Density Residential land use designation applies to areas appropriate for a mix of housing types on smaller lots. Typical residential land uses include single and two-family homes, either detached or attached, and related accessory residential uses. Additionally, certain agriculture, recreation, education, assembly, lodging, day care and utility uses may be allowed.	Medium Density Residential (R5)
Medium Density Multiple-Family Residential (R10)	10.1 to 20.0 dwelling units per gross acre. Maximum FAR for non-residential uses is 0.4, and up to 0.6 for residential care facilities for the elderly.	The Medium Density Multiple-Family Residential land use designation applies to areas appropriate for single family, two-family and multi-family homes and related accessory residential uses. Additionally, certain education, assembly, lodging, day care and utility uses may be allowed.	Medium Density Multi-Family Residential (R10)
High Density Multiple-Family Residential (R20)	20.1 to 30.0 dwelling units per gross acre. Maximum FAR for non-residential uses is 0.4, and up to 0.6 for residential care facilities for the elderly.	The High Density Multiple-Family Residential land use designation applies to areas appropriate for multi-family housing and related accessory residential uses. Additionally, certain education, assembly, lodging, day care and utility uses may be allowed.	High Density Multi-Family Residential (R20)
Mixed Use (MU)	10.0 to 20.0 dwelling units per gross acre in mixed use developments. Maximum FAR is 0.4, with the potential for an increase to 0.8 when housing is incorporated into a project. Up to 0.7 for hotel uses. ⁵	The Mixed Use land use designation is appropriate for sites where the surrounding area is currently developed with a mix of commercial and residential land uses. Certain retail, office, research and development, service, live-work ⁶ , recreation, assembly, education, and utility facilities may be allowed. Housing development may be permitted only in conjunction with either commercial and/or office uses.	Mixed Use (MU)

CHAPTER 2 GREAT PLACES

Land Use Category	Building Density and Intensity	Description ¹	Compatible Zoning Districts ²
Neighborhood Commercial (CN)	10.0 to 20.0 dwelling units per gross acre in mixed use development. Maximum FAR is 0.4, with an additional 0.2 only for housing. The maximum FAR for residential care facilities for the elderly is 0.6 and up to 0.7 for hotel uses. ⁵	The Neighborhood Commercial land use designation is applied to neighborhood shopping areas including a mix of retail, service, office, and utility uses. Additionally, certain recreation, assembly, education and residential uses may be allowed.	Neighborhood Commercial (CN)
General Commercial (CG)	Maximum FAR 0.4 and up to 0.7 for hotel uses.	The General Commercial land use designation is applied to areas appropriate for a broad range of retail, service, research and development, office, recreation, assembly, education, and live-work ⁶ uses. Additionally, certain manufacturing and utility uses may be allowed.	General Commercial (CG)
Downtown Core (CD)	10.0 to 23.0 dwelling units per gross acre in mixed use developments. Maximum FAR is 1.2 with the potential for a maximum of 2.0 where housing is incorporated. ⁵	The Downtown Core land use designation is applied to the downtown area suitable for a mix of retail, service, office, recreation, assembly, and education uses. Additionally residential (mixed use and live-work ⁶) and utility uses may be allowed.	Downtown Core Retail (CDR) Downtown Core Business (CDB)
Commercial/Industrial (CI)	Maximum FAR 1.0.	The Commercial/Industrial land use designation is applied to areas suitable for intensive commercial land uses, including certain manufacturing, processing, warehousing, retail, service, office, research and development, recreation, education, utility, and live-work ⁶ uses.	Commercial/Industrial (CI)
Business and Professional Office (BPO)	Maximum FAR 0.4 and up to 0.7 for hotel uses.	The Business and Professional Office land use designation is applied to areas appropriate for a variety of office, research and education activities. Additionally, certain limited retail, service, residential (live-work ⁶) and utility uses may be allowed.	Business and Professional Office (BPO)
Research/Education Institutional³ (REI)	Maximum FAR 0.2 ; up to 1.0 dwelling unit per acre	The Research/Education-Institutional land use designation is applied to areas suitable for a mix of medical research, educational and laboratory uses, with related multi-family residential, recreation, office and commercial uses in a campus setting.	Research/Education-Institutional (REI)
Light Industrial/Office (LIO)	Maximum FAR is 0.4 and up to 0.7 for hotel uses. In the Hamilton Landing hangar areas and the Novato Industrial Park, the maximum FAR is 0.6, except in the Ignacio and Hamilton subareas of the Novato Industrial Park, FAR up to 1.2 may be allowed for a designated life sciences campus. ⁷	The Light Industrial/Office land use designation is applied to areas appropriate for light industrial and manufacturing uses, including warehousing, office, retail, live-work ⁶ and utility uses that will not create objectionable noise, smoke, odor, dust and other nuisances. Additionally service, education and recreation uses may be allowed.	Light Industrial/Office (LIO)
Open Space (OS)	Development is not allowed in this designation, so there is no applicable density range.	The Open Space land use designation applies to publicly-owned land and privately-owned land subject to conservation easements that is largely unimproved and devoted to the preservation of natural resources, agriculture, and outdoor recreation. Additionally, caretaker quarters and utility uses may be allowed. Additionally, caretaker quarters and utility uses may be allowed.	Open Space (OS) Restricted Open Space (ROS)
Conservation (CON)	The allowable density of detached single-family dwelling units ranges from one dwelling unit per 10 acres to one dwelling unit per 60 acres.	The Conservation land use designation is intended to conserve natural resources and is applied to privately-owned land that is mainly unimproved. Additionally, certain agriculture, recreation, residential, service and utility uses may be allowed.	Conservation (C)

CHAPTER 2 GREAT PLACES

Land Use Category	Building Density and Intensity	Description ¹	Compatible Zoning Districts ²
Agriculture (AG)	Single-family dwellings are allowed at a maximum density of one dwelling unit per 60 acres.	The Agriculture land use designation is applied to lands that are intended to largely be maintained in agricultural use. Additionally, certain recreation, service, assembly, residential, and utility uses may be allowed.	Agricultural (A)
Parkland (P)	Maximum FAR is 0.4.	The Parkland land use designation is applied to areas suitable for parks, playgrounds and other recreational uses. Additionally, certain agriculture, open space, assembly and utility uses may be allowed.	Parkland (PL)
Community Facilities, Public Utilities and Civic Uses (CF)	10.1 to 20.0 dwelling units per gross acre in mixed use development. Maximum FAR 0.8. ⁵	The Community Facilities, Public Utilities and Civic Uses land use designation is applied to areas suitable for public land uses including certain open space and recreation uses may be allowed. Additionally, education, assembly, medical, research and development, service, residential and utility uses may be allowed.	Community Facilities (CF)
Affordable Housing Opportunity Combining Designation	20.0 to 23.0 dwelling units per gross acre for multi-family housing in accordance with Housing Element Program 9.B and, for area(s) of the property not utilized for Affordable Housing Opportunity Combining Designation uses, the density range or maximum floor-area-ratio shall be as allowed in the primary land use designation.	Multi-family dwellings, accessory retail and service uses, recreation, home occupations, community facilities and other similar uses to serve residents of multi-family dwellings, or any land use normally allowed in the primary land use designations.	Affordable Housing Overlay District (AHO)

¹For detailed descriptions of permitted and conditional land uses allowed in each designation please refer to Chapter 19 of the Novato Municipal Code.

²In addition to the zoning districts identified in the chart, the Planned District (PD) may apply to any of the General Plan land use designations. Also, the following overlay districts may be applied to any General Plan land use designation: Baylands (B), Downtown(D), Flood Hazard (F), Historic (H), and Affordable Housing Overlay (AHO).

³As applicable to the Buck Institute property, the REI designation was approved by a public vote.

⁴Within the Ignacio and Hamilton subareas of the Novato Industrial Park, previously approved life science campuses built above 0.6 may be reoccupied by other permitted or conditionally permitted use pursuant to the procedures set forth in the Master Plan/Precise Plan.

⁵A mixed use project must comply with both the FAR and the allowable density range.

⁶Live-Work. Live-work projects consist of an integrated housing unit and working space, occupied and utilized by a single household in a commercial or industrial structure which has been designed or structurally modified to accommodate joint residential occupancy and work activity, which includes complete kitchen space and sanitary facilities and working space reserved for and regularly used by one or more occupants of the unit. A live-work unit is not a multi-family dwelling or mixed-use development.

⁷Life sciences campus development may only be permitted in the Hamilton and Ignacio Industrial Park areas as set forth in the Novato Industrial Park Master Plan and Precise Development Plan subject to a cap of up to 500,000 sq. ft. of net new floor area.

2.5 GROWTH MANAGEMENT AND DEVELOPMENT PROJECTIONS

The City seeks to protect agricultural, natural resource, open space and community separator uses, public and private outdoor recreation, uses that foster public health and safety, and farming enterprises as well as encourage efficient growth patterns that foster and protect the rural character of Novato while encouraging appropriate economic development in accordance with the City’s unique local conditions.

The establishment of an Urban Growth Boundary protects the quality of life of the citizens of Novato by concentrating future residential, commercial and industrial growth in areas already served by urban services. The Urban Growth Boundary also improves the City’s ability to provide municipal services and discourages the provision of City services to sprawling developments in outlying areas, including agricultural and open space lands, which greatly increases the cost of such services.

Originally enacted by the voters in 1997, Novato residents voted in 2017 to continue the Urban Growth Boundary through the year 2042. The City Council may amend the Urban Growth Boundary and annex new territory into Novato under

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certain circumstances described in Program LU 29d. The Urban Growth Boundary generally follows the City limit line, as shown in Figure GP-5.

The Marin Local Agency Formation Commission (LAFCO) and the County of Marin refer potential development outside the Urban Growth Boundary but within the City’s Sphere of Influence, as shown in Figure GP-5, to the City for review and comment.

The Sphere of Influence is a boundary defining the probable future physical boundaries and service areas of the City as determined by LAFCO. There are 1,188 acres of unincorporated land within Novato’s Sphere of Influence. The County has designated approximately 56 percent of this land for very low and low density residential use and 27 percent for open space and conservation.

DEVELOPMENT PROJECTIONS

Development projections for the General Plan are determined by analyzing vacant and underutilized parcels within the City and the development potential that is allowed under the applicable land use designation. Development projections for residential units and commercial, industrial and office use square footage are shown in Table GP-4. The development projections include the development potential of the General Plan focus areas, as well as the housing development potential in the available land inventory of the Housing Element in Appendix C. Development projections do not imply a cap on development.

The previous General Plan identified theoretical “buildout capacities” for residential, commercial, industrial and office land uses. These capacities are shown in Table GP-4. The build-out estimates are, in most cases, significantly higher than actual development in 2015 and the amount that is being projected by 2035. Due to the speculative nature of buildout capacities and the extreme unlikelihood that every parcel in the City will be developed to its maximum zoning potential, the General Plan is shifting to the use of 20-year development projections for long-range planning. Program LU 3a requires the City to review the General Plan’s growth assumptions periodically and adjust assumptions, service levels, infrastructure capacity, and development impact fees as necessary. If citywide growth is exceeding projections, the General Plan will be updated at that time.

The Marin Local Agency Formation Commission oversees the formation and development of all local government agencies within Marin County, including special districts like North Marin Water District and Novato Sanitary District.

A Sphere of Influence (SOI) is a boundary that distinguishes land the City may annex in the future, and for which urban services, if available, could be provided.

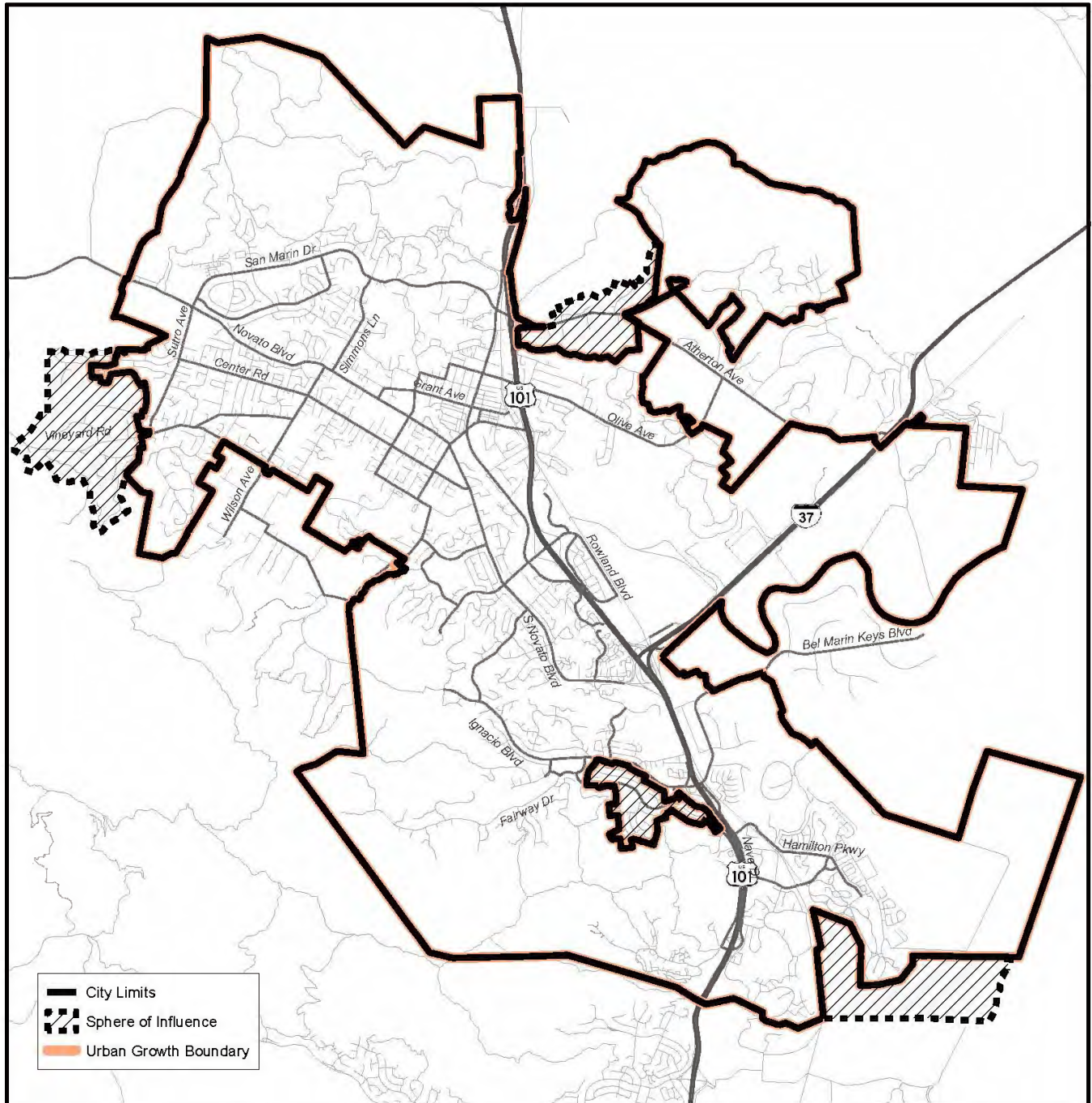
TABLE GP-4 DEVELOPMENT PROJECTIONS

LAND USE	1996 GENERAL PLAN ESTIMATED BUILDOUT	EXISTING BUILT AND UNDER CONSTRUCTION 2015	ADDITIONAL DEVELOPMENT PROJECTED THROUGH 2035	TOTAL DEVELOPMENT PROJECTED THROUGH 2035
Residential	26,509 units	21,469 units	930 units	22,399 units
Commercial	9,579,455 sq. ft.	3,756,960 sq. ft.	559,432 sq. ft.	4,316,392 sq. ft.
Industrial	2,215,778 sq. ft.	1,082,314 sq. ft.	467,677 sq. ft.	1,549,991 sq. ft.
Office	2,392,641 sq. ft.	3,427,918 sq. ft.	646,353 sq. ft.	4,074,271 sq. ft.

“Existing built and under construction” includes development issued building permits as of December 2015.

“Commercial” includes all development not strictly defined as “Industrial” or “Office” and includes retail, flex and specialty space as defined and reported by CoStar Realty Information, Inc.

FIGURE GP-4 NOVATO'S URBAN GROWTH BOUNDARY AND SPHERE OF INFLUENCE



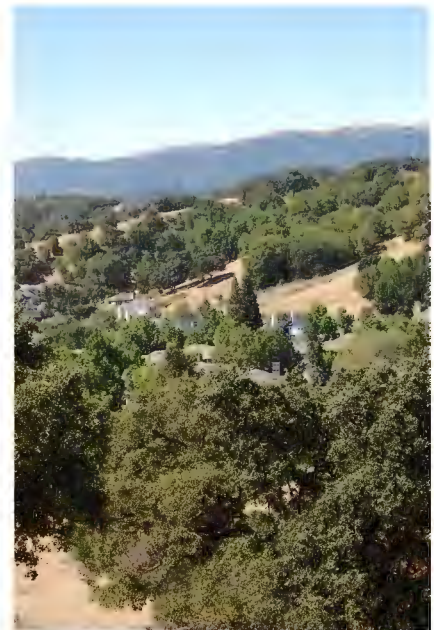
2.6 HOUSING

State law requires the general plan to contain a “housing element,” a chapter that addresses the local government’s existing and near-term future housing needs. The housing element must be updated regularly and is subject to detailed statutory requirements and mandatory review by the State Department of Housing and Community Development (HCD).

Housing element law requires local governments to plan adequately to meet their existing and projected housing needs, including their share of the “regional housing need.” The housing element process begins with HCD allocating a region’s share of the statewide housing need to the local Council of Governments based on State Department of Finance population projections and regional population forecasts used in preparing regional transportation plans. The Council of Governments for Novato and the nine-county Bay Area region is the Association of Bay Area Governments (ABAG). ABAG develops a Regional Housing Need Plan allocating the region’s share of the statewide need to the cities and counties within the region. That regional share is then classified according to four income levels: very low income, low income, moderate income, and above moderate income.

Local governments are not required to build or finance housing, but they are required to ensure there are adequate vacant and underutilized sites, appropriately zoned, to meet the projected housing need. The process provides local control over where and what type of development should occur in local communities while providing the opportunity for the private for-profit and non-profit sectors to meet market demand.

The City adopted its most recent Housing Element on November 18, 2014, pursuant to the state-mandated timeline for housing element adoption for the 2015-2023 planning period. HCD certified the Housing Element on January 22, 2015. The full text of the Housing Element is contained in Appendix C.



The Urban Growth Boundary preserves open space and concentrates development within the urbanized area of Novato.

2.7 GOALS, POLICIES AND PROGRAMS

LAND USE

Goal LU 1: Manage growth and maintain community character.

LU 1: Implementation of Land Use Map. Implement the Land Use Map (Map GP-1) and Land Use Designations (Table GP-3) by approving development and conservation projects consistent with adopted land use designations, densities and intensities. Ensure consistency between the General Plan, Zoning Ordinance and other land use regulations.

LU 1a: **Land Use.** Use the Zoning Ordinance to specify uses allowed in each zoning district, consistent with Table GP-3.

LU 1b: Density and Intensity of Development. Allow development at any density or intensity within the range shown by the Land Use Map (Map GP-1) and Land Use Designations (Table GP-3) provided applicable objectives, policies and programs of all chapters of the General Plan are met. Maximum densities/intensities (top of stated ranges) may in some cases be achieved, but there is no guarantee of achieving the maximum density/intensity. Developments on properties designated for multi-family residential should not be allowed below the minimum density of the density range unless there are environmental or compatibility issues that warrant density reduction.

LU 1c: North Marin Water District's Water Tank Sites. Consider redesignating the Rosalia Water Tank site parcel (APN 153-11-15) from Business and Professional Office to Very Low Density Residential, and rezoning the Rosalia and San Marin water tank sites to zoning districts compatible with their residential land use designations.

LU 2: Growth Management Objectives. The City shall seek to manage its growth so that:

- A. The natural environment will be protected and/or enhanced whenever feasible.
- B. The relatively high level of services and infrastructure enjoyed by City residents is maintained or enhanced.
- C. The City's small town character is retained.

LU 3: Anticipated Growth. Plan the City's infrastructure and service levels to provide capacity for the total amount of development expected by 2035 as shown in Table GP-4.

LU 3a: Review Growth Assessment. Review the General Plan's growth assumptions periodically and adjust assumptions, service levels, infrastructure capacity and development impact fees as necessary. If citywide growth is exceeding projections, update the General Plan and evaluate the impacts of the additional growth.

LU 3b: Infrastructure and Service Level Planning. Coordinate growth projections and the planning of infrastructure and public services with the water, sanitary, fire protection and school districts.

LU 3c: Impacts of New Development on Infrastructure and Services. Analyze project impacts on infrastructure capacity and services as part of CEQA review, and require design modification and mitigation measures in consultation with provider agencies. If CEQA review or other analysis of development projects concludes that a proposed project would result in a significant deterioration of service or would cause available capacity to be exceeded, respond as appropriate in one or more of the following ways as permitted by state law:

- a. Require project redesign in order to prevent service from deteriorating or capacities being exceeded, provided that all economic use of the property is not prevented;



The City annexed land on its northern border in 1996 to enable the development of the Buck Institute for Research on Aging.

- b. Condition the project on developer funding of improvements needed to maintain services and/or provide additional infrastructure capacity;
- c. The project may be approved if it can be found that the project will do one or more of the following:
 - i. generate substantial overriding public benefits,
 - ii. be in compliance with all of the other goals and policies of the General Plan, and
 - iii. benefit the public health, safety, and general welfare of the community.
- d. Deny the project.

LU 4: Development to Pay Fair Share. Require new development to pay its fair share of infrastructure improvements and public service costs to maintain infrastructure capacity and service levels in the City, to the extent allowed by law and except as provided by other policies and programs in the Plan.

LU 4a: **Development Impact Fees.** Establish and periodically review public facilities impact fees.

LU 4b: **Funding Fee Study.** Consider establishing a surcharge on building permit fees to fund the periodic review of impact fees.

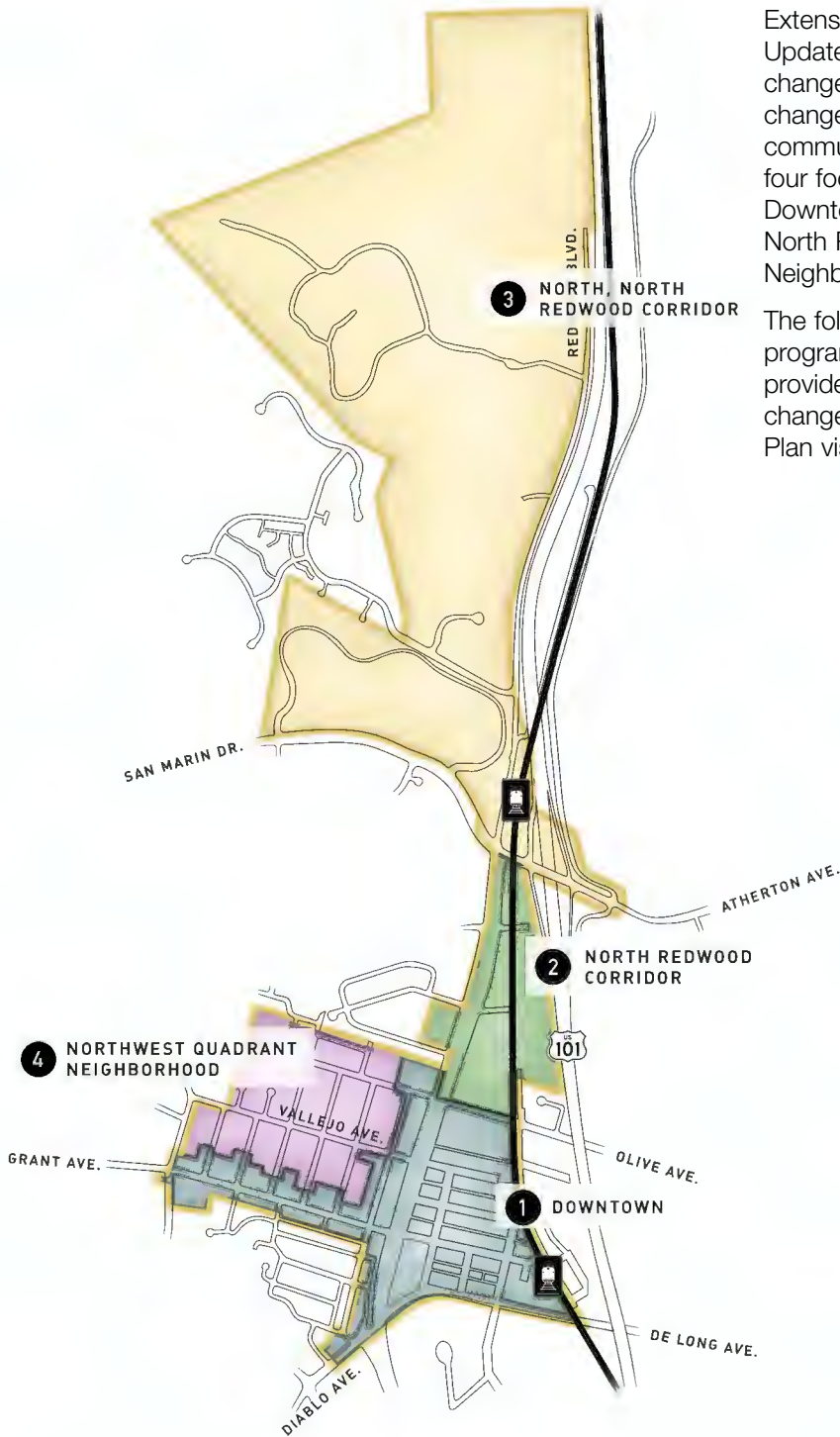
LU 5: Home Occupations. Continue to allow low-intensity home occupations as appropriate as a means of supporting home-based businesses and reducing commuting. 🌱

LU 6: Elder Care and Housing. Promote the development of housing to meet the needs of an aging population, including group homes and residential care facilities.

LU 6a: **Provide Information.** Provide information at the City permit counter and online regarding local and state regulations for establishing group homes, residential care facilities for the elderly and accessory dwelling units.

LU 6b: **Zoning Code Amendment.** Update the Residential Care Facilities for the Elderly regulations in the Zoning Code to be consistent with changes in state law and local needs, including affordability requirements.

FIGURE GP-5 GENERAL PLAN FOCUS AREAS



FOCUS AREAS

Extensive community input during the General Plan Update process helped identify where Novato could change over the life of the General Plan and what the change could look like in the built environment and community connections. The General Plan includes four focus areas as shown in Figure GP-5: the Downtown; the North Redwood Corridor; the North, North Redwood Corridor; and the Northwest Quadrant Neighborhood.

The following sections present a vision, policies and programs for each focus area. The vision descriptions provide a high-level snapshot of how these areas may change over time to help Novato achieve its General Plan vision.



DOWNTOWN

VISION

Downtown is the charming, civic, and iconic heart of Novato, brimming with boutiques, restaurants and gathering places that entice residents and visitors to shop, dine, and connect. The harmonious blend of carefully-preserved historic buildings and new construction makes our Downtown an attractive location for business and investment, as well as for arts, cultural, and community events. Close to residential neighborhoods, Downtown Novato is easily navigable and pedestrian and bike-friendly.

LU 7: Downtown's Role. Maintain and enhance the Downtown as the community's center for commercial, cultural, social, entertainment and civic functions. Retain its small-town ambience and pedestrian character while fostering its economic vitality.

LU 8: Retail Environment. Encourage retail uses on the ground floor to create a continuous and lively streetscape for pedestrians, particularly along Grant Avenue and Redwood Boulevard. New buildings should be oriented towards the sidewalk with large display windows and highlighted pedestrian entries. Continue to limit ground floor uses along portions of Grant Avenue and Redwood Boulevard to create a continuous pedestrian-oriented experience with retail shops, personal services, restaurants and entertainment venues.

LU 8a: **Zoning Regulations.** Consider an update to ground floor use regulations to establish limits to avoid overconcentration of certain personal service uses and eliminate tobacco product shops as an allowed use.

LU 9: Entertainment and Cultural Facilities. Encourage cultural facilities, such as theaters, museums and galleries to stimulate nightlife. Encourage outdoor cafes.

LU 10: Civic Center. Retain government functions Downtown in a compact civic center. Consider expansion of the City Green, improvement of Sherman Avenue to function on occasion as a continuation of civic space, and repurposing of viable historic structures owned by the City.

LU 11: Automobile-Intensive Uses. Discourage the location of new automobile-intensive uses such as gas stations, oil changers, car washes, drive-throughs and mini-marts Downtown.

LU 12: Gathering Places. The Downtown should be comfortable and sometimes festive for a wide variety of public gatherings. New development should attempt to incorporate outdoor dining or small seating areas, alcoves and other inviting public spaces. The City should provide community gathering places by expanding the existing City Green in the Civic Center, utilizing a portion of the very wide North Redwood Boulevard right-of-way (including median), or identifying other appropriate locations.

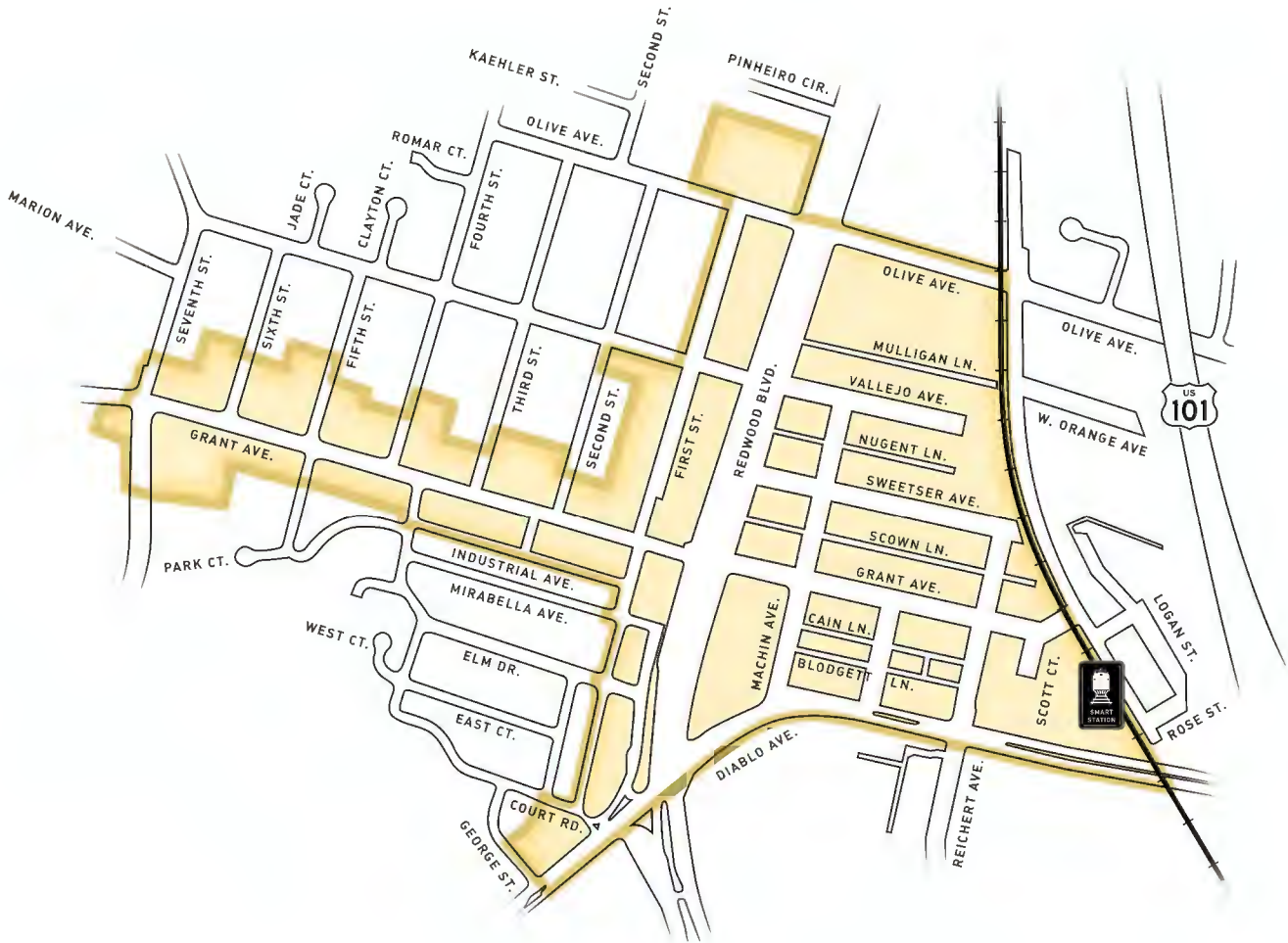
LU 13: Pedestrian Amenities. Install pedestrian-oriented street improvements, particularly along Grant Avenue, including benches, planters, street furniture, drinking fountains and large canopy street trees. Require where appropriate that new development provide public art, particularly interactive pieces, to lend identity and charm to Downtown.

LU 14: Mixed Use. Allow second and third story residential units above ground floor commercial space in areas designated with Downtown Core zoning where appropriate. Attempt to minimize conflicts between residential and commercial land uses through careful design, acknowledging that the downtown is a more active and dynamic living environment. 🌱

LU 15: Gateway Treatment. Install gateway design elements at the intersections of Grant/Redwood, DeLong/Redwood, Redwood/Olive, 7th/Grant, and Sherman/DeLong to highlight the sense of entry into Downtown.

LU 15a: **Downtown Fountain.** Consider renovating or replacing the existing fountain at Redwood Blvd and Grant Avenue.

FIGURE GP-6 DOWNTOWN



LU 16: Scale of Development. Redevelopment should be compatible with the existing fine-grained, pedestrian friendly, small-storefront fabric, particularly along Grant Avenue. Buildings should be broken up into modules with multiple pedestrian entries that reinforce the traditional storefront character of Downtown.

LU 16a: **Design Guidelines.** Update and formally adopt Downtown Design Guidelines to articulate desired design criteria for site design, new construction, building renovations and additions, landscaping, and signs.

LU 17: SMART Corridor. Encourage installation of the planned pedestrian/bicycle path along the SMART corridor, connecting the Downtown with the North Novato and Downtown train stations. 🌿❤️

LU 18: Shuttle Connection. Encourage the operation of convenient shuttle service between the SMART stations and employment centers.

LU 19: Redwood Boulevard. Improve the appearance and multi-modal function of Redwood Boulevard through median improvements, wider sidewalks, improved bicycle lanes, and large canopy street trees. 🌿❤️

LU 20: Parking. Facilitate the provision of adequate parking, emphasizing a combination of public, private and shared parking facilities. Parking should be accessed from side streets and located out of or screened from public view where feasible, but convenient to find via appropriate signage. Driveways crossing the public sidewalk along Grant Avenue and Redwood Boulevard are discouraged; access to parking is encouraged from side streets where feasible.

LU 21: Railroad Depot. Restore and reuse the former depot building if feasible. In the interim, improve the site for public parking.

LU 21a: **Depot Planning Process.** Consider initiating a planning process to determine proposed uses and potential for restoration of the old depot and former freight building area.

LU 22: Former Mission Lodge site. Development should address the street frontage and sidewalk with windows and entries, and visibility of parking should be minimized. Building scale and height should be compatible with its location as a gateway site, but should be considerate of the adjacent single-family homes. Retain mature trees to the maximum extent feasible, acknowledging the need for visibility of tenants. Protect the adjacent residential neighborhood from potential impacts such as noise from a potential drive-through and loading/refuse areas, and screen parking and loading areas. Carefully evaluate any grading proposal to assure compliance with the City's Municipal Code provisions relating to flood damage prevention requirements. Consider vacating and possible sale of portions of Front Street for a desired development as appropriate.

LU 23: Nugent Lane. Consider vacation and sale or an encroachment agreement for the portion of Nugent Lane between Machin and Redwood to the adjacent property owner to improve dining or retail opportunities.

LU 24: Pedestrian Alleys: Encourage the creation of pedestrian ways or "paseos" for midblock circulation between Grant Avenue and both Cain and Scown Lanes and between Scown Lane and Sweetser Avenue in conjunction with redevelopment.

LU 25: Downtown Business Improvement District. The City will continue to work in partnership with the Downtown Novato Business Association to manage the Downtown Business Improvement District (DBID) to encourage economic vitality and community connection in our city center through promotion, events, and beautification.



NORTH REDWOOD CORRIDOR

VISION

The North Redwood Corridor provides an opportunity for the City to create a lively retail area with a unique sense of place, featuring inviting gathering places with restaurants and entertainment, along with walking paths that meander through the area. New commercial development should be pedestrian-oriented with an active street frontage and convenient pedestrian and bicycle connections to the Downtown and nearby SMART stations. New residences are encouraged, both on the remaining Atherton Ranch site and on the vacant site east of Trader Joe's. Redwood Boulevard should be enhanced with improvements such as landscaping; pedestrian/bicycle paths, and wider sidewalks to create a destination area.

LU 26: North Redwood Corridor. Consider the following preferred land use concepts and design guidelines for the bounded area and individual sites depicted in Figure GP-7 in evaluating development and infrastructure proposals for the North Redwood Corridor:

Site 1

Preferred Land Use Concept

- Allow for either residential development or for residential with ground floor commercial space.

Design Guidelines

- Residential units along the Redwood Boulevard frontage should have individual unit entries facing the street, with stoops at the ground floor level unless commercial space is located on the ground floor.
- Incorporate a landscaped view corridor through the new development to the existing linear park behind.
- Housing units adjacent to the existing park should have unit entries facing the park.
- Minimize the visibility of parking from Redwood Boulevard and from existing housing which surrounds the site.
- New development should provide on-site outdoor areas, ideally by expanding the size of the existing park and participating in the funding to maintain the combined park.

Site 2

Preferred Land Use Concept

- Allow for continued motel/hotel use or retail.

Design Guidelines

- If redeveloped, project architecture should reflect the prominence of the site as a gateway or focal point at the northern end of the North Redwood corridor.

Site 3

Preferred Land Use Concept

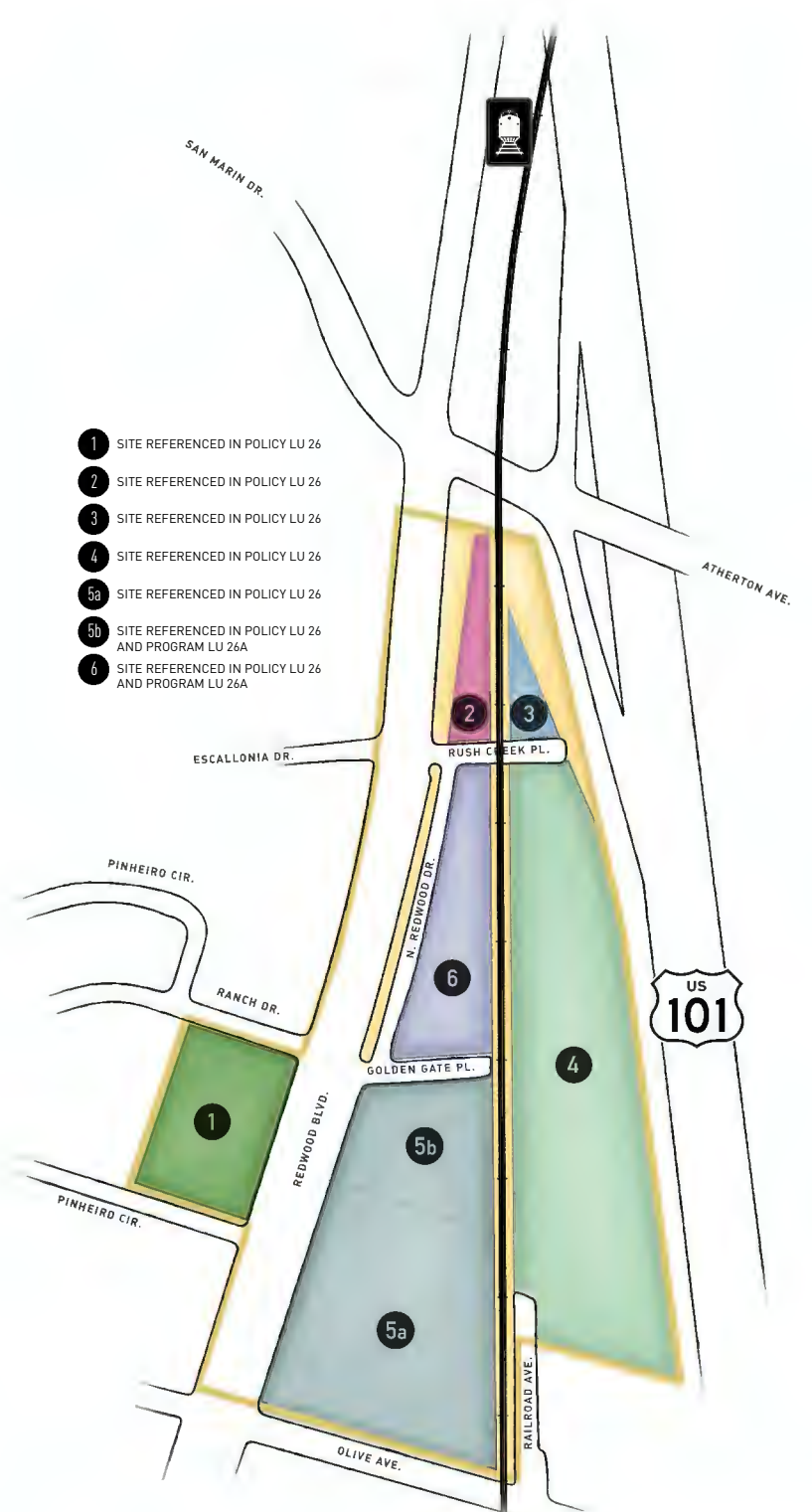
- Allow for retail or light industrial/service commercial uses, including a feed store.

Site 4

Preferred Land Use Concept

- Allow for larger retail or recreational development in addition to light industrial/service commercial uses.

FIGURE GP-7 NORTH REDWOOD CORRIDOR



- 1 SITE REFERENCED IN POLICY LU 26
- 2 SITE REFERENCED IN POLICY LU 26
- 3 SITE REFERENCED IN POLICY LU 26
- 4 SITE REFERENCED IN POLICY LU 26
- 5a SITE REFERENCED IN POLICY LU 26
- 5b SITE REFERENCED IN POLICY LU 26 AND PROGRAM LU 26A
- 6 SITE REFERENCED IN POLICY LU 26 AND PROGRAM LU 26A

Design Guidelines

- Provide pedestrian and bicycle connections between retailers, to development on the East Redwood subareas and to bicycle/pedestrian facilities along the SMART corridor. 🌱❤
- Improve the appearance and habitat value of Rush Creek if permissible.

Sites 5a and 5b

Preferred Land Use Concept

- Create a retail development composed of smaller shops and medium-sized retailers of 20,000-30,000 square feet each along with restaurants and entertainment facilities.
- Allow for second and/or third story office or recreational space, if practical and if a minimum 0.3 Floor Area Ratio of retail space is provided in this subarea.
- Consider studying land use and zoning amendments for mixed-use development at Site 5a if proposed by the property owner.

Design Guidelines

- Provide for public gathering places and ample outdoor seating throughout the area.
- Incorporate extensive landscaping with shade trees.
- Provide pedestrian and bicycle connections between retailers and public spaces to the bicycle/pedestrian facilities along the SMART corridor and along Redwood Blvd. 🌱❤
- Explore incorporating design features or portions of the Dairymen's Milling building into the retail development.
- Create wide pedestrian sidewalks and a bicycle path along the Redwood Blvd. frontage. 🌱❤
- Locate buildings near the Redwood Boulevard frontage, with shop entries and/or display windows facing the street and gathering places.
- Minimize views of parking areas from Redwood Boulevard, typically by locating parking behind buildings.

Site 6

Preferred Land Use Concept

- Create a retail development composed of smaller shops and/or medium-sized retailers of 20,000-40,000 square feet each, as well as allowing restaurants and entertainment facilities.
- Allow for second and/or third story office or recreational space, if practical.

Design Guidelines

- Incorporate extensive landscaping with shade trees.

CHAPTER 2 GREAT PLACES

- Provide pedestrian and bicycle connections between retailers, to development on the E. Redwood South subarea to the south, to bicycle/pedestrian facilities along the SMART corridor and along Redwood Blvd. 🌿❤️
- Create wide pedestrian sidewalks and a bicycle path along the Redwood Blvd. frontage. 🌿❤️
- Locate buildings near the Redwood Boulevard frontage, with display windows and/or shop entries where practical facing the street.
- Minimize views of parking areas from Redwood Boulevard, typically by locating parking behind buildings.

General Project Design Guidelines

- Structures visible from public view corridors and vantage points should incorporate four-sided architecture.

Circulation

- Improve the appearance and multi-modal function of Redwood Boulevard through median improvements, wider sidewalks, improved bicycle lanes, and large canopy street trees.

LU 26a: **North Redwood Corridor Sites 5b and 6.** Consider redesignation of North Redwood Corridor Sites 5b and 6, as identified in Figure GP-7, from Commercial/Industrial to General Commercial and rezoning to a consistent zoning district.

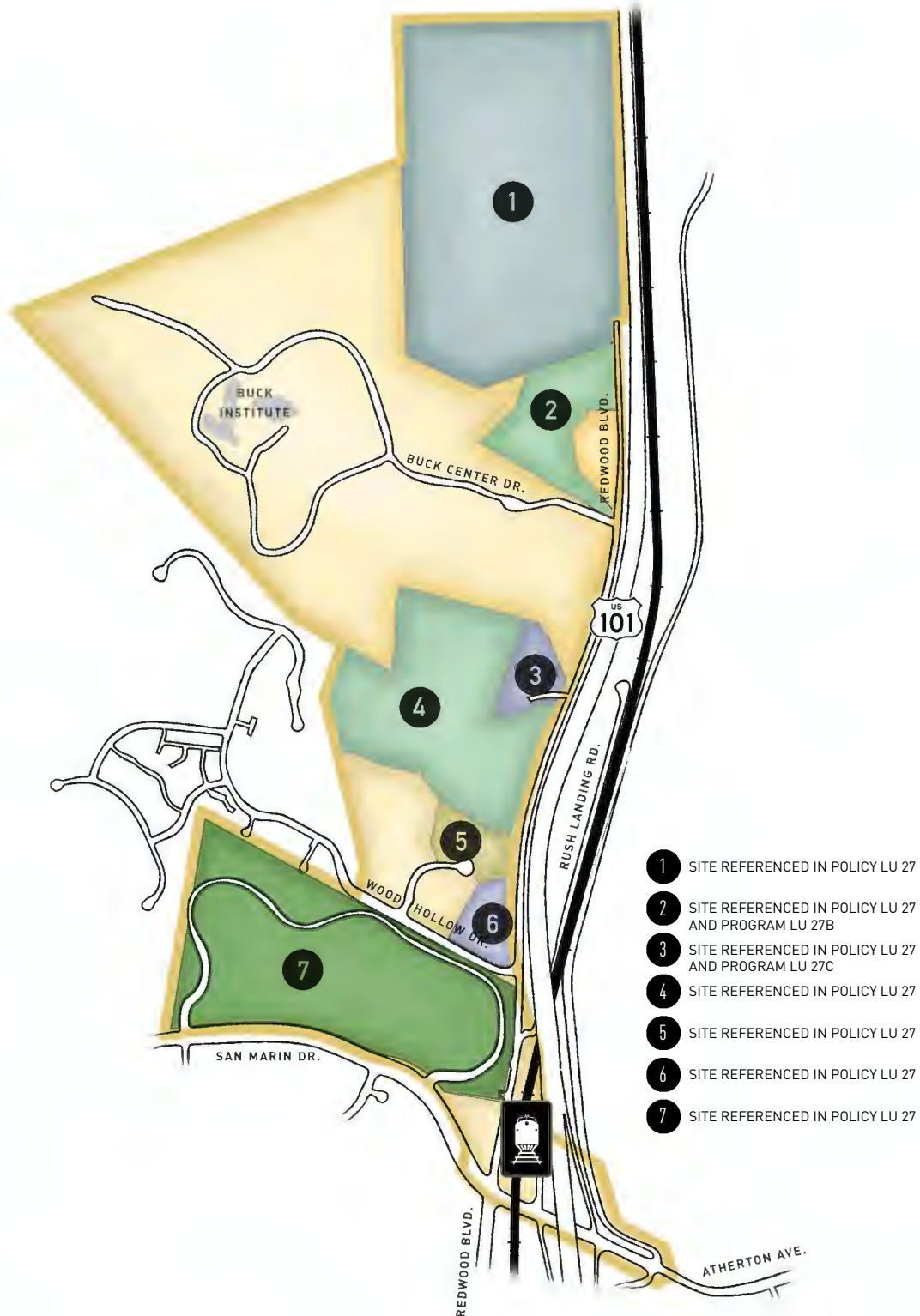


NORTH, NORTH REDWOOD CORRIDOR

VISION

The North, North Redwood Corridor provides an opportunity to create new high-wage jobs through development and redevelopment of properties located between the scenic slopes of Mount Burdell and U.S. 101. The corridor should generally be developed with high-quality office and research and development uses and supporting uses such as local-serving retail and recreational uses. New development should maximize the use of the new SMART railway station in terms of site design, on and off-site bicycle and pedestrian access and through innovative employee trip reduction measures. Consider necessary circulation improvements to the San Marin/Redwood Boulevard intersection and freeway ramps to address the City's traffic level-of-service standards concurrently with the consideration of any new development. New development, in conjunction with the City's traffic impact fees as available, shall fund needed traffic improvements commensurate with their impacts and timing of development.

FIGURE GP-8 NORTH, NORTH REDWOOD CORRIDOR



LU 27: North, North Redwood Corridor. Consider the following preferred land use concepts and design guidelines for the bounded area and individual sites depicted in Figure GP-8 in evaluating development and infrastructure proposals for the North, North Redwood Corridor:

Site 1

Preferred Land Use Concept

- Allow reuse of the existing warehouse structure for office or research and development use.

Site 2

Preferred Land Use Concept

- Research and development use and office buildings.

Site 3

Preferred Land Use Concept

- Research and development use and office buildings.

Site 4

Preferred Land Use Concept

- Research and development use and office buildings.

Design Guidelines

- Respect existing wetlands and oak trees in project design. 🌱
- Take into account slope stability and the presence of gas transmission pipelines in project design and siting of buildings.

Site 5

Preferred Land Use Concept

- Research and development use and office buildings.

Design Guidelines

- Respect existing oak trees in project design. 🌱

Site 6

Preferred Land Use Concept

- Research and development use and office buildings.

Design Guidelines

- Take vehicular access to the site from Redwood Boulevard.
- Respect existing wetlands and oak trees in project design. 🌱
- Take into account slope stability and the presence of gas transmission pipelines in project design and siting of buildings.

Site 7

Preferred Land Use Concept

- Allow conversion of existing office space to research and development.
- Allow addition of up to 30,000 square feet of small locally-serving retail/personal service space in a location near the new SMART station.
- Consider general plan and zoning amendments for a mixed use redevelopment if proposed by the property owner to benefit from proximity to the new SMART station. 🌱

Circulation

Evaluate, consider, and implement, where appropriate and feasible, the following circulation improvements:

- Identified improvements to the San Marin Drive/Redwood Boulevard intersection, freeway ramps and Atherton Avenue/Binford Road intersection to assure continued traffic operations which meet the City's level-of-service standards.
- The need for an additional southbound lane on Redwood Boulevard between Wood Hollow Drive and San Marin Drive.
- In conjunction with redevelopment of Site 7, connection of East Campus Drive to the Rush Creek Landing Road/Redwood Boulevard intersection, including pedestrian and bicycle facilities to promote access by office employees to the SMART station and to create a location for the retail/personal service uses described above, while respecting existing wetlands in making the roadway connection. 🌱❤
- Improvements to bicycle, pedestrian and transit facilities along the corridor through City investments or in conjunction with private development. 🌱❤
- Preparation and implementation by new development of an employee trip reduction plan. 🌱
- A funding plan for required roadway improvements in the area, including a determination if an additional area impact fee is necessary for full funding.

LU 27a: *Reserved.*

LU 27b: **North, North Redwood Corridor Site 2.** Consider redesignation of North, North Redwood Corridor Site 2, as identified in Figure GP-8, from Light Industrial/Office to Business and Professional Office and rezoning to a consistent zoning district.

LU 27c: **North, North Redwood Corridor Site 3.** Consider redesignation of North, North Redwood Corridor Site 3, as identified in Figure GP-8, from Light Industrial/Office to Business and Professional Office and rezoning to a consistent zoning district.



NORTHWEST QUADRANT NEIGHBORHOOD

VISION

The Northwest Quadrant neighborhood is an historic, walkable neighborhood that has the potential for a park and for increased reinvestment and revitalization through development of carefully designed housing types that ensure compatibility with the scale and diversity of residences (both single-family and small scale multi-family housing types) while preserving and enhancing the sense of community.

LU 28: Northwest Quadrant Neighborhood. Consider the following land use, design and circulation objectives for the bounded area and individual sites depicted in Figure GP-9 in evaluating development and infrastructure proposals for the Northwest Quadrant Neighborhood:

Neighborhood Objectives

Slow Down Traffic through the Neighborhood

- Evaluate and implement as appropriate physical modifications and signage to decrease vehicular speeds on Vallejo and Olive Avenues.

Improve Pedestrian Safety and Walkability ♥

- Evaluate specialty paving and raised table crosswalks at key intersections to distinguish entry into the residential neighborhood and to slow traffic.
- Encourage property owners to plant street trees in landscape medians where planting strips exist and in front yards where planting strips do not exist, particularly Vallejo and Olive Avenues and Fourth Street. Consider assistance such as discounted trees through bulk purchase.

Strengthen Neighborhood Identity

- Consider creation of gateway entries into the neighborhood with improvements such as specialty paving, decorative features and/or signage.
- Explore options for unique signage to identify the neighborhood.

Explore Potential for Additional Park Space ♥

- Explore options to create an additional park/tot lot on existing vacant or underutilized parcels.
- Explore the creation of a path and overlook area utilizing existing City property at the top of the hill northwest of the neighborhood.

Prioritize Code Enforcement

- Enforce as appropriate and feasible existing traffic and parking regulations and property use and maintenance standards to address vehicle storage, landscape upkeep and illegal commercial uses.

LU 28a: *Reserved.*

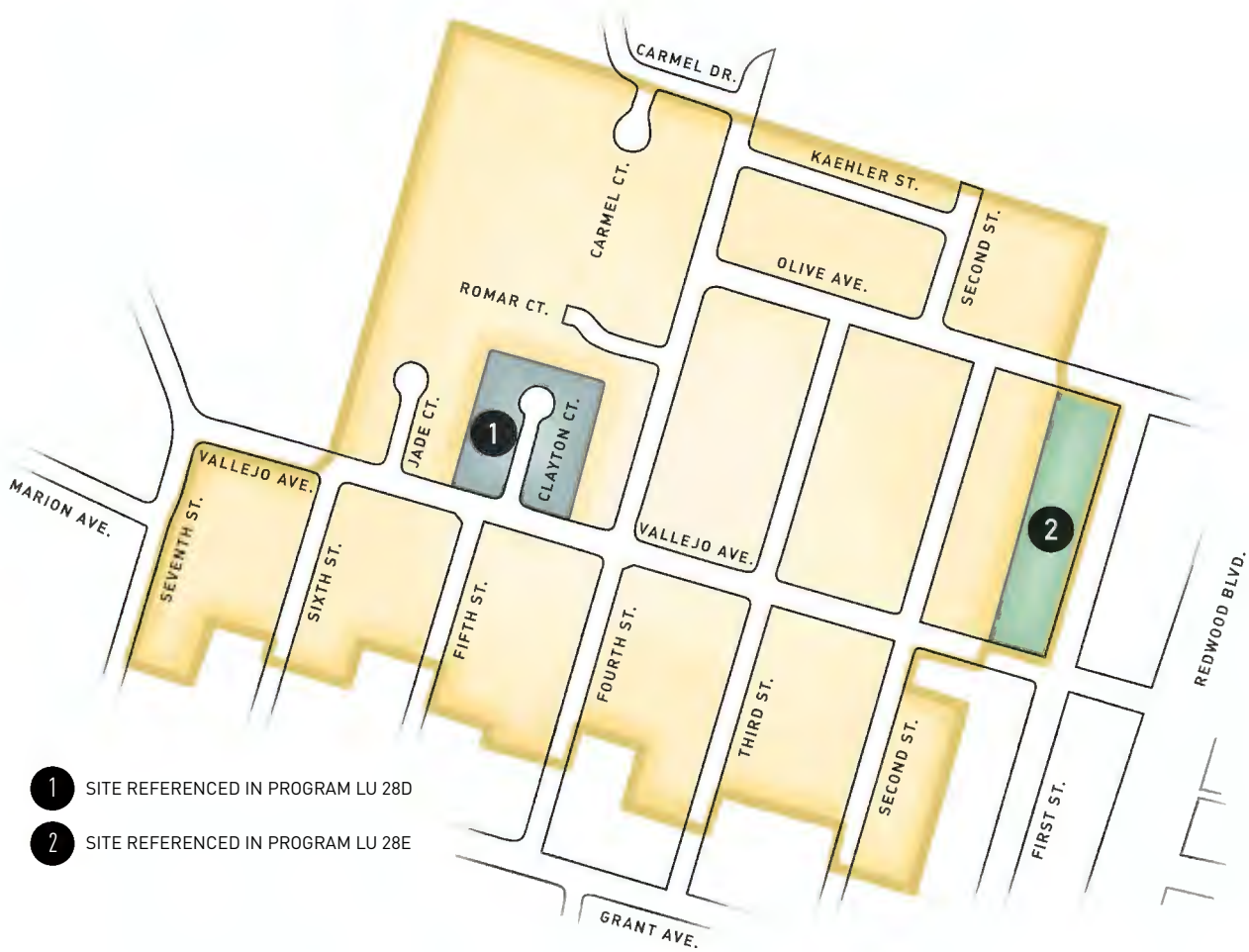
LU 28b: **Neighborhood Compatibility Zoning Standards and Design Guidelines.** Consider adoption of new form-based zoning regulations and design guidelines to ensure compatible development within the existing Medium Density Multi-Family Residential density range (10-20 units/acre). These zoning regulations and design guidelines should result in new development which:

- Is in scale with the existing neighborhood, limiting heights to two stories, calling for “house-form” buildings (duplexes, triplexes, fourplexes and bungalow courts) with maximum width and depth established for each building type to reinforce the small-scale residential character of the neighborhood and incentivizing smaller unit sizes,
- Is varied in physical type and design to provide interest and reinforce the diversity of the neighborhood,
- Results in an active street front where residents can meet and interact. Housing should be oriented towards the street with unit entries, porches and patios facing the street, with surface parking and garages towards the rear and not visible from the street and canopy trees planted in front yards and sidewalk planting strips where they exist.

LU 28c: **Non-Conforming Apartments.** Consider revision of zoning regulations for non-conforming apartments in the study area to allow

A form-based code is a land development regulation that fosters predictable built results and a high-quality public realm by using physical form (in addition to regulation of uses) as the organizing principle for the code.

FIGURE GP-9 NORTHWEST QUADRANT NEIGHBORHOOD



- 1 SITE REFERENCED IN PROGRAM LU 28D
- 2 SITE REFERENCED IN PROGRAM LU 28E

replacement of the existing number of units provided they comply with the new neighborhood compatibility standards.

LU 28d: **Clayton Court.** Consider redesignation of Clayton Court, depicted as Site 1 in Figure GP-9, from Medium Density Multiple-Family Residential to Low Density Residential and rezoning to a consistent zoning district in recognition of its current single-family development pattern.

LU 28e: **First Street.** Consider redesignation of the westerly side of First Street from Olive Avenue to Vallejo Avenue, depicted as Site 2 in Figure GP-9, from Mixed Use to Medium Density Multiple-Family Residential (identical to the rest of the NW Quadrant neighborhood) and rezoning to a consistent zoning district which would eliminate the requirement for commercial development in recognition of its current development pattern which is almost entirely residential.

Goal LU 2: Establish clear limits to urban development outside the Novato City Limits.

LU 29: Urban Growth Boundary Established. An Urban Growth Boundary is established, as shown on Map GP-1. Land use designations outside the Urban Growth Boundary have been established for long term planning purposes. For the duration of the Urban Growth Boundary, development outside the Urban Growth Boundary shall be limited to non-urban agricultural, conservation, parkland, and open space uses except as provided herein.

LU 29a: City Action on Proposals Outside the UGB.

- a. The City, its departments, boards, commissions, officers and employees, shall not grant or approve any general plan amendment, rezoning or zoning ordinance amendment, specific plan, master plan, precise development plan, tentative or final subdivision map, conditional use permit, building permit or any other discretionary or ministerial land use or development approval or entitlement for urban land uses outside the Urban Growth Boundary except as provided in this policy. All City departments, boards, commissions, officers and employees shall act on all referrals from other agencies regarding the extension or connection of urban services such as sewer or water service, outside the Urban Growth Boundary consistent with the requirements of this policy.
- b. (1) All City departments, boards, commissions, officers and employees shall act on applications for land use approvals, entitlements and permits on properties outside the Urban Growth Boundary consistent with the requirements of this policy and state law in a manner that avoids any approval of such applications by operation of state or other law.

(2) All City departments, boards, commissions, officers and employees shall act on all referrals from other agencies regarding the extension or connection of urban services such as sewer or water service, outside the Urban Growth Boundary consistent with the requirements of this policy and state law in a manner that avoids any approval of such applications by operation of state or other law.
- c. Until December 31, 2042, the foregoing Policy 29 and Program 29a and Map GP-1 as it depicts the Urban Growth Boundary may be amended only by a vote of the people or pursuant to the procedures set forth below.

(1) To comply with state law regarding the provision of housing for all economic segments of the community, the City Council may amend the Urban Growth Boundary in order to accommodate lands to be designated for residential uses, provided that no more than ten acres of land may be brought within the Urban Growth Boundary in any calendar year. Such an amendment may be adopted only

upon the affirmative vote of a majority of the Council, and if the City Council makes each of the following findings:

- (i) That the land is immediately adjacent to existing comparably developed areas and the applicant for the redesignation (or the City if City-initiated) has provided evidence that the Novato Fire Protection District, Novato Police Department, Novato Community Development Department, the North Marin Water District, Novato Sanitary District, and the School District have adequate capacity to accommodate the proposed development and provide it with adequate public services;
 - (ii) That the proposed development will consist of primarily low and very low income housing pursuant to the Housing Element of the General Plan;
 - (iii) That there is no existing residentially designated land available within the Urban Growth Boundary that can feasibly accommodate the proposed development;
 - (iv) That it is not reasonably feasible to accommodate the proposed development by redesignating lands within the Urban Growth Boundary for low and very low income housing; and
 - (v) That the proposed development is necessary to comply with state law requirements for the provision of low and very low income housing.
- (2) To avoid an unconstitutional taking of private property, the City Council may extend the Urban Growth Boundary, by the affirmative vote of a majority of the Council, if it finds that:
- (i) The implementation and/or application of the UGB would otherwise constitute a taking of a landowner's property for which compensation must be paid; and
 - (ii) The extension of the UGB and land use designations associated with the extension will allow additional land uses only to the minimum extent necessary to avoid such a taking of the landowner's property.
- (3) To promote the public health, safety, and welfare, the City Council may, by the affirmative vote of a majority of the Council, amend the Urban Growth Boundary if it finds that such amendment is necessary for the development of a public park, public school, public facility, or public open space project, and such amendment is otherwise consistent with the General Plan then in effect.
- (4) To promote the public health, safety and welfare, the City Council may, by the affirmative vote of a majority

of the Council, amend the Urban Growth Boundary for non-residential properties, if the Council makes each of the following findings:

- (i) The amendment is the only feasible method of addressing a significant threat to the public health, safety and welfare;
 - (ii) The amendment would not provide for new development or a change of use which results in intensification of physical impacts;
 - (iii) The amendment involves only developed or substantially developed lands,
- (5) To promote the public health, safety and welfare, the City Council may, by the affirmative vote of a majority of the Council amend the Urban Growth Boundary for residential properties, if the Council makes the following findings:
- (i) The amendment will permit the construction or expansion of a single family residential structure and one accessory dwelling unit on a legal conforming lot which lot existed on November 7, 2017; and
 - (ii) Such proposed construction or expansion will be consistent with the applicable General Plan, Specific Plan, Area Plan, Zoning, Design Guidelines and other applicable laws, rules and regulations, [and compatible with the size and character of properties in the surrounding area]; and
 - (iii) Further subdivision of the lot upon which the proposed single family residential structure and/or accessory dwelling unit is to be built is prohibited by deed restriction or other legally enforceable covenant.
- (6) The City Council may, by the affirmative vote of a majority of the Council, exempt projects that have a vested right under law to proceed with development, if the Council determines that the exemption is necessary for the project to proceed consistent with that vested right.

LU 29b: **Sphere of Influence.** Request that the Marin County Local Agency Formation Commission (LAFCO) revise, consistent with state law and Marin LAFCO policies, the Novato Sphere of Influence as appropriate to assist the City with the implementation of the Urban Growth Boundary.

LU 29c: **Urban Service Areas.** Study potential Urban Service Areas as defined by LAFCO and consider amending the General Plan to delineate them and adopt appropriate policies.

LU 29d: **Annexation and Connection to the Novato Sanitary District.**

a. Request that the Marin County Local Agency Formation Commission refer proposals for inclusion in the area served by the Novato Sanitary District to the City for review and comment and act favorably on the City's recommendations in a manner consistent with the purpose and intent of the Urban Growth Boundary.

b. Consider, on a case-by-case basis, supporting connection of property outside the City limits to the Novato Sanitary District, if the City determines it is necessary for public health and safety, or for any reason defined in the exceptions to the Urban Growth Boundary contained in Program 29a.c.

LU 29e: Policies and Ordinances of LAFCO, County of Marin, Novato Sanitary District and North Marin Water District.

Request that LAFCO, the County of Marin, the Novato Sanitary District and the North Marin Water District recognize the Urban Growth Boundary in their official plans and adopt policies and ordinances consistent with the Urban Growth Boundary consistent with the intent of the voters.

LU 29f: MOUs with LAFCO, County of Marin, Novato Sanitary District and North Marin Water District.

Request that LAFCO, the County of Marin, the Novato Sanitary District and the North Marin Water District enter into a Memorandum of Understanding (MOU) with the City to recognize the Urban Growth Boundary and assist in the implementation of the policies and programs of the UGB consistent with the intent of the voters.

LU 29g: Coordination with Marin County. Request the County of Marin to work with the City when preparing or amending Community Plans or Specific Plans for the Gness Field, Black Point, Indian Valley, and other identified community areas outside the UGB.

LU 30: Annexations. Consistent with the application of state law, consider support of annexations that meet the following guidelines:

a. Areas to be annexed will be able to be served by existing City facilities and by facilities provided by other agencies, or by environmentally and economically feasible extensions to these facilities. Findings to support annexations must be made to indicate that improvements to support any contemplated development are or will be available. These include transportation, water supply, fire, wastewater treatment, schools, and other public services and facilities.

b. Proposed annexations are or will be contiguous to existing developed areas. Annexation and development that "leapfrogs" over vacant and undeveloped land will not be supported.

c. Annexation of an area should not have either short-term or long-term negative impacts on the City's fiscal condition.

d. For proposed annexations including development, a specific development plan, including maps and text, is prepared for the proposed

annexation, showing how the proposed development contributes to the attainment of General Plan goals and policies.

e. Proposed developments are consistent with the proper land use designation and meet all other requirements of the General Plan.

LU 30a: **Marin Valley Mobile Country Club.** Work with Novato Sanitary District and Marin LAFCO to evaluate annexation of the Marin Valley Mobile Country Club into the boundaries of the Sanitary District.

LU 31: Area of Interest. Monitor proposed development and other land use issues within a defined Area of Interest beyond the City boundaries and existing Sphere of Influence for their effect on Novato.

LU 31a: **Notification.** Request that the County of Marin and other applicable agencies refer all proposed projects and programs within the Area of Interest to the City of Novato for review and comment and act favorably on the City's recommendations. Seek an agreement with the County to establish an appropriate referral process and the defined Area of Interest.

LU 32: County Airport Planning. Continue to monitor the County's planning efforts for Gness Field Airport to ensure that the health and safety of Novato residents are protected.

LU 32a: **Development within the Referral Area.** Refer all General Plan amendments, Zoning Ordinance amendments and specific plans within the Gness Field Referral Area to the County Airport Land Use Commission.

COMMUNITY CHARACTER

Goal CC 1: Retain our connections to our past.

CC 1: Historic Buildings, Sites and Districts. Identify, recognize, and protect sites, buildings, structures and districts with significant cultural, aesthetic and social characteristics which are part of Novato's heritage. Table B-7 of Appendix B provides a list of the City's locally-designated historically significant resources.

CC 1a: **Historic Building Designations.** Periodically, as necessary, review and consider revisions to the list of locally-designated historically significant resources, including consideration of modifying the boundaries of the Historic Preservation Overlay District.

CC 2: Archaeological Resources Protection. Recognize the importance of protecting significant archaeological resources and implement measures to preserve such resources.

CC 2A: Tribal Cultural Resources Protection. The City shall comply with AB 52, which may require formal tribal consultation on a project-by-project basis.



The historical 1850 Postmaster's House is now home to the Novato History Museum.

Goal CC 2: Promote high-quality and sustainable development.

CC 3: Hillside. Protect Novato’s hillsides and ridgelines from erosion, slope failure and visual impacts by limiting the extent and location of new development and ensuring that new development complies with the requirements of the Hillside and Ridgeline Protection ordinance in the Zoning Code. 🌿

CC 4: Environmental Constraints. Assess environmental constraints when considering development of lands with high environmental value (e.g., wetlands or scenic ridgelines) or significant hazards (e.g., soil stability, fire or flood hazards). 🌿

CC 4a: **Constraints Analysis.** Require the submittal of a constraints analysis for new development consistent with the Hillside and Ridgeline Protection Ordinance or when needed as part of documentation for compliance with the California Environmental Quality Act (CEQA).

CC 5: Clustering of Development. Encourage clustering of development on sites with environmental constraints in order to achieve environmental goals and attain densities within the range of the land use designation. Clustering of development may result in densities on some portions of a site exceeding the maximum densities or intensities in Table GP-3. Ensure that clustered development is compatible with the surrounding neighborhoods. 🌿

CC 6: Infill Development. In order to minimize the need for expansion of the Urban Growth Boundary, focus new residential and commercial growth at appropriate infill sites near transit and retail services. 🌿

CC 7: Mixed Use Development. Accommodate additional housing on upper floors over commercial and office uses where appropriate. 🌿

CC 8: Pedestrian-Oriented Land Uses. Encourage pedestrian-oriented, rather than auto-dependent uses in areas such as, but not limited to, Downtown, Pacheco Plaza, Hamilton Town Center, The Square Shopping Center and other activity centers where mixed uses, shared parking (on- and off-street), transit service, and other conditions facilitate pedestrian circulation and community interaction. 🌿❤️

CC 9: New Commercial Development. Encourage new commercial developments to provide the following to enhance the pedestrian experience: 🌿❤️

- a. physical separation of vehicular and pedestrian movement wherever possible;
- b. street trees to create a safer and more pleasant environment for walkers,
- c. pedestrian-oriented lighting to improve security and the sense of safety,
- d. convenient, secure pedestrian access from adjacent public streets, parking lots and building entrances to commercial uses,



Well-designed buildings help to create an attractive and pedestrian friendly streetscape.

- e. pedestrian walkways and street furniture at street level adjacent to buildings, public transit and parking facilities,
- f. landscaped open areas, outdoor furniture and public art in areas to be provided as gathering places for employees and customers in commercial, office and industrial areas, and
- g. clustering of commercial buildings to create pedestrian zones and avoid wide expanses of parking between building entrances.

CC 10: New Development in Residential Neighborhoods. Preserve, enhance and maintain the residential character of neighborhoods to make them desirable places to live. New development should:

- Enhance neighborhood image and quality of life,
- Incorporate sensitive transitions in height and setbacks from adjacent properties to respect adjacent development character and privacy,
- Preserve historic and architecturally significant structures,
- Respect existing landforms and natural features,
- Maintain acceptable infrastructure service levels, and
- Provide sufficient parking.

CC 11: Neighborhood Services. Promote local retail services within comfortable walking and bicycling distance of all residents and employees. Encourage neighborhood retail centers to create comfortable community gathering places. 🌱❤️

CC 12: Compatibility of Development with Surroundings. Ensure that new development is sensitive to the surrounding architecture, topography, landscaping, and to the character, scale, and ambiance of the surrounding neighborhood, and consistent with adopted City policies and design guidelines. Recognize that neighborhoods include community facilities needed by Novato residents as well as homes, and integrate facilities into neighborhoods.

CC 12a: **Design Guidelines.** Prepare design guidelines to be applied as part of the Design Review process. Focus on guidelines for multi-family and commercial development. Guidelines should promote design features that contribute to a pedestrian-friendly environment and encourage active recreation.

CC 12b: **Lighting Design Guidelines.** Include standards for exterior lighting in design guidelines that support Dark Sky principles, addressing issues such as security, appearance, intensity and light spillage.

CC 13: Architectural Character. The architecture of new development should be authentic to the style being expressed, with appropriate finish details (materials, colors, application techniques).

CC 14: Traditional Site Design. Explore the use of traditional site design and architectural principles in areas with established patterns or sufficiently large development areas to use those principles successfully. Elements of traditional site design and architecture include:

- a. sidewalks with curbs, gutters, and a planting strip between the sidewalk and the roadway
- b. traditional home designs with porches and verandas
- c. trees planted adjacent to arterial streets and highways
- d. garages in the rear or sides of properties.

CC 15: Gates on Private Streets and Gated Communities. Preserve Novato’s sense of community by prohibiting the creation of gated communities and the placement of gates on private streets serving two or more independent single-family dwelling units.

CC 15a: **Zoning Amendment.** Amend the Zoning Ordinance and Development Standards to prohibit gated communities.

CC 16: Entryways. Encourage the improvement of entryways to the City through use of distinctive signs, street lighting, landscaping and street trees.

CC 17: Landscape Standards. Maintain and periodically update minimum landscape standards.

CC 17a: **Parking Lot Landscaping.** Update parking lot landscape standards to encourage tree growth and shading.

CC 17b: **Tree Replacement Standards.** Consider modifying tree replacement standards, possibly allowing replacement with fewer but larger trees where appropriate.

CC 18: Parking Standards. Reduce the visibility of parking facilities and the amount of land necessary for them to the maximum extent feasible. Encourage shared parking facilities where feasible.

CC 19: Property Maintenance and Nuisance Abatement. Enforce property maintenance codes and abate nuisances.



CHAPTER 3 ENVIRONMENTAL STEWARDSHIP

CHAPTER 3



3.1 PURPOSE OF THE CHAPTER

This chapter presents a framework for governing future decisions about how Novato will sustain open space and natural resources for today's residents, as well as future generations. Natural resources are the lands, habitat, wildlife, plants and trees, air water, minerals and other resources that occur naturally in the environment, undisturbed by humanity. These natural resources and open space lands can provide biodiversity, recreation, agricultural and managed natural resources production, flood risk reduction, protection from hazardous conditions, and climate change mitigation and adaptation. The City recognizes that development of open space lands can degrade its natural resources and impact the many benefits provided by these areas, and therefore discourages conversion of open space land to urban uses. The chapter focuses on the protection, maintenance and enhancement of Novato's natural resources and open spaces, while conserving resources and reducing greenhouse gas emissions. This chapter partially addresses the state requirements for the open space and conservation elements of the General Plan. The City's Zoning Code contains open space requirements for new development. Together with the Zoning Code, this chapter constitutes the City's Open Space Plan.

The Environmental Stewardship chapter includes the following sections.

- **3.2 Natural Communities and Ecological Resources.** Describes the diverse array of natural habitats in Novato, including waterways, marshland, grassland, woodland, riparian woodland, chaparral, and developed lands, and the wildlife and plants that occur in the Novato vicinity. This section includes requirements for the conservation element. (p. 3-4).

THE ENVIRONMENTAL STEWARDSHIP
CHAPTER PROVIDES
AN OUTLINE FOR
CONSERVING
AND PROTECTING
NOVATO'S
ABUNDANT NATURAL
RESOURCES.

- **3.3 Open Space and Scenic Resources.** Describes the protected open spaces in the Novato area and the scenic resources, including ridgelines and natural features, that define the City. This section includes requirements for the open space element. Trails and active use of open space are included in the Living Well chapter. (p. 3-14)
- **3.4 Agricultural Land.** Identifies farmland and agricultural production in the Novato area. This section includes requirements for the conservation element. (p. 3-17)
- **3.5 Water Quality.** Describes pollutants impacting streams, wetlands and the San Francisco Bay and measures to protect water quality for wildlife and natural habitats. (p. 3-17)
- **3.6 Air Quality.** Describes air quality and pollutants in the Novato area. (p. 3-19)
- **3.7 Mineral Resources.** Identifies land containing significant mineral deposits in the Novato area and describes the nature of these minerals. This section includes requirements for the conservation element. (p. 3-20)
- **3.8 Climate Change.** Describes the effects of climate change and actions to conserve energy and water, and reduce waste. (p. 3-21)
- **3.9 Goals, Policies, and Programs.** Identifies goals, policies and programs to conserve and protect natural resources and open space lands, and to address the challenges of climate change. (p. 3-26).

3.2 NATURAL COMMUNITIES AND ECOLOGICAL RESOURCES

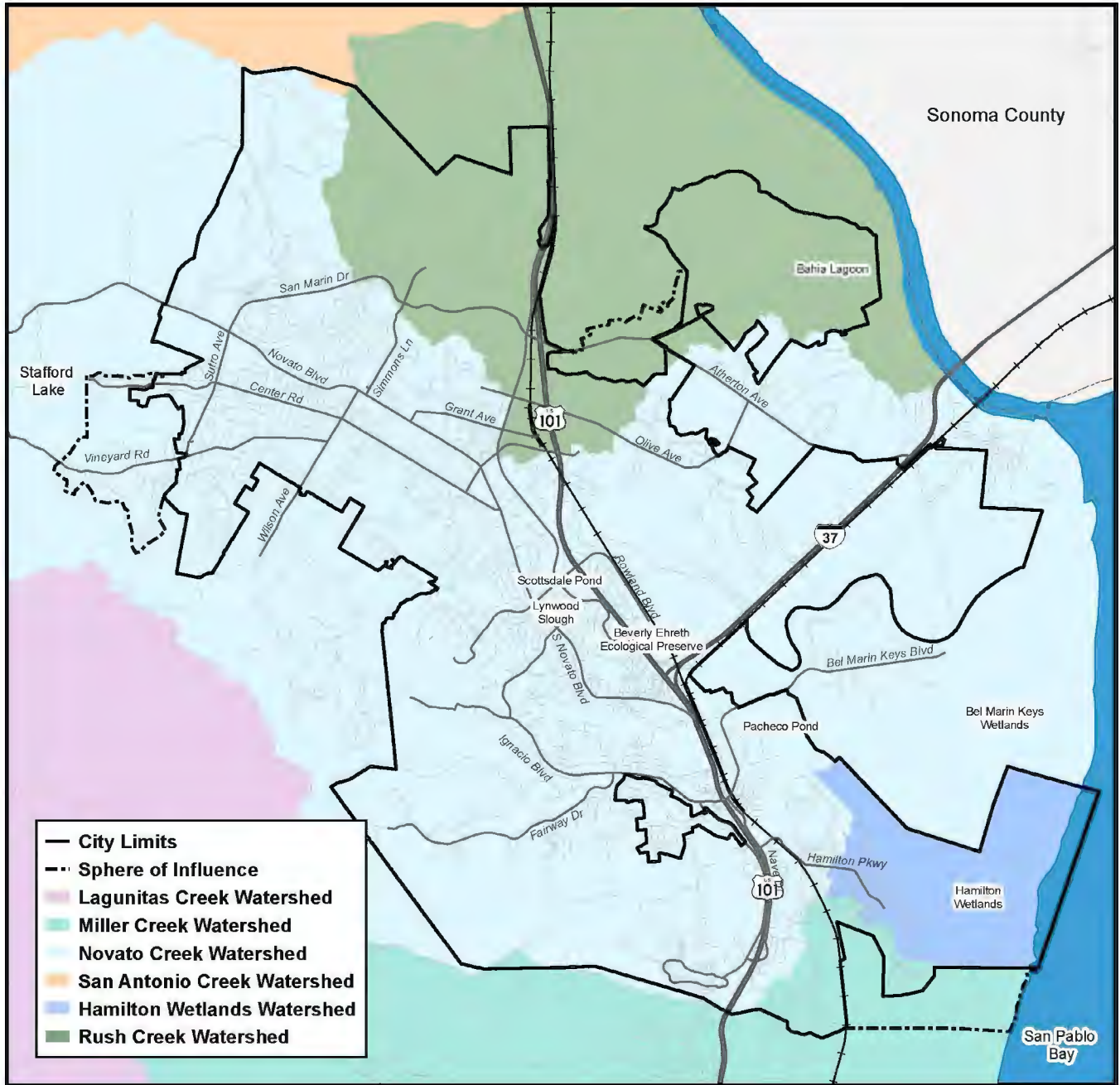
Novato is in the Central Coast Region of California, which supports a wide range of terrestrial and aquatic habitat types. As shown in Figure ES-3, the central portion of Novato along Highway 101 corridor is primarily developed with urban and suburban uses, occupying the valley floors and lower elevations of the surrounding hillsides. These largely developed areas are bisected by the remaining natural riparian and marshland habitats along major drainages such as Ignacio, Novato and Rush Creeks. The open water of San Pablo Bay forms the eastern edge of the Novato area, bordered by large expanses of marshland habitat and diked baylands which support primarily grasslands that continue to be used for grazing. A mosaic of grassland and woodland habitats covers the hillsides that form the northern, western, and southern edges of the Novato vicinity.

Historic land use has altered much of the landscape in the Novato vicinity, including the plant communities and wildlife dependent upon them. Beginning in the mid-nineteenth century and continuing into the present, activities such as livestock grazing, firewood harvesting, clearing and disking for agricultural production, road building, and urban and suburban development have markedly altered Novato's natural communities. Nevertheless, the remaining natural communities in the area continue to support a diverse assemblage of plant and animal species. Even areas now occupied by

FIGURE ES-1 WATERWAYS



FIGURE ES-2 WATERSHEDS





urban and suburban development continue to support remnants of natural vegetation, including mature oaks and other native trees. The remnant native vegetation and mature ornamental landscaping in urban areas often provide important foraging, resting, and sometimes nesting opportunities to a variety of birds and other wildlife.

Thousands of shorebirds and waterfowl congregate each fall and winter at the Rush Creek Open Space Preserve, one of the best birding locations in the North Bay. *Photo credit: Craig Solin*

Waterways

The Novato area consists of a number of lakes, streams, and creeks, including the Petaluma River, Stafford Lake, Novato Creek, Rush Creek and San Pablo Bay, as shown in Figure ES-1. The Petaluma River begins 20 miles north of the City of Petaluma and borders the eastern edge of Novato. San Pablo Bay borders the eastern edge of the City. Stafford Lake is a Novato Creek reservoir located approximately 11 miles upstream of San Pablo Bay.

Novato Creek originates in the hills to the west of the City and flows east for about 17 miles before emptying into San Pablo Bay. This creek, along with its numerous tributaries, including Simmons Creek, Vineyard Creek, Warner Creek, and Arroyo Avichi Creek, drains a watershed of approximately 44 square miles, part of which is shown in Figure ES-2. Rush Creek flows north and east from Downtown to the Petaluma River.

Salt/Brackish Water Marshland

Coastal salt marsh and coastal brackish marsh occupy large expanses of the Novato vicinity along the fringe of San Pablo Bay. They are part of the important wetland ecosystem that comprises the San Francisco Bay Estuary system. The San Francisco estuary comprised an estimated 628,500 acres of tidal marsh at the time of European colonization. About 90 percent of this habitat has been filled and developed with urban uses or converted to other habitats, such as diked wetlands, salt ponds, and agricultural and pasture lands. This conversion has had a significant effect on the health and functioning of the estuary system as a whole, and magnifies the importance of protecting and restoring the remaining marshland habitat in the Novato vicinity.



Mt. Burdell boasts lush grasslands, forests containing some of the oldest specimens of oaks and bay trees in Marin, and a seasonal pond, aptly named Hidden Lake, located about halfway to the top. The pond teems with frogs and salamanders during the wet season. *Photo credit: Craig Solin*

The marshlands provide important foraging and breeding habitat for a wide variety of aquatic and terrestrial species, and contribute to the health of the larger baylands ecosystem. The open water and tidal mudflats provide important resting and feeding habitat for gulls, shorebirds and waterfowl. Bird species commonly associated with the mudflats include canvasback, scaup, bufflehead, ruddy duck, American avocet, willet and sandpipers. The marshlands provide essential habitat for numerous special-status plant and animal species. The State and federally-endangered California clapper rail, the federally-endangered tidewater goby, and the State-threatened California Ridgway's rail are known to occur in the lower reaches of Novato Creek.

The State- and federally-endangered salt-marsh harvest mouse and salt-marsh common yellowthroat, which is recognized as a species of special concern by the California Department of Fish and Wildlife (CDFW), are known to be present at the mouth of the Petaluma River. The federally-threatened steelhead and Chinook salmon are found in the open waters of San Pablo Bay, and move up the Petaluma River and Novato Creek for foraging. Anadromous species such as steelhead and salmon move through the marshlands on their way to spawning locations in the upper watersheds.

Freshwater Marsh

Freshwater marsh occurs along the larger creeks and tributary drainages, scattered seeps and springs, ephemeral and vernal pools, and margins of the stock ponds and other freshwater bodies in the Novato vicinity.

Wildlife value of freshwater marsh habitat is generally high, due to the available surface water, abundance of insect, algae, and plant foliage, and the protective cover when emergent vegetation is present. The available surface water is essential as a source of drinking water for many species of wildlife, and the open water of the larger ponds and pools attracts a variety of birds, mammals, reptiles, and provides potential breeding habitat for a number of amphibians and reptiles.



Grasslands

Much of the remaining undeveloped portions of the Novato vicinity support grasslands dominated by non-native grasses and forbs. Grasslands occupy much of the diked baylands that continue to be used as grazing lands in the eastern portion of the Novato vicinity, as well as the lower slopes of Mount Burdell and the rolling hills of eastern Novato. Highly invasive species, particularly Himalayan blackberry (*Rubus discolor*), poison hemlock (*Conium maculatum*), French broom (*Genista monspessulana*), Scotch broom (*Cytisus scoparius*), and fennel (*Foeniculum vulgare*), are spreading into grassland habitat along road margins and edges of developed areas. These species contribute to the risk of fire through increased fuel loads, and compromise the wildlife habitat values of areas they occupy.

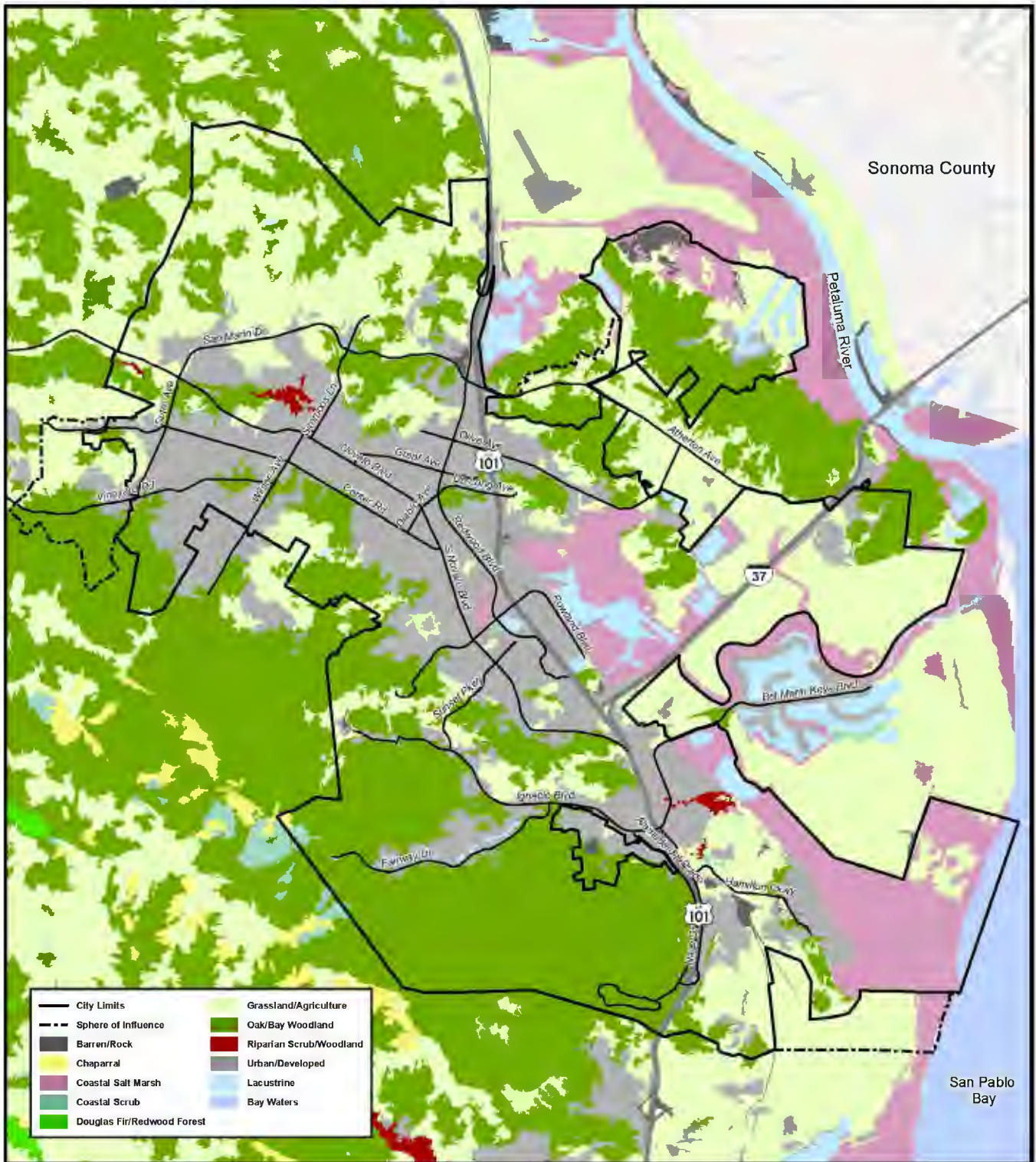
Oak-studded grasslands ring Novato, providing valuable habitat for wildlife and plants, as well as hiking and biking trails for nature enthusiasts. *Photo credit: Craig Solin*

Woodlands

Oak woodlands and other hardwood woodlands occupy much of the remaining undeveloped hillsides at Black Point, Deer Island, and the lower slopes of Mount Burdell and Big Rock Ridge in the Novato vicinity. The woodlands vary in species composition and structure, from dense tree cover with a continuous canopy and little understory, to open woodlands with a lush understory of grassland and shrubs, to a widely spaced savanna surrounded by grasslands. Most of the woodlands are dominated by several species of oak and other native tree species, including black oak (*Quercus kelloggii*), valley oak (*Q. lobata*), coast live oak (*Q. agrifolia*), blue oak (*Q. douglasii*), California bay (*Umbellularia californica*) and madrone (*Arbutus menziesii*).

The mature woodlands provide denning, nesting and foraging opportunities for numerous species of small mammals, reptiles, and birds. Mammals and reptiles found in the woodlands include: deer mouse, woodrat, striped skunk, grey squirrel, western skink, newts, ensatina (a type of salamander), ring-necked snake, and rubber boa. Larger mammals such as black-tailed deer and predatory species such as grey fox, mountain lion, and coyote most likely forage throughout the woodlands and open savanna.

FIGURE ES-3 VEGETATION



Riparian Woodland/Scrub

Riparian woodland and scrub occurs along the larger creeks and tributaries in the Novato vicinity, including Igancio, Novato, and Rush Creeks. Native willow (*Salix* spp.), valley oak, coast live oak, and California bay form the dominant native tree cover along these riparian corridors. Other tree species include native California buckeye (*Aesculus californica*), white alder (*Alnus rhombifolia*), box elder (*Acer negundo* var. *californicum*), Fremont cottonwood (*Populus fremontii*) and black walnut (*Juglans hindsii*), as well as a number of non-native invasive species such as silver wattle (*Acacia dealbata*), black locust (*Robinia pseudoacacia*) and plum (*Prunus* sp.). Riparian habitat is relatively scarce because it only forms along watercourses and lakes, and in California much of this habitat has been lost to agricultural uses, urbanization and channelization for flood control.

Riparian habitat tends to be of high resource value to wildlife, due to the complex structure of the vegetation, available surface water, and the transition to other habitat types which border the creek corridors, sometimes referred to as “edge” habitat. The dense cover of trees and shrubs serves to shade the creeks, and help keep temperatures cooler during the hot summer months. Surface water is available for aquatic-dependent organisms, and as a source of drinking water for terrestrial mammals and birds. Creek channels tend to serve as movement corridors for both terrestrial and aquatic species.

Chaparral and Coastal Scrub

Northern mixed chaparral and coastal scrub occurs in patches in the southwest of the Novato vicinity. Most of the stands of chaparral are associated with shallow soils along the upper slopes of Big Rock Ridge. Scrub and chaparral habitats provide important protective cover for wildlife, many of which forage in the surrounding grasslands and woodlands.

Special Status Species

Novato’s diverse natural communities host a number of sensitive ecological and biological resources, including 14 wildlife and 6 plant species deemed “special status” species by the State and federal government as shown in Table ES-1. Special-status species are defined as plants and animals that are legally protected under the Endangered Species Act, California Endangered Species Act, or other regulations, and species that are considered sufficiently rare by the scientific community to qualify for such listing. These special-status species tend to occur in the remaining natural communities in the Novato vicinity, including the baylands along the fringe of San Pablo Bay and the open space and undeveloped lands along the slopes of Mount Burdell. Others are dependent on the creeks, freshwater marshes, and riparian habitat in Novato and other locations for dispersal and essential breeding habitat.



The endangered California Ridgway's rail is found along Novato Creek.



The threatened Marin western flax is found on Mt. Burdell. Photo credit: Aaron Arthur

TABLE ES-1 SPECIAL-STATUS ANIMAL AND PLANT SPECIES KNOWN OR SUSPECTED IN THE NOVATO VICINITY

ANIMAL SPECIES		STATUS	
Common Name	Scientific Name	Federal Listing Category (USFWS)	State Listing Category (CDFW)
Amphibians and Reptiles			
California red-legged frog	<i>Rana draytonii</i>	T	--
California tiger salamander	<i>Ambystoma californiense</i>	T	T
Birds			
California black rail	<i>Laterallus jamaicensis coturniculus</i>	–	T
California Ridgway's rail	<i>Rallus obsoletus</i>	E	E
Swainson's hawk	<i>Buteo swainsoni</i>	–	T
Western snowy plover	<i>Charadrius alexandrinus nivosus</i>	T	--
Fish			
California freshwater shrimp	<i>Syncaris pacifica</i>	E	E
Coho salmon	<i>Oncorhynchus kisutch</i>	E	E
Eulachon	<i>Thaleichthys pacificus</i>	T	--
Longfin smelt	<i>Spirinchus thaleichthys</i>	C	T
Steelhead – California coast DPS	<i>Oncorhynchus mykiss irideus</i>	T	–
Tidewater goby	<i>Eucyclogorius newberryi</i>	E	–
Mammals			
Salt-marsh harvest mouse	<i>Reithrodontomys raviventris</i>	E	E
Townsend's big-eared bat	<i>Corynorhinus townsendii</i>	–	CT
Plants			
Marin western flax	<i>Hesperolinon congestum</i>	T	T
North Coast semaphore grass	<i>Pleuropogon hooverianus</i>	–	T
Santa Cruz tarplant	<i>Holocarpha macradenia</i>	T	E
Soft salty bird's beak	<i>Chloropyron molle ssp. molle</i>	E	Rare
Tiburon paintbrush	<i>Castilleja affinis var. neglecta</i>	E	T
White-rayed pentachaeta	<i>Pentachaeta bellidiflora</i>	E	E

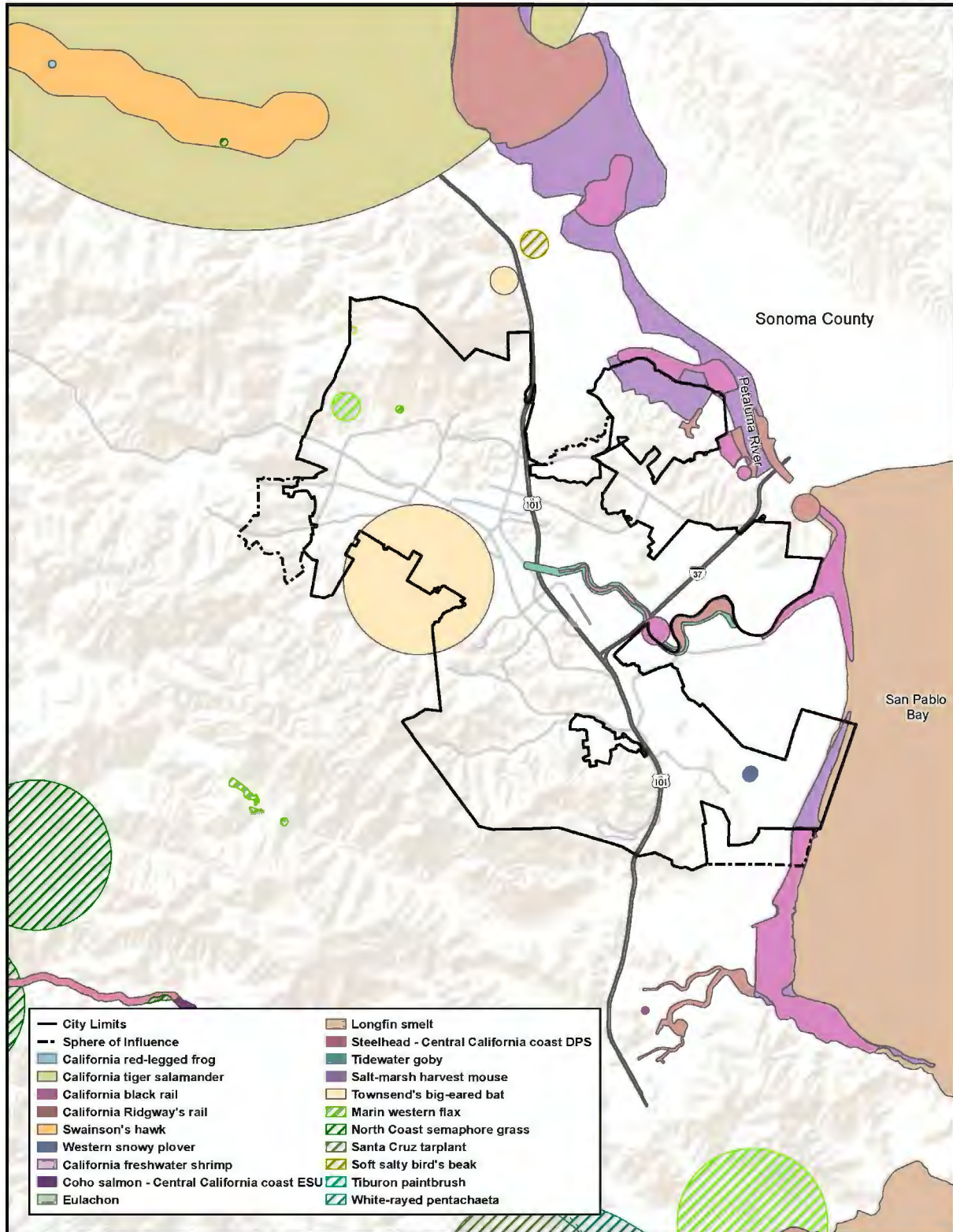
Listed species are reported by the California Natural Diversity Database (CNDDDB) species to occur or suspected to occur within a 5 mile radius of Novato.

USFWS = U.S. Fish and Wildlife Service; CDFW = California Department of Fish and Wildlife

Status Designations

- E = Listed as "endangered" under the federal Endangered Species Act or California Endangered Species Act
- T = Listed as "threatened" under the federal Endangered Species Act or California Endangered Species Act
- C = A candidate species under review for federal listing. Candidates include taxa for which the USFWS has sufficient biological information to support a proposal to list as endangered or threatened
- CT = Proposed for state listing as "threatened"

FIGURE ES-4 SPECIAL STATUS SPECIES OCCURRENCE



3.3 OPEN SPACE AND SCENIC RESOURCES

The Novato area includes a significant amount of land designated for open space. In total, there are nearly 6,790 acres of open space within the Novato city boundary, representing 42 percent of the City’s land area. The majority of this open space is owned and managed by the Marin County Open Space District (MCOSD). MCOSD manages these areas for habitat enhancement, resource preservation, protection of the wildland-urban interface from fire, and outdoor recreation.

Some of the major open space areas include:

- **Mt. Burdell**, over 1,500 feet tall, dominates views of Novato from Highway 101 and most areas north and west of Highway 37. Mt. Burdell is part of an open space area managed by the Marin County Department of Parks and Open Space which offers expansive views of Novato from a number of hiking and biking trails. The preserve contains some of the finest and oldest specimens of oak and bay trees in Marin.
- The **Little Mountain and Verissimo Hills** preserves form a backdrop of grassland and heavily forested slopes along Novato’s western border, behind the hilly neighborhoods on either side of Novato Boulevard.
- The steep hills of the **Indian Valley, Ignacio Valley, Loma Verde and Pacheco Valle** Open Space Preserves, covered in chaparral and oak woodlands, wrap around the Indian Valley Campus of the College of Marin and stretch east toward the Bay, forming part of Novato’s southwestern border. Trails along the ridgelines offer stunning views of Novato and the surrounding area.
- The **Bel Marin Keys and Hamilton Wetlands** form a buffer between developed areas and the San Pablo Bay. In 2014, a wetlands restoration project returned nearly 650 acres of seasonal and tidal wetlands to the Hamilton area, providing new habitat for a diverse array of plants, wildlife and waterfowl. A new section of the Bay Trail runs along the western border. The second phase of the project, which will restore the Bel Marin Keys wetlands, is partially funded. Much of this area is currently farmed.
- The **Rush Creek** preserve, the **Petaluma Marsh** and adjacent wetlands create Novato’s northeastern border. The natural open space along Rush Creek east of Highway 101 forms a stark contrast to the urban, industrial character of the creek’s surroundings to the west. To the south of the creek, a low ridge descends into tidal wetlands that provide habitat to a wide array of birds and other species. The Rush Creek Open Space preserve was acquired by the Marin Audubon Society and donated to the Marin County Open Space District and California Department of Fish and Wildlife. Each fall and winter, the Rush Creek preserve and adjacent wetlands attract thousands of shorebirds and waterfowl.
- Several islands of open space within Novato, including **Deer Island, Anderson Rowe Open Space and Scottsdale Marsh**, integrate



A view of the new Hamilton Wetlands several days after the levee was breached in 2014 (middle left), exposing 650 acres formerly occupied by the Hamilton Airfield’s runway to the tides. The State Coastal Conservancy plans to restore the area to the left, now leased to an oat hay farmer, to wetlands in the near future.

nature into the city and serve as destinations and informal community gathering spots.

The open space areas surrounding Novato are shown in Figure ES-5. Table ES-2 lists some of the larger open space preserves, state parks, and wildlife areas in and around Novato. A complete open space inventory and map are provided in Appendix D. This open space inventory includes any parcel or area of land or water within the City of Novato’s city limits and sphere of influence that is essentially unimproved and devoted to open space use for natural resources, the managed production of resources, outdoor recreation, public health and safety, and tribal resources, as required by California Government Code §65560(b). The City consulted other local, regional and state open space plans when developing this inventory, including the Association of Bay Area’s list of Priority Conservation Areas. Priority Conservation Areas in Novato include the Carmel Open Space, the Davidson Hill Area, the Hill Recreation and Arroyo Avichi Creek Area, and O’Hair Park, as well as sections of the Bay Trail and the Bay Area Ridge Trail that run through Novato. The policies and programs contained in Section 3.9 are aimed at the continued preservation and conservation of these lands.

TABLE ES-2 OPEN SPACE IN AND NEAR NOVATO

OPEN SPACE NAME	ACRES
State Coastal Conservancy/State Lands Commission	
Bel Marin Keys and Hamilton Wetlands	2,548
California Department of Fish and Game	
Petaluma Marsh Wildlife Area	4,200
California Department of Parks and Recreation	
Olompali State Historic Park	700
Marin County Open Space District	
Deer Island Open Space Preserve	154
Ignacio Valley Open Space Preserve	885
Indian Tree Open Space Preserve	230
Indian Valley Open Space Preserve	558
Little Mountain Open Space Preserve	214
Loma Verde Open Space Preserve	320
Lucas Valley Open Space Preserve	1,271
Mt. Burdell Preserve	1,627
Pacheco Valle Open Space Preserve	503
Rush Creek Open Space Preserve	522
Verissimo Hills Open Space Preserve	115
City of Novato	
Anderson Rowe Open Space	139

Ridgelines and hillsides contribute to Novato’s identity by creating a sense of separation for developed areas. These natural features establish physical boundaries for the community that are more recognizable than the jurisdictional boundaries created by the city limit.

FIGURE ES-5 OPEN SPACE AREAS

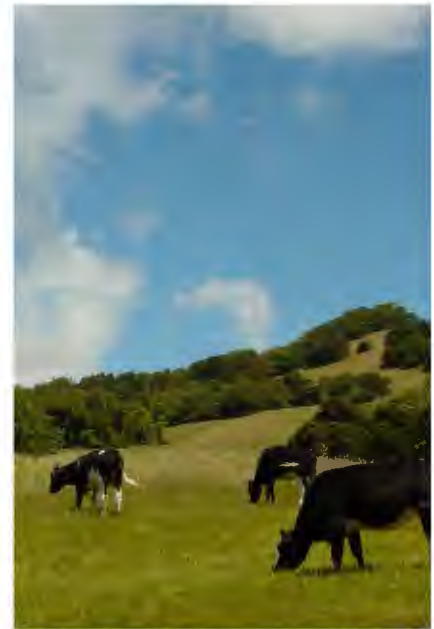


Other scenic resources are hillsides, Bay plains and Bay shorelines.

Hillsides, whether open and grassy like southern Mt. Burdell, or heavily wooded, provide a backdrop for developed areas. Bay plains provide expansive views to the east and south and are important to maintain the scenic qualities along Highways 101 and 37. Ridgelines and scenic resources are shown in Figure ES-6.

3.4 AGRICULTURAL LAND

Agricultural land in the Novato area includes valley areas and bayside plains that were leveed around the turn of the century. Important agricultural crops grown in the area include nut crops, vineyards, fruit orchards, and field crops. Agricultural land can also provide valuable wildlife habitat, including critical habitat for migrating waterfowl and shorebirds during the winter. The State Department of Conservation has classified much of the Novato area's agricultural land, particularly bayfront land, as Farmland of Local Importance (i.e., land which is currently in agricultural production, or has the capability of production, but does not meet the criteria for Prime Farmland, Farmland of Statewide Importance, or Unique Farmland). Some lands along the Bay produce oat hay, an important animal food source for ranches in West Marin. Approximately 1,600 acres of these farmed bay lands will be returned to wetlands in the Hamilton Wetland Restoration Project, a joint project of the State Coastal Conservancy and the U.S. Army Corps of Engineers. Within the City limits, one active vineyard, the Pacheco Ranch, and one small chicken and rabbit ranch are under a Williamson Act contract, which requires the property owner to maintain the land in agricultural use in exchange for reduced property taxes. In addition to these farmed lands, portions of Mount Burdell and Rusk Creek open space preserves are used for grazing.



During the spring, certain portions of Mount Burdell are grazed by small herds of domestic cattle.

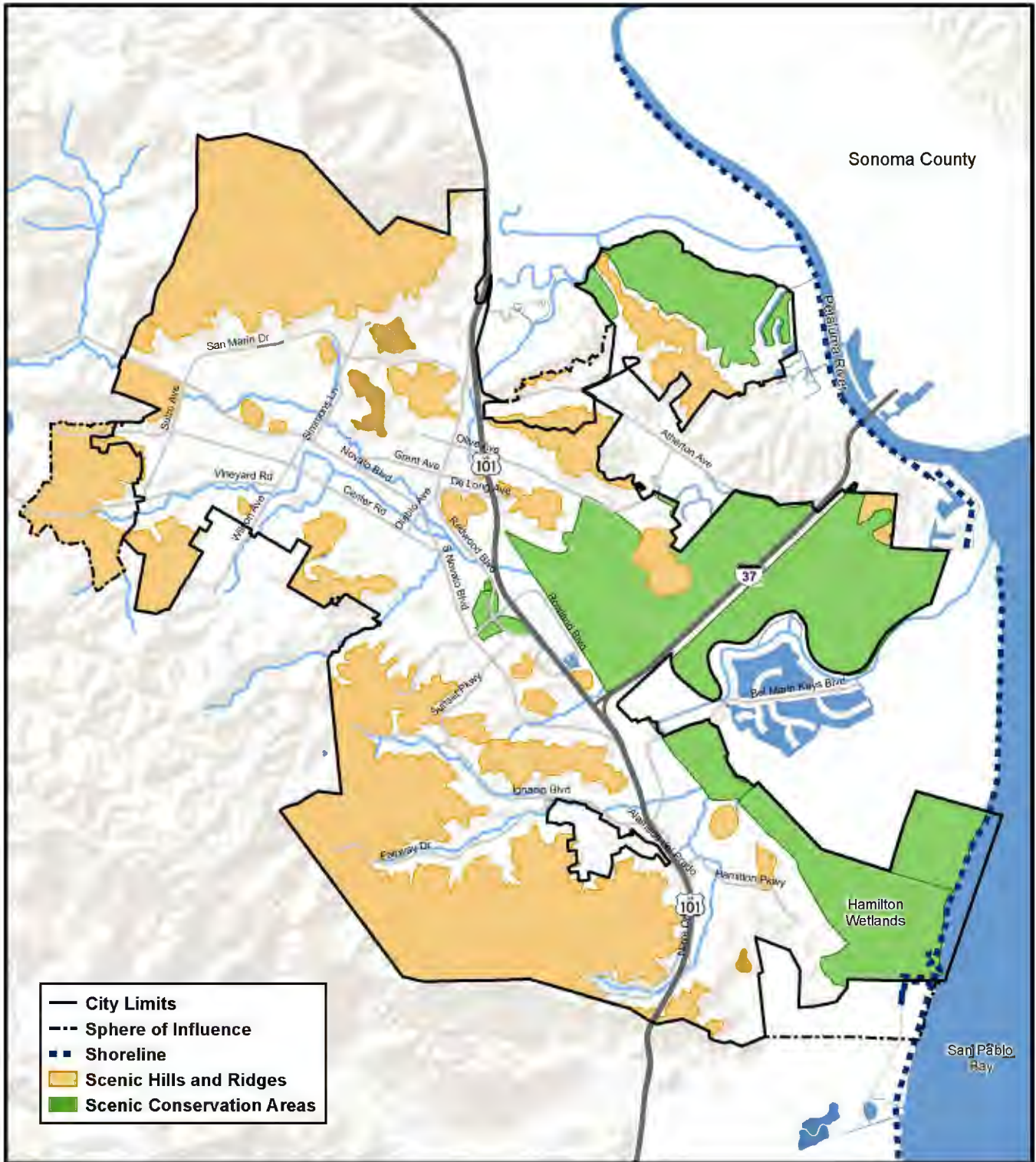
3.5 WATER QUALITY

The City that Works chapter discusses the supply of potable water and flooding. Water is also an environmental resource because of its importance to wildlife as well as humans. Protecting and improving water quality is critical to maintaining and enhancing habitat and recharging aquifers.

Two general types of pollutant discharges affect the quality of surface water and groundwater in the Novato area:

- Point source discharge, which consists of discharge from a pipe or other device directly into the receiving waters. Discharge of treated wastewater from a sewer plant or an industrial building are common examples. Point sources can be managed through periodic monitoring and treatment methods.
- Non-point source discharge, which consists of stormwater runoff that has drained from streets, parking lots, roofed structures, farms, and minor watercourses before it reaches a major creek, river, or other water body. This runoff can contain debris, litter, soil, and other natural and man-made pollutants. Typical pollutants include organic materials that contribute to biochemical oxygen demand, suspended solids,

FIGURE ES-6 RIDGELINES AND SCENIC RESOURCES



pathogens, sediment from construction and erosion, air pollution fall-out, gasoline additives, oil and grease, nitrogen and phosphorus from chemical fertilizers, animal waste, leached acids from leaves, and pesticides. These pollutants come from a variety of sources, including pet waste, lawn fertilization, cars, construction sites, illegal dumping and spills, and pesticide application. Once pollutants from surface runoff reach the receiving waters, they can cause water quality problems similar to those found in municipal and industrial point source discharges.

Where rain falls on paved surfaces, a much greater amount of runoff is generated compared to runoff from the same storm falling over a vegetated area. These large volumes of water are swiftly carried to local streams and wetlands, can cause flooding and erosion, and wash away important habitat for wildlife that live in the stream.

To counteract these impacts of stormwater runoff, Novato has adopted regulations that require management of stormwater for all new development. Stormwater management is the use of specific practices, constructed or natural, to reduce, slow down and/or remove pollutants from stormwater runoff. Stormwater management practices are essentially designed to restore or mimic some of the natural processes provided by the vegetative cover that existed prior to land disturbance. Replacing impervious surfaces with vegetation allows the soil to naturally filter or biodegrade contaminants that would otherwise flow into streams, and wetlands, and the Bay.

State and federal regulations work to protect watershed and recharge areas. In particular, the National Pollutant Discharge Elimination System (NPDES) program and the State Regional Water Quality Control Board mandate control of urban runoff to eliminate the percolation of pollutants from surface runoff into underground water supplies and discharge to open bodies of water. The NPDES program requires the City to inspect, identify, and prevent illicit discharges such as silt, road debris, oil, or discharges from any residential, commercial or construction area into drains, waterways and wetlands. Discharges of materials must be processed or eliminated where practical.

3.6 AIR QUALITY

Novato typically experiences good air quality due to the almost persistent westerly flow of air from the ocean. There are little or no pollution sources upwind or to the west of Novato. Episodes of high particulate levels can occur in late fall and winter when high pressure over the interior of the western United States (known as the Great Basin High) produces extended periods of light winds and low-level temperature inversions. This condition frequently produces poor atmospheric mixing that results in degraded regional air quality.

Novato is located within the Bay Area Air Quality Management District (BAAQMD), which is primarily responsible for assuring that national and state standards for air pollutants are attained in the San Francisco Bay Area. BAAQMD is also responsible for adopting and enforcing rules and

regulations concerning air pollutant sources, issuing permits for stationary sources of air pollutants, and monitoring ambient air quality.

Areas that do not violate ambient air quality standards are considered to have attained the standard. Violations of ambient air quality standards are based on air pollutant monitoring data and are judged for each air pollutant. The Bay Area as a whole does not meet the national standard for ozone, or the more stringent California standards for ozone and particulate matter. BAAQMD's Bay Area 2010 Clean Air Plan contains districtwide control measures to reduce ozone, particulate matter, air toxics, and greenhouse gasses. The Plan notes that Bay Area air quality has improved significantly in recent decades, greatly reducing health effects related to air pollution. Nonetheless, exposure to fine particulate matter ($PM_{2.5}$) is by far the leading public health risk from air pollution in the Bay Area.

The closest monitoring station to Novato is located in downtown San Rafael, which is the only station in Marin County. Pollutant monitoring results for the years 2010-2014 in San Rafael indicate that air quality in Marin County has generally been good, although air quality standards for particulate matter have been exceeded in some years. The State standard for respirable particulate matter (PM_{10}) was exceeded three times over the five-year period (vs. 15 for the Bay Area), and the national standard for fine particulate matter ($PM_{2.5}$) was exceeded eight times (vs. 33 for the Bay Area). The primary sources of these pollutants are wood smoke and local traffic, and their buildup is greatest during the evenings and early morning periods and on cold, stagnant winter evenings when temperature inversions prevent the rise and dispersal of pollutants.

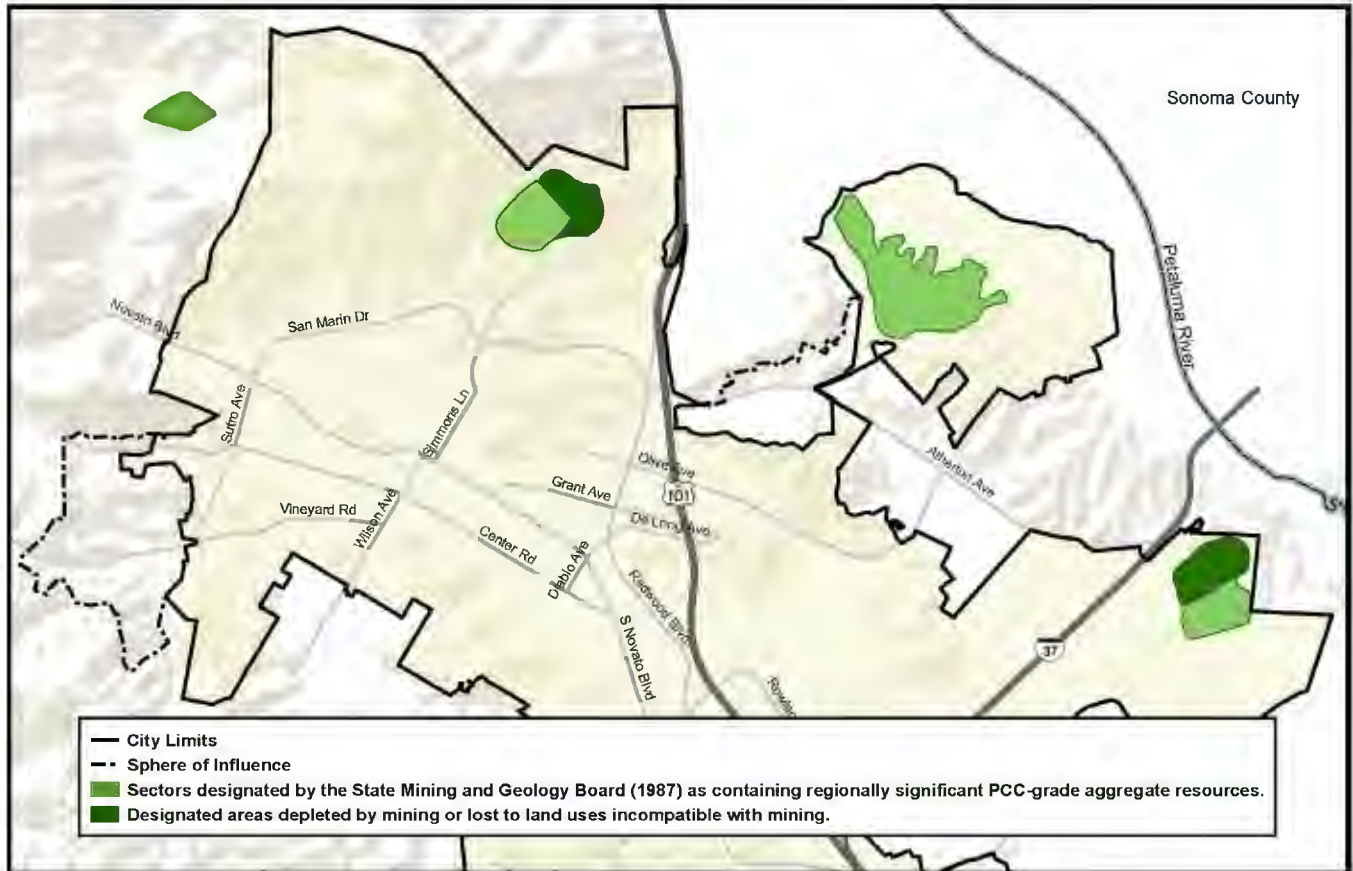


Vestiges of the old rock quarries are found on Mt. Burdell.

3.7 MINERAL RESOURCES

The primary extractive resources in and around the Novato area are sand and gravel. Crushed rock quarries were located on the southeast slopes of Mt. Burdell, but these operations are no longer active. Decorative fieldstone is located on the south side of Mt. Burdell. Sand and gravel have been produced in the Black Point area, but operations have not been active since the 1950s. The California Geological Survey has designated four Resource Sectors in the Novato area (MRZ-2 zones) in the Rush Creek Open Space preserve, the Black Point area, Burdell Mountain, and Bowman Canyon, as shown in Figure ES-7. Approximately 126 acres of the Resource Sectors located within the City have been urbanized. The remaining 360 acres are estimated to contain 51.4 million tons of sand, gravel and crushed rock, known as "construction aggregate," for use in portland cement concrete and asphaltic concrete. The California Surface Mining and Reclamation Act requires cities to adopt general plan policies to protect such sites so that mineral resources will be available when needed and do not become inaccessible as a result of the land use decision-making process.

FIGURE ES-7 MINERAL RESOURCES



3.8 CLIMATE CHANGE

Climate change is a significant, extended change in any measures of average weather over time. Changes may be seen in sustained rising or falling temperatures, significantly higher or lower amounts of precipitation, or changes in wind patterns. Studies predict some positive but mostly negative impacts resulting from human contributions to greenhouse gas emissions. Based on these climate change studies, federal, State and local legislation are increasingly encouraging and/or mandating policies that address and mitigate the impacts of climate change.

The earth's atmosphere contains a group of naturally occurring gases that maintain a habitable climate. These gases allow sunlight to enter the earth's atmosphere freely and prevent some of the sun's heat from exiting the atmosphere. Because of their ability to contain heat, the gases are known as greenhouse gases, or GHGs. Natural levels of GHGs exist in balanced proportion, resulting in steady maintenance of the temperature within earth's atmosphere. However, emissions of GHGs from human activities, such as electrical production and motor vehicle use, continue to elevate the concentrations of GHGs, upsetting their natural balance. When GHG concentrations exceed natural concentrations in the atmosphere, the



Seasonal king tides in Marin provide a preview of what daily high tides may look like by mid-century.

“greenhouse effect” of trapped heat is enhanced, and the phenomenon known as global warming occurs.

Climate change poses an ever-growing threat to the well-being, public health, natural resources, economy, and the environment of California, including loss of snowpack, drought, sea level rise, more frequent and intense wildfires, heat waves, more severe smog, and harm to natural and working lands. The California Climate Change Center notes the following findings and potential risks to California:

- Precipitation is the most important hydrologic variable and most difficult to forecast.
- Warming raises the elevation of snow levels with reduced spring snowmelt and more winter runoff.
- Less snowmelt runoff means lower early summer storage at major foothill reservoirs with less hydroelectric power production.
- Higher temperatures and reduced snowmelt compounds the problem of providing suitable cold-water habitat for salmon species.
- Higher temperatures increase the demand for water by plants.
- Rising sea levels would adversely affect many coastal marshes and wildlife reserves, in addition to coastal development.
- Climate change in California will result in a higher frequency of large damaging fires.
- Regional climates that are hotter and drier will result in increased pest and insect epidemics within California’s forests.

Since 2005, the State of California has responded to growing concerns over the effects of climate change by adopting a comprehensive approach to addressing greenhouse gas (GHG) emissions in the public and private sectors. Executive Order S-3-05, signed by Governor Arnold Schwarzenegger in 2005, established long-term targets to reduce GHG emissions to 1990 levels by 2020 and 80 percent below 1990 levels by 2050. The 2020 GHG reduction target was subsequently codified with the passage of the Global Warming Solutions Act of 2006, more commonly known as AB 32. In 2016, California adopted SB 32, which requires the state to reduce emissions 40 percent below 1990 levels by 2030. This is in line with the level the Intergovernmental Panel on Climate Change has identified in order to limit global warming to 2 degrees Celsius — the threshold at which scientists say may result in potentially catastrophic climate change impacts. The City of Novato recognizes its vital role in the mitigation of greenhouse gas emissions and adapting to climate change. In 2009, the City adopted a Climate Change Action Plan with a greenhouse gas reduction target of 15 percent below 2005 levels by 2020, consistent with the State’s target, and a 40 percent reduction by 2035.

The City has conducted inventories of community-wide greenhouse gas emissions for years 2005 through 2015. The inventories estimate the amount of carbon dioxide, methane and nitrous oxide that are generated by activities within the Novato city limits. These greenhouse gas emissions are

weighted according to their global warming potential and totaled as “carbon dioxide equivalents.” The inventories estimate the amount of carbon dioxide, methane and nitrous oxide that are generated by activities within the Novato city limits. These greenhouse gas emissions are weighted according to their global warming potential and totaled as “carbon dioxide equivalents.” The inventories found that community emissions totaled 368,900 metric tons of carbon dioxide equivalents (MTCO₂e) in 2005. By 2015, community emissions had declined 15 percent to 313,130 MTCO₂e. Community emissions are categorized in seven sectors:

- The Residential sector includes emissions generated by the use of electricity, natural gas and propane in homes.
- The Commercial and Industrial sector includes emissions generated by the use of electricity and natural gas in commercial and industrial buildings and facilities. Emissions generated by schools, governments, and public agencies are included in this sector.
- The Transportation sector includes emissions from on-road vehicles travelling on local roads within City limits and a share of vehicle miles travelling on roadways outside the City limits.
- The Off-Road Vehicles & Equipment sector includes emissions from vehicles and equipment used for construction and lawn and garden activities.
- The Waste sector includes emissions generated by the decomposition of solid waste deposited in landfills.
- The Water sector includes emissions generated by the use of electricity in treating, conveying and distributing water from the water source to users in the community.
- The Wastewater sector represents emissions generated by the treatment of wastewater at the Novato Sanitary District Wastewater Treatment Plant.

As shown in Figure ES-8 and Table ES-3, the Transportation sector was the largest emitter of greenhouse gas emissions in both 2005 and 2015, followed by the Residential sector and the Commercial and Industrial sector. Emissions declined in all sectors between 2005 and 2015 with the greatest reductions occurring in the Residential, Transportation, Commercial and Waste sectors.

FIGURE ES-8 COMMUNITY GHG EMISSIONS BY SECTOR, 2015

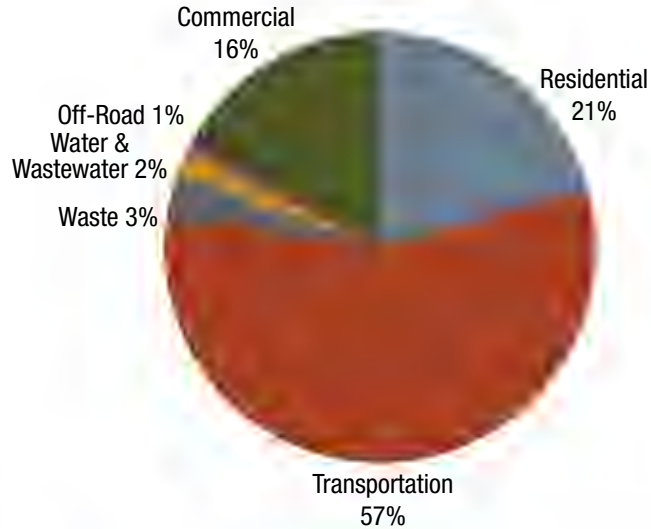


TABLE ES-3 COMMUNITY GHG EMISSIONS BY SECTOR, 2005 AND 2015

SECTOR	2005 METRIC TONS CO ₂ E	2015 METRIC TONS CO ₂ E	CHANGE IN METRIC TONS CO ₂ E
Residential	84,286	64,901	-20,306
Commercial/Industrial	56,967	50,681	-5,518
Transportation	200,200	177,223	-22,378
Off-Road	4,190	3,648	-540
Water	3,062	513	-2,244
Wastewater	6,145	5,814	-361
Waste	14,048	10,348	-4,101
Total	368,897	313,128	-55,449

Emissions are projected to increase by about 2% by 2035, in the absence of any policies or actions that would occur to reduce emissions. The forecast is derived by utilizing projections for future population, number of households, jobs and vehicle miles traveled developed by the Association of Bay Area Governments, the Metropolitan Transportation Commission, and the California Air Resources Board.

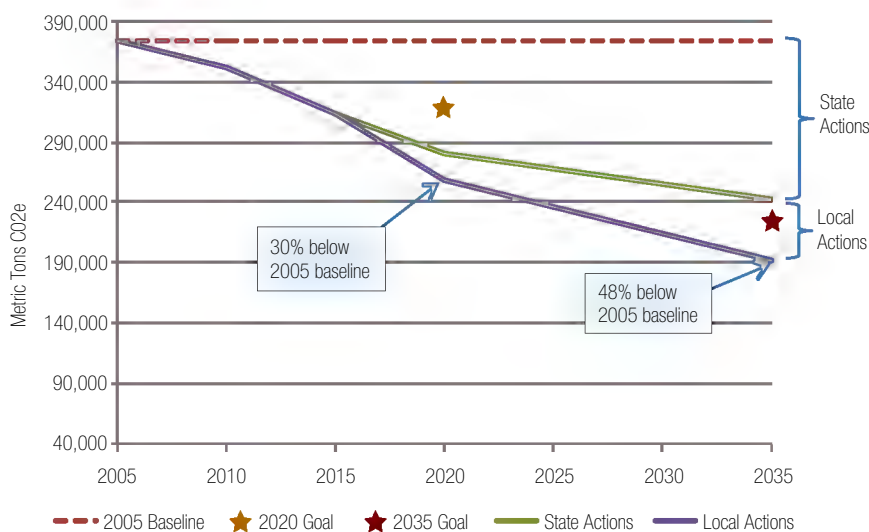
This General Plan serves as the City's Climate Action Plan. Policies and programs identified with a leaf 🌿 include emission reduction measures for the Climate Action Plan. Appendix E contains an analysis of anticipated emission reductions based on General Plan policies and implementing actions. Climate Action policies and actions include:

- Green building, energy efficiency, and renewable energy to address the energy use and consumption of natural resources to construct, renovate, operate and maintain buildings,
- Land use and transportation to identify more efficient ways to utilize land and move about,

- Waste reduction, recycling, and Zero Waste to divert and/or eliminate all materials from landfill,
- Water conservation,
- Natural systems to absorb or sequester greenhouse gases, and
- Adaptation to prepare for inevitable climate change impacts including sea level rise.

Emission reductions estimated from the full implementation of these local measures total approximately 24,600 MTCO₂e by year 2020 and 48,400 MTCO₂e by year 2035. State actions, which represent reduction strategies that have been approved, programmed and/or adopted, are projected to reduce emissions about 30,500 MTCO₂e by year 2020 and 78,800 MTCO₂e by year 2035. These actions include the renewable portfolio standard that increases the percentage of renewable energy in electricity over time, building code requirements for increased energy efficiency and conservation in residential and non-residential buildings, light duty and heavy duty vehicle fuel efficiency standards and regulations, and incentives for solar water heaters and efficient lighting.

FIGURE ES-9 PROJECTED COMMUNITY EMISSIONS THROUGH YEAR 2035



As shown in Figure ES-9, **local and State actions combined are projected to reduce emissions 30 percent below 2005 emission levels by year 2020, exceeding the City and State’s targets.** By 2035, the continued implementation of these measures would reduce emissions by 48 percent, which would meet the City’s target for 2035.

3.9 GOALS, POLICIES AND PROGRAMS

Goal ES 1: Preserve, enhance and restore natural areas and features, including Novato’s scenic hillsides, waterways, riparian corridors, wetlands, baylands, and special status species.

ES 1: Ecology of Creeks and Streams. Preserve and enhance the ecology of creeks and streams, including riparian vegetation. Prohibit further degradation and require restoration of previously-degraded riparian areas as a condition of development approval when restoration is feasible, taking into account the project’s size and cumulative impacts. 🌱

ES 1a: Waterway and Riparian Protection. Ensure that new development complies with the requirements of the Waterway and Riparian Protection ordinance in the Zoning Code for watercourses shown on Figure ES-1.

ES 1b: Update Definitions. Update definitions of protected creeks, streams and significant tributaries in the Zoning Code where appropriate. Update definitions of protected creeks, streams and significant tributaries in the Zoning Code where appropriate. Consider developing definitions for ephemeral and intermittent waterways as appropriate.

ES 1c: Update Creek/Stream Map. Update Figure ES-1 utilizing best available data to designate protected creeks, streams and significant tributaries. Consider including ephemeral and intermittent waterways as appropriate.

ES 1d: Agency Cooperation. Refer proposals for grading, filling, or construction that would alter a watercourse shown on Figure ES-1 to the State Department of Fish and Wildlife and Marin County Flood Control District for comment.

ES 2: Watershed Management. Minimize the effects of pollution in storm-water runoff in Novato and its effective watersheds. Retain and restore where feasible the natural hydrological characteristics of watersheds in Novato, including daylighting of drainages that were previously buried. 🌱

ES 2a: NPDES Compliance. Ensure that new development complies with the requirements of the National Pollutant Discharge Elimination System (NPDES) and the applicable Urban Runoff Pollution Prevention Ordinance.

ES 2b: Maintenance. Prioritize storm drain maintenance and street sweeping programs to reduce urban runoff pollutants.

ES 3: Wildlife Habitat. Endeavor to preserve and enhance wildlife habitat areas and wildlife movement corridors in watercourse areas and control human use of these areas as necessary to protect them. 🌱

ES 4: Habitat Restoration. Restore damaged portions of riparian areas to their natural state, including removal of invasive species, whenever feasible. 🌱

The City’s climate reduction measures contained in the General Plan, when combined with State actions, are projected to reduce emissions 30% below baseline emissions by year 2020.

By 2035, the continued implementation of these measures would reduce emissions by 48%.

More action will need to be taken to reach reduction targets that are necessary to avoid potentially catastrophic climate change impacts.

ES 5: Public Access to Watercourses. Manage public access to watercourses shown on Figure ES-1 in a manner that will not degrade the habitat. 🌱❤️

ES 6: Wetlands Ecology. Preserve and enhance wetlands ecology. 🌱

ES 6a: **Wetland Protection.** Ensure that new development complies with the requirements of the Wetland Protection and Restoration ordinance in the Zoning Code.

ES 6b: **Wetland Buffer.** Amend the Zoning Code to include the protection of special status species as a reason to require an expanded wetland buffer area.

ES 7: Bayland Area Protection. Regulate development in the Baylands Overlay Zone so that it discourages encroachments into wetlands or sensitive wildlife habitats, provided that this regulation does not prevent all reasonable economic use of a property. Discourage human activity that damages fisheries, or habitat for birds, fish or other wildlife. 🌱

ES 8: Tidal Areas. Cooperate with State and Federal agencies and seek to retain areas subject to tidal action in their natural state. 🌱

ES 9: Agriculture in Bayland Areas. Allow agricultural uses in Bayland Areas that do not adversely affect wetlands or sensitive wildlife habitats and do not damage fish habitat.

ES 10: Water Quality. Protect water resources from pollution and sedimentation, and preserve their environmental and recreation values. 🌱

ES 10a: **Integrated Pest Management.** Utilize integrated pest management techniques to reduce or eliminate use of potentially toxic chemicals in City operations where financially feasible and effective. Update the City's Integrated Pest Management Policy as appropriate. 🌱

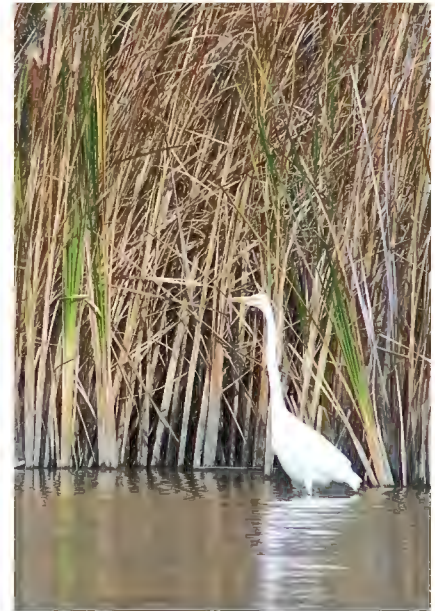
ES 11: Species Diversity and Habitat. Protect biological resources, including migratory birds, anadromous fish, and threatened and endangered species, that are necessary to maintain a diversity of plant and animal species. 🌱

ES 11a: **Agency Cooperation.** Cooperate with state and federal agencies to ensure that development does not substantially adversely affect special status species appearing on the state or federal list for any rare, endangered, or threatened species. Require a special status species survey as appropriate.

ES 11b: **Information on Invasive Plants.** Provide information on the City's website regarding invasive plants and how to manage and eradicate them.

ES 11c: **Management of Invasive Plants.** Consider adopting requirements for new development to remove and manage invasive plants.

ES 12: Views. Encourage protection of visual access to the San Pablo Bay Shoreline and the Petaluma River.



Snowy egrets are found in Novato's wetland habitats.



Novato has some of the finest and oldest specimens of oak trees in Marin.

ES 13: Open Space of Countywide and Local Importance. Protect designated open space of Countywide and local significance in the Novato area. 🌱

ES 13a: **Agency Cooperation.** Work with county, regional, state and federal agencies and non-profits to fund acquisition and maintenance of open space.

ES 13b: **Grants.** Identify open space of local importance and prioritize for acquisition. Actively seek grant opportunities for acquisition, such as Priority Conservation Area funding.

ES 14: Access to Public Open Space. Protect publicly-owned open space areas in their natural state consistent with public access as appropriate, while minimizing adverse environmental impacts. Encourage public access to publicly-owned open space and shorelines where appropriate in a manner compatible with the preservation and enhancement of the natural environment. Secure access to open space through review of development proposals where appropriate and legal. ❤️

ES 15: Scenic Resources. Protect visual values on hillsides, ridgelines, and other scenic resources. Development should be located and designed to protect views of important scenic resources identified on Figure ES-5.

ES 15a: **Hillside and Ridgeline Protection.** Ensure that new development complies with the requirements of the Scenic Resources Protection Ordinance and the Hillside and Ridgeline Protection Ordinance in the Zoning Code.

ES 15b: **Ridgeline Map.** Update Map ES-6 to more precisely identify ridgelines which should be subject to restrictions of the Hillside and Ridgeline Protection Ordinance.

ES 15c: **Allowances for Pre-Existing Homes.** Consider adoption of an amendment to the Hillside and Ridgeline Protection Ordinance to allow deviation from hillside development standards for residential additions and alterations to homes constructed prior to enactment of the regulations.

ES 16: Coordination. Work with local, regional, state, and federal agencies on environmental protection efforts. Involve regulatory agencies in the environmental review process and in developing mitigation measures.

Goal ES 2: Maintain clean, healthful air.

ES 17: Clean Air. Work to protect and improve air quality. 🌱

ES 17a: **Clean Air Plan.** Cooperate with the Bay Area Air Quality Management District in implementing the regional Clean Air Plan.

Goal ES 3: Continue prudent use and conservation of natural resources.

ES 18: Agricultural Land. Encourage preservation of agriculture.

ES 18a: **Conservation Easements.** Assist public agencies or a non-profit land trust in the acquisition of conservation easements on agricultural lands in the Novato area. 🌱

ES 19: Mineral Resources. Recognize designated mineral resources as required by the State Division of Mines and Geology as mineral resource sites.

Goal ES 4: Protect trees and woodlands that provide ecological, economic and aesthetic benefits for Novato.

ES 20: Native Woodlands. Maintain age and species diversity of native woodlands, and preserve the health of trees and other vegetation wherever feasible. 🌱

ES 21: Trees on Public Land. Protect native woodlands and significant trees on public lands. Enhance the urban forest and wildlands by planting additional trees needed to maintain age and species diversity, ensuring the proper and timely pruning of trees, and removing non-native species, particularly if they are invasive. 🌱

ES 21a: **Tree Management Program.** Consider adopting a Tree Management Program for trees on City-owned land and the right of way, establishing varieties, size and spacing requirements, and priority planting schedules. Said program should include standards for both the City and adjacent property owners in accordance with Chapter 15 of the Novato Municipal Code. 🌱

ES 21b: **Tree City USA.** Consider participation in the National Arbor Foundation's Tree City USA program.

ES 22: Trees on Private Property. Encourage and, where appropriate, require actions by private property owners to protect the health of native woodlands and trees. 🌱

ES 22a: **Parking Lot Standards.** Revise parking lot landscape standards to maximize tree size, cover and growth to reduce heat gain. 🌱

ES 22b: **Tree Replacement.** Consider amending the woodland tree removal/replacement requirements of the Zoning Code to prioritize replacement planting of native species and to consider tradeoffs of requiring fewer but larger replacement trees based on site conditions.

ES 23: Trees in New Development. Require that the site planning, construction and maintenance of development preserve existing healthy trees and native vegetation on site to the maximum extent feasible. Replace trees and vegetation not able to be saved. 🌱

Goal ES 5: Engage in environmental stewardship that balances the needs of the environment, the economy and a diverse society to utilize our natural resources in a sustainable way.

ES 24: Emission Reduction Targets. Establish reduction targets for greenhouse gas emissions and actively implement local strategies to reduce the effects of climate change. 🌱

ES 24a: **Emission Reduction Goals.** Implement cost-effective strategies to achieve reductions in greenhouse gas emissions consistent with the City’s goal of a 15% reduction below 2005 emission levels by 2020, and a 40% reduction in 2005 emissions by 2035. 🌱

ES 24b: **Implementation.** Implement the Emission Reduction Measures contained in Appendix E to achieve projected reductions in greenhouse gas emissions as feasible. 🌱

ES 24c: **Monitoring Emissions.** Periodically update the greenhouse gas emissions inventory for both community and City emissions and quantify success in meeting reduction measures to monitor achievement of emission reduction targets. 🌱

ES 25: Energy and Water Conservation. Increase energy and water efficiency and conservation in City buildings, equipment and operations. Promote energy and water conservation and building upgrades to the community. 🌱

ES 25a: **Reduce Resource Use in Buildings.** Require new development to minimize impacts on the environment, including use of energy and water-efficient design features and materials consistent with local building codes and Water District regulations. Strive to achieve sustainable development that, through on-site conservation and renewable energy generation or off-site offsets, has no increased demand on energy and water resources pursuant to the Water District’s Urban Water Management Plan. 🌱

ES 25b: **Green Building Regulations.** Adopt green building regulations that exceed minimum code requirements when found to be cost-effective for long-term building operations. Consider local modifications to the CALGreen Code to require Tier 1, including energy reduction measures, for new construction and for building remodels and additions. 🌱

ES 25c: **City Facilities and Operations.** 🌱

1. Install energy efficiency upgrades to reduce energy use in City buildings 30% by 2035 from 2010 levels.
2. Implement energy management software for City buildings and establish energy protocols for building operations and maintenance. Seek to reduce energy use through behavioral modification 15% by 2035 from 2010 levels.
3. Install cost-effective renewable energy systems on City buildings and facilities with a goal of reducing electricity use 800,000 kWhs by 2035.

4. Consider the replacement of existing City fleet vehicles with reduced emission vehicles to assist with achieving the City's greenhouse gas reduction goals.
5. Consider the use of high albedo paving material for street resurfacing.

ES 25d: **Energy Efficiency Program.** Assist in efforts of the Marin Energy Watch Partnership and non-profit providers of energy and water conservation services to homeowners and businesses. Target services to 1,200 homes and 480 businesses by 2020 and 3,000 homes and 1,200 businesses by 2035. 🌱

ES 25e: **Public Outreach.** Promote residential and commercial energy and water efficiency and conservation programs to residents and businesses. 🌱

ES 25f: **Energy Conservation Programs.** Support efforts of Marin Clean Energy and PG&E to increase the proportion of renewable power offered to residents and businesses and to promote energy conservation programs. 🌱

ES 25g: **PACE Financing.** Enable PACE (Property Assessed Clean Energy) financing programs to fund installation of renewable energy systems and other efficiency upgrades in existing buildings. Help promote these opportunities to residents and businesses. 🌱

ES 26: On-site Energy Production. Support on-site renewable energy facilities that help reduce community energy demand.

ES 26a: **Zoning for Solar Facilities.** Consider preparation of zoning regulations for siting (e.g., greenfield vs. built environment) and design of large and medium-scale solar energy facilities. 🌱

ES 27: Solid Waste Reduction. Encourage solid waste reduction methods towards achieving an 80% diversion rate by 2025 and a 90% diversion rate by 2035. 🌱

ES 27a: **Zero Waste.** Revise and update the City of Novato's Zero Waste Resolution to reflect an 80% diversion rate by 2025 and a 90% diversion rate by 2035.

ES 27b: **Novato Sanitary District.** Work with the Novato Sanitary District to adjust their waste reduction plan to increase diversion consistent with the City of Novato's Zero Waste Resolution. Assist the District in marketing efforts to educate the community. Encourage the District to initiate restaurant and grocery store food waste collection and expansion of the organic waste recovery program.

ES 27c: **Demolition Debris.** Consider adopting a more stringent Construction and Demolition Ordinance that mandates a reported 65% construction and demolition waste diversion rate. 🌱

ES 27d: **Recycling in Public Facilities.** Provide interior and exterior collection and storage areas for recyclables and green waste in City facilities, including parks and community centers. 🌱



Novato Disposal began accepting food scraps in yard waste bins in 2010.

ES 27e: **Municipal Purchasing Program.** Update the City's Environmentally Preferable Purchasing program for municipal purchases. 🌱

ES 27f: **Recycling in Commercial Development.** Consider amending the Municipal Code to require interior and exterior recycling receptacles. 🌱

ES 27g: **Community Recycling Programs.** Work with the Novato Sanitary District to maintain a centrally located recycling center for the collection of hazardous household waste.



CHAPTER 4 LIVING WELL



CHAPTER 4



4.1 PURPOSE OF THE CHAPTER

Novato offers a wide variety of open space, parks, recreational facilities, and social service programs that provide recreational amenities for residents and support a healthy environment. This chapter presents a framework for governing future decisions about how Novato will develop and maintain recreation facilities, parks, trails, and social services while promoting healthy eating and active living to improve community health, well-being and physical activity. The chapter also provides guidelines to protect the community from excessive or harmful noise and ensure a high quality of life in Novato. This chapter addresses the requirements of the state-mandated noise element and portions of the open space element.

The Living Well chapter includes the following sections.

- **4.2 Parks.** Identifies the parks owned and operated by the City and includes portions of the mandatory open space element. (p. 4-3)
- **4.3 Recreational and Cultural Facilities and Programs.** Describes the recreational and cultural facilities and programs operated by the City. (p. 4-4)
- **4.4 Healthy Eating, Active Living.** Describes the need to provide opportunities for physical activity and access to fresh, nutritious food to improve health. (p. 4-8)
- **4.5 Noise.** Identifies existing and future noise sources and noise levels in Novato and includes the mandatory noise element. (p. 4-9)
- **4.6 Goals, Policies, and Programs.** Identifies goals, policies and programs to provide recreational and cultural opportunities in Novato,

THE **LIVING WELL** CHAPTER PROVIDES AN OUTLINE FOR ENCOURAGING ACTIVE AND HEALTHY LIFESTYLES.

address the growing incidence of obesity and health risks due to poor nutrition and physical inactivity, and establish noise standards and guidelines to reduce the community's exposure to excessive noise. (p. 4-19)

4.2 PARKS

The City of Novato manages and operates 28 parks totaling approximately 316.5 acres, or approximately 5.8 acres per one thousand residents. Parks in Novato feature, among other amenities, hiking trails, playgrounds, playing fields, outdoor courts, an amphitheater, a skate park, a dog park, a community swimming pool, two history museums and picnic areas. City parks are listed in Table LW-1 and shown in Figure LW-1. In addition to facilities formally recognized as parks, Novato residents have access to Novato Unified School District school playgrounds and playing fields, which are available for public use outside of school hours. Public schools are shown in Figure CW-12 in the City That Works chapter. The open space preserves identified in the Environmental Legacy chapter also provide trails for hiking, biking and horseback riding.

TABLE LW-1 CITY PARKS

MAP ID	PARK	ACRES	AMENITIES
1	Arroyo Avichi Park	7.2	Barbeques, playground, tot lot, water spray feature
2	Bahia Mini Parks (6)	1.8	Playground, lawn area, picnic tables, benches
3	Creekside Park	7.9	Benches
4	Downtown Recreation Center Pocket Park	0.3	
5	Hamilton Amphitheater Park	4.1	Amphitheater, restrooms, tot lot, open lawn, gazebo
6	Hamilton Firehouse Park	0.9	Hamilton Field History Museum and picnic tables
7	Hill Recreation Area	12.4	Ballfields, multi-use turf area, track
8	Hillside Park	1.2	Playground, tot lot, restrooms
9	Indian Valley Campus of College of Marin	8.1	Lighted ballfields and bleachers, picnic area, and restrooms
10	Josef Hoog Park	9.8	Group barbeque area, multi-use turf area, basketball court, playground, tot lot, restrooms, walking path
11	Joyce Street Tot Lot	0.1	Tot lot, picnic area
12	Lee Gerner Park	2.0	Benches, creekside seating
13	Lynwood Hill Park	11.6	Open access, no amenities
14	Marin Highlands Park	3.8	Playground, picnic tables, and open lawn
15	Marion Recreation Area	2.0	Multi-use turf area, ballfields, lawn area
16	Miwok Park	37.9	Trails, Marin Museum of the American Indian, group BBQ areas, bocce ball courts, children's gazebo, horseshoe pits, restrooms, open lawn, playgrounds, creek access
17	Novato City Green	0.1	Open lawn and seating
18	Novato Skate Park	1.3	Skate viewing area, lawn, picnic and game tables

MAP ID	PARK	ACRES	AMENITIES
19	O'Hair Park	98.3	Trails, 2.8-acre Dogbone Meadow off-leash dog park, equestrian center, creek access
20	Olive Tot Lot	0.1	Barbeque, tot lot, chess table
21	Pansy Tong Lo Park	0.8	Pathway with no amenities
22	Pioneer Park	8.9	Group barbeque area, multi-use turf area, playground, picnic tables, gazebo, lighted tennis courts, paved walking path, restrooms, tot lot, creek access
23	Reservoir Hill Vista Trail	32	ADA accessible trail, parking, benches
24	Scottsdale Pond/Marsh	51.9	Fishing pier, gazebo, Evalyn Kelly Interpretive Area, model sailboat sailing, seating
25	Slade Park*	3.0	Barbeque area, multi-use turf area, playground
26	South Hamilton Park	6.9	Ballfield, multi-use turf area, playground, tot lot, SF Bay trailhead, parking, picnic tables and barbeque, basketball hoop
27	Stafford Grove Park	0.3	Playground, gazebo
28	Thigpen Sports Courts*	1.8	Lighted basketball courts, roller hockey courts, tennis courts, parking

* Properties owned by other entities but maintained and managed by the City.

4.3 RECREATIONAL AND CULTURAL FACILITIES AND PROGRAMS

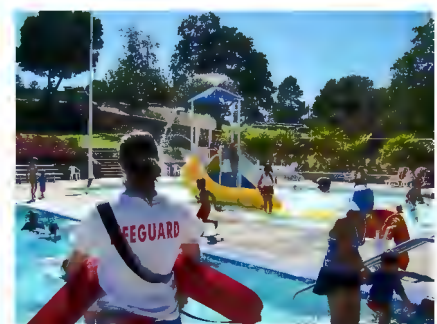
The City of Novato operates recreational and cultural facilities and provides related programs for its residents.

DOWNTOWN RECREATION CENTER

The Downtown Recreation Center is a multipurpose community center offering a comprehensive recreation program serving all ages, from preschool to senior. Programmed activities include card games, sports, tournaments, video games, pool tables and foosball. Events held at the Center include school recreation nights serving hundreds of Novato's young people each year.

HAMILTON COMMUNITY CENTER AND RECREATION AREA

The recreation amenities in the Hamilton area offer a variety of indoor and outdoor recreational facilities. The Hamilton Community Center includes a preschool, a dance studio, an auditorium, multipurpose rooms, and a recreation room. The Recreation Area has a pool, a baseball field, a multi-use turf area, a gymnasium with a full-length basketball court, racquetball courts (closed), an amphitheater with a stage and a picnic area, plus lighted tennis courts and basketball and roller hockey court.



Hamilton pool is a perfect place to cool off on a hot summer day. The facility provides swim lessons, water exercise and lap swimming, too.

HAMILTON COMMUNITY GYMNASIUM

A joint project with Novato Unified School District (NUSD), the gymnasium opened in September 2012 on the campus of Hamilton School. The facility is used as a school cafeteria, for physical education classes, as an assembly and school event space, and for City recreation programs and community active recreation purposes. Construction costs and ongoing operating costs are shared equally between the City and NUSD for the benefit of the community.

HAMILTON FIELD HISTORY MUSEUM

The Hamilton Field History Museum, opened in 2010, contains artifacts from the days when the base was used first as an Army Air Corps field and then later as a station for the U.S. Air Force. Rehabilitation and adaptation of a previous firehouse structure was completed by the housing developer, the City and the Novato Historical Guild. The Museum is owned and operated by the City with the help of Historical Guild volunteers.

LU SUTTON CHILD CARE CENTER

The Lu Sutton Child Care Center, located at 1800 Center Road, is operated by the City's Parks, Recreation and Community Services Department and provides licensed child care services for Novato children. Recreational amenities include a multi-use turf area, playground, restroom and outdoor garden.

MARGARET TODD SENIOR CENTER

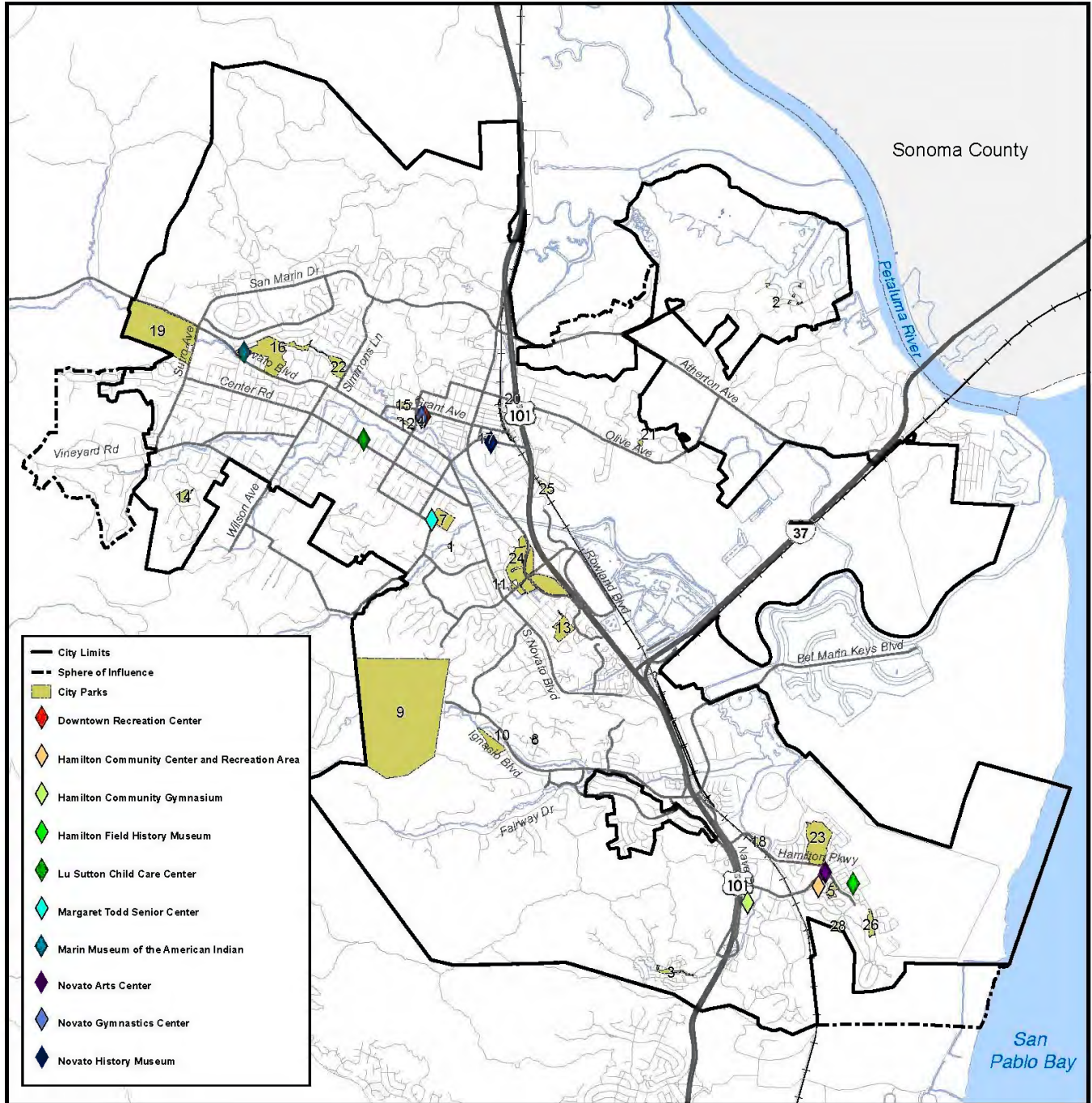
The Margaret Todd Senior Center is operated by the City of Novato Parks, Recreation and Community Services Department. The Center is designed to centralize senior services under one roof. The Center has a large auditorium, a stage, meeting rooms and a commercial kitchen. Amenities at the Senior Center include a computer room with internet access and a lending library. Programs and services offered at the Senior Center include enrichment and fitness courses, senior services, and referral services. Special events, such as the Holiday Crafts Faire, music events, and an indoor flea market, are offered at the Senior Center. The Senior Center also offers services and programs for Spanish speakers and partners with non-profit Episcopal Senior Communities for programs and services geared toward low-income, multi-cultural, frail seniors.

NOVATO GYMNASTICS CENTER

The Novato Gymnastics Center, operated by the City of Novato Parks, Recreation and Community Services Department, offers instructional classes for preschoolers, children, teenagers and adults, as well as classes for special needs gymnasts. The Center hosts gymnastics classes for all experience levels, gymnastics camps, competitive gymnastics programs and meets, and offers an acro/tumbling class. The Novato Gymnastics Booster Club helps support the programs at the center.

CHAPTER 4 LIVING WELL

FIGURE LW-1 CITY PARKS, RECREATION AND CULTURAL FACILITIES



NOVATO HISTORY MUSEUM

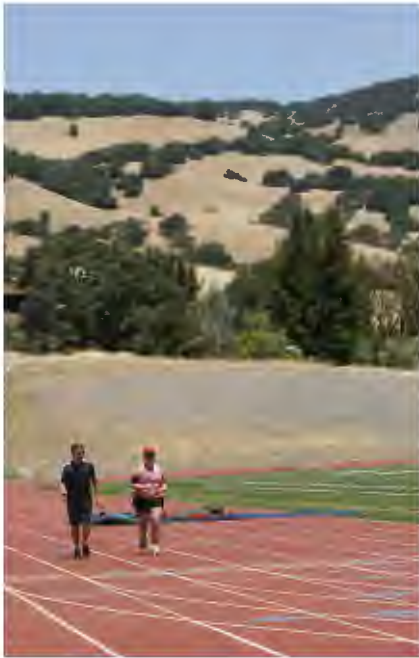
The History Museum provides a look into Novato's early days, with historic photos, documents and books, featuring in-depth accounts of social and ranch life from Novato's past. The Museum is operated by the City with support from Novato Historical Guild volunteers.

NOVATO ARTS CENTER AT HAMILTON FIELD

The Novato Arts Center at Hamilton Field provides a campus setting for artists who work in a variety of media, from oils and watercolor to ceramics and metal. The campus consists of three buildings housing 40 artist studios, a museum, art classrooms, an art gallery, a retail store, and a restaurant. The gallery and retail store are operated by the Marin Museum of Contemporary Art, a nonprofit arts organization.

MARIN MUSEUM OF THE AMERICAN INDIAN

The Marin Museum of the American Indian provides exhibits and educational programs to deepen understanding and appreciation of Native American cultures, drawing from a vast archaeological collection. The museum is located in a City-owned building in Miwok Park and is operated by the Marin Museum Society.



Runners on San Marin High School track.

4.4 HEALTHY EATING, ACTIVE LIVING

Livable, thriving communities provide many opportunities for active lifestyles and access to healthy food. To achieve this ideal healthy community, Novato seeks to encourage walking and biking in the community, provide active recreation opportunities in City parks and facilities, ensure access to fresh and nutritious food, and create an environment where the healthy choice is the easy choice.

Poor or inadequate nutrition and lack of physical activity are the root causes of the obesity epidemic in America, and can lead to a number of preventable but chronic diseases like diabetes, heart disease, stroke, and certain types of cancer. According to the Centers for Disease Control and Prevention, nearly 35 percent of U.S adults are obese, and approximately 17 percent of children are obese. While adult obesity rates in Marin County are lower (13.5 percent) than the national average, obesity rates in Novato are generally higher than the County average, ranging from 14 percent to 46 percent in Novato's various neighborhoods. Nearly 40 percent of Novato's youth are overweight or at-risk of being overweight.

Many of Novato's adults are not physically active on a regular basis. In most areas of the City, less than 60 percent of adults get moderate physical activity in a week.

Novato's commitment to active living includes making every effort to plan and construct a built environment that encourages walking and biking by providing a network of sidewalks, paths, and bike lanes and routes that connect residential neighborhoods, schools, parks, recreational facilities,

shopping areas, employment centers, and transit centers. The City also strives to provide an ample number of parks, playgrounds and recreation facilities throughout the City so access is easy and close by. Novato has 18 City parks or indoor facilities and 13 schools that provide active recreation opportunities. All areas of Novato are within a half-mile walking and a one-mile biking distance from these facilities, with the exception of the Partridge Knolls neighborhood, although this neighborhood is adjacent to public open space and trails.

A lack of access to fresh, healthy foods can contribute to poor diets and higher levels of obesity. Novato currently has 13 grocery stores that sell meats, fruits and vegetables and dry goods, ranging from small ethnic markets to supermarkets to bulk retailers like Costco. All areas in Novato are located within walking or biking distance from these grocery stores, with the exception of Bahia, Partridge Knolls, and the western portion of Ignacio Valley. Encouraging healthy food retailers, farmers markets and community gardens are tools the City can use to expand access to fresh foods and promote community health.

Employee wellness programs seek to support the health, safety and well-being of employees. A wellness program can include health screening and risk assessments, health fairs and workshops on wellness issues, walking groups, physical activity breaks, fitness classes, smoking cessation classes, and healthy snack and meal options. Wellness programs can improve productivity and reduce health care costs.

4.5 NOISE

This section identifies sources of noise and existing and future noise levels in Novato, and provides standards to address exposure to current and projected noise sources. The primary source of existing noise in Novato is vehicle traffic from highways and major roadways. Additional noise sources include the Sonoma Marin Area Rail Transit (SMART)/ Northwest Pacific Railroad corridor and the Marin County Airport at Gnossov Field. There are no industrial plants or factories that significantly affect noise levels in Novato, but construction, heating and cooling systems, truck loading and unloading, and recreation activities are among the stationary sources that contribute to the noise environment.

NOISE TERMINOLOGY

The discussion of noise requires the use of a number of technical terms. Some of the key noise-related terms used in this chapter include:

- **Decibel (dB).** A decibel is a unit of measurement which indicates the relative amplitude of a sound. The zero on the decibel scale is based on the lowest sound level that the healthy, unimpaired human ear can detect. People can hear changes of 3 decibels or more. Each 10 decibel increase sounds like the noise has approximately doubled.
- **A-weighted sound level (dBA).** The A-weighted sound level is the most common method to characterize sound in California. This scale

gives greater weight to the frequencies of sound to which the human ear is most sensitive. All sound levels in this chapter are A-weighted, unless reported otherwise.

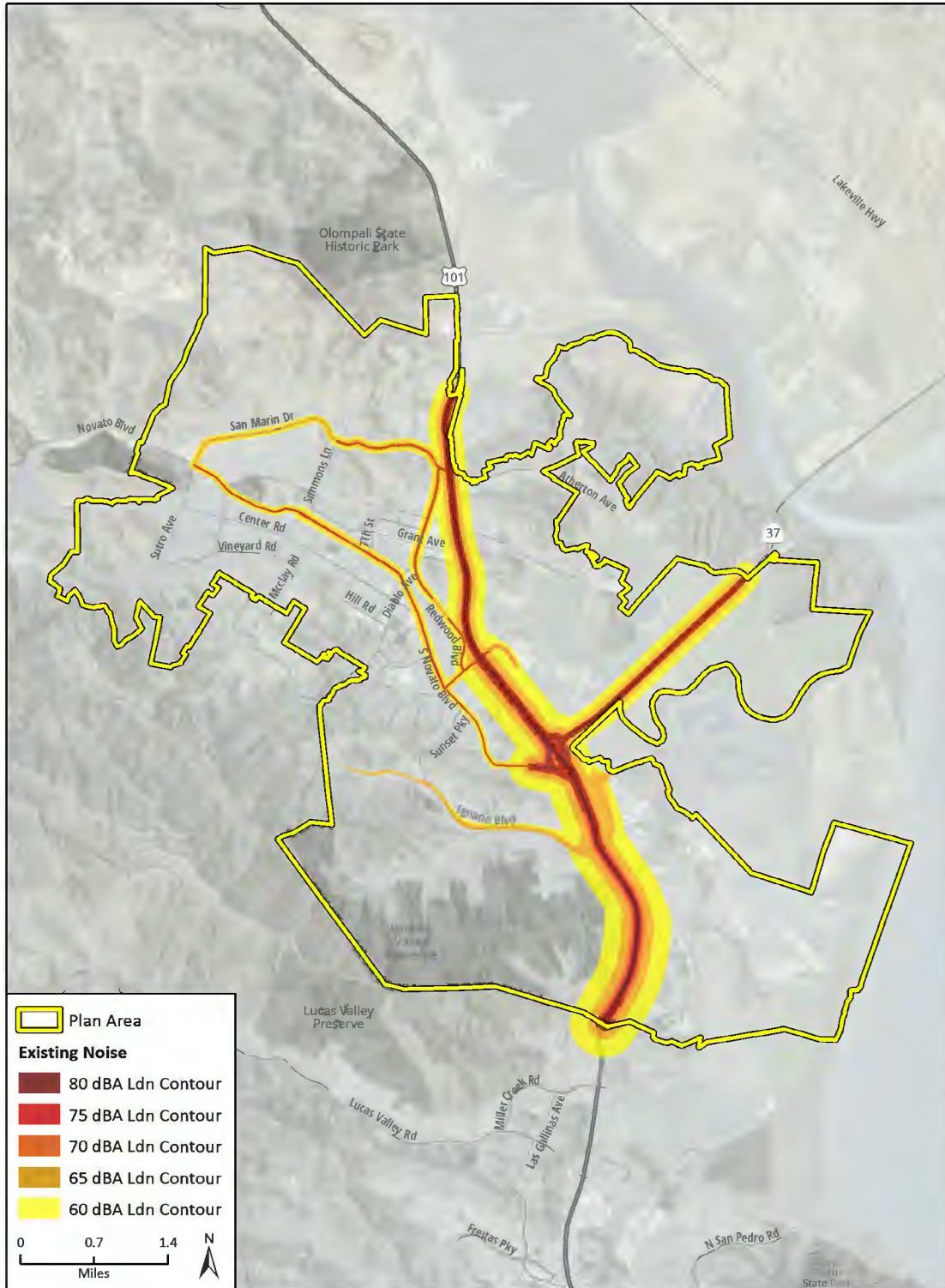
- **Day/night average sound level (L_{dn}).** Since the sensitivity to noise increases during the evening and at night, 24-hour descriptors have been developed that incorporate artificial noise penalties added to quiet-time noise events. L_{dn} is a measure of the cumulative noise exposure in a community, with a 10 dB addition to nocturnal (10:00 p.m. to 7:00 a.m.) noise levels. This is the measurement that the City of Novato normally uses in noise evaluations and analysis.
- **Community Noise Equivalent Level (CNEL).** CNEL is the energy average of the A-weighted sound levels occurring during a 24-hour period, with 10 dB added to the A-weighted sound levels occurring between 10:00 p.m. and 7:00 a.m. and 5 dB added to the A-weighted sound levels occurring between 7:00 p.m. and 10:00 p.m.

TYPICAL SOUND LEVELS AND HUMAN RESPONSE TO NOISE

Representative outdoor and indoor noise levels in units of dBA are shown in Figure LW-2. This table also identifies subjective impressions of these noise levels.

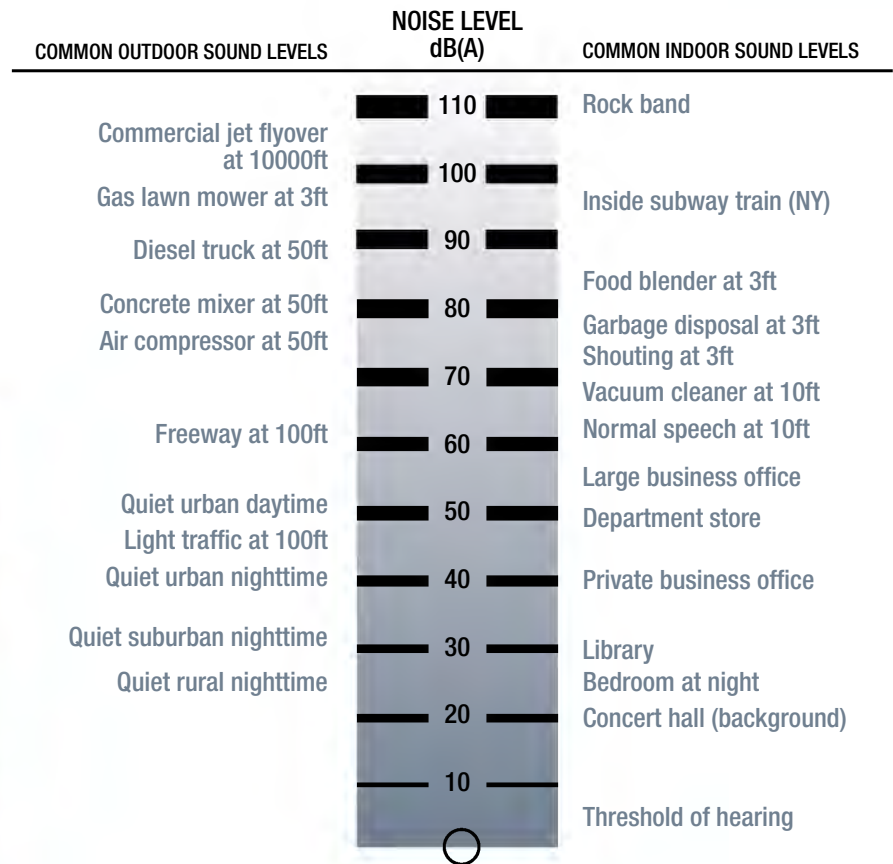
Varying levels of noise impact sleep and speech and cause annoyance. The thresholds for speech interference indoors are about 45 dBA if the noise is steady and about 55 dBA if the noise is fluctuating. Steady noise above 35 dBA and fluctuating noise levels above about 45 dBA have been shown to affect sleep.

FIGURE LW-3 EXISTING NOISE CONTOURS



Imagery provided by Esri and its licensors © 2020.

FIGURE LW-2 TYPICAL A-WEIGHTED SOUND LEVELS



Source: Compiled by LSA Associates, Inc. 2009

EXISTING NOISE CONDITIONS

Highways and Major Roadways

The most significant source of traffic noise in Novato is from Highway 101. State Route 37 also carries high volumes of traffic and creates noise impacts on existing developed areas within the city. Primary arterials, including San Marin Drive, Novato Boulevard, South Novato Boulevard, Redwood Boulevard and others are significant noise sources for land uses immediately adjoining these roadways.

A noise monitoring survey was conducted in May 2018 to quantify noise levels along Highway 101 and major roadways in Novato. Data from this survey and traffic data were used to create a model of existing traffic noise levels throughout the city. These noise levels, as represented by noise contour lines, are shown in Figure LW-3. This figure includes noise from both vehicles and railroad operations above 60 dBA Ldn.



SMART trains must sound their horns when leaving a train station.

SMART/Northwest Pacific Railroad

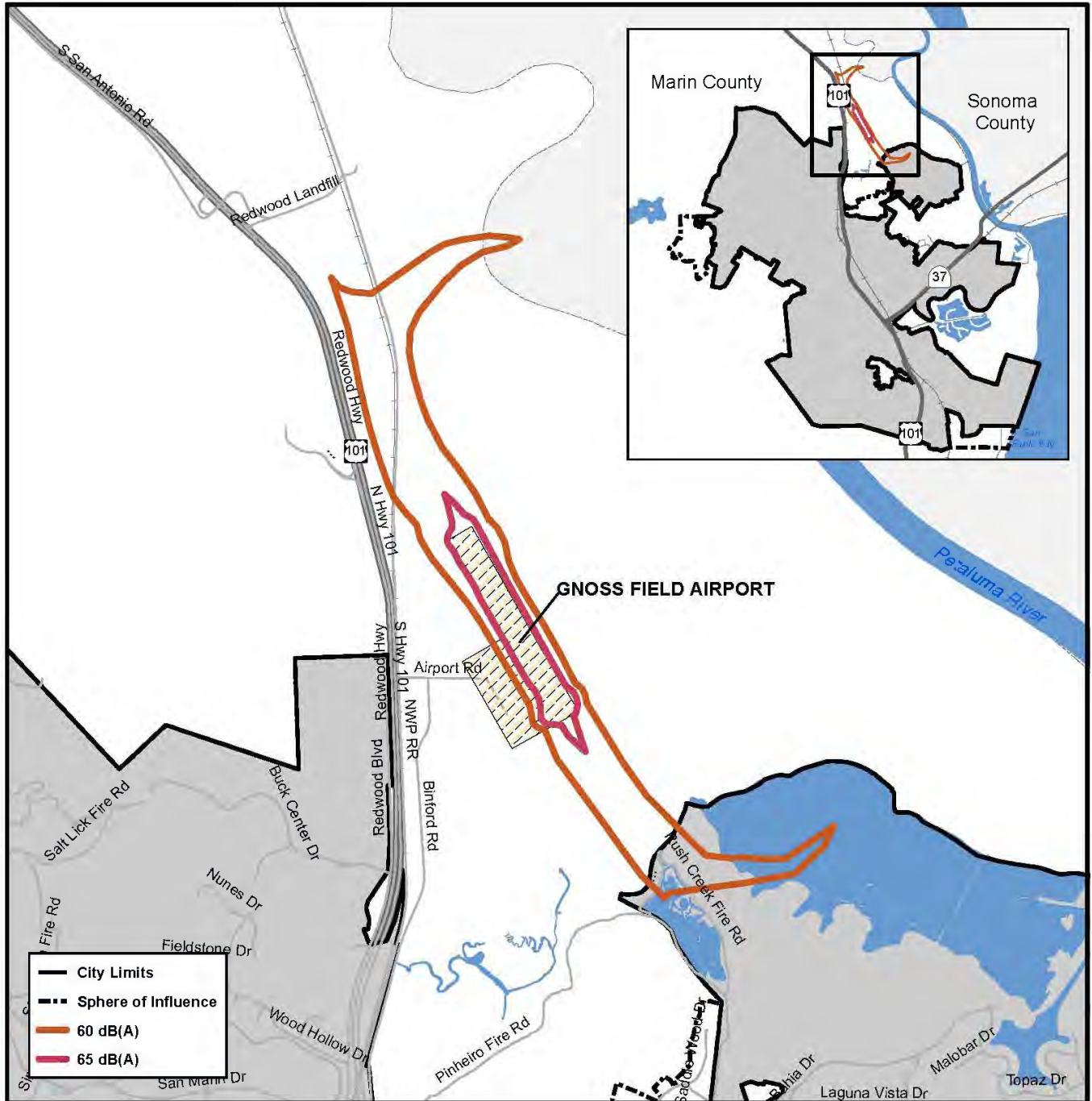
The Northwest Pacific Railroad roughly parallels Highway 101 in the north and central portion of the city then diverges to the east through Hamilton. The Northwestern Pacific Railroad Company (NWPCo) is currently operating freight service between Napa and Petaluma along tracks owned by the Sonoma Marin Area Rail Transit District (SMART). As defined by a 2008 Consent Decree between the City of Novato, NWPCo and North Coast Railroad Authority (NCRA), NWPCo may operate up to three round trips per week with a maximum of 18 cars per trip. In addition, all freight operation must occur during daylight hours until a “Quiet Zone” is established pursuant to the Federal Railroad Administration’s (FRA) Train Horn Rule. While there are three spurs in Novato, one public and two private, NWPCo currently does not provide service to any Novato customers.

SMART began operations in 2017 with service to Novato residents and businesses through two stops, a Novato North—San Marin Station located on Redwood Boulevard and a Novato South—Hamilton Station located just north of Main Gate Road. SMART operates 17 round trips per weekday and five round trips per weekend day between Santa Rosa and San Rafael. A third station located in Downtown Novato opened in December 2019.

In 2008, SMART approved a Supplemental EIR that analyzed noise and vibration impacts resulting from weekday and weekend passenger rail service, as well as three cumulative scenarios including potential freight activity. Although the line currently creates a minimal noise source in the community due to limited freight activity (no SMART activity), planned full activation of the NWPRR will result in elevated noise levels along the railroad and in the vicinity of “at-grade” crossings where railroad tracks and public streets cross one another. Day-night average noise levels (not near at-grade crossings) are estimated to range from 56 to 59 dBA L_{dn} at a distance of 100 feet from the tracks, assuming combined passenger and freight train service. Train warning whistles can generate maximum noise levels of approximately 105 dBA at 100 feet and would be audible throughout the community. However, the City has filed a Notice of Intent to establish a Quiet Zone throughout Novato with the Public Utilities Commission (PUC), SMART and NCRA, which would eliminate the need for passenger and freight trains to routinely sound their whistles within ¼-mile of at-grade crossings. Once a Quiet Zone has been established, a train operator will still sound the horn when leaving the train station and may sound the train horn for emergencies, worker protection, or if there is any potential danger. Electronic bells mounted at intersections, which make the iconic “ding, ding, ding” sound when a train approaches, would be required to adhere to the national standard of between 61 and 91 dBA at a distance of 50 feet. Trains would also be a source of perceptible ground borne vibration within approximately 50 to 100 feet of the tracks. A noise contour map that includes passenger and freight train operations is shown in Figure LW-3.

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FIGURE LW-4 EXISTING NOISE CONTOURS FOR GNOSS FIELD AIRPORT



Aircraft

Aircraft using Gness Field Airport intermittently contribute to ambient noise levels in the city. This general aviation airport is located north of the City of Novato east of Highway 101. Aircraft facilities include a 3,300-foot runway, a parallel taxiway, a helicopter landing pad, and aircraft tie-downs and hangars with a total parking capacity of approximately 275 aircraft. The airport averages about 86,000 aircraft takeoffs and landings per year. Typical aircraft types include single and twin engine propeller aircraft and small business jet aircraft. The County is proposing to extend the existing runway by 1,100 feet as outlined in the Gness Field Master Plan. The purpose of the extension is to serve existing and anticipated aircraft and activity levels, as well as current and future changes in small aircraft design. The County encourages airport users to reduce noise and avoid flying over sensitive areas to the south and southeast of the Gness Field Airport.

Aircraft noise in California is described in terms of the CNEL, which is approximately equivalent to the day/night average noise level (L_{dn}) but includes a 5 dB weighting factor for the evening hours (7:00 p.m. to 10:00 p.m.). Existing noise contours for Gness Field are shown on Figure LW-4. The California Division of Aeronautics Title 21 states that the level of noise acceptable to persons living in the vicinity of an airport is a community noise equivalent level (CNEL) of 65 dB. However, the Gness Field Airport Land Use Plan recommends that no residential development occur within the 60 dB CNEL contour and that the County obtain noise easements for development within the 55 dB CNEL noise contour. The 60 dBA CNEL noise contour generated by Gness Field Airport extends to the northernmost city limits.

Stationary Noise Sources

Construction, cooling and heating systems, parking lots and special events are among the stationary noise sources in Novato. Construction noise includes demolition, excavation, grading, delivery of materials, and building on a project site or staging area. Stationary noise sources also include: mechanical systems for heating, ventilation and air conditioning; service and delivery trucks idling, loading and unloading; business and industrial operations such as storage facilities and lumber yards; and recreation activities and special events. The City's noise ordinance regulates construction noise and prohibits noise that exceeds allowable exterior levels during specified time periods.

Noise and Land Use Compatibility Standards

The standards listed in Figure LW-5 should be used to evaluate the compatibility between new land uses and future noise in Novato. Figure LW-5 should be used in combination with Figures LW-3 and 4 to determine whether a proposed development or land use is located in an area requiring special noise mitigating measures.

FIGURE LW-5 LAND USE COMPATIBILITY STANDARDS

Land Use Category	Community Noise Exposure—dBA L _{dn}						
	50	55	60	65	70	75	80
Residential, hotels and motels ¹	Green	Green	Yellow	Yellow	Yellow	Red	Red
Outdoor sports and recreation, neighborhood parks and playgrounds, golf courses, riding stables, cemeteries	Green	Green	Green	Yellow	Yellow	Yellow	Red
Schools, libraries, churches, hospitals, nursing homes, museums, meeting halls	Green	Green	Green	Yellow	Yellow	Yellow	Red
Office buildings, business commercial and professional, mixed use	Green	Green	Green	Green	Yellow	Yellow	Red
Industrial, manufacturing, utilities, agriculture	Green	Green	Green	Green	Green	Yellow	Yellow
Auditoriums, concert halls, amphitheaters, sports arenas	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Red
	<i>Normally Acceptable:</i> Specified land use is satisfactory, based upon the assumption that any buildings involved are of normal conventional construction, without any special noise insulation requirements.						
	<i>Conditionally Acceptable:</i> New construction or development should be undertaken only after a detailed analysis of the noise reduction requirements is made and needed noise insulation features are included in the design.						
	<i>Unacceptable:</i> New construction or development should generally not be undertaken because mitigation is usually not feasible.						

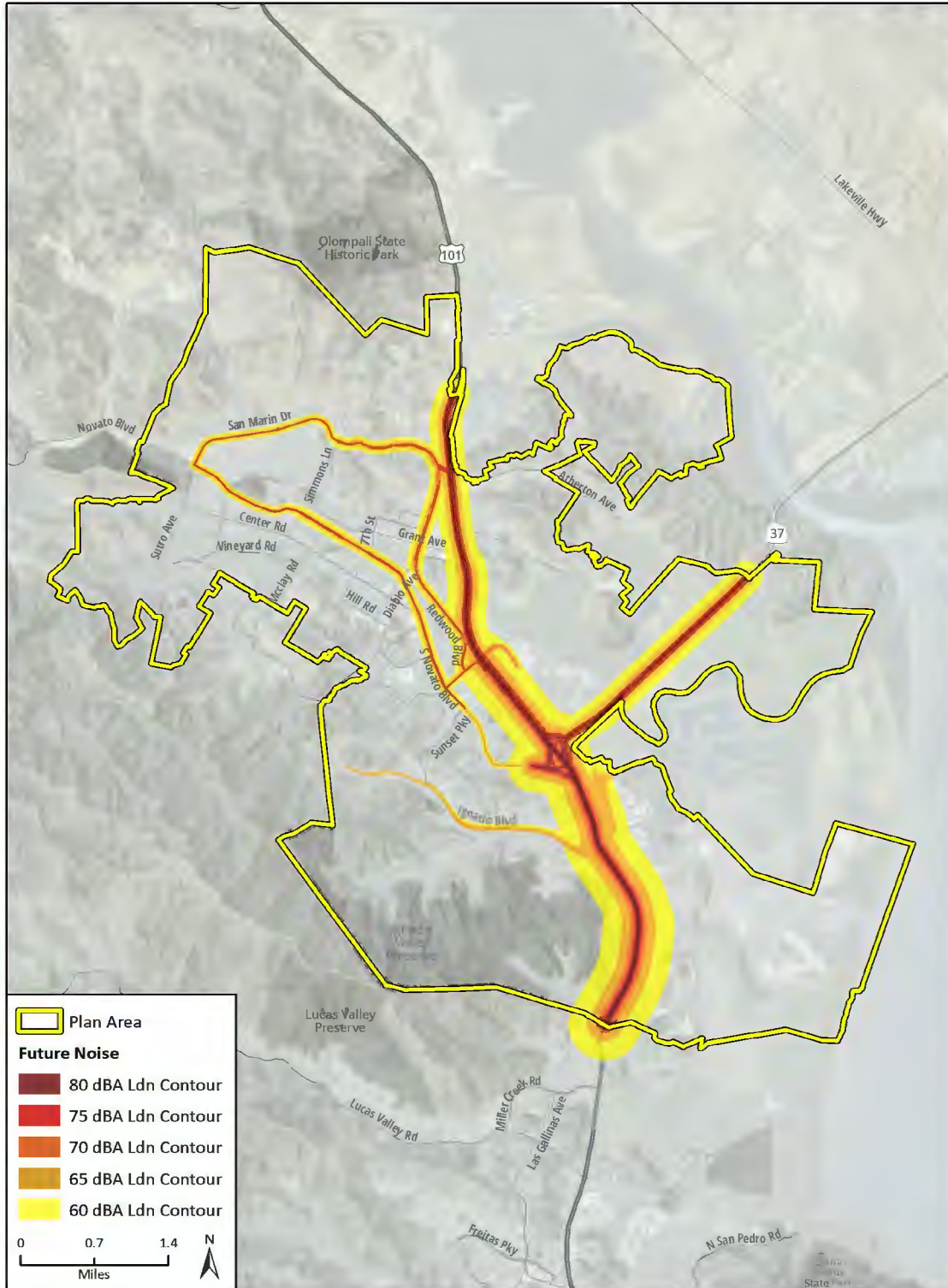
¹ Outdoor areas of multi-family developments are allowed a higher noise compatibility standard of 65 dBA L_{dn}.

The State of California establishes minimum noise insulation performance standards for hotels, motels, dormitories, apartment houses and dwellings other than detached single-family dwellings as set forth in the 2013 California Building Code. The noise limit is a maximum interior noise level of 45 dBA L_{dn}. Where exterior noise levels exceed 60 dBA L_{dn}, a report must be submitted with the building plans describing the noise control measures that have been incorporated into the design of the project to meet the noise limit.

Future Noise Environment

Future noise levels will be largely attributable to vehicular traffic, railroad operations and the Gness Field Airport. Projected noise contours are shown in Figure LW-6. This figure identifies areas that may be exposed to excessive noise levels, defined as those above 60 dBA L_{dn}. Policies and programs in this chapter address these noise issues through implementation of a variety of noise-mitigating measures and, where possible, conditioning future development to limit future noise exposure.

FIGURE LW-6 PROJECTED FUTURE NOISE CONTOURS



4.6 GOALS, POLICIES AND PROGRAMS

Goal LW 1: Provide recreation facilities and programs, parks and playfields for all age groups throughout the community.

LW 1: Park Land and Recreation Facilities. Continue to emphasize improvement of the City’s holdings of undeveloped parkland. Examine opportunities for acquisition of new park lands and recreation facilities as they arise. ❤️

LW 2: Community and Neighborhood Parks. Provide a network of community and neighborhood parks within walking distance of all neighborhoods to the maximum extent feasible. As appropriate, identify locations for additional neighborhood and community parks. 🌱❤️

LW 2a: Parks Master Plan. Develop a master plan for parks and recreation facilities, including a financial plan to improve undeveloped parkland, maintain or enhance existing facilities, and acquire land for new neighborhood parks. In considering new park facilities and improvements, evaluate parking and transit access and require screening of lighting and noise protection for nearby residents. The plan should identify unmet recreational needs, provide a strategy for development and maintenance of pocket parks, and seek opportunities for collaboration with other public and private entities. ❤️

LW 2b: New Neighborhood Parks. Explore creation of new neighborhood parks in areas which are underserved and/or higher density, such as the Northwest Quadrant Neighborhood. ❤️

LW 2c: North Redwood Boulevard Median. Consider the creation of a linear park within the median of North Redwood Boulevard. ❤️

LW 2d: City Green. Consider the expansion of the City Green, including enhancement of Sherman Avenue, to accommodate a wide range of community events and activities. ❤️

LW 2e: American Assets Facilities. Look for opportunities to obtain public access to the private recreational facilities at the American Assets site (former Fireman’s Fund) through future redevelopment of the property. ❤️

LW 2f: Park Use and Maintenance. Examine methods to improve parks to maximize use, reduce maintenance costs, and improve access and opportunities for recreation, including new products, systems and technologies. ❤️

LW 2g: Lieb Property. Develop a plan for use of the City’s property and modify the land use designation as appropriate.

LW 3: Collaboration. Expand community access to indoor and outdoor recreation and park facilities through joint use agreements with the school district and other community partners. Encourage the establishment of commercial recreation facilities which provide community access to address

CHAPTER 4 LIVING WELL

unmet needs and expand the number of high quality recreation facilities in Novato. ❤️

LW 4: New Development. Evaluate new development to maximize on-site recreational space or access to active recreational opportunities in the area, including trails. New residential development should contribute towards communitywide parks consistent with the anticipated use of community facilities by potential residents of the proposed development. In larger new developments encourage developers to provide park space accessible to the surrounding neighborhood as part of their project. Maintain a recreation standard of five acres of park and recreation facilities per 1,000 residents. 🌱❤️

LW 4a: **Parkland Dedication Ordinance.** Administer and update as appropriate the City’s Parkland Dedication (Quimby) Ordinance to assure that new development contributes to addressing community park needs. ❤️

LW 5: Trails and Paths. Develop and expand a comprehensive and coordinated trails and paths system that serves both recreational and utilitarian travel that connects to regional trails, schools, open space, parks, recreation facilities and neighborhoods. Consider the access needs of a variety of users, including school-age children, senior adults, and those with disabilities when designing trails and paths. Minimize impacts to habitats and wildlife in planning, construction and operation of trails. 🌱❤️

LW 5a: **Bay Trail.** Work with the Marin County Open Space District, the Association of Bay Area Governments, and other regional, state and federal agencies to extend the Bay Trail north and south of its current location along the Hamilton wetlands. ❤️

LW 5b: **Ridge Trail.** Work with the Bay Area Ridge Trail Council to implement the Novato portion of the Bay Area Ridge Trail, encircling San Francisco Bay on ridge lines. ❤️

LW 5c: **Promote Trail Use.** Promote trail use by posting information about Novato’s trails, including handicapped accessible routes, and, where feasible, providing copies of trail maps and cell phone links to trail information. ❤️

LW 6: Greenways. Provide a system of generally off-road greenways, consisting of natural lands, open space, watersheds, agricultural areas, forests, levees, landscaped borders, and landscaped pathways for pedestrians and bicyclists. Greenways should connect major open space areas, and habitat areas including perimeter open space, creeks, Olompali State Historic Park, Stafford Lake, O’Hair Park, and Scottsdale Pond, with the developed parts of the City. Work with other agencies to maximize opportunities to develop greenways as appropriate. 🌱❤️

LW 6a: **Master Plan.** Develop a master plan for potential greenways, identifying opportunity locations and impediments, including consideration of privacy issues along creeks and in other developed areas and minimizing impacts on wildlife. Coordinate planning efforts with neighboring jurisdictions. 🌱❤️

LW 7: Environmental Education. Provide opportunities for environmental education, recreation and wildlife interpretation where appropriate that integrate and link the City's parks and trails systems to environmental education, scientific research, and restoration activities within the watershed. 🌱❤

LW 7a: **Hamilton Wetlands.** Work with regional, state and federal agencies and other interest groups to obtain funds to develop environmental education programs and an interpretive center at Hamilton with connections to the Bay Trail, Hamilton community park and wetland restoration activities in the vicinity. 🌱❤

Goal LW 2: Support a healthy, active community.

LW 8: Physical Activities. Create convenient and safe opportunities for physical activity for all residents. ❤

LW 9: Healthy Eating/Active Living. Support policies, projects, programs and regulations that improve community health, wellbeing and physical activity. ❤

LW 9a: **Design Recommendations.** Consider the creation of design recommendations to share with developers to incorporate active living objectives in site planning and building layout. ❤

LW 10: Access to Healthy Foods. Promote convenient locations to purchase fresh fruits and vegetables throughout the community including local-serving grocery stores and community gardens, particularly in areas with higher-density housing, where feasible and appropriate. Work collaboratively with the school districts in siting community gardens. ❤

LW 10a: **Local Grocery Stores.** Where appropriate encourage the location of local-serving grocery stores in neighborhood shopping centers, particularly in under-served areas. ❤

LW 10b: **Community Garden Regulations.** Consider amending the Zoning Code to streamline the process to create new community gardens. 🌱❤

LW 10c: **Community Garden Sites.** Prepare and maintain a map of City properties that might be suitable for creation of community gardens by community groups. Map existing school community gardens. 🌱❤

LW 10e: **Farmers Markets.** Encourage the success of existing and the creation of new farmers markets in convenient locations throughout the City. 🌱❤

LW 10f: **Beekeeping.** Consider amending the Zoning Ordinance to provide allowances for residential and commercial beekeeping. 🌱❤

Goal LW 3: Promote quality cultural and social programs.

LW 11: Arts. Promote the enhancement of the arts within the City and collaborate with Novato-based art organizations to develop and establish art programs and work towards Novato becoming a center for the arts in the North Bay.



A new 2.7 mile segment of the Bay Trail was added along the Hamilton wetlands in 2014. The Bay Trail is an example of a greenway that connects major open space areas with the developed parts of the city.

CHAPTER 4 LIVING WELL

LW 11a: **City Facilities.** As appropriate, use City facilities for art exhibitions and studios, music, cultural performances and dance.

LW 11b: **Hamilton Arts Center.** Continue to support the leasing of artist studios and production of arts events and classes at the Hamilton Arts Center in conjunction with the Marin Museum of Contemporary Art.

LW 11c: **Events.** Continue to support and produce arts and cultural events for the public as resources allow.

LW 11d: **Cultural and Social Programs.** Continue to provide and support enrichment classes that encourage arts, dance, theater and other cultural arts experiences and social programs across all age groups as resources allow.

LW 12: Public Art. Promote public art that enhances the cultural life of the community.

LW 12a: **Public Art Program.** Ensure that new development complies with the requirements of the Art Program ordinance in the Zoning Code.

LW 13: Museums. Support awareness of the diversity of local museums preserving Novato's rich history.

LW 13a: **Novato Museums Association.** Encourage the efforts of the Novato Museums Association representing Novato's six public and privately operated museums.

LW 13b: **History Museums.** Accommodate improvement of the City history museums as appropriate and feasible.

LW 14: Senior Services. Support and promote the provision of comprehensive senior programs and services in coordination with the County and non-profit senior service providers.

LW 14a: **Senior Services.** Promote available senior services and programs by distributing information at the Margaret Todd Senior Center, Novato Village, and the Novato Independent Elders Program and through other City communication tools. ❤️

LW 14b: **Universal Design Recommendations.** Consider the creation of universal design recommendations to share with developers and the public to facilitate the ability of seniors to remain in their homes.

LW 15: Child Care. Support and promote the provision of comprehensive child care services by public and private providers.

LW 15a: **Child Care Facilities.** Ensure that child care facilities are sited and operated consistent with local and state laws and in a manner compatible with surrounding land uses.

LW 15b: **City Child Care Program.** Maintain the City's childcare program where feasible and appropriate.



The Novato Farmers Market offers fresh, locally grown produce.

LW 16: Youth Services. Support and promote youth services and programs in coordination with other agencies and providers. ♥

LW 16a: **Youth Programs.** Encourage and maintain social and recreational programs for Novato's youth. ♥

LW 17: Social Services. Assist the County and non-profit service providers in planning, coordinating and advertising social service programs.

LW 17a: **Substance Abuse Prevention Programs.** Continue to support, assist and/or provide substance abuse prevention programs.

LW 17b: **Services for the Mentally Ill and/or Chronic Inebriates.** Consider adding a mental health outreach provider to the police department and continue to encourage Crisis Intervention Training for all police officers. Help ensure access to programs offered by the County's Marin Health and Human Services Department for Novato residents in need.

LW 18: Non-English Speakers. Promote outreach and involvement of non-English speakers and Hispanic community members.

LW 18a: **Programs for Non-English Speakers.** Encourage development of programs to provide services to non-English speaking residents.

LW18b: **Translation Services.** Translate frequently-used forms and materials and provide interpretation services at City meetings, as appropriate.

LW 18c: **Hispanic Participation.** Conduct outreach to encourage more participation from the Hispanic community at City events and meetings and more representation on City boards, commissions and committees.



The Margaret Todd Senior Center provides group exercise classes for adults over 50 as well as other opportunities for socializing.

NOISE

Goal NS 1: Maintain a quiet community.

NS 1: Compatibility of New Development. Protect people in new development from excessive noise by applying the Land Use Compatibility Standards in Figure LW-5 in locating and designing new development.

NS 1a: **Acoustical Compatibility Study.** Require an acoustical study for all new residential projects with a future exterior noise exposure of 60 dBA L_{dn} or greater as shown on Figure LW-6 and consider mitigation measures to lower noise exposure.

NS 1b: **Indoor Noise Standard.** The maximum acceptable interior noise level for all new residential development, including hotels and motels, is 45 dBA L_{dn} .

NS 1c: **Residential Near Gross Field.** An acoustical investigation and noise mitigation should be considered for residential development within the 55 dBA CNEL contour. For any residential

development where outdoor noise exceeds 60 dBA L_{dn} require deed disclosure to all residents of the noise levels anticipated.

NS 1d: Exterior Noise Standard. New residential development should be located in areas where outdoor noise levels are no greater than 60 dBA L_{dn} in areas where outdoor use is a major consideration, such as backyards in single family developments and recreation areas in multifamily developments. This standard should not be applied to outdoor areas such as small decks and balconies typically associated with multifamily residential developments, which can have a higher standard of 65 dBA L_{dn} . This standard shall not apply to outdoor areas for residences in mixed use developments. Additional standards may be applied on a case-by-case basis where supported by acoustical analysis to mitigate the effects of single-event noise sources such as aircraft noise.

NS 2: Noise Impacts of Development. Prevent land uses which increase surrounding noise levels above acceptable standards.

NS 2a: Acoustic Impact Study. Require acoustical studies and mitigation measures for new developments and transportation improvements which affect sensitive receptors such as schools, hospitals, libraries, group care facilities, and convalescent homes.

NS 2b: Noise Mitigation. Consider mitigation measures for new projects or land uses that would cause a substantial increase in noise (i.e., cause an increase above 60 dBA L_{dn} or cause an increase of 5 dBA L_{dn} or more in the noise ambient noise levels) in adjacent residential areas or in residential areas affected by traffic generated by the proposed project.

NS 3: Noise Mitigation – Sound Walls. To minimize noise impacts consider site planning options prior to consideration of sound wall construction, such as increasing the distance from the noise source and receiver, careful building placement and taking advantage of the natural shape and terrain of the landscape. Avoid sound walls where possible, but where necessary, reduce visual impacts with interesting wall design and extensive landscaping.

NS 4: Traffic Noise. Minimize traffic noise through law enforcement, land use policies and landscaping.

NS 4a: Caltrans Noise Mitigation. Work with Caltrans to ensure that adequate noise studies are prepared and alternative noise mitigation measures are considered in State projects, and request that Caltrans obtain City concurrence prior to initiating any noise mitigation project in Novato.

NS 4b: Vehicle Code Noise Enforcement. Enforce the California Vehicle Code pertaining to excessively loud vehicles operated on city streets.

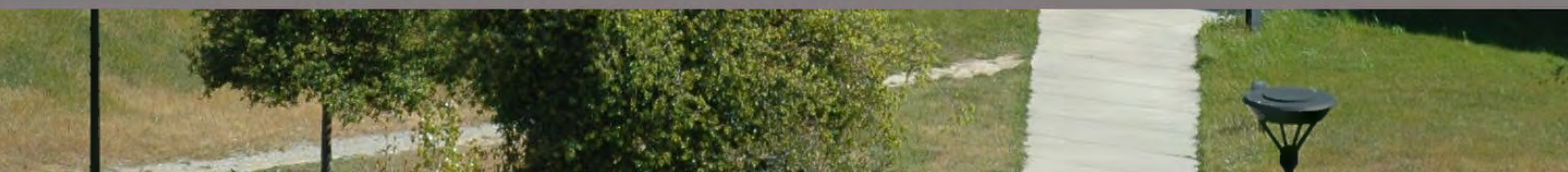
NS 4c: Roadway Surfacing. Consider the use of paving material for street surfacing and/or other materials that absorb and minimize noise for arterial and collector streets in high-noise environments.



A mariachi band plays on Grant Avenue.



CHAPTER 5 ECONOMIC VITALITY



CHAPTER 5



5.1 PURPOSE OF THE CHAPTER

This chapter presents a framework for governing future decisions about how the City will encourage a thriving business environment with high-paying industries, a vibrant downtown, and a healthy economy. The chapter aims to create a climate where business and innovation flourishes and a city that draws visitors and provides residents with attractive options for shopping, recreation and working.

The Economic Vitality chapter includes the following sections.

- **5.2 Local Employment.** Describes the type of jobs available in Novato and those held by Novato residents. The section also discusses commute patterns and job projections. (p. 5-4)
- **5.3 Office and Industrial Market.** Provides an overview of the office and industrial market in the City. (p. 5-5)
- **5.4 Retail Market.** Describes the retail market in Novato, focusing on neighborhood shopping centers, the Downtown and the Vintage Oaks shopping center. (p. 5-6)
- **5.5 Goals, Policies, and Programs.** Identifies goals, policies and programs to foster economic growth, support existing businesses, and attract new industries and visitors to the City. (p. 5-7)

New restaurants and shops came to south Novato when the attractive Hamilton Marketplace opened in 2010.

THE **ECONOMIC VITALITY** CHAPTER SEEKS TO ENCOURAGE A THRIVING BUSINESS ENVIRONMENT.

5.2 LOCAL EMPLOYMENT

Novato benefits from a gradually expanding economy, with rising employment and growing industry diversification. Novato generates approximately 26 percent of Marin County’s economic value and saw job gains over the past decade in a broad array of sectors. The City is home to more than 2,500 businesses including corporate headquarters, state-of-the-art technology companies, and both specialty and large-scale retailers.

Biotechnology is a thriving industry in Novato. BioMarin, one of the biotech industry’s largest companies, has offices, manufacturing and research facilities located in the City, and the Buck Institute for Research on Aging has a world-class facility located at Mt. Burdell. The City is also home to a number of start-ups in the life sciences and entertainment software industry.

Novato is home to about 25,500 employed residents and the City provides approximately 26,800 jobs. Jobs are concentrated in health, educational and recreational services (26 percent) and financial and professional services (38 percent). Retail jobs comprise about 11 percent of all jobs in Novato.

FIGURE EV-1 JOBS IN NOVATO, 2015



Source: Association of Bay Area Governments

High-paying jobs are needed in the City in order to attract new workers who can also afford to live here. The median single family home price in 2016 was about \$850,000, which would require a minimum annual household income of approximately \$190,000 assuming a 20 percent down payment.

The Association of Bay Area Government projects Novato will add about 1,400 jobs between 2015 and 2035, with most job growth occurring in the health, education and recreational services category. The City has been leading a marketing campaign to recruit bio/life science companies to Novato.



TABLE EV-1 JOB GROWTH PROJECTIONS

	2015	2035	% CHANGE
Financial and Professional Services	10,110	9,180	-9%
Health, Education and Recreational Services	7,070	9,300	32%
Retail	3,060	3,070	0%
Manufacturing	1,240	1,280	3%
Agricultural and Natural Resources	130	130	0%
Other (Construction, Information and Government)	5,190	5,240	1%
Total	26,800	28,200	5%

Source: Association of Bay Area Governments

The Vintage Oaks Shopping Center is a regional shopping center that provides significant sales tax revenue to the City.

5.3 OFFICE AND INDUSTRIAL MARKET

Novato contains approximately 3.4 million square feet of office space and 1.1 million square feet of industrial space. Major office buildings are located in Hamilton Landing, Bel Marin Keys, Rowland Plaza, central Novato (Woodside Office Center and the North Bay Center), and northern Novato (Fireman’s Fund, 100 Wood Hollow Road, and the Buck Institute for Research on Aging). The Novato Industrial Park also offers light-industrial and warehouse space.

Office building vacancies are high — around 30 percent — and have not yet recovered from lows experienced during the recession of 2008-2010. Existing office vacancies will continue to absorb new demand in the short-term. The new San Marin and Hamilton SMART stations are expected to increase the city’s attractiveness for new office space, particularly at Hamilton Landing and in northern Novato, where the Buck Institute could anchor a bio/life sciences industry hub. As shown in Table EV-1, job growth is expected in occupations that typically require office space. Manufacturing jobs are projected to increase by 3 percent, indicating little if any additional need for industrial space unless it is related to research and development use.



The Downtown has unique restaurants, boutiques and specialty stores.

5.4 RETAIL MARKET

Novato's retail inventory totals 2.2 million square feet of space concentrated in neighborhood shopping centers, Downtown Novato, and Vintage Oaks. The retail vacancy rate is relatively low and continues to fall as the economy recovers.

Novato's Downtown has a mix of local-serving stores and restaurants along Grant Avenue. The blocks east of Redwood Boulevard are beginning to fulfill the area's potential as a special goods, entertainment and dining destination. The City has done much to improve the Downtown by completely renovating Grant Avenue from Railroad Avenue to 7th Street. New street-scape improvements were installed including lighting with banners, art benches and wayfinding signs. The Civic Center, expanded in 2014 with an administrative office building and City Green, brought new vitality to the Downtown and an iconic architectural style that echoes the historic, agrarian roots of the community. The City funded the construction of an additional SMART station in the downtown to increase the city's attractiveness for retail and entertainment uses.

Fourteen neighborhood shopping centers serve residents and workers. Two shopping centers – the Village at Novato, anchored by Trader Joe's, and the Hamilton Marketplace—are relatively new, opening in 2006 and 2008, respectively. The others were all built prior to 1990. Although some, such as Pacheco Plaza, have been renovated, others show opportunities for improvement. The Square Shopping Center, for example, has a very high vacancy rate and relatively low lease rates.

Vintage Oaks is Novato's only regional shopping center, located on the east side of Highway 101 just north of State Route 37. The 620,000 square foot center hosts a mix of tenants that includes Costco, Target, Nordstrom Rack and nearly 50 other retailers and restaurants. Vacancy here is typically very low, even during difficult economic times.

The retail market is not expected to grow much, particularly as on-line shopping continues to command a greater share of retail dollars. Nonetheless, retail sales tax leakage studies show that there may be opportunities to attract new retail in underserved categories, especially home furnishings and appliance stores, building materials and garden equipment, and auto dealers.

Novato also experiences retail sales tax leakage in the restaurant and clothing store categories. Development of the North Redwood Boulevard area, described in the Great Places chapter, could provide new dining and shopping venues as well as places for people to gather and socialize. The Downtown could expand its dining, apparel, and home furnishing offerings to entice residents to stay in Novato for shopping and recreation.

Affordable housing for Novato's workforce is critical for a well-functioning economy. Policies and programs to encourage workforce housing are contained in the Housing Element in Appendix C.

5.5 GOALS, POLICIES AND PROGRAMS

Goal EV 1: Maintain a vital, diverse and forward-looking citywide economy.

EV 1: Economic Vitality. Seek, retain and promote businesses that enhance Novato's economic vitality. Recruit and retain businesses that contribute to our economic vitality and provide locally needed goods, services and employment. Encourage an increase in the number and types of higher-paying jobs that would enable people to live and work in Novato, consistent with the goals and policies of the General Plan. 🌱

EV 1a: **Business Retention.** Continue a business retention and visitation program in partnership with the Chamber of Commerce to help existing businesses thrive in Novato.

EV 1b: **Economic Growth.** Identify economic sectors such as life sciences, "high tech" and others in which the City has competitive advantages and capitalize on these strengths to encourage diversification of the local economy and allow residents to work in the community they live in.

EV 1c: **Downtown.** Improve the economic vitality of Downtown, with a focus on retail, restaurants, and entertainment, including nightlife.

EV 1d: **Business Promotion.** Assist in publishing and distributing promotional brochures, utilizing the internet, and providing information about Novato to attract businesses to the City.

EV 1e: **Events.** Support and facilitate special events such as the Farmers Market, Art & Wine Festival, July 4th Parade, Nostalgia Days, summer events on the City Green and holiday-related events downtown.

EV 1f: **Retail Leakage.** Develop a strategy to proactively address the leakage of retail sales to other communities in identified retail sectors. Utilize retail sales data to identify target sectors to reduce leakage.



The Shop Local Novato campaign encourages residents to support merchants and businesses located in the city.

EV 1g: **Former Pini Hardware Site.** Work with the owner, adjacent residents and businesses to encourage an anchor tenant at the former Pini Hardware site that draws residents and visitors to Grant Avenue.

EV 1h: **Incentives.** Identify tools to incentivize property owners to better utilize their buildings, particularly along Grant Avenue.

EV 1i: **Nightlife.** Encourage businesses to stay open later and additional restaurants and entertainment venues to locate in the downtown.

EV 1j: **Life Sciences.** Promote expansion of the life science industry. Consider zoning incentives to facilitate life science campus developments.

EV 2: Commercial Development. Encourage the development of commercial lands primarily for economic activities that contribute to local employment, income and convenience. Encourage high tax-generating uses such as auto dealerships and hotels where appropriate. Retain lands designated for office and light industrial uses for development with economic activities that contribute to local employment, income, and the fiscal sustainability of the City, unless such lands are determined to not be viable for these commercial uses.

EV 2a: **Economic Impact Analysis.** Evaluate the potential economic effects, both positive and negative, of major new non-residential development proposals.

EV 2b: **Infrastructure Financing Opportunities.** Monitor legislative changes and consider opportunities for infrastructure financing to assist private investment in economic development activities.

EV 3: Business Support. Foster a collaborative relationship between the City and local businesses to support their success.

EV 3a: **Small and Locally-owned Businesses.** Support small and locally-owned businesses through education, information resources and outreach.

EV 3b: **Regulatory Environment.** Create a regulatory/ administrative environment that will retain and attract desired businesses. Seek opportunities to streamline regulatory processes, reducing inefficiencies and time delays.

EV 3c: **Education to Support Business and Job Development.** Encourage education providers (e.g., College of Marin and Novato Unified School District) to provide training and educational programs in areas that support key industrial sectors.

EV 3d: **Communication Infrastructure.** Support the development of technologically advanced communications infrastructure and other improvements that facilitate business growth and efficiency.

EV 4: Economic Planning. Maintain positive working relationships and public/private partnerships among the business community and surrounding communities to help build and promote our local economy.

EV 4a: **Economic Development Advisory Commission.** Continue to provide staff support to the Economic Development Advisory Commission to advise the City Council on economic matters and implementation of the Economic Vitality chapter of the General Plan.

EV 4b: **Economic Development Plan.** Prepare an Economic Development Plan setting forth objectives and strategies approved by the City Council.

EV 4c: **Business Advocacy Groups.** Work with the Chamber of Commerce, Downtown Business Improvement District, Marin Tourism Committee, and Marin Economic Forum to understand business interests and to foster a strong local economy.

EV 5: Tourism. Encourage the development of tourism in Novato.

EV 5a: **Support Promotion of Tourism.** Continue to work with the Chamber of Commerce's Tourism Committee or other entity to provide tourism services, including the branding of Novato as a destination for visitors, conventions and meetings and the operation of an official Visitors Center.

EV 5b: **Short-term Home Rentals.** Consider regulations on short-term rental of dwelling units.

EV 6: City Holdings at Hamilton. Work with the community (both Hamilton and the entire City) to improve and reuse City-owned historic buildings, improve blighted areas, and consider economically viable uses and community benefits.



CHAPTER 6 A CITY THAT WORKS



6.1 PURPOSE OF THE CHAPTER

This chapter presents a framework for governing future decisions about how the City will provide a safe and inter-connected community, deliver services and infrastructure, maintain and improve Novato’s circulation network, and protect the community from natural and artificially created hazards. It also seeks to maintain and improve community facilities, infrastructure and services, and provide effective and responsive governance. This chapter addresses the requirements of the state-mandated circulation and safety elements and partially addresses the requirements of the land use and conservation elements of the general plan.

The City That Works chapter includes the following sections.

- **6.2 Mobility.** Provides an overview of Novato residents’ travel characteristics, the existing circulation network and traffic operations, and parking, transit, bicycle and pedestrian facilities. The section describes improvements to the City’s roadway, bicycle and pedestrian network proposed to accommodate future development and reduce greenhouse gas emissions. This section includes requirements of the circulation element. (p. 6-4)
- **6.3 Safety and Hazards.** Describes environmental and human-caused hazards, including earthquake, landslide, flood, sea level rise, and fire, and potential risks to the community. This section includes requirements of the safety element and requirements related to flooding of the land use and conservation element. (p. 6-16)
- **6.4 Public Services and Facilities.** Identifies public facilities and services provided by the City of Novato and other public agencies. (p. 6-36)
- **6.5 Governance.** Describes the City’s commitment to principles of good governance and the effective delivery of services. (p. 6-41)

The City installed wayfinding signs in 2014 to support a distinct identity for the Downtown and help visitors find destinations.

THE CITY THAT
WORKS CHAPTER
PROVIDES AN
OUTLINE FOR
PROVIDING A
SAFE, INTER-
CONNECTED, AND
WELL-GOVERNED
COMMUNITY.

- **6.6 Goals, Policies, and Programs.** Identifies goals, policies and programs to provide for a safe and convenient multi-modal circulation network, minimize hazards and risks to life and property, maintain and enhance the City's infrastructure and services, and foster a transparent, collaborative and community-based local government. (p. 6-44)

6.2 MOBILITY

Mobility, or the ability to readily move from one place to another, is made possible in Novato through a transportation system that encompasses roadways, transit routes, pedestrian paths and sidewalks, and bicycle paths, lanes and routes. The goal of a well-planned and integrated transportation network is to provide safe and convenient travel for all users—including children, seniors, and persons with disabilities—whether travelling by bus, SMART train, vehicle, bicycle or foot. A balanced, multi-modal transportation system also works to limit congestion, reduce greenhouse gas emissions, and improve public health by reducing air pollution and encouraging physical activity.

The State adopted the California Complete Streets Act in 2008, which requires cities to plan for a balanced, multimodal transportation network. Complete Streets are designed to meet the needs of all users, including motorists, pedestrians, bicyclists, children, persons with disabilities, seniors, movers of commercial goods, and users of public transportation.



Available data indicate that Novato residents rely primarily on vehicles for their transportation needs. According to US Census data, 73 percent of Novato residents drive to work alone and 11 percent carpool, as shown in Figure CW-1.

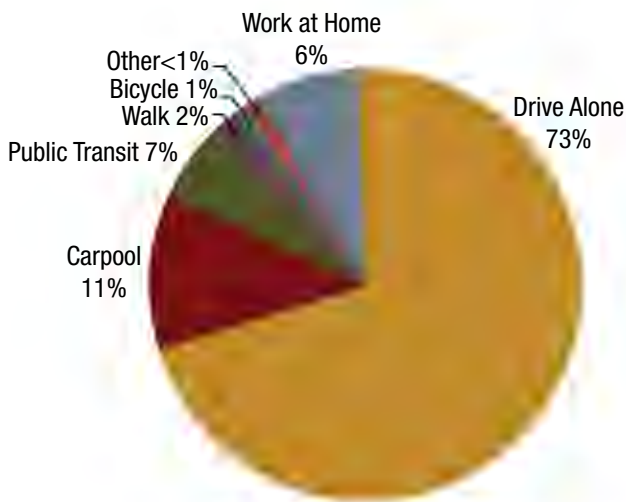
Approximately 10 percent of residents travel to work by alternative modes of transportation. Seven percent take public transit, two percent walk to work, and one percent bike.

School traffic is known to be a significant contributor of vehicle trips in Marin County, where over 21 percent of morning peak period trips are school-related. Safe Routes to School data for Novato elementary and middle

schools show that approximately 59 percent of school trips are taken in a family vehicle and 11 percent of students carpool to school. About 17 percent of students walk to school and 5 percent bike.

Novato's climate and topography provide ideal conditions for many people to walk and bike. Continuing efforts to build a comprehensive network that supports all travel modes is important to encourage more residents and employees to walk and bike to work, school and other destinations.

FIGURE CW-1 NOVATO RESIDENTS' TRAVEL MODE TO WORK



Source: 2011–2015 American Community Survey 5-Year Estimates

EXISTING ROADWAY SYSTEM

Novato's roadway system includes highways, arterials, collectors and local streets as shown in Map CW-1, which is based on the California Road System Map. The City is served by two freeways. US Highway 101 passes through Novato as it connects Marin County to San Francisco to the south and Sonoma County to the north. State Route (SR) 37 begins at US 101 in Novato and extends east, connecting to Interstate 80 in Vallejo. There are six US 101 interchanges that serve the City: San Marin Drive-Atherton Avenue; DeLong Avenue; Rowland Avenue; Novato Boulevard-SR 37; Ignacio Boulevard-Bel Marin Keys Boulevard; and Alameda del Prado.

Local streets are classified by the California Road System Map according to three general types that reflect a roadway's volume, local access (number and type of curb cuts and driveway access), posted speeds, parking, median type, traffic control and other characteristics. The three street classifications in Novato are shown in Figure CW-2.

FIGURE CW-2 ROAD CLASSIFICATIONS

Arterial: An arterial is a higher-speed and higher-capacity roadway that links the community to the larger regional roadway network. Novato's arterials include San Marin Drive, Atherton Avenue, Redwood Boulevard, De Long Avenue, Novato Boulevard, South Novato Boulevard, Wilson Avenue, Mill Road, Rowland Boulevard, and Ignacio Boulevard.



Collector: A collector is a relatively low-speed, low-volume street that provides access within and between neighborhoods. Collectors usually serve short trips and are intended to collect trips from local streets and distribute them to arterial streets. Examples of collector streets in Novato include Olive Avenue, Grant Avenue, Center Road, Sutro Avenue, Indian Valley Road, Bel Marin Keys Boulevard, Main Gate Road, and Hamilton Parkway.



Local: Remaining streets are considered local streets as they serve local traffic, feeding into the collector and arterial streets. The City Council can choose to designate local roads as rural streets to maintain the rural character of certain neighborhoods, allowing reduced pavement width and exclusion of curbs, gutters and/or sidewalks.



Novato's roadway system is largely determined by the City's location and topography. Because the City is surrounded by ridges and open space, there is only one roadway – Novato Boulevard – connecting western Marin to the City. Highway 101 provides the only northern and southern access to Novato from other communities, and State Route 37 provides the primary eastern access. This roadway system makes Novato greatly dependent on well-functioning highways for both local and regional travel.

Truck Routes

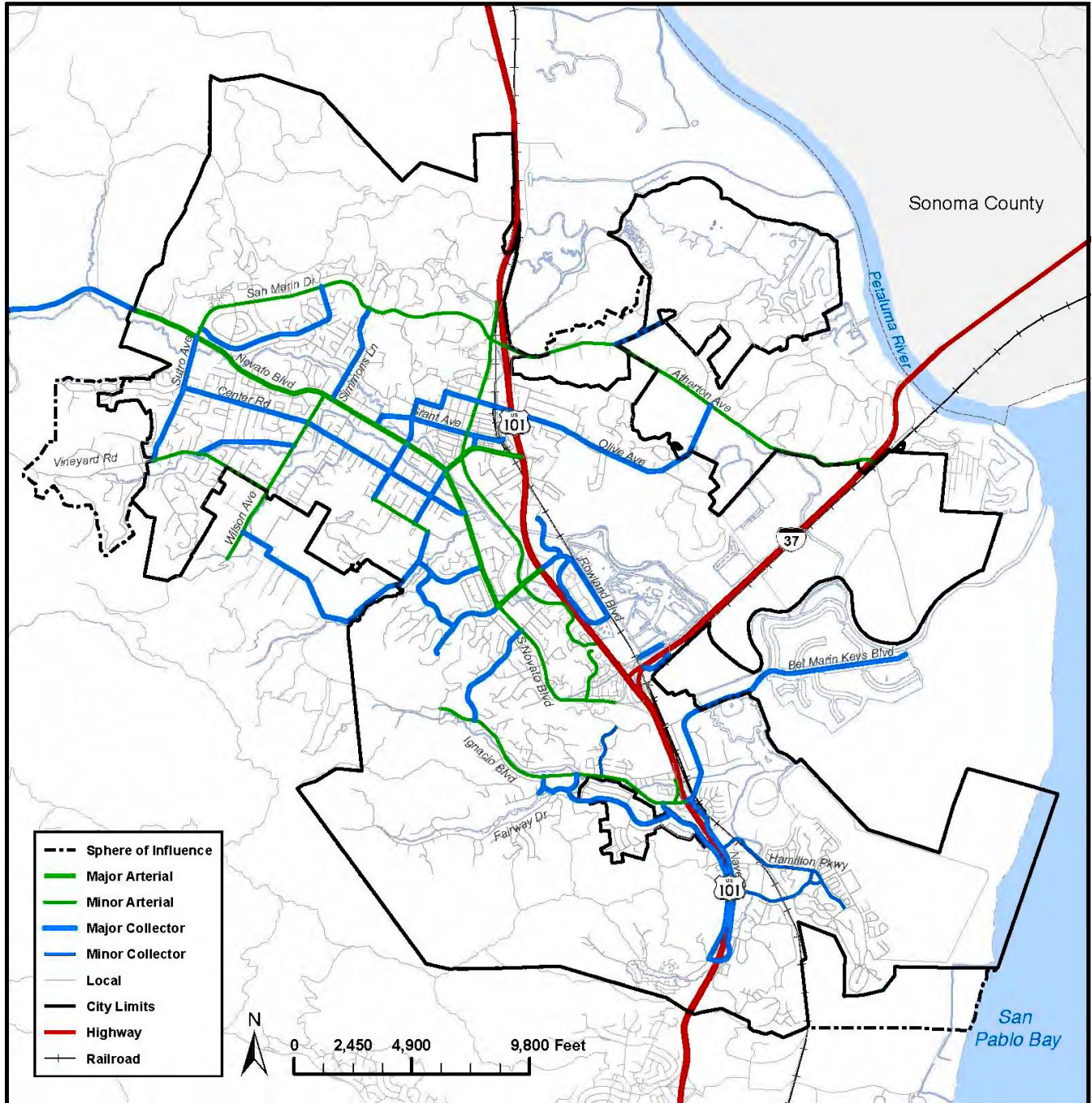
The City of Novato's Municipal Code prohibits any vehicle exceeding the maximum gross weight limit of five tons from traveling or parking on any City street except on streets designated as truck routes as follows:

- Redwood Boulevard (from Rowland Boulevard to San Marin Drive)
- Atherton Avenue
- DeLong Avenue (from Redwood Boulevard to US 101)
- Diablo Avenue (easterly of Novato Boulevard)
- Novato Boulevard (northwesterly of Diablo Avenue)
- Rowland Boulevard (from Redwood Boulevard to US 101)
- San Marin Drive

Trucks are allowed to travel on prohibited streets for the purpose of making pick-ups or deliveries to a location on that street. Passenger buses and vehicles used for the purpose of installing, maintaining or repairing public utilities are exempt from weight restrictions.

CHAPTER 6 A CITY THAT WORKS

MAP CW-1 ROAD CLASSIFICATIONS



EXISTING TRAFFIC OPERATIONS

Intersection Operations

Traffic engineers have historically used “Level of Service” or “LOS” to measure the performance of roadways and intersections. The capacity of a local street system is typically dependent upon the operation of intersections rather than the segments connecting them since conflicting vehicle movements are concentrated at intersections. Traffic analyses therefore usually focus on the points where two arterial or collector streets intersect. Level of service at intersections is ranked using a series of letter designations from LOS A to F based on traffic volumes during peak periods, delay incurred, and capacity. Generally, LOS A represents free flow conditions and LOS F represents forced flow or breakdown conditions. The level of service designation is accompanied by a measure that indicates a level of delay in average number of seconds per vehicle. The ranges of delay associated with the various levels of service are indicated in Table CW-1.

“Level of Service” (LOS) is used to describe the performance of intersections at various times of the day. LOS measures the length of delay before a motorist may move through the intersection.

TABLE CW-1 INTERSECTION LEVEL OF SERVICE CRITERIA

LOS	SIGNALIZED INTERSECTIONS	ALL-WAY STOP-CONTROLLED INTERSECTIONS
A	Delay of 0 to 10 seconds. Most vehicles arrive during the green phase and do not stop at all.	Delay of 0 to 10 seconds. Upon stopping, drivers are immediately able to proceed.
B	Delay of 10 to 20 seconds. More vehicles stop than with LOS A, but many drivers still do not have to stop.	Delay of 10 to 15 seconds. Drivers may wait for one or two vehicles to clear the intersection before proceeding from a stop.
C	Delay of 20 to 35 seconds. The number of vehicles stopping is significant, although many still pass through without stopping.	Delay of 15 to 25 seconds. Drivers will enter a queue of one or two vehicles on the same approach, and wait for vehicle to clear from one or more approaches prior to entering the intersection.
D	Delay of 35 to 55 seconds. The influence of congestion is noticeable, and most vehicles have to stop.	Delay of 25 to 35 seconds. Queues of more than two vehicles are encountered on one or more approaches.
E	Delay of 55 to 80 seconds. Most, if not all, vehicles must stop and drivers consider the delay excessive.	Delay of 35 to 50 seconds. Longer queues are encountered on more than one approach to the intersection.
F	Delay of more than 80 seconds. Vehicles may wait through more than one cycle to clear the intersection.	Delay of more than 50 seconds. Drivers enter long queues on all approaches.

Source: Transportation Research Board, Highway Capacity Manual 2000.

CHAPTER 6 A CITY THAT WORKS

Vehicles queue up at the busy Redwood Boulevard and San Marin Drive intersection.



General Plan policies establish standards for acceptable levels of service for intersections in Novato. Intersections with traffic signals or four-way stop signs should operate at LOS D or better. For intersections with stop signs on side streets only, LOS E is acceptable.

Traffic studies prepared for the General Plan Existing Conditions Report found that nearly all of the 41 intersections studied at that time operated at acceptable levels of service. The two exceptions were the stop-controlled intersections of South Novato Boulevard and Redwood Boulevard and Alameda del Prado and Nave Drive. Both of these intersections operated at LOS E during the morning peak period.

Roadway and Freeway Operations

Several roadway and freeway segments in Novato are part of the Marin County Congestion Management Program (CMP) network. The Transportation Authority of Marin, which serves as the region's congestion management agency, has established LOS standards for designated roadways in Marin County. Unlike the LOS standards set by the Novato General Plan, which focus on intersections, the CMP LOS standards focus on roadway segments. The standards affecting Novato include a LOS E requirement for US 101 and a LOS D requirement for SR 37 and designated CMP major arterial segments of Novato Boulevard, South Novato Boulevard and Bel Marin Keys Boulevard.

The Transportation Authority of Marin evaluates road segment and freeway operations biennially. All of the designated road segments in Novato and the State Route 37 segment operate at LOS A or B. The Highway 101 segment in Novato (north of Atherton Avenue to the Sonoma County border) operates at LOS A during the AM peak period and southbound PM peak period and at LOS F during the northbound PM peak period. LOS F reflects forced-flow, "bumper-to-bumper" congested conditions. Because this highway segment is "grandfathered," it is not required to meet the LOS E

standard. All roadway and freeway segments meet the thresholds required by the Marin County CMP.

Measuring Traffic Impacts with Vehicle Miles Traveled (VMT)

In 2013, Governor Brown signed Senate Bill 743. Among other things, SB 743 addresses transportation impacts under the California Environmental Quality Act (CEQA). Specifically, SB 743 requires the Governor's Office of Planning and Research (OPR) to amend the CEQA Guidelines to provide an alternative to LOS for evaluating transportation impacts. Particularly within areas served by transit, those alternative criteria must "promote the reduction of greenhouse gas emissions, the development of multimodal transportation networks, and a diversity of land uses." Measurements of transportation impacts may include vehicle miles traveled, vehicle miles traveled per capita, automobile trip generation rates, or automobile trips generated. Vehicle Miles Traveled (VMT) is a measurement of the number of miles traveled by vehicles within a specified region for a specified time period.

FUTURE ROADWAY OPERATIONS

Land use and transportation must be coordinated so that the capacity of the transportation system accommodates the traffic generated by the development of the community. In order to understand the relationship between land use and transportation, a traffic forecasting model was prepared for the General Plan based on the development forecasts presented in the Land Use chapter. With these traffic projections it is possible to estimate how much traffic will be generated by new development, what traffic problems will occur, and what roadway improvements, if any, could relieve traffic congestion and enhance multi-modal use. Table CW-2 presents a list of projects in Novato that, when implemented, will accommodate traffic generated by development consistent with the General Plan, enabling the roadway system to operate safely and efficiently for all users.

TABLE CW-2 FUTURE ROADWAY IMPROVEMENTS

[To be listed when the Draft Environmental Impact Report is certified.]

PARKING

Vehicle parking facilities have a significant impact on the attractiveness and accessibility of neighborhoods, commercial districts and communities as a whole. In Novato, parking for individual land uses is generally provided directly on-site. Many commercial uses, including office buildings, shopping centers, and community and medical facilities, provide parking lots for their employees' and customers' use.

Residential Parking

On-street parking is typically provided on both sides of the street in residential neighborhoods, on local roads, on collector streets and occasionally along the city's arterials. While an abundance of parking is generally available in the city's residential neighborhoods, some of the city's older multi-family developments provide more limited on-site parking, resulting in greater use of on-street parking in these areas.

Downtown Parking

Parking downtown generally consists of public on-street spaces and parking in private lots that serve businesses. There are two small off-street public parking lots in the Downtown—the Civic Center lot and the Zenk lot on Reichert Avenue between Grant Avenue and De Long Avenue. The Millworks/Whole Foods development includes 26 spaces available to the general public during business hours in addition to the parking spaces dedicated to Whole Foods' customers and Millworks residents.

Concerns about the availability of parking tend to be focused on the downtown area. The City conducts an annual parking survey to determine the occupancy level of on-street parking spaces. The City's most recent analysis indicates that 81 percent of on-street parking spaces downtown are occupied during the peak parking period from noon to 1:00 p.m. on weekdays. An occupancy rate of 90 percent and above indicates a parking shortage.

Vacant parking spaces along Grant Avenue, between Redwood Boulevard and Reichert Avenue, and along adjacent streets are more difficult to find during the weekday lunchtime hour. However, parking spaces are often available a short walk away, suggesting that management and enforcement of existing parking spaces is key to ensuring the most convenient spaces are available to shoppers and visitors.

PARK-AND-RIDE LOTS

There are five park-and-ride lots in Novato. The facilities provide short- and long-term parking for commuters, transit riders and bicyclists. Four of the facilities are located along the US 101 and SR 37 corridors and are owned and operated by Caltrans. These facilities are located at the Alameda del Prado, Rowland Boulevard, and Atherton Avenue interchanges. Another park-and-ride lot located at the Hamilton Town Center is temporarily being used for parking by transit riders.



Parking spaces in the Downtown are in high demand during the weekday lunchtime hour.

BICYCLE AND PEDESTRIAN NETWORK




Novato residents and visitors walk and bicycle throughout the City for recreation and for access to schools, employment sites, transit, and shopping. The City's climate and mostly flat topography are conducive to walking and bicycling, and the City's well-developed network of bicycle and pedestrian facilities and amenities provides safe and convenient routes for biking and walking. Maintaining and expanding the bicycle and pedestrian network helps to reduce the number of vehicles on the road, reduces pollution and greenhouse gas emissions, and encourages a healthy and active lifestyle for Novato residents, workers and visitors.

Bicycle Network

Novato has three different classifications of bikeways. Class I paths provide a completely separated right-of-way for exclusive use by bicyclists, pedestrians and other active transportation users. Class II bike lanes, such as those on Redwood Boulevard, provide a striped and stenciled lane for one-way travel on a street. Class III bike routes provide for shared use of the vehicular travel lane, typically on lower-volume roadways.

Altogether, Novato has approximately 33 miles of bikeways within the City's boundaries, as shown in Figure CW-3. Map CW-2 shows existing and proposed bikeways.

FIGURE CW-3 EXISTING BIKEWAY MILEAGE

CLASS	BIKEWAY TYPE	DESCRIPTION		TOTAL MILEAGE
I	Shared-use Path	A paved path completely separated from a street. It is usually shared with pedestrians and other active transportation users.		5.34
II	Bicycle Lanes	A striped and stenciled lane for one-way bicycle travel on a street.		24.06
III	Bicycle Routes	Provides for shared use with motor vehicle traffic and identified only by signing and/or pavement markings.		3.65
All Bikeways				33.18

Bicycle racks can be found at various businesses, employment centers, schools, transit stops and parks throughout Novato. Bicycle lockers for long-term bicycle parking are available at the park-and-ride lots at Alameda del Prado and Rowland Boulevard. The City of Novato has adopted requirements for bicycle parking for new multi-family and commercial development and requires showers and change facilities in large, newly-developed and expanded employment centers.

The Novato Bicycle/Pedestrian Plan, adopted in 2015, provides for a recommended citywide network of sidewalks, bicycle paths, lanes and routes, along with pedestrian- and bicycle-related programs and support facilities. The City's Community Based Transportation Plan (CBTP), also adopted in 2015, identifies bike and pedestrian needs focused on improvements for increased access to transit bus facilities. The goal of both plans is to make bicycling, walking and transit use a more viable transportation option for people who live, work and recreate in Novato.

Pedestrian Network

A neighborhood is walkable when people can travel safely on foot to many destinations. Convenient walking distance is a quarter to half mile, a walk that would take 10 to 15 minutes. Novato has many walkable neighborhoods, and sidewalks are provided on the majority of streets in the city. Downtown is walkable because of its small blocks, nearby services and destinations, and access to transit services. While the Downtown and surrounding neighborhoods have nearly complete sidewalk coverage, outlying residential neighborhoods have varying coverage. Crosswalks, curb ramps, lighting and signs help to make walking safe in the city, and amenities such as street trees, landscape plantings, benches, and transit shelters contribute to a pleasant pedestrian experience.

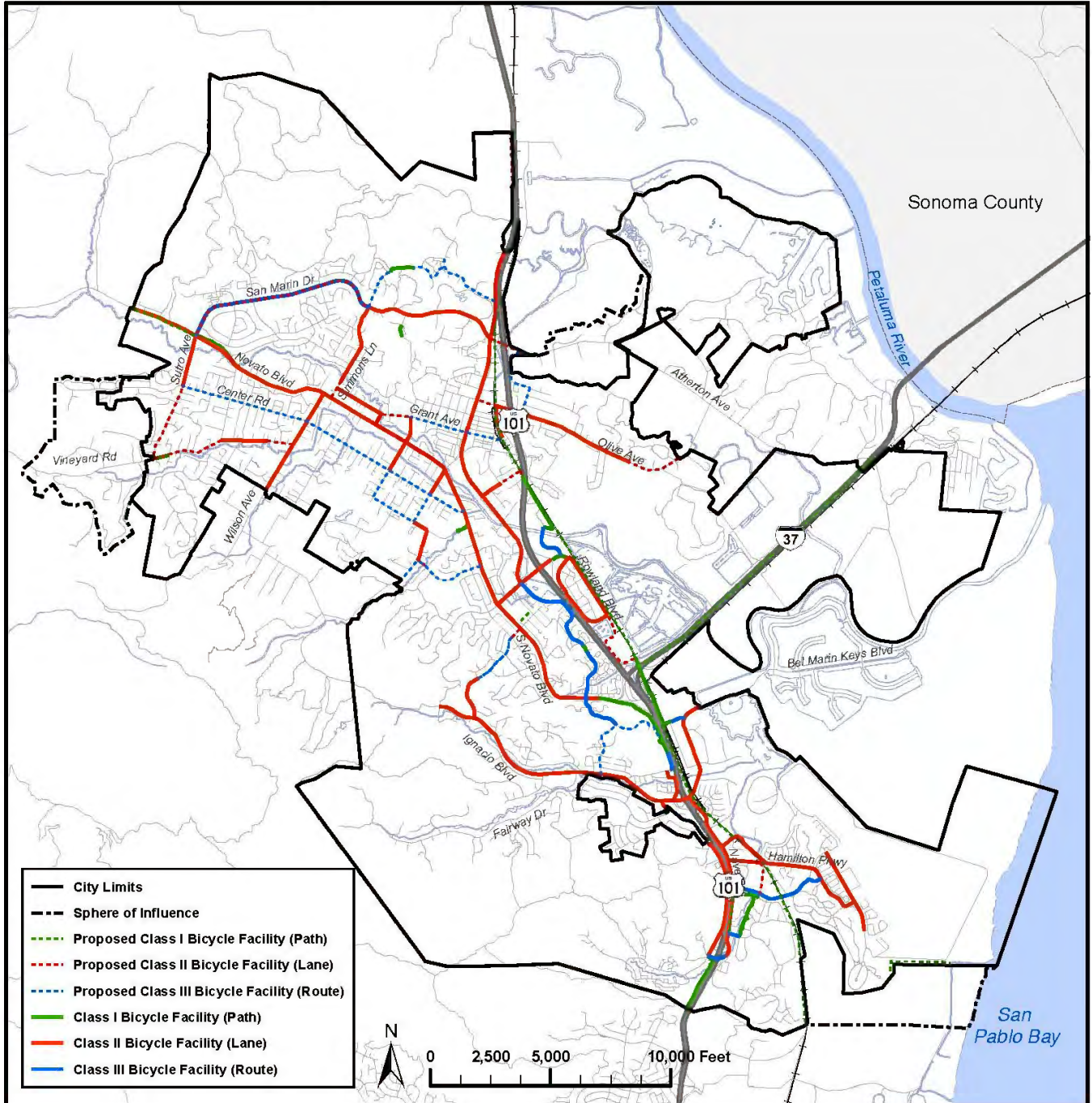
Safe Routes to School

The Safe Routes to Schools program was initiated in Marin County in 2000 as an effort to reduce congestion and encourage healthy exercise and transportation habits among school-aged children. Eleven public and private Novato schools and over 5,400 students participated in the program during the 2016/2017 school year.

Safe Routes to Schools promotes walking and biking to school through education and incentives. The program addresses parents' safety concerns by educating children and the public, partnering with traffic law enforcement, and developing plans to create safer streets. The City participates in the construction of safe pathways to Novato schools, and the Novato Police Department provides bicycle education and safety programs.

CHAPTER 6 A CITY THAT WORKS

MAP CW-2 BIKEWAYS



TRANSIT NETWORK

In Marin County, there is local and regional bus service and ferry service to San Francisco. Marin Transit is responsible for providing local transit service within Marin County, including Novato. The agency provides local and express bus service linking Marin to Sonoma County cities and San Francisco, and provides service to 134 bus stops in Novato. Bus transfers in Novato take place at the transit facility on Redwood between DeLong and Grant Avenue. Reconstruction of this facility will be completed in 2017.

Marin Transit's 2016-2025 Short Range Transit Plan aims to improve the transit system by strengthening connectivity in major transit corridors, including Highway 101, and preparing for Sonoma Marin Area Rail Transit (SMART) service. Improvements may include increasing the frequency of bus service and reducing the length of time to reach destinations. Marin Transit intends to extend Downtown Novato routes north to serve the North Novato-San Marin train station and evaluate changes to Hamilton services to serve employment areas at Hamilton Landing and Bel Marin Keys.

SONOMA MARIN AREA RAIL TRANSIT (SMART)

SMART passenger service began in 2017. SMART provides service to Novato residents and businesses at three stops, a Novato North—San Marin Station located on Redwood Boulevard, a Downtown Novato station on Grant Avenue, and a Novato South—Hamilton Station located just north of Main Gate Road.

SMART currently operates 17 round trips per weekday between the Sonoma County Airport north of Santa Rosa and San Rafael, with service at 12 train stations. SMART operates five round trips per weekend day as well. A SMART pathway system will link segments constructed by SMART with existing segments to create a continuous bicycle-pedestrian pathway.

6.3 SAFETY AND HAZARDS

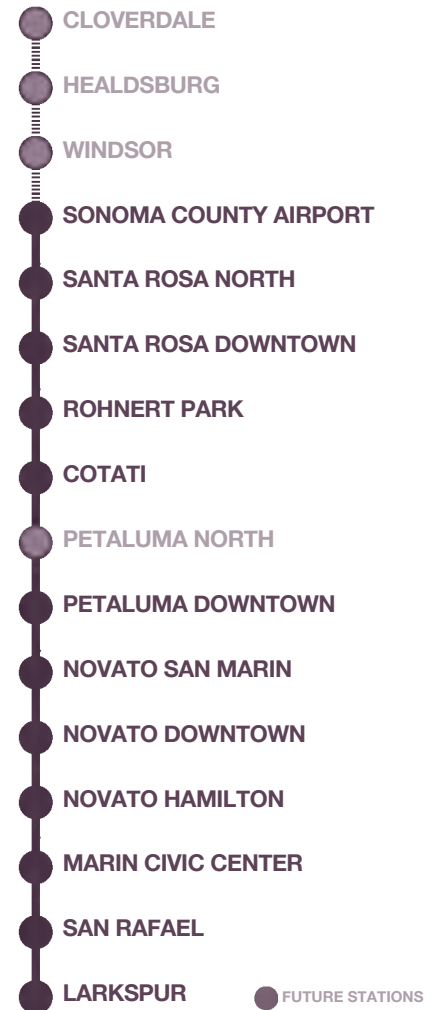
Novato is vulnerable to a range of public safety threats including both natural and human-made hazards. Earthquakes, flooding, storms, landslides and fires pose serious and real threats to the city. Planning is critical to identify potential hazards and provide policies and regulatory actions to reduce the community's risk of death, injury, property damage and economic and social disruption.

GEOLOGIC AND SEISMIC HAZARDS

Earthquakes

Novato is located in the seismically active San Francisco Bay region, an area with a long history of tectonic movements. The region sits on the boundary between two of the Earth's major tectonic plates—the Pacific and North American Plates—which move inexorably past each other at a rate of about 2 inches per year. Much of this motion is accommodated from time to time by sudden slip on faults, producing an earthquake. Although the

SMART STATIONS



The SMART train will eventually link 16 stations from Cloverdale in northern Sonoma to the Larkspur Ferry terminal in southern Marin.

San Andreas fault is the main origin of slip, other faults splay out from the plate boundary throughout most of California. Active and potentially active faults in the Novato area include the San Andreas, Burdell Mountain, Tolay, Rodgers Creek, and Hayward fault zones, as shown on Map CW-3. The nearest potentially active fault is the Burdell Mountain fault, which is located to the north of the city.

An active fault is defined as one which has had surface displacement over the past 11,000 years. The San Andreas, Hayward, and Rodgers Creek faults are all active faults.

The San Andreas fault, located about 9.5 miles west of the city limit, was the source of the magnitude 7.8 earthquake in 1906. The most recent large earthquake on the San Andreas fault was the magnitude 6.9 Loma Prieta earthquake in 1989. The Loma Prieta earthquake caused intense seismic activity throughout the Bay Area, collapsing a double-decked freeway in West Oakland and destroying buildings in San Francisco's fill-based Marina District.

The U.S. Geological Survey estimates the probability of a large earthquake of magnitude 6.7 or greater on the northern San Andreas fault within the next 30 years is about 21 percent. Earthquakes of this magnitude can kill and injure many people and cause extensive damage to buildings, roads, bridges and utilities.

The Rodgers Creek fault is the closest active fault, lying 4.8 miles to the east of Novato. The active Hayward fault is 13.7 miles to the southeast. There is a 31 percent chance that a large earthquake will occur within the Hayward-Rodgers Creek fault system within the next 30 years.

Both the Burdell Mountain and Tolay faults are considered potentially active faults, which mean that there is evidence of surface displacement within the last 1.6 million years, but not within the past 11,000 years.

Damage in earthquakes is mainly from shaking. The intensity of shaking that a structure will experience during an earthquake depends upon the magnitude of the earthquake, the proximity to the epicenter, and the type of ground materials beneath the structure. Soft soils amplify the shaking, while hard bedrock does not.

All buildings located in Novato are vulnerable to earthquake damage, but depending upon construction, some buildings are expected to perform better than others. One and two story wood-frame buildings generally perform well, but they may shift if not bolted to the foundation or partially collapse if cripple walls (short walls that occur between the foundation and first floor to create a crawl space) are not braced. Homes with rooms built over garages and homes built on hillsides are also vulnerable to collapse if walls are not reinforced or braced. Unreinforced masonry buildings are very likely to be damaged during earthquakes. While current building codes address seismic safety, they are designed to protect occupant lives during an earthquake. Newly constructed buildings can still be significantly damaged during a major earthquake.

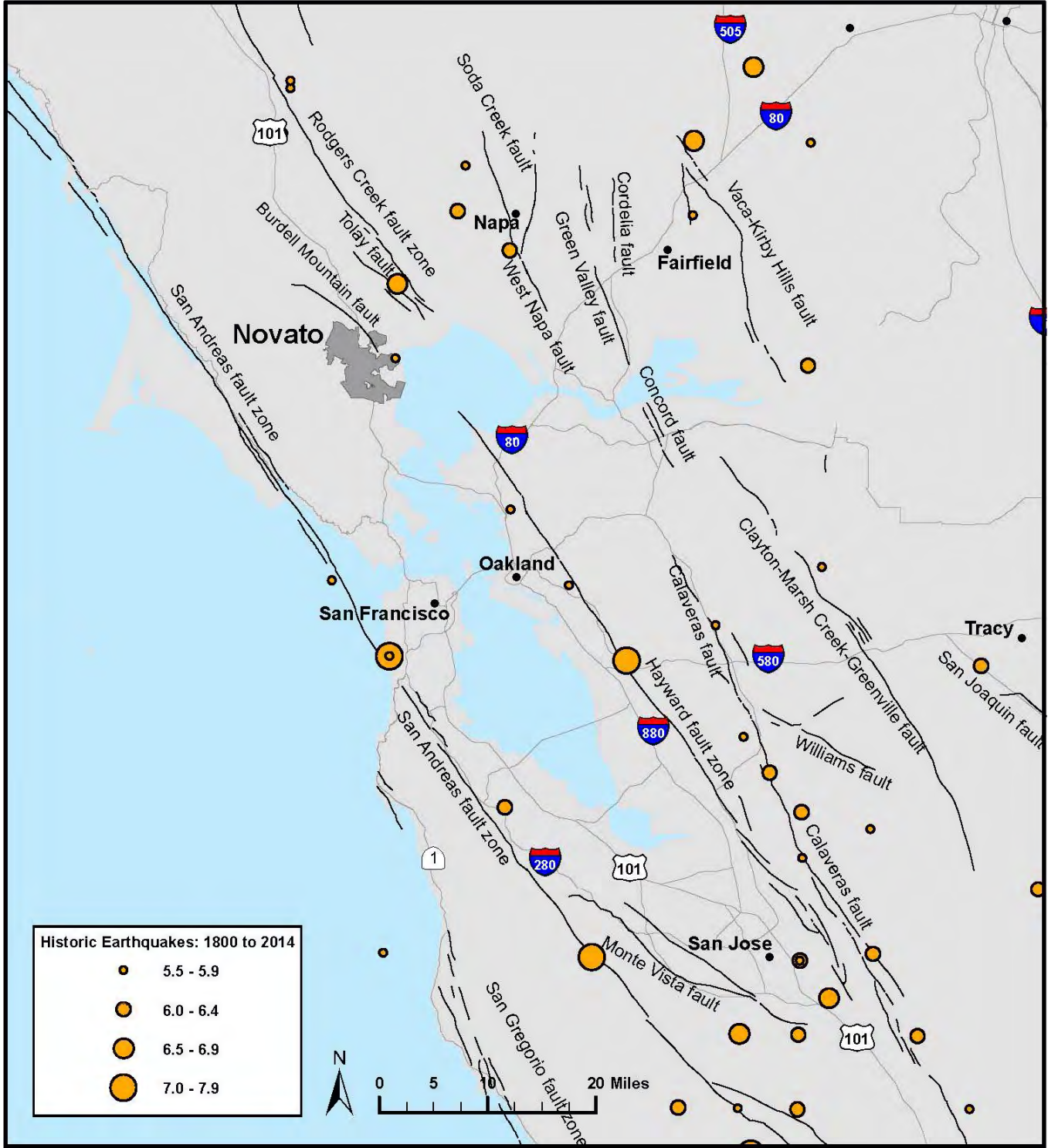
CHAPTER 6 A CITY THAT WORKS

Structures built in areas of water-saturated granular sediment or fill material are susceptible to liquefaction. The ground shaking from an earthquake transforms the material from a solid state to a temporarily liquid state. Liquefaction is a serious hazard because buildings in areas that experience liquefaction may sink or suffer major structural damage. Most single and multi-family homes under 10 stories are unlikely to have foundations stable enough to withstand liquefaction even if they can withstand ground shaking. Areas in Novato with soils susceptible to liquefaction are primarily located in low-lying area of fill fronting San Pablo Bay, as shown in Map CW-4.

Although an earthquake on the Hayward and Rodgers Creek fault complex, which runs beneath San Pablo Bay, could create a tsunami, there is believed to be little potential for a tsunami to affect Novato.

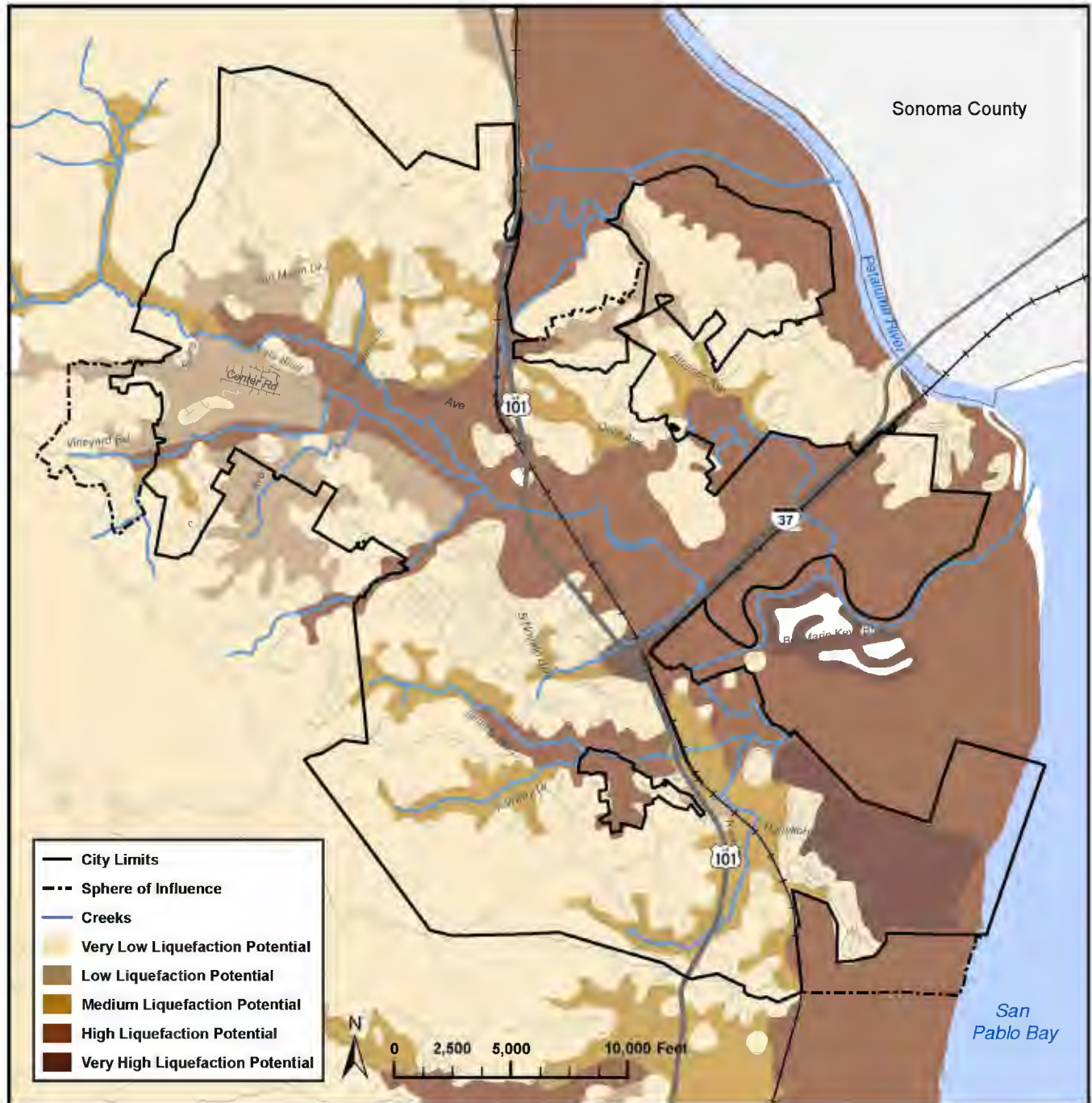
CHAPTER 6 A CITY THAT WORKS

MAP CW-3 REGIONAL FAULTS AND HISTORIC EARTHQUAKES



CHAPTER 6 A CITY THAT WORKS

MAP CW-4 LIQUEFACTION HAZARD AREAS



Source: MarinMap, 2016

Landslides

Landslides are a potential hazard to structures, roads and utilities on hillsides in Novato. Landslides can move slowly, as in hillside creep, or can move quickly and disastrously, as is the case with debris flows.

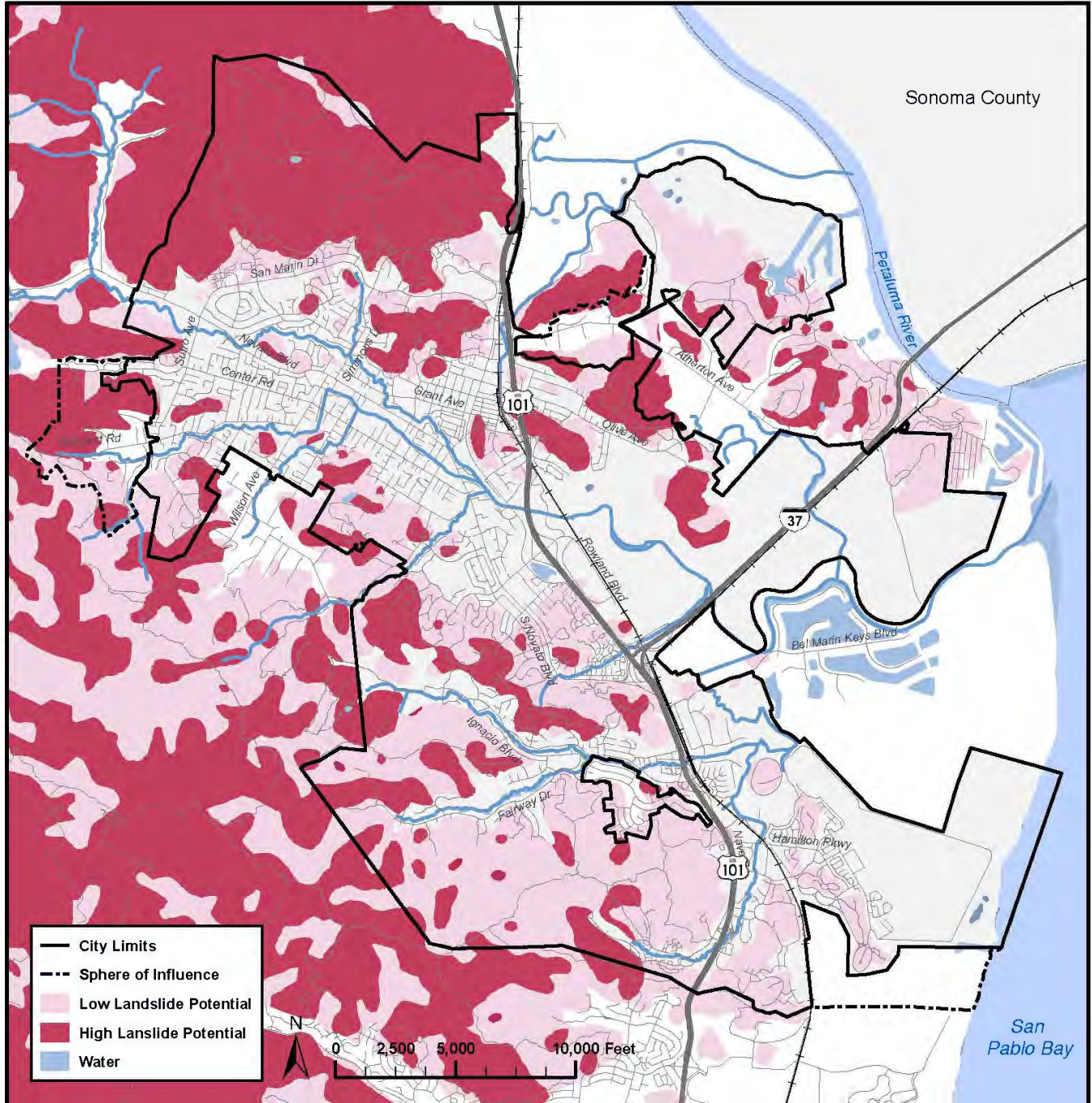
Almost every landslide has multiple causes. Landslides can be initiated in slopes already on the verge of movement by rainfall, erosion, earthquake, and disturbance by human activities. Factors that indicate the probable formation and relative risk of landslide and slope instability include:

- **Slope Steepness:** Most landslides occur on moderate to steep slopes.
- **Slope Material:** Loose, unconsolidated soils and soft, weak rocks are more hazardous than are firm, consolidated soils or hard bedrock.
- **Water Content:** Increased water content increases landslide hazard by decreasing resistance to sliding and adding weight to the materials on a slope.
- **Vegetation Coverage:** Abundant vegetation with deep roots increases slope stability.
- **Proximity to Areas of Erosion or Man-Made Cuts:** Undercutting slopes may greatly increase landslide potential.
- **Earthquake Ground Motions:** Strong ground shaking may trigger landslides in marginally stable slopes or loosen slope materials and thus increase the risk of future landslides.

Map CW-5 shows the areas in Novato where landslides may occur.

CHAPTER 6 A CITY THAT WORKS

MAP CW-5 LANDSLIDE HAZARD AREAS



Source: MarinMap, 2016

FLOODING

Novato Creek, along with its tributaries such as Warner and Arroyo Avichi Creeks, is a major source of flooding in Novato. Heavy rains occasionally cause flood damage in Novato. Properties upstream of the confluence of Novato, Warner, and Arroyo Avichi Creeks have been particularly susceptible to flooding. Heavy rains in 1980, 1982, 1983, 1986, 1989 and 1998 caused flooding and damage to buildings in these areas. Other areas with high flood danger include Ignacio, Arroyo San Jose, and Vineyard Creeks. See Figure ES-1 in the Environmental Stewardship chapter for a map of these creeks.

Flooding along Novato Creek usually occurs in three stages: 1) when the water levels rise above storm drains water backs up, resulting in flooded roads and property; 2) when Warner Creek and Arroyo Avichi rise and overflow their banks at the confluence with Novato Creek; and 3) when Novato Creek itself rises to a level where it overflows at low points in its banks. In addition, localized flooding occurs periodically in certain locations due to creek blockages such as fallen trees and debris. The frequency and severity of flooding has been reduced as a result of flood control improvements for Novato, Warner and Avichi Creeks over the years.

Much of the Bayfront lands are in agricultural, conservation or open space uses and flood frequently. These areas are reclaimed marshlands which had been near high tide level when drained. Since reclamation, the loss of water within the bay mud has led to subsidence, and many areas are now below mean sea level and require pumping to drain.

Congress passed the National Flood Insurance Act of 1968 and the Flood Disaster Protection Act of 1973 to address the increasing cost of flood-related disaster relief. The intent of National Flood Insurance Program is to reduce the need for large, publicly-funded flood control structures and disaster relief by restricting development on floodplains.

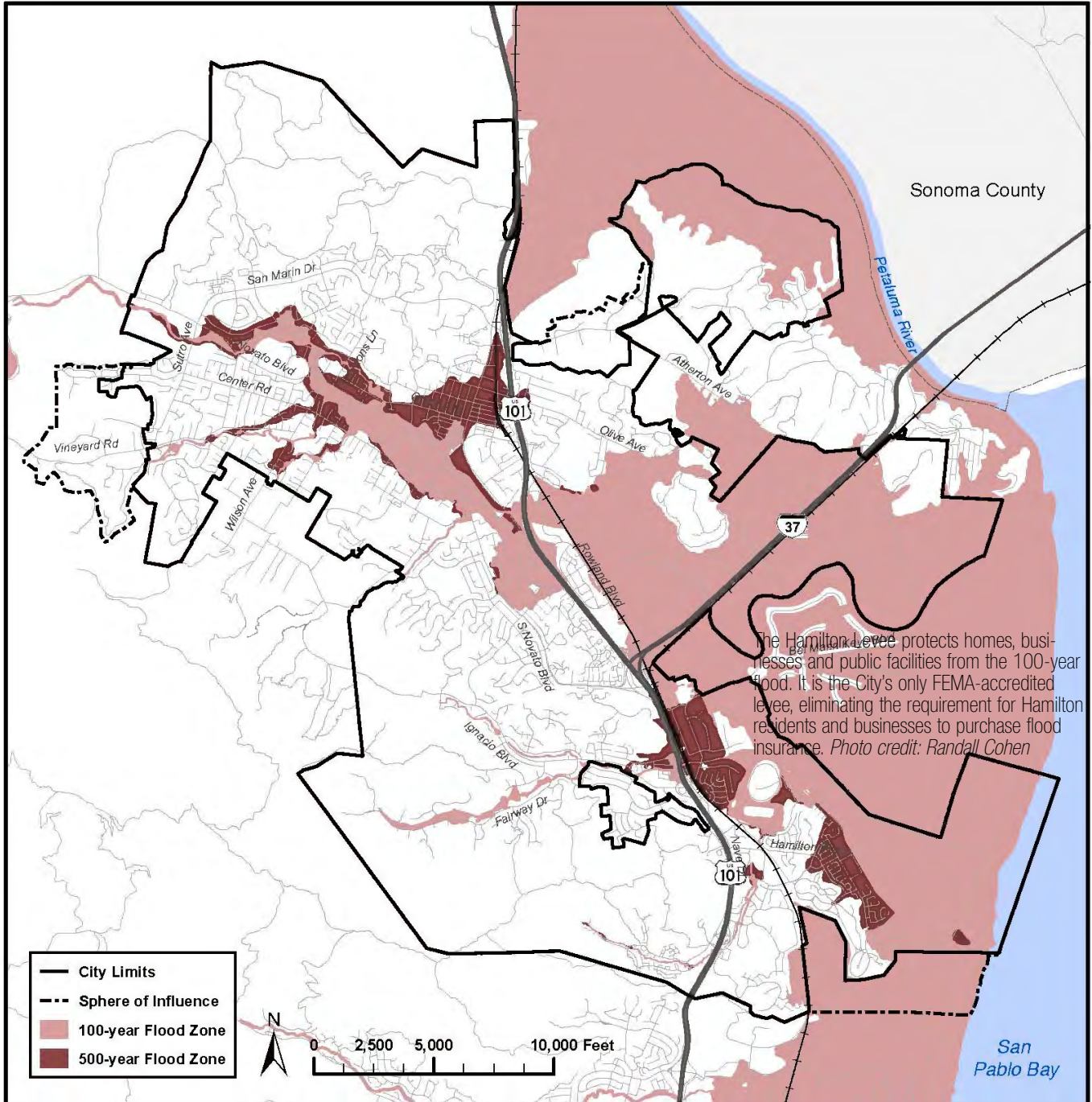
The Federal Emergency Management Agency (FEMA) administers the National Flood Insurance Program to provide subsidized flood insurance to communities that comply with FEMA regulations and limit development on floodplains. FEMA issues Flood Insurance Rate Maps (FIRM) for communities participating in the flood insurance program. The FIRM maps delineate flood hazard zones in the community.

The FIRM maps play several critical roles. First, the maps are used by local and county agencies to identify and plan for local or area flood protection. Second, the maps are used by the banking and insurance industries to determine if flood insurance is mandated for a specific property or area. Lands located within the Areas of Special Flood Hazard (areas subject to 1 percent chance of flooding in any given year) require that flood protection insurance be secured for federally-regulated or insured loans. Lastly, the maps are used at the federal and state level to plan for waterway projects that are administered by the US Army Corps of Engineers. The most current FIRM maps were updated and published in 2016.

Map CW-6 shows the areas of Novato that are prone to flooding, as identified by FEMA. Areas in the 100-year flood zone have a 1 percent chance of flooding in any given year, while areas in the 500-year flood zone have a 0.2 percent chance of flooding.

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MAP CW-6 FLOOD HAZARD ZONES



Source: FEMA Flood Hazard Zone, 2016

All of Marin County, including Novato, is under the jurisdiction of the Marin County Flood Control and Water Conservation District, which is responsible for managing stormwater and flooding problems in the County. The District also maintains weather monitoring stations, stream gauges and precipitation gauges throughout the County. The District identifies eight zones within the County in order to focus on issues in specific watersheds. The City of Novato and a sizeable amount of unincorporated area around the City comprise Zone 1.

Hamilton Levee

The FEMA-accredited Hamilton Levee is situated on low-lying land below sea level. The area behind the levee includes detached single family homes, townhouses and condominiums, senior living units, rehabilitated hangars converted to commercial space, a community center, an amphitheater and park facilities. The levee is located at the eastern edge of development and protects the development from the waters of San Pablo Bay. In addition a secondary, outer levee and the raising of wetlands elevation between the levees provide additional protection to the developments. Storm drainage water is pumped via two pump stations with adequate flow capacity, powered by diesel engines from the developments into the bay.

In the highly unlikely event of a levee failure during flooding conditions or a severe storm, combined with a high tide, parcels could be threatened with immediate flooding. An imminent threat of levee failure could require a rapid evacuation of affected residents in a short period of time, with little to no advanced warning. The Hamilton Levee protection zone is shown in Figure CW-7.



Novato Creek Dam

Novato is subject to potential flooding resulting from the failure of the Novato Creek Dam at Stafford Lake. This earthen dam, built in 1950, is designed to withstand an earthquake of a magnitude up to 8.25 on the San Andreas Fault with an epicenter 10 miles away. The area that would be inundated in the hypothetical event of a sudden failure of the dam is shown in Map CW-8.

The California Department of Water Resources considers downstream hazards of the dam to be extremely high, with considerable loss of life and major impacts to critical infrastructure or property should the dam fail when operating with a full reservoir.

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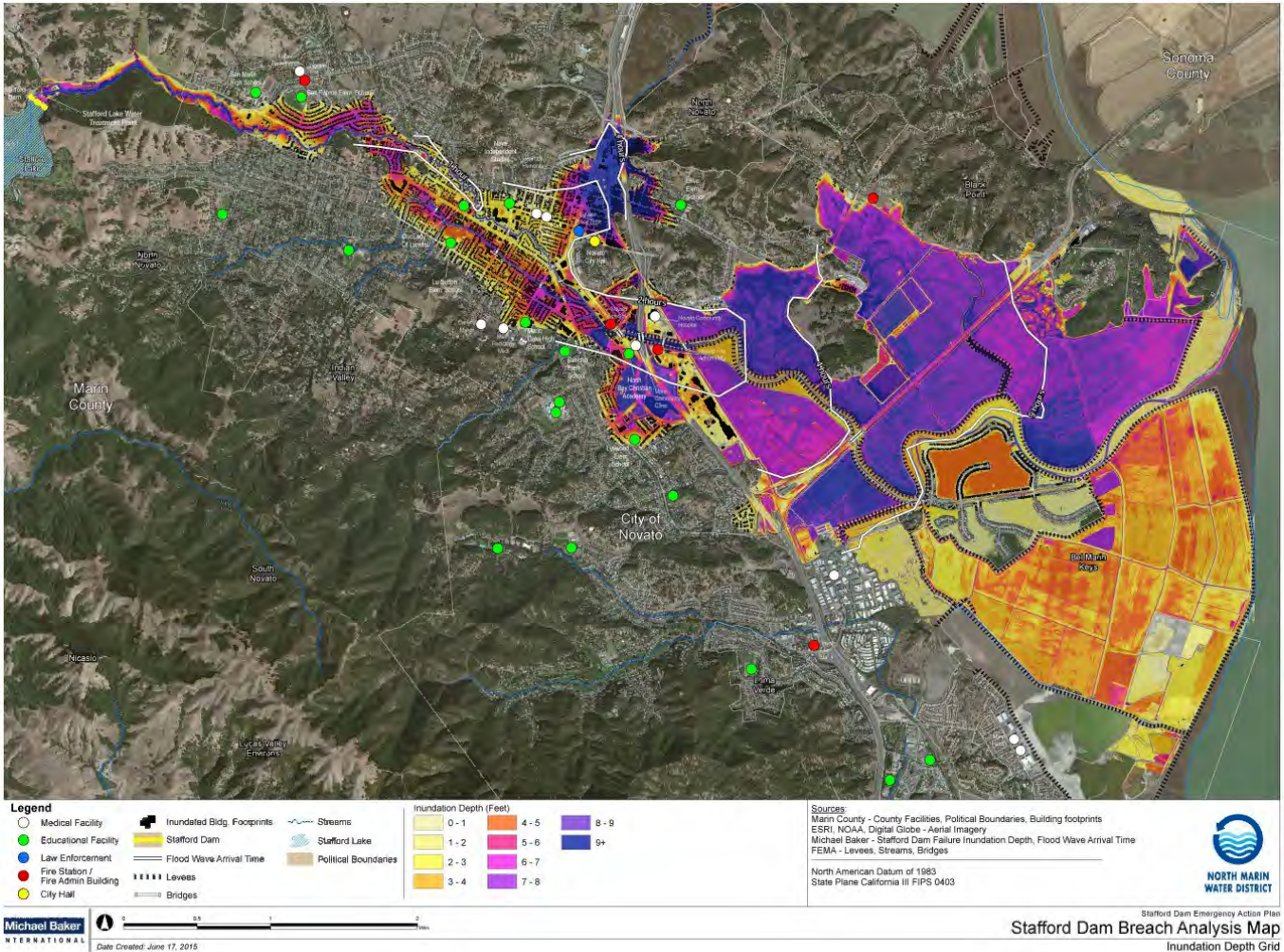
Novato Creek Dam is owned and maintained by the North Marin Water District. According to the Department of Water Resources, the dam is certified and may safely impound water. It is also in satisfactory condition, with no existing or potential dam safety deficiencies.

MAP CW-7 HAMILTON LEVEE PROTECTION ZONE



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MAP CW-8 STAFFORD LAKE DAM INUNDATION AREA



FIRE HAZARDS

CAL FIRE identifies fire hazard severity zones (FHSZ) based on the severity of the fire hazard expected to prevail there. These areas are based on factors such as fuel type (vegetation that is fire prone), slope, aspect, and fire weather. There are three zones, based on increasing fire hazard: medium, high and very high. As shown in Figure CW-4, very high fire hazard severity zones are found in the southwest area of Novato, in the open space preserves and along creek corridors where homes have been built on hill-sides covered with grasslands and oak woodlands.

In addition to the State identified FHSZ, local fire authorities using similar criteria have designated certain State Responsibility Areas (SRA) & Local Responsibility Areas (LRA) to also be a significant risk from wildfires. The term *wildland urban interface* (WUI) is commonly used to describe an area where urban development has been located in proximity to open space

or wildland areas. Development located within a wildland-urban interface experiences high risk of wildland fire. The wildland urban interface areas in Novato, as identified by CAL FIRE and the Novato Fire Protection District (NFPD), are shown in Figure CW-5. Development within the wildland urban interface is subject to specific requirements for vegetation management and for ignition resistive construction features including but not limited to and exterior siding, windows, roofs, eaves, vents, decks, and exterior doors.

The Novato area has experienced catastrophic wildland urban interface fires in the past, and NFPD routinely responds to wildland urban interface fires annually. In 1923 Novato experienced its largest recorded fire burning some 40,000 acres. In 1926, it was reported in the local newspaper that “rings of fire” were burning in the dry summer oak woodland areas, creating fears of one day losing the entire town. That same year the Novato Fire District was formed. The fuel, weather, and topographic conditions that support the ignition and spread of wildland fires are still present within the District and wildland fires have consumed hundreds of acres of land in the last several decades. The largest wildland fire in Marin County in recent years was the Mt. Vision fire of 1995. This fire, located in Inverness Park in West Marin County, destroyed 59 homes and consumed 12,000 acres. Additional information on wildfire hazards can be found in the City of Novato’s Hazard Mitigation Plan and Emergency Operations Plan and the Novato Fire Protection District’s 2009 All Risk Standards of Cover.

Structure fire risk is greatest in older structures and neighborhoods built before modern WUI building codes for fire safety and building systems were in place. Wood-frame apartment buildings and condominiums are at risk, as are Downtown buildings made of wood that do not have adequate firewalls. Closely-spaced mobile homes in the City’s mobile home parks are also at increased fire risk.

The North Marin Water District (NMWD) has adopted minimum fire flow standards of 1,000 gallons per minute at hydrants, as specified by Title 22 of the State of California Administrative Code. In addition, NMWD continues to upgrade storage and the water delivery system to assist in fire suppression. NFPD has adopted a similar fire flow standard to ensure that there exists sufficient water flow in fire hydrants throughout Novato, based on peak demand.

Novato Fire Protection District

The City of Novato, as well as surrounding unincorporated areas, are served by the Novato Fire Protection District (NFPD), an independent special fire district formed in 1926. The NFPD provides fire protection services, emergency medical services, and fire and rescue response for vehicle accidents and hazardous material incidents.

The City of Novato and the Novato Fire Protection District operate a joint Emergency Operations Center located in the NFPD Administrative Office at 95 Rowland Way. The Center facilitates a coordinated response during a major emergency or disaster. The City’s Emergency Operations Plan guides the planned response to emergency situations as well as coordination with other governmental agencies when required.

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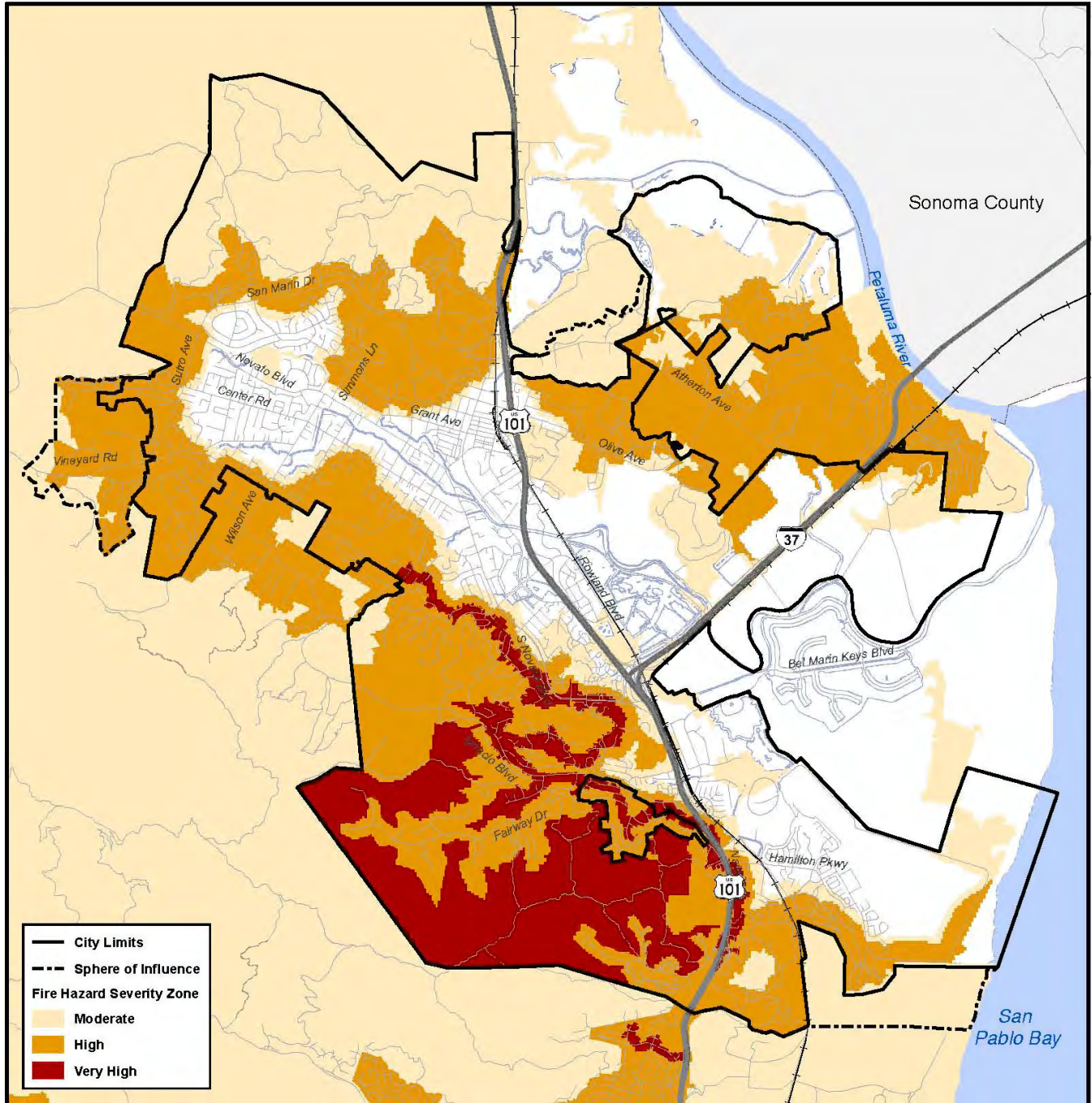
The City prepares evacuation routes in cooperation with the NFPD which are intended for use by first responders. Actual evacuation routes may need to be modified in the field during emergencies. Evacuation policies and procedures are addressed in the City's Emergency Operation Plan. The City has established minimum roadway widths for various types of roadways within Novato. These standards are contained in Chapter 5 of the Novato Municipal Code and in the locally adopted NFPD Fire Code Ordinance, by reference in its roadway and driveway standards.



The Novato Fire Protection District provides fire protection services, emergency medical services, and fire and rescue response for vehicle accidents and hazardous material incidents.

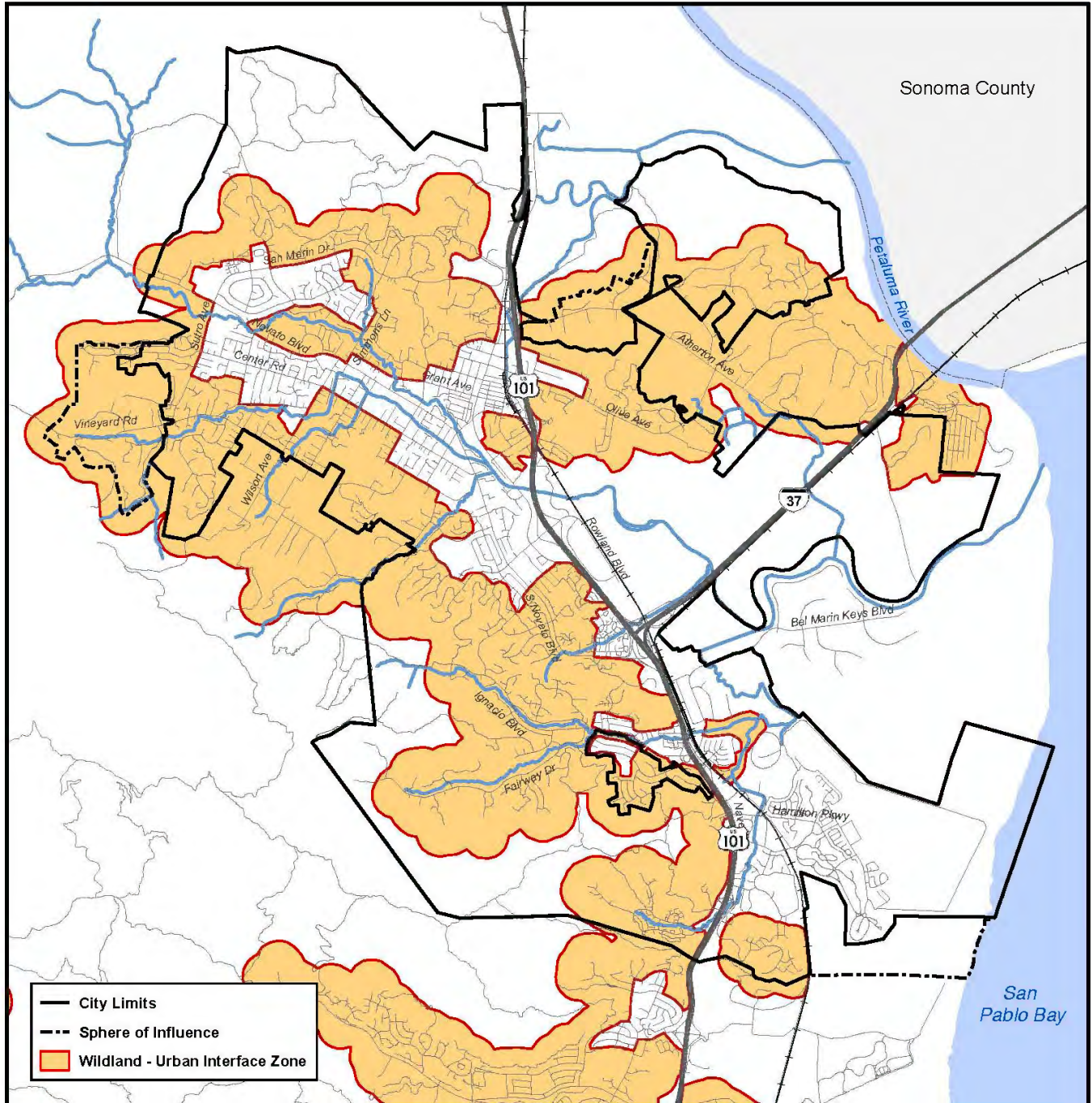
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FIGURE CW-4 FIRE HAZARD SEVERITY ZONES



Source: MarinMap, 2016

FIGURE CW-5 WILDLAND URBAN INTERFACE ZONE



Source: MarinMap, 2016

POLICE SERVICE

The Novato Police Department (NPD) provides professional and proactive street patrol, investigative services, traffic enforcement, narcotics enforcement, a 911 dispatch center, and emergency services and preparedness. The NPD keeps the community safe through education, enforcement and working closely with neighborhoods. There are approximately 78 staff in the department, including 60 sworn personnel and a robust volunteer program.

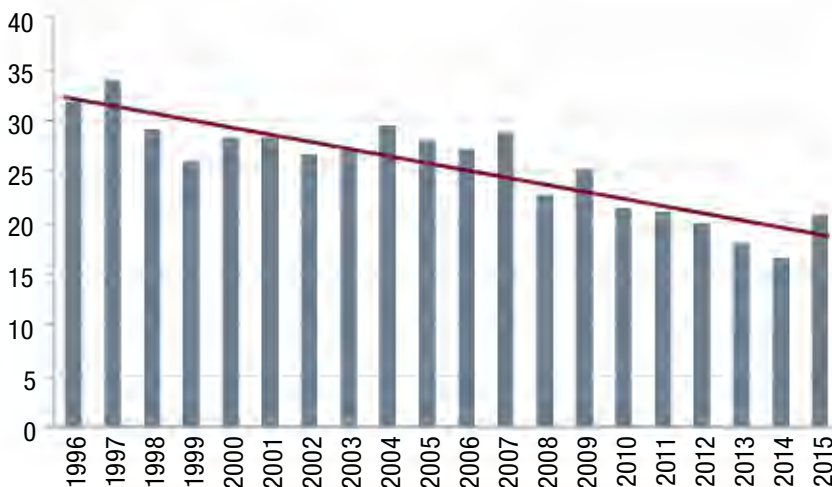
The NPD has developed a number of community-oriented programs including the Minors Access to Alcohol Prevention and Bicycle/Pedestrian Safety programs. The Novato Response Team is a special police team focused on crime prevention and intervention. The Team meets with residents to provide crime prevention tips, visits schools to mentor youth and reduce gang involvement, and works with property owners of multi-family housing to ensure the safety of their residents and the surrounding community.

Currently, Novato experiences historically low crime rates. There has been an overall decrease in the crime rate over the past 20 years as shown in Figure CW-6.



The Novato Police Department has worked hard to reduce crime rates to historically low levels.

FIGURE CW-6 CRIMES PER 1,000 POPULATION



CLIMATE CHANGE ADAPTATION AND RESILIENCE

The Earth's climate is warming, mostly due to human activities such as changes in land cover and emissions of certain pollutants. Greenhouse gases are the major human-induced drivers of climate change. These gases warm the Earth's surface by trapping heat in the atmosphere.

The evidence that the climate is warming is unequivocal. Global surface temperatures have increased 0.9 °C (1.6 °F) relative to the 1951-1980 average temperatures. Seventeen of the 18 warmest years in the 136-year record have occurred since 2001, and the year 2016 ranks as the warmest

Emissions scenarios used in the General Plan are the same as those used by the Intergovernmental Panel on Climate Change's Fifth Assessment Report and are called Representative Concentration Pathways, or RCPs. There are four RCPs: 2.6, 4.5, 6.0, and 8.5. Each represents a set of possible underlying socioeconomic conditions, policy options, and technological considerations, spanning from a low-end scenario that requires significant emissions reductions resulting in zero global emissions by 2080 (RCP 2.5) to a high-end, "business-as-usual," fossil-fuel-intensive emissions scenario (RCP 8.5). The low-end scenario is most closely aligned with California's ambitious greenhouse gas reduction targets and the aspirational goals of the United Nations Framework Convention on Climate Change 2015 Paris Agreement. Thus far, global emissions continue to follow the business-as-usual trajectory.

on record (NASA/GISS, 2018). Consistent with global observations, annual average air temperatures have increased by about 1.8 °F in California, with temperatures rising at a faster rate beginning in the 1980s.

As temperatures continue to rise, California faces serious climate impacts, including:

- More intense and frequent heat waves
- More intense and frequent drought
- More severe and frequent wildfires
- More severe storms and extreme weather events
- Greater river flows
- Shrinking snowpack and less overall precipitation
- Accelerating sea level rise
- Ocean acidification, hypoxia, and warming

The Cal-Adapt.org web portal provides resources to help communities understand how climate change will raise temperatures and exacerbate extreme heat events, drought, wildfire, and coastal flooding in their area. The Cal-Adapt tool shows projections for two possible climate futures, one in which greenhouse gas emissions peak around 2040 and then decline (RCP 4.5) and another in which emissions continue to rise strongly through 2050 and plateau around 2100 (RCP 8.5). Both futures are considered possible depending on how successful the world is at reducing emissions and atmospheric carbon dioxide.

Average Maximum Temperatures

Overall temperatures are projected to rise substantially throughout this century. The historical (1990-2005) annual maximum mean temperature for Novato is 70.8°F. Under the low emissions (RCP 4.5) scenario, the maximum mean temperature in Novato is expected to rise about 3 °F by 2050 and nearly 5 °F by 2100 (see Table CW-3). Under the high emissions (RCP 8.5) scenario, the maximum mean temperature is projected to rise 8 °F to about 79°F by 2100.

Warmer temperatures will increase the demand for air conditioning and cooling systems. A common proxy used to understand the demand for energy needed to cool buildings is Cooling Degree Days (CDD). A Cooling Degree Day is defined as the number of degrees by which a daily average temperature exceeds a reference temperature, in this case 65 °F, which loosely represents the average daily temperature above which space cooling is needed. According to the Cal-Adapt modeling tool, the average number of Cooling Degree Days increases from an historical average of 406 CDD in Novato to 715 CDD by 2050 and more than doubles to 956 CDD by 2100 under the RCP 4.5 scenario. Under the high emissions scenario, that average more than quadruples to 1,768 CDD.

TABLE CW-3 AVERAGE TEMPERATURES AND WARMING IMPACTS IN NOVATO

	HISTORICAL AVERAGE (1990-2005)	LOW EMISSIONS SCENARIO (RCP 4.5)		HIGH EMISSIONS SCENARIO (RCP 8.5)	
		2040-2050 AVERAGE	2090-2099 AVERAGE	2040-2050 AVERAGE	2090-2099 AVERAGE
Annual Average Maximum Temperature	70.8°F	73.9°F	75.3°F	74.3°F	79.1°F
Annual Average Minimum Temperature	46.7°F	48.4°F	49.5°F	48.8°F	53.9°F
Annual Cooling Degree Days	406 CDD	715 CDD	956 CDD	785 CDD	1,768 CDD
Annual Heating Degree Days	2,691 HDD	2,191 HDD	1,844 HDD	2,226 HDD	1,205 HDD
Annual Extreme Heat Days	3.8 days	9 days	10 days	9 days	29 days

Source: Cal-Adapt, 2018

Average Minimum Temperatures

The historical annual minimum mean temperature for Novato is 46.7°F. Under the RCP 4.5 scenario, the minimum mean temperature is expected to rise about 2°F by 2050 and 3°F by 2100. Under the RCP 8.5 scenario, the maximum mean temperature is projected to rise 7°F by the end of the century.

Warmer temperatures should reduce the demand for energy for space heating, and the Cal-Adapt tool shows a decrease in the projected number of Heating Degree Days (HDD). A Heating Degree Day is defined as the number of degrees by which a daily average temperature is below the reference temperature. The historical annual number of Heating Degree Days in Novato is 2,691 HDD. That number is projected to decrease about 19 percent by 2050 and 31 percent by 2100 under the RCP 4.5 scenario. Under the RCP 8.5 scenario, the number of Heating Degree Days declines by 55 percent by the end of the century.

Overall, the models project an increase of about 310 Cooling Degree Days and a decrease of about 500 Heating Degree Days by mid-century under a low emissions scenario. Considering that most heating systems use natural gas and most cooling systems use electricity, which is a cleaner energy source in Novato, this is somewhat positive news for future mitigation of greenhouse gas emissions.

Extreme Heat Days

As the climate changes, some of the more serious threats to public health will stem from more frequent and intense extreme heat days and longer heat waves. Extreme heat events are likely to increase the risk of mortality and morbidity due to heat-related illness, such as heat stroke and dehydration, and exacerbation of existing chronic health conditions.

An extreme heat day is defined as a day in April through October where the maximum temperature exceeds the 98th historical percentile of maximum

temperatures based on daily temperature data between 1961-1990. In Novato, the extreme heat threshold is 97.7°F.

Cal-Adapt projects a significant increase in the number of extreme heat days for Novato, as detailed in Table CW-3. Between 1990-2005, there was an average of 3.8 days above 97.7°F. That average is projected to increase to 9 days by 2050 under the RCP 4.5 scenario. By the end of the century, the average number of extreme heat days is expected to increase to 13 days and could be as many as 32 days under the high emissions scenario.

Those most at risk and vulnerable to heat-related illness are the elderly, infants, the socially or economically disadvantaged, those who work outdoors, and individuals with chronic conditions such as heart and lung disease, diabetes, and mental illnesses. In Novato, where the senior population is expected to nearly double by 2040, heat-related illness is of significant concern. Currently, about 19 percent of Novato’s population is age 65 or older. Approximately one third of Novato’s population is expected to be age 65 or older by 2040 (ABAG Projections 2017).

Rainfall

The historical annual mean rainfall for Novato is 32.3 inches. Under the RCP 4.5 scenario, annual mean rainfall is expected to rise about 3 inches by 2050 and through 2090, as shown in Table CW-4. Under the RCP 8.5 scenario, annual mean precipitation is projected to increase nearly 8 inches by 2090. As discussed in the section on flooding, climate scientists warn that climate change could increase the frequency and intensity of atmospheric river storms in northern California, potentially producing more frequent and severe flooding (Dettinger, 2011). While the expected increase in rainfall may exacerbate local flooding, the projections also mean that local water resources may not be negatively impacted by climate change. Sonoma County, which supplies about 80 percent of Novato’s water, will likely see an increase in rainfall of 6 inches by mid-century and at least 7 inches by the end of century.

TABLE CW-4 AVERAGE ANNUAL RAINFALL

LOCATION	HISTORICAL AVERAGE (1990-2005)	LOW EMISSIONS SCENARIO (RCP 4.5)		HIGH EMISSIONS SCENARIO (RCP 8.5)	
		2040-2050	2080-2090	2040-2050	2080-2090
Novato	32.3"	35.0"	35.3"	33.8"	39.8"
Sonoma County	46.1"	52.4"	53.4"	51.1"	58.4"

Source: Cal-Adapt, 2018

Sea Level Rise

The San Francisco Bay is vulnerable to a range of natural hazards, including storms, extreme high tides, and rising sea levels resulting from global climate change. Flooding already poses a threat to communities along the Bay and there is compelling evidence that these risks will increase in the future. As temperatures rise globally, sea levels are rising mainly because ocean water expands as it warms, and water from melting of major stores

of land ice and glaciers flow into the ocean. In the past century, average global sea level has increased by 7 to 8 inches. Sea level at the San Francisco tide gauge has risen by about 7 inches since 1900.

Rising seas put new areas at risk of flooding and increase the likelihood and intensity of floods in areas that are already at risk. The State's *Sea Level Rise Guidance Document* (2018) projects a "likely" (66% probability) increase in sea level at the San Francisco tide gauge of 10 inches by 2040. By the end of the century, sea levels are likely to rise by 2.4 feet under a low emissions scenario (RCP 2.6) and 3.4 feet under a high emissions scenario (RCP 8.5). Flooding will be more severe when combined with storm events.

The *Marin Shoreline Sea Level Rise Vulnerability Assessment* (2017) provides a detailed mapping of buildings, infrastructure, habitats, natural resources, and other assets along Marin's bayside shoreline that will be impacted by sea level rise under various sea level rise and storm scenarios and determines how vulnerable these assets are to temporary flooding and permanent inundation. Vulnerability is based on an asset's exposure, sensitivity, and adaptive capacity to rising bay waters and storm surge threats. If an exposed asset is moderately or highly sensitive to sea level rise impacts, with low to no adaptive capacity, the asset is considered vulnerable.

The Vulnerability Assessment notes that development in Novato is largely inland and that much of the community's bayfront consists of unincorporated areas and managed stormwater, agricultural, utility and marsh lands. These lands could buffer Novato from sea level rise for several decades, and thus most assets may not experience saltwater flooding until the end of the century.

The Vulnerability Assessment analyzes sea level rise impacts in the near, medium and long term with sea level rise of 10, 20 and 60 inches, respectively. According to the assessment, very little of the community will be directly impacted in the near to medium term, even with an additional 100-year storm surge. Much of the exposed acreage is marshland that is typically used for public services, such as flood control or wastewater management, and are owned by a few, mostly public, property owners. There are no residential, commercial or industrial parcels vulnerable to sea level rise in the near and medium term (10 to 20 inches of sea level rise). With 5 feet of sea level rise, tidal flooding could impact 3 percent of commercial parcels, 5 percent of industrial parcels, and 4 percent of residential parcels.

The report identifies the following key issues related to sea level rise in Novato:

- In the near term, major roadways that could be vulnerable to sea level rise include State Route 37, US Highway 101, Redwood Boulevard and Rowland Way. A few other roads could be impacted with additional storm surge.
- Fewer than 20 buildings could expect tidal impacts in the near and medium term, and these may be mechanical buildings or small out buildings that exist in or near the marshlands. In the medium-term with

a 100-year storm surge, several buildings at the storage facility in north-east Novato could flood.

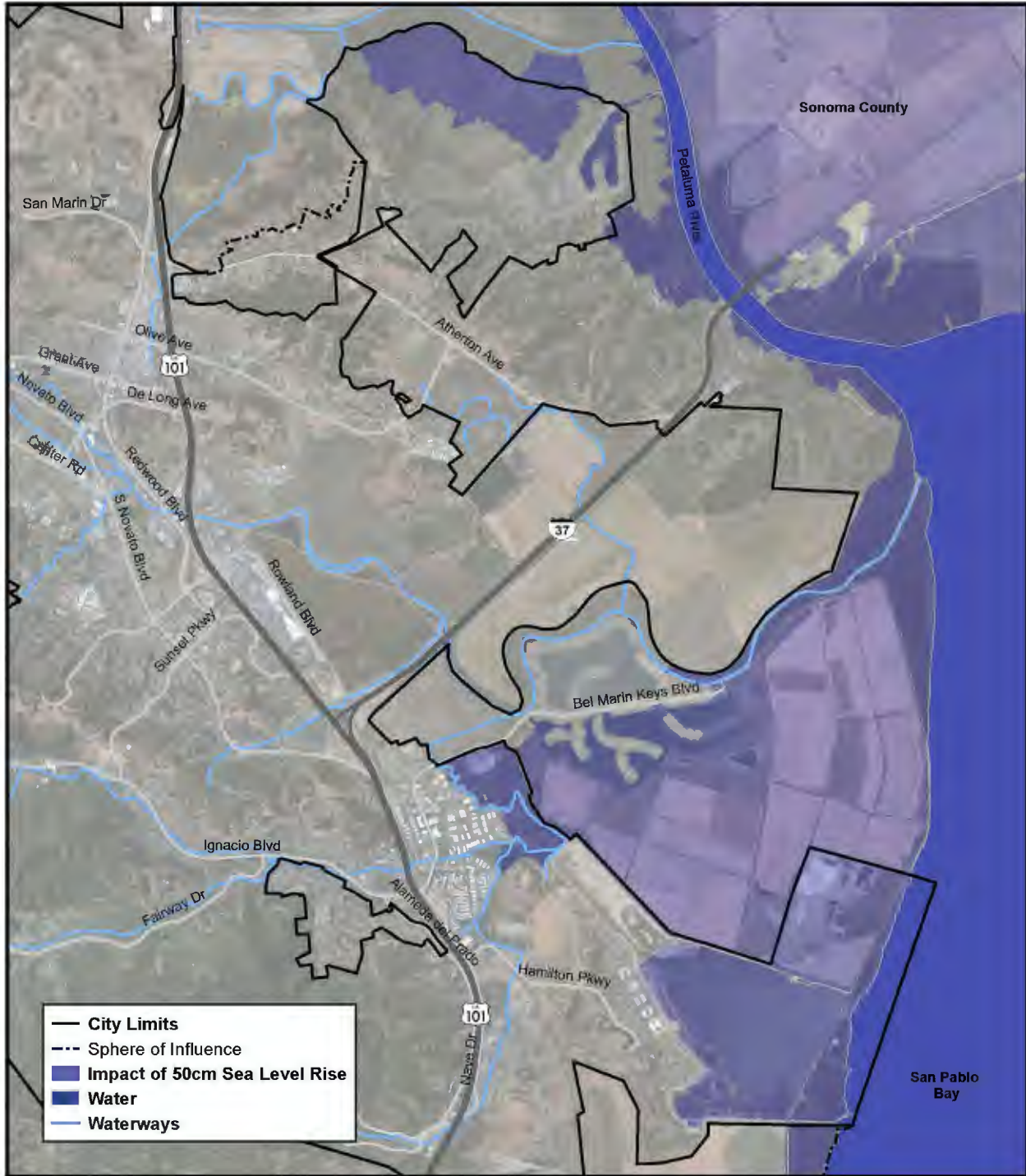
- The Novato Sanitary District wastewater treatment plant is vulnerable just before 3 feet of sea level rise, but storm impacts may impact the plant sooner. The water will not likely be high enough to impact the treatment process, but electrical components may be lower and salt-water corrosion of the tanks and buildings could take a toll over time.
- The Northern Marin Water District is vulnerable to sea level rise, storm surges, and rain events significant to back up Rush Creek.
- PG&E transmission towers in Novato's marshlands are already showing the effects of subsidence. As sea level rise continues, subsidence will worsen.
- Several hundred acres of tidal and stormwater marshlands could expect high salinity concentrations and water levels. These occurrences could push marshland inland where feasible. Local habitat could be affected, including habitat for endangered and threatened species. In addition, some marsh and bayside pathways may be flooded in the near term during high tide.
- Most of the vulnerable working lands in Novato are leased out to ranchers for grazing. As this area floods more consistently, less grazing will be possible, and animal waste may enter the bay when tidewaters retreat.

Figure CW-7 shows areas vulnerable to flooding in the Novato vicinity with a 20-inch sea level rise. Figure CW-8 illustrates potential flooding from 20-inch sea level rise with an additional 20-year storm.

Strategies for long-term adaptation to sea level rise include barriers (seawalls, levees, tidal gates), elevated development (buildings, roads), floating development, floodable development, nature-based solutions (horizontal levees, wetlands and dunes) and managed retreat. Planning for sea level rise involves not only protecting existing structures and resources but ensuring new projects are designed to adapt to potential sea level rise.

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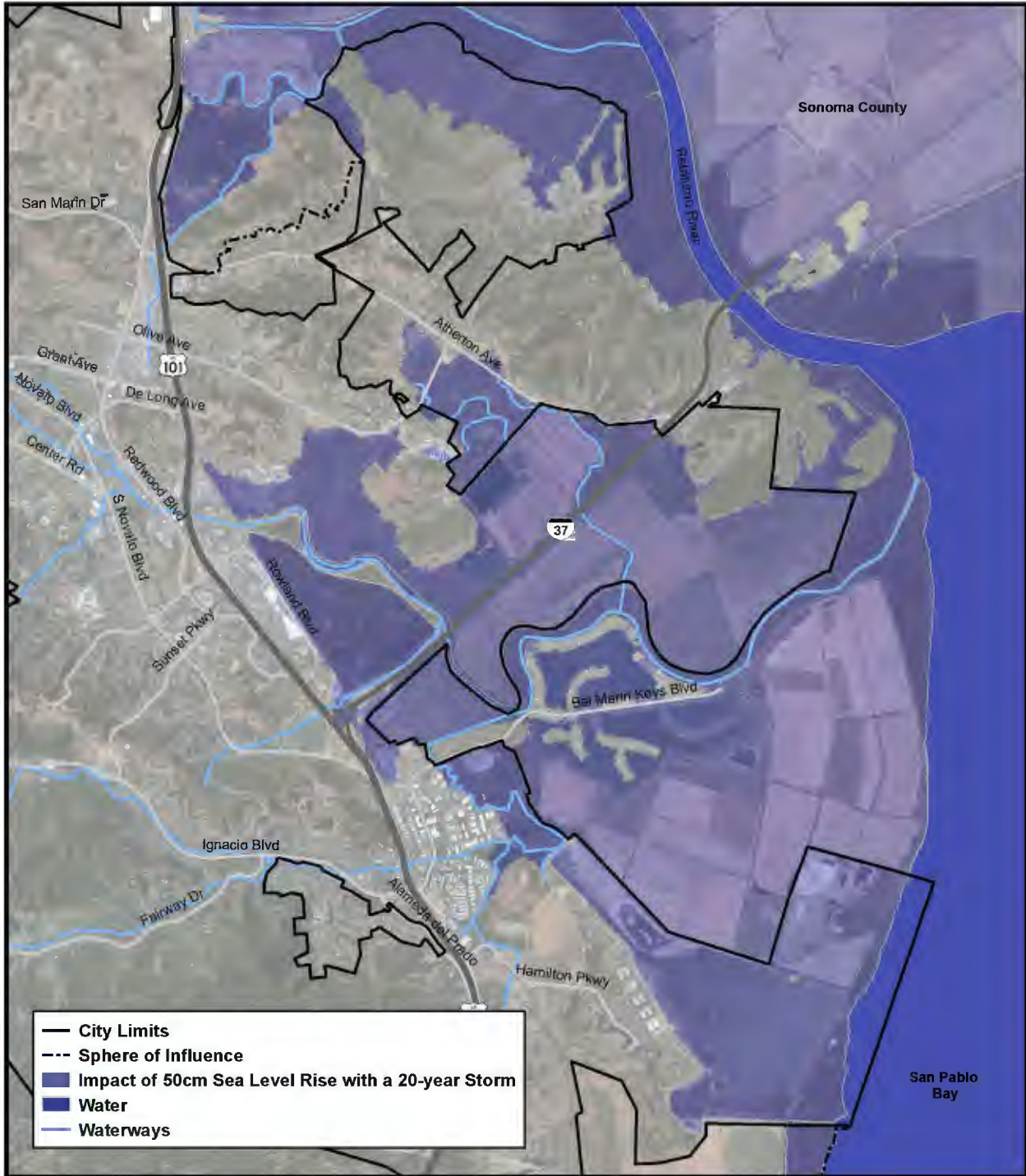
FIGURE CW-7 IMPACT OF 50CM (20-INCH) SEA LEVEL RISE



Source: *Our Coast Our Future*, November 2015

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FIGURE CW-8 IMPACT OF 50CM (20-INCH) SEA LEVEL RISE WITH A 20-YEAR STORM



Source: *Our Coast Our Future*, November 2015

Wildfire

Wildfire is a serious hazard in California. Several studies have indicated that the risk of wildfire will increase with climate change. According to Cal-Adapt, the historical annual average area burned by wildfire in Novato is about 100 acres. That amount is not expected to increase much by the end of the century, as shown in Table CW-5. However, in Marin County the average area burned is expected to increase under both low and high emissions scenarios throughout the century. By 2090, the models predict an increase in burned areas in Marin County of about 35 percent.

An increase in wildfire intensity and extent will increase public safety risks, property damage, fire suppression and emergency response costs, watershed and water quality impacts, vegetation conversions, and habitat fragmentation.

TABLE CW-5 ANNUAL AVERAGE AREA BURNED

LOCATION	HISTORICAL AVERAGE (1990-2005)	LOW EMISSIONS SCENARIO (RCP 4.5)			HIGH EMISSIONS SCENARIO (RCP 8.5)		
		2020-2030	2040-2050	2080-2090	2020-2030	2040-2050	2080-2090
Novato	101 acres	109 acres	113 acres	103 acres	111 acres	106 acres	90 acres
Marin County	1,399 acres	1,502 acres	1,562 acres	1,878 acres	1,436 acres	1,685 acres	1,883 acres

Source: Cal-Adapt, 2018

Adaptive Capacity

Adaptive capacity is the current ability of a community to address the potential impacts of climate change. Novato has existing policies, plans, programs, resources, and institutions that are already in place to adapt to climate change and reduce potential impacts. The City's *Climate Change Action Plan* contains measures to adapt to climate change. Resources to address flooding and fire prevention and protection are described in Section 6.3 of the City That Works chapter. Mitigation of greenhouse gas emissions to reduce climate change impacts is discussed in Section 3.8 of the Environmental Legacy chapter. In addition, the City has an emergency operations plan which can be activated for a variety of emergency situations, including flooding, storms, wildfire, and public health crises. The City has several facilities, including the Margaret Todd Senior Center and City Hall, that can operate as cooling centers during extreme heat days and heat waves.

6.4 PUBLIC SERVICES AND FACILITIES

Novato residents and businesses are served by a variety of public services and facilities. Many services are provided by public agencies other than the City of Novato: water supply is provided by the North Marin Water District; wastewater collection and treatment, and trash collection and recycling

are provided by the Novato Sanitary District; fire protection is provided by the Novato Fire Protection District; schools are provided by the Novato Unified School District; post-secondary education is provided by the Marin Community College District; and libraries are provided by the Marin County Free Library District. The Pacific Gas & Electric Company provides electricity and natural gas distribution, and MCE provides an alternative electricity source. City facilities include the City Hall, the administrative offices building, the police station, and the Corporation Yard. The location of these facilities is shown on Figure CW-9. City recreational and cultural facilities are described in the Living Well chapter.

The City maintains a high level of communication and cooperation with other provider agencies, but each of them retains independent decision-making authority. Because the City cannot compel other agencies to take any specific actions or to comply with City policy, the General Plan does not include standards for public services and facilities provided by other agencies.

WATER

The Novato Municipal Water District (NMWD) provides water service for the City of Novato as well as the surrounding unincorporated areas and portions of West Marin. Approximately 80 percent of the Novato water supply comes from the Russian River through the NMWD’s wholesale water supplier, the Sonoma County Water Agency. The remaining 20 percent comes from local runoff into Stafford Lake that is treated at the NMWD Stafford Water Treatment Plant, and a lesser amount of recycled water developed in cooperation with Novato Sanitary District and Las Gallinas Valley Sanitary District. The District has no local, developed groundwater supply source. The large 245,000 acre-feet water supply storage capacity in Lake Sonoma allows the City to “weather” drought years and will help to buffer the impacts of greater extremes in rainfall expected to result from climate change.

The NMWD’s Urban Water Management Plan addresses the District’s water system and includes a description of the water supply sources, magnitudes of historical and projected water use, and a comparison of water supply to water demands during normal, single-dry and multiple-dry years. The Plan is prepared in accordance with the Urban Water Management Act and is updated every five years.

Lovely Stafford Lake provides about 20 percent of Novato’s water supply.



Stafford Lake lies four miles west of downtown Novato and collects the runoff from 8.3 square miles of watershed land adjacent to the upper reaches of Novato Creek. The lake has a surface area of 230 acres and holds 4,450 acre-feet or 1,450 million gallons (MG) of water. Water from Stafford Lake is fed into the 6 million gallons per day (MGD) treatment plant located just below the dam. In FY 2015, 1,759 acre feet (573 MG) of water was produced from the new Stafford Lake Water Treatment Plant.

Russian River water originates from both the Eel River and the Russian River watersheds northeast of the City of Ukiah (Lake Mendocino) and west of Healdsburg (Lake Sonoma). The Coyote Dam and Lake Mendocino impounds the Eel River diversions and winter runoff from the local watershed. Warm Springs Dam and Lake Sonoma impound winter runoff from the Dry Creek and Warm Springs local watersheds. Lakes Mendocino and Sonoma combined can store 367,500 acre feet to meet the regions' water supply needs, which totaled 45,868 acre feet in FY 2015. Releases from the lakes flow to a point about 10 miles upstream of Guerneville, where six deep Ranney Collector wells draw river water that has been filtered through 60 to 90 feet of natural sand and gravel to perforated pipes located at the bottom of each well. The thick layer of sand and gravel through which the water must pass before reaching the intake pipes provides a highly-efficient, natural filtration process which, with chlorination treatment, produces a clear, potable, bacteria-free water. This water is then fed directly into the SCWA aqueduct system. In FY 2015, North Marin received 6,067 AF (1,928 MG) of Russian River water.

NMWD has an agreement in place with SCWA to provide sufficient supply to meet Novato's current and future water supply needs. However, there continue to be competing interests for Russian River water, principally to protect steelhead and salmon listed as threatened or endangered species under the Endangered Species Act.

Water demand has been decreasing in the NMWD service area in recent years and is substantially less than what the NMWD has projected in its most recent 2010 Urban Water Management Plan. This is due to higher conservation and lower levels of development than originally expected. The Water District has already met the State-mandated goal to reduce per capita water use by 20 percent by 2020. Building code and District regulations for high efficiency water fixtures and water-efficient landscapes will continue to reduce per capita water use.

The water supply is adequate to meet the demand under General Plan growth projections. New development offsets new water demand through the water connection rate structure which funds the reclaimed water infrastructure.

WASTEWATER

The Novato Sanitary District (NSD) is the wastewater service provider for the City of Novato and surrounding unincorporated area. In 2010, NSD completed a new consolidated wastewater treatment facility which combines the flows from two former treatment plants. The total permitted capacity for the new treatment facility is 7.0 million gallons per day (MGD).

The City owns and maintains:

- 152 miles of streets, sidewalks, curbs, gutters and drainage
- 2,350 drainage catch basins and drop inlets
- 2 storm drain pump stations
- 33 traffic signal systems
- 16,400 traffic signs
- 90 acres of landscaped median islands and roadside landscapes
- 4,500 streetlights
- 149 vehicles and large pieces of equipment
- 115 acres of developed parks
- 22 acres of athletic fields
- senior center
- child care center
- swimming pool
- gymnastics/teen center
- 2 racquetball courts
- 2 gymnasiums
- 2 museums

In 2012, NSD completed a new recycled water treatment facility with a treatment capacity of 1.7 MGD (peak). The plant can provide over 150 million gallons of water annually for large landscapes, including Stone Tree Golf Course, Fireman's Fund, a cemetery, parks and schools. The District's goal is beneficial reuse of all of its treated wastewater.

NSD's collection system consists of over 240 miles of sewer lines and 40 pump stations. The District continues to work on upgrades of the collection system and provides grants to homeowners to replace their sewer laterals.

SOLID AND HOUSEHOLD HAZARDOUS WASTE AND RECYCLING

Weekly garbage service is provided to Novato residents by Novato Disposal Service, Inc. through a contract with the Novato Sanitary District. Commercial collection is provided up to 6 days per week. Novato Disposal Service provides weekly residential curbside recycling, including yard waste and food waste composting. The Novato Recycling and Buyback Center accepts residential recyclable waste, and a household hazardous waste facility at the same location accepts household hazardous and electronic waste.

Solid waste from Novato is taken to the Redwood Landfill and Recycling Center located north of the Novato city limit. The landfill is permitted to accept 2,140 tons of material per day and has a design capacity of 26,077,000 cubic yards. The estimated closure date of the landfill is 2036. Redwood has plans to install a landfill gas to energy plant, expand its composting facility, and build a construction and demolition materials recovery facility.

SCHOOLS

The City of Novato is served by the Novato Unified School District (NUSD) which operates seven elementary schools, one K-8 school, one K-8 charter school, two middle schools, two high schools, one alternative high school and one K-12 independent study program. School facilities are shown in Figure CW-9. All of the NUSD schools currently have sufficient space for all enrolled students. According to the 2012 NUSD Facility Master Plan, the majority of schools are operating below capacity.

The Facility Master Plan projects future student enrollment for a ten-year period. These projections are based on historical and projected birth data (used to project future kindergarten students), residential development and student migration rates. The plan projects that school enrollment will decrease by approximately seven percent through 2022. This is based on current and projected declining local birth rates. Declining birth rates are also being realized across the nation, California, and Marin County. Projected district enrollment for the 2021-22 school year is 7,349 students.

The College of Marin, established in 1926, is a public community college that serves Marin County residents. The college has two campuses, the Kentfield Campus and the Indian Valley Campus in Novato. The College of Marin acquired Indian Valley College in 1985 to form the Indian Valley Campus, which occupies a 333 acre site containing 22 buildings.

Approximately 8,730 credit and non-credit students enrolled in the college for the fall 2016 semester. The college has been experiencing declining enrollment since 2013, but the decline has tapered off.

CITY FACILITIES

City Hall is both a symbol of Novato and the seat of local government. Originally built in 1896 as Novato's first Presbyterian Church, the historic structure was restored in 2009. City Hall anchors the Civic Center, which includes a new administrative office building and City Green. The 23,000 square-foot administrative building, built in 2014 to LEED Silver standards, is a modern building designed to complement the historic City Hall next door. The police station is located across the street on Machin Avenue.

In addition to office buildings and recreational facilities, which are described in the Living Well chapter, the City owns and maintains 152 miles of streets, 144 miles of storm drains, 115 acres of active use park land, 90 acres of landscaped median islands and roadside landscapes, and thousands of street signs and drainage catch basins. The City recently converted all of its 4,500 streetlights and exterior public facility lights to high efficiency LED technology.

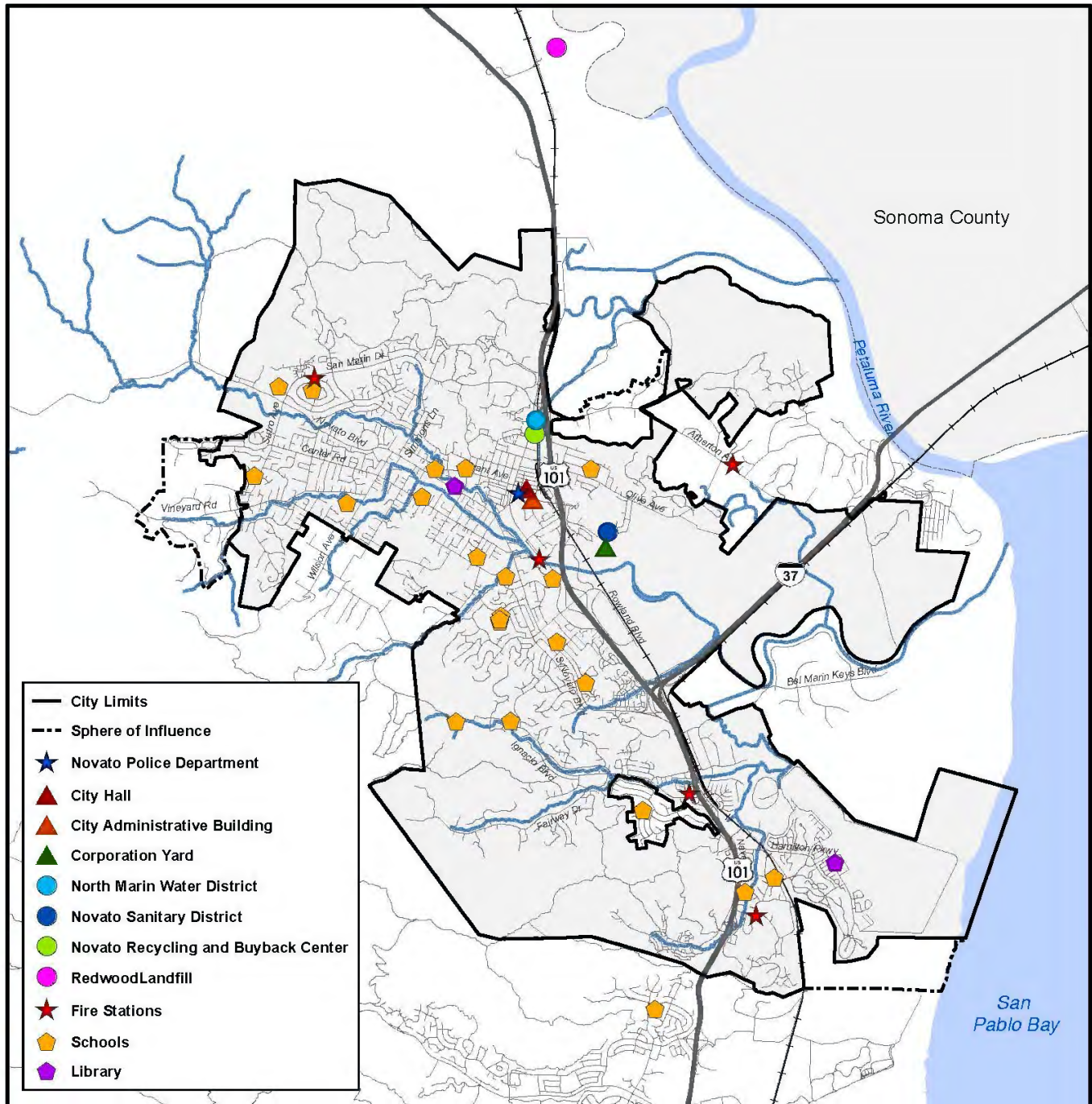
The City also owns several vacant and historic buildings. These include the Hamilton Theater and Bachelor Officers' Quarters in Hamilton and the Novato Community House, Simmons House, Scott House and Hanen House in Downtown. In 2016, the City concluded negotiations with the federal government to release several Hamilton properties from deed restrictions that had previously hindered their redevelopment. The historic Downtown properties will require significant funding to renovate and are part of an ongoing master planning process.



The design of the new 23,000 square-foot administrative building complements the historic City Hall next door.

CHAPTER 6 A CITY THAT WORKS

FIGURE CW-9 PUBLIC FACILITIES



6.5 GOVERNANCE

The City of Novato's government embraces its role of providing excellent municipal services, preserving the City's heritage and resources, and managing change. Effective governance requires a transparent, collaborative and community-based local government that includes thoughtful leadership, a skilled and professional staff, and an informed and engaged community.

Principles of good local governance include:

Community Participation: Community members are at the center of public activity and are involved in the decision making process. The local government utilizes commissions, committees, boards and other groups to provide informed recommendations. All voices, including those of the less privileged and most vulnerable, are heard and considered in the decision-making process. The voices of neighborhoods and those directly impacted are considered as well as the broader community. There is always an honest attempt to consider all interests in arriving at what is in the best interest of the community and on how this can be achieved. The aim is always to achieve this through civil discourse.

Responsiveness: Public services are delivered, and requests and/or complaints are responded to.

Use of Resources: The best possible use is made of the resources available. Results and systems are evaluated to determine whether it is possible to enhance services.

Openness and Transparency: Decisions are made in accordance with rules and regulations and in consideration of public input. Information used to make decisions is made available to the public who are encouraged to be actively involved and contribute throughout the decision making process.

Ethical Conduct: The public good is placed before individual interests. Conflicts of interest are declared in a timely manner and persons involved abstain from taking part in relevant decisions.

Professional Development: Professional skills of staff are continuously maintained and strengthened and there is a commitment to training and development. Elected officials are supported and motivated to continuously improve their knowledge through conferences and training.

Innovation and Openness to Change: New and efficient solutions to problems are sought and advantage is taken of technology to enhance service delivery. There is a readiness to pilot and experiment with new programs and to learn from the experience of others.

Sound Financial Management: Prudence is observed in financial management, including in the use of loans, in the estimation of resources, revenues and reserves, and in the use of funds. Budgets are prepared with consideration of City Council input and identified goals and objectives in the Council's Strategic Plan, and are reviewed in public meetings. Risks are properly estimated and managed. The local government participates in inter-agency and public/private partnerships when it is lawful, appropriate, and more cost-effective and efficient to provide services.



City Hall is the symbol of Novato and seat of the local government.

CHAPTER 6 A CITY THAT WORKS

Accountability: All decision makers take responsibility for their decisions. Decisions are reported on and explained.

CIVIC ENGAGEMENT

The City of Novato has a long, rich history and practice of public outreach and engagement efforts. The City was the first in Marin to televise its City Council meetings, was an early adopter of video streaming Council meetings online, and it also adopted a larger public noticing radius than all nearby jurisdictions for development projects. In the past few years, the City has made key strides in building more robust tools for outreach and engagement, including revamping its website and launching an online forum, Open Novato, that provides another avenue for community members to provide input on citywide issues. The City's communications efforts are broad, integral to all City departments and services, and ultimately affect the success or failure of a project, program, or initiative.

The City strives to create an open process through which it can respond to its constituents' needs while balancing competing interests and differing views. It is also committed to treating all individuals with respect and being responsive and thoughtful in all interactions.

Novato was the first Marin city to televise and livestream council meetings.



CITY COUNCIL AND STAFF

Novato is a general law city governed by a Council-Manager form of government. The City Council is elected by the community to make policy decisions for the City. The City Council sets policies and priorities, approves the budget, and addresses issues affecting the Novato community. City Council members are elected at large to overlapping, four-year terms. The Council members annually select the Mayor and Mayor Pro Tem (Vice Mayor). The Mayor signs official documents, chairs the Council meetings, and acts as the official head of the City at public and ceremonial occasions.

The City Council appoints the City Manager, City Attorney, and City commissions, boards and committees. In the Council-Manager form of government, the City Council sets policy and the City Manager oversees the management and operations of all City departments and services.

COMMUNITY REPRESENTATION

The City has a variety of commissions, boards and committees that represent various community interests and perspectives. These bodies make

recommendations to the City Council, and in some circumstances, have approval authority. They are comprised of community members – residents, business representatives, and other stakeholders. The City Council appoints most members to City commissions, boards and committees for two or three-year terms.

The City's commissions, boards, and committees include the following:

- Bicycle/Pedestrian Advisory Committee
- Design Review Commission
- Economic Development Advisory Commission
- Housing, Zoning and Building Codes Appeals Board
- Measure F Oversight/Citizens Finance Committee
- Multicultural Advisory Commission
- Novato Streetscape Committee
- Planning Commission
- Police Advisory and Review Board
- Recreation, Cultural & Community Service Advisory Commission
- Street Improvement Oversight Advisory Committee
- Traffic Safety Advisory Committee

In addition, the Council appoints community members to represent Novato on the following commissions and boards:

- Marin County Aviation Commission
- Marin County Commission on Aging
- Mosquito and Vector Control District
- Novato Community Television (NCTV) Board of Directors

COUNTY AND REGIONAL PARTNERSHIPS

Part of the City's decision-making process involves having strong partnerships and relationships with outside agencies and organizations. The City commonly works on issues of mutual interest with other Marin County and Bay Area jurisdictions and agencies. These partners include:

Marin County Organizations

- Marin County Animal Control Program
- Marin County Council of Mayors and Councilmembers
- Marin County Flood Control Zone 1
- Marin County Storm Water Pollution Prevention Program
- Marin Emergency Radio Authority
- Marin General Services Authority
- Marin Hazardous and Solid Waste Joint Powers Authority
- Novato Watershed Program
- Safe Routes to School Marin
- Transportation Authority of Marin County

Regional and Statewide Organizations

- Association of Bay Area Governments
- Community Development Block Grant (CDBG)/HOME Priority Setting
- League of California Cities
- MCE
- Metropolitan Transportation Commission
- North Bay Watershed Association
- Sonoma-Marín Area Rail Transit District (SMART)

6.6 GOALS, POLICIES AND PROGRAMS

MOBILITY

Goal MO 1: Provide a safe and efficient circulation system that accommodates all users and maintains acceptable levels of service.

MO 1: Land Use and Transportation Coordination. Manage community growth and infrastructure projects so development can be adequately served by transportation facilities.

MO 1a: **Traffic Model.** Continue to maintain a Citywide traffic model to evaluate the balance between development and transportation. Continue to assess the cumulative traffic impacts of development proposals on the City's transportation system.

MO 1b: **Roadway Improvements.** Adopt a list of improvements (Table CW-2) that accommodates future growth consistent with the General Plan, enabling the roadway system to operate safely and efficiently. Prioritize construction of roadway improvements based on consideration of relevant factors including, but not limited to, funding availability, periodic analysis of traffic service levels, the location of new development, and safety considerations. Explore opportunities for innovative traffic management techniques where appropriate when considering intersection upgrades, such as roundabouts.

MO 1c: **Funding.** Ensure that development contributes to funding and/or implementing traffic mitigation measures. Continue to maintain and periodically update the Citywide Traffic Impact Fee.

MO 1d: **Construction Impacts on Streets.** Explore methods and options to secure funding for street maintenance based upon impacts associated with use.

MO1e: **Traffic Signal Timing.** Optimize traffic signal timing and demand coordination to improve traffic flow and reduce fuel consumption, pollution and greenhouse gas emissions.

MO 2: Level of Service Standards. Establish traffic Level of Service (LOS) standards as follows for use in evaluating the impacts of proposed development projects so the project can be redesigned or effective mitigation measures can be implemented, making improvements to the roadway system, and determining appropriate traffic impact fees. Continue to consider LOS standards in evaluating the merits of proposed development or traffic infrastructure projects in addition to consideration of standards associated with Vehicle Miles Traveled (VMT) in the required environmental review process.

Acceptable LOS standards for intersections in the City are:

- a. At intersections with signals or four-way stop signs: operation at LOS D,
- b. At intersections with stop signs on side streets only: operation at LOS E.

MO 3: Highway Improvements. Support Caltrans and regional efforts to improve Highways 101 and 37 to accommodate needed capacity and sea level rise given the City's reliance on regional transportation links.

MO 4: Environmental Design of Transportation Improvements. Seek to reduce impacts of new transportation improvements on open space lands, recreational facilities and neighborhood integrity. When transportation improvements are expected to have negative impacts, seek to reduce them through design changes or mitigation. Review proposed transportation improvements to ensure that adequate measures will be implemented to reduce, to the maximum extent feasible, any anticipated air quality, noise, visual, or other impacts.

MO 5: Continuation of Streets. Facilitate the continuation of streets and bicycle and pedestrian paths through developments, wherever reasonable and feasible, to distribute traffic, improve emergency response options and connect neighborhoods.

MO 6: Through Traffic on Existing Local Streets. Reduce through traffic on existing local streets, as needed and feasible, to preserve the peace and quiet of residential areas. Slow traffic through traffic calming techniques where advisable and feasible.

MO 6a: **Traffic Calming Guidelines.** Develop traffic calming design guidelines that establish evaluation and prioritization criteria, including review by local emergency responders and the public. Consider inclusion of warranted projects in the capital improvement program budgeting process as funding permits.

MO 6b: **Clausing Avenue.** Retain the existing no-access strip at the terminus of Clausing Avenue to preclude vehicular, bicycle and pedestrian access from Landing Court.

MO 7: Design for Complete Streets. Incorporate Complete Streets practices in the planning, design and operation of the City's circulation network, where feasible, consistent with the other objectives, policies and programs of the General Plan.



Complete streets are those that serve all users, including bicyclists, pedestrians and motorists.

MO 7a: Performance Standards. Establish a set of performance standards for multimodal circulation, monitoring performance over time and through the development review process. Such performance standards may include multimodal level of service “grades” such as the 2010 Highway Capacity Manual or through establishment of a checklist set of criteria.

MO 7b: Exemption Process. Create a formal exemption process. Factors to consider may include, but not be limited to, community and user input, community character, continuity of facilities, the disproportionate cost of the improvement, the probable future use of the facility over the long term, absence of current and future need, and if significant adverse impacts of the proposed infrastructure outweigh the positive effects associated therewith.

MO 7c: Training. Provide training for City staff on Complete Streets best practices on an ongoing basis.

MO 7d: Traditional Site Design. Consider the use of traditional site design in areas with established patterns or sufficiently large development areas to use those principles successfully. Elements of traditional site design include:

- a. grid street systems
- b. narrower traffic lanes on local streets, with limited on-street parking
- c. rounded street corners with “bulb outs” at key intersections, where appropriate
- d. absence of large radius intersection corners.

MO 7e: Narrow Streets. Review and evaluate the standards for rural streets in Chapter V of the Novato Municipal Code to ensure that standards for narrower street widths for new development appropriately balance considerations of neighborhood character and emergency access.

MO 7f: Community Input. The use of survey tools to ascertain public opinion on proposed Complete Streets improvements is encouraged.

MO 8: Enhance Multimodal Infrastructure. When developing plans for new or retrofitted roadways, incorporate infrastructure as appropriate that enhances multimodal circulation in addition to auto circulation, such as sidewalks, pedestrian paths, bike lanes, pedestrian refuge islands, accessible curb ramps, transit shelters, and pedestrian-scale lighting. 🌱❤️

MO 8a: Design Standards. Revise the development standards of the Municipal Code to include complete streets design principles to aid in the design and assessment of new or retrofitted roadways. Revised design standards shall be drafted in a manner providing flexibility to address a wide range of street and neighborhood contexts.

MO 8b: Pedestrian and Bicycle Facilities. Incorporate pedestrian and bicycle facilities into the design and construction of roadway



The Novato Police Department analyzes traffic accident data to identify potential improvements to the roadway system.

improvements where practicable, in accordance with the adopted Bicycle and Pedestrian Master Plan. Construct bike facilities according to the standards established by Caltrans and/or other nationally recognized design standards consistent with good engineering practices, adjusting as necessary to minimize impacts to environmentally sensitive areas. 🌱❤

MO 9: Traffic Safety. Improve the safety of the roadway system.

MO 9a: **Accident Analysis.** Periodically analyze the locations of traffic accidents to identify problems and use this information to set priorities for improvements as a part of the City's Capital Improvement Program.

MO 9b: **Uncontrolled Crosswalks.** Continue to use and update as appropriate the City's Crosswalk Prioritization Criteria to evaluate requests for new crosswalks and related improvements.

MO 10: Vehicle Parking. Provide sufficient vehicular parking and discourage installation of excess parking to minimize land area devoted to paved parking.

MO 10a: **Parking Standards.** Revise parking standards as needed. Consider revisions to promote parking for carpools, low-emission vehicles and non-vehicular travel.

Goal MO 2: Encourage sustainable mobility systems that reduce dependence on low-occupancy automobiles.

MO 11: Higher Density/Intensity Land Uses Adjacent to Public Transit. Encourage higher density/intensity land uses such as offices, mixed use, multiple family residences, public services, and commercial retail centers near transit routes and facilities to reduce vehicle trips. 🌱

MO 12: Transportation Demand Management. Promote measures to reduce travel demand. Larger projects with substantial trip generation should implement Transportation Demand Management to reduce traffic impacts. 🌱

MO 12a: **Trip Reduction Program.** Review and amend as necessary the existing Travel Demand Reduction Ordinance applicable to businesses in new or remodeled commercial development. 🌱

MO 12b: **City Employees.** Create and implement a Trip Reduction Incentive Program for City staff to increase participation in alternative modes of transportation to and from work. 🌱

MO 12c: **Ride Sharing and Car Sharing Programs.** Facilitate ride sharing programs for employment centers, including City staff, and city-wide car-sharing programs. 🌱

MO 12d: **Preferred Parking.** Require designated parking for clean air vehicles, including low-emitting and carpool/van pool vehicles, in new or expanded non-residential developments adding 10 or more parking spaces as required by the California Building Code.

Goal MO 3: Support local and regional transit that is efficient, convenient and safe.

MO 13: Improved Transit. Work with the Marin Transit District to provide improved headways, longer service hours, expanded service areas, and safe, convenient, and comfortable facilities throughout the City. 🌱

MO 13a: **Implement Plans.** Work with the Marin Transit District to implement and periodically update local transit assessments and improvement plans such as the Novato Transit Needs Assessment (2011) and the Novato Community-Based Transportation Plan (2015). 🌱

MO 13b: **Route and Schedule Changes.** Request that Marin Transit and the Golden Gate Bridge, Highway and Transportation District notify the City of proposed route or schedule changes.

MO 13c: **Emerging Transportation Services and Technologies.** Encourage the development of car sharing services and other new services in Novato by private providers as lawful and appropriate. 🌱

MO 14: Transit Facilities. Encourage use of public transit through improvements to supporting facilities at transit stops and park and ride lots, including but not limited to new or improved shelters, lighting, ‘next bus’ rider information technology, bicycle parking, and enhanced pedestrian facilities surrounding transit stops. 🌱

MO 14a: **Bus Shelters and Benches.** Encourage attractive, well-lit and comfortable bus shelters or benches placed in convenient locations that are compatible with surrounding neighborhoods. 🌱

MO 14b: **City Projects.** Identify appropriate locations for bus stops, benches and shelters whenever possible and practical in City Capital Improvement Projects. Consider enhanced facilities in key areas serving a large ridership. 🌱

MO 14c: **Referrals to Transit Agencies.** Refer new City infrastructure projects and major new private development projects to the transit agencies for their review and input in the development review process.

MO 15: Transit Improvements in New Development. Encourage and where possible require the provision of bus stops, bus shelters, benches, turnouts, and related facilities in major new commercial, industrial, residential, and institutional developments that might be served by transit when supported by transit agencies. 🌱

MO 16: SMART Rail. Work with transportation agencies to create safe, convenient and integrated transit services to maximize use of the rail service, when feasible. Improve connectivity to the SMART stations and bicycle/pedestrian path. 🌱

MO 16a: **Expand Access.** Coordinate with and support efforts of SMART and TAM in seeking opportunities to fund and construct improvements that expand multimodal access to Novato’s rail stations. 🌱

MO 16b: **Linkages from Stations.** Coordinate with Marin Transit to ensure that effective transit linkages are in place between SMART stations and the City's primary activity and employment centers. 🌱

MO 16c: **Multi-Use Path.** Coordinate closely with SMART to ensure that the planned on- and off-street segments of the SMART multi-use path safely and conveniently tie into the City's existing and planned bicycle and pedestrian network. 🌱❤

MO 17: Park and Ride. Support construction of park and ride facilities to increase transit ridership and carpooling. 🌱

MO 17a: **Park and Ride Sites.** Identify additional sites for park-and-ride commuter lots that are directly accessible to major arterials and Marin County transit lines and/or freeway interchanges. Consider the possibility of shared parking at locations such as office campuses. 🌱

MO 17b: **Park and Ride Lot Development.** Identify mechanisms to provide for and seek developer participation in construction of park and ride facilities by requiring land to be set aside for park-and-ride lots or sharing parking lots where possible, or including the cost of park and ride facilities into the City traffic fee ordinance, to the extent that new development or renovated existing employment centers increase demand for such facilities. 🌱

Goal MO 4: Provide a safe and convenient bicycle and pedestrian network that accommodates all ages and abilities.

MO 18: Comprehensive Bicycle Network. Establish and maintain a bicycle network that is consistent with the adopted Bicycle/Pedestrian Plan. 🌱❤

MO 18a: **Bicycle/Pedestrian Plan.** Periodically update the City's Bicycle/Pedestrian Plan. 🌱❤

MO 18b: **Route Maps.** Post information depicting Novato's bicycle routes on the City's website. To the extent practical, also provide copies of route maps and/or links to cell phone applications identifying local bicycle routes. 🌱❤

MO 18c: **Safety Programs.** Continue the bicycle safety programs offered by the Police Department and the Safe Routes to School Program. Work with schools and community organizations to expand both youth and adult cyclist training and orientation programs. 🌱❤

MO 18d: **Traffic Signal Detection.** As intersections are improved on adopted bicycle routes, ensure that traffic signals include bicycle detectors that function for both steel and non-steel framed bicycles as practicable. 🌱❤

MO 18e: **Maintenance.** As staffing resources permit, develop a program to regularly inspect and maintain all bicycle lanes, paths and bicycle parking facilities. 🌱❤



Bike safety is of primary concern when designing new bike facilities.

MO 18f: **Marin Bicycle Advisory Committee.** Continue to participate in the Transportation Authority of Marin’s Bicycle and Pedestrian Advisory Committee. 🌱❤

MO 18g: **Funding.** Utilize grant funding and other means, as appropriate, to acquire rights-of-way needed for a comprehensive bike route system and to provide bike racks and other bicycle-related facilities. 🌱❤

MO 19: Bicycle Parking. Assure the provision of adequate bicycle parking to encourage bicycle use. 🌱❤

MO 19a: **Bike Parking in New Development.** Continue to require new development and use changes to provide adequate bicycle parking. 🌱❤

MO 19b: **Bike Parking Requirements.** Review existing bicycle parking standards and amend as necessary. 🌱❤

MO 19c: **Bike Parking at Transit.** Work with public transit providers to place bicycle parking at transit facilities and bus stops (including secure, weatherproof bike parking at key locations) and to ensure that all transit vehicles are equipped to carry bicycles. 🌱❤

MO 19d: **Bike Parking at Public Locations.** Provide adequate bicycle parking at park-and-ride lots, schools, the library, parks, City offices, and commercial areas as feasible. 🌱❤

MO 19e: **Bike Fleet for City Employees.** Provide fleet bicycles and encourage their use among City staff for short trips to meetings or site visits. 🌱❤

MO 20: Safe and Convenient Pedestrian Facilities. Promote, provide and maintain a safe and convenient pedestrian system, including consideration of lighting, sidewalk condition, road surface conditions, roadway crossings, access points, signage, shade landscaping, and street furniture. 🌱❤

MO 20a: **New Development and City Projects.** Require new development projects to include a sidewalk, path or shoulder on all property street frontages as deemed appropriate by City staff, and routinely include projects to close gaps in the pedestrian system on existing streets through the City’s Capital Improvement Program. 🌱❤

MO 20b: **Safety Enhancements.** Provide pedestrian safety enhancements where appropriate and feasible, such as bulb-outs, separated pedestrian paths, high-visibility signs and markings, pedestrian warning signals and other amenities in areas with high volumes of pedestrian traffic or safety concerns. 🌱❤

MO 20c: **Traffic Signal Timing for Pedestrians.** Continue as appropriate to review traffic signal timing to ensure adequate crossing times for all users at signalized intersections. 🌱❤

MO 21: School Traffic and Circulation. Collaborate with schools to identify and prioritize transportation improvements that strengthen pedestrian and bicycle safety for students traveling to and from schools. 🌱❤



Crossing guards at San Jose Middle School ensure students’ safety.

MO 21a: **Safe Routes to School Plan.** Assist with the preparation and updating of Safe Routes to School (SR2S) plans for schools that serve the Novato population. 🌱❤

MO 21b: **New and Existing Development.** As part of the development review process, ensure, as legally permissible, that new and existing development projects that are substantially renovated provide bicycle and pedestrian improvements to facilitate the implementation of adopted Safe Routes to School plans. 🌱❤

MO 21c: **Funding.** Actively pursue grants and other funding sources to complete improvements identified in Safe Routes to School plans. 🌱❤

MO 22: Accessibility Improvements. Create an accessible circulation system that is consistent with guidelines established by the Americans with Disabilities Act (ADA), allowing mobility-impaired users such as the disabled and seniors to safely and effectively travel within and beyond the City.

MO 22a: **Identify Access Barriers.** As staffing resources are available, review transportation corridors to identify barriers encountered by persons with disabilities, including locations where there are not ADA-compliant curb cuts and ramps, and address such obstacles in the Capital Improvement Program to the extent that funding is available.

MO 22b: **ADA Training.** Provide staff training on accessibility needs and best practices for improving access and circulation for those with disabilities.

MO 22c: **Eliminate Access Barriers.** Continue to make accessibility improvements that eliminate barriers created by utility infrastructure (such as poles that obstruct accessibility).

MO 22d: **Paratransit.** Encourage the transit agencies to provide cost-effective paratransit and other transit options that enable the mobility of the disabled and older adults. Work with transit providers to provide, where feasible, bus stops at facilities providing senior services, such as the Margaret Todd Senior Center.

Goal MO 5: Take an influential role in shaping and implementing regional transportation decisions.

MO 23: Regional Transportation Planning. Participate in regional transportation planning efforts to further Novato's transportation objectives.

MO 23a: **Transportation Authority of Marin.** Continue to provide City Council and staff representation to the Transportation Authority of Marin and other regional transportation planning agencies. Work with the Transportation Authority of Marin to carry out the Congestion Management Plan.

MO 23b: **Regional Transportation Plans.** Continue to review, analyze, and monitor the effects of regional transportation plans on the use of all transportation modes. Support regional transportation policies and programs that increase the use of public transit, carpools, bicycles and other multi-modal modes of transportation appropriate for Novato.

MO 23c: **Public Participation and Education in Transportation Decisions.** Actively seek public participation in the preparation and review of regional and local transportation plans.

MO 23d: **Transportation Funding.** Actively pursue funding for all transportation objectives and improvements consistent with the General Plan from federal, state and county governments and local traffic impact fees. Work with other Marin County jurisdictions, the State, the Metropolitan Transportation Commission, and the League of California Cities to lobby for increased funding for alternative transportation modes.

Goal MO 6: A local airport with minimal off-site impacts.

MO 24: Gness Field. Encourage the maintenance of Gness Field as a general aviation airport, consistent with the Gness Field Airport Land Use Plan. Support safety improvements and oppose improvements that could increase noise impacts to Novato residents and businesses.

MO 24a: **Review Planning Documents.** Continue to monitor the environmental effects of Gness Field by reviewing and responding, as appropriate, to all EIRs and related planning documents.

SAFETY AND HAZARDS

Goal SH 1: Maintain high levels of public safety and emergency preparation.

SH 1: Seismic and Geologic Hazards. Reduce the risk of loss of life, personal injury and property damage resulting from seismic and geologic hazards including ground shaking, land sliding, liquefaction and slope failure.

SH 1a: **Geotechnical Evaluation.** Require preparation of a report by an engineering geologist or geotechnical engineer for new construction and grading as required by City code on sites in seismically and geologically hazardous areas and for all critical (high occupancy, health or emergency response) structures. These reports should include, but not be limited to: evaluation and recommendations to mitigate the effects of ground shaking, landslides, surficial debris flows, expansive soils, subsidence and settlement, fault displacement, and Bay mud areas. Implement the recommendations of geotechnical reports through the planning, grading and building permit processes.

SH 1b: **Slope and Soil Instability.** Enforce existing regulations and procedures to identify and avoid or mitigate potential hazards relating to geologic and soil conditions. Require repair, stabilization, or avoidance of landslides, or areas of soil creep or possible debris flow, as a condition of project approval. Require financial protection for public agencies and individuals as a condition of development approval where geological conditions indicate a potential for high maintenance costs.

SH 1c: **Grading Ordinance.** Review and consider revising the Grading Ordinance as necessary to address new regulations and best practices.

SH 2: Flood Hazards. Reduce the risk of loss of life, personal injury and property damage resulting from flooding by properly maintaining storm drainage systems, natural flood control channels and waterways and regulating runoff from new construction and development projects. Encourage flood control measures that retain the natural features and conditions of watercourses to the maximum feasible extent.

SH 2a: New Development. Condition new development to maintain post development peak runoff rate and average volume similar to the predevelopment condition to the maximum extent practicable. Require runoff rate/volume analysis of projects where deemed necessary by City staff. Require new development to cover the costs of drainage facilities needed for surface runoff.

SH 2b: Development within 100-year Flood Zone. Require all development in the 100 year flood zone to comply with the floodplain regulations in the Novato Municipal Code.

SH 2c: Flood Insurance Rate Maps. Use the most recent Federal Emergency Management Agency’s Flood Insurance Rate Maps [FIRM] to identify 100-Year Flood Events and calculate flow rates within identified stream channels.

SH 2d: National Flood Insurance Program. Continue to participate in the National Flood Insurance Program Community Rating System. Monitor updates to FIRM maps and inform affected property owners.

SH 2e: Rising Sea Level. 🌿

1. Consider the potential for sea level rise when processing development applications that might be affected by such a rise. Use current Flood Insurance Rate Maps and National Oceanic and Atmospheric Administration (NOAA) recommendations associated with base flood elevation adjustments for sea level rise in the review of development proposals. Adopt requirements to assess sea level rise risks on new development and infrastructure.
2. Prepare a guidance document for incorporating sea level rise into the City’s capital planning process.
3. Work with local, County, state and regional agencies with Bay and shoreline oversight and with owners of critical infrastructure and facilities in the preparation of a vulnerability assessment and then a plan for responding to rising sea levels. Make sure all local stakeholders are kept informed of such planning efforts.
4. Consider developing flood control projects and modifying the City’s land use regulations for areas subject to increased flooding from sea level rise.
5. Update GIS (Geographic Information System) maps to include new data as it becomes available; utilize GIS as a tool for tracking sea level rise and flooding, and make available to the public.

SH 2f: Enhanced Floodwater Storage. Support measures to manage, protect and increase the floodwater storage capacity where appropriate.



The former Mission Lodge, at the corner of De Long Avenue and Redwood Boulevard, flooded in 1982.

SH 2g: **Erosion Control.** Enforce measures to minimize soil erosion and volume and velocity of surface runoff both during and after construction through implementation of the Grading Ordinance.

SH 2h: **Storm Drainage System.** Maintain unobstructed water flow in the storm drainage system to the maximum extent feasible. Continue to carry out annual inspection and maintenance of drainage systems, including siltation and detention facilities.

SH 2i: **Storm Drainage Master Plan.** Prepare and adopt a Novato Storm Drain Facilities Master Plan as a basis for planning and constructing improvements and for establishing fees.

SH 2j: **Novato Creek Watershed.** Actively participate in the County's Novato Creek Watershed Project and support efforts to implement sediment reduction projects that minimize the need for creek dredging.

SH 2k: **Cooperation with Marin County.** Continue to work with Marin County Flood Control and Water Conservation District and the Marin County Stormwater Pollution Prevention Program (MCSTOPPP) to minimize negative impacts of storm runoff.

SH 2l: **Funding Sources.**

1. Work with Marin County Flood Control, North Marin Water District, Novato Sanitary District and Flood Control District Zone No. 1 in pursuing all available sources of funding to finance improvements to storm drainage facilities.
2. Periodically assess the need to establish improvement districts and other financing mechanisms to fund storm drainage and water-course improvements to minimize flood hazards.
3. Consider an increase in the stormwater runoff fee and pursue other funding opportunities to cover staff costs of meeting new mandates of the National Pollution Discharge Eliminate System (NPDES).
4. Monitor and pursue funding opportunities for the preparation of climate change vulnerability and adaptation studies.

SH 2m: **Dam and Levee Safety.**

1. Work with the North Marin Water District and Marin County Flood Control and Water Conservation District to ensure that the design and location of dams and levees are in accordance with all applicable design standards.
2. Complete an accurate inventory of levees and shorelines, including associated structures such as access roads, tide gates and culverts.
3. Review new levees for seismic and hydrological safety. [For levees that provide flood protection, FEMA requires that the levees are designed in accordance with the US Army Corps of Engineers (USACE) engineering standards.]
4. Maintain the Hamilton levee's FEMA accreditation.

5. Review and if needed, modify Chapter 5 of the Municipal Code for conformance with the regulating agencies. Amendments should reference their authority over dam safety.

SH 2n: **Flood Protection Easements.** Ensure the retention of flood protection easements held by public agencies on private property to prevent development in these areas.

SH 3: Fire Hazards. Reduce the risk of loss of life, personal injury and property damage resulting from wildland and urban fire hazards through code enforcement and coordination with the Novato Fire Protection District.

SH 3a: **Fire Risk in New Development.**

1. Review all development proposals for fire risk, and require mitigation measures to reduce the probability of fire. Require all new development and substantial remodels to meet the adopted state and local fire codes. Refer all applications for new development that is subject to NFPD regulation to the District for review, comment and conditions of approval.
2. Encourage attractive native and drought-tolerant, low-maintenance landscaping responsive to fire hazards.
3. Require adequate access for emergency vehicles, adequate street width and vertical clearance, driveway access and parking restrictions for new development.
4. Ensure new development meets the peak load water supply standard for fire hydrants of the Novato Fire Protection District.
5. All development that includes private access roads or fire roads shall provide recorded access rights and keys to any gates to the Novato Fire Protection District.

SH 3b: **Fire Sprinklers.** Continue to enforce the Fire Safety Ordinance requirements for sprinkler systems for new commercial/industrial and residential development and substantial remodels.

SH 3c: **Wildland-Urban Interface.** Require new development within Wildland-Urban Interface (WUI) areas shown on Figure CW-5 to develop and implement a Vegetation Management Plan in accordance with City and Fire District regulations and requirements.

SH 3d: **Vegetation Management.** Manage public lands as appropriate and feasible to minimize the chances of a wildfire affecting residences and businesses while maintaining habitat functions and values. Request that the Marin County Open Space District and other public agencies assess and reduce the wildland fire hazards on their holdings within and adjacent to the City.

SH 3e: **Traffic Signals.** Ensure that new traffic signals include a system which allows emergency vehicles to change the signal.

SH 3f: **Fire Hazard Mitigation.** Actively implement the applicable elements of the Novato Fire Protection District All Hazards Mitigation Program.



Development near open space is especially vulnerable to fire hazards.



The Novato Police Department dispatch center receives and handles calls, including 911 calls, twenty-four hours a day. There were more than 42,000 calls for service in 2015.

SH 3g: **Defensible Space.** Encourage all private property owners, particularly in the Wildland-Urban Interface, to maintain the vegetation on their property in a condition that will not contribute to the spread of a fire. Recommendations for private property owners could include, but need not be limited to, the following:

- Maintain a 30-foot defensible space around all buildings and structures;
- Remove all portions of trees within 10 feet of chimneys and stovepipe outlets;
- Remove materials or plants that may act as a fuel or a conveyance of fire (such as dead/dying wood on trees adjacent to/overhanging structures, leaves, pine needles, etc. on rooftops or elsewhere on the property); and
- Install spark arrester in chimney and/or stovepipe outlets.

SH 3h: **Update Fire Safety Ordinance.** Consider updating the Fire Safety Ordinance (Novato Municipal Code Chapter 5-21) to reflect current Novato Fire Protection District fire protection standards, including vegetation management, roadway and driveway design, and fire-resistant construction.

SH 3i: **Critical Facilities.** Ensure new essential public facilities and critical facilities are located outside Very High Fire Hazard Severity Zones as feasible unless adequate mitigation can be incorporated into the design.

SH 3j: **Emergency Accessibility.** Review existing road widths within the Very High Fire Hazard Severity Zone to determine if on-street parking should be restricted on certain roads to preserve emergency accessibility.

SH 4: Building Hazards. Reduce the risk of loss of life, personal injury and property damage resulting from structural, electrical or fire damage to structures through code enforcement and public education.

SH 4a: **Building Code Enforcement.** Review and inspect new development, building additions and remodels, enforcing the State Uniform Building Code and local amendments.

SH 4b: **Code Updates.** Continue to update the City's building and fire codes and train both staff and the public on new code provisions.

SH 4c: **Resale Inspection Program.** Continue the City's residential resale inspection program that requires inspection of existing residential property by a building inspector prior to the close of escrow as a buyer protection and code compliance tool.

SH 5: Hazardous Materials. Minimize risks and health impacts from environmental and human-induced disasters.

SH 5a: **Measures to Reduce Hazards.** Consider measures to protect the public health from the hazards associated with the transportation, storage, and disposal of hazardous wastes. Continue to refer land use

and transportation decisions and other programs involving hazardous materials regulations to the appropriate regulatory agencies.

SH 6: Police and Community Safety. Provide a high level of service to the community by working to reduce crime and improve the safety of the community.

SH 6a: **Community-oriented Police Services.** Seek opportunities to enhance current community-oriented policing programs and opportunities to collaborate with other departments, organizations and community groups within the City of Novato.

SH 6b: **Civilian Employees and Equipment.** Maintain sufficient civilian employees and equipment to support sworn staff.

SH 6c: **Development Review.** Review development proposals that have potential for safety concerns and may affect demand for police services such as financial institutions, check cashing businesses, bars/nightclubs and extended hour businesses and implement mitigating measures to maintain adequate police services and community safety. Implement Crime Prevention Through Environmental Design (CPTED) principles when reviewing new development proposals.

SH 6d: **Mental Health Training.** Consider utilizing civilian employees specially trained to provide services to those with substance or mental illness who are in crisis.

SH 7: Emergency Management. Minimize exposure to all hazards through emergency management, planning and training.

SH 7a: **Emergency Response and Hazard Mitigation Plans.**

Periodically update the City's Emergency Operations Plan and Local Hazard Mitigation Plan to coordinate with emergency plans of other governmental agencies and respond to changing conditions. Incorporate the likelihood of sea level rise and extreme heat and storm events in the Local Hazard Mitigation Plan. 🌱

SH 7b: **Emergency Facilities.** Identify essential emergency facilities and critical utilities and ensure that they will function in the event of a disaster, eliminate hazardous features and identify alternative facilities if needed. Work with utilities, health providers and school districts to ensure their continued operations and coordination in the event of a disaster.

SH 7c: **Potential Earthquake Damage.** Minimize potential earthquake damage to existing publicly owned buildings and emergency facilities through strengthening building structures, eliminating hazardous features, or relocating facilities to safer buildings where feasible.

SH 7d: **Interagency Cooperation.** Continue to cooperate with the appropriate federal, state and local agencies to practice and implement effective emergency plans.

SH 7e: **Public Information.** Provide information to the public on ways to reinforce buildings to reduce damage from earthquakes and what to do in the event of an earthquake.

SH 7f: **Public Safety Education.** Provide hazard awareness and safety training programs such as Community Emergency Response Teams (CERT) training.

PUBLIC FACILITIES AND SERVICES

Goal PF 1: Provide well planned, maintained and adequate public infrastructure, buildings and landscaping.



Stafford Grove Park is a mini-park close to Downtown.

PF 1: Management of Public Facilities and Infrastructure. Manage City facilities and infrastructure in a safe, functional and well-maintained manner as practicable.

PF 2: Planning and Budgeting for Public Facilities and Infrastructure. Manage public infrastructure and facilities in conjunction with new development through continued planning and budgeting for public facilities and coordination with other agencies for the services which the City does not provide.

PF 2a: **Capital Improvements Program.** Prepare and adopt an annual Capital Improvements Program reflecting City needs and resources.

PF 2b: **Maintenance Costs.** Continue to evaluate the operating and maintenance costs of infrastructure improvements needed to support the development allowed in the General Plan.

PF 2c: **Public Buildings.** Ensure that the public buildings in Novato are adequate to provide services for the Novato community under the development provided for in the General Plan and to meet staffing needs.

PF 2d: **Parks and Landscaping.** Identify funding to adequately maintain City parks, medians, and landscaping.

PF 2e: **Impact Fees.** Establish and update impact fees for new development based on City and agency standards for public buildings and facilities.

PF 3: Water Supply. Work with the North Marin Water District to ensure an adequate water supply for new and existing development.

PF 3a: **Water Conservation.** Assist the North Marin Water District in implementing water conservation programs for Novato residents and businesses. Use treated wastewater for irrigation of City facilities and expansion of the recycled water system to the maximum extent practical. 🌱

PF 4: Utilities. Continue to require the undergrounding of utilities along property frontages of new development, maximize the use of utility set-aside funds and other funding mechanisms for undergrounding electric utilities and work with utility companies to remove inactive utility lines and facilities.

GOVERNANCE

Goal GV 1: Develop a respected and valued City organization that is efficient and collaborative, promotes community involvement and is proactive, responsible, and ethical.

GV 1: Effective Governance. Practice effective governance through a planning, budgeting and implementation process that is publicly accessible, understandable, predictable and timely.

GV 1a: **Role of the General Plan and Strategic Plan.** Consider the General Plan policies and priorities in updating the City Council's Strategic Plan.

GV 2: Leadership. Provide responsive and effective leadership at the Council, Commission and staff levels, including opportunities to work collaboratively with other local, regional and state agencies to accomplish the City's objectives.

GV 3: Fiscal Sustainability. Ensure a fiscally and organizationally sustainable city organization.

GV 3a: **Budget and Capital Improvement Plan.** Prepare an annual budget and capital improvement program which reflect General Plan priorities.

GV 3b: **Long Range Planning.** Prepare and maintain a long term financial plan which anticipates future financial circumstances. Continue to maintain and utilize a 5-year forecast model.

GV 3c: **Infrastructure Maintenance.** Consider establishing new revenue sources to adequately fund infrastructure maintenance.

GV 4: Technology and Communications. Implement technology and communications initiatives to improve the efficiency and effectiveness of city operations as well as maximize opportunities to be transparent, effectively inform and meaningfully engage the community.

GV 5: Community Participation. Encourage, support, and enhance public participation and civil discourse, with consideration of differing opinions, in the formulation and review of policies, new development, and in all City operations and activities, especially neighborhood level planning. City communications should be easily accessible to the public, including those with special needs.

GV 6: Diversity. Make efforts to reflect on Boards and Commissions and among City employees the characteristics of the Novato community.

GV 6a: **Hispanic Outreach.** Promote outreach and involvement of the Hispanic community.

GV 7: Volunteerism. Encourage and support residents and businesses to volunteer with the City, particularly through service on appointed boards and commissions. Create volunteer opportunities within City departments and foster community projects through partnerships with neighborhoods and service groups.



APPENDICES

APPENDIX A IMPLEMENTATION PLAN

GREAT PLACES IMPLEMENTATION PLAN

No.	Program	GENERAL		COST EST.	FINANCING			ACTION				
		Lead Dept.	Timing (short, 1-5 yrs; long, 5-20 yrs)	\$ Estimate Range	New CIP (GF unless noted)	Operating Budget (GF unless noted)	Other Financing	Ordinance or other Legislation	Study or Plan	Guidelines, Standards or Monitoring	Inter-agency Coordination	Development Review
Implementation of Land Use Map												
LU 1a	Land Use. Use the Zoning Ordinance to specify uses allowed in each zoning district, consistent with Table GP-3.	CD	Ongoing			X						X
LU 1b	Density and Intensity of Development. Allow development at any density or intensity within the range shown by the Land Use Map (Map GP-1) and Land Use Designations (Table GP-3) provided applicable objectives, policies and programs of all chapters of the General Plan are met. Maximum densities/intensities (top of stated ranges) may in some cases be achieved, but there is no guarantee of achieving the maximum density/intensity. Developments on properties designated for multi-family residential should not be allowed below the minimum density of the density range unless there are environmental or compatibility issues that warrant density reduction.	CD	Short			X						X
LU 1c	North Marin Water District's Water Tank Sites. Consider redesignating the Rosalia Water Tank site parcel (APN 153-11-15) from Business and Professional Office to Very Low Density Residential, and rezoning the Rosalia and San Marin water tank sites to zoning districts compatible with their residential land use designations.	CD	Short			X		X				
Anticipated Growth												
LU 3a	Review Growth Assessment. Review the General Plan's growth assumptions periodically and adjust assumptions, service levels, infrastructure capacity and development impact fees as necessary. If citywide growth is exceeding projections, update the General Plan and evaluate the impacts of the additional growth.	CD	Short			X			X			
LU 3b	Infrastructure and Service Level Planning. Coordinate growth projections and the planning of infrastructure and public services with the water, sanitary, fire protection and school districts.	CD	Ongoing			X					X	

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LU 3c	Impacts of New Development on Infrastructure and Services. Analyze project impacts on infrastructure capacity and services as part of CEQA review, and require design modification and mitigation measures in consultation with provider agencies. If CEQA review or other analysis of development projects concludes that a proposed project would result in a significant deterioration of service or would cause available capacity to be exceeded, respond as appropriate in one or more of the following ways as permitted by state law: a. Require project redesign in order to prevent service from deteriorating or capacities being exceeded, provided that all economic use of the property is not prevented; b. Condition the project on developer funding of improvements needed to maintain services and/or provide additional infrastructure capacity; c. The project may be approved if it can be found that the project will do one or more of the following: i. generate substantial overriding public benefits ii. be in compliance with all of the other goals, objectives, and policies of the General Plan, and iii. benefit the public health, safety, and general welfare of the community. d. Deny the project.	CD	Ongoing			X							
Development to Pay Fair Share													
LU 4a	Development Impact Fees. Establish and periodically review public facilities impact fees.	PW	Short	\$50,000	X				X				
LU 4b	Funding Fee Study. Consider establishing a surcharge on building permit fees to fund the periodic review of impact fees.	CD	Short			X			X				
Housing for the Elderly													
LU 6a	Provide Information. Provide information at the City permit counter and online regarding local and state regulations for establishing group homes, residential care facilities for the elderly and accessory dwelling units.	CD	Short			X							X
LU 6b	Zoning Code Amendment. Update the Residential Care Facilities for the Elderly regulations in the Zoning Code to be consistent with changes in state law and local needs, including affordability requirements.	CD	Short			X		X					

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DOWNTOWN												
Ground Floor Uses												
LU 8a	<i>Zoning Regulations.</i> Consider an update to ground floor use regulations to establish limits to avoid overconcentration of certain personal service uses and eliminate tobacco product shops as an allowed use.	CD	Short			X		X				
Gateway Treatment												
LU 15a	<i>Downtown Fountain.</i> Consider renovating or replacing the existing fountain at Redwood Blvd and Grant Avenue.	PW	Short	\$150,000	X			X				
Scale of Development												
LU 16a	<i>Design Guidelines.</i> Update and formally adopt Downtown Design Guidelines to articulate desired design criteria for site design, new construction, building renovations and additions, landscaping, and signs.	CD	Short	\$30,000		X			X			
Railroad Depot												
LU 21a	<i>Depot Planning Process.</i> Consider initiating a planning process to determine proposed uses and potential for restoration of the old depot and former freight building area.	CM	Short		X			X				
NORTH REDWOOD CORRIDOR												
LU 26a	<i>North Redwood Corridor Sites 5B and 6.</i> Consider redesignation of North Redwood Corridor Sites 5B and, as identified in Figure GP-7, from Commercial/Industrial to General Commercial and rezoning to a consistent zoning district.	CD	Short			X		X				
NORTH, NORTH REDWOOD CORRIDOR												
LU 27b	<i>North, North Redwood Corridor Site 2.</i> Consider redesignation of North, North Redwood Corridor Site 2, as identified in Figure GP-8, from Light Industrial/Office to Business and Professional Office and rezoning to a consistent zoning district.	CD	Short			X		X				
LU 27c	<i>North, North Redwood Corridor Site 3.</i> Consider redesignation of North, North Redwood Corridor Site 3, as identified in Figure GP-8, from Light Industrial/Office to Business and Professional Office and rezoning to a consistent zoning district.	CD	Short			X		X				

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NORTHWEST QUADRANT NEIGHBORHOOD												
LU 28b	Neighborhood Compatibility Zoning Standards and Design Guidelines. Consider adoption of new form-based zoning regulations and design guidelines to ensure compatible development within the existing Medium Density Multi-Family Residential density range (10-20 units/acre). These zoning regulations and design guidelines should result in new development which: <ul style="list-style-type: none"> • Is in scale with the existing neighborhood, limiting heights to two stories, calling for “house-form” buildings (duplexes, triplexes, fourplexes and bungalow courts) with maximum width and depth established for each building type to reinforce the small-scale residential character of the neighborhood and incentivizing smaller unit sizes, • Is varied in physical type and design to provide interest and reinforce the diversity of the neighborhood, • Results in an active street front where residents can meet and interact. Housing should be oriented towards the street with unit entries, porches and patios facing the street, with surface parking and garages towards the rear and not visible from the street and canopy trees planted in front yards and sidewalk planting strips where they exist. 	CD	Short	\$65,000		X		X	X			
LU 28c	Non-Conforming Apartments. Consider revision of zoning regulations for non-conforming apartments in the study area to allow replacement of the existing number of units provided they comply with the new neighborhood compatibility standards.	CD	Short	see LU 28b		X		X	X			
LU 28d	Clayton Court. Consider redesignation of Clayton Court, depicted as Site 1 in Figure GP-9, from Medium Density Multiple-Family Residential to Low Density Residential and rezoning to a consistent zoning district in recognition of its current single-family development pattern.	CD	Short			X		X				

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LU 28e	First Street. Consider redesignation of the westerly side of First Street from Olive Avenue to Vallejo Avenue, depicted as Site 2 in Figure GP-9, from Mixed Use to Medium Density Multiple-Family Residential (identical to the rest of the NW Quadrant neighborhood) and rezoning to a consistent zoning district which would eliminate the requirement for commercial development in recognition of its current development pattern which is almost entirely residential.	CD	Short			X		X					
Urban Growth Boundary													
LU 29a	City Action on Proposals Outside the UGB. (See program text.)	CD	Ongoing			X					X	X	
LU 29b	Sphere of Influence. Request that the Marin County Local Agency Formation Commission (LAFCO) revise, consistent with state law and Marin LAFCO policies, the Novato Sphere of Influence as appropriate to assist the City with the implementation of the Urban Growth Boundary.	CD	Short			X			X		X		
LU 29c	Urban Service Areas. Study potential Urban Service Areas as defined by LAFCO and consider amending the General Plan to delineate them and adopt appropriate policies.	CD	Short			X			X		X		
LU 29d	Annexation and Connection to the Novato Sanitary District. a. Request that the Marin County Local Agency Formation Commission refer proposals for inclusion in the area served by the Novato Sanitary District to the City for review and comment and act favorably on the City's recommendations in a manner consistent with the purpose and intent of the Urban Growth Boundary. b. Consider, on a case-by-case basis, supporting connection of property outside the City limits to the Novato Sanitary District, if the City determines it necessary for public health and safety, or for any reason defined in the exceptions to the Urban Growth Boundary contained in Program 29a.c.	CD	Short			X			X		X	X	

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LU 29e	Policies and Ordinances of LAFCO, County of Marin, Novato Sanitary District and North Marin Water District. Request that LAFCO, the County of Marin, the Novato Sanitary District and the North Marin Water District recognize the Urban Growth Boundary in their official plans and adopt policies and ordinances consistent with the Urban Growth Boundary consistent with the intent of the voters.	CD	Short			X					X	X	
LU 29f	MOUs with LAFCO, County of Marin, Novato Sanitary District and North Marin Water District. Request that LAFCO, the County of Marin, the Novato Sanitary District and the North Marin Water District enter into a Memorandum of Understanding (MOU) with the City to recognize the Urban Growth Boundary and assist in the implementation of the policies and programs of the UGB consistent with the intent of the voters.	CD	Short			X					X	X	
LU 29g	Coordination with Marin County. Request the County of Marin to work with the City when preparing or amending Community Plans or Specific Plans for the Gness Field, Black Point, Indian Valley, and other identified community areas outside the UGB.	CD	Ongoing			X					X	X	
Annexations													
LU 30a	Marin Valley Mobile Country Club. Work with Novato Sanitary District and Marin LAFCO to evaluate annexation of the Marin Valley Mobile Country Club into the boundaries of the Sanitary District.	CD	Short			X			X		X		
Area of Interest													
LU 31a	Notification. Request that the County of Marin and other applicable agencies refer all proposed projects and programs within the Area of Interest to the City of Novato for review and comment and act favorably on the City's recommendations. Seek an agreement with the County to establish an appropriate referral process and the defined area of interest.	CD	Ongoing			X					X		

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County Airport Planning													
LU 32a	<i>Development within the Referral Area.</i> Refer all General Plan amendments, Zoning Ordinance amendments and specific plans within the Gross Field Referral Area to the County Airport Land Use Commission.	CD	Ongoing			X					X	X	
Historic Buildings, Sites and Districts													
CC 1a	<i>Historic Building Designations.</i> Periodically, as necessary, review and consider revisions to the list of locally-designated historically significant resources, including consideration of modifying the boundaries of the Historic Preservation Overlay District.	CD	Short	\$250,000		X		X	X				
Environmental Constraints													
CC 4a	<i>Constraints Analysis.</i> Require the submittal of a constraints analysis for new development consistent with the Hillside and Ridgeline Protection Ordinance or when needed as part of documentation for compliance with the California Environmental Quality Act (CEQA).	CD	Ongoing			X						X	
Compatibility of Development with Surroundings													
CC 12a	<i>Design Guidelines.</i> Prepare design guidelines to be applied as part of the Design Review process. Focus on guidelines for multi-family and commercial development. Guidelines should promote design features that contribute to a pedestrian-friendly environment and encourage active recreation.	CD	Short	\$100,000		X				X			
CC 12b	<i>Lighting Design Guidelines.</i> Include standards for exterior lighting in design guidelines that support Dark Sky principles, addressing issues such as security, appearance, intensity and light spillage.	CD	Short			X				X			
Gates on Private Streets and Gated Communities													
CC 15a	<i>Zoning Amendment.</i> Amend the Zoning Ordinance and Development Standards to prohibit gated communities.	CD	Short					X					
Landscape Standards													
CC 17a	<i>Parking Lot Landscaping.</i> Update parking lot landscape standards to encourage tree growth and shading.	CD	Short			X		X		X			

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CC 17b	<i>Tree Replacement Standards.</i> Consider modifying tree replacement standards, possibly allowing replacement with fewer but larger trees where appropriate.	CD	Short			X		X					

Key:

- AS Administrative Services
- CD Community Development
- CM City Manager's Office
- CS Parks, Recreation and Community Services
- PD Police Department
- PW Public Works

APPENDIX A IMPLEMENTATION PLAN

HOUSING IMPLEMENTATION PLAN

No.	Program	GENERAL		COST EST.	FINANCING			ACTION					
		Lead Dept.	Timing (short, 1-5 yrs; long, 5-20 yrs)	\$ Estimate Range	New CIP (GF unless noted)	Operating Budget (GF unless noted)	Other Financing	Ordinance or other Legislation	Study or Plan	Guidelines, Standards or Monitoring	Inter-agency Coordination	Development Review	Ongoing Public Education & Outreach
Local Housing Leadership													
HO 1A	<p>Prepare Information and Conduct Community Outreach Activities on Housing Issues. Coordinate with local businesses, housing advocacy groups, neighborhood groups, community organizations, developers, the Chamber of Commerce and others in building public understanding of housing programs and needs.</p> <p><i>Topics</i></p> <p>a. Housing needs.</p> <p>b. Housing programs (second units, rental assistance, rental mediation, first time homebuyer education, energy assistance and rehabilitation loans, etc.).</p> <p>c. Fair Housing laws.</p> <p><i>Activities</i></p> <p>a. Provide written material at public locations (including social service centers and at public transit locations, where feasible) and on the City's website.</p> <p>b. Provide information to real estate professionals, property owners and tenants on their rights, responsibilities, and the resources available to address fair housing issues.</p> <p>c. Work with local non-profit and service organizations to distribute information to the public.</p> <p>d. Provide public information through articles in the local newspaper and with cable TV public service announcements.</p> <p>e. Work with other public agencies, businesses and community groups, unions, the building and real estate industry, non-profit housing sponsors, school districts, faith-based organizations, health and human service providers, environmental groups, property managers, tenant organizations, and other interested parties within Novato that might be mobilized to help support affordable and special needs housing developments.</p> <p>f. Fair Housing in-service training, press releases, direct contact with interest groups, and posting of fair housing laws, contacts and phone numbers.</p>	CD	Ongoing										X

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HO 1B	Collaborate on Inter-Jurisdictional Strategic Plan for Housing. Coordinate with other jurisdictions on strategic planning for housing. Work toward implementing, whenever possible, agreed-upon “best practices,” shared responsibilities and common regulations to efficiently and effectively respond to housing needs within a countywide framework.	CD	Ongoing			X					X		
HO 1C	Undertake Coordinated Lobbying Efforts on State Legislation. Identify and lobby for possible changes to State law that help to most effectively implement local housing solutions and achieve housing goals. Examples of legislative issues of critical importance could include: more direct input from local jurisdictions on the development of Regional Housing Needs Allocation, funding allocations for affordable housing, and modifications to State law that would make it easier for jurisdictions to voluntarily share funding and credit for meeting proportionate allocations.	CD	Ongoing			X		X			X		
Fair Housing													
HO 2A	Require Non-discrimination Clauses. Continue to provide nondiscrimination clauses in rental agreements and deed restrictions for housing, including Below Market Rate housing, constructed with City participation.	CD	Ongoing			X						X	
HO 2B	Respond to Complaints. Facilitate fair and equal housing opportunity by designating the Community Development Director as the City’s Equal Opportunity Coordinator. Refer discrimination complaints to the appropriate legal service, county or state agency, or Fair Housing of Marin. If mediation fails and enforcement is necessary, refer tenants to the State Department of Fair Employment and Housing or HUD, depending on the nature of the complaint. Undertake activities to broaden local knowledge of Fair Housing laws through actions identified in HO Program 1.A.	CD, CA	Ongoing			X					X		

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Housing Design												
HO 3A	<p>Prepare Multi-family Housing Design Criteria. Continue to implement the Design Review process, evaluate existing design criteria for multi-family housing, and establish modification as needed that will establish effective, consistent development review factors for use by applicants, the community, staff and decision-makers in the expeditious review of multi-family housing proposals. The design criteria may include but not be limited to:</p> <p>a. Context with surroundings, site planning, building massing and layout, height transitions, public safety design features (e.g., security cameras and fencing with keyed gates), architecture and materials, well-planned layout of complex and individual units for maximum natural ventilation and lighting, landscape design, open space, outdoor lighting, and density compatibility provisions.</p> <p>b. Common facilities should be required for projects over 20 units; facilities may include common room, outdoor play areas, pools, study areas, etc.</p> <p>c. Consider transition criteria to encourage compatibility when structures are proposed near single family residential buildings on adjoining properties. For properties where the dimension(s) for a transition area(s) is specified, specific regulations for permitted and prohibited development within the transition area(s) shall be established.</p> <p>d. Limits on maximum site coverage and requirements for minimum setback provisions should be adopted.</p> <p>e. Floor area ratios in residential/mixed used areas should be consistent with the character of the surrounding area.</p>	CD	Short	\$100,000		X				X		

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HO 3B	<p>Update Parking Standards. Modify parking standards based on the most up-to-date empirical studies to facilitate infill, transit-oriented, mixed use and accessory dwelling unit development.</p> <p>a. Reduction of multi-family parking requirements for three-or more-bedroom units from 2.2 spaces to 2.0 spaces, to be consistent with single family home standards.</p> <p>b. Reduction of parking requirements for projects near transit.</p> <p>c. Provision of opportunities for shared parking for mixed use developments.</p> <p>d. Allowances for off-site parking.</p> <p>e. Allowances for the establishment of a landscape parking reserve that is designated for parking if needed in the future.</p> <p>f. Evaluation of opportunities for underground parking and auto sharing.</p> <p>g. Allowances, in certain instances, for parking standards to be adjusted on a case-by-case basis, depending upon the location and characteristics of the development and its intended occupants.</p>	CD	Short	\$30,000						X			
Conservation and Energy													
HO 4A	<p>Promote Solar Design. Promote design standards relating to solar orientation, including lot layout for subdivisions, location and orientation of new structures, and landscaping.</p>	CD	Ongoing			X						X	
HO 4B	<p>Implement "Green" Building Standards and Processes. Consistently implement the City's adopted "Green Building Program" to encourage the use of green building materials and energy conservation.</p>	CD	Ongoing			X						X	

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Housing Preservation													
HO 5A	<p>Ensure Adequate Tenating, Management and Safety for Multi-family Housing. Ensure adequate tenating, management and safety for multi-family housing by implementing the following:</p> <p>a. As legally permissible, initiate City provisions for review of the management of multi-family housing to implement best management practices. Zero tolerance for criminal activity is a goal. Programs should apply to projects of a defined size and/or type. Best management practices should include, but not be limited to, addressing the following performance measures:</p> <ol style="list-style-type: none"> 1. Property management staffing 2. Tenant selection plan 3. Lease agreement 4. Security-minded design 5. Resident services 6. Community and activity space 7. Communication <p>b. Investigate additional City and/or community-based programs to reduce crime in multi-family housing, including Crime Free Program and voluntary programs initiated by multi-family housing managers. Consider the benefits/permissibility of restricting access to sites for residents and invited guests only (monitored by onsite manager) and encouragement of social opportunities to engage the residents and build a sense of "ownership" and community.</p>	PD, CD	Ongoing			X							X
HO 5B	<p>Link Code Enforcement with Public Information Programs. Continue to implement housing, building and fire code enforcement to ensure compliance with basic health and safety building standards and continue to provide information about rehabilitation loan programs for use by qualifying property owners who are cited. In particular, contact owners of structures that appear to be in declining or substandard condition, offer inspection services, and advertise and promote programs that will assist in funding.</p>	CD	Ongoing			X							X

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HO 5C	Implement Rehabilitation and Energy Loan Programs. Community Development staff will continue to coordinate with government and businesses (e.g., Energy Upgrade California, the Marin Housing Authority, PG&E and participatory contractors) to procure funding (grants and/or loans), and qualifying energy upgrades for eligible owner and renter households. Program resources and contact information will be maintained and updated on the City's website.	CD	Ongoing			X					X		X
HO 5D	Modify the City's Condominium Conversion Ordinance. Consider amendments to the City's Condominium Conversion Ordinance which may, as permitted by law, include: a. Prohibition of conversion of rental units to condominiums unless the effective vacancy rate for rental housing is more than 5% or there are special circumstances related to providing long-term, regulated affordable units; b. Exemptions for limited equity residential cooperatives which provide long term affordability for very low or low income households; c. Requirements for relocation assistance when units are converted; d. First right of refusal of purchase of units by occupants; e. Minimum of 20 percent of the units be affordable to low income households; and f. Implementation of resale controls.	CD, CA	Short			X		X					
HO 5E	Inventory Affordable Housing. Maintain an up-to-date inventory of affordable housing in Novato and conduct periodic surveys of rental unit vacancy and affordable for-sale costs. As needed, work with the property owners and/or other parties to, where feasible, conserve existing affordable units as part of Novato's affordable housing stock.	CD	Ongoing			X			X				

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HO 5F	Maintain Existing Affordable For-Sale and Rental Housing. Work with affordable housing owners and non-profit sponsors seeking to maintain and/or rehabilitate affordable housing units to in large part maintain ongoing affordability of the units. Actions may include, but not be limited to: a. Maintain and update contact information for mortgage assistance and non-profit housing assistance for ownership and rental housing. b. Identification of possible support necessary to obtain funding commitments from governmental programs and non-governmental grants. c. Assistance in permit processing. d. Possible waiver of fees. e. Possible use of local funds if available.	CD	Ongoing			X				X			

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HO 5G	<p>Preserve At-Risk Units. Annually monitor assisted housing development units at risk for conversion to market rate due to termination of federal rent subsidies. For at-risk units encourage and facilitate, to the extent possible, participation by property owners in federal, state and/or local housing assistance programs that maintain affordability of existing multi-family rental housing developments. City efforts to preserve at-risk units include, but are not limited to:</p> <ol style="list-style-type: none"> Develop a website with information and available links to federal, state and local resources, including: <ul style="list-style-type: none"> Community Development Block Grant (CDBG) programs. HOME Program. Section 8 Housing Choice Voucher Program. Marin County Residential Rehabilitation Loan program. Low Income Housing Credit Program. Marin Housing's Housing Stability Program (formerly RMR). Assistance from Local Philanthropies. City of Novato Housing Opportunity Fund. Maintain, on the City's website, a list of for-profit and nonprofit housing providers to assist with timely action (acquisition, etc.) regarding notification of units scheduled to convert to market-rate in the near term. Work with owners, tenants, for-profit and nonprofit organizations to assist in the acquisition of at-risk projects to ensure long-term affordability of the development. For at-risk units, annually contact property owners, assess need and interest in acquisition by for-profit or non-profit partners. The City will support applications by for-profit and nonprofit housing providers for funding, as available and appropriate, to preserve or purchase at-risk units to maintain their affordability. <ol style="list-style-type: none"> Possible waiver of fees. Possible use of local funds if available. 	CD	Ongoing			X	X				X	X

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HO 5H	Provide Assistance to Homeowners of Below Market Rate Units. Provide owners of Below Market Rate (BMR) units with assistance in order to assist individuals with retention of below market rate units. Contact homeowners as soon as the City receives a notice of default or sale, and provide information available relating to foreclosure. Refer homeowners to the appropriate agency, such as the Marin Housing Authority, as appropriate. Provide links on the City's website and distribute informational materials, if available.	CD	Ongoing			X							X
HO 5I	Support Volunteer Efforts. Support community service clubs that provide volunteer labor-assistance housing improvement programs for homeowners physically or financially unable to maintain their properties. Support includes, but is not limited to providing a City website link to active not-for-profit service clubs, and City support (letter of recommendation, etc.) as appropriate for said clubs seeking grant funding for supplies and/or services.	CD	Ongoing			X							X
HO 5J	Preserve Mobile Home Parks. Consider measures such as refinancing the Marin Valley Mobile Country Club to further save money and to permit the financing of future needed capital improvements to the park. Consider possible zoning amendments to preserve mobile home parks for mobile home park use.	CM, AS	Short			X		X					
HO 5K	Regulate Displacement of Residential Units. Consistent with State Law regulate the removal or displacement of residential units.	CD	Ongoing			X					X		
Housing, Jobs and Transit													
HO 6A	Identify Existing Employee Housing Opportunities. Work with the Novato school district, public agencies, and existing businesses to seek opportunities for helping their employees find needed housing, such as mortgage buy-downs or subsidies, rent subsidies, etc. Additionally, to better inform local employees about local, affordable housing stock, staff will update the City's website to include direct links to property management for lower income apartments, and for sale housing within Novato.	CD	Ongoing			X							X

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HO 6B	Promote Zoning for Live/Work Opportunities. Review implementation of live/work and home occupation provisions in the Zoning Ordinance to ensure effective standards for home occupations and live/work projects.	CD	Short			X		X					
HO 6C	Transit-Oriented Development Incentives. Consider zoning ordinance amendments which provide incentives for transit-oriented development where specified criteria are met. Such criteria may include, but not be limited to: a. Distance to transit routes. b. Affordability of units. c. High-quality design. d. Integration of transit-oriented components. Incentives could include, but not be limited to: a. Parking reductions. b. Off-site parking alternatives. c. Transit impact fee reductions.	CD	Ongoing			X							
Housing Choices													
HO 7A	Encourage Co-Housing, Cooperatives, and Similar Collaborative Housing Development. Work with developers and non-profit housing sponsors to provide multi-family housing using a co-housing model or similar approaches that feature housing units clustered around a common area and shared kitchen, dining, laundry and day care facilities. To facilitate the production of co-housing, housing cooperatives or similar housing arrangements evaluate and incorporate zoning revisions as needed that will accommodate them. Zoning amendments may include, but are not limited to, allowances for a common gathering facility that may include a small meal preparation area shared kitchen and group dining space.	CD	Ongoing			X		X		X			X
HO 7B	Facilitate Homesharing and Tenant Matching Opportunities. Work with non-profit organizations including but not limited to Homeward Bound to develop a program to encourage homesharing by matching potential tenants with homeowners. The City in collaboration with non-profit organizations will consider and, if feasible, host a link within the City's website to homesharing and tenant matching contact information.	CD	Ongoing			X							X

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HO 7C	Zone and Provide Appropriate Standards for SRO Units. In order to provide housing for extremely low income households, amend the municipal code to specifically allow single-room occupancy units in the Mixed Use, R10 and R20 districts as a conditional use. Provide appropriate parking, development and management standards. Consider reducing per unit fees and other standards in recognition of the small size and low impacts of SRO units.	CD	Short			X		X					
HO 7D	Housing Opportunities on School District Properties. Work with school districts and neighborhood groups to develop surplus or underdeveloped school district property or portions of active schools for affordable housing for teachers and other school personnel. Establish an equitable selection process for school district employees if the district puts up the land and therefore has an equity interest in the housing development.	CD	Ongoing			X							X
HO 7E	Implement Transfer of Development Rights (TDR). Consider the Transfer of Development Rights (TDR) if it will result in improved housing opportunities including workforce, senior or special needs affordable housing in appropriate locations.	CD	Ongoing			X						X	

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HO 7F	<p><i>Assist in the Rehabilitation and Production of Housing for Extremely Low-income (ELI) Households</i> by undertaking the following:</p> <p>1) Develop a website with information and available links to federal, state and local resources, including: Community Development Block Grant (CDBG) programs. HOME Program. Marin County Residential Rehabilitation Loan program. Low Income Housing Credit Program. Marin Housing's Housing Stability Program (formerly RMR). Assistance from Local Philanthropies. City of Novato Affordable Housing Trust Fund.</p> <p>2) To the extent funding is available in the City's Affordable Housing Trust Fund, priority shall be given to its application towards the rehabilitation and/or production of units for ELI households.</p> <p>3) The Community Development Department shall, as a matter of policy and to the extent feasible, expedite entitlement and permit processing for housing developments that include 10 percent or more of the proposed units for ELI households.</p> <p>4) Study and if deemed feasible apply, on a "sliding scale", reduced application processing fees for residential developments that include 20 percent or more of the proposed units for lower income households. On a percentage basis, the "sliding scale" should consider maximum fee reductions for units proposed for ELI households.</p>	CD	Short			X						X	X

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Mixed Use Housing												
HO 8A	Apply Mixed Use Development Standards and Incentives. Apply existing development code standards to make affordable housing development more feasible in mixed use projects. Incentives in the Zoning Code to consider include: a. Height limit bonuses, especially in Downtown. b. Exceptions in applying development standards (FAR, height limits, setbacks, lot coverage) based on the location, type, and size of the units, and the design of the development. c. Allowance for the residential component of a mixed use development to be 'additive' within the established FAR for that zone. d. Allowance for reduced and shared parking based on the use mix. e. Allowances for off site parking.	CD	Ongoing			X						X
HO 8B	Potential Mixed Use Sites a. Consider amending Downtown Core Retail and Downtown Core Business Districts to allow multi-family dwellings in a mixed use project as a permitted use on upper floors or at the rear of the site. b. Consider amending Neighborhood Commercial and Mixed Use Districts to allow multi-family dwellings in a mixed use project as a permitted use in appropriate areas of the site.	CD	Short			X		X				
Affordable Housing Sites and Incentives												
HO 9A	Facilitate Development at Housing Opportunity Sites, including Vacant and Underutilized Properties in the Downtown Area. Undertake appropriate General Plan amendments, rezoning, and expedited environmental review, and work with private property owners and/or developers to facilitate consolidation of properties within the Downtown, and other implementing actions to facilitate the construction of market rate and affordable housing.	CD	Ongoing			X						X

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HO 9B	<p>Implement Actions and Incentives to Address Lower Income Housing Need.</p> <p>Undertake the following steps to address the City's low and very low income housing needs as applicable to Site #1, APN 141-201-12 and 48, and Site #2, APN 153-162-59, which are two of five sites currently designated with the Affordable Housing Opportunity Overlay District (AHO) as listed in Table 65:</p> <p>a. Waive fees for processing a merger of parcels identified as Site #1 in Table 65 if both parcels are developed concurrently for housing.</p> <p>b. Net Acreage for Affordable Housing Opportunity Site 1 (1787 Grant Ave.): A minimum 20 ft. setback measured landward from top-of-bank of Novato Creek shall be reserved from development to respect existing flood control and access easements held by the Marin County Flood Control and Water Conservation District and to serve as a buffer between new development and the riparian habitat along Novato Creek. Accordingly, the density calculation for Affordable Housing Opportunity Site 1 shall be based on a net acreage of 1.75 acres, reflecting a reduction in the gross developable area of approximately 0.39 acres as noted in Table 65. This reduction will permit development at the realistic unit capacity as noted in Table 65, while respecting existing riparian habitat and the easements held by the Marin County Flood Control and Conservation District.</p> <p>c. Net Acreage for Affordable Housing Opportunity Site 2 (Landing Ct.): The density calculation for Affordable Housing Opportunity Site 2 shall be based on a net acreage of 1.50 acres, reflecting a reduction in the gross developable area of approximately 0.50 acres as noted in Table 65. This reduction will permit development at the realistic unit capacity as noted in Table 65, while ensuring the residential setback as established in the AHO, to assure that future multi-family residential development which may abut the existing development is of a mass and scale that is complimentary to and compatible with the noted single-family residences.</p>	CD	Ongoing			X						X	

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HO 9C	<p>Seek Increased Multi-Family Housing Opportunities. When undertaking City-wide and/or neighborhood General Plan amendments, specific plans, rezonings, or a similar community visioning process, the City will identify sites for multi-family affordable workforce and special needs housing where opportunities are available. Such sites and opportunities may include or consider the following:</p> <ul style="list-style-type: none"> a. Land owned by the City or other governmental agencies (such as school districts). b. Re-use of underutilized or non-viable commercial and/or industrial sites. c. Parking lots. d. Residential, Commercial and Mixed Use sites where higher density residential is feasible. e. Appropriate sites in single family neighborhoods where duplexes or small multi-family uses would be appropriate. f. Prepare area-wide or specific plan environmental baseline data and assessment of development impacts under maximum development scenarios as a way to assess area-wide impacts and mitigation. g. Use environmental assessments to expedite processing for infill and affordable housing, such as linking plans to CEQA exemptions and expedited review, consistent with CEQA Section 15332. h. Establish objectives and commitments in the plans so that project-specific review can focus on site-specific issues such as design. i. Provide clear guidelines and incentives for the development of housing in conformance with current local and State laws to streamline processing for subsequent development proposals. 	CD	Ongoing			X		X				X	

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HO 9D	Apply CEQA Exemptions and Expedited Review. Consistent with CEQA Section 15332 ("Infill Development Projects"), the City will facilitate infill development within urbanized areas consistent with local general plan and zoning requirements that may be categorically exempt from CEQA review. In addition, the City will consider area-wide assessments or Program EIR assessing area-wide infrastructure and other potential "off-site" impacts to expedite the processing of subsequent affordable housing development proposals.	CD	Ongoing			X						X	
HO 9E	Facilitate Affordable Housing Development Review. Affordable housing developments shall receive priority and efforts will be made by staff and decision-makers to: a. Provide technical assistance to potential affordable housing developers in processing requirements, including community involvement. b. Consider project funding and timing needs in the processing and review of the application. c. Provide the fastest turnaround time possible in determining application completeness.	CD	Ongoing									X	
HO 9F	Reduced Planning Processing Fees. Evaluate and consider waiver or reduction of planning processing fees as deemed feasible on a sliding scale related to the levels of affordability, such as a rebate of planning fees for affordable units based on the proportion of such units in the project.	CD	Short			X		X					
HO 9G	Special District Fees. Work with the water and sanitary districts to identify possible reductions or waiver of some fees for water and sewer hook-ups for affordable housing for lower income households.	CD	Completed			X					X		
HO 9H	Long-Term Housing Affordability Controls. The City will apply resale controls and income restrictions to ensure that affordable housing provided through incentives, density bonus, General Plan amendments, re-zonings and conditional approvals as appropriate remain affordable over time to the income group for which it is intended.	CD	Ongoing			X						X	

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Inclusionary Housing												
HO 10A	<i>Work with an Affordable Housing Management Entity.</i> Continue to fund administration of existing and future affordable housing developments/programs including, as appropriate, through the services of an outside consultant for management of all or some of the affordable housing contracts in Novato in order to ensure on-going affordability, and implement resale and rental regulations for affordable housing units and assure that these units remain at an affordable price level for the longest term possible.	CD	Ongoing	\$200,000 annually						X		
Accessory Dwelling Units												
HO 11A	<i>Modify Accessory Dwelling Unit Development Standards and Fees.</i> Continue to allow accessory dwelling units, and review and modify the following accessory dwelling unit development requirements as deemed feasible: a. Continue to apply design criteria for second units that meet performance standards and design guidelines, and continue to allow processing of the application at the staff level. Continue to provide courtesy noticing. b. Work with special districts, e.g. water and sanitary, to reduce or waive connection and/or service fees.	CD	a. Ongoing b. Completed			X					X	X

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HO 11B	<p>Adopt Standards and Fees for Junior Second Units (JSU). Review and adopt zoning standards and fees that serve to incentivize the creation of Junior Second Units. Standards and fee considerations should include, but not be limited to, the following:</p> <p><i>Zoning Standards to consider:</i></p> <ul style="list-style-type: none"> • Conversion of existing bedroom required – no building expansion; • Maximum 500 square-foot size; • Wet-bar type kitchen only with limitations on size of sink, waste line and counter area; • Cooking facility limited by electrical service (110v maximum) and prohibition of gas appliances; • Separate bathroom permitted, but not required; • Require external access and internal access to the remainder of the home; • No additional parking required if dwelling complies with current parking standards; • Owner occupancy required and established by recorded deed restriction; and • Ministerial approval process. <p><i>Fees considerations:</i></p> <ul style="list-style-type: none"> • Establish a minimal “flat fee” for a planning entitlement; • No City Residential Development Impact Fee charged; and • Work with special districts, e.g. water and sanitary, to reduce or waive fees. 	CD	Completed			X		X					

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Special Needs Housing												
HO 12 A	<p>Assure Good Neighborhood Relations Involving Emergency Shelters and Residential Care Facilities. Continue to encourage positive relations between neighborhoods and providers of emergency shelters and residential care facilities. As exists with the providers or sponsors of the approved transitional housing programs at Hamilton Field and community care facilities like Novato Human Needs Center, providers (existing and new) will be encouraged to continue outreach programs with their neighborhoods. The following could be considered:</p> <p>a. It is recommended that a staff person from the provider agency be designated as a contact person with the community to respond to questions or comments from the neighborhood.</p> <p>b. Outreach programs could designate a member of the local neighborhood to the Board of Directors of the service provider.</p> <p>c. Neighbors of emergency shelters, transitional housing programs, and community care facilities should be encouraged to provide a neighborly and hospitable environment for such facilities and their residents.</p>	CD	Ongoing			X						X
HO 12 B	<p>Amend the Municipal Code to Allow Farmworker Housing as a Permitted Use in the Agricultural District. In order to provide housing for farmworkers, amend the municipal code to allow farmworker housing in the Agricultural district as a permitted use, consistent with the provisions of California Health and Safety Code Section 17021.6. Include a definition for farmworker housing and occupancy requirements consistent with Health and Safety Code Section 17021.6.</p>	CD	Short			X		X				

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No.	Program	GENERAL		COST EST.	FINANCING			ACTION					
		Lead Dept.	Timing (short, 1-5 yrs; long, 5-20 yrs)	\$ Estimate Range	New CIP (GF unless noted)	Operating Budget (GF unless noted)	Other Financing	Ordinance or other Legislation	Study or Plan	Guidelines, Standards or Monitoring	Inter-agency Coordination	Development Review	Ongoing Public Education & Outreach
Special Needs Support Programs													
HO 13A	<i>Assist in the Effective Use of Available Rental Assistance Programs.</i> Develop and implement measures to make full use of available rental assistance programs. Actions include: a. Maintain descriptions of current programs and contacts to hand out to interested persons. b. Provide funding support, as available and appropriate (e.g., the City has previously provided financial assistance to the Novato Human Needs Center). c. Coordinate with the Marin Housing Authority on rental housing assistance programs, such as Shelter Plus Care, AB2034, HOPWA, the Rental Assistline, Rental Deposit Program, and Welfare to Work Program.	CD	Short			X		X		X	X		X
HO 13B	<i>Maintain Programs to Address Homeless Needs.</i> Continue to support the 80 bed New Beginnings Center with training and educational services, the Next Key vocational training facility with 32 SROs, the Continuum of Care's 60 units of transitional housing within Meadow Park and housing placement services offered by the Novato Human Needs Center to the extent resources are available and allocated.	CD	Ongoing			X				X			
HO 13C	<i>Conduct Outreach for Developmentally Disabled Housing and Services.</i> Work with the Golden Gate Regional Center and the Marin Housing Authority to implement an outreach program that informs families within Novato on housing and services available for persons with developmental disabilities. Provide information on services on the City's website, and distribute brochures provided by the service providers.	CD	Short			X					X		X

APPENDIX A IMPLEMENTATION PLAN

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FUNDING FOR AFFORDABLE HOUSING												
HO 14A	Maintain and Develop Local Sources of Funding for Affordable Housing. Continue to work toward the maintenance and development of local sources of funding to support affordable housing, including consideration of: a. Continue accepting in-lieu fee payments as prescribed under inclusionary requirements for residential development. b. Voluntary donations, grants and matching funds. c. Land acquisition or donation and land banking. d. Work with special districts that serve Novato to provide a reduction(s) in connection fees for deed restricted affordable very low income units.	CD	Ongoing			X						X
HO 14B	Seek Funding Resources. Seek matching grant funds to leverage the City's affordable housing funds for specific projects and programs (such as mortgage buy-downs, first time homebuyer, etc.). Potential sources of funding include, but are not limited to: a. CDBG/HOME. b. Marin Community Foundation. c. Applications for mortgage revenue bonds and/or mortgage credit certificates. d. Housing Trust Fund. e. Tax Credit Allocation.	CD	Ongoing			X				X	X	
HO 14C	Maintain and Develop Local Sources of Funding for Affordable Housing. Continue to work toward the maintenance and development of local sources of funding to support affordable housing, including consideration of: a. Continue accepting in-lieu fee payments as prescribed under inclusionary requirements for residential development. b. Voluntary donations, grants and matching funds. c. Land acquisition or donation and land banking. d. Work with special districts that serve Novato to provide a reduction(s) in connection fees for deed restricted affordable very low income units.	CD, CM	Ongoing			X				X	X	

APPENDIX A IMPLEMENTATION PLAN

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Effective Implementation and Monitoring												
HO 15A	<i>Conduct an Annual Housing Element Review.</i> Assess Housing Element implementation through annual review by the Novato Community Development Department, pursuant to Government Code Section 65400.	CD	Ongoing			X				X		
HO 15B	<i>Update the Housing Element Regularly.</i> Undertake housing element updates in accordance with State law requirements.	CD	Long	\$100,000					X			

Key:

- AS Administrative Services
- CD Community Development
- CM City Manager's Office
- CS Parks, Recreation and Community Services
- PD Police Department
- PW Public Works

ENVIRONMENTAL STEWARDSHIP IMPLEMENTATION PLAN

No.	Program	GENERAL		COST EST.	FINANCING			ACTION				
		Lead Dept.	Timing (short, 1-5 yrs; long, 5-20 yrs)	\$ Estimate Range	New CIP (GF unless noted)	Operating Budget (GF unless noted)	Other Financing	Ordinance or other Legislation	Study or Plan	Guidelines, Standards or Monitoring	Inter-agency Coordination	Development Review
Ecology of Creeks and Streams												
ES 1a	Waterway and Riparian Protection. Ensure that new development complies with the requirements of the Waterway and Riparian Protection ordinance in the Zoning Code for watercourses shown on Figure ES-1.	CD	Ongoing			X						X
ES 1b	Update Definitions. Update definitions of protected creeks, streams and significant tributaries in the Zoning Code where appropriate. Consider developing definitions for ephemeral and intermittent waterways as appropriate.	CD	Short			X		X				
ES 1c	Update Creek/Stream Map. Update Figure ES-1 utilizing best available data to designate protected creeks, streams and significant tributaries. Consider including ephemeral and intermittent waterways as appropriate.	CD	Short	\$2,000		X		X				
ES 1d	Agency Cooperation. Refer proposals for grading, filling, or construction that would alter a watercourse shown on Figure ES-1 to the State Department of Fish and Wildlife and Marin County Flood Control District for comment.	CD	Ongoing			X						X
Watershed Management												
ES 2a	NPDES Compliance. Ensure that new development complies with the requirements of the National Pollutant Discharge Elimination System (NPDES) and the applicable Urban Runoff Pollution Prevention Ordinance.	PW	Ongoing	\$25,000 (annually)		X						X
ES 2b	Maintenance. Prioritize storm drain maintenance and street sweeping programs to reduce urban runoff pollutants.	PW	Short	\$250,000		X	X		X	X	X	
Wetlands Ecology												
ES 6a	Wetland Protection. Ensure that new development complies with the requirements of the Wetland Protection and Restoration ordinance in the Zoning Code.	CD	Ongoing			X						X
ES 6b	Wetland Buffer. Amend the Zoning Code to include the protection of special status species as a reason to require an expanded wetland buffer area.	CD	Short			X		X				

APPENDIX A IMPLEMENTATION PLAN

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Water Quality													
ES 10a	<i>Integrated Pest Management.</i> Utilize integrated pest management techniques to reduce or eliminate use of potentially toxic chemicals in City operations where financially feasible and effective. Update the City's Integrated Pest Management Policy as appropriate.	PW	Ongoing	\$20,000 (annually)		X				X			
Species Diversity and Habitat													
ES 11a	<i>Agency Cooperation.</i> Cooperate with state and federal agencies to ensure that development does not substantially adversely affect special status species appearing on the state or federal list for any rare, endangered, or threatened species. Require a special status species survey as appropriate.	CD	Ongoing			X					X		
ES 11b	<i>Information on Invasive Plants.</i> Provide information on the City's website regarding invasive plants and how to manage and eradicate them.	PW	Short			X						X	
ES 11c	<i>Management of Invasive Plants.</i> Consider adopting requirements for new development to remove and manage invasive plants.	CD	Short			X		X					
Open Space of Countywide and Local Importance													
ES 13a	<i>Agency Cooperation.</i> Work with county, regional, state and federal agencies and non-profits to fund acquisition and maintenance of open space.	PW	Ongoing			X	X				X		
ES 13b	<i>Grants.</i> Identify open space of local importance and prioritize for acquisition. Actively seek grant opportunities for acquisition, such as Priority Conservation Area funding.	PW	Ongoing			X	X				X		
Scenic Resources													
ES 15a	<i>Hillside and Ridgeline Protection.</i> Ensure that new development complies with the requirements of the Scenic Resources Protection Ordinance and the Hillside and Ridgeline Protection Ordinance in the Zoning Code.	CD	Ongoing			X						X	
ES 15b	<i>Ridgeline Map.</i> Update Map ES-6 to more precisely identify ridgelines which should be subject to restrictions of the Hillside and Ridgeline Protection Ordinance.	CD	Short			X		X		X			

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ES 15c	Allowances for Pre-Existing Homes. Consider adoption of an amendment to the Hillside and Ridgeline Protection Ordinance to allow deviation from hillside development standards for residential additions and alterations to homes constructed prior to enactment of the regulations.	CD	Short			X		X						
Clean Air														
ES 17a	Clean Air Plan. Cooperate with the Bay Area Air Quality Management District in implementing the regional Clean Air Plan.	CD	Ongoing			X						X	X	
Agricultural Land														
ES 18a	Conservation Easements. Assist public agencies or a non-profit land trust in the acquisition of conservation easements on agricultural lands in the Novato area.	CM	Ongoing			X						X		
Trees on Public Land														
ES 21a	Tree Management Program. Consider adopting a Tree Management Program for trees on City-owned land and the right of way, establishing varieties, size and spacing requirements, and priority planting schedules. Said program should include standards for both the City and adjacent property owners in accordance with Chapter 15 of the Novato Municipal Code.	PW	Long	\$75,000	X					X				
ES 21b	Tree City USA. Consider participation in the National Arbor Foundation's Tree City USA program.	PW	Short			X			X					
Trees on Private Property														
ES 22a	Parking Lot Standards. Revise parking lot landscape standards to maximize tree size, cover and growth to reduce heat gain.	CD	Short			X		X		X				
ES 22b	Tree Replacement. Consider amending the woodland tree removal/replacement requirements of the Zoning Code to prioritize replacement planting of native species and to consider tradeoffs of requiring fewer but larger replacement trees based on site conditions.	CD	Short			X		X						

APPENDIX A IMPLEMENTATION PLAN

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Emission Reduction Targets												
ES 24a	<i>Emission Reduction Goals.</i> Implement cost-effective strategies to achieve reductions in greenhouse gas emissions consistent with the City's goal of a 15% reduction below 2005 emission levels by 2020, and a 40% reduction in 2005 emissions by 2035.	CD	Ongoing	\$50,000/year		X				X		X
ES 24b	<i>Implementation.</i> Implement the Emission Reduction Measures contained in Appendix F to achieve projected reductions in greenhouse gas emissions as feasible.	CD	Ongoing	Included in ES 24a		X				X	X	X
ES 24c	<i>Monitoring Emissions.</i> Periodically update the greenhouse gas emissions inventory for both community and City emissions and quantify success in meeting reduction measures to monitor achievement of emission reduction targets.	CD	Short	\$2,000 (annually)		X		X		X		
Energy and Water Conservation												
ES 25a	<i>Reduce Resource Use in Buildings.</i> Require new development to minimize impacts on the environment, including use of energy and water-efficient design features and materials consistent with local building codes and Water District regulations. Strive to achieve sustainable development that, through on-site conservation and renewable energy generation or off-site offsets, have no increased demand on energy and water resources pursuant to the Water District's Urban Water Management Plan.	PW	Ongoing			X				X		
ES 25b	<i>Green Building Regulations.</i> Adopt green building regulations that exceed minimum code requirements when found to be cost-effective for long-term building operations. Consider local modifications to the CALGreen Code to require Tier 1, including energy reduction measures, for new construction and for building remodels and additions.	CD	Short			X		X				

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ES 25c	City Facilities and Operations. 1. Install energy efficiency upgrades to reduce energy use in City buildings 30% by 2035 from 2010 levels. 2. Implement energy management software for City buildings and establish energy protocols for building operations and maintenance. Seek to reduce energy use through behavioral modification 15% by 2035 from 2010 levels. 3. Install cost-effective renewable energy systems on City buildings and facilities with a goal of reducing electricity use 800,000 kWhs by 2035. 4. Consider the replacement of existing City fleet vehicles with reduced emission vehicles to assist with achieving the City's greenhouse gas reduction goals. 5. Consider the use of high albedo paving material for street resurfacing.	PW	Long	\$25,000 (for software); Facility upgrade costs unknown	X				X	X			
ES 25d	Energy Efficiency Program. Assist in efforts of the Marin Energy Watch Partnership and non-profit providers of energy and water conservation services to homeowners and businesses. Target services to 1,200 homes and 480 businesses by 2020 and 3,000 homes and 1,200 businesses by 2035.	CD	Short	Ongoing		X					X		X
ES 25e	Public Outreach. Promote residential and commercial energy and water efficiency and conservation programs to residents and businesses.	CD	Short	Ongoing		X					X		X
ES 25f	Energy Conservation Programs. Support efforts of Marin Clean Energy and PG&E to increase the proportion of renewable power offered to residents and businesses and to promote energy conservation programs.	CD	Short	Ongoing		X					X		X
ES 25g	PACE Financing. Enable PACE (Property Assessed Clean Energy) financing programs to fund installation of renewable energy systems and other efficiency upgrades in existing buildings. Help promote these opportunities to residents and businesses.	CD	Short	Ongoing		X		X			X		X
On-site Energy Production													
ES 26a	Zoning for Solar Facilities. Consider preparation of zoning regulations (e.g., greenfield vs. built environment) for siting and design of large and medium-scale solar energy facilities.	CD	Short			X		X					

APPENDIX A IMPLEMENTATION PLAN

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Solid Waste Reduction														
ES 27a	Zero Waste. Revise and update the City of Novato's Zero Waste Resolution to reflect an 80% diversion rate by 2025 and a 90% diversion rate by 2035.	CD	Short			X		X						
ES 27b	Novato Sanitary District. Work with the Novato Sanitary District to adjust their waste reduction plan to increase diversion consistent with the City of Novato's Zero Waste Resolution. Assist the District in marketing efforts to educate the community. Encourage the District to initiate restaurant and grocery store food waste collection and expansion of the organic waste recovery program.	PW	Long			X					X			
ES 27c	Demolition Debris. Consider adopting a more stringent Construction and Demolition Ordinance that mandates a reported 65% construction and demolition waste diversion rate.	CD	Short			X		X						
ES 27d	Recycling in Public Facilities. Provide interior and exterior collection and storage areas for recyclables and green waste in City facilities, including parks and community centers.	PW	Ongoing	\$30,000		X				X	X			
ES 27e	Municipal Purchasing Program. Update the City's Environmentally Preferable Purchasing program for municipal purchases.	PW	Short			X				X				
ES 27f	Recycling in Commercial Development. Consider amending the Municipal Code to require interior and exterior recycling receptacles.	CD	Short			X		X						
ES 27g	Community Recycling Programs. Work with the Novato Sanitary District to maintain a centrally located recycling center for the collection of hazardous household waste.	CD	Short			X					X			

Key:

- AS Administrative Services
- CD Community Development
- CM City Manager's Office
- CS Parks, Recreation and Community Services
- PD Police Department
- PW Public Works

APPENDIX A IMPLEMENTATION PLAN

LIVING WELL IMPLEMENTATION PLAN

No.	Program	GENERAL		COST EST.	FINANCING			ACTION				
		Lead Dept.	Timing (short, 1-5 yrs; long, 5-20 yrs)	\$ Estimate Range	New CIP (GF unless noted)	Operating Budget (GF unless noted)	Other Financing	Ordinance or other Legislation	Study or Plan	Guidelines, Standards or Monitoring	Inter-agency Coord	Development Review
Community and Neighborhood Parks												
LW 2a	Parks Master Plan. Develop a master plan for parks and recreation facilities, including a financial plan to improve undeveloped parkland, maintain or enhance existing facilities, and acquire land for new neighborhood parks. In considering new park facilities and improvements, evaluate parking and transit access and require screening of lighting and noise protection for nearby residents. The plan should identify unmet recreational needs, provide a strategy for development and maintenance of pocket parks, and seek opportunities for collaboration with other public and private entities.	CS	Short	\$250,000	X				X		X	
LW 2b	New Neighborhood Parks. Explore creation of new neighborhood parks in areas which are underserved and/or higher density, such as the Northwest Quadrant neighborhood.	CS	Short	\$600,000	X				X			
LW 2c	North Redwood Boulevard Median. Consider the creation of a linear park within the median of North Redwood Boulevard.	PW	Short (design phase)	\$100,000	X				X			
LW 2d	City Green. Consider the expansion of the City Green, including enhancement of Sherman Avenue, to accommodate a wide range of community events and activities.	PW	Short	\$100,000 (design phase)	X				X			
LW 2e	American Assets Facilities. Look for opportunities to obtain public access to the private recreational facilities at the American Assets site (former Fireman's Fund) through future redevelopment of the property.	CS	Ongoing			X					X	
LW 2f	Park Use and Maintenance. Examine methods to improve parks to maximize use, reduce maintenance costs, and improve access and opportunities for recreation, including new products, systems and technologies.	CS	Ongoing			X				X		
LW 2g	Lieb Property. Develop a plan for use of the City's property and modify the land use designation as appropriate.	CS	Short	\$50,000	X				X			

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New Development													
LW 4a	<i>Parkland Dedication Ordinance.</i> Administer and update as appropriate the City's Parkland Dedication (Quimby) Ordinance to assure that new development contributes to addressing community park needs.	CS	Ongoing	\$1,000 annually		X		X				X	
Trails and Paths													
LW 5a	<i>Bay Trail.</i> Work with the Marin County Open Space District, the Association of Bay Area Governments, and other regional, state and federal agencies to extend the Bay Trail north and south of its current location along the Hamilton wetlands.	CS	Short			X	X				X		
LW 5b	<i>Ridge Trail.</i> Work with the Bay Area Ridge Trail Council to implement the Novato portion of the Bay Area Ridge Trail, encircling San Francisco Bay on ridge lines.	CS	Short			X	X				X		
LW 5c	<i>Promote Trail Use.</i> Promote trail use by posting information about Novato's trails, including handicapped accessible routes, and, where feasible, providing copies of trail maps and cell phone links to trail information.	CS	Short			X							X
Greenways													
LW 6a	<i>Master Plan.</i> Develop a master plan for potential greenways, identifying opportunity locations and impediments, including consideration of privacy issues along creeks and in other developed areas and minimizing impacts on wildlife. Coordinate planning efforts with neighboring jurisdictions.	CS	Long	\$30,000–\$60,000		X			X		X	X	
Environmental Education													
LW 7a	<i>Hamilton Wetlands.</i> Work with regional, state and federal agencies and other interest groups to obtain funds to develop environmental education programs and an interpretive center at Hamilton with connections to the Bay Trail, Hamilton community park and wetland restoration activities in the vicinity.	CS	Ongoing			X	X				X		
Healthy Eating/Active Living													
LW 9a	<i>Design Recommendations.</i> Consider the creation of design recommendations to share with developers to incorporate active living objectives in site planning and building layout.	CS	Short			X				X			

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Access to Healthy Foods													
LW 10a	<i>Local Grocery Stores.</i> Where appropriate encourage the location of local-serving grocery stores in neighborhood shopping centers, particularly in under-served areas.	CD	Ongoing			X							X
LW 10b	<i>Community Garden Regulations.</i> Consider amending the Zoning Code to streamline the process to create new community gardens.	CD	Short			X		X					
LW 10c	<i>Community Garden Sites.</i> Prepare and maintain a map of City properties that might be suitable for creation of community gardens by community groups. Map existing school community gardens.	CS	Short			X	X		X				X
LW 10e	<i>Farmers Markets.</i> Encourage the success of existing and the creation of new farmers markets in convenient locations throughout the City.	CS	Ongoing			X							X
LW 10f	<i>Beekeeping.</i> Consider amending the Zoning Ordinance to provide allowances for residential and commercial beekeeping.	CD	Short			X		X					
Arts													
LW 11a	<i>City Facilities.</i> As appropriate, use City facilities for art exhibitions and studios, music, cultural performances and dance.	CS	Ongoing	\$10,000 annually		X							X
LW 11b	<i>Hamilton Arts Center.</i> Continue to support the leasing of artist studios and production of arts events and classes at the Hamilton Arts Center in conjunction with the Marin Museum of Contemporary Art.	PW	Ongoing			X							
LW 11c	<i>Events.</i> Continue to support and produce arts and cultural events for the public as resources allow.	CS	Ongoing			X					X		
LW 11d	<i>Cultural and Social Programs.</i> Continue to provide and support enrichment classes that encourage arts, dance, theater and other cultural arts experiences and social programs across all age group as resources allow.	CS	Ongoing			X					X		X
Public Art													
LW 12a	<i>Public Art Program.</i> Ensure that new development complies with the requirements of the Art Program ordinance in the Zoning Code.	CD	Ongoing			X						X	

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Museums												
LW 13a	<i>Novato Museums Association.</i> Encourage the efforts of the Novato Museums Association representing Novato's six public and privately operated museums.	CS	Ongoing			X					X	X
LW 13b	<i>History Museums.</i> Accommodate improvement of the City history museums as appropriate and feasible.	CS	Ongoing			X						
Senior Services												
LW 14a	<i>Senior Services.</i> Promote available senior services and programs by distributing information at the Margaret Todd Senior Center, Novato Village, and the Novato Independent Elders Program and through other City communication tools.	CS	Ongoing			X						X
LW 14b	<i>Universal Design Recommendations.</i> Consider the creation of universal design recommendations to share with developers and the public to facilitate the ability of seniors to remain in their homes.	CS	Short			X			X			
Child Care												
LW 15a	<i>Child Care Facilities.</i> Ensure that child care facilities are sited and operated consistent with local and state laws and in a manner compatible with surrounding land uses.	CD	Ongoing			X			X			
LW 15b	<i>City Child Care Program.</i> Maintain the City's childcare program where feasible and appropriate.	CS	Ongoing			X						
Youth Services												
LW 16a	<i>Youth Programs.</i> Encourage and maintain social and recreational programs for Novato's youth.	CS	Ongoing			X						X
Social Services												
LW 17a	<i>Substance Abuse Prevention Programs.</i> Continue to support, assist, and provide substance abuse prevention programs.	PD	Ongoing			X						X
LW 17b	<i>Services for the Mentally Ill and/or Chronic Inebriates.</i> Consider adding a mental health outreach provider to the police department and continue to encourage Crisis Intervention Training for all police officers. Help ensure access to programs offered by the County's Marin Health and Human Services Department for Novato residents in need.	PD	Ongoing	\$110,000 per year		X						X

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Non-English Speakers												
LW 18a	<i>Programs for Non-English Speakers.</i> Encourage development of programs to provide services to non-English speaking residents.	AS	Ongoing			X						X
LW 18b	<i>Translation Services.</i> Translate frequently-used forms and materials and provide interpretation services at City meetings, as appropriate.	AS	Short	\$15,000		X						X
LW 18c	<i>Hispanic Participation.</i> Conduct outreach to encourage more participation from the Hispanic community at City events and meetings and more representation on City boards, commissions and committees.	AS	Ongoing			X						X
NOISE												
Compatibility of New Development												
NS 1a	<i>Acoustical Compatibility Study.</i> Require an acoustical study for all new residential projects with a future noise exposure of 60 dB Ldn or greater as shown on Figure LW-6, and consider mitigation measures to lower noise exposure.	CD	Ongoing			X						X
NS 1b	<i>Indoor Noise Standard.</i> The maximum acceptable interior noise level for all new residential development, including hotels and motels, is 45 dB Ldn.	CD	Ongoing			X						X
NS 1c	<i>Residential Near Gross Field.</i> An acoustical investigation and noise mitigation should be considered for residential development within the 55 dB CNEL contour. For any residential development where outdoor noise exceeds 60 dB Ldn require deed disclosure to all residents of the noise levels anticipated.	CD	Ongoing			X						X

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NS 1d	Exterior Noise Standard. New residential development should be located in areas where outdoor noise levels are no greater than 60 dB Ldn in areas where outdoor use is a major consideration, such as backyards in single family developments and recreation areas in multifamily developments. This standard should not be applied to outdoor areas such as small decks and balconies typically associated with multifamily residential developments, which can have a higher standard of 65 dB Ldn. This standard shall not apply to outdoor areas for residences in mixed use developments. Additional standards may be applied on a case-by-case basis where supported by acoustical analysis to mitigate the effects of single-event noise sources such as aircraft noise.	CD	Ongoing			X						X	
Noise Impacts of Development													
NS 2a	Acoustic Impact Study. Require acoustical studies and mitigation measures for new developments and transportation improvements which affect sensitive receptors such as schools, hospitals, libraries, group care facilities, and convalescent homes.	CD	Ongoing			X						X	
NS 2b	Noise Mitigation. Consider mitigation measures for new projects or land uses that would cause a substantial increase in noise (i.e., cause an increase above 60 dBA Ldn or cause an increase of 5 dBA Ldn or more in the noise ambient noise levels) in adjacent residential areas or in residential areas affected by traffic generated by the proposed project.	CD	Ongoing			X						X	
Traffic Noise													
NS 4a	Caltrans Noise Mitigation. Work with Caltrans to ensure that adequate noise studies are prepared and alternative noise mitigation measures are considered in State projects, and request that Caltrans obtain City concurrence prior to initiating any noise mitigation project in Novato.	PW	Ongoing			X						X	
NS 4b	Vehicle Code Noise Enforcement. Enforce the California Vehicle Code pertaining to excessively loud vehicles operated on city streets.	PD	Ongoing			X				X			

APPENDIX A IMPLEMENTATION PLAN

No.	Program	GENERAL		COST EST.	FINANCING				ACTION				
		Lead Dept.	Timing (short, 1-5 yrs; long, 5-20 yrs)	\$ Estimate Range	New CIP (GF unless noted)	Operating Budget (GF unless noted)	Other Financing	Ordinance or other Legislation	Study or Plan	Guidelines, Standards or Monitoring	Inter-agency Coord	Development Review	Ongoing Public Education & Outreach
NS 4c	<i>Roadway Surfacing.</i> Consider the use of paving material for street surfacing and/or other materials that absorb and minimize noise for arterial and collector streets in high-noise environments.	PW	Ongoing			X				X			

Key:

- AS Administrative Services
- CD Community Development
- CM City Manager's Office
- CS Parks, Recreation and Community Services
- PD Police Department
- PW Public Works

APPENDIX A IMPLEMENTATION PLAN

ECONOMIC VITALITY IMPLEMENTATION PLAN

No.	Program	GENERAL		COST EST. \$ Estimate Range	FINANCING			ACTION				
		Lead Dept.	Timing (short, 1-5 yrs; long, 5-20 yrs)		New CIP (GF unless noted)	Operating Budget (GF unless noted)	Other Financing	Ordinance or other Legislation	Study or Plan	Guidelines, Standards or Monitoring	Inter-agency Coord	Development Review
Economic Vitality												
EV 1a	Business Retention. Continue a business retention and visitation program in partnership with the Chamber of Commerce to help existing businesses thrive in Novato.	ED	Ongoing			X					X	
EV 1b	Economic Growth. Identify economic sectors, such as life sciences, "high tech" and others in which the City has competitive advantages and capitalize on these strengths to encourage diversification of the local economy and allow residents to work in the community they live in.	ED	Ongoing			X						
EV 1c	Downtown. Improve the economic vitality of Downtown, with a focus on retail, restaurants, and entertainment, including nightlife.	ED	Ongoing			X					X	
EV 1d	Business Promotion. Assist in publishing and distributing promotional brochures, utilizing the internet, and providing information about Novato to attract businesses to the City.	ED	Ongoing			X					X	X
EV 1e	Events. Support and facilitate special events such as the Farmer's Market, Art & Wine Festival, July 4th Parade, Nostalgia Days, summer events on the City Green, and holiday-related events downtown.	CS	Ongoing			X					X	
EV 1f	Retail Leakage. Develop a strategy to proactively address the leakage of retail sales to other communities in identified retail sectors.	ED	Short			X			X			
EV 1g	Former Pini Hardware Site. Work with the owner, adjacent residents and businesses to encourage an anchor tenant at the former Pini Hardware site that draws residents and visitors to Grant Avenue.	ED	Short			X					X	
EV 1h	Incentives. Identify tools to incentivize property owners to better utilize their buildings, particularly along Grant Avenue.	ED	Short			X			X			
EV 1i	Nightlife. Encourage businesses to stay open later and additional restaurants and entertainment venues to locate in the downtown.	ED	Short			X						X
EV 1j	Life Sciences. Promote expansion of the life science industry. Consider zoning incentives to facilitate life science campus developments.	ED	Ongoing			X		X				X

APPENDIX A IMPLEMENTATION PLAN

No.	Program	GENERAL		COST EST.	FINANCING			ACTION					
		Lead Dept.	Timing (short, 1-5 yrs; long, 5-20 yrs)		\$ Estimate Range	New CIP (GF unless noted)	Operating Budget (GF unless noted)	Other Financing	Ordinance or other Legislation	Study or Plan	Guidelines, Standards or Monitoring	Inter-agency Coord	Development Review
Commercial Development													
EV 2a	Economic Impact Analysis. Evaluate the potential economic effects, both positive and negative, of major new non-residential development proposals.	ED	Ongoing			X						X	
EV 2b	Infrastructure Financing Opportunities. Monitor legislative changes and consider opportunities for infrastructure financing to assist private investment in economic development activities.	ED	Ongoing			X				X			
Business Support													
EV 3a	Small and Locally-owned Businesses. Support small and locally-owned businesses through education, information resources and outreach.	ED	Ongoing			X					X		X
EV 3b	Regulatory Environment. Create a regulatory/administrative environment that will retain and attract desired businesses. Seek opportunities to streamline regulatory processes, reducing inefficiencies and time delays.	CD	Ongoing			X		X					
EV 3c	Education to Support Business and Job Development. Encourage education providers (e.g., College of Marin and Novato Unified School District) to provide training and educational programs in areas that support key industrial sectors.	ED	Ongoing			X					X		
EV 3d	Communication Infrastructure. Support the development of technologically advanced communications infrastructure and other improvements that facilitate business growth and efficiency.	PW	Ongoing			X					X	X	
Economic Planning													
EV 4a	Economic Development Advisory Commission. Continue to provide staff support to the Economic Development Advisory Commission to advise the City Council on economic matters and implementation of the Economic Vitality chapter of the General Plan.	ED	Ongoing	X		X							X
EV 4b	Economic Development Plan. Prepare an Economic Development Plan setting forth objectives and strategies to be approved by the City Council.	ED	Ongoing			X			X				

APPENDIX A IMPLEMENTATION PLAN

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EV 4c	Business Advocacy Groups. Work with the Chamber of Commerce, Downtown Business Improvement District, Marin Tourism Committee and Marin Economic Forum to understand business interests and to foster a strong local economy.	ED	Ongoing			X					X		
Tourism													
EV 5a	Support Promotion of Tourism. Continue to work with the Chamber of Commerce's Tourism Committee or other entity to provide tourism services, including the branding of Novato as a destination for visitors, conventions and meetings and the operation of an official Visitors Center.	ED	Ongoing	\$150,000 annually (approx.)			X (Transient Occupancy Tax)				X		X
EV 5b	Short-term Home Rentals. Consider regulations on short-term rental of dwelling units.	CD	Short			X		X					

Key:

- AS Administrative Services
- CD Community Development
- CM City Manager's Office
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- PD Police Department
- PW Public Works

A CITY THAT WORKS IMPLEMENTATION PLAN

No.	Program	GENERAL		COST EST.	FINANCING				ACTION					
		Lead Dept.	Timing (short, 1-5 yrs; long, 5-20 yrs)		\$ Estimate Range	New CIP (GF unless noted)	Operating Budget (GF unless noted)	Other Financing	Ordinance or other Legislation	Study or Plan	Guidelines, Standards or Monitoring	Inter-agency Coord	Development Review	Ongoing Public Education & Outreach
MOBILITY														
Land Use and Transportation Coordination														
MO 1a	<i>Traffic Model.</i> Continue to maintain a Citywide traffic model to evaluate the balance between development and transportation. Continue to assess the cumulative traffic impacts of development proposals on the City's transportation system.	PW	Short	\$75,000 (model update)		X	X		X				X	
MO 1b	<i>Roadway Improvements.</i> Adopt a list of improvements (Table CW-2) that accommodates future growth consistent with the General Plan, enabling the roadway system to operate safely and efficiently. Prioritize construction of roadway improvements based on consideration of relevant factors including, but not limited to, funding availability, periodic analysis of traffic service levels, the location of new development, and safety considerations. Explore opportunities for innovative traffic management techniques where appropriate when considering intersection upgrades, such as roundabouts.	PW	Short			X			X					
MO 1c	<i>Funding.</i> Ensure that development contributes to funding and/or implementing traffic mitigation measures. Continue to maintain and periodically update the Citywide Traffic Impact Fee.	CD/PW	Ongoing			X							X	
MO 1d	<i>Construction Impacts on Streets.</i> Explore methods and options to secure funding for street maintenance based upon impacts associated with use.	PW	Short	\$20,000	X				X					
MO 1e	<i>Traffic Signal Timing.</i> Optimize traffic signal timing and demand coordination to improve traffic flow and reduce fuel consumption, pollution and greenhouse gas emissions.	PW	Short	\$40,000	X				X					
Through Traffic on Local Streets														
MO 6a	<i>Traffic Calming Guidelines.</i> Develop traffic calming design guidelines that establish evaluation and prioritization criteria, including review by local emergency responders and the public. Consider inclusion of warranted projects in the capital improvement program budgeting process as funding permits.	PW	Short	\$40,000	X				X					

APPENDIX A IMPLEMENTATION PLAN

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MO 6b	Clausing Avenue. Retain the existing no-access strip at the terminus of Clausing Avenue to preclude vehicular, bicycle and pedestrian access from Landing Court.	PW		Ongoing		X						X	
Design for Complete Streets													
MO 7a	Performance Standards. Establish a set of performance standards for multimodal circulation, monitoring performance over time and through the development review process. Such performance standards may include multimodal level of service "grades" such as the 2010 Highway Capacity Manual or through establishment of a checklist set of criteria.	PW	Short	\$20,000		X			X			X	
MO 7b	Exemption Process. Create a formal exemption process. Factors to consider may include, but not be limited to, community and user input, community character, continuity of facilities, the disproportionate cost of the improvement, the probable future use of the facility over the long term, absence of current and future need, and if significant adverse impacts of the proposed infrastructure outweigh the positive effects associated.	PW	Short			X				X			
MO 7c	Training. Provide training for City staff on Complete Streets best practices on an ongoing basis.	PW	Short	\$10,000		X						X	
MO 7d	Traditional Site Design. Consider the use of traditional site design in areas with established patterns or sufficiently large development areas to use those principles successfully. Elements of traditional site design include: a. grid street systems b. narrower traffic lanes on local streets, with limited on-street parking c. rounded street corners with "bulb outs" at key intersections, where appropriate d. absence of large radius intersection corners.	PW	Ongoing			X						X	
MO 7e	Narrow Streets. Review and evaluate the standards for rural streets in Chapter V of the Novato Municipal Code to ensure that standards for narrower street widths for new development appropriately balance considerations of neighborhood character and emergency access.	PW	Short			X				X	X	X	

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MO 7f	Community Input. The use of survey tools to ascertain public opinion on proposed Complete Streets improvements is encouraged.	PW	Ongoing			X								X
Enhance Multimodal Infrastructure														
MO 8a	Design Standards. Revise the development standards of the Municipal Code to include complete streets design principles to aid in the design and assessment of new or retro-fitted roadways. Revised design standards shall be drafted in a manner providing flexibility to address a wide range of street and neighborhood contexts.	PW	Short	\$20,000	X						X		X	
MO 8b	Pedestrian and Bicycle Facilities. Incorporate pedestrian and bicycle facilities into the design and construction of roadway improvements where practicable, in accordance with the adopted Bicycle and Pedestrian Master Plan. Construct bike facilities according to the standards established by Caltrans and/or other nationally recognized design standards consistent with good engineering practices, adjusting as necessary to minimize impacts to environmentally sensitive areas.	PW	Ongoing		X	X							X	
Traffic Safety														
MO 9a	Accident Analysis. Periodically analyze the locations of traffic accidents to identify problems and use this information to set priorities for improvements as a part of the City's Capital Improvement Program.	PW	Ongoing			X							X	
MO 9b	Uncontrolled Crosswalks. Continue to use and update as appropriate the City's Crosswalk Prioritization Criteria to evaluate requests for new crosswalks and related improvements.	PW	Ongoing			X							X	
Vehicle Parking														
MO 10a	Parking Standards. Revise parking standards as needed. Consider revisions to promote parking for carpools, low-emission vehicles and non-vehicular travel.	CD	Short					X						

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Transportation Demand Management												
MO 12a	<i>Trip Reduction Program.</i> Review and amend as necessary the existing Travel Demand Reduction Ordinance applicable to businesses in new or remodeled commercial development.	CD	Short					X				
MO 12b	<i>City Employees.</i> Create and implement a Trip Reduction Incentive Program for City staff to increase participation in alternative modes of transportation to and from work.	AS	Short	Unknown		X			X			
MO 12c	<i>Ride Sharing and Car Sharing Programs.</i> Facilitate ride sharing programs for employment centers including City staff, and citywide car-sharing programs.	PW	Short	\$10,000		X			X		X	
MO 12d	<i>Preferred Parking.</i> Require designated parking for clean air vehicles, including low-emitting and carpool/van pool vehicles, in new or expanded non-residential developments adding 10 or more parking spaces as required by the California Building Code.	CD	Ongoing			X					X	
Improved Transit												
MO 13a	<i>Implement Plans.</i> Work with the Marin Transit District to implement and periodically update local transit assessments and improvement plans such as the Novato Transit Needs Assessment (2011) and the Novato Community-Based Transportation Plan (2015).	PW	Ongoing			X					X	
MO 13b	<i>Route and Schedule Changes.</i> Request that Marin Transit and the Golden Gate Bridge, Highway and Transportation District notify the City of proposed route or schedule changes.	PW	Ongoing			X					X	
MO 13c	<i>Emerging Transportation Services and Technologies.</i> Encourage the development of car sharing services and other new services in Novato by private providers as lawful and appropriate.	CD	Ongoing			X			X			
Transit Facilities												
MO 14a	<i>Bus Shelters and Benches.</i> Encourage attractive, well-lighted and comfortable bus shelters or benches placed in convenient locations that are compatible with surrounding neighborhoods.	PW	Ongoing			X					X	X

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MO 14b	City Projects. Identify appropriate locations for bus stops, benches and shelters whenever possible and practical in City Capital Improvement Projects. Consider enhanced facilities in key areas serving a large ridership.	PW	Ongoing			X						X	X	
MO 14c	Referrals to Transit Agencies. Refer new City infrastructure projects and major new private development projects to the transit agencies for their review and input in the development review process.	PW	Ongoing			X						X	X	
SMART Rail														
MO 16a	Expand Access. Coordinate with and support efforts of SMART and TAM in seeking opportunities to fund and construct improvements that expand multimodal access to Novato's rail stations.	PW	Short	\$300,000	X		X					X	X	
MO 16b	Linkages from Stations. Coordinate with Marin Transit to ensure that effective transit linkages are in place between SMART stations and the City's primary activity and employment centers.	PW	Ongoing			X						X		
MO 16c	Multi-Use Path. Coordinate closely with SMART to ensure that the planned on- and off-street segments of the SMART multi-use path safely and conveniently tie into the City's existing and planned bicycle and pedestrian network.	PW	Ongoing			X						X		
Park and Ride Lots														
MO 17a	Park and Ride Sites. Identify additional sites for park-and-ride commuter lots that are directly accessible to major arterials and Marin County transit lines and/or freeway interchanges. Consider the possibility of shared parking at locations such as office campuses.	PW	Ongoing			X						X		
MO 17b	Park and Ride Lot Development. Identify mechanisms to provide for and seek developer participation in construction of park and ride facilities by requiring land to be set aside for park-and-ride lots or sharing parking lots where possible, or including the cost of park and ride facilities into the City's traffic impact fee ordinance, to the extent that new development or renovated existing employment centers increase demand for such facilities.	PW	Ongoing			X						X	X	

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Comprehensive Bicycle Path System												
MO 18a	Bicycle/Pedestrian Plan. Periodically update the City's Bicycle/Pedestrian Plan.	PW	Long	\$25,000	X		X		X		X	
MO 18b	Route Maps. Post information depicting Novato's bicycle routes on the City's website. To the extent practical, also provide copies of route maps and/or links to cell phone applications identifying local bicycle routes.	PW	Short			X					X	X
MO 18c	Safety Programs. Continue the bicycle safety programs offered by the Police Department and the Safe Routes to School Program. Work with schools and community organizations to expand both youth and adult cyclist training and orientation programs.	PD	Ongoing			X					X	X
MO 18d	Traffic Signal Detection. As intersections are improved on adopted bicycle routes, ensure that traffic signals include bicycle detectors that function for both steel and non-steel framed bicycles as practicable.	PW	Long	\$500,000	X			X				
MO 18e	Maintenance. As staffing resources permit, develop a program to regularly inspect and maintain all bicycle lanes, paths and bicycle parking facilities.	PW	Ongoing			X			X			
MO 18f	Marin Bicycle Advisory Committee. Continue to participate in the Transportation Authority of Marin's Bicycle and Pedestrian Advisory Committee.	PW	Ongoing			X					X	
MO 18g	Funding. Utilize grant funding and other means, as appropriate, to acquire rights-of-way needed for a comprehensive bike route system and to provide bike racks and other bicycle-related facilities.	PW	Ongoing	\$1,000,000	X		X				X	X
Bicycle Parking												
MO 19a	Bike Parking in New Development. Continue to require new development and use changes to provide adequate bicycle parking.	CD	Ongoing			X						X
MO 19b	Bike Parking Requirements. Review existing bicycle parking standards and amend as necessary.	CD	Short			X		X				
MO 19c	Bike Parking at Transit. Work with public transit providers to place bicycle parking at transit facilities and bus stops (including secure, weatherproof bike parking at key locations) and to ensure that all transit vehicles are equipped to carry bicycles.	PW	Short	\$50,000	X		X				X	

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MO 19d	Bike Parking at Public Locations. Provide adequate bicycle parking at park-and-ride lots, schools, the library, parks, City offices, and commercial areas as feasible.	PW	Short	\$50,000	X		X					X	X	
MO 19e	Bike Fleet for City Employees. Provide fleet bicycles and encourage their use among City staff for short trips to meetings or site visits.	PW	Short	\$5,000	X		X							
Safe and Convenient Pedestrian Facilities														
MO 20a	New Development and City Projects. Require new development projects to include a sidewalk, path or shoulder on all property street frontages as deemed appropriate by City staff, and routinely include projects to close gaps in the pedestrian system on existing streets through the City's Capital Improvement Program.	PW	Ongoing			X							X	
MO 20b	Safety Enhancements. Provide pedestrian safety enhancements where appropriate and feasible, such as bulb-outs, separated pedestrian paths, high-visibility signs and markings, pedestrian warning signals, and other amenities in areas with high volumes of pedestrian traffic.	PW	Ongoing	\$1,000,000	X		X					X	X	
MO 20c	Traffic Signal Timing for Pedestrians. Continue as appropriate to review traffic signal timing to ensure adequate crossing times for all users at signalized intersections.	PW	Ongoing			X				X				
Safe Routes to School														
MO 21a	Safe Routes to School Plan. Assist with the preparation and updating of Safe Routes to School (SR2S) plans for schools that serve the Novato population.	PW	Ongoing			X						X		
MO 21b	New and Existing Development. As part of the development review process, ensure, as legally permissible, that new and existing development projects that are substantially renovated provide bicycle and pedestrian improvements to facilitate the implementation of adopted Safe Routes to School plans.	PW	Ongoing			X							X	
MO 21c	Funding. Actively pursue grants and other funding sources to complete improvements identified in Safe Routes to School plans.	PW	Ongoing			X	X					X		

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Accessibility Improvements												
MO 22a	Identify Access Barriers. As staffing resources are available, review transportation corridors to identify barriers encountered by persons with disabilities, including locations where there are not ADA-compliant curb cuts and ramps, and address such obstacles in the Capital Improvement Program to the extent that funding is available.	PW	Short	\$50,000	X				X			
MO 22b	ADA Training. Provide staff training on accessibility needs and best practices for improving circulation for those with disabilities.	PW	Short	\$10,000		X						
MO 22c	Eliminate Access Barriers. Continue to make accessibility improvements that eliminate barriers created by utility infrastructure (such as poles that obstruct accessibility).	PW	Ongoing	\$1,500,000	X		X					
MO 22d	Paratransit. Encourage the transit agencies to provide cost-effective paratransit and other transit options that enable the mobility of the disabled and older adults. Work with transit providers to provide, where feasible, bus stops at facilities providing senior services, such as the Margaret Todd Senior Center.	PW	Ongoing			X					X	
Regional Transportation Planning												
MO 23a	Transportation Authority of Marin. Continue to provide City Council and staff representation to the Transportation Authority of Marin and other regional transportation planning agencies. Work with the Transportation Authority of Marin to carry out the Congestion Management Plan.	PW	Ongoing			X					X	
MO 23b	Regional Transportation Plans. Continue to review, analyze, and monitor the effects of regional transportation plans on the use of all transportation modes. Support regional transportation policies and programs that increase the use of public transit, carpools, bicycles and other multi-modal modes of transportation appropriate for Novato.	PW	Ongoing			X					X	
MO 23c	Public Participation and Education in Transportation Decisions. Actively seek public participation in the preparation and review of regional and local transportation plans.	PW	Ongoing			X					X	X

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MO 23d	Transportation Funding. Actively pursue funding for all transportation objectives and improvements consistent with the General Plan from federal, state and county governments and local traffic impact fees. Work with other jurisdictions in the County, the State, the Metropolitan Transportation Commission, and the League of California Cities to lobby for increased funding for alternative transportation modes.	PW	Ongoing			X						X		
Gross Field														
MO 24	Review Planning Documents. Continue to monitor the environmental effects of Gross Field by reviewing and responding, as appropriate, to all EIRs and related planning documents.	CD	Ongoing			X							X	
Seismic and Geologic Hazards														
SH 1a	Geotechnical Evaluation. Require preparation of a report by an engineering geologist or geotechnical engineer for new construction and grading as required by City code on sites in seismically and geologically hazardous areas and for all critical (high occupancy, health or emergency response) structures. These reports should include, but not be limited to: evaluation and recommendations to mitigate the effects of ground shaking, landslides, surficial debris flows, expansive soils, subsidence and settlement, fault displacement, and Bay mud areas. Implement the recommendations of geotechnical reports through the planning, grading and building permit processes.	PW	Ongoing			X							X	
SH 1b	Slope and Soil Instability. Enforce existing regulations and procedures to identify and avoid or mitigate potential hazards relating to geologic and soil conditions. Require repair, stabilization, or avoidance of landslides, or areas of soil creep or possible debris flow, as a condition of project approval. Require financial protection for public agencies and individuals as a condition of development approval where geological conditions indicate a potential for high maintenance costs.	PW	Ongoing			X							X	

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SH 1c	Grading Ordinance. Review and consider revising the Grading Ordinance as necessary to address new regulations and best practices.	PW	Short			X		X					
Flood Hazards													
SH 2a	New Development. Condition new development to maintain post development peak runoff rate and average volume similar to the predevelopment condition to the maximum extent practicable. Require runoff rate/volume analysis of projects where deemed necessary by City staff. Require new development to cover the costs of drainage facilities needed for surface runoff.	PW	Ongoing			X						X	
SH 2b	Development within 100-year Flood Zone. Require all development in the 100 year flood zone to comply with the floodplain regulations in the Novato Municipal Code.	PW	Ongoing			X						X	
SH 2c	Flood Insurance Rate Maps. Use the most recent Federal Emergency Management Agency's Flood Insurance Rate Maps [FIRM] to identify 100-Year Flood Events and calculate flow rates within identified stream channels.	PW	Ongoing			X						X	
SH 2d	National Flood Insurance Program. Continue to participate in the National Flood Insurance Program Community Rating System. Monitor updates to FIRM maps and inform affected property owners.	PW	Ongoing			X						X	

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No.	Program	GENERAL		COST EST.	FINANCING			ACTION					
		Lead Dept.	Timing (short, 1-5 yrs; long, 5-20 yrs)		\$ Estimate Range	New CIP (GF unless noted)	Operating Budget (GF unless noted)	Other Financing	Ordinance or other Legislation	Study or Plan	Guidelines, Standards or Monitoring	Inter-agency Coord	Development Review
SH 2e	<p>Rising Sea Level.</p> <p>1. Consider the potential for sea level rise when processing development applications that might be affected by such a rise. Use current Flood Insurance Rate Maps and National Oceanic and Atmospheric Administration (NOAA) recommendations associated with base flood elevation adjustments for sea level rise in the review of development proposals. Adopt requirements to assess sea level rise risks on new development and infrastructure.</p> <p>2. Prepare a guidance document for incorporating sea level rise into the City's capital planning process.</p> <p>3. Work with local, County, state and regional agencies with Bay and shoreline oversight and with owners of critical infrastructure and facilities in the preparation of a vulnerability assessment and then a plan for responding to rising sea levels. Make sure all local stakeholders are kept informed of such planning efforts.</p> <p>4. Consider developing flood control projects and modifying the City's land use regulations for areas subject to increased flooding from sea level rise.</p> <p>5. Update GIS (Geographic Information System) maps to include new data as it becomes available; utilize GIS as a tool for tracking sea level rise and flooding, and make available to the public.</p>	PW	Ongoing			X		X				X	
SH 2f	<p>Enhanced Floodwater Storage. Support measures to manage, protect and increase the floodwater storage capacity where appropriate.</p>	PW	Long	\$100,000		X			X		X		
SH 2g	<p>Erosion Control. Enforce measures to minimize soil erosion and volume and velocity of surface runoff both during and after construction through implementation of the Grading Ordinance.</p>	PW	Ongoing			X						X	
SH 2h	<p>Storm Drainage System. Maintain unobstructed water flow in the storm drainage system to the maximum extent feasible. Continue to carry out annual inspection and maintenance of drainage systems, including siltation and detention facilities.</p>	PW	Ongoing			X				X			

APPENDIX A IMPLEMENTATION PLAN

No.	Program	GENERAL		COST EST.	FINANCING				ACTION				
		Lead Dept.	Timing (short, 1-5 yrs; long, 5-20 yrs)		\$ Estimate Range	New CIP (GF unless noted)	Operating Budget (GF unless noted)	Other Financing	Ordinance or other Legislation	Study or Plan	Guidelines, Standards or Monitoring	Inter-agency Coord	Development Review
SH 2i	Storm Drainage Master Plan. Prepare and adopt a Novato Storm Drain Facilities Master Plan as a basis for planning and constructing improvements and for establishing fees.	PW	Short	In process		X			X		X		
SH 2j	Novato Creek Watershed. Actively participate in the County's Novato Creek Watershed Project and support efforts to implement sediment reduction projects that minimize the need for creek dredging.	PW	Short			X					X		
SH 2k	Cooperation with Marin County. Continue to work with Marin County Flood Control and Water Conservation District and the Marin County Stormwater Pollution Prevention Program (MCSTOPPP) to minimize negative impacts of storm runoff.	PW	Ongoing			X			X		X		
SH 2l	Funding Sources. 1. Work with Marin County Flood Control, North Marin Water District, Novato Sanitary District and Flood Control District Zone No. 1 in pursuing all available sources of funding to finance improvements to storm drainage facilities. 2. Periodically assess the need to establish improvement districts and other financing mechanisms to fund storm drainage and watercourse improvements to minimize flood hazards. 3. Consider an increase in the stormwater runoff fee and pursue other funding opportunities to cover staff costs of meeting new mandates of the National Pollution Discharge Elimination System (NPDES). 4. Monitor and pursue funding opportunities for the preparation of climate change vulnerability and adaptation studies.	PW	Short	\$200,000	X				X		X		

APPENDIX A IMPLEMENTATION PLAN

No.	Program	GENERAL		COST EST.	FINANCING			ACTION					
		Lead Dept.	Timing (short, 1-5 yrs; long, 5-20 yrs)		\$ Estimate Range	New CIP (GF unless noted)	Operating Budget (GF unless noted)	Other Financing	Ordinance or other Legislation	Study or Plan	Guidelines, Standards or Monitoring	Inter-agency Coord	Development Review
SH 2m	<p>Dam and Levee Safety.</p> <p>1. Work with the North Marin Water District and Marin County Flood Control and Water Conservation District to ensure that the design and location of dams and levees are in accordance with all applicable design standards.</p> <p>2. Complete an accurate inventory of levees and shorelines, including associated structures such as access roads, tide gates and culverts.</p> <p>3. Review new levees for seismic and hydrological safety. [For levees that provide flood protection, FEMA requires that the levees are designed in accordance with the US Army Corps of Engineers (USACE) engineering standards.]</p> <p>4. Maintain the Hamilton levee's FEMA accreditation.</p> <p>5. Review and if needed modify Chapter 5 of the Municipal Code for conformance with the regulating agencies. Amendments should reference their authority over dam safety.</p>	PW	Short			X					X		
SH 2n	<p>Flood Protection Easements. Ensure the retention of flood protection easements held by public agencies on private property to prevent development in these areas.</p>	PW	Ongoing			X						X	

APPENDIX A IMPLEMENTATION PLAN

No.	Program	GENERAL		COST EST.	FINANCING			ACTION					
		Lead Dept.	Timing (short, 1-5 yrs; long, 5-20 yrs)		\$ Estimate Range	New CIP (GF unless noted)	Operating Budget (GF unless noted)	Other Financing	Ordinance or other Legislation	Study or Plan	Guidelines, Standards or Monitoring	Inter-agency Coord	Development Review
Fire Hazards													
SH 3a	Fire Risk in New Development. 1. Review all development proposals for fire risk, and require mitigation measures to reduce the probability of fire. Require all new development and substantial remodels to meet the adopted state and local fire codes. Refer all applications for new development that is subject to NFPD regulation to the District for review, comment and conditions of approval. 2. Encourage attractive native and drought-tolerant, low-maintenance landscaping responsive to fire hazards. 3. Require adequate access for emergency vehicles, adequate street width and vertical clearance, driveway access and parking restrictions for new development. 4. Ensure new development meets the peak load water supply standard for fire hydrants of the Novato Fire Protection District. 5. All development that includes private access roads or fire roads shall provide recorded access rights and keys to any gates to the Novato Fire Protection District.	CD	Ongoing								X	X	
SH 3b	Fire Sprinklers. Continue to enforce the Fire Safety Ordinance requirements for sprinkler systems for new commercial/industrial and residential and substantial remodels.	CD	Ongoing								X	X	
SH 3c	Wildland-Urban Interface. Require new development within Wildland-Urban Interface (WUI) areas shown on Figure CW-5 to develop and implement a Vegetation Management Plan in accordance with City and Fire District regulations and requirements.	CD	Ongoing								X	X	
SH 3d	Vegetation Management. Manage public lands as appropriate and feasible to minimize the chances of a wildfire affecting residences and businesses while maintaining habitat functions and values. Request that the Marin County Open Space District and other public agencies assess and reduce the wildland fire hazard on their holdings within and adjacent to the City.	PW	Ongoing			X					X		
SH 3e	Traffic Signals. Ensure that new traffic signals include a system which allows emergency vehicles to change the signal.	PW	Ongoing		X						X		

APPENDIX A IMPLEMENTATION PLAN

No.	Program	GENERAL		COST EST.	FINANCING				ACTION					
		Lead Dept.	Timing (short, 1-5 yrs; long, 5-20 yrs)		\$ Estimate Range	New CIP (GF unless noted)	Operating Budget (GF unless noted)	Other Financing	Ordinance or other Legislation	Study or Plan	Guidelines, Standards or Monitoring	Inter-agency Coord	Development Review	Ongoing Public Education & Outreach
Building Hazards														
SH 4a	Building Code Enforcement. Review and inspect new development, building additions and remodels, enforcing the State Uniform Building Code and local amendments.	CD	Ongoing			X							X	
SH 4b	Code Updates. Continue to update the City's building and fire codes and train both staff and the public on new code provisions.	CD	Ongoing			X		X						
SH 4c	Resale Inspection Program. Continue the City's residential resale inspection program that requires inspection of existing residential property by a building inspector prior to the close of escrow as a buyer protection and code compliance tool.	CD	Ongoing			X				X				
Hazardous Materials														
SH 5a	Measures to Reduce Hazards. Consider measures to protect the public health from the hazards associated with the transportation, storage, and disposal of hazardous wastes. Continue to refer land use and transportation decisions and other programs involving hazardous materials regulations to the appropriate regulatory agencies.	CD	Ongoing			X					X	X		
Police and Community Safety														
SH 6a	Community-oriented Police Services. Seek opportunities to enhance current community-oriented policing programs and opportunities to collaborate with other departments, organizations and community groups within the City of Novato.	PD	Ongoing			X						X		X
SH 6b	Civilian Employees and Equipment. Maintain sufficient civilian employees and equipment to support sworn staff.	PD	Ongoing			X				X				
SH 6c	Development Review. Review development proposals that have potential for safety concerns and may affect demand for police services such as financial institutions, check cashing businesses, bars/night-clubs and extended hour businesses and implement mitigating measures to maintain adequate police services and community safety. Implement Crime Prevention Through Environmental Design (CPTED) principles when reviewing new development proposals.	PD	Ongoing			X							X	

APPENDIX A IMPLEMENTATION PLAN

No.	Program	GENERAL		COST EST. \$ Estimate Range	FINANCING			ACTION					
		Lead Dept.	Timing (short, 1-5 yrs; long, 5-20 yrs)		New CIP (GF unless noted)	Operating Budget (GF unless noted)	Other Financing	Ordinance or other Legislation	Study or Plan	Guidelines, Standards or Monitoring	Inter-agency Coord	Development Review	Ongoing Public Education & Outreach
SH 6d	Mental Health Training. Consider utilizing civilian employees specially trained to provide services to those with substance or mental illness who are in crisis.	PD	Short	\$110,000 annually		X			X				
Emergency Management													
SH 7a	Emergency Response and Hazard Mitigation Plans. Periodically update the City's Emergency Operations Plan and Local Hazard Mitigation Plan to coordinate with emergency plans of other governmental agencies and respond to changing conditions. Incorporate the likelihood of sea level rise and extreme heat and storm events in the Local Hazard Mitigation Plan.	PD	Short and Long	\$20,000		X			X		X		
SH 7b	Emergency Facilities. Identify essential emergency facilities and critical utilities and ensure that they will function in the event of a disaster, eliminate hazardous features and identify alternative facilities if needed. Work with utilities, health providers and school districts to ensure their continued operations and coordination in the event of a disaster.	PD	Ongoing			X			X		X		
SH 7c	Potential Earthquake Damage. Minimize potential earthquake damage to existing publicly owned buildings and emergency facilities through strengthening building structures, eliminating hazardous features, or relocating facilities to safer buildings where feasible.	PW	Ongoing			X			X				
SH 7d	Interagency Cooperation. Continue to cooperate with the appropriate federal, state and local agencies to practice and implement effective emergency plans.	PD	Ongoing			X			X		X		
SH 7e	Public Information. Provide information to the public on ways to reinforce buildings to reduce damage from earthquakes and what to do in the event of an earthquake.	PD	Ongoing			X							X
SH 7f	Public Safety Education. Provide hazard awareness and safety training programs such as Community Emergency Response Teams (CERT) training.	PD	Ongoing			X							X
PUBLIC FACILITIES													
Management of Public Facilities													
PF 2a	Capital Improvements Program. Prepare and adopt an annual Capital Improvements Program reflecting City needs and resources.	PW	Ongoing			X			X				

APPENDIX A IMPLEMENTATION PLAN

No.	Program	GENERAL		COST EST.	FINANCING				ACTION					
		Lead Dept.	Timing (short, 1-5 yrs; long, 5-20 yrs)		\$ Estimate Range	New CIP (GF unless noted)	Operating Budget (GF unless noted)	Other Financing	Ordinance or other Legislation	Study or Plan	Guidelines, Standards or Monitoring	Inter-agency Coord	Development Review	Ongoing Public Education & Outreach
PF 2b	Maintenance Costs. Continue to evaluate the operating and maintenance costs of infrastructure improvements needed to support the development allowed in the General Plan.	PW	Ongoing			X				X				
PF 2c	Public Buildings. Ensure that the public buildings in Novato are adequate to provide services for the Novato community under the development provided for in the General Plan and to meet staffing needs.	PW	Ongoing		X						X			
PF 2d	Parks and Landscaping. Identify funding to adequately maintain City parks, medians, and landscaping.	PW	Ongoing			X					X	X		
PF 2e	Impact Fees. Establish and update impact fees for new development based on City and agency standards for public buildings and facilities.	PW	Short	\$50,000	X					X				
Water Supply														
PF 3a	Water Conservation. Assist the North Marin Water District in implementing water conservation programs for Novato residents and businesses. Use treated wastewater for irrigation of City facilities and expansion of the recycled water system to the maximum extent practical.	PW	Short			X						X	X	
GOVERNANCE														
Effective Governance														
GV 1a	Role of the General Plan and Strategic Plan. Consider the General Plan policies and priorities in updating the City Council's Strategic Plan.	All depts.	Ongoing			X			X	X	X	X	X	X
Fiscal Sustainability														
GV 3a	Budget and Capital Improvement Plan. Prepare an annual budget and capital improvement program which reflect General Plan priorities.	AS	Ongoing		X	X				X				
GV 3b	Long Range Planning. Prepare and maintain a long term financial plan which anticipates future financial circumstances. Continue to maintain and utilize a 5-year forecast model.	AS	Ongoing			X				X				
GV 3c	Infrastructure Maintenance. Consider establishing new revenue sources to adequately fund infrastructure maintenance.	AS	Short			X				X				

APPENDIX A IMPLEMENTATION PLAN

No.	Program	GENERAL		COST EST.	FINANCING			ACTION				
		Lead Dept.	Timing (short, 1-5 yrs; long, 5-20 yrs)		\$ Estimate Range	New CIP (GF unless noted)	Operating Budget (GF unless noted)	Other Financing	Ordinance or other Legislation	Study or Plan	Guidelines, Standards or Monitoring	Inter-agency Coord
Diversity												
GV 6a	<i>Hispanic Outreach.</i> Promote outreach and involvement of the Hispanic community.	AS	Short	Under \$15K annually		X						X

Key:

- AS Administrative Services
- CD Community Development
- CM City Manager's Office
- CS Parks, Recreation and Community Services
- PD Police Department
- PW Public Works

APPENDIX B HISTORIC RESOURCES

TABLE B-1 HISTORIC PROPERTIES IDENTIFIED FOR NATIONAL REGISTER AND CALIFORNIA REGISTER

STATE IDENTIFICATION PRIMARY NUMBER	DESCRIPTION
Resources listed in the National Register and in the California Register.	
21-000218	Rancho Olompali
21-001302	Fashion Shop and Stephen Porcella House, 800 Grant Avenue
21-001962	Hamilton Army Air Field Discontiguous Historic District
	Contributing structures and facilities:
21-002089	• Headquarters (Building 500)
21-002496	• Flagpole
21-002085, 21-001992 and 21-001993	• Non-Commissioned Officers'/Airmen's Barracks (Buildings 420, 422 and 424)
21-002081, 21-002080, 21-002079 and 21-001990	• Hangars 1 & 2 (Building 390), 3 & 4 (Building 380), 5 & 6 (Building 370), 8 & 9 (Building 350), but excluding Hangar 7/tower (Building 365)
21-002497	• Electric Transformer Vault #1 (south side of Hangar Building 350)
21-002091	• Hospital (Building 515)
21-002108	• Theater (Building 507)
21-001975	• Bachelor Officers' Quarters (Building 201)
21-002094	• Amphitheater
21-002106 and 2107	• Swimming pool and bath house
	Contributing structures and facilities in military housing area:
	Single-family structures (Buildings 201, 210, 211, 213, 214, 215, 216, 217, 218, 219, 220, 221, 222, 223, 224, 225, 226, 228, 230, 232, 234, 236, 238, 239, 240, 242, 244, 246, 248, 250, 252, 253, 254, 256, 258, 260, 262, 264, 266, 268, 270, 271, 272, 274, 276, 278, 280, 281, 282, 283, 284, 285, 286, 287, 288, 289, 290, 291, 292, 293, 294, 296, 297, 298, 299)
	Duplexes (Facilities 143, 150, 151, 160, 171, 180, 181, 231, 241, 261; Building 513)
	Utility Facilities (Facilities 151, 171, 181, 231, 241, 247, 251, 295, 261, 551 and 552; Buildings 209 and 225)
	Tennis court, street lights, street signs and rock retaining walls
Resources eligible for listing in the National Register. Listed in the California Register.	
21-001825	Sweetser Mansion, John Novak Mansion, 50 Rica Vista

Sources: Northwest Information Center of the California Historical Resources Information System, Directory of Properties in the Historic Property Data File for Marin County, April 5, 2012; City of Novato.

TABLE B-2 LOCALLY-DESIGNATED POTENTIALLY HISTORICALLY SIGNIFICANT RESOURCES

ADDRESS	DESCRIPTION
868 Railroad Avenue	County Engineer's house
900 Railroad Avenue	DeBorba c. 1900
904 Railroad Avenue	Augere Hiribarren House
906 Railroad Avenue	Samuels c. 1906
910 Railroad Avenue	Oliver House c. 1894 (1906-World War I Novato Sanitarium - Dr. Kuser's Clinic)
701 Scott Court	Yelmorini built c. 1908 (so passengers getting off train could only see his saloon at 705)
705 Scott Court	Yelmorini's Saloon downstairs; family upstairs c. 1900
835 Reichert Avenue	Tom Sutton's House c.1896
849 Reichert Avenue	Potter's House c. 1896
853 Reichert Avenue	Carlisle House c.1896 (now Chamber of Commerce)
927 Reichert Avenue	Original Novato Railroad Depot (c.1879) moved to this location behind Druid's Hall
1005 Reichert Avenue	Stephen Porcella living quarters c. 1893
1009 Reichert Avenue	Stephen Porcella House c. 1897 (National Register)

APPENDIX B HISTORIC RESOURCES

ADDRESS	DESCRIPTION
1017 Reichert Avenue	Periera House (now Las Guitarras Restaurant)
901 Sherman Avenue	Novato Presbyterian Church c.1896
900 Sherman Avenue	Nielsen/Simmons House c.1906
908 Sherman Avenue	Hanen House c. 1923-former barn from Neilsen/Simmons House
917 Sherman Avenue	A. D. Scott/Busher House c. 1912
920 Sherman Avenue	Frederick Hamilton House/George Hall House c. 1904
925 Sherman Avenue	Scott Hardware/Scott Hall c. 1890
908 Machin Avenue	Novato Community House c. 1922
1016 Machin Avenue	Verissimo House
815 DeLong Avenue	Postmaster's House c. 1850 (now Novato History Museum)
825 DeLong Avenue	Kuser/Silva House c. 1908
800 Sweetser Avenue	Robert Trumbull Lumber Yard 1911; then Henry Hess Lumber (now Novato Builder's Supply)
821 Sweetser Avenue	Simontacchi House
901 Sweetser Avenue	IDESI Hall c. 1908 (Dancehall added c. 1937)
695 Grant Avenue	Railroad Passenger Station and Freight Depot c. 1917
701 Grant Avenue	Flatiron Bldg. c.1908 (Wells Fargo Express Office - later in 1922 First Novato Advance (printing plant))
801 Grant Avenue	Loustaunau Hall c.1899 (now Druid's Hall since 1937)
806 Grant Avenue	Torassa Building c. 1937
811 Grant Avenue	Verissimo Bldgs. c. 1914
815 Grant Avenue	Carlisle Hardware c.1910
818 Grant Avenue	Novato Bakery (bought by Torassa 1922)
819 Grant Avenue	DeBorba's Saloon c. 1909 (Converted to billiards during Prohibition)
820 Grant Avenue	Dutra's Store 1893 (bought by Silva 1906) Silva Grocery & Saloon (Living quarters above)
820 Grant Avenue	Judge Rudloff's Law Offices (1914-1947) and Justice Court in 1930's Silva Home Second Floor
826 Grant Avenue	Novato Bank c. 1913 (First President James Black Burdell – bought by Central Valley Bank in 1950 – was first City Hall after Novato incorporated in 1960)
850 Grant Avenue	Post Office c. 1917
861 Grant Avenue	Dr. Weseman's Medical Offices c. 1936 (now North Bay Chiropractic)
868 Grant Avenue	Novato Advance c. 1922
869 Grant Avenue	Quonset Hut Building c. 1948 (site of Sutton's Livery Stable)
878 Grant Avenue	Cain's Novato Utilities Company c. 1916-1917
881 Grant Avenue	First National Bank of San Rafael Building c. 1951 (bought by Crocker Bank in 1962 – now All American Printing)
902 Grant Avenue	Gnoss Radio & Electric Shop c. 1935 (now Now and Then Antiques)
904 Grant Avenue	Charles Stafford, DVM Office 1936 (now Grant Avenue Barber Shop)
904 Grant Avenue	Zunino's Shoe Repair (Ernie Zunino)
924 Grant Avenue	Novato Theatre c. 1946 (built after Pini's store burned down in 1945)
926 Grant Avenue	Nave Building c. 1922 (Nave Garage was 932)
1107 West Grant Avenue	Pini Hardware c. 1945
1200 West Grant Avenue	Our Lady of Loretto Catholic Church c. 1937 (now The Village Pizzeria)
1433 West Grant Avenue	Town & Country Center (Novato First Shopping Center)
7374 Redwood Boulevard	People's Garage (in 1926 became Gordon Anderson's Chrysler Agency – just around the corner from Nave's Garage – now Novato Family Marital Art)
2 Ranch Drive	Atherton/Pinheiro House c. 1891 (Pinheiro's since 1940's)

Source: *Downtown Novato Specific Plan; Novato Community Development Department, 2016.*



**City of Novato
Housing Element Update
2015-2023**

July 30, 2014



Acknowledgements

City Council

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Introduction

Purpose of the Housing Element

This Housing Element has been prepared to respond to current and near-term future housing needs in Novato. It contains updated information and strategic directions, including policies and specific actions, that the City is committed to undertaking by the year 2023 to address its housing needs.

Housing Element Requirements

State law requires each city and county to adopt a general plan containing at least seven elements including a housing element. The housing element, required to be updated regularly, is subject to detailed statutory requirements and mandatory review by the State Department of Housing and Community Development (HCD). This Housing Element is an update of the City's current housing element¹, which was adopted by the Novato City Council on November 19, 2013, and certified by HCD on January 3, 2014.

Housing elements have been mandatory portions of general plans since 1969. This reflects the governors' and state legislatures' recognition that the availability of housing is a matter of statewide importance and that cooperation between local governments and the private sector is critical to attainment of the State's housing goals. While local jurisdictions regulate the housing supply through their planning and rezoning powers, they do so within the larger framework of State housing goals of providing decent housing and a suitable living environment for every California family.

Housing element law requires local governments to plan adequately to meet their existing and projected housing needs, including their share of the regional housing need.² Housing element law is the State's primary market-based strategy to increase housing supply, choice, and affordability. The law recognizes that in order for the private for-profit and non-profit sectors to adequately address housing needs and demand, local governments must adopt land-use plans and regulatory schemes that provide opportunities for, and do not unduly constrain, housing development.

The housing element process begins with HCD allocating a region's share of the statewide housing need to the local Council of Governments (COG) based on Department of Finance population projections and regional population forecasts used in preparing regional transportation plans. The COG develops a Regional Housing Need Plan (RHNP) allocating

¹ The City's 1999 - 2006 housing element may be found beginning on page III-1 of the Novato General Plan at: <http://www.cityofnovato.org/Modules/ShowDocument.aspx?documentid=3049>

² Housing element law is codified in Government Code Sections 65580-65589.8 of the California Codes available at: <http://www.leginfo.ca.gov/calaw.html>.

the region's share of the statewide need to the cities and counties within the region. The RHNP is required to promote the following objectives to:

1. Increase the housing supply and the mix of housing types, tenure, and affordability in all cities and counties within the region in an equitable manner.
2. Facilitate infill development and socioeconomic equity, the protection of environmental and agricultural resources, and the encouragement of efficient development patterns.
3. Improve the intraregional relationship between jobs and housing.³

The Association of Bay Area Governments (ABAG) is the Council of Governments for the nine counties and 101 cities and towns of the San Francisco Bay region. For the 2015-2023 planning period, the State Department of Housing and Community Development required ABAG to allocate 187,990 housing units throughout the Bay Area region.

Housing element law requires local governments to be accountable for ensuring projected housing needs can be accommodated. The process provides local control over where and what type of development should occur in local communities while providing the opportunity for the private for-profit and non-profit sector to meet market demand.

Review of the Draft Housing Element by State HCD

State law requires that every updated Housing Element be submitted to the State of California's Department of Housing and Community Development (HCD) for review of compliance with requirements of State law. This certification process is unique among the General Plan elements.

State law includes a significant list of information and analysis that must be included in a Housing Element. HCD will certify a Housing Element only if it incorporates all required content, including, but not limited to:

- A summary of the population and housing characteristics that contribute to the present and future housing need.
- A description of constraints on the development of housing.
- An evaluation of the existing Housing Element.
- An inventory of sites to accommodate the local jurisdiction's identified housing need.
- Programs to promote housing opportunities for all residents.

³ Association of Bay Area Governments, *San Francisco Bay Area Housing Needs Plan 2007-2014*, June 2008.

- A statement of quantified objectives that estimates the number of housing units by income level to be constructed, rehabilitated and conserved within the planning period.

Housing Elements are submitted to HCD for review and comment, in draft form during development of the Housing Element and again after adoption of the Housing Element by the local jurisdiction. The initial review period is 60 days. During the first review, HCD will submit comments back to the City regarding compliance of the draft element with State law requirements and HCD guidelines. If HCD finds that the draft element does not substantially comply with State law, modifications are typically considered by the City Council. Promptly following adoption of the element, the City must submit a copy of the adopted element to HCD for a second review. After the second review and within 90 days, HCD submits written findings regarding compliance to the local government.

Regional Housing Needs Allocation

Every city and county in the State of California has a legal obligation to respond to its share of the projected future housing needs in the region in which it is located. As mentioned above, for Novato and other Bay Area jurisdictions, the regional housing need allocation is determined by the Association of Bay Area Governments (ABAG), based upon an overall regional housing need number established by the State for the Bay Area region. The methodology for determining the community’s share of the regional housing need allocation is described in the Association of Bay Area Governments’ *Final Regional Housing Need Plan for the San Francisco Bay Area: 2014-2022*.

The income levels identified in Table 1 are based on the Marin County Median Family Income (MFI). In 2014 the MFI in Marin County is \$103,000. Income levels for four-person families are defined as follows:

- Extremely Low Income: Families with income less than 30 percent of MFI (under \$33,950).
- Very Low Income: Families with incomes between 30 and 50 percent of MFI (\$33,951 to \$56,550).
- Low Income: Families with incomes between 51 percent and 80 percent of MFI (\$56,551 to \$90,500).
- Moderate Income: Families with incomes between 81 percent and 120 percent of MFI (\$90,501 to \$123,600).
- Above Moderate Income: Families with incomes greater than 120 percent of MFI (over \$123,600).

Table 1 summarizes the housing needs allocations for all of the jurisdictions in Marin County. Novato’s portion of the regional housing need for 2015-2023 is a total of 415 units, with the following income breakdown:

- 111 units affordable to *very low income* households (22.2%)

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- 65 units affordable to *low income* households (13.8%)
- 72 units affordable to *moderate income* households (17.8%)
- 167 units affordable to *above moderate income* households (46.3%)

Novato’s 415 units represent 18 percent of the 2,298 units assigned to Marin County. In comparison, Novato’s share of Marin County’s total population is 20.6 percent.

Table 1: ABAG Housing Requirement Determination by Jurisdiction, 2014-2022

Location	Very Low	Percent Need	Low	Percent Need	Moderate	Percent Need	Above Moderate	Percent Need	Total Need	Percent of County
Belvedere	4	25.0%	3	18.8%	4	25.0%	5	31.3%	16	0.7%
Corte Madera	22	30.6%	13	18.1%	13	18.1%	24	33.3%	72	3.1%
Fairfax	16	26.2%	11	18.0%	11	18.0%	23	37.7%	61	2.7%
Larkspur	40	30.3%	20	15.2%	21	15.9%	51	38.6%	132	5.7%
Mill Valley	41	31.8%	24	18.6%	26	20.2%	38	29.5%	129	5.6%
Novato	111	26.7%	65	15.7%	72	17.3%	167	40.2%	415	18.1%
Ross	6	33.3%	4	22.2%	4	22.2%	4	22.2%	18	0.8%
San Anselmo	33	31.1%	17	16.0%	19	17.9%	37	34.9%	106	4.6%
San Rafael	240	23.8%	148	14.7%	181	18.0%	438	43.5%	1,007	43.8%
Sausalito	26	32.9%	14	17.7%	16	20.3%	23	29.1%	79	3.4%
Tiburon	24	30.8%	16	20.5%	19	24.4%	19	24.4%	78	3.4%
Marin Unincorporated	55	29.7%	32	17.3%	37	20.0%	61	33.0%	185	8.1%
Marin County Total	618	26.9%	367	16.0%	423	18.4%	890	38.7%	2,298	100.0%

Source: Association of Bay Area Governments, "Regional Housing Needs Determinations" 2014-2022

Novato’s regional housing need for the 2015-2023 planning period is substantially less than the previous planning period. For the 2007-2014 period, Novato’s regional housing need allocation was 1,241 units, which is almost three times the current allocation

Every Housing Element must demonstrate that the local jurisdiction has made adequate provisions to support the development of housing at the various income levels to meet its share of the regional housing needs. The most recent HCD income limits, by county and size of household, can be accessed online at:

<http://www.hcd.ca.gov/hpd/hrc/rep/state/inc2k14.pdf>. Income limits are updated annually by the US Department of Housing and Urban Development (HUD) for each county. For many State and local programs, HCD income eligibility limits are used. HCD income limits are similar to those used by HUD.

The ABAG Regional Housing Needs Allocation figures for all jurisdictions in the Bay Area can be found on the ABAG website at:

http://www.abag.ca.gov/planning/housingneeds/pdfs/2014-22_RHNA_Plan.pdf.

Recent Changes to Housing Element Law

Since the adoption of Novato's existing Housing Element in 2003, the California legislature has enacted numerous new laws related to Housing Elements. The Housing Element Update will need to comply with these laws. The most important new laws include:

- AB 2348 (2004), which amends California Government Code Sections 65583, 65583.1, 65589.5, 65915, and adds 65583.2: Requires a more detailed inventory of sites to accommodate projected housing needs and provide greater development and housing element review clarity.
- AB 1233 (2005), adds California Government Code Section 65584.09: Requires, in the case that a prior element failed to identify or implement adequate sites, the local government to zone or rezone to address this need within one year of update (in addition to the new projected need).
- SB 1087 (2005), adds California Government Code Section 65589.7: Requires local governments to immediately forward adopted housing elements to water and sewer providers. Requires water and sewer providers to establish specific procedures to grant priority service to affordable housing for lower-income households. Prohibits these providers from denying or conditioning the approval of, or reducing the amount to service for, an application for development that includes housing affordable to lower-income households unless specific findings are made.
- AB 2634 (2006), amends California Government Code Section 65583: Requires the quantification and analysis of existing and projected housing needs of extremely low-income households. Housing elements must also identify zoning to encourage and facilitate supportive housing and single-room occupancy units.
- SB 2 (2007), amends California Government Code Sections 65582, 65583 and 65589.5: Requires local jurisdictions to strengthen provisions for addressing the housing needs of the homeless, including the identification of zones in which emergency shelters are permitted without conditional use permits.
- SB 812 (2010), amends California Government Code Section 65583: Requires local governments to include an analysis of the special housing needs of persons with developmental disabilities.
- SB 375 (Steinberg, 2008) made several important changes to housing element law, including:

Longer Planning Period – extends the housing element planning period from 5 years to 8 years, in order to better synchronize the Regional Transportation Plan (RTP) process with the Regional Housing Needs Allocation (RHNA) and housing element process. (Gov't Code section 65588(b) & (f))

Consequences for Failing to Adopt an Element – Any local government that does not adopt a housing element within 120 days of the statutory deadline, falls out

of the eight-year cycle and must adopt an element every four years. (Gov't Code Section 65588 (b))

Clearer Mandate on Sites for Housing – Where rezonings are needed because the housing element does not identify enough existing land to accommodate the locality's housing need, all necessary rezonings must be completed within three years of the housing element's adoption, or 90 days after the locality receives its comments from HCD, whichever occurs first. A locality may get an additional year to complete the rezonings if it has completed 75% of the necessary rezoning and meets one of three factors. (Gov't Code Section 65583(c)(1)(A))

Program Implementation – In addition to rezoning, SB 375 clarified that housing element programs (e.g., a program to establish a housing trust fund) must include a timeline for implementation. That timeline must be such that “there will be beneficial impacts of the program within the planning period.” (Gov't Code Section 65583(c))

Consequences for Failing to Rezone – There are two new consequences for local governments that do not complete the rezoning within the specified period.

- 1) **“Builder's Remedy”** – A developer of housing in which at least 49% of the units are affordable to very low, low and moderate income households can develop on any of the sites proposed for rezoning, as if the site had been rezoned. The local government can turn down the proposal only where it makes a finding the project would have a specific adverse impact on public health or safety that cannot be mitigated. (Gov't Code 65583 (g))
- 2) **Action to compel rezoning** – Any interested party can bring an action to compel the city to complete the rezonings within 60 days, and seek sanctions for failure to do so. (Gov't Code Section 65587(d))

Annual Check – in: Local governments must submit an annual progress report that accounts for progress in implementing programs in the housing element. It must hold a public meeting on the progress report and submit said report to HCD. *Note:* This report is now prepared based on a report template developed by HCD. (Gov't Code Section 65400)

Housing Element Update Process

The Housing Element must identify community involvement and decision-making processes and techniques that are affirmative steps to generate input from low-income persons and their representatives as well as other members of the community. This means that input should be sought, received and considered before the draft Housing Element is completed.

In early 2014, City staff began work on updating the Housing Element for the 2015-2023 planning period in conjunction with the 5th cycle of applied Regional Housing Needs Allocation (RHNA) administered by the Association of Bay Area Governments. The 2015-

2023 Housing Element update commenced only three months after adoption of the 2007-2014 Housing Element prepared in conjunction with the 4th RHNA cycle, an update that included a very comprehensive public outreach and participation process. As a result, this draft Housing Element continues many of the existing Housing Element programs, less programs implemented to date, that were developed through collaboration with community members and various housing groups, community organizations and housing sponsors. The draft 2015-2023 Housing Element also adds several new programs that have received broad support, address current housing needs, and advance housing opportunities in Novato. In particular, the 2015-2023 Element includes a new program to incentivize the creation of Junior Second Units, Program 11.B, which is a form of accessory dwelling unit subject to fewer regulations and reduced fees.

For the 2015-2023 draft Housing Element update staff conducted three public workshops on April 28th, June 2nd and June 10th 2014 in the City Council Chambers, 901 Sherman Ave. Notification for the workshops included publication in the Marin Independent Journal (a local newspaper), posting on the City's website, and email distribution to individuals and/or groups registered, to date, through the City's website to receive, via email, information on this and the prior Housing Element update (over 5,000 registered email addresses). Email recipients include individuals that are or have been involved with the Novato Housing Coalition, Stand Up for Neighborly Novato, Sustainable Novato, the Greenbelt Alliance, the Marin Continuum of Housing and Services, the Marin Housing Authority, Eden Housing, Ecumenical Association for Housing, Grassroots Leadership Network, Housing Leadership Alliance, Novato Chamber of Commerce, San Marin Compatible Housing Coalition, Novato Community Alliance, Marin Tenants Voice Council, Novato Human Needs Center, Marin Partnership to End Homelessness, Northbay Family Homes and the Marin County Commission on Aging.

The workshops were well attended. Staff reviewed 1) the fundamental purpose/function of the Housing Element, 2) progress in implementing existing programs in the 2007-2014 Housing Element, 3) current demographic information relative to housing supply and demand, 4) the City's 5th cycle RHNA and its ability to accommodate, 5) recent efforts to further advance housing opportunities in Novato, namely draft provisions for "Junior Second Units", and 6) the pending public process and schedule to complete the 2015-2023 Housing Element update. Staff's overview was followed by an informed discussion with attendees about issues and opportunities relative to the update.

The subsequent schedule to complete the 2015-2023 Housing Element update proceeded as follows:

April 28, 2014: public Workshop, overview of the Housing Element update (*completed*);

June 2, 2014: public hearing with Planning Commission to receive input on the draft Housing Element (*completed*);

June 2, 2014: public hearing with City Council to receive input on the draft Housing Element (*completed*);

June 27 and again on July 30, 2014: submitted draft Housing Element to State Dept. of Housing and Community Development (HCD);

August 26, 2014: received tentative compliance letter from HCD for the July 30, 2014 draft Housing Element;

September-October 2014: Environmental review documents prepared;

October 20, 2014: Public hearing of the Planning Commission concluded with a recommendation to City Council to adopt the draft Housing Element dated July 30, 2014; and

November 18, 2014: Public hearing of the City Council concluded with adoption of the draft Housing Element dated July 30, 2014.

For all of the public meetings listed above staff provided notification in the Marin Independent Journal, posting on the City's website, and email to all individuals and groups that registered (over 5,000 email addresses) through the City's website to receive, via email, information on the Housing Element update. Additionally, staff provided notification to representatives of the organizations and agencies listed above. Lastly, any requests for notification by conventional mail were also honored.

Consistency with the Novato General Plan

The General Plan serves as the blueprint for development in the city. It is a long-range planning document that describes the goals, policies and programs to guide decision making. Once the General Plan is adopted, all development-related decisions must be consistent with the plan. If a development proposal is not consistent, it must be revised or the General Plan itself must be amended. State law requires a community's General Plan to be internally consistent. This means that the Housing Element, although subject to special requirements and a different schedule of updates, must function as an integral part of the overall General Plan, with consistency among it and the other General Plan elements.

A comprehensive update of the Novato General Plan was conducted in the mid-1990s, and the current plan was adopted in 1996. It contains nine elements, including Land Use, Transportation, Environment, Safety & Noise, Economic Development and Fiscal Vitality, Human Services, Public Facilities and Services and Community Identity. The development potential and programs of the updated Housing Element are consistent with the land use and development projections of the General Plan. Land use and development projections of the General Plan are also linked to planned facilities and infrastructure capacity. Specific issues addressed in other sections of the General Plan but which are linked to and supported in the Housing Element include: (1) the design of housing (Community Identity); (2) relationship of jobs to housing supply (Economic Development and Fiscal Vitality); (3) Land Use; and (4) support service for housing (Human Services).

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In 2011, The Governor signed SB 244 which requires local governments to make determinations regarding ‘disadvantaged unincorporated communities,’ defined as a community with an annual median income that is less than 80 percent of the statewide annual median household income. The City has determined that there are no unincorporated island, fringe or legacy communities, as defined in the legislation, inside or near its boundaries.

The draft Housing Element 2015-2023 has been reviewed in relationship to the Novato General Plan and has been found to be internally consistent with the other elements of the City’s General Plan. Whenever any element of the general plan is amended in the future, the housing element will be reviewed and modified, if necessary, to maintain continued consistency among the elements.

Evaluation of the Current Housing Element

Introduction

State Housing Element law requires an evaluation of the achievements of the City's housing goals, policies and programs adopted in the current 2007-2014 Housing Element. Three major areas of consideration must be addressed through the evaluation process and reflected in the updated Housing Element:

- **Appropriateness of Goals, Objectives, and Policies** (65588(a)(1)). A description of the appropriateness of the goals, objectives, and policies of the element in contributing to the State housing goal.
- **Effectiveness of the Element** (65588(a)(2)). The effectiveness of the housing element in attainment of the community's housing goals and objectives. A review of the actual result of the element's goals, objectives, policies and programs.
- **Progress in Implementation** (65588(a)(3)). The progress of the City in implementing the housing element, including analysis of the significant differences between what was projected or planned in the element and what was achieved.

Evaluation of Housing Goals, Policies and Programs

The current 2007-2013 Housing Element establishes housing objectives, policies and programs to enable the City to meet its portion of housing requirements as determined by the Association of Bay Area Governments. The 2007-2014 Housing Element includes five housing goals:

- Work together to achieve the City's housing goals
- Maintain and enhance existing housing and blend well-designed new housing into existing neighborhoods
- Use land efficiently to meet housing needs, minimize environmental impacts and maximize opportunities to use alternative transportation modes such as transit, bicycling and walking
- Provide housing for special needs populations that is coordinated with support services
- Build local government institutional capacity and monitor accomplishments to respond to housing needs effectively

Additionally, the 2007-2014 Housing Element contains 50 Policies and 55 different Implementing Programs that support the Housing Goals. This approach to addressing local housing needs reflects a comprehensive and ambitious series of initiatives, which the City has enacted, to varying degrees, but overall with good success.

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The 2007-2014 Housing Element policies and programs resulted in 291 new housing units built during the planning period, meeting 23 percent of the overall housing requirement. Housing production fell well short of the regional housing need requirement all income categories. This is primarily attributed to the housing bust of 2007-2008 and subsequent economic recession. The City is still recovering from the economic downturn, as planning applications have not recovered to pre-recession levels.

The table below reports Novato's results in meeting its share of housing needs from 2007 through 2013.

Table 2: Housing Units Built in Novato, 2007 - 2013

Income Groups	Very Low	Low	Moderate	Above Moderate	Total
Regional Housing Need January 1, 2007 – December 31, 2013	275	171	221	574	1,241
Housing Units Built	71	6	117	100	291
Under/Over RHNA (-/+)	-204	-168	-104	-474	-950
% RHNA Met	26%	4%	53%	17%	23%

In addition to the production of new housing, approximately 400 housing units were rehabilitated over the period. These rehabilitated housing units were identified through a review of the City's building permit database and represent structures that were significantly renovated with new plumbing, electrical and heating systems, roofs, and/or foundations, etc. The data does not identify rehabilitated units by income levels. However, the Marin Housing Authority, which provides low-cost residential rehabilitation loans to very-low income households, funded 31 loans in Novato between 2007 and 2013. In addition to rehabilitated units, the City preserved its deed-restricted housing stock during the 1999-2006 planning period.

Program Achievements

The following is a list of selected accomplishments that relate to specific programs in the existing Housing Element. The corresponding program number from the existing Housing Element is identified in parenthesis following each accomplishment.

- Established an Affordable Housing Overlay (AHO) and assigned five residential and non-residential sites appropriate for the AHO zone, resulting in the opportunity to provide a minimum of 201 housing units for low and very-low income households. (Program 9.B)
- Contributed \$350,000 in predevelopment funds and \$1.15 million in development funds to the 61-unit very-low-income Warner Creek Senior Housing Development

(Diablo Avenue). Warner Creek opened in January 2013, is now fully occupied, and has a waiting list.(Program 14.C)

- Facilitated the development of the Next Key project, a 32-unit Single Room Occupancy (SRO) development for extremely-low income individuals, by approving necessary zoning amendments for the project. (Program 13.B)
- Committed \$400,000 to Homeward Bound for development of Oma Village which will provide 14 homes for Extremely Low Income families. (Program 7.F)
- Updated parking standards and made them more flexible to provide more opportunity for accessory dwelling units. (Program 11.A)
- Adopted density bonus provisions in compliance with State law and included added incentives for senior housing production. (Program 9.E)
- Adopted zoning provisions to accommodate emergency shelters pursuant to Government Code Section 65583(a)(4)(A). (Program 12.A)
- Adopted zoning provisions to permit transitional and supportive housing in compliance with Government Code Section 65583(a)(5). (Program 12.D)
- Adopted a Reasonable Accommodation Ordinance to establish a procedure for individuals with disabilities to make requests for reasonable accommodation in land use, zoning and building regulations, policies and procedures. (Program 12.C)
- Reduced accessory dwelling unit permit and impact fees by half in order to encourage production of these units, and encourage the water and sanitary districts to reduce their fees. (Program 11.A)
- In 2010, adopted a green building ordinance that incorporated energy efficiency and conservation and green building requirements for residential and commercial development. In 2013, the City adopted the 2013 CAL Green Building Code which regulates both new and remodeled/expanded residential and non-residential buildings. The energy requirements of the new State code are significantly more stringent than the prior code (an approximately 25 percent reduced energy budget for new home, 30 percent reduction for commercial buildings and 14 percent reduction for multi-family structures) and are intended to progress to net zero energy homes by 2020 and commercial structures by 2030. The City also adopted CAL Green Tier 1 requirements for new construction only. These measures incorporate greener building standards related to planning and design, water efficiency and conservation, material conservation and resource efficiency, and environmental quality. (Program 4.B)

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Appendix A contains a detailed evaluation of the 55 Implementing Programs from the 2007-2014 Housing Element. Program results are analyzed against original program objectives. Programs and policies are then evaluated for inclusion in the updated housing element, and recommendations are made to continue, modify, or delete the policy or program.

Housing Needs Analysis

Population Trends

Novato, incorporated in 1960, is a relatively young city with a more rural/suburban historical character when compared to other cities in Marin County. From an initial population of 17,881, the City experienced a rapid rise in population between 1960 and 1980, and then settled into a slower rate of growth. The population increased by 8.4 percent between 1980 and 1990, and grew by just 45 people from 1990 to 2000. Between 2000 and 2010, the population increased by 4,247 people, or 9 percent. Much of the increase in that last decade can be attributed to the re-use of Hamilton Air Force Base, which added over 1,170 new housing units to the city. As of April 2010, the Novato population was 51,904.

Figure 1: Novato Population, 1960-2010

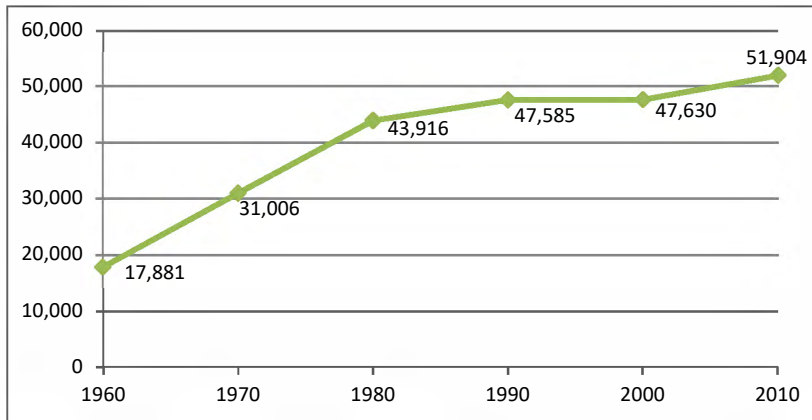


Table 3: Population Growth Trends, 1960-2010

Year	Population	Numerical Change	Percent Change
1960	17,881		
1970	31,006	13,125	73.4%
1980	43,916	12,910	41.6%
1990	47,585	3,669	8.4%
2000	47,630	45	0.1%
2010	51,904	4,274	9.0%

Source: 1960 Census; 1970 Census; 1980 Census; 1990 Census (STF1-P001); 2000 Census (SF1-P1); 2010 Census (SF1-QT-P1)

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As shown in Table 4, the population growth rate of Novato between 2000 and 2010 was higher than all other cities and towns in Marin County. This can be attributed, in part, to the redevelopment of the Hamilton Air Force Base, which represented a unique military base redevelopment opportunity, unlike prior and subsequent development in Novato.

Table 4: Population Growth Trends in Marin County Jurisdictions

Jurisdiction	1990	2000	2010	Numerical Change 2000-2010	Percent Change 2000-2010
Belvedere	2,147	2,125	2,068	-57	-2.7%
Corte Madera	8,272	9,100	9,253	153	1.7%
Fairfax	6,931	7,319	7,441	122	1.7%
Larkspur	11,070	12,014	11,926	-88	-0.7%
Mill Valley	13,038	13,600	13,903	303	2.2%
Novato	47,585	47,630	51,904	4,274	9.0%
Ross	2,123	2,329	2,415	86	3.7%
San Anselmo	11,743	12,378	12,336	-42	-0.3%
San Rafael	48,404	56,063	57,713	1,650	2.9%
Sausalito	7,152	7,330	7,061	-269	-3.7%
Tiburon	7,532	8,666	8,962	296	3.4%
Unincorporated County	64,099	68,735	67,427	-1,308	-1.9%
Total Marin County	230,096	247,289	252,409	5,120	2.1%

Source: 1990 Census (STF1:P001); 2000 Census (SF1:P1); 2010 Census (SF1:QT-P1)

According to 2013 projections by the Association of Bay Area Governments (ABAG), the Novato population is expected to increase by 1,996 persons to a total population of 53,900 by 2025 at an estimated annual growth rate of 0.3 percent between 2010 and 2025⁴. ABAG has projected the population of Marin County as a whole to increase by 14,191 persons by 2025 at an estimated annual growth rate of 0.4 percent between 2010 and 2025, for a total population of 266,600 in 2025.

It is significant in Novato that population trends by age groups show a dramatic increase in the number of seniors 65 years of age over the past thirty years and a sharp decline in the number of people under 25 years. The number of people under 25 decreased 2,646 people between 1980 and 2010, while this age group's share of the population declined from 40 percent to 29 percent. Over the same thirty-year period, the senior population increased 8,123 people and grew from 6 percent of the population to 16 percent – a 167 percent

⁴ Association of Bay Area Governments, Plan Bay Area Projections 2013.

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increase. The population of people age 25-64 years grew by 5,297 people, but held a relatively stable share of the total population.

Figure 2: Age Groups, 1980-2010

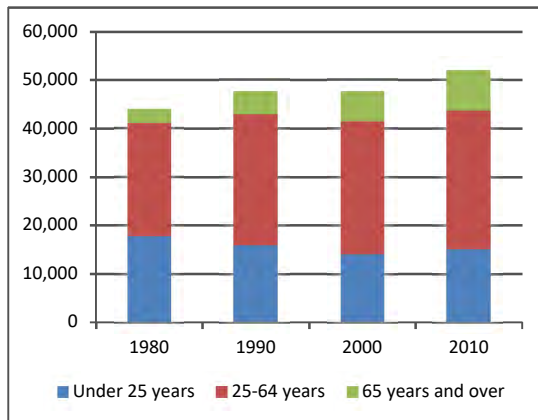


Figure 3: Age Groups as a Percent of Population, 1980-2010

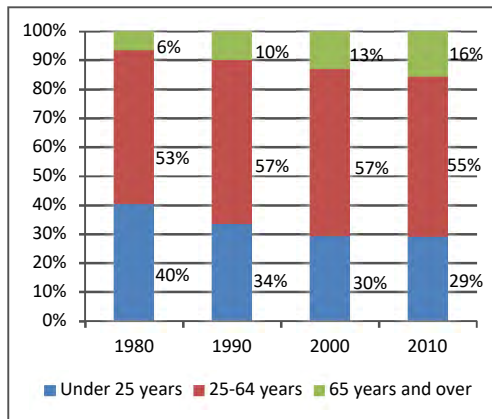


Table 5: Age Groups, 1980-2010

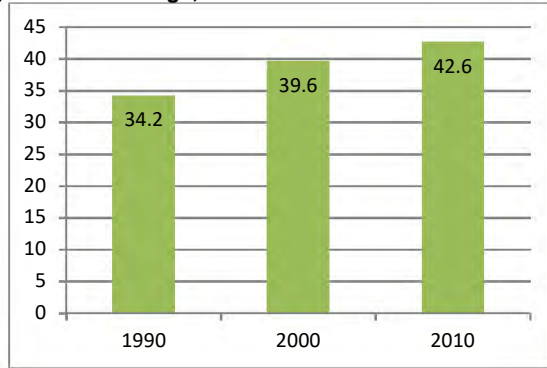
Year	Under 25 years	25-64 years	65 years and over
1980	17,770	23,320	2,826
1990	15,941	26,980	4,663
2000	14,054	27,382	6,194
2010	15,124	28,657	8,123
Change in population 1980-2010	-2,646	+5,337	+5,297
Change in percent of population 1980-2010	-28%	+4%	+143%

Source: 1980 Census; 1990 Census; 2000 Census (SF1:P12 and P13); 2010 Census (SF1:QT-P1)

The Novato senior population is increasing at a rate that far surpasses the national rate for this population. Over the last decade, the population of Novato residents age 65 or older grew by 31 percent, while the rest of the Novato population grew by just 6 percent. By comparison, the population of seniors in the United States grew by 15 percent, while the rest of the population grew by 9 percent.

The aging population has lifted the median age of Novato from 34.2 years in 1990 to 42.6 years in 2010. Novato’s rising median age reflects that of the other Marin communities. At 44.5 years, Marin County’s median is the oldest in the Bay Area and the 14th oldest of California’s 58 counties.

Figure 4: Median Age, 1990-2010



The Department of Finance predicts significant increases in Marin’s elderly population as the baby boom generation ages. While the total population is expected to increase in Marin by just 1.1 percent between 2010 and 2030, the number of seniors 65 and over is projected to

increase by over 57 percent.⁵ By the year 2030, approximately 26 percent of the Marin population will be aged 65 or more; currently, 16 percent of the Novato population is 65 or older. Many of these older residents will choose to “age in place,” increasing demand for home supportive services, or stay in their community if adequate senior housing is available. The aging population is also expected to increase demand for assisted living and senior residential facilities.

Employment Trends

Novato residents are employed in a variety of industries, with the majority working in education, health services, professional/scientific occupations, management, finance and retail, as shown in Table 6.

Table 6: Employment by Industry

Industry Type	Number	Percent
Agriculture, forestry, fishing and hunting, and mining	276	1.1%
Construction	1,966	7.7%
Manufacturing	1,527	6.0%
Wholesale trade	611	2.4%
Retail trade	2,666	10.5%
Transportation, warehousing, and utilities	839	3.3%
Information	871	3.4%
Finance, insurance, real estate, rental and leasing	2,499	9.8%
Professional, scientific, management, administration	3,695	14.5%
Educational, health and social services	5,559	21.8%
Arts, entertainment, recreation, accommodation and food services	1,592	6.3%
Other services	2,225	8.7%
Public administration	1,124	4.4%
TOTAL	24,450	100%

Source: U.S. Census Bureau, 2008-2010 American Community Survey (DP03)

According to the 2011 City of Novato Economic Report, Novato has seen a growth of approximately 3,600 jobs since 2002, while Marin County overall lost over 9,000 jobs. Job gains over the last decade occurred in a broad array of sectors.

⁵ State of California, Department of Finance, *Population Projections for California and Its Counties 2000-2050, by Age, Gender and Race/Ethnicity*, Sacramento, California, July 2007.

Health care, private education and professional/scientific services lead the way. Sutter Health expanded its presence in Novato in order to accommodate its needs for additional medical office space. Biotechnology is also thriving in Novato. BioMarin, the city's largest employer, has spawned startups Raptor Pharmaceuticals and Ultragenyx; MarinBiologic also launched in Novato. Most recently, the Buck Institute for Aging Research completed a 60,000 square foot expansion project. Expansion in these sectors reflects job growth in well-paying, skilled jobs. Retail, construction and finance have seen some contraction; these industries are still in recovery after the recent recession.

Novato's largest private and public sector employers in 2013 are listed in Table 7.

Table 7: Largest Novato Employers in 2013

Employer	Number of Employees
BioMarin Pharmaceutical	850
Novato Unified School District	771
Fireman's Fund Insurance Company	750
Novato Community Hospital	289
Buck Institute for Aging	272
Frank Howard Allen, Realtors	248
W. Bradley Electric	230
Brayton Purcell (legal services)	209
Bank of Marin	197
City of Novato	187
Cagwin & Dorward (landscaping services)	185
Costco Wholesale	120
Safeway	120
Target	100

Source: City of Novato Existing Conditions Report, 2014.

Retail business in Novato takes many forms. Vintage Oaks Shopping Center is a 620,000 square foot regional shopping center that serves as home to Costco, Target, Macy's Furniture Center, Pier 1, Novato Toyota, and many other national and local retailers and restaurants. There is an active retail area in downtown Novato with shops and restaurants as well as offices and some residences in a 29 acre area. Other more neighborhood-scale shopping areas are located throughout the City.

Average annual wages for a sampling of jobs held by those who live or work in Novato are shown in Table 8.

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Table 8: Typical Wages in Marin County

Occupation	Average Annual Wage
Chief Executive	\$213,524
Lawyer	\$176,820
Dentist	\$153,354
General Manager	\$150,364
Construction Manager	\$115,676
Financial Analyst	\$119,463
Civil Engineer	\$108,902
Computer Programmer	\$101,820
Loan Officer	\$101,429
Police Officer	\$97,487
Biochemist	\$95,527
Physical Therapist	\$91,765
Public Relations Specialist	\$88,923
Insurance Sales Agent	\$87,044
Accountant	\$86,642
Electrician	\$81,190
Graphic Designer	\$72,624
Middle School Teacher	\$71,667
Paralegal	\$69,684
Real Estate Agent	\$66,895
Chef	\$62,972
Carpenter	\$62,659
Auto Mechanic	\$53,723
Postal Service Clerk	\$52,874
Bookkeeper	\$49,710
School Bus Driver	\$43,904
Landscaping Worker	\$41,158
Retail Salesperson	\$28,427
Home Health Aide	\$25,774
Waiter	\$25,009
Manicurist	\$23,276

Source: State of California Economic Employment Department, Occupational Employment Statistics, 2013 – 1st Quarter Data

As shown in the Table 8, typical annual salaries for Novato employees vary widely; for example, a lawyer earns, on average, \$174,500, while an insurance underwriter earns \$76,363 and a retail salesperson earns \$29,220. Housing needs for these employees will also range from typical single family homes to small, affordable apartments.

According to 2013 ABAG projections, Novato is expected to add 2,150 jobs between 2010 and 2025, an increase of 10 percent.⁶ As shown in Table 9, this growth rate is comparable to the growth rate expected for all of Marin County and is lower than the 12 percent growth rate projected for San Rafael.

Table 9: Employment Growth Projections, 2010-2025

Jurisdiction	2010	2025	2010-2025	% Growth
Belvedere	430	470	40	9%
Corte Madera	7,940	8,150	210	3%
Fairfax	1,490	1,710	220	15%
Larkspur	7,190	7,570	380	5%
Mill Valley	5,980	6,480	500	8%
Novato	20,890	23,040	2,150	10%
Ross	510	550	40	8%
San Anselmo	3,740	4,140	400	11%
San Rafael	37,620	41,990	4,370	12%
Sausalito	6,220	7,030	810	13%
Tiburon	2,340	2,550	210	9%
Marin County Unincorporated	16,380	18,190	1,810	11%
Marin County Total	110,730	121,870	11,140	10%

Source: ABAG Plan Bay Area Projections 2013.

Novato has approximately the same number of jobs and households for a numerical balance between jobs and households. However, a significant percent of people who work in Novato commute in from outside the City. In order to improve the job/housing balance, Novato could encourage opportunities to increase housing for local workers. Housing mixed in with the commercial buildings in the downtown area could provide homes for those who work in the City's retail shops and small businesses. Live/work opportunities could provide housing opportunities for Novato employees. The City's major employers could also be encouraged to provide affordable housing on-site.

⁶ Association of Bay Area Governments, Plan Bay Area Projections 2013.

Household Profile

The Census Bureau defines a household as all persons who occupy a housing unit, including families, single people, or unrelated persons. According to the U.S. Census, there were 20,279 households in Novato in 2010, of which 66.5 percent were families, 26.4 percent were single person households, and 7.1 percent were comprised of unrelated people.

Table 10: Household Growth Trends (1990-2010)

Year	Households	Numerical Change	Annual Percent Change
1990	18,236		
2000	18,524	288	0.2%
2010	20,279	1,755	0.9%

Source: 1990 Census (SF1:P003); 2000 Census (SF1:P15); 2010 Census (SF1:QTP11)

According to Association of Bay Area Governments projections, Novato will add approximately 481 households by 2015. The May 16, 2012, draft of the Plan Bay Area Jobs-Housing Connection Strategy estimates that Novato will add 601 households between 2010 and 2025, an increase of 3 percent. As shown in Table 11, this growth rate is lower than the 4 percent household growth rate expected for all of Marin County. It is also substantially lower than the 8 percent growth rate projected for San Rafael.

Table 11: Household Growth Projections 2010-2025

Jurisdiction	2010	2025	2010-2025	% Growth
Belvedere	928	960	32	3%
Corte Madera	3,793	3,930	137	4%
Fairfax	3,379	3,500	121	4%
Larkspur	5,908	6,180	272	5%
Mill Valley	6,084	6,310	226	4%
Novato	20,279	20,880	601	3%
Ross	798	830	32	4%
San Anselmo	5,243	5,390	147	3%
San Rafael	22,764	24,600	1,836	8%
Sausalito	4,112	4,290	178	4%
Tiburon	3,729	3,870	141	4%
Marin County Unincorporated	26,193	26,870	677	3%
Marin County Total	103,210	107,610	4,400	4%

Source: ABAG Plan Bay Area Projections 2013.

According to the 2010 Census, the average household size in Marin County was 2.36 persons, and the average household size in Novato was 2.53 persons. The average family size

in Novato was 3.04 persons. As shown in Table 12, Novato has the second largest household and family size among all Marin jurisdictions.

Table 12: Household and Family Size in 2010

Jurisdiction	Household Size	Family Size
Belvedere	2.23	2.76
Corte Madera	2.44	2.99
Fairfax	2.20	2.77
Larkspur	2.00	2.77
Mill Valley	2.27	2.94
Novato	2.53	3.04
Ross	2.96	3.26
San Anselmo	2.34	2.93
San Rafael	2.44	3.02
Sausalito	1.71	2.39
Tiburon	2.39	2.94
Marin County Total	2.36	2.94

Source: 2010 Census SF1 (QT:P11)

The significant number of single person households, and the relatively small average family size of approximately three people, reflects a need for smaller single family homes and apartments.

Housing Tenure

Over the last two decades, Novato has experienced a significant gain in homeownership. Between 1990 and 2000, the percentage of homeowners increased from 62 percent to 68 percent, then fell back a percentage point in the next decade. According to the 2010 Census figures, there were 13,591 owner-occupied units in Novato and 6,688 renter-occupied units in the year 2010. Novato’s owner-occupancy rate is higher than the rate for Marin County (63 percent) and for California (56 percent). It is also significantly higher than the 52 percent owner-occupancy rate for San Rafael.

Table 13: Households by Tenure

	1990		2000		2010	
	Number	Percent	Number	Percent	Number	Percent
Owner	11,288	62%	12,515	68%	13,591	67%
Renter	6,948	38%	6,009	32%	6,688	33%
TOTAL	18,236	100%	18,524	100%	20,279	100%

Source: 1990 Census SF1; 2000 Census SF1 (QT-H1); 2010 Census SF1 (QT-H1)

Overcrowding

The U.S. Census defines overcrowded housing as units with more than one inhabitant per room, excluding kitchens and bathrooms. According to census data, 1 percent of owner-occupied housing units and 7 percent of renter-occupied housing units in Novato were overcrowded in 2000 (data is not yet available for the 2010 Census). In Marin County, the rate of overcrowding is slightly higher with 1 percent of owner-occupied units and 9 percent of renter-occupied units reported as overcrowded. These Novato rates of overcrowding are lower than statewide figures. In 2000, 15 percent of California households were overcrowded. Roughly 24 percent of renter households were overcrowded; in some counties, nearly a third of renter households were overcrowded.

Table 14: Overcrowded Households

Persons per Room	Owner		Renter	
	Households	Percent	Households	Percent
1.00 or less	13,872	99%	5,803	93%
1.01 to 1.50	111	1%	329	5%
1.51 or more	17	<1%	81	1%
TOTAL	14,000	100%	6,213	100%
% Overcrowded by Tenure	1%		7%	

Source: U.S. Census Bureau, 2008-2010 American Community Survey (B25014)

Vacancy Rate Trends

According to the U.S. Census, there were 879 vacant housing units in 2010, or 4.2 percent of all housing units in Novato. This represents an increase of 87 percent over 2000 levels.

Table 15: Vacant Units

	2000	2010	Change	% Change
Total:	18,994	21,158	+2,164	11%
Occupied	18,524	20,279	+1,755	9%
Vacant	470	879	+409	87%
<i>For rent</i>	151	328	+177	117%
<i>For sale only</i>	120	22	-98	-82%
<i>Sold, not occupied</i>	75	24	-51	-68%
<i>For seasonal, recreational, or occasional use</i>	51	108	+57	118%
<i>For migrant workers</i>	0	0	0	0
<i>Other vacant</i>	73	254	+181	248%

Source: U.S. Census 2000 (SF1:H001 and H005) U.S. Census 2010 (SF1:H3 and H5)

RealFacts, a firm that maintains a database of multi-family rental properties with 50 or more units, reports that Novato’s rental market occupancy rate was 97 percent in 2013. The RealFacts database identifies 14 multi-family rental developments of 50 units or more in Novato, for a total of 1,510 units. Although this dataset does not include smaller, multi-family complexes or single family homes, it is the most readily available data on the local rental market and provides a basic overview of current conditions. The occupancy rate reported by RealFacts is an indicator of a relatively constrained rental market, with demand slightly outpacing supply. Real estate economists generally consider a 95 percent occupancy rate as a sign of a “balanced” market that allows adequate rents for landlords and mobility for tenants. High occupancy rates often stimulate higher rental rates, which puts rents out of reach for very low and low income households. Novato’s 97 percent occupancy rate is an indicator of a relatively constrained rental market, with demand slightly outpacing supply.

Table 16: Vacancy Rates for Multi-family Properties with 50 or more Units

Year	Average Occupancy
2004	93.5%
2005	95.9%
2006	95.9%
2007	97.7%
2008	97.8%
2009	96.9%
2010	96.6%
2011	96.1%
2012	97.1%
2013	97.0%

Source: RealFacts

Housing Stock Characteristics

According to the 2010 U.S. Census, there are 21,158 housing units in Novato. This represents an increase of 2,164 housing units from 2000, most of which were developed at the former Hamilton Air Force Base site. Between 1990 and 2000, only 212 housing units were added to the city’s housing stock, or approximately 21 houses per year.

Table 17: Housing Units

HOUSING UNITS			
	Number	Change in Number	Change in %
1990	18,782		
2000	18,994	212	1.1%
2010	21,158	2,164	11.4%

Source: 1990 Census; 2000 U.S. Census (SF1: H001); 2010 U.S. Census (SF1: H1)

Detached single family units comprise the majority of Novato’s homes, representing 58 percent of the city’s housing stock. Attached single family units comprise 17 percent of Novato’s housing stock and multi-family units comprise 21 percent. Mobile homes represent about 3 percent.

Table 18: Housing Units by Type

Unit Type	Number	Percent
Single family Detached	12,365	58%
Single family Attached	3,707	17%
Multi-Family 2-4 Units	1,379	6%
Multi-Family 5+ Units	3,155	15%
Mobile Home & Other	610	3%
Totals	21,216	100%

Source: U.S. Census 2008-2010 American Community Survey 3-Year Estimates (B25024)

Housing Conditions

In general, the condition of the housing stock in Novato is good. This is primarily due to the relative “youth” of the city and its development, the high value of residential property, recent new construction, and minor to extensive remodeling which has been performed within the last ten years. Property owners are motivated to keep housing in good condition because of the high value of houses and rents.

There are scattered areas where housing condition can be an issue, especially where rental units have deteriorated due to age and lack of maintenance. The City’s Code Enforcement Division reports that approximately 70 single family and ten multiple family parcels containing rental units are in need of significant rehabilitation. Within the 10 multiple family rental parcels, approximately 40 units are in need of significant rehabilitation. No apartment buildings are in need of complete replacement. Code Enforcement Division staff estimates that less than ten single family units are in need of replacement and up to 60 are in need of significant rehabilitation. Approximately 6 percent of the housing stock has deferred maintenance issues and is in need of limited rehabilitation. This information is summarized in Table 19 below.

City of Novato Code Enforcement staff conducts the Multi-Family Inspection program for all properties consisting of three units or more and hotels and motels. The inspection verifies the property meets the minimum standards of the code for the time of construction. There are currently 3,509 separate units on 210 parcels with three or more units. Initially, an inspection was conducted annually (interior of units and exterior). Due to recent budget constraints, Novato City Council directed that inspections be performed every other year. However, improved staffing efficiencies in Code Enforcement have provided for continued annual inspections of most properties containing 10 or more units. For properties containing fewer than 10 units, the inspection alternates from an exterior inspection one year, to an interior inspection the following year.

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With the use of the inspection program, Code Enforcement staff has seen a substantial decrease in substandard housing issues. These issues ranged from mold, rodent infestation, pests (primarily cockroaches), to minor and moderate structural issues, and lastly, work done without a permit and/or construction not to code. All work performed without a permit is considered sub-standard.

Code Enforcement is now working with the Novato Police Department on the Crime-Free Multi-Housing Inspection Program. This program assists property owners in preventing crime in rental properties, which in turn leads to better-maintained buildings.

Of approximately 3,509 units inspected, 85 percent were found to be in sound condition, 10 percent had minor issues, less than 5 percent had moderate issues, and approximately one percent had substantial issues. The multi-family housing stock has improved over the years, and the figures shown in Table 19 reflect current housing conditions. On the whole, Novato’s multi-family properties are in very good condition.

Since 1988, Code Enforcement has performed Residential Property Inspections before a residential property changes ownership. This ‘resale’ inspection is cursory in nature and provides the owner/new owner a record of all permits on file. The inspector verifies that the structure meets code for when it is built, for subsequent mandatory code revisions, and per any subsequent permits. Any ‘minor’ violation of building or municipal codes is listed with the requirements for corrections. Any item discovered to have been performed without obtaining a permit is recorded and noted on a separate letter attached to the report.

Since September 2007, there have been 4,167 resale inspections performed. Of those, approximately 10% had minor to moderate repairs required. Less than 1% had extensive needs for repairs. Based on these figures, and compared to the number of single family homes within the City of Novato, staff was able to approximate the numbers shown in Table 19.

Based on the high value of Novato’s housing stock, both for sale and rental, the level of continued investment in maintenance and improvements is generally greater than municipalities of similar size and composition in other parts of the State.

Table 19: Housing Conditions

Housing Type	Need for Replacement ¹	Need for Significant Rehabilitation ²	Need for Limited Rehabilitation ³
Single Family	<10	55	1,250
Multi-family Units	0	10	80
Total	<10	70	1,3330
Percent	<0.01%	<1%	6%

¹ Replacement need is defined as having improvement cost that exceeds estimated replacement cost.
² Significant rehabilitation is defined as having major deficiencies that may require immediate repair.
³ Limited rehabilitation is defined as structures exhibiting minor repair need and are not considered to exhibit major safety issues.

Source: City of Novato Code Enforcement, 2012. Figures based on multi-family and resale inspections performed since September 2007.

Reflecting Novato’s relative “youth” as a city, Table 20 illustrates that Novato has a relatively new housing stock, with only 8 percent of the housing stock built before 1950, as of the 2012 American Community Survey. Sixty-one percent of homes were built after 1970; thirty percent were built in one decade, the 1970s. Most Novato residents typically repair or remodel their houses frequently; as a result, the majority of houses are in good to excellent condition.

Table 20: Housing Units by Year Built

Year Built	Number	Percentage
20010 or later	42	>1%
2000 to 2009	2,098	10%
1990 to 1999	1,770	8%
1980 to 1989	2,932	13%
1970 to 1979	6,444	30%
1960 to 1969	3,981	18%
1950 to 1959	2,807	13%
1940 to 1949	851	4%
1939 or earlier	898	4%
Total	21,823	100%

Source: US Census, American Community Survey 2010-2012 3-Year Estimates (B25034)

Housing Construction Trends

Between 2000 and 2005, Novato experienced an increase in building activity, commensurate with the low-interest rate environment, rising home prices, and housing boom experienced throughout California and many other areas in the United States. Building activity has diminished since 2005, with a total of 100 new single family homes and 186 new multi-family units built during the 2007-2014 planning period. The City expects the rate of new housing development to increase somewhat as the economy slowly improves.

Table 21: Housing Units Constructed 2000 – 2013

Year	Single Family	Multi-Family	TOTAL
2000	79	0	79
2001	54	0	54
2002	100	144	244
2003	195	254	449
2004	263	122	385
2005	114	96	210
2006	35	1	36
2007	31	0	31
2008	18	1	19
2009	8	95	103
2010	9	29	38
2011	10	61	71
2012	11	0	11
2013	13	0	13

Source: City of Novato Community Development Department, 2014

“At Risk” Housing

Government Code Section 65583 requires each city and county to conduct an analysis and identify programs for preserving assisted housing developments. For the purpose of housing element law, assisted housing developments or at-risk units are defined as multi-family rental housing complexes that receive government assistance under federal, State, and/or local programs and which are eligible to convert to market-rate due to termination (opt-out) of a rent subsidy contract or other expiring use restrictions within the current and subsequent 5-year planning period of the housing element. According to the California Housing Partnership Corporation, there are five subsidized multi-family housing projects at risk for conversion to market rate units in Novato:

- Marin Handicapped Housing 5, Dante House and Lamont House, owned by The Cedars of Marin, provide a total of 30 housing units for adults with developmental disabilities. The Marin Handicapped Housing 5 property was purchased with Section 202 funding and the Cedars has a 5-year Section 8 Housing Assistance Payment Program contract with HUD that expires in 2016. Dante House and Lamont House have annual Section 202/811 contracts that expire in July. The Cedars anticipates renewing its contracts and preserving the affordable housing for its clients. The estimated cost per unit of acquisition is \$287,000 per unit, based on a study prepared

by David Paul Rosen and Associates for the City of Novato. The per unit cost in the David Paul Rosen study has been increased annually by the construction cost index as published in the McGraw Engineering News Record. Therefore, the estimated replacement cost is \$5.17 million for Marin Handicapped Housing 5, and \$1.72 million each for Dante House and Lamont House.

- Stonehaven is owned by Lifehouse and is a single family home serving six adults with developmental disabilities. Section 202/811 funding expires in 2015. Lifehouse anticipates renewing its federal subsidy contracts and ensuring the units remain affordable for their clients in the long-term. The estimated cost of acquisition is \$770,000 based on sales of similar homes in the area. The rehabilitation cost for a similar single family home to be retrofitted to accommodate six disabled clients is estimated to be between \$25,000 and \$100,000. Therefore, the estimated replacement cost is \$870,000.
- Olive Avenue Apartments is owned by EAH and Buckelew. The development contains 16 assisted units for disabled or elderly adults. Section 202/811 funding expires in 2017. The estimated cost per unit of acquisition is \$287,000 per unit, based on the David Paul Rosen study. Therefore, the estimated replacement cost is \$4.59 million.

Table 22: Summary of At-Risk Units

Project Name	Address	No. & Type of Units	Type of Subsidy	Current Owner	Earliest Date of Expiration
Marin Handicapped Housing 5	6 Brown Drive	18 units for adults with developmental disabilities	202/8	The Cedars of Marin	7/31/2016
Stonehaven	2 Stonehaven Court	6 units for adults with developmental disabilities	202/811	Lifehouse	1/31/2015
Dante House	1912 Novato Blvd.	6 units for adults with developmental disabilities	202/811	The Cedars of Marin	7/31/2014
Lamont House	816 Lamont Avenue	6 units for adults with developmental disabilities	202/811	The Cedars of Marin	7/31/2014
Olive Avenue Apartments	1100 Olive Avenue	16 units for disabled or elderly adults	202/811	EAH and Buckelew	9/30/17

As all of these developments are owned and managed by non-profits dedicated to providing affordable housing for their clients, it is highly unlikely that any will fail to renew their contracts. Nonetheless, there are a number of resources available for preservation of at-risk housing. These sources include:

Community Development Block Grant (CDBG) programs. The CDBG program provides funding for the construction, acquisition or rehabilitation of housing serving low income households. The City of Novato and the County of Marin entered into a Cooperative Agreement, in accordance with the Housing and Community Development Act of 1974, as amended, in order to jointly undertake community development and housing assistance activities. This

cooperative agreement covers both the CDBG program and the HOME program. The City receives an annual allocation from the County to help fund a variety of projects and services that benefit low income households.

HOME Program. The HOME program is a federally funded program that provides funding for the construction or acquisition of housing to be occupied by low income households.

Section 8 Housing Choice Voucher Program. Housing Choice Vouchers, formerly called Section 8, include the tenant-based voucher program and the project-based voucher program. In the Section 8 Program, eligible household's tenants pay about 30 percent of their income for rent, while the rest of the rent is paid with federal money. In the tenant-based program, eligible families with a certificate or voucher find and lease a unit and pay a reasonable rent, which is based upon a percentage of their income. The local housing authority pays the owner the remaining rent, which is capped by the Fair Market Rent (FMR). The housing authorities determine the reasonable rent and the FMR is determined by the United States Department of Housing and Urban Development (HUD). Project-based vouchers are a component of the Marin Housing Authority housing choice voucher program. HUD allows Marin Housing to attach up to 20 percent of its voucher assistance to specific housing units if the owner agrees to either rehabilitate or construct the units, or the owner agrees to set aside a portion of the units in an existing development. Rehabilitated units must require at least \$1,000 of rehabilitation per unit to be subsidized, and all units must meet HUD housing quality standards. The project-based voucher program can be utilized to assist at-risk units.

Marin County Residential Rehabilitation Loan program. This program provides low-interest property improvement loans and technical assistance to qualified very-low-income homeowners to make basic repairs and improvements, correct substandard conditions, and eliminate health and safety hazards. The maximum loan amount is \$35,000 and the loan can be repaid monthly or deferred. This program has provided loans to non-profit organizations that are providing housing to very low-income and disabled persons in single family homes.

Low Income Housing Credit Program. This program provides for Federal and State tax credits for rehabilitation and new construction of affordable housing.

Marin Housing's Housing Stability Program (formerly Rebate for Marin Renters). The Marin Housing Authority provides one year rental assistance to very low income seniors and disabled persons. This funding could be used to provide short term assistance to tenants in units with expiring covenants.

Assistance from Local Philanthropies. The Marin Community Foundation and its community partners have been instrumental in providing financial assistance for the acquisition or rehabilitation of affordable housing in Marin County. This type of funding is a critical to the success of affordable housing developments in the County.

City of Novato Affordable Housing Trust Fund. The City of Novato maintains an Affordable Housing Trust Fund which assists low and moderate income households purchase homes in Novato. Initially funded in the late 1980's, funds are now primarily augmented with interest income. There is a current balance of \$427,000 in the Affordable Housing Trust Fund.

City of Novato Housing Opportunity Fund. The City maintains a Housing Opportunity Fund. Revenues in this fund are received from agreements with developers, in-lieu fees, and investment earnings. There is a current balance of \$150,000 in the account.

This housing element contains program actions to preserve at-risk units, including working with the property owners and/or other parties to ensure that they are conserved as part of the City's affordable housing stock. A key component of the actions will be to identify funding sources and timelines for action.

Below Market Rate Ownership Units at Risk of Conversion

Between 2002 and 2005, the City developed 418 below market rate (BMR) ownership units during the redevelopment of the former Hamilton Air Force Base. BMR units are located in two developments: Meadow Park contains 351 BMR townhomes, and Villa Entrada contains 67 BMR condominiums for seniors. All of these affordable units were constructed through Novato's former Redevelopment Agency. BMR units carry resale restrictions that require units to remain affordable to low and moderate income households. Due to steep declines in real estate prices since 2005, thirteen of these units lost their deed affordability restrictions when the properties were foreclosed.

The majority of these units were first sold in 2005 and 2006, when real estate prices were at their highest levels. Eleven of the units are from the Meadow Park development, representing 3.1 percent of these units, and two are located in the Villa Entrada development, representing 3.0 percent of these units. BMR units at Meadow Park have been resold at prices that are 17 to 40 percent lower than the original sales price. All of these Meadow Park units at Meadow Park were originally affordable to moderate income households and, of those that have resold, are now affordable to very low income households at market rates.⁷ The Villa Entrada units have dropped approximately 15 to 20 percent in value and are currently affordable to low income households at market prices, based on resale and listing prices. Thus, the loss of the deed restriction has improved the current and foreseeable affordability of these units.

As discussed in the section entitled Sales Prices beginning on page 36, condominium sales prices have remained relatively stable since 2009 and the rate of foreclosure has steadily dropped. Nonetheless, there is continuing risk that BMR units may be lost from the program due to foreclosure. This risk is particularly acute for units that were originally sold at prices affordable to moderate income households, as these units are currently worth less than the original purchase price. The risk of conversion will remain until the market value of these BMR units return to the original purchase price.

⁷ Affordability calculations assume: 30 year loan with 80% down payment at 3.75% fixed interest rate; insurance payments of 0.43% of sales price per year; initial property taxes of 1.1% of sales price per year, and homeowner's association fees of \$213 per month for Meadow Park units and \$390 per month for Villa Entrada units; and 2 person per bedroom occupancy.

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It is noteworthy that despite the elimination of the Redevelopment Agency, the City Council decided to retain management and oversight of the affordability covenants of the BMR units and pay administrative costs associated with the program.

In order to assist owners of BMR units, Program 5.H has been added to this housing element. Under the program, staff will offer assistance to those at risk of foreclosure in order to assist individuals with retention of below market rate units and refer homeowners to mortgage assistance programs and organizations, such as the Marin Housing Authority.

Household Income, Housing Costs, and the Ability to Pay for Housing

An adequate supply of affordable housing, including rental and owned housing, is essential to satisfying the housing needs of all economic segments of Novato’s existing and projected population. The analysis of housing affordability requires consideration of household income in comparison to trends in housing prices and rents, trying to quantify as best as possible the incidence of overpayment for housing costs, or what might be termed “the affordability gap” between local wages and salaries and the cost of local housing.

Household Income

Income is defined as wages, salaries, pensions, social security benefits, and other forms of cash received by a household. Non-cash items, such as Medicare and other medical insurance benefits, are not included as income. It is generally expected that people can afford to pay about a third of their income on housing. Housing cost includes principal, interest, property taxes and insurance. It is therefore critical to understand the relationship between household income and housing costs to determine how affordable—or unaffordable—housing really is.

Each year, the California Department of Housing and Community Development publishes Income Limits for households according to income categories and household sizes. With a median income of \$103,000 in 2014, Marin County has one of the highest median household income in the state (Santa Clara County leads the state with \$105,500 in median income). Income limits, adjusted according to family size, are shown below. The extremely low income category includes households with income up to 30 percent of the Marin County median household income. Very low income is between 30 and 50 percent of median income. Low income is between 50 and 80 percent of median income, and moderate income is between 80 and 120 percent of median income.

Table 23: Marin County Income Limits 2014

Household Size	Extremely Low	Very Low	Low	Moderate
1	\$23,750	\$39,600	\$63,350	\$86,500
2	\$27,150	\$45,250	\$72,400	\$98,900
3	\$30,550	\$50,900	\$81,450	\$111,250
4	\$33,950	\$56,550	\$90,500	\$123,600
5	\$36,650	\$61,050	\$97,700	\$133,500
6	\$39,400	\$65,600	\$104,950	\$143,400
7	\$42,100	\$70,100	\$112,200	\$153,250
8	\$44,800	\$74,650	\$119,450	\$163,150

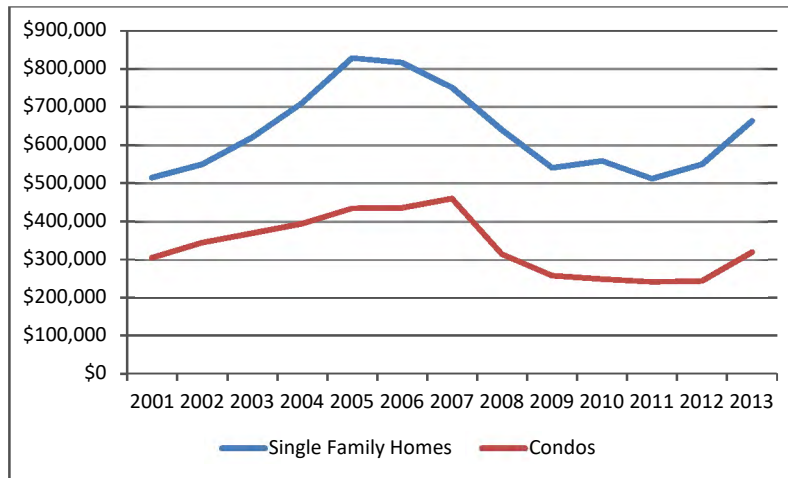
Source: California Department of Housing and Community Development, February 28, 2014

Sales Prices

Home values rose significantly in Novato during the first half of the decade, leading to peak prices for single family homes in 2005 and for condominiums in 2007, before bottoming out between 2009 and 2011. By the end of 2013, single family home and condominium sale prices rose dramatically, increasing 21 percent and 31 percent year-over-year, respectively. Nonetheless, single family home prices were still about 19 percent below their peak and condominiums were 30 percent below their peak.

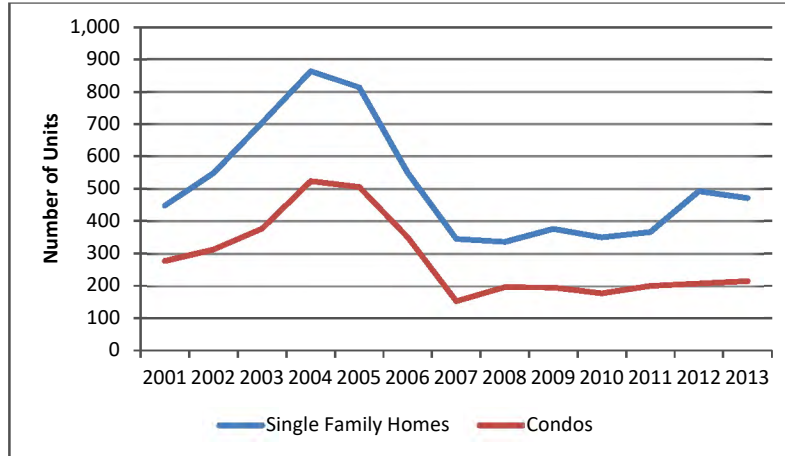
As shown in Figure 5, the median sales price for single family homes in Novato rose from \$515,000 in 2001 to a peak of \$828,375 in 2005, according to the Marin County Assessor. The median sales price bottomed in 2011 at \$512,500 and then rebounded to \$663,500 in 2013. Condominium median sales prices rose from \$305,000 in 2001 to a peak of \$460,500 in 2007, and then settled at about \$250,000 for a four-year period. By 2013, the median price had increased to \$320,500.

Figure 5: Median Sales Prices for Single Family Homes and Condos, 2001-2013



Sales volume generally corresponds with the rise and fall of sale prices. In 2004, the annual number of sales of both single family homes and condominiums was at a 10-year high, with 1,387 properties sold. Since that peak to 2013, Novato has seen a 45 percent drop in the number of single family homes sold and a 59 percent drop in the number of condominiums sold (see Figure 6). As of the end of 2007, home sales in Novato were at their lowest point over the decade, with a total of only 500 homes sold (346 single family homes and 154 condominiums). Single family sales volume picked up in 2012, while condominium sales volume remained flat. However, sales volume has not increased since 2013, suggesting that the recent rise in prices may be the result of a relatively limited supply of residential properties on the market.

Figure 6: Sales Volume for Single Family Homes and Condos, 2001-2013



Part of the reason that sales volume did not decline more precipitously after 2007 is due to foreclosure activity. After a relatively modest gain in 2007, the number of foreclosed properties surged in 2008, when 45 percent of all sales were foreclosures. The number of foreclosures has declined significantly since then. According to DataQuick, foreclosure activity in California during the first quarter of 2013 was at the lowest level over the past eight years. In Marin, 21 homes were foreclosed on in the first quarter of 2014, compared to 52 homes in the first quarter of 2013, representing a year-over-year decline of 60 percent. As a reference point, 240 homes were foreclosed on in Novato alone in 2008. The number of homes entering the formal foreclosure process in Marin also declined, by 21 percent year-over-year. Most of the loans going into default in California are from the mid-to-late 2006 period. DataQuick reports that absent an economic shock, the number of homeowners defaulting on their mortgage should continue to trend lower due to the economic rebound and higher home prices.⁸

Rental Costs

The RealFacts database of rental properties with 50 or more units identifies 14 multi-family rental developments in Novato, with a total of 1,510 units. Although this dataset does not include smaller, multi-family complexes or single family homes, it is the most readily available data on the local rental market and provides a basic overview of current

⁸ DataQuick, DQNews.com, <http://www.dqnews.com/Articles/2014/News/California/CA-Foreclosures/RRFor140422.aspx>, accessed 5/12/14.

conditions. Table 24 shows a current average rent of \$1,734 in Novato, or \$1.92/square foot. As a comparison, San Rafael and Marin County as a whole have average rents of \$2,075 and \$2,120, respectively.

After a period of modest increases between 2006 and 2010, rental rates rose sharply in 2011 by an average of 10 percent (Table 25). The addition of 124 luxury apartments at the Millworks development may partially explain this rise in rental rates. Also, foreclosures have put pressure on rents in Novato. Between 2006 and 2013 rental rates rose an average of 4.5 percent annually. Rents increased 6 percent between 2012 and 2013.

Table 24: Overview of Novato Rental Housing Market, 4Q 2013

Unit Type	Number	% of Mix	Avg. Sq. Ft.	Avg. Rent	Avg. Rent/ Sq. Ft.
Studio	10	1%	529	\$1,150	\$2.17
1 BR/1 BA	409	27%	706	\$1,471	\$2.18
2 BR/1 BA	316	21%	868	\$1,499	\$1.76
2 BR/1.5 BA	123	8%	896	\$1,609	\$1.81
2 BR/2 BA	406	29%	983	\$1,958	\$1.97
2 BR TH	172	10%	1,167	\$1,700	\$1.80
3 BR/2 BA	34	2%	1,139	\$1,860	\$1.78
3 BR/3BA	2	<1%	1,900	\$3,162	\$1.87
3BR TH	38	3%	1,173	\$1,934	\$1.59
All Units	1,510	100%	904	\$1,672	\$1.92

Source: RealFacts. Data is for multi-family housing developments with 50 or more units.

Table 25: Average Novato Rent History, 2006-2013

Unit Type	2006	2007	2008	2009	2010	2011	2012	2013	Average Annual % Increase
Studio	\$925	\$925	\$945	\$941	\$933	\$933	\$1,000	\$1,075	2.2%
1 BR/1 BA	\$1,081	\$1,143	\$1,200	\$1,194	\$1,270	\$1,327	\$1,364	\$1,490	4.7%
2 BD/1 BA	\$1,184	\$1,297	\$1,353	\$1,335	\$1,362	\$1,395	\$1,436	\$1,505	3.5%
2BD/2 BA	\$1,336	\$1,425	\$1,510	\$1,521	\$1,606	\$1,723	\$1,787	\$1,921	5.3%
2 BD TH	\$1,361	\$1,434	\$1,502	\$1,465	\$1,462	\$1,548	\$1,568	\$1,886	4.8%
3 BR/2 BA	\$1,613	\$1,605	\$1,702	\$1,738	\$1,800	\$1,868	\$1,860	\$1,972	2.9%
All Units	\$1,647	\$1,673	\$1,708	\$1,695	\$1,726	\$1,897	\$1,950	\$1,685	4.5%

Source: RealFacts. Data is for multi-family housing developments with 50 or more units.

The Ability to Pay for Housing

Housing that costs 30 percent or less of a household’s income is referred to as “affordable housing.” Because household incomes and sizes vary, the price that is considered “affordable” for each household also varies. For example, a large family with one small income might afford a different type of housing than a double-income household with no children.

The table below indicates the home prices that households at various income levels could be expected to pay if they were to spend 30 percent of their income on housing. The exact amount that they could pay would, of course, depend on the amount of down payment they could afford and the specific terms of their mortgage. These are rough calculations, meant to demonstrate the “gap” between market prices and affordability at various incomes, especially for first-time home buyers.

Table 26 shows affordability scenarios for four-person very low-, low- and moderate-income households in Novato. The analysis compares the maximum affordable sales price for each of these households to market rate prices as of February 2014. The affordable sales prices were calculated using household income limits published by the California State Department of Housing and Community Development (HCD) and conventional financing terms. It was assumed that households spend 30 percent of gross income on housing costs.

As shown in Table 26, very low-income households could afford 9 percent of single family homes listed for sale in Novato on February 8, 2014, and low-income households 11 percent. Moderate-income households could afford 18 percent of single family homes. It is

important to note that 7 of the 76 single family homes, or 9 percent, were manufactured or mobile homes.

Condominiums were more affordable. Very low-income and low-income households could afford 12 percent and 59 percent of condominiums, respectively, while moderate-income households could afford 100 percent of condominiums on the market.

This analysis indicates that very low income households are largely priced out of owning a home in Novato. While low income households could afford more than half of the condominiums on the market, they will likely encounter difficulty in purchasing an affordable single family home in Novato. These families will have to direct a larger share of income towards principal, interest, taxes, and insurance, or assemble a larger down payment to reduce mortgage costs. Moderate income households, too, will have difficulty finding an affordable single family home in Novato.

Table 26: Estimate of the Ability to Pay for Market Rate Housing in Novato, 2014

Income Level ¹	Maximum Affordable Sale Price ²	Percent of Single Family Homes on Market within Price Range ³	Percent of Condos on Market within Price Range ³
Very Low Income	\$264,000	9%	12%
Low Income	\$423,000	11%	59%
Moderate Income	\$578,000	18%	100%

¹Based on a four-person household income as defined by CA HCD for Marin County.

²Assumptions used to calculate affordable sale price:

Annual Interest Rate (Fixed): 4.375% (Wells Fargo rate on 2/8/14)

Term of mortgage: 30 years

Percent of sale price as down payment: 20%

Initial property tax (annual): 1.10%

Homeowner's insurance (annual): 0.43%

Mortgage insurance as percent of loan amount: 0.00%

Percent of household income available for Principal, Interest,

Tax & Insurance (PITI): 30%

Assumes 30 percent of household income spent on rent and utilities, based on Marin County Housing Authority utility allowance.

³Based on listings available on Realtor.com on February, 8, 2014. Includes mobile homes.

Sources: Realtor.com, accessed 2/8/14; Wells Fargo, accessed 2/8/14; CA HCD, 2013.

Table 27 indicates the rents that households at various income levels can afford if they were to spend 30 percent of their income on housing. The data shows that low-income households can afford market rents in Novato. Very low-income households will have more difficulty affording average rents, but apartments priced at the lower end of the market may provide affordable rents. The higher affordability gap for one-bedroom, one-bathroom apartments indicates that there may be a shortage of these types of apartments on the market, especially given the high percentage (26 percent) of single-person households in Novato. Extremely low-income households (those who earn 30 percent of the median family

income or less) are essentially priced out of the market. These households will have a difficult time finding affordable apartments, unless they are subsidized units.

Table 27: Estimate of the Ability to Pay for Rental Housing in Novato, 2013

Household Size and Income Category	Monthly Income	Rent at 30% of Income	Expected Unit Size	Average Rent (2013)	Ability to Pay Gap
Single Person					
Extremely Low	\$1,979	\$594	Studio	\$1,075	\$481
Very Low	\$3,300	\$990	Studio	\$1,075	\$85
Low	\$5,279	\$1,584	Studio	\$1,075	None
Moderate	\$7,208	\$2,163	Studio	\$1,075	None
Two Persons					
Extremely Low	\$2,263	\$679	1 BR/1 BA	\$1,490	\$811
Very Low Income	\$3,771	\$1,131	1 BR/1 BA	\$1,490	\$359
Low Income	\$6,033	\$1,810	1 BR/1 BA	\$1,490	None
Moderate Income	\$8,242	\$2,473	1 BR/1 BA	\$1,490	None
Four Persons					
Extremely Low	\$2,829	\$849	2 BD/1 BA	\$1,505	\$656
Very Low Income	\$4,713	\$1,414	2 BD/1 BA	\$1,505	\$91
Low Income	\$7,542	\$2,263	2 BD/1 BA	\$1,505	None
Moderate Income	\$10,300	\$3,090	2 BD/1 BA	\$1,505	None

Source: HCD Income Limits 2014; RealFacts

According to CHAS data, 25 percent of Novato households spend 30 percent or more of their household income on housing. Of renter households, 57 percent were reported as overpaying for housing. Forty-five percent of all owner households overpay for housing. The incidence of overpayment is detailed in Table 28 below. It is estimated that there are 4,515 lower-income owner households in Novato, and 67 percent of these households overpay for housing. There are an estimated 4,125 lower-income renter households, and 80 percent of these households overpay for housing. Extremely low and very low income households have the greatest housing cost burdens of all income categories. Nearly 60 percent of these households pay more than half of their income on housing costs.

Table 28: Housing Cost as a Percentage of Household Income

Income Category	Total Households	% of Total Households	Paying 30% to 50% of HH Income on Housing Costs	Paying More than 50% of HH Income on Housing Costs	% Overpaying
<i>Owner Households</i>					
Extremely Low <+ 30% AMI	940	5%	110	650	81%
Very Low >30% to <=50% AMI	1,420	7%	305	750	74%
Low >50% to <=80% AMI	2,155	11%	560	665	57%
Moderate <80% to 100% AMI	1,440	7%	550	270	57%
Above Median	7,795	39%	1,790	480	29%
Subtotal	13,750	69%	3,315	2,815	45%
<i>Renter Households</i>					
Extremely Low <+ 30% AMI	1,700	9%	225	1,245	86%
Very Low >30% to <=50% AMI	1,290	6%	570	535	86%
Low >50% to <=80% AMI	1,135	6%	670	60	64%
Moderate <80% to 100% AMI	650	3%	95	0	15%
Above Median	1,375	7%	115	0	8%
Subtotal	6,150	31%	1,675	1,840	57%
TOTAL	19,900	100%	9,640	4,650	25%
<i>Source: Comprehensive Housing Affordability Strategy data, based on American Community Survey 2006-2010 5-Year Estimates</i>					

The analysis shows that more affordable housing opportunities for low-income households are needed. Greater emphasis needs to be placed on very low and extremely low-income rental housing. There are an estimated 2,710 very low income households and 2,640 extremely low income households in Novato.

Extremely low income households typically require targeted programs to provide affordable housing solutions, including deeper income targeting for subsidies, housing with supportive services, single room occupancy housing (SROs) and other shared housing, and rent subsidies. This housing element contains several programs to address the housing needs of extremely low income households. Program 7.C will amend the zoning code to allow SROs in the Mixed Use, R10 and R20 districts as a conditional use. Programs 7.A and 7.B

encourage home-sharing, co-housing and similar collaborative housing types and programs. Program 13.A commits the City to supporting rental assistance programs, such as the Novato Human Needs Center.

Funding Resources for Affordable Housing

Throughout Marin County, developers rely on a variety of federal, state, and local funding and financing sources to make affordable housing projects feasible. Local funding sources include the Marin Community Foundation and the Marin Workforce Housing Trust. State agencies also play an important role by allocating federal housing funds and/or making loans available to affordable housing development. The three principal agencies involved are the State Treasurer's Office, the California Housing Finance Agency (CHFA) and the California Department of Housing and Community Development (HCD).

The extent to which Novato can achieve its Housing Element goals and objectives is due in part to the availability of financial resources for implementation. Below is a summary of the major sources of funding available to carry out housing activities in Novato.

Local Programs

City of Novato Affordable Housing Trust Fund. The City of Novato maintains an Affordable Housing Trust Fund which was created in 1988 to assist low and moderate income households purchase homes in Novato. Funds are now primarily augmented with interest income. In 2011 and 2012, a total of \$195,000 in loans were provided to Habitat for Humanity for the purchase and rehabilitation of three foreclosed single family houses for lower income households. There is a current balance of \$427,000 in the Affordable Housing Trust Fund.

City of Novato Housing Opportunity Fund. The City maintains a Housing Opportunity Fund which was created in 1988. Revenues in this fund are received from agreements with developers, in-lieu fees, and investment earnings. In the past, monies from the fund were used to assist Eden Housing with its construction of 61 affordable senior apartment units at Warner Creek. As of the end of Fiscal Year 2011-2012, there was a balance of \$550,000 in the account. In August 2012, the City Council approved an allocation of \$400,000 to Homeward Bound to construct 14 small rental units affordable to extremely low income households. There is a current balance of approximately \$150,000 in the account.

City of Novato Redevelopment Agency. Up until 2012, the Novato Redevelopment Agency was instrumental in the development and management of affordable housing in the Downtown Redevelopment Area and the Hamilton Redevelopment Area. Redevelopment funds in these two areas created 924 deed-restricted units, including workforce housing, senior housing, and transitional housing for homeless persons. Although California State redevelopment law required 20% of all redevelopment funds to be set-aside for affordable housing, Novato substantially exceeded this mandate and committed 100 percent of its funds for the Hamilton Redevelopment Area to affordable housing. Per the requirements of AB X1 26, passed in June 2011, the Novato Redevelopment Agency was dissolved on February 1, 2012.

Marin Workforce Housing Trust Fund. The Marin Workforce Housing Trust (MWHT) provides low interest rate loans to qualified developers of affordable rental and ownership housing in Marin County. Eligible developers may be nonprofit housing developers, for-profit housing developers that are building affordable units as part of a larger development containing market-rate units or commercial development, and employers who are building affordable units for their own workforce. MWHT loans are targeted for use as seed/catalyst loans to fund very early costs to initiate or expedite project development, as pre-development money to fund early development costs, as acquisition financing to purchase specific property, as crucial “gap financing” for construction of workforce housing or as mini-permanent loans of 1-3 years duration.

Section 8. Section 8 provides rental assistance payments to owners of private market rate units on behalf of very low income (50% Median Family Income) tenants. The program is administered by the Marin Housing Authority.

Assistance from Local Philanthropies. The Marin Community Foundation and its community partners have been instrumental in providing financial assistance for the development of affordable housing in Marin County.

State and Federal Programs

Recent budgetary pressures have resulted in declining state and federal funding for affordable housing development. In addition to the loss of approximately \$1 billion a year in redevelopment funding for municipal redevelopment agencies, federal funding for affordable housing from the U.S. Department of Housing and Urban Development has also been slashed. In fiscal year 2011-2012, California received \$131 million from the HOME Investment Partnerships Program, less than half the amount it received in the previous fiscal year. Community Development Grant Block funding, which has also been used to build affordable homes, fell 42 percent in the same period.⁹ Below is a description of state and federal affordable housing programs.

Building Equity and Growth in Neighborhoods (BEGIN) Program. The BEGIN Program is a homeownership program providing grants to local governments that reduce regulatory constraints to housing. Grants are provided for down payment assistance to low- and moderate-income first-time homebuyers.

Community Development Block Grant (CDBG) General Allocation Programs. The CDBG/GA Program provides funds for new construction, housing acquisition, housing programs, housing rehabilitation, public services, community facilities, economic development, and public works.

⁹ Alexandra Zavis and Jessica Garrison, “California Affordable Housing Projects Suffer from Loss of Funding,” Los Angeles Times, August 12, 2012.

Community Development Block Grant (CDBG) Planning and Technical Assistance Programs. The CDBG/PTA Program provides funds for planning and feasibility studies related to CDBG-eligible activities.

HOME Investment Partnership Programs (HOME). The HOME Program provides grants to cities, counties, and State-certified CHDOs for housing rehabilitation, new construction, and acquisition and rehabilitation for both single-family and multi-family housing projects serving lower-income renters and owners.

Housing Enabled by Local Partnerships (HELP) Program. Administered by the California Housing Finance Agency, the HELP Program and the Residential Development Loan Program (RDLP) offer reduced rate loans to local government entities for locally determined affordable housing activities and priorities (acquisition, construction, rehabilitation, single-family homeownership, or preservation of multi-family and special needs units).

Local Housing Trust Funds (LHTF). State funding is available to assist existing and new Local Housing Trust Funds (LHTFs). The State will provide matching grants to LHTFs that are funded on an ongoing basis from private contributions or public sources that are not otherwise restricted in use for housing programs. Approved activities include development of affordable multi-family rental and ownership housing and emergency shelters. Eligible expenses are loans for payment of predevelopment expenses, acquisition, construction, and rehabilitation of eligible projects, as well as down payment assistance. There must be 55-year affordability controls.

Additional resources for loans and grants for the construction, acquisition, rehabilitation and preservation of affordable rental and ownership housing, homeless shelters and transitional housing are available at the California Department of Housing and Community Development website at <http://www.hcd.ca.gov/permsource/summary.php>.

Special Housing Needs

In addition to overall housing needs, Novato must plan for housing to meet the special needs of people living with disabilities, the homeless, farmworkers, seniors, single parent and female-headed households, and large households. The discussion that follows in this section of the Housing Element analyzes special housing needs.

Persons with Disabilities

People living with disabilities represent a wide range of different housing needs, depending on the type and severity of their disability as well as personal preference and life-style. The design of housing, accessibility modifications, proximity to services and transit, and group living opportunities represent some of the types of considerations and accommodations that are important in serving this need group. Special consideration should also be given to the issue of income and affordability, as many people with disabilities are living on fixed incomes.

The 2008-2010 American Community Survey reported 5,089 individuals with a disability, accounting for 10 percent of the population. There are 2,500 individuals aged 18-64 with disabilities, representing 8 percent of the age group. Types of disabilities reported by disabled individuals are shown in Table 30.

Table 29: Persons with Disability

	Number	Percent
Age under 18 years, with a disability	330	3%
Age 18-64, with a disability	2,500	8%
Persons age 65 and over with a disability	2,259	29%
Total persons with a disability	5,089	10%
Total population (civilian non-institutional)	51,164	100%

Source: U.S. Census Bureau, 2008-2010 American Community Survey, Table S1810

Some people with disabilities can live most successfully in housing that provides a semi-independent living state, such as clustered group housing or other group-living quarters; others are capable of living independently if affordable units are available. Different types of housing that can serve these populations include: (1) single-room occupancy units (SROs), (2) single family and group homes specifically dedicated to each population and their required supportive services; (3) set-asides in larger, more traditional affordable housing development; and (4) transitional housing or crisis shelters. Sources of financing could

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include Section 202, Section 811, Multi-Family Housing/Supportive Housing, Mental Health Services Act, Transitional Age Youth and Section 8 project-based vouchers.

Table 30: Persons with Disabilities by Disability Type

	Number	Percent
<i>Population 5 to 64 years</i>		
With a hearing difficulty	385	1%
With a vision difficulty	205	1%
With a cognitive difficulty	1,013	3%
With an ambulatory difficulty	1,203	3%
With a self-care difficulty	404	1%
With an independent living difficulty (18 to 65 years)	573	14%
<i>Population 65 years and over</i>		
With a hearing difficulty	781	10%
With a vision difficulty	525	7%
With a cognitive difficulty	622	8%
With an ambulatory difficulty	1,362	17%
With a self-care difficulty	445	6%
With an independent living difficulty	1,017	13%
<i>Source: U.S. Census Bureau, 2008-2010 American Community Survey (S1810)</i>		

As the population ages, the need for disabled-accessible housing will increase. Consideration can be given to disabled dwelling conversion (or adaptability) and appropriate site design. Incorporating barrier-free design in all new multi-family housing is especially important to provide the widest range of choice.

There are a number of organizations that serve people living with disabilities in Marin. Buckelew provides affordable housing, employment services and recovery support to adults with mental illness. The majority of Buckelew’s clients live in apartments that are owned or leased by Buckelew, where they receive daily or sometimes weekly visits from staff to assist them to live semi-independently. The Marin Center for Independent Living provides housing assistance to those with disabilities and seniors. The Marin Center for Independent Living serves approximately 1,000 individuals with disabilities per year; most of their clients live at or below the federal poverty level.

Strategies and Programs to Meet Projected Needs

In March 2014, the City adopted a Reasonable Accommodation Ordinance that provides individuals with disabilities reasonable accommodation to ensure equal access to housing in

accordance with fair housing laws. The ordinance establishes a ministerial procedure for making requests for reasonable accommodation in land use, zoning and building regulations, policies and procedures, subject to approval by the Community Development Director based on defined criteria.

Persons with Developmental Disabilities

According to Section 4512 of the Welfare and Institutions Code a "developmental disability" means a disability that originates before an individual attains age 18 years, continues, or can be expected to continue, indefinitely, and constitutes a substantial disability for that individual which includes mental retardation, cerebral palsy, epilepsy, and autism.

Many developmentally disabled persons can live and work independently within a conventional housing environment. More severely disabled individuals require a group living environment where supervision is provided. The most severely affected individuals may require an institutional environment where medical attention and physical therapy are provided. Because developmental disabilities exist before adulthood, the first issue in supportive housing for the developmentally disabled is the transition from the person's living situation as a child to an appropriate level of independence as an adult.

The State Department of Developmental Services (DDS) currently provides community-based services to approximately 243,000 persons with developmental disabilities and their families through a statewide system of 21 regional centers, four developmental centers, and two community-based facilities. The Golden Gate Regional Center is one of 21 regional centers in the State of California that provides point of entry to services for people with developmental disabilities. The center is a private, non-profit community agency that contracts with local businesses to offer a wide range of services to individuals with developmental disabilities and their families.

Table 31 shows the number of disabled residents in the Novato area by age group.

Table 31: Developmentally Disabled Residents by Age

Zip Code Area	0-14 Years	15-22 Years	23-54 Years	55-64 Years	65+ Years	Total
94945	26	8	47	10	1	92
94947	42	20	131	31	14	238
94949	37	15	52	11	2	117
Total	105	43	230	52	17	447

Source: Golden Gate Regional Center

There are a number of housing types appropriate for people living with a development disability: rent subsidized homes, licensed and unlicensed single-family homes, inclusionary housing, Section 8 vouchers, special programs for home purchase, HUD housing, and SB 962 homes. The design of housing-accessibility modifications, the proximity to services and transit, and the availability of group living opportunities represent some of the types of considerations that are important in serving this need group. Approximately 30 percent of

Novato’s deed-restricted affordable housing units are reserved for seniors and disabled persons. Incorporating ‘barrier-free’ design in all, new multifamily housing (as required by California and Federal Fair Housing laws) is especially important to provide the widest range of choices for disabled residents. Special consideration should also be given to the affordability of housing, as people with disabilities may be living on a fixed income.

In order to assist in the housing needs for persons with Developmental Disabilities, the City will implement Program 13.C to coordinate housing activities and outreach with the Golden Gate Regional Center and Marin Housing Authority.

Seniors

The need for senior housing can be determined, in part, by the age distribution of the community and demographic projections. Particular needs, such as the need for smaller and more efficient housing, for barrier-free and accessible housing, and for a wide variety of housing with health care and/or personal services should be addressed, as should providing a continuum of care as elderly households become less self-reliant.

As shown in Table 33 there were 5,358 households in Novato headed by a person age 65 or older in 2010, up from 3,780 senior-headed households in 2000. This represents an increase of 74 percent over just ten years. In 2010, senior-headed households represented approximately 26 percent of all Novato households, up from 20 percent in 2000. Of these senior households, 80 percent are homeowners and 20 percent are renters.

Table 32: Household by Tenure and Age, 2000

Householder Age	Owners	Renters	Total
65-74 years	1,657	279	1,936
75 plus years	1,372	472	1,844
Total senior households	3,029	751	3,780
All Novato households	12,515	6,009	18,524
% senior households	24%	12%	20%

Source: 2000 Census SF1 (1QT-H1 and QT-H2)

Table 33: Householder by Tenure and Age, 2010

Householder Age	Owners	Renters	Total
65-74 years	2,401	486	2,887
75 plus years	1,864	607	2,471
Total senior households	4,265	1,093	5,358
All Novato households	13,591	6,688	20,279
% senior households	31%	16%	26%

Source: 2010 Census SF 1 (QT-H1 and QT-H2)

Table 34: Percent Change in Householders by Tenure and Age, 2000-2010

Householder Age	Owners	Renters	Total
65-74 years	45%	74%	49%
75 plus years	36%	27%	34%
Senior households	41%	46%	74%
All Novato households	9%	11%	9%

Source: 2000 and 2010 Census SF 1 (QT-H1 and QT-H2)

According to the 2010 American Community Survey 3-Year Estimates, approximately 495 seniors, or 6.3 percent of the Novato senior population, live in poverty. Given that income typically drops significantly as seniors enter retirement, particular needs for this group include more affordable housing and smaller, less expensive market-rate housing.

The number of senior-headed households is expected to rise further as the number of seniors over 65 is projected to increase by over 42 percent between 2010 and 2020. By 2035, the number of seniors aged 60 and over is projected to be 48% of the Marin population (Association of Bay Area Government Projections 2009). Consequently, the need for affordable and specialized housing for older residents is growing. Typical housing to meet the needs of seniors includes smaller attached or detached housing for independent living (both market rate and below market rate), second units, shared housing, age-restricted subsidized rental developments, congregate care facilities, licensed facilities, and skilled nursing homes. There is also a need for housing where an in-home caregiver can reside. Based, in part, on the frequency of inquiries with Planning staff, many seniors in Novato are “over housed,” or living in a home far larger than they need or want. With appropriate housing options a significant number of seniors may be more willing to vacate their own homes for smaller units, increasing housing options for families. Since 80 percent of senior households are owner-occupied, many Novato seniors have most likely acquired home equity that can be used to purchase smaller, more affordable units and to fund future costs of assisted living facilities.

In its FY 2007-2008 Annual Update, the Marin County Commission on Aging reached the following conclusions regarding the Marin senior population:

- Based upon the assumption that services will develop to support people at home, Marin does not need more nursing homes. Nursing home utilization will probably stay the same or decline.
- Demand for home and community supportive services will increase as the size of the 85+ population in Marin County increases. We expect continued growth in waiting lists for some critical services.
- Private home health agencies are poised to grow to meet the higher demands of older persons who have long-term care insurance or who have exhausted their Medicare home care benefits and can afford to pay privately for home health aides, chore workers, and registered nurses.
- High-end assisted living/senior residential facilities will continue to be in demand by many affluent older persons in Marin either as an alternative to living with limited supportive services or when home-based services are no longer a viable choice for them.
- Low-income older adults in Marin will continue to have fewer choices for housing and supportive services. Ombudsman staff report that there are no board and care facilities that are willing to accept the SSI board and care rate, which may be the only source of funding for many low-income senior and/or disabled county residents. The only option for these individuals may be placement in another county outside of the Bay Area.
- Couples will be living together longer as disability rates continue to decline and the gap in the gender ratio continues to close. This translates into more spouses becoming caregivers.
- Families will continue to provide the lion's share of supportive services to their aging family members, but many younger family members will not live close enough to provide direct care themselves.

According to the Marin County Commission on Aging, Marin has a strong and diverse system of community-based services for older adults provided by a variety of nonprofit organizations. These services include adult day care services, protective services, home care placement services, congregate and home-delivered meals, paratransit and care management services, preventive health care and legal services, and everyday money management.

There is a variety of senior housing in Novato, from deed-restricted rental and ownership housing to assisted living facilities, residential care homes, mobile home parks, and a skilled nursing facility. These are listed in Table 35.

Table 35: Senior Housing and Facilities in Novato

Development/Facility Name	# Units/Beds	Maximum Income
<i>Deed-Restricted Affordable Rental and Ownership Housing</i>		
Mackey Terrace (EAH)	50	50% AMI
Casa Nova (Marin Housing Authority)	40	80% AMI
Nova Ro 1	30	50% AMI
Nova Ro 2	56	50% AMI
Nova Ro 3	40	50% AMI
Warner Creek	60	30% AMI
The Villas at Hamilton	128	60% AMI
Addison Property	1	60% AMI
Villa Entrada	67	120% AMI
SUBTOTAL	472	
<i>Assisted Living & Residential Care Homes</i>		
Atria Tamalpais Creek	116	
The Seniors Villa	6	
The Anton Pointe	9	
Cedars Dante House	6	
Indian Valley View	13	
Wild Flowers 1	5	
Sundance Villa	5	
Eldersluf of Marin	5	
Young at Heart	6	
Bel Amor	6	
Wild Flowers 2	6	
Creekwood Senior Home	62	
SUBTOTAL	245	
<i>Skilled Nursing Facilities</i>		
Country Villa Novato	181	
<i>Retirement Homes (Independent Living)</i>		
Deer Park	84	
<i>Mobile Home Parks for Seniors Only</i>		
Los Robles Mobile Home Park	211	
Marin Valley Mobile Country Club	315	
SUBTOTAL	526	
TOTAL	1,508	

Source: City of Novato Community Development Department

For comparison, this Housing Element includes data about the amount and type of senior housing available in San Rafael, Marin’s other city with population over 50,000. As can be seen in Table 36, a significant proportion, 35 percent, of Novato’s senior housing is provided in two mobile home parks. As compared to San Rafael, Novato has substantially fewer assisted living and residential care home. Skilled nursing facilities, more specialized facilities, are not always exclusively for seniors and include services and specialized care sometimes for limited time frames during recovery from surgery, accidents, etc. Sometimes skilled nursing facilities are part of assisted living and residential care homes, such as at Aldersley and Villa Marin in San Rafael.

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Table 36: Senior Housing and Facilities in San Rafael

Development/Facility Name	# Units/Beds
<i>Independent Living</i>	
Golden Hinde	40
Maria B. Freitas Senior Community	61
Martinelli House	66
San Rafael Commons	83
Parnow Friendship House (ABHOW)	72
Venetia Oaks	36
Rotary Manor (ABHOW)	99
Rotary Valley Senior Village	80
SUBTOTAL	537
<i>Assisted Living & Residential Care Homes</i>	
Aldersley	87
Aegis of San Rafael	54
Alma Via	130
Drake Terrace	123
Villa Marin	224
A Golden Home	28
A Loving Touch	6
Ambassador Senior Care	5
Bretano House II, III, and IV	18
L'Chaim House I, II	12
Daniel Rest Home	6
Hacienda Rest Home	6
Harmony House	30
Long Life Living	18
Lucas Valley Lodge	6
Nazareth House	146
Parfitt's Rest Home	6
Roses Senior Care	8
Schon Hyme	12
St. Michael's	42
Shalom House	5
Terra Linda Christian	18
SUBTOTAL	990
<i>Skilled Nursing Facilities</i>	
Aldersley	20
Country Villa San Rafael	99
Kindred Care – Fifth Avenue	54
Northgate	52
Pine Ridge	101
Rafael Convalescent	168
Kindred Care – Smith Ranch	80
Villa Marin	31
SUBTOTAL	605
TOTAL	2,132

Source: Marin County Division of Aging & Adult Services, "Choices for Living 2012"; Bridge Housing; Mercy Housing; ABHOW; Marin Division of Aging & Adult Services, <http://marin.networkofcare.org/aging/services/subcategory.aspx?tax=PF-800.330>

Housing providers report that deed-restricted affordable housing for seniors is extremely limited. For example, Mackey Terrace is currently full and has a 3 to 4 year wait list. The Warner Creek development, which opened in January 2013, is fully occupied and there is a waiting list. Only the Villas at Hamilton report any vacancies as of July 2012; the development has three units available out of a total of 128 units.

In 2010, the Marin County Board of Supervisors formally approved housing policy recommendations from the Marin County Commission on Aging. According to the Commission on Aging, recognition of the following needs of older and disabled adults should be taken into consideration in any affordable housing review:

1. Older and disabled adults may choose to 'age in place' in their longtime homes or to move into smaller units with access to services. These smaller units could be included as part of a "senior village," a co-housing project, shared housing with unrelated individuals or in a second unit owned by someone else.
2. Whether they live alone or in a residential setting with others, as people age they will likely need assistance and/or services to remain living independently. Ideally, the workforce delivering the assistance and services should live close by in housing they can afford.
3. It is important for older and disabled adults to live where they can move about without cars and access vital services such as shopping, medical facilities, government centers, libraries, educational programs and recreational activities. In addition, those who cannot or choose not to drive should have access to a full range of transportation choices including public transit as well as pedestrian and bicycle pathways.
4. There is a need for both existing and new large housing developments which serve older adults and individuals with disabilities to include appropriate on-site services that support independent living and aging in place. Overall development standards are needed that include universal design principles such as wheel chair accessibility, wheel/walk-in showers, etc. It is desirable to have several levels of care at one site.

In recognizing these identified needs, the Marin County Commission on Aging recommends cities consider the following when updating their housing elements:

1. The critical need for affordable housing, protection of the existing supply of modest homes and second units, and creation of policies that make it easier to construct new modest sized homes and second units.
2. The fact that many older and disabled adults live on limited fixed incomes; therefore policies and procedures should be pursued to maintain and increase rental housing and second units.
3. A needs assessment, if feasible, to determine the number and kind of older and disabled adult housing units that are needed.

The Commission on Aging further recommends that the following tools and approaches be considered in developing affordable housing:

1. Reservation of at least 20 percent of any new development as ‘below market rate’ with a potential alternative of ‘in lieu fees’ or off-site land donations. In the opinion of the Commission on Aging, increased density and reduced parking requirements may be suitable for some older and disabled adults thereby raising the possibility of a reduction in the cost to build such facilities.
2. Use of a density bonus program as a tool to encourage and enable construction of needed affordable housing. For example, setting a minimum density on a suitable property could allow the planning process to proceed more smoothly.
3. Adoption of a policy to encourage or require appropriate developments to incorporate energy and water conservation measures along with green building practices.
4. Incorporation of Universal Design principles where practicable.
5. Adoption of parking standards that reflect the reduced parking needs of seniors.

Strategies and Programs to Meet Projected Needs

This housing element contains policies and programs to increase senior housing supply and options for the rapidly expanding senior population. In particular, Programs 7.A and 7.B encourage development of co-housing, homesharing and tenant matching programs. Program 11.A calls for efforts to work with the water and sanitary districts to reduce their fees applied to accessory dwelling unit. Additionally, Program 11.B calls for the adoption of new zoning provisions to accommodate a newly defined unit type, a Junior Second Unit, that could be created by repurposing space within an existing home (e.g., conversion of an existing bedroom), incorporating a small “wet-bar” kitchen, and providing an exterior entrance. Due to their small size, Junior Second Units would be offered relaxed parking requirements. Program 11.B also calls for reduced development impact fees imposed by the City and efforts to establish reduced water and sewer district fees for units that comply with adopted zoning provisions for Junior Second Units. These programs have been included in order to increase development of shared housing and the development of small units that could provide senior housing as well as opportunities for seniors to stay in their homes and earn additional income.

Large Families

Large households, defined as households with five or more persons, tend to have difficulties purchasing housing because large housing units are rarely affordable and rental units with three or more bedrooms are not common. The 2010 Census data show that 9 percent of Novato’s households were large families. The incidence of large households is higher among renter households; 14 percent of renter households were large families, while 7 percent of owner households were large families.

Table 37: Household Size by Tenure

	1-4 persons		5+ Persons		Total	
	Number	Percent	Number	Percent	Number	Percent
Owner	12,637	93%	954	7%	13,591	100%
Renter	5,761	86%	927	14%	6,688	100%
TOTAL	18,398	91%	1,881	9%	20,279	100%

Source: 2010 Census (SF 1: QT-H2)

According to the U.S. Census, there is an ample supply of houses with 4 or more bedrooms to house large families. Twenty-six percent of homes have four or more bedrooms, while only 9 percent of Novato households have five or more persons.

Table 38: Existing Housing Stock, Number of Bedrooms by Tenure

Bedroom Type	Number	Percent
0 BR	325	2%
1 BR	1,432	7%
2 BR	4,930	23%
3 BR	8,912	42%
4 BR	4,360	21%
5+ BR	1,257	6%
TOTAL	21,216	100%

Source: U.S. Census Bureau, 2008-2010 American Community Survey (DP04)

The data indicates for above moderate and moderate income households, Novato’s housing stock offers a choice of housing for large families. As is the case with housing affordability in general, it is likely that very low income large households are having difficulty finding affordable housing to meet their needs.

While the majority of deed-restricted affordable housing in Novato consists of one and two-bedroom units, the City made a concerted effort during the last planning period to develop large units for families. At Bay Vista, 106 three-bedroom units were constructed, and at Creekside at Meadow Park, a majority of the 77 apartments are three and four bedroom units.

Strategies and Programs to Meet Projected Needs

As the supply of large homes exceeds the number of large households, Novato should encourage the construction of smaller homes that will provide more housing opportunities for homeowners looking to “downsize” their homes and the large percentage of single householders and small households. With the dramatic increase in senior households, it is likely that many seniors are “overhoused” and living in a home far larger than they need or want. With appropriate housing options, a significant number of seniors may be willing to move into smaller units, including second units and shared housing opportunities, increasing the availability of homes for larger households and families. Programs 7.A and 7.B encourage development of co-housing, homesharing and tenant matching programs. Program 11.A directs the City to work with the water and sanitary districts to lower their connection or service fees for accessory dwelling units. Program 11.B directs the City to adopt zoning provisions, including relaxed parking standards for Junior Second Units, and reduced development fees. Programs 11.A and 11.B are intended to increase development of smaller units, including new units within existing “oversized” housing stock.

Female-Headed Households

Women in the housing market, including but not limited to the elderly, low and moderate income earners and single parents, face significant difficulties finding housing. Both ownership and rental units are unaffordable relative to the incomes of many people in this demographic. Female-headed households may need affordable housing with day care and recreation programs on-site or nearby, in proximity to schools and access to services. Female-headed households, like many large households, may have difficulty in finding appropriately sized housing.

According to the 2010 U.S. Census there are 8,256 households headed by a female in Novato, accounting for 41 percent of all households in the city. There are 1,344 single female parents with children under the age 18, and 1,765 senior females living alone. According to the U.S. Census Bureau 2008-2010 American Community Survey, 12 percent of all female-headed families (no husband present) are below the poverty line. By way of comparison, 2 percent of married couple families are below the poverty level.

Table 39: Female-Headed Households

Householder Type	Number	Percent
Total households	20,279	100%
Total female-headed household	8,256	41%
Female heads with children under 18	1,344	7%
Female heads without children under 18	6,912	34%
Female householder, living alone	4,083	17%
Female householder over 65, living alone	1,765	9%

Source: Census Bureau (2010 Census SF 1: QT-P11)

Strategies and Programs to Meet Projected Needs

This housing element contains policies and programs designed to meet the needs of female-headed households. In order to assist female householder living alone, Programs 7.A and 7.B encourage development of co-housing, homesharing and tenant matching programs. Programs 11.A and 11.B will encourage fee reductions for accessory dwelling units and develop standards and fees for Junior Second Units in order to increase development of small units that may be appropriate for small female-headed households or for those who could benefit from additional income from a second unit in their house. Programs 9.A through 9.H are all designed to increase the supply of affordable housing for lower income households, including female-headed households. Program 5.A would require the inclusion of programs and facilities in multi-family developments that will assist female-headed households with children, such as afterschool programs for children, homework improvement programs, sports programs for children, and community activity spaces.

Farmworkers

State law requires that housing elements evaluate the needs of farmworker housing in the local jurisdiction. Novato is surrounded by agricultural land to the north, south and west, but there is little agricultural land within the City limits. Approximately 86 acres, or 0.4% of the total land within the city, is designated for agricultural use in the City's General Plan. This designation is intended to protect, preserve and enhance agricultural uses. Permitted uses include agriculture; greenhouses; farm and ranch buildings; single family dwellings; horse stables; fishing and hunting clubs; flood control facilities; and animal hospitals.

The U.S. Census Bureau 2008-2010 American Community Survey identified 276 Novato residents employed in the agriculture, forestry, fishing and hunting, and mining occupations. There are several small farms within the city limits, but few employ farmworkers for their operations. Pacheco Ranch Winery is the largest agricultural operation in Novato. The vineyard is located on a 73-acre parcel designated agricultural land. However, only seven acres are planted. The winery is a family-run operation and does not employ any permanent farmworkers. One day a year, the owners contract labor to prune the vines. The owners currently have no plans to increase the size of the vineyard or hire additional farmworkers.

Just Struttin Farms, a 48 acre-farm located on Canyon Road and McClay Road, raises chickens, horses, donkeys and goats and grows a limited amount of vegetables, but employs no farmworkers. The Indian Valley Organic Farm & Garden, a 5.8 acre demonstration farm located on the College of Marin campus, provides education and outreach programs and acts as a model for environmental awareness and sustainable living. The farm is a joint program by the College of Marin, the Conservation Corps of Marin, and the University of California Cooperative Extension. Two acres are currently in row crop production. The program employs up to 10 people, who must be enrolled in at least 6 credits at the College of Marin and be eligible for federal financial aid funds.

Strategies and Programs to Meet Needs

Given the limited amount of land zoned for agricultural use, and the even smaller amount of land in agricultural production, there appears to be little, if any, need for farmworker housing in Novato. Nonetheless, farm labor housing is permitted in the Agricultural district with a use permit. Development standards and processing requirements for farm labor housing are the same as for other residential structures in the Agricultural district. Since Health and Safety Code Section 17021.6 precludes a local government from requiring a conditional use permit, zoning variance, and or other zoning clearance for certain agricultural employee housing, Program 12.B calls for the City to revise the Agricultural zoning district to allow farmworker housing as a permitted use, consistent with California Health and Safety Code Section 17021.6.

Homeless Individuals and Families

Individuals and families who are homeless have perhaps the most immediate housing need of any group. They also have one of the most difficult sets of housing needs to meet, due to both the diversity and complexity of the factors that lead to homelessness, and to community opposition to the location of housing that serves homeless clients. Homelessness is a countywide issue that demands a strategic, countywide approach that pools resources and services.

The best source of data for estimating the daily average number of homeless people is the 2013 Marin Homeless Point in Time Count, which was conducted by the Marin Health and Human Services on January 24, 2013. The data was gathered in partnership with housing service providers, faith-based groups and Marin schools, and included a count of both unsheltered homeless people (those living on the streets) and those who were sheltered (living in emergency shelters and transitional housing) on the day of the count. The count reports numbers of sheltered and unsheltered homeless people to the U.S. Department of Housing and Urban Development (HUD), according to HUD’s definition of homelessness. In addition, Marin Health and Human Services counts sheltered homeless people in other settings not recognized by HUD, such as motels, jail, hospitals and temporary residence with friends or family.

The count found a total of 933 homeless people in Marin County, broken down as shown in Table 40.

Table 40: Marin County Point in Time Homeless Count

Unsheltered homeless people	174
Sheltered homeless people	519
Other sheltered homeless people*	240
Total homeless people	933

*People sheltered in settings not recognized by HUD, such as motels, jail, hospitals and temporary residence with friends or family.

Source: Marin County 2013 Point In Time Count Comprehensive Report Findings, page 16.

Table 41 provides a breakdown of Marin’s homeless population into subpopulations. This data is also drawn from the 2013 Marin Homeless Point in Time Count. This data is based on a count of 933 homeless people, as described above.. Data is not available on the breakdown of homeless subpopulations within each jurisdiction.

Table 41: Homeless by Subpopulation

Subpopulation/Special Needs	Percentage
Homeless for 1 year or more	27%
Homeless for 10 years or more	7%
Mental Illness	24%
Alcohol Use	32%
Drug Use	7%
Chronic Health Condition	7%
Physical Disability	24%
Developmental Disability	5%
Veterans	9%
HIV	3%
Multiple Health Issues	17%
Domestic Violence	26%
Children (under age 18)	18%
Senior (62 or older)	8%

Source: 2013 Marin County Point in Time Count

According to the Point in Time Count of Persons Experiencing Homelessness report, 52 percent of adults counted reported having at least one type of disabling condition such as physical or developmental disability, chronic illness or a substance abuse problem. The survey found that 27 percent of those counted were homeless for one year or more; 10 percent reported being homeless for ten years or more. This data is consistent with national studies that have found high levels of disability among homeless people and suggests that both health and behavioral health services are needed to assist this population. Consistent with what has been found nationally, Marin’s homeless people also includes a significant number of veterans (9 percent) and people with domestic violence issues (26 percent).

The one-day count includes a breakdown of the homeless population by jurisdiction. The report found that 9 percent of the homeless and other sheltered populations (414 total persons) were located in Novato. The City therefore estimates the homeless population in Novato to be 37 people.

There is no data presently available documenting the increased level of demand for shelter in Marin County during particular times of the year. Due to the relatively mild climate, the only time of year when increased demand appears to be a factor is during the winter months (December to February). The biannual homeless count always takes place in the last week

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of January, which is a period when demand for shelter typically is at its highest. Since the year-round need described above is based on that biannual count, the City assumes that the seasonal need for emergency shelter is no greater than the year-round need.

Data is also not available on the breakdown of the sheltered homeless population by jurisdiction. However, since the vast majority of Marin’s emergency shelters and transitional housing are located in either San Rafael or Novato, it is likely that most of the 519 sheltered homeless people were residing in one of those two jurisdictions on the night of the count. As shown in Table 42, there are currently 80 emergency shelter beds and 146 transitional housing units in Novato that could have provided overnight shelter for 44% of the sheltered homeless people counted in Marin County on January 24, 2013.

Table 42: Emergency Shelters and Transitional and Supportive Housing in Novato

Facility/Program Name	Provider Name	Number of Beds/Units		
		Emergency Shelter (beds)	Transitional Housing (units)	Supportive Housing (units)
Gilead House	Gilead House	0	6	0
Hamilton Meadows	Hamilton Continuum Partners	0	101	0
Meadow Park	Homeward Bound of Marin	0	7	0
New Beginnings Center	Homeward Bound of Marin	64	0	0
New Beginnings Center (beds for Vets)	Homeward Bound of Marin	16	0	0
Next Key Center	Homeward Bound of Marin	0	32	0
Total		80	146	0

Source: Gilead House, Hamilton Continuum Partners, and Homeward Bound, July 2012.

Homeward Bound is the chief provider of emergency shelter and transitional and long-term housing and support services for homeless men, women and children in Marin County, serving approximately 2,000 people each year. The New Beginnings Center (NBC), located in Novato, is an 80-bed dormitory style facility built on a decommissioned military base. NBC provides, basic health care, around-the-clock counseling, an on-site 12-step program, relapse prevention workshops, a dining room that serves three meals a day, five on-site vocation training programs and other services as necessary to help residents move into and maintain long-term housing. This facility provides nearly half of the 179 emergency shelter beds in Marin County.

Transitional housing is provided at Gilead House, Hamilton Meadow, Meadow Park, and the Next Key Center. Meadow Park has seven apartments, and 22 beds. The Next Key Center has 32 apartments and 43 beds. Hamilton Meadows has 101 units. In June 2008, the Novato City Council approved construction of a new Gilead House, located on Seventh Street. The new facility, opened in July 2011, increases the number of people that can be housed from

three women and their children, or a total of 9 people, to six women and their children, or a total of up to 24 people.

As part of its latest capital project, Homeward Bound is proposing a Housing for Working Families project, which will construct 14 transitional units on 0.7 acre that Homeward Bound recently purchased. In August 2012, the City Council approved an allocation of \$400,000 from the City of Novato Housing Opportunity Fund for construction of these units.

Strategies and Programmatic Responses to Meet Projected Needs

Emergency Shelters. The Novato zoning code allows residential shelters as a permitted use in the Hamilton Industrial Park and Ignacio Industrial Park, and in the CG (General Commercial) District with a use permit. The industrial parks have an adequate number and size of commercial structures within them to accommodate emergency shelter facilities with at least 36 shelter beds.

Transitional and Supportive Housing. Government Code Section 65583(a)(5) requires all cities and towns to treat transitional and supportive housing as a residential use, subject only to those restrictions that apply to other residential dwellings of the same type in the same zone. In March 2014, the City adopted zoning code amendments that permit transitional and supportive housing as a residential use in all zoning districts as required by Government Code Section 65583(a)(5).

Opportunities for Energy Conservation

Housing Elements are required to identify opportunities for energy conservation in residential development. The energy conservation section of the housing element must inventory and analyze the opportunities to encourage the incorporation of energy saving features, energy saving materials, and energy efficient systems and design for residential development. Planning to maximize energy efficiency and the incorporation of energy conservation and green building features can contribute to reduced housing costs for homeowners and renters, in addition to promoting sustainable community design and reduced dependence on vehicles. Such planning and development standards can also significantly contribute to reducing greenhouse gases.

In 2008, the City conducted an inventory of 2005 community emissions and found that the residential sector generated 85,418 metric tons CO₂e, which represent 18.5 percent of total 2005 emissions. This is the second largest source of community emissions in Novato. The inventory found that 65 percent of total residential emissions were the result of electricity consumption and 35 percent were the result of natural gas use. Electricity is generally used for lighting, heating, cooking, and to power appliances. Natural gas is typically used in residences as a fuel for heating, water heating, and cooking. Implementing measures to improve efficiency, increase the use of renewable energy, and bolster energy conservation were strategies cited to reduce greenhouse gas emissions from the residential sector.

. In 2013, the City adopted the 2013 CAL Green Building Code which regulates both new and remodeled/expanded residential and non-residential buildings. The energy requirements of the new State code are significantly more stringent than the prior code (an approximately 25 percent reduced energy budget for new home, 30 percent reduction for commercial buildings and 14 percent reduction for multi-family structures) and are intended to progress to net zero energy homes by 2020 and commercial structures by 2030. The City also adopted CAL Green Tier 1 requirements for new construction only. These measures incorporate greener building standards related to planning and design, water efficiency and conservation, material conservation and resource efficiency, and environmental quality. The City has also adopted water-efficient landscape criteria and run-off policies, which help to reduce energy used to treat, transport and deliver water to residential buildings.

In December 2009, the City approved a Climate Action Plan that provides the city with a blueprint to reduce community greenhouse gas emissions by 15% below 2005 levels by the year 2020, which is consistent with the State's direction to local governments in the Assembly Bill (AB) 32 Scoping Plan. The mitigation measures related to energy efficiency programs in residential development are as follows:

- Low-Income Households Programs: Expand and better integrate programs for low-income households such as the distribution of CFL lights and water-conserving showerheads.
- Public Outreach: Promote residential and commercial energy through bill inserts, public service announcements, recognition programs, and other forms of public outreach.
- Community Renewable Energy Facilitation: Identify and remove barriers to small-scale, distributed renewable energy production within the community.
- Continue to implement the City's Green Building Program. Expand program to require a minimum of 15% above California's Title 24 energy standards, as amended.
- Cool Paving Materials: Require the use of high albedo material for future outdoor surfaces such as parking lots, median barriers, roadway improvements, and sidewalks in order to reduce the urban heat island effect and save energy.
- Increase Tree Cover: Increase tree cover of structures and other improvements in the City through implementation of the City's Urban Forestry Plan, including updated landscaping requirements to ensure strategic placement of plantings to shade east and west walls of structures.
- Water Conservation: Conserve water through improved efficiency.
- Require mixed-use, infill development at higher densities to ensure the provision of a mix of housing, employment, and commercial services within the community.
- Jobs/Housing Balance: Attract a variety of employment opportunities, including higher-paying jobs, for those who live, or are likely to live, in the community.
- Affordable Housing: Continue support of affordable housing ordinance and programs.

Housing Element Programs 4.A and 4.B will increase opportunities for solar installation and continue implementation of the City’s green building regulations. The ongoing General Plan update includes more emphasis on energy conservation than the existing General Plan.

In 2007, Novato joined the County of Marin and the other ten Marin municipalities to form the Marin Climate and Energy Partnership (MCEP) whose goal is to reduce greenhouse gas emissions and create sustainable communities. MCEP has been instrumental in developing programs to reduce energy use in residential buildings.

Novato also participates in the following energy conservation and efficiency programs administered by the Marin Energy Watch Partnership as follows:

Marin County Energy Watch (MCEW) partnership. The MCEW brings together five elements to provide energy efficiency services and resources to single and multi-family residential; small, medium and large commercial; and public agencies and schools in Marin County as described:

- California Youth Energy Services (CYES) provides no-cost green house calls to homeowners and renters, regardless of income level. The professionally-trained staff provides energy assessments and installs free energy and water-saving equipment. CYES serves single family dwellings, 2-4 duplexes, and multi-family units. Between 2009 and 2011, CYES served 340 households in Novato and installed energy-efficient equipment that saves 204,247 kWh hours of electricity annually.
- Marin Energy Management Team (MEMT) acts as “energy manager” for public sector agencies including local governments, school districts and special districts, and specifically addresses the difficulty of reaching smaller public sector institutions. Services include audits, technical assistance, engineering, assistance in financing and obtaining incentives, specifying and managing projects, energy accounting and reporting, procurement, peer meetings and training workshops. MEMT also integrates other state, utility, and private energy efficiency programs, filling resource gaps, and addressing specific barriers as needed to provide as comprehensive and seamless a delivery of services as possible. Between 2006 and June 2012, MEMT completed 12 projects in Novato that annually save 715,575 kWh of electricity.
- Smart Lights is designed to help small businesses become more energy-efficient. The program offers free start-to-finish technical assistance and instant rebates to help defray the cost of upgrading and/or repairing existing equipment. Smart Lights can help with comprehensive lighting retrofits, refrigeration tune-ups, controls, and seals replacement, replacing domestic hot water heaters, and referrals to appropriate HVAC programs. Between 2009 and 2011, Smart Lights completed 144 projects in Novato that save 1,057,522 kWh annually.
- Energy Upgrade California is an energy efficiency program that provides rebates and resources to upgrade single family and 2-4 unit multi-family dwellings to save

energy and water. Between June 2010 and May 2012, three homes in Novato participated in the program, improving their homes' energy efficiency by an average of 31 percent.

Conservation rebates. PG&E offers a wide range of rebates for energy efficient equipment and appliances, including refrigerators, clothes washers, room air conditioners, water heaters, attic and wall insulation, cool roofs, HVAC systems, furnaces, whole house fans, air handler systems, swimming pool pumps and motors, energy-efficient lighting, and recycling of refrigerators, freezers and room air conditioners. PG&E does a good job of promoting its rebate programs through customer mailings, the company website, and point-of-sale information.

Rehabilitation Loans. The Marin Housing Authority provides low-interest residential rehabilitation loans to very-low income homeowners to make basic repairs and improvements, correct substandard hazards, and eliminate health and safety issues. The maximum loan amount is \$35,000 and interest accrues at 6% per year. In cases of financial hardship, no monthly payment is required and payment of the loan is deferred, either for a specified period or until the property is sold or title is transferred. Funds can also be used to include energy efficiency improvements. Thirty-one residential rehabilitation loans were funded in Novato between 2007 and 2013.

Regional Housing Needs

Regional Housing Need Allocation

The Regional Housing Need Allocation (RHNA) is a minimum projection of additional housing units needed to accommodate projected household growth of all income levels by the end of the housing element’s statutory planning period. For Novato and other Bay Area jurisdictions, the regional housing need allocation is determined by the Association of Bay Area Governments (ABAG), based upon an overall regional housing need number established by the State for the Bay Area region.

The RHNA is distributed among four income categories to address the required provision for planning for all income levels. As shown in the table below, Novato’s portion of the regional housing need is a total of 415 units between January 1, 2014 and October 31, 2022, with the following income breakdown: 111 units affordable to very low income households; 65 units affordable to low income households; 72 units affordable to moderate income households; and 167 units affordable to above moderate income households.

Table 43: Regional Housing Need Allocation, 2014-2022

Income Category	New Construction Need
Very Low (0-50% of AMI)	111
Low (51-80% of AMI)	65
Moderate (81-120% of AMI)	72
Above Moderate (over 120% of AMI)	167
TOTAL UNITS	415

As per State law, projected housing need for extremely low income households earning 30 percent or less of the area median income is one half of the very low income category, or 56 units.

Units Built During the Planning Period

According to State law, a jurisdiction may take credit for units constructed or under construction between the base year of the RHNA period and the beginning of the new planning period. Units which have been issued building permits on or after January 1, 2014, may be credited against the RHNA to determine the balance of site capacity that must be identified. In addition, and based on conversations with HCD staff, Novato may take credit for housing units that have been approved or have filed a formal application but have not yet been issued a building permit. To credit units affordable to lower- and moderate-income households against the RHNA, a jurisdiction must demonstrate the units are affordable based on at least one of the following: subsidies, financing or other mechanisms that ensure affordability (e.g., Multifamily Housing Program (MHP), HOME Program, or Low-Income

Housing Tax Credit (LHTC) financed projects, inclusionary units or RDA requirements); since January 1, 2014, or were approved or submitted formal applications between, and are shown in Table 45. Affordability levels based on recorded or anticipated sales prices assume the housing units will sell for no more than \$278,000 for very low income households, \$445,000 for low-income households, and \$620,000 for moderate income households, as described in Table 28. Affordability levels for market-rate rents at Millworks were developed by comparing actual rents, plus utilities, to the affordability levels identified in Table 28. Affordability levels for second units were determined through a second unit survey distributed to over 130 residences with permitted second units by the City of Novato Community Development Department in August 2012. Affordability levels were calculated by comparing reported rents to the levels in Table 28. Of the surveys returned, 38 percent of owners charged no rent; these units are all assumed to be affordable to very low income households. In total, 66 percent of the second units were affordable to very low income households and 34 percent were affordable to low income households.

Table 44: Units Built, Under Construction, Approved or In-Process, April 2014

Project Name, Address or APN	Status: Built, Under Construction, or Approved	Total Units	Units by Income Level			Methodology of Affordability Determination (1) Sales price (2) Rent price (3) Type of Subsidy
			VL	L	M AM	
Canyon Green	Under construction	25 (16*)				Sales price 16*
Fourth St. Homes	Approved	10	10			Deed Restriction
Rudnick Estates	Under Construction	24 (22*)				Sales price 22*
Walnut Meadows	Approved	12				Sales price 12
Buck Center for Research in Aging	Approved	130	64	64	2	Rent Agreement with City
State Access Senior Apts.	Formal application received	48	5	4	39	Rent Agreement with City
Oma Village	City subsidy approved Formal application in process	14	14			Rent Agreement with City
Misc: SF homes on in-fill lots	Built	1			1	Sales price/Estimated Construction Cost
Hamilton Field Phase II Planning Area 19 Senior Housing	Approved	25	13	12		Hamilton Field Affordability Plan

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Second Units	Built	1	1	90	64	92	Second unit rent survey
TOTALS		279	33	90	64	92	

*Remaining units to be constructed within the planning period.

Fourth Street Homes. This planned development was recently purchased by Habitat for Humanity and has all of the necessary City entitlements in place to submit building plans for construction of improvements and homes. In November 2012, the City Council pledged a (no interest) loan of \$427,438 towards construction of the project.

Walnut Meadows. This planned development has all of the necessary City entitlements in place to submit the Final Map and building plans for construction of improvements and homes.

Buck Center for Research in Aging. The Buck Center “campus” has necessary land use and zoning designations, and entitlements to construct 130 low and moderate income units within its “campus.” In early 2013, the Buck Center submitted plans for the project to Design Review. The plans have undergone several revisions in response to comments from the Design Review Commissioners. The Buck Center is planning to submit its fourth set of revised plans for approval in September of 2014. When the Design Review Commission finally approves the plan, the Buck Center intends to pursue construction approval through the normal construction permit process and begin construction, tentatively in 2015, when permits and financing have been secured.

State Access Senior Apartments. A proposal from Thompson Development Inc., State Access Senior Apartments at 801 State Access Road includes 48 one- and two-bedroom senior apartments within a two-story building that frames a common courtyard. Other amenities include a community garden, game room, a fitness room and a multi-purpose room. The project received all of its entitlements for development in September 2013. In support of its request for a General Plan Land Use amendment to permit housing on the site, Thompson Development has committed to reserving 5 very-low and 4 low income senior apartments. This offer is memorialized in a letter to the City dated November 29, 2012. The applicant is projecting a construction start in late summer 2014.

Oma Village. Founded in 1974, Homeward Bound of Marin seeks to end homelessness within Marin County. Their programs range from emergency shelters to permanent supportive housing that includes services like counseling and job training.

As part of its latest capital project, Homeward Bound is proposing Oma Village for working families, which will construct 14 rental units for extremely-low income households on a 0.7 acre at 5394 Nave Drive that Homeward Bound recently purchased. The units will be designed to achieve Leadership in Energy and Environmental Design (LEED) certification. The smallest unit proposed will be 461 square feet for a one bedroom, one bath structure to the largest structure of two bedrooms, two-and-one-baths of 1,002 square feet. It is expected that each household will be comprised of either a single person or a single parent with one child.

In August 2012, the City Council approved an allocation of \$400,000 from the City of Novato Housing Opportunity Fund and in February 2013 approved an additional \$130,000 from available Community Development Block Grant funds for construction of these units. Homeward Bound received final entitlements (design review) in March 2014 to use this site for permanent rental housing for extremely low income households. According to the applicant’s representatives, construction is expected to be completed by spring 2015.

Hamilton Field Phase II Planning Area 19 Senior Housing. This site was acquired by the City of Novato as part of the Hamilton Army Airfield Reuse Plan. Through adoption of the Reuse Plan, the site has necessary land use and zoning clearance to construct 25 units of affordable housing for seniors; in fact, the Reuse Plan calls for affordable senior housing exclusively on the site. The City is actively seeking a qualified developer for the site and recently hired a Hamilton Base Reuse Director whose responsibilities include efforts to more effectively promote the site for affordable senior housing.

Remaining Regional Housing Need –2014-2022. Table 45, column A-B below, reflects the remaining regional housing need after accounting for units proposed, approved, under construction or built within the planning period to date. Table 45 demonstrates that the City, via supportive site designation(s), has satisfied its low income housing need and needs to accommodate the development of 78 units affordable to very low income households, 8 moderate income units and 75 above moderate income units.

Table 45: Remaining Regional Housing Need After Units Built, Under Construction, Approved or In Process

Income Category	A	B	A-B
	New Construction Need	Units Built, Under Construction or Approved	Remaining Need
Very Low	111	33	78
Low	65	90	(25)
Moderate	72	64	8
Above Moderate	167	92	75
TOTAL UNITS	415	279	136*

* = Surplus Low deducted from Remaining Need for Moderate and Above Moderate

Available Land and Ability to Meet Novato’s Regional Housing Needs

This section of the element addresses the requirements of Government Code Sections 65583 and 65583.2, requiring a parcel-specific inventory of appropriately zoned, available, and suitable sites that can provide realistic opportunities for the provision of housing to all income segments within the community.

Available Land Inventory

A City-wide land inventory has been developed based on sites that currently allow for housing. The inventory includes both small and large residentially and non-residentially zoned parcels and parcels which are substantially vacant or underutilized which could be developed with additional housing. The inventory provides an estimate of potential development capacity for these sites based on existing environmental constraints and/or uses.

The sites suitability analysis discusses the sites that will provide realistic development opportunities prior to January 31, 2023 (the end of planning period). To demonstrate the realistic development viability of these sites, the analysis also discusses: (1) whether appropriate zoning is in place, (2) the applicable development standards and their impact on projected development capacity and affordability, (3) existing constraints including any known environmental issues, and (4) the availability of existing and planned public service capacity levels.

The following sites inventory was developed in April 2014 and includes assessor parcel number, size, zoning, general plan designation, existing use, potential buildout capacity, and an indication of on-site constraints for each site. A corresponding map exhibit of these sites is included in Appendix B.

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Table 46: Available Land Inventory

Map ID	Assessor's Parcel Number	General Plan	Zoning	Allowable Density	Acres	Existing Use	Realistic Capacity	Infrastructure Capacity	On-site Constraints
Affordable Housing Overlay Sites									
1	141-201-48; 141-201-12	PD	AHO/R10	20-23	2.14	Day care facility	35	Yes	Creek
2	153-162-59	PD	AHO/GC	20-23	2.11	RV storage yard	30	Yes	None
3	125-202-18	PD	AHO/BPO	20-23	39.92 (4 acre portion)	Vacant	80	Yes	None
4	143-011-08	CG:D	AHO/GC	20-23	1.76	Vacant	35	Yes	None
5	140-011-66	R1	AHO/R1-7.5	20-23	1.06	Health services facility	21	Yes	Creek borders site
<i>Subtotal</i>							201		
Multi-Family Housing									
6	141-062-36	R5	R5-4.5	5.1-10	1.1	1 SF house	6	Yes	
7	141-142-16	R5	R5-4.5	5.1-10	3.9	1 SF house	8	Yes	Flood plain
8	141-234-10	R10	R10-4.5	10.1-20	0.5	1 SF house	3	Yes	
9	141-253-09	R10	R10-4.5	10.1-20	0.2	vacant	1	Yes	
10	141-261-30	R10	R10-4.5	10.1-20	0.6	1 SF house	5	Yes	
<i>Subtotal</i>							23		
Mixed Use									
11	141-261-29	CD	CDR; Downtown	2.0 FAR	1.2	one story commercial	24	Yes	
12	141-263-30	MU	MU; Downtown	2.0 FAR	0.3	vacant	6	Yes	
13	125-600-52	MU	MU: Atherton Ranch	0.8	1.86	vacant	27*	Yes	
14	125-600-51	MU	MU: Atherton Ranch	0.8	1.70	vacant	27*	Yes	
15	141-264-22	CD	CDR; Downtown	2.0 FAR	0.6	one story commercial	10	Yes	
16	141-282-07 and 141-282-04	CD	CDR; Downtown	2.0 FAR	0.9	one story commercial and adjacent vacant parcel; same owner	17	Yes	
17	153-041-01	CD	CDR; Downtown	2.0 FAR	0.7	one story commercial	13	Yes	
<i>Subtotal</i>							124		

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<i>Single Family Homes</i>									
18	124-010-08	R4	PD	4.1-7.0	21.6	vacant	115	Yes	
19	124-212-22	R1	R1-7.5	1.1-5.0	2.9	vacant	4	Yes	
20	124-323-11	R1	R1-7.5	1.1-5.0	3.5	church	9	Yes	
21	125-510-04	R1	PD	1.1-5.0	0.8	vacant	1	Yes	
22	132-031-04	R1	R1-40	1.1-5.0	4.6	4	2	Yes	Flood plain
23	132-031-08	R1	R1-40	1.1-5.0	3.6	vacant	2	Yes	Flood plain
24	132-031-10	R1	R1-40	1.1-5.0	1.9	2	1	Yes	Flood plain
25	132-031-11	R1	R1-40	1.1-5.0	2.9	1 SF house	2	Yes	Flood plain
26	132-031-12	R1	R1-40	1.1-5.0	2.0	1 SF house	1	Yes	
27	132-051-53	R1	R1-40	1.1-5.0	1.9	1 SF house	1	Yes	
28	140-011-78	R1	R1-7.5	1.1-5.0	0.6	1 SF house	2	Yes	Flood plain
29	140-011-79	R1	R1-7.5	1.1-5.0	1.6	1 SF house	5	Yes	Flood plain
30	140-011-80	R1	PD	1.1-5.0	1.3	vacant 0	6	Yes	Flood plain
31	140-111-74	R1	R1-7.5	1.1-5.0	0.9	1 SF house	3	Yes	Flood plain
32	140-111-75	R1	R1-7.5	1.1-5.0	0.9	1 SF house	3	Yes	Flood plain
33	140-191-69	R1	R1-7.5	1.1-5.0	0.2	vacant	1	Yes	Flag lot
34	140-191-70	R1	R1-7.5	1.1-5.0	0.2	vacant	1	Yes	Flag lot
35	140-231-05	R1	R1-10	1.1-5.0	4.9	1 SF house	5	Yes	Flood plain
36	140-231-31	R1	R1-7.5	1.1-5.0	3.5	vacant	2	Yes	Flood plain
37	140-261-73	R1	R1-7.5	1.1-5.0	0.8	1 SF house	2	Yes	
38	140-273-50	R1	R1-7.5	1.1-5.0	0.3	vacant	1	Yes	
39	141-061-18	R1	R1-7.5	1.1-5.0	0.4	1 SF house	1	Yes	
40	141-090-45	R1	R1-7.5	1.1-5.0	1.0	vacant	4	Yes	
41	141-061-15	R1	R1-7.5	1.1-5.0	1.4	vacant	7	Yes	Flood plain
42	141-061-20	R1	R1-7.5	1.1-5.0	1.1	1 SF house	4	Yes	Flood plain
43	141-072-29	R1	R1-7.5	1.1-5.0	0.7	vacant	1	Yes	Flood plain
44	143-071-11	R1	R1-7.5	1.1-5.0	0.4	vacant	1	Yes	Hillside lot
45	143-151-06	R1	PD	1.1-5.0	6.7	vacant	8	Yes	Hillside lot
46	143-272-07	R1	PD	1.1-5.0	8.7	vacant	11	Yes	Hillside lot
47	151-022-09	R1	R1-7.5	1.1-5.0	3.7	vacant	9	Yes	
48	160-020-12	R1	PD	1.1-5.0	2.2		5	Yes	
49	160-020-44	R1	PD	1.1-5.0	21.0	vacant	1	Yes	Hillside lot
50	160-150-50	R1	R1-10	1.1-5.0	9.8	vacant	3	Yes	
51	146-090-08	R1, Undesignated	R1-40, Undesignated	1.1-5.0	19.9	1 SF house	10	Yes	
52	141-130-76	RVL	PD	0.5-1.0	7.5	vacant	1	Yes	Hillside lot
53	143-171-57	RVL	PD	0.5-1.0	25.0	vacant	1	Yes	Hillside lot
54	143-331-45	RVL	PD	0.5-1.0	14.4	vacant	1	Yes	Hillside lot
55	146-090-12	RVL	RVL-40	0.5-1.0	4.1	1 SF house	2	Yes	

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56	146-090-18	RVL	RVL-40	0.5-1.0	24.9	1 SF house	6	Yes	
57	146-110-79	RVL	RVL-80	0.5-1.0	7.9	vacant	1	Yes	Hillside lot
58	153-111-10	RVL	PD	0.5-1.0	4.7	vacant	1	Yes	Hillside lot
59	153-182-07	RVL	RVL-40	0.5-1.0	5.3	1 SF house	1	Yes	Hillside lot
60	153-182-08	RVL	RVL-40	0.5-1.0	5.1	1 SF house	1	Yes	Hillside lot
61	153-182-50	RVL	PD	0.5-1.0	3.9	vacant	1	Yes	Hillside lot
62	153-182-53	RVL	RVL-40	0.5-1.0	1.6	vacant	1	Yes	Hillside lot
63	153-182-54	RVL	RVL-40	0.5-1.0	1.6	vacant	1	Yes	Hillside lot
64	153-182-55	RVL	RVL-40	0.5-1.0	1.5	vacant	1	Yes	Hillside lot
65	153-182-56	RVL	RVL-40	0.5-1.0	1.6	vacant	1	Yes	Hillside lot
66	153-182-57	RVL	RVL-40	0.5-1.0	7.4	vacant	1	Yes	Hillside lot
<i>Subtotal</i>							<i>255</i>		
<i>Accessory Dwelling Units</i>									
n/a	Various	R1, RR and RVL	0.5-5.0	R1, RR and RVL	Varies	Single family houses and vacant lots	24	Yes	Varies
<i>Subtotal</i>							<i>24</i>		
TOTAL							627		

Available Sites for Housing

Affordable Housing Overlay Sites

In 2013, and in accordance with the City's adopted and certified 2007-2014 Housing Element, the City designated five sites for a newly created Affordable Housing Overlay (AHO) District. These sites are identified in Table 47 and are shown in a map as Appendix D. In addition to all existing zoning allowances, the AHO district permits multi-family housing with a minimum/maximum density of 20 to 23 dwelling units per acre.

Also in 2013, the City adopted a local density bonus for senior housing. With the City's demonstrated need for senior housing, a trend in smaller home size for seniors (smaller household size), and demonstrated reduced parking needs for seniors (fewer household drivers), the City adopted a local density bonus ordinance that establishes a base density bonus of 23 to 30 dwelling units per acre for housing designated for seniors. The density bonus complies with State mandated provisions per Government Code Section 65915.

Site # 1: 1787 Grant Ave., APN 141-201-48 and 141-201-12. This site contains two co-owned parcels, a 1.90 acre parcel and an adjacent 0.25 acre parcel. The site fronts Grant Ave. to the north and a 26-unit, two story, attached condominium development to the east. To the south and west, the site backs up to a heavily wooded segment of Novato Creek.

Housing Redevelopment Opportunity: The combined sites are partially improved with two single story commercial buildings currently occupied by Bridge Point Academy, a childcare center. The aging (40+ years), outdated buildings occupy less than 12% of the site area and are nearing the end of their functional usefulness. Building expansion or reuse is likely infeasible due to overall building code upgrades to meet current standards. Additionally, the existing use, Bridge Point Academy, operates under the provisions of a conditional use permit which allowed a school for up to 35 children to operate at the subject property. As a conditionally permitted use, the existing business is not able to expand without a new Use Permit and design review approval to do so, a process more burdensome than application for design review for multi-family housing under the Affordable Housing Overlay District.

Taking into account approximately 0.39 acres of the site area for the preservation of a well vegetated segment of Novato Creek, the net remaining, 1.75 acres is well-suited for multi-family residential development; it is relatively flat with no significant environmental features. The site is close to shopping, services, schools, parks and transit, and is located in a highly walkable neighborhood. Based on the site conditions and the context described above, these sites (currently under one ownership) combined are an excellent candidate for residential redevelopment.

If both parcels are developed concurrently for housing, the City will waive fees for processing a merger of the two parcels (see Program 9.B). The assumed development type is attached, multi-family, two story construction with a combination of surface and tuck-under parking. Applying a residential land use density of 20 units per acre and a net developable

area of 1.76 acres, the site would yield 35 units. At 30 units per acre, for seniors, the unit yield would be 53 units.

Site # 2: Landing Court, APN 153-162-59. The site, approximately 2.11 acres, fronts Landing Ct. opposite a light industrial/office complex and self-storage. To the north and west, the site abuts the rear and side yards of four single family homes. The site has no building/structural improvements, has some basic utility connections, and is marginally improved with surface parking for RVs, boats and trucks. The site is nearly level and is essentially void of vegetation. Given the lack of existing improvements, the site presents an excellent opportunity for reuse. The site is on a transit corridor, and is accessible to local grocery stores and other services within half of a mile.

The assumed development type for the site is attached, multi-family, two story construction with a combination of surface and tucked-under parking. Applying a land use density of 20 units per acre, the site would yield 42 units. However, with respect for the four existing single-family homes to the north and east of the site, the City provides a design transition area along the north and east boundaries of the site, an area of approximately ½ acre, within which a comparable development pattern (building height, massing, setbacks etc.) could occur. The intent of the transition area is to provide a design transition between the existing homes and higher density development on the site. Applying a ½ acre transition area leaves a net buildable site area of 1.50 acres, which at 20 units per acre would yield 30 units. Maximum density for senior housing at 30 units per acre would yield 45 units.

Site # 3: Redwood Boulevard, APN 125-202-18. This vacant site is a 39.92 acre parcel, approximately 900 feet north of the intersection of Wood Hollow Drive and Redwood Boulevard and a proposed rail station. The site is adjacent to homes within Partridge Knolls to the west, the Buck Center for Research in Aging to the north, which includes an approved 130-unit multi-family development, and an office complex to the south. Four acres of the site is designated in the AHO District. This four-acre area is located adjacent to Redwood Boulevard adjacent just north of the site's southern access in a relatively flat area largely void of trees and establishing drainage areas (see Appendix B-ii). There is a realistic minimum development capacity of 80 units on the four acres at a density of 20 units per acre. At 30 units per acre, the same four acre portion of the site would yield 120 units for senior housing.

Site #4: 7506 Redwood Boulevard, APN 143-011-08. This 1.76 acre site is vacant and is adjacent to a small shopping center that includes a Trader Joe's specialty foods store. The site is flat, has no physical constraints, and fronts a major thoroughfare with transit lines. The assumed development scenario is attached, multi-family, two story construction with a combination of surface and tucked-under parking. The site falls within the Downtown overlay zone, which has reduced parking standards. Applying a land use density of 20 units per acre, the site would yield 35 units; at 30 units per acre, the unit yield would be 53 units for senior housing.

Site #5: 1905 Novato Boulevard, APN 140-011-66. This 1.06 acre site is currently occupied by Lifelong Medical Care. The building is over 40 years old and is nearing the end of its functional usefulness. Existing lot coverage is only 11 percent. Building expansion or reuse is

likely infeasible due to the extent of building upgrades to meet current code standards. Additionally, the existing use, Lifelong Medical Care, is a non-permitted use under the existing Low Density Residential (R1) designation. As a non-permitted use, the existing business is not able to undertake structural improvements or expand; a restriction that impacts the on-going viability of the business making the site an excellent candidate for redevelopment. Further, the balance of the property (87%), provides an opportunity for senior housing development in conjunction with the existing senior services. The site is flat and fronts a major thoroughfare with transit lines. The site is near shopping and services, schools and parks. Based on site conditions and context described above it is an excellent candidate for residential development.

The assumed development scenario is attached, multi-family, two story construction with a combination of surface and tucked-under parking. Applying a residential land use density of 20 units per acre, the site would yield 21 units; at 30 units per acre, for seniors, it would yield 32.

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Figure 7: AHO Site #1

Site	Address	APN	Area	Realistic Unit Capacity
1	1787 Grant Avenue	1410-201-48 and 141-201-12	2.14 acres	40 units



Figure 8: AHO Site #2

Site	Address	APN	Area	Realistic Unit Capacity
2	Landing Court	153-162-59	2.11 acres	34 units



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Figure 9: AHO Site #3

Site	Address	APN	Area	Realistic Unit Capacity
3	Redwood Blvd.	125-202-18	39.92 acres	92 units



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Figure 10: AHO Site #4

Site	Address	APN	Area	Realistic Unit Capacity
4	7506 Redwood Blvd.	143-011-08	1.76 acres	40 units



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Figure 11: AHO Site #5



Multi-Family Housing

There is potential for 23 net new housing units on five sites zoned R5-4.5 and R10-4.5. The R5 (Medium Density Residential) zoning district is intended for areas appropriate for a mix of housing types on smaller lots. Typical residential land uses include single- and two-family dwelling units, either attached or detached. The R10 (Medium Density Multi-Family Residential) zoning district is intended for a variety of medium density dwelling units, including multi-family, two family and single family residences. Both the R5-4.5 and R10-4.5 designations indicate zoning districts that allow a maximum of one housing unit per 4,500 square feet of site area, for a maximum density of 10 dwelling units per acre. These five multi-family housing sites, for a net of 23 new units, are expected to be developed with housing affordable to moderate income households.

Mixed Use & Downtown Core Housing

There is the potential for 124 new housing units in mixed-use development on five sites in the Downtown. Three of these sites are vacant; another site comprises a vacant, one-story commercial building and an adjacent undeveloped parcel owned by the same property owner. The remaining three sites are underutilized and are developed with existing floor area ratios of approximately 0.1 to 0.5.

Development of sites designated for Mixed Use (MU) allow a 0.4 Floor Area Ratio. However, to incentivize housing, the FAR in MU is increased to 0.8 if housing is included - a 100 percent density increase. Similarly, commercial development in the Downtown Core (CD) allows a 1.2 FAR, and an increase to 2.0 FAR if a residential component is included, a 66 percent density increase. Within the Downtown Overlay district, building height may be increased by 30 percent, from 35 feet to 45 feet, where it is determined that exceptional building design quality is proposed and/or housing is included within a mixed use project. Reduced on-site parking requirements for development within the Downtown Overlay district are also available. Adjustments to parking requirements may include waivers for off-peak uses, shared parking agreements, off-site parking and public parking improvements. Realistic development capacities for the sites contained in the Available Land Inventory were conservatively estimated at a density of 20 dwelling units per acre.

The City has had great success encouraging mixed-use development in the Downtown. Based largely on its design merits, the City Council unanimously approved the mixed-use Millworks project including 124 housing units and 52,000 sq. ft. of retail space on 2.85 acres at 900 Reichert Avenue. The City applied the increased Floor Area Ratio from 1.2 to 2.0 to accommodate the number of condominium homes proposed, which equates to a residential density of 44 units per acre; this density is in addition to 52,000 sq. ft. of retail space. These units were designed as large, condominium units; the average unit size in 1,240 square feet.

Based upon current market rents at 900 Reichert Avenue, newly constructed mixed use units are projected to be affordable to moderate income households at market rental rates (with the exception of seven deed-restricted units affordable to very low income households). As identified in Table 47, Available Land Inventory, there is a capacity within existing MU and CD districts for 124 mixed use units.

Single Family Houses

There is potential for 256 net new single family homes on 50 parcels zoned for single family residential development in the Low Density Residential (R-1) and Very Low Density (RVL) zoning districts. Thirty-four of these sites are vacant, and 16 sites are developed with one single family house. Although most sites have no environmental constraints, a few are located on hillsides lots or within a flood plain. While these constraints may increase the cost of development, they do not preclude development, and the City has calculated the realistic capacity of these sites given their environmental constraints. Absent property agreements with the City, newly constructed single family homes typically provide housing for above moderate income households in Novato.

Accessory Dwelling Units

Accessory dwelling units, or second units, contributed a small number of housing units to the City housing stock during the prior planning period. During the 2007-2014 planning period, 10 second units were approved/developed. Demand for second units is expected to increase, especially as residents seek lower-cost housing for adult children, aging parents, and caregivers. Additionally, the City has a large number of single-person households (26 percent of all households) and seniors who own their own their homes and are potentially “over-housed.” To encourage and facilitate second-unit development commensurate with the projected second-unit capacity, the City will implement Program 11.A by working with the water and sewer districts in an effort to reduce their permit and service costs. The City relaxed parking standards and reduced its development impact fees for second units by 50 percent in 2013. Additionally, Program 11.B calls for the adoption of new zoning provisions to accommodate an innovative, new unit type: a Junior Second Unit, which is a unit that can be created by repurposing space within an existing home (e.g., conversion of an existing bedroom), incorporating a small “wet-bar” kitchen, and providing an exterior entrance to the unit. In order to encourage Junior Second Units, the City will adopt relaxed parking standards for the units and reduced development fees.

Considering the City’s track record in second unit development, and in concert with local housing needs and development trends and implementation of Program 11.A, the City is projecting an additional total of 24 second units affordable to lower income households to be approved during the current planning period at a rate of 3 units per year. Based upon results from the City’s second unit survey, second units are expected to provide affordable housing for low and very low income households. The affordability split is 66 percent very low income and 34 percent low income.

Conclusion

As shown in Table 47, the City has sufficient land appropriately zoned to meet the City’s RHNA for the current planning period. After factoring for units built, under construction, approved or in process as shown in Table 45, the City has sites available to accommodate more than twice the RHNA assigned for the planning period. Moreover, the City has identified sufficient sites, appropriately zoned to meet 133 percent of its very low income requirement and 308 percent of its low income requirement.

Table 47: Remaining Need Based on Available Land Inventory

	Very Low	Low	Moderate	Above Moderate	Total
RHNA 2014-2022	111	65	72	167	415
Units built, under construction or approved (Table 45)	33	90	64	92	279
Affordable Housing Opportunity Sites (Table 46)	100	101			201
Medium Density, Multi-Family Sites (Table 46)			23		23
Mixed Use (Table 46)			124		124
Single Family (Table 46)				255	255
Accessory Dwelling Units (Table 46)	15	9			24
Total Capacity	148	200	211	347	906
% of RHNA	133%	308%	293%	208%	218%

Density Assumptions and the Cost of Housing

State law has established “default densities” that are considered sufficient to provide market-based incentives for the development of housing for lower-income households. For jurisdictions such as Novato that have a population greater than 25,000 and are located within a Metropolitan Statistical Area (MSA) with a population of more than two million, the default density is 30 dwelling units per acre (or higher).¹⁰ In Marin County, the default density of 30 dwelling units per acre applies to only two cities – Novato and San Rafael – and the County of Marin. All other cities within Marin County have been assigned a default density of 20 dwelling units per acre, regardless of the existing housing density of the community or the relative cost of housing. In practice, the state standards have resulted in an incongruous assignment of default densities, where cities that are closer to major employment centers, have denser populations and housing units per square mile, and higher housing costs have been assigned the lowest default densities.

As shown in the table below, the center of Novato is located approximately 22.6 miles from San Francisco, the area’s major employment center. As the northernmost city in Marin County, Novato has historically had the lowest cost of housing in the county. In 2013, the median cost of a condo in Novato was \$320,500, the lowest housing median price in Marin

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County. In comparison, cities with default densities of 20 du/ac had median prices for condominiums and townhouses in the range of \$435,000 to \$910,000.

Table 48: Characteristics of Cities in Marin County

City	Miles from San Francisco City Limits	Land Area (sq. miles)	Population 2010	Population Per Square Mile	Number of Housing Units	Number of Housing Units Per Square Mile	Median Condo Price 2011	Default Density
Belvedere	11.3	0.54	2,068	3,830	1,045	1,935	*	20 du/ac
Corte Madera	9	3.2	9,253	2,892	4,026	1,258	\$583,500	20 du/ac
Fairfax	14.9	2.1	7,441	3,543	3,585	1,707	\$435,000	20 du/ac
Larkspur	9.9	3.13	11,926	3,810	6,376	2,037	\$440,000	20 du/ac
Mill Valley	8.4	4.7	13,903	2,958	6,534	1,390	\$599,500	20 du/ac
Novato	22.6	27.7	51,904	1,874	21,158	764	\$320,500	30 du/ac
Ross	12.2	1.6	2,415	1,509	884	553	*	20 du/ac
San Anselmo	13.3	2.7	12,336	4,569	5,538	2,051	\$539,000	20 du/ac
San Rafael	12.5	16.6	57,713	3,477	24,001	1,446	\$375,000	30 du/ac
Sausalito	3.7	1.9	7,061	3,716	4,536	2,387	\$625,000	20 du/ac
Tiburon	11.2	4.5	8,962	1,992	4,025	894	\$910,000	20 du/ac

* The housing stock in Belvedere and Ross are almost exclusively single family homes. There were no condominium sales in these cities in 2011. Housing prices in Belvedere and Ross are the highest in the county. The Belvedere median single family home price was \$2,300,000 in 2011 and the median Ross single family home price was \$1,695,000.

Data Sources: MapQuest; City general plans and websites; U.S. Census 2010; Marin County Assessor's Office, annual 2013 data.

Table 48 also shows that while Novato had a population of 51,904 in 2010, that population was dispersed over a large land area of 27.7 square miles. As a result, Novato has a population density of 1,874 persons per square mile and a housing density of 764 housing units per square mile. These densities are among the lowest in the county, second only to the extremely affluent town of Ross. Nonetheless, housing costs in Novato are the lowest in the County. This suggests that a default density of 30 dwelling units is not only unnecessary to facilitate the production of affordable housing, but that any default density applied to Novato should theoretically be lower than that assigned to the other cities in Marin County.

Market Demand and Trends

Novato has historically been, and remains, the most affordable city in Marin County. As shown in the table below. The median single family house price in Novato in 2013 was \$663,500, the second lowest median price in the county. In comparison, the median single family price in other Marin cities ranged from \$662,500 to \$2,500,000.

Table 49: Median Housing Prices in Marin County

City	Median Single Family House Price 2013	Median Condo/Townhouse Price 2013
Belvedere	\$2,500,000	n/a
Corte Madera	\$997,500	\$583,500
Fairfax	\$662,500	\$435,000
Larkspur	\$1,341,000	\$440,000
Mill Valley	\$1,325,000	\$599,500
Novato	\$663,500	\$320,500
Ross	\$2,000,000	n/a
San Anselmo	\$840,000	\$539,000
San Rafael	\$820,500	\$375,000
Sausalito	\$1,429,999	\$625,000
Tiburon	\$2,000,000	\$910,000

Data Source: Marin County Assessor's Office, annual 2013 data.

Similarly, the average rental rates in Novato are the lowest in the county. In 2012, the average rents of \$1,000 for a studio, \$1,371 for a one-bedroom, \$1,441 for a two-bedroom/one bath unit, and \$1,938 for a three-bedroom unit were 21 percent to 40 percent lower than their counterparts in southern Marin County.

Table 50: Average Rental Rates in Marin County

Unit Type	Southern Marin	Central Marin	Novato
Studio	\$1,289	\$1,339	\$1,000
1 BR	\$1,733	\$1,596	\$1,371
2 BR/1 BA	\$2,046	\$1,684	\$1,441
3 BR	\$3,241	\$2,338	\$1,938

Data Source: RealFacts, 1st quarter 2012 rents.

The low cost of housing in Novato has resulted in the highest affordability levels in Marin County. As discussed in the section entitled “The Ability to Pay for Housing” beginning on page 39, a low income household of four persons can reasonably afford a home that costs \$423,000. The median condominium price in Novato was \$320,500 in 2013 – \$102,500 less than what a low income household could afford to pay.

Similarly, market rents are well within the reach of low income households in Novato. As shown in Table 28, the average rental rate of \$1,075 for a studio is \$509 lower than the upper limit of what a single person household could afford to pay. A one-bedroom unit, at \$1,490, is \$320 less than what a two-person low-income household could afford to pay, and a two-bedroom unit is \$758 less than what a four-person low-income household could afford to pay.

Financial Feasibility

In preparation of this housing element, Novato city staff interviewed developers and architects to determine if the proposed densities and development standards for key affordable housing sites were financially feasible for the production of multi-family housing affordable to lower income households. Van Meter William Pollack Architects reported that 90 percent of their work is for affordable housing projects; they are also the architects for a 61-unit affordable senior housing project currently under construction in Novato. Principal architect Rick Williams stated that most of the affordable housing projects his firm designs are in the 23-28 du/ac range, and that higher densities are not typically compatible in a suburban context such as Novato and are often financially infeasible because they require the use of very expensive podium or subsurface parking structures.

Thus, Mr. Williams advises that a 20 du/ac zoning designation, with a density increase to 30 du/ac for senior housing, was not only feasible but more likely to gain community acceptance, and was therefore preferable. Mr. Williams stated that a feasible affordable housing project in a suburban location is optimally designed with two to three stories and surface parking of 1.5 to 1.8 parking spaces per unit. He also said that smaller sites often require reduced development standards.

The densities and development standards proposed for the opportunity sites, as described earlier in this section, are therefore appropriate. Site 3, at nearly 40 acres, has sufficient land area to meet the proposed parking requirements and setbacks. Site 4, which falls within the Downtown Novato Specific Plan (D) Overlay district area, has reduced parking requirements that meet the 1.5 to 1.8 parking spaces per unit recommended by Van Meter William Pollack Architects. For sites 1, 2 and 5, projects with all one-bedroom units can be developed at 1.2 to 1.3 parking spaces per unit under the proposed parking standard. Parking requirements are further reduced for senior housing projects to 1.1 spaces per unit.

The Warner Creek affordable senior housing development, 61 very low income units completed in 2012, provides an example of how a project developed in the R10 District with a maximum density of 20 units per acre and approved at 27 units per acre with utilization of the State's Density Bonus provisions is financially feasible in Novato. The project is sited on a 2.3 acre parcel zoned R10, with a density range of 10-20 units per acre. The site also borders a creek. In approving the project, the City provided a density bonus and reduced development and parking standards to make the project feasible, as shown below.

Table 51: Warner Creek Development

	R10 Zone Standard	As Approved
Density	10.0 – 20.0 du/ac	26.8
Front Setback	20'	25'
Side setback (south)	10'	6' to covered parking
Side setback (north) with creek setback	50' from top of creek bank	50' from top of creek bank
Side setback (west)	10'	20', with covered parking approved within the setback (8' setback)
Height	35'	44' with additional 4' for accessory roof structures
Parking	1.8 per unit	0.8 per unit
Lot Coverage	40%	22% (not including covered parking areas)

The project developer, Eden Housing, reports they have used a variety of local, state and federal funding sources to finance the project and provide affordability levels at 20-50% of the area median income.

Eden Housing confirmed Van Meter William Pollack Architects' assessment regarding the feasibility of developing affordable housing at 23 to 27 units per acre. The affordable housing developer noted that, due to the high expense of podium parking, lower density housing projects must be designed in a way to utilize surface and/or tuck-under parking. Projects that use podium parking must be developed at significantly higher densities in order to spread the costs over a greater number of units.

In support of this observation, Eden Housing provided staff with a list of 72 recently-constructed affordable housing projects for seniors, families and disabled people in the Bay Area. Of these, there were 37 projects developed at one to three stories with surface and/or tucked-under parking. These projects ranged in size from 11 to 145 units, and from .46 to 6.9 acres. Their median density was 23.3 units per acre. The list also contained 23 projects developed with podium parking or parking garages. These projects ranged from two and three stories to six stories. The project sizes ranged from 27 to 215 units and from 0.15 to 4.77 acres. Their median density was 58 units per acre. Only four of these projects were developed at densities between 30 and 39 units per acre. Thus, it does appear that podium parking requires much higher densities to make a project feasible, and that an appropriate density and zoning for two and three story development with surface and/or tucked-under parking is 20 units per acre with a density increase to 30 units per acre for senior housing.

Appropriate Densities for Lower-Income Housing

The City of Novato has a strong record of achieving affordable housing. Even though Novato has about 20 percent of the population in Marin, the City created 51.4 percent of the low and very low income housing in Marin during the planning period between 1999 and 2006. The Regional Housing Needs Allocation for lower-income housing for the entire

county was 618 units; a total of 527 permits for low-income units were issued in Novato alone, or 85 percent of the total need.

The large amount of multi-family housing projects affordable to lower income households have been developed in Novato in recent years at or below densities of 20 units per acre, with some projects also utilizing allowances for somewhat higher densities through the State density bonus provisions.

Bay Vista. This 220-unit project was developed as part of a planned development utilizing surplus land from the closure of Hamilton Army Airfield. The development site is 16.42 acres, yielding a housing density of 13 dwelling units per acre. There are 114 two-bedroom apartments and 106 three-bedroom apartments. All units are affordable to either low or very low income households.

Creekside Apartments. This 77-unit project was also developed as part of the planned redevelopment of Hamilton Army Airfield. The development site is 8.6 acres, and the housing density is 9 units per acre. The project contains a mix of two, three and four bedroom units. All units are affordable to low and very low income households.

Villa Entrada. This 100-unit senior housing project was developed as part of the planned redevelopment of a former Hamilton Army Airfield housing site. The site area is 6.4 acres, yielding a housing density of 16 units per acre. The units are ownership condominiums, ranging in size from one bedroom to two bedrooms with a den. All units are affordable to low income households.

Mackey Terrace. This 50-unit senior housing project provides rental housing affordable to very low income households. Situated on 2.5 acres, the project's housing density is 20 units per acre. All apartments are one-bedroom units.

Nova-Ro II. This 56 unit-unit project provides rental housing affordable to very low income senior households. Apartments are all one-bedroom units, with an average unit size of 688 square feet. The site area is 2.7 acres, yielding a density of 21 units per acre. While this exceeds the 20 units per acre density standard proposed for new affordable housing sites, the project would have qualified for a housing density bonus, increasing the allowable density to 27 units per acre.

Warner Creek. As described above, this 61-unit senior housing project was completed in 2012. The project provides rental units affordable to extremely low and very low income households. The site area is 2.3 acres, and the housing density is 27 units per acre. Similar to the Nova-Ro II project, the project qualified for a housing density bonus, increasing the allowable density to 27 units per acre.

In addition to the affordable housing projects described above, Novato has several multi-family developments built at or below 20 units per acre that provide apartments and condominiums affordable to lower-income households at market rates. A few of these developments are described below.

The Meadows Apartments. This development comprises 99 units sited on 5.1 acres, yielding a density of 19 units per acre. A recent survey of rental rates shows that one bedroom rents range from \$1,250 to \$1,275 per month, and two-bedroom rents range from \$1,350 to \$1,475 per month. All market rents are affordable to low income households.

Ignacio Hills Apartments. This development comprises 189 units sited on 9.68 acres, yielding a density of 20 units per acre. Rents for studios range from \$900-\$950 per month, rents for one bedroom units range from \$1,375 to \$1,425, and rents for two-bedroom units rent from \$1,650 to \$1,700. All market rates are affordable to low income households.

Edgewater Condos. This 106-unit condominium development is sited on 5.3 acres, yielding a density of 20 units per acre. Recent sales demonstrate a current market value of \$400,000 for the two-bedroom units, which is affordable to low income households.

Potential Physical Constraints to Development

Sites identified for residential development in the City were analyzed to determine their relationship to public facilities, services and existing or potential physical constraints to potential development.

Infrastructure Availability

Public infrastructure is generally sufficient to meet projected growth demands. Electric, gas, and telephone services have capacity to meet additional projected need. Water districts have sufficient projected supply to meet demand under non-drought conditions, and sanitary sewer districts have adequate capacity to treat wastewater for the service area. Water, sewerage, and drainage systems are in place within existing developed areas, and new residences typically need only to supply lateral connections to the water and sanitary sewer mains maintained by the North Marin Water District and Novato Sanitary District.

Infrastructure, services and utilities needs for future development are addressed in the City of Novato General Plan. They do not represent a constraint to development as policies and programs are in place to assure that infrastructure and services will adequately serve new development. The reduced development capacity that applies to hillside parcels takes into account infrastructure constraints for serving them.

Water

The North Marin Water District (NMWD), a public utility governed by an elected Board, provides water service to Novato and several small improvement districts in West Marin. NMWD serves a population of 61,000 in the Novato water service area within a 75 square mile territory.

NMWD purchases approximately 80 percent of its supply from Sonoma County Water Agency (SCWA). The SCWA water is collected 60 to 80 feet below the gravel beds adjacent to the Russian River. In FY 2013, NMWD received 7,436 acre feet (2,423 million gallons) of Russian River water. The District has an agreement in place with SCWA to provide sufficient water to meet Novato's existing and future water supply needs. Nonetheless, there

continues to be competing interests for Russian River water, principally to protect steelhead and salmon listed as threatened or endangered species under the Endangered Species Act. SCWA water purchases have decreased 20 percent over the past eight years, from 3,039 million gallons in 2005.

The remaining 20 percent of Novato's water supply comes from Stafford Lake, located approximately four miles west of downtown Novato. The lake collects runoff from 8.3 square miles of watershed land adjacent to the upper reaches of Novato Creek. The lake has a surface area of 230 acres and holds 4,450 acre feet. Water from Stafford Lake is fed into the 6 million gallons per day water treatment plant located just below the dam. The Stafford Lake Water Treatment Plant is typically operated in the late spring through early fall to supplement NMWD's purchased water supply. The amount of Stafford Lake water used during the year depends upon the storage level attained from the previous winter's rainfall. In FY 2013, the Stafford Lake Water Treatment Plant produced 2,317 acre-feet (755 million gallons) of water. Water production has more than tripled over the past eighth years, from 239 million gallons in 2005.

The District also operates the Deer Island Recycled Water Facility, a 500,000 gallon per day treatment facility that provides irrigation water to the Stone Tree Golf Course and Novato Fire Protection District Station 2 in Novato. In 2013, the facility produced 178 acre-feet (58 million gallons) of recycled water.

The District estimates that the population it serves will grow to 64,804 by the year 2020 and 66,272 by the year 2025 (North Marin Water District, 2010 Urban Water Management Plan, June 2011). Water use (including conservation savings) is expected to increase from 10,760 acre-feet of water in 2010 to 11,577 acre-feet in 2020 and 11,629 acre-feet in 2025. NMWD has a contract with the Sonoma County Water Agency for Russian River water, in force until June 30, 2040, which provides an entitlement limit of 14,100 acre-feet of water per year. As noted above, the District also produces water (2,317 acre-feet in 2013), from the Stafford Lake Water Treatment Plant. To respond to possible supply deficits, NMWD is continuing its efforts to increase water conservation and develop recycled water facilities.

Novato has adequate water supplies for the additional housing anticipated in this housing element. In the event of a water shortage resulting in limited supplies available for new development, NMWD policy is to give preference and priority to any project containing an affordable housing component.

As required by State law, the City will provide a copy of the adopted housing element update to the North Marin Water District within one month of housing element adoption. The City will also provide a summary and quantification of Novato's regional housing need allocation.

Sewer

The Novato Sanitary District, a special district with a publicly elected board of directors, provides wastewater collection and treatment services for about 55,800 residents within a 25-square mile area. The District owns and operates a wastewater collection system, a municipal wastewater treatment plant, and an effluent discharge outfall. The wastewater treatment

plant is the Novato Treatment Plant, a state-of-the-art \$90 million facility completed in 2010, which is currently designed for an average dry weather flow of 7.05 MGD. The District's wastewater collection system collects and transports wastewater flows to the treatment plant through a series of gravity sewers and interceptors, pump stations, and force mains. The combined collections and conveyance systems include a total of about 225 miles of sewers with about 200 miles of gravity sewer lines ranging from 4-inch to 54-inch diameter, 25 miles of force mains, and 40 pump stations.

According to the District's Sewer System Management Plan (2008, revised 2010 and 2011), the District's Strategic Plan is consistent with the growth and development forecasts through 2025 of the City of Novato's General Plan and the Marin Countywide Plan. The Sewer System Management Plan notes that its service area is significantly built out with densification anticipated in the downtown area and commercial corridors. Future growth areas include areas zoned very low density residential, such as Atherton, Greenpoint, Blackpoint, Indian Valley, Bel Marin Keys, and Verissimo Valley. Each of these areas except for Bel Marin Keys and Verissimo Valley are currently on septic tank systems and are expected to convert to sewers by 2025. In general, existing wastewater collection and treatment capacity is sufficient to accommodate the 415 new housing units anticipated within the current planning period. The District has adopted policies and procedures to grant priority for service allocations to proposed developments that include housing affordable to lower-income households.

Beginning around 2000, the District developed a sewer collection system master plan for improvement of the wastewater collection system. Following the master plan, the District has invested up to \$5 million each year in upgrades and maintenance to the collection system. The upgrade program is expected to largely be complete by 2014. The District is also addressing repair and upgrade of private sewer lines that run from homes and buildings to the public sewer main in the street. There are more than 200 miles of laterals in Novato, and many are deteriorating and are a major factor in sewer overflows and spills. Recognizing that it could take years to resolve the lateral problem, the District has been upsizing both its treatment plant and collection system improvements to handle high inflows of stormwater into damaged laterals. The expanded public sewers and treatment plant should accommodate inflows from damaged laterals until about 2025.

As required by State law, the City will provide a copy of the adopted housing element update to the Novato Sanitary District within one month of housing element adoption. The City will also provide a summary and quantification of Novato's regional housing need allocation.

Flooding

Novato has a number of creeks and tributaries that are susceptible to flooding during heavy rains, posing a threat to safety and property. Over 5,000 acres within Novato are designated as being in a Special Flood Hazard Area (SFHA), although nearly 3,800 (75%) of those acres are preserved as natural open space areas. Properties upstream of the confluence of Novato, Warner, and Arroyo Avichi Creeks have been particularly susceptible to flooding. Heavy rains in 1980, 1982, 1983, 1986, 1989, and 1998 caused flooding and damage to buildings in

these areas. Other areas with high flood danger include Ignacio, Arroyo San Jose, and Vineyard Creeks, as well as the Bahia area. City records also report that in 1923, 1952 & 1982 floodwaters inundated many residential areas and streets in the low lying locations between Wilson Ave and Redwood Blvd.

All new construction and substantial improvements (defined as an improvement or repair worth 50 percent of the original building's value) in Special Flood Hazard Areas are required to comply with the provisions of Municipal Code Chapter 5-31, Flood Damage Prevention Requirements. The development standards are intended to meet, if not exceed, minimum National Flood Insurance Program (NFIP) criteria for requirements for floodplain management regulations. New development in these areas are required to elevate their lowest level, including the basement, above the base flood elevation and to anchor buildings to prevent flotation, collapse and lateral movement in the case of flooding. Structures are also required to be constructed with flood-resistant materials and with construction methods that minimize flood damage.

The City's Available Land Inventory contains 15 properties that are located in Special Flood Hazard Areas. While development is subject to the City's Flood Damage Prevention Requirements, these regulations do not preclude development of these sites at the housing densities indicated in the inventory.

Environmental

Novato is located in the seismically active San Francisco Bay region of California. Due to its proximity to the San Andreas, Hayward and Healdsburg-Rogers Creek fault systems, the planning area has been historically subjected to periodic strong damaging earthquakes. The bayfront and marshland areas of Novato are susceptible to liquefaction, which greatly increases the potential damage to buildings. Novato also has areas of steep slopes which are subject to landslides and mudslides during an earthquake. In order to mitigate these hazards, the City requires geotechnical and engineering geology reports for development proposals in seismically and geologically hazardous areas and requires, as a condition of approval, measures to mitigate potential seismic hazards for structures. These requirements may add additional constraints and costs on development, but they are considered necessary for the protection of residents' health and safety.

Conclusion

All identified environmental constraints have been mitigated to a level allowing development on all sites in the inventory to occur within the current planning period.

Housing Constraints Analysis

Potential Non-Governmental Constraints

State law requires an analysis of potential and actual governmental and non-governmental constraints to the maintenance, improvement, and development of housing for all income levels. The Housing Element must identify ways, if any, to reduce or overcome these constraints in order to meet Novato's housing needs.

Land and Construction Costs

Vacant land within the City of Novato is very limited and is estimated to comprise less than 1% of the City's land area. Major contributors to the cost of land are the amount of land available and the density of residential use allowed. In addition, cost is affected by other factors such as location, buildability, availability of community services, attractiveness of the neighborhood and any restrictions on development. As of February 8, 2014, there was one recent land sale in Novato according to Realtor.com for a 33-acre lot with an approved lot split for four buildable parcels for \$399,000. Just outside Novato's city limits, a 2-acre lot with approved plans for a single family house sold for \$125,000. Due to lack of other data, these sales are being used to estimate the current value of single family residential land in Novato.

Generally, land zoned for multi-family and mixed use development is more expensive than property zoned for single family development. As of February 8, 2014, there were no lots zoned for multi-family development on the market. The most recent sale for land zoned for multi-family housing occurred in 2009 with the sale of a 2.5 acre parcel, zoned R10, for \$4 million. The property has recently been developed with 61 units affordable to very low income households, yielding land costs of approximately \$65,000 per unit. Adjusting the land purchase price by the 25% decline in the average sales price for condominiums since 2008 (the year the purchase and sales agreement for the property was executed) and the difficulty in securing land loans, it is estimated that the current land value is approximately \$2.8 million. This yields a land value of approximately \$1.12 million per acre for land zoned for multi-family development.

Construction costs include both hard costs, such as labor and materials, and soft costs, including architectural and engineering services and development fees. According to local contractors and realtors, construction costs in Novato vary between \$200 and \$250 per square foot for average construction and can go up to \$500 per square foot for a high-end, custom-built single family house. Soft costs (including architectural and engineering fees, property taxes during construction, city and utility fees, and construction loan interest and fees) typically increase these costs by approximately 35 to 40 percent. Construction costs can be higher if lots require substantial site work due to steep slopes, unstable soils, waterways, and other environmental concerns.

Thus, a 1,500 square foot single family house could be built for approximately \$545,000 (land and construction costs). This suggests that a moderate income household could afford to build a moderately-sized new home on a small lot in Novato.

According to local developers, hard construction costs (including site improvements) for a typical two or three-story multi-family development averages \$175-\$195 per square foot. Thus, a 30-unit development with a gross building area of 25,200 square feet would have hard construction costs of approximately \$4.9 million, or about \$164,000 per unit. Soft costs typically add 45 to 50 percent to this base cost, yielding a per unit total construction cost of approximately \$240,000. Ownership units at this price point are affordable to very low income households.

Financing

Over the past year, mortgage rates for conventional 30-year fixed rate loans have ranged between 4.1 percent and 4.6 percent. These conforming loans, which are backed by the federal government through the Federal Housing Administration and the Government Sponsored Entities of Fannie Mae and Freddie Mac, are generally available to home buyers with good credit histories and adequate down payments. Interest rates on non-conforming loans (also known as “jumbo” loans) for loan amounts over \$729,750 are about one-half percentage point higher than conforming loan rates, and are more difficult to secure. Tighter lending standards have made it harder to get a home loan, especially for those with poor credit scores and/or undocumented income.

Construction loans for new housing are very difficult to secure in the current market. In past years, lenders would provide up to 80 percent of the cost of new construction (loan to cost ratio). In recent years, due to market conditions and government regulations, banks require larger initial investments by the builder. Many builders are finding it nearly impossible to get construction loans for residential property at the current time, with the exception of limited funding available through local banks, and must rely on private funds. Banks that are underwriting construction loans are requiring 25 to 35 percent cash equity; interest rates range from 5 to 6 percent. Loans for land acquisition are extremely difficult to secure, and lenders will typically provide financing for only 50 to 65 percent of the land value, at an interest rate of approximately 7.5 percent, for projects that are permit-ready.

Affordable housing developments face additional constraints in financing. Although public funding may be available, it is allocated on a highly competitive basis and developments must meet multiple qualifying criteria, often including the requirement to pay prevailing wages. Smaller developments with higher per unit costs are among the hardest to make financially feasible. This is because the higher costs result in a sales price that is above the affordability levels set for many programs. Additionally, smaller projects often require significant inputs of time by developers, but because the overall budget is smaller and fees are based on a percentage of total costs, the projects are often not feasible. Recent cuts in public spending statewide have put pressure on these sources. For example, though tax credits used to be a valuable source of revenue for low-income housing developers, programs have been cut and the tax credit resale market has softened.

Potential Governmental Constraints

The City regulates the use of land within its borders through the Novato General Plan, zoning ordinance, and the Uniform Building Code. As with other cities, Novato's development standards and requirements are intended to protect the long-term health, safety, and welfare of the community. In addition to defining zoning classifications in Novato, the zoning ordinance establishes specific guidelines and standards for design review, demolition of structures, development of hillside lots, and second units. These locally imposed land use and building requirements can affect the type, appearance, and cost of housing built in Novato. Like all local jurisdictions, the City of Novato charges fees and has a number of procedures and regulations it requires all developers to follow.

Land Use Regulations

Land-use controls can be viewed as a constraint in that they determine the amount of land to be developed for housing and establish a limit on the number of units that can be built on a given site. Existing law requires the City to identify sites to encourage and facilitate the development of a variety of housing types for all income levels, including multi-family rental housing, single-room occupancy units, factory-built housing, mobilehomes, supportive housing and transitional housing, emergency shelters, and housing for agricultural employees.

Residential Districts

Novato's land use designations provide for a variety of densities and intensities of residential land uses, with denser residential development directed Downtown. Residential development standards contained in the general plan and zoning code are intended to provide for a variety of housing opportunities through new construction and maintenance of existing housing for an economically and socially diverse population while preserving the character of the community. The purposes of the individual zoning districts are as follows:

RR (Rural Residential) District. The RR zoning district is intended for areas appropriate for rural, low density residential living. The maximum allowable residential density is one dwelling unit per 2 acres. The RR zoning district is consistent with the rural residential land use designation of the general plan.

RVL (Very Low Density Residential) District. The RVL zoning district is intended for areas appropriate for the development of single family homes. The maximum allowable residential density ranges from 0.5 to 1 dwelling unit per acre. The RVL zoning district is consistent with the very low density residential land use designation of the general plan.

R1 (Low Density Residential) Districts. The R1 zoning districts are intended for areas appropriate for the development of single family homes. The maximum allowable residential density ranges from 1.1 to 5 dwelling units per acre. The R1 zoning district is consistent with the low density residential land use designation of the general plan.

R4 (Medium Density Detached Residential) District. The R4 zoning district is intended for areas appropriate for the development of single family homes. The maximum allowable residential

density ranges from 4.1 to 7 dwelling units per acre. The R4 zoning district is consistent with the medium density detached land use designation of the general plan.

R5 (Medium Density Residential) District. The R5 zoning district is intended for areas appropriate for a mix of housing types on smaller lots. Typical residential land uses include single- and two-family dwelling units, either attached or detached. The maximum allowable residential density ranges from 5.1 to 10 dwelling units per acre. The R5 zoning district is consistent with the medium density residential land use designation of the general plan.

R10 (Medium Density Multi-Family Residential) District. The R10 zoning district is intended for areas appropriate for a variety of medium density dwelling units, including multi-family, two-family and single family residences, either attached or detached. The maximum allowable residential density ranges from 10.1 to 20 dwelling units per acre. The R10 zoning district is consistent with the medium density multiple family residential land use designation of the general plan.

R20 (High Density Multi-Family Residential) District. The R20 zoning district is intended for areas appropriate for high density multi-family dwelling units. The maximum allowable residential density ranges from 20.1 to 30 units per acre. The R20 zoning district is consistent with the high density multiple-family residential land use designation of the general plan.

The City's Municipal Code stipulates the residential types permitted and conditionally permitted in each zoning district allowing residential uses. Permitted uses are those uses allowed without discretionary review (except, in some cases, design review) as long as the project complies with all development standards. As shown in Table 52, single family homes, second units, manufactured homes, mobile homes, and residential care facilities for up to 6 persons are a permitted use in all residential zoning districts. Two-family dwelling are a permitted use in the R4, R5, R10 and R20 districts, and multi-family dwellings are a permitted use in the R10 and R20 zones. Conditional use permits are only required for residential care facilities with more than 6 residents and mobilehome parks.

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Table 52: Housing Types Permitted in Residential Zoning Districts

RESIDENTIAL USE	ZONE				
	RR	R1	R4, R5	R10	R20
Single family dwellings	P	P	P	P	P
Two-family dwellings, two single family dwellings	--	--	P	P	P
Multi-family dwellings	--	--	--	P	P
2 nd Unit	P	P	P	P	P
Residential Care < 6P	P	P	P	P	P
Residential Care >6P	UP	UP	UP	UP	UP
Manufactured Homes and Mobilehomes	P	P	P	P	P
Mobilehome Parks	UP	UP	UP	UP	UP
Supportive and Transitional Housing	P	P	P	P	P

P Permitted use UP Use Permit required -- Use not allowed

Table 53 shows development standards in the City’s residential districts. These standards are appropriate for the various zoning districts and have not been a barrier to housing development, as the City has had success in developing single family, duplex, and multi-family housing within these zones while utilizing these development standards. Development standards within the specific zoning districts are described in more detail below.

Table 53: Development Standards in Residential Zoning Districts

Zone District	Classification	Permitted Use	Lot Size (sq. ft.)	Lot Width (ft.)	Lot Depth (ft.)	Minimum Yard Setback			Building Height (ft.)	Building Coverage	Density (Units per Acre)
						Front (ft.)	Side (ft.)	Rear (ft.)			
RR-80	Rural Residential	Single Family	80,000	150	150	30	25	30	30	20%	0.5
RVL-80	Very Low Density Residential	Single Family	80,000	150	150	30	25	30	30	20%	0.5
RVL-40	Very Low Density Residential	Single Family	40,000	150	150	30	20	30	30	20%	1.1
R1-40	Low Density Residential	Single Family	40,000	150	150	30	20	30	30	40%	1.1
R1-20	Low Density Residential	Single Family	20,000	100	100	30	15	30	30	40%	2.2
R1-10	Low Density Residential	Single Family	10,000	75	100	25	10	25	30	40%	4.4
R1-7.5	Low Density Residential	Single Family	7,500	60	100	25	6	20	30	40%	5.8
R4-6.0	Medium Density	Single Family	6,000	50	75	25	5	20	30	40%	7.3

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	Detached Residential										
R5-7.5	Medium Density Residential	Single and Two-Family	7,500	50	75	20	0-5 ¹	20	30	40%	5.8
R5-4.5	Medium Density Residential	Single and Two-Family	4,500	50	75	20	0-5 ¹	20	30	40%	9.7
R10-4.5	Medium Density Multi-Family Residential	Single and Two-Family and Multi-Family	6,000	60	100	20	6 or 10 ²	15 or 20 ³	35	40%	9.7
R10-3.5	Medium Density Multi-Family Residential	Single and Two-Family and Multi-Family	6,000	60	100	20	6 or 10 ²	15 or 20 ³	35	40%	12.4
R10-2.5	Medium Density Multi-Family Residential	Single and Two-Family and Multi-Family	6,000	60	100	20	6 or 10 ²	15 or 20 ³	35	40%	17.4
R10-2.2	Medium Density Multi-Family Residential	Single and Two-Family and Multi-Family	6,000	60	100	20	6 or 10 ²	15 or 20 ³	35	40%	19.8
R20-2.0	High Density Multi-Family Residential	Multi-Family	6,000	60	100	20	6 or 10 ²	15 or 20 ³	35	40%	21.8
R20-1.8	High Density Multi-Family Residential	Multi-Family	10,000	60	100	20	6 or 10 ²	15 or 20 ³	35	40%	24.2
R20-1.5	High Density Multi-Family Residential	Multi-Family	10,000	60	100	20	6 or 10 ²	15 or 20 ³	35	40%	29.0

¹ No setback required if attached units; 5 feet required for detached units.
² 10 feet minimum when building height exceeds 20 feet.
³ 20 feet minimum when the rear property abuts a single family zone

Low Density Residential Districts

Description. The RR, RVL and R1 districts regulate low-density residential areas. These single family districts allow one home per parcel; second units are allowed by right. Minimum lot sizes range from 80,000 square feet in the hillside and rural areas at the outskirts of the town to 7,500 square feet in the flat areas on the valley floor. Within the RR and RVL districts, lot width and setback standards are designed to minimize grading, drainage impacts and tree loss, while maintaining a separation between homes that is characteristic of these neighborhoods. The R1 district comprises most of the single family neighborhoods in Novato.

Analysis. RR, RVL and R1 development standards are analyzed below.

Building Height. Novato’s standard for measuring height is generous. “Building height” is defined as the vertical distance from finished grade at the base of the structure to an

imaginary plane located the allowed number of feet above and parallel to the finished grade. Thus, the height envelope “flexes” with the finished grade of the property, thereby assuring the 30-foot height limit allows at least two stories can be built on any parcel. The method for measuring height also allows a portion of a building to be below grade without a height penalty, and places no limits on the number of levels that may be allowed. For this reason, it is possible to build three story homes on sloped lots. Height limits may be increased by a maximum of 20 percent with design review approval.

Minimum Lot Width and Depth. The minimum lot width and depth varies according to the minimum lot size. In the RR, RVL and R1-40 districts, the minimum lot width and lot depth are 150 feet for lots that require a minimum lot size of at least 40,000 square feet. These standards do not act as a constraint due to the large lot sizes. For example, if a property owner chose to create a minimum size parcel in the R1-40 zone with the minimum lot width, the parcel would need to be at least 267 feet deep (assuming a rectangular-shaped parcel), providing ample room for the building footprint. Minimum lot width and depth requirements decrease as the minimum lot sizes decrease in the R1 district. The smallest minimum lot size of 7,500 square feet has a minimum lot width of 60 feet and a minimum lot depth of 100 feet. These standards also provide adequate room for the building footprint.

Building Coverage. Maximum site coverage ranges from 20 percent in the RR and RVL districts to 40% in the R1 district. This range is appropriate for the minimum lot sizes of the districts and is not a constraint on housing development. For example, the coverage standard allows an 8,000 square foot building footprint on a minimum-size lot (40,000 square feet) in the RVL-40 district, and a 3,000 square foot building footprint on a minimum-size lot (7,500 square feet) in the R1-7.5 district.

Setbacks. Front setbacks range from 30 to 25 feet in the RR, RVL and R1 districts, while rear setbacks range from 30 to 20 feet. Side setbacks range from 25 to 6 feet. These setbacks are appropriate for the minimum lot sizes for the districts and do not constrain housing development. For example, when front, rear and side setbacks are applied to the minimum lot size in the R1-7.5 district (assuming a parcel 60 feet wide by 125 feet deep), the resulting building envelope would measure 58 feet wide by 80 feet deep. This envelope could accommodate 4,640 square feet of building coverage, which is far in excess of the 3,000 square feet allowed in the district. Thus, the two dimensional development envelope created by the setbacks is substantially larger than that needed for the building foundation, allowing the builder the flexibility in locating and configuring the house, and avoiding artificial, and possibly costly, constraints. Setbacks increase as minimum lot size increase, but the resulting development envelope is proportionally larger. For example, the development envelope for a minimum-size parcel in the R1-20 district would measure 70 feet by 140 feet, or 9,800 square feet.

Conclusions. The RR, RVL and R1 development standards have not constrained housing construction in Novato, nor have they been a barrier to the development of housing. Existing densities generally match General Plan land use designations, and the large land lot sizes of the RRR, RVL and R1-40 districts are necessary due to hillside and topographical conditions, as well as the preservation of existing neighborhood character.

Medium Density Residential District

Description. The R4, R5 and R10 districts regulate Novato’s medium density residential areas. Single family and two-family dwellings are permitted in the R4 and R5 districts. The R10 district allows single family, two-family and multi-family dwellings. These districts are generally located in the flatter areas of town, and are close to local services and arterial roadways within the community.

Building Height. Building height is 30 feet in the R4 and R5 districts and 35 feet in the R10 district. As described earlier, the standard generally accommodates building heights of two stories on flat lots and up to three stories on sloped lots. Within the R10 district, the 35-foot height limit accommodates the construction of three-story buildings. Height limits may be increased by a maximum of 20 percent with design review approval.

Minimum Lot Size, Width and Depth. The minimum lot size in the R4 district is 6,000 square feet. Within the R5 district, the minimum lot size ranges from 4,500 square feet to 7,500 square feet. In both the R4 and R5 district, the minimum lot width is 50 feet and the lot depth is 75 feet. These standards provide flexibility in creating lots while ensuring there is adequate room for the building footprint.

Within the R10 district, the minimum lot size is 6,000 square feet, the minimum lot width is 60 feet and the minimum lot depth is 100 feet. These standards are intended to establish the absolute minimum lot sizes for the district. In reality, lot sizes need to be substantially large to accommodate multi-family projects. Therefore, the standards do not constrain the development of multi-family housing.

Building Coverage. Maximum site coverage is 40 percent in the medium density residential districts. This range is appropriate and is not a constraint on housing development. For example, the coverage standard allows a 1,800 square foot building footprint on a minimum-size lot (4,500 square feet) in the R5-4.5 district, and a 2,400 square foot building footprint on a minimum-size lot (6,000 square feet) in the R10 district.

Setbacks. Front setbacks range from 25 feet in the R4 district to 20 feet in the R5 and R10 districts. The rear setback in the R4 district is 20 feet, and drops down to 15 feet in the R10 district if the rear of the building does not abut a single family zone. Side setbacks range from 5 feet to 10 feet; the higher setback is required in the R10 district if the building exceeds 20 feet in height. These setbacks are appropriate for the minimum lot sizes for the districts and do not constrain housing development. For example, when front, rear and side setbacks are applied to the minimum lot size in the R5-4.5 district (assuming a parcel 50 feet wide by 90 feet deep), the resulting building envelope would measure 40 feet wide by 50 feet deep. This envelope could accommodate 2,000 square feet of building coverage, which exceeds the 1,800 square feet allowed in the district. Within the R10 district, the maximum setbacks for a minimum-size parcel (60 feet wide by 100 feet deep) result in a building envelope measuring 40 feet wide by 60 feet deep, or 2,400 square feet. This building envelope equals the maximum 40% building coverage in the R10 district. Setbacks in the R10 district are intended as minimum development standards. As stated above, in reality, a multi-family development would typically require a substantially larger lot.

Conclusions. The R4, R5, and R10 development standards have not constrained housing construction in Novato, nor have they been a barrier to the development of housing. Existing densities generally match General Plan land use designations, and the development standards are appropriate for the minimum lot sizes required for the respective districts.

In the rare case where site specific constraints are present, the City has taken action to reduce development standards in order to make an affordable housing project financially feasible. The Warner Creek affordable housing development, which provides housing for senior households at 20 to 50 percent of the area median income, provides an example. The project is sited on a 2.3 acre parcel zoned R10, with a density range of 10-20 units per acre. The site also borders a creek. In approving the project, the City provided a density bonus and reduced development and parking standards to make the project feasible, as shown in Table 54. The required 10 feet setbacks were reduced to 6 feet on the south side and 8 feet on the west side to accommodate covered parking. The building height standard was increased from 35 feet to 44 feet, and the parking requirement was reduced from 1.1 spaces per unit to 0.8 spaces per unit. These reduced standards accommodated a three-story building with a greater front setback, 50 foot creek setback on the north side of the property, and lot coverage of just 22 percent.

Table 54: Warner Creek Senior Housing Development

	R10 Zone Standard	As Approved
Lot Size	6,000 square feet	2.49 acres
Density	10.0 – 20.0 du/ac	26.8
Front Setback	20'	25'
Side setback (south)	10'	6' to covered parking
Side setback (north) with creek setback	50' from top of creek bank	50' from top of creek bank
Side setback (west)	10'	20', with covered parking approved within the setback (8' setback)
Height	35'	44' with additional 4' for accessory roof structures
Parking	1.1 per unit	0.8 per unit
Lot Coverage	40%	22% (not including covered parking areas)

In order to facilitate the development of housing affordable to low income households, the City applies density bonuses to projects according to State density bonus law (Government Code Section 65915). The City adopted, in 2001, an ordinance specifying how the City would provide density bonuses and other incentives or concessions for the construction of affordable housing within its jurisdiction. In 2013, the City amended this ordinance to comply with subsequent amendments to State density bonus law.

High Density Residential District

Description. The R20 district regulates Novato's high density residential areas. Only multi-family dwellings are permitted in the R20 district, and densities range from 21.8 to 29.0 dwelling units per acre. Parcels within this district are generally located near the center of town and near Highway 101.

Building Height. Building height is 35 feet in the R20 district, which allows construction of three-story buildings. Height limits may be increased by a maximum of 20 percent with design review approval.

Minimum Lot Size, Width and Depth. The minimum lot size in the R20 district ranges from 6,000 square feet to 10,000 square feet, the minimum lot width is 60 feet and the minimum lot depth is 100 feet. These standards are intended to establish the absolute minimum lot sizes for the district. In reality, lot sizes need to be substantially large to accommodate multi-family projects. Therefore, the standards do not constrain the development of multi-family housing.

Building Coverage. Maximum site coverage is 40 percent in the high density residential district, which allows a 2,400 square foot building footprint on a minimum-size lot (6,000 square feet).

Setbacks. Front setbacks are 20 feet in the district. Rear setbacks are 20 feet, and drop down to 15 feet if the rear of the building does not abut a single family zone. Side setbacks are 6 feet and increase to 10 feet if the building exceeds 20 feet in height. Applying the maximum setbacks for a minimum-size parcel (60 feet wide by 100 feet deep), the building envelope would measure 40 feet wide by 60 feet deep, or 2,400 square feet. This building envelope equals the maximum 40% building coverage in the R10 district. For a 10,000 square foot lot (100 feet wide by 100 feet deep), the building envelope would be 4,800 square feet, which exceeds the 4,000 square foot allowable building coverage. Setbacks in the R20 district provide some flexibility for minimum-size lots, and would not constrain development on larger sized lots.

Conclusions. The R20 development standards have not constrained housing construction in Novato, nor have they been a barrier to the development of housing. Existing densities generally match General Plan land use designations, and the development standards are appropriate for the minimum lot size required in the district. There are no vacant or under-utilized lots in the R20 district at the current time.

Affordable Housing Overlay District

Adopted in November of 2013, the Affordable Housing Overlay (AHO) zoning district is applied to properties designated as housing opportunity sites. All provisions applicable to the underlying zoning district remain in effect until the property is approved for development or redevelopment. Upon approval of a project in accordance with the AHO Overlay District, all future uses of the property or the portion of the property approved for multi-family residential development shall comply with the AHO Overlay District regulations. The AHO overlay Zoning District is currently assigned to five sites within the City, which are identified in Table 46 above.

Building Height. Building height is 35 feet in the AHO district, which allows construction of three-story buildings. Height limits may be increased by a maximum of 20 percent with design review approval.

Minimum Lot Size. None.

Building Coverage. Maximum site coverage is 40 percent in the AHO overlay zoning district, which allows a 2,400 square foot building footprint on a minimum-size lot (6,000 square feet).

Setbacks. Front setbacks are 20 feet in the district. Rear setbacks are 20 feet and may be reduced to 15 feet if the rear of the building does not abut a single family zone. Side setbacks are 6 feet and increase to 10 feet if the building exceeds 20 feet in height. Note: The AHO overlay zoning district assigns revised setbacks to a specific site, Site 2, APN 153-162-59.

Conclusions. The AHO development standards, adopted and assigned to five sites in the City as listed in Table 46 above, serve to expand affordable housing opportunities in Novato, and do not present a barrier to the development of housing. Applied as an overlay to select sites, the AHO development standards are deemed to be compatible with the underlying General Plan land use designations and land use designations of neighboring sites. All five AHO sites listed in Table 46 are available for housing development.

Planned Development District

The Planned Development (PD) District is applied to large parcels capable of developing as an integrated community neighborhood, with appropriate public services, infrastructure, and neighborhood convenience retail and services, and to smaller sites with sensitive environmental resources or other unique constraints. The PD zoning district allows flexibility in site planning and development standards to encourage developments that are sensitive to natural resources and the surrounding community context. The PD zoning district may be applied to any land use designation of the general plan; as such, the underlying density of the general plan designation guides development on the parcel.

Parking

Table 55 shows parking requirements for different residential uses. Parking requirements are not overly burdensome and do not create a barrier to housing development. A single family dwelling requires two parking spaces, with one space in a garage; a second unit requires one space in addition to the single family parking requirements. Multi-family parking requirements range from 1.2 spaces for a studio unit to 2.2 spaces for a three-bedroom unit, with additional guest parking of 1 space for every three units. In order to encourage the development of multi-family housing, parking requirements are reduced substantially for projects within the Downtown. For example, parking requirements are reduced from 1.5 spaces to 1 space per one-bedroom unit and from 2 spaces to 1.5 spaces for a two-bedroom unit. Parking requirements are also significantly reduced for senior housing projects to 1 space per unit, plus 1 guest parking space for every 10 units.

Table 55: Parking Requirements for Residential Uses

Residential Use	Number of Parking Spaces Required	Reduced Parking Requirements for Downtown Overlay District
Single family dwelling	2 spaces, with 1 space in a garage. 3 enclosed spaces maximum unless approved through Design Review.	See Mixed Use
Accessory Dwelling Unit	One space in addition to that required for a single family dwelling.	See Mixed Use
Duplexes	2 spaces for each unit, one in a garage and located within 100 feet of the unit it serves.	1 space for each unit and located within 100 feet of the unit it serves.
Mobilehome parks	2 spaces for each mobile home (tandem parking allowed in an attached carport) plus 1 guest parking space for each 2 units.	N/A
Multi-family dwellings	Studio unit: 1.2 spaces per unit One-bedroom unit: 1.5 spaces per unit Two-bedroom unit: 2 spaces per unit Three bedroom unit: 2.2 spaces per unit Additional guest parking: 1 space for each 3 units	Studio unit: 1 space per unit One-bedroom unit: 1 space per unit Two-bedroom unit: 1.5 spaces per unit Three bedroom unit: 2 spaces per unit Additional guest parking: 1 space for each 4 units
Senior housing projects	1 space for each unit with half the spaces covered, plus 1 guest parking space for each 10 units.	Same
Mixed use developments	Determined by type of use	Determined by use type(s)

In order to facilitate infill, transit-oriented, mixed use, and accessory dwelling unit development, Program 3.B commits the City to consider modification to parking standards, such as reducing multi-family requirements for three or more bedroom units from 2.2 spaces to 2 spaces and providing allowances for shared parking and off-site parking. When developing standards for a newly defined unit type, a Junior Second Unit, the City will consider waiving additional parking requirements if the dwelling complies with current parking standards (Program 11.B). Under Program 6.C, the City will consider reductions in parking requirements as an incentive for transit-oriented development.

Hillside Lot Regulations

In order to provide for safe and structurally sound development in hillside areas, minimize risks from natural disasters, and reduce the potential for hazards and environmental degradation, the City has adopted hillside lot regulations that restrict residential development on slopes over 10 percent. When creating new residential lots or when a single family property is developed with more than one dwelling unit, no development is allowed on lots with average slopes greater than 25 percent. In areas with a general plan land use designation of R1, R4, R5, R10 or R20, allowable residential density is reduced by 60 percent for lots with average slopes between 10 and 25 percent. As shown in the City's Available Land Inventory, most of the remaining sites in the RVL district, and a few sites in the R1 district, have average slopes between 10 and 25 percent. The realistic capacity for each of these sites was calculated according to the required density reduction.

Accessory Dwelling Units

An accessory dwelling unit, or second unit, is a small unit in addition to or within the main house on a single lot. Second units have the following benefits:

- (1) They provide flexibility for the owner of the main home (they can be used as a home office, an apartment for elderly parents, or a source of income);
- (2) When rented they help make home-ownership affordable for the owner of the home;
- (3) They can provide flexibility for seniors or other homeowners who rent their primary dwelling because they still want to live in the same neighborhood;
- (4) They provide lower cost housing because the units are small and there are no extra land costs;
- (5) They typically provide lower cost housing for younger households (under 34) and seniors (65 years plus); and
- (5) They are easier to fit into existing neighborhoods since they are small and are often part of the main house.

Consistent with Chapter 1062, Statutes of 2002 (AB 1866), the City amended its second-unit ordinance and permitting process to allow second units by right when such units are proposed on parcels zoned for single family residential uses (RR, RVL, R1, R4, R5, R10, and R20 zoning districts). Permit approval is subject to planning staff level review of the site and building plans to ensure compliance with height, setbacks, maximum floor area, and parking requirements. Depending on workload, the administrative plan check process can be completed within four weeks.

A summary of second unit standards is as follows:

- 1) A single family dwelling must exist on the lot or be constructed on the lot in conjunction with the construction of the second unit.
- 2) The owner of the parcel must occupy either the primary dwelling or the second unit.
- 3) Second units must have a minimum of 150 square feet and, for lot sizes up to 10,000 square feet, are limited to 750 square feet in floor area. For larger lots, 50 square feet of additional floor area may be allowed for each 2,000 square feet of lot size over 10,000 square feet, up to a maximum of 1,000 square feet for the second unit floor area.
- 4) The maximum floor area is limited to 50 percent of the primary dwelling if the unit is attached and 60 percent of the primary dwelling if the unit is detached.
- 5) Units must meet all setback, height, lot coverage, and floor area requirements of the underlying zoning district as determined in the City's zoning ordinance.
- 6) A separate exterior entry must be provided for an attached second unit.

- 7) One parking space is required in addition to that required for a single family dwelling.

Between 2007 and March 2014, the City approved, for development, ten second units. Demand for second units is expected to increase, especially as residents seek lower-cost housing for adult children, aging parents, and caregivers. To encourage and facilitate second-unit development commensurate with the projected second-unit capacity, the City will implement programs to provide exceptions to parking requirements, where the unit is located near transit or in a neighborhood which has wider streets with street parking readily available. This element includes Program 11.A to address these identified constraints.

Mixed Use

Mixed use provides the opportunity to develop smaller rental units over or adjacent to existing uses, thereby providing more potentially affordable units without developing new parcels. For this reason, mixed-use developments are a key way for jurisdictions to meet their workforce housing targets. When combined with design guidelines intended to make mixed-use developments blend in with surrounding structures, high-density multi-family housing can be achieved without altering the existing look of the neighborhood.

Novato’s zoning code allows and provides incentives for mixed use housing in the Neighborhood Commercial (CN) District, Downtown Core Retail (CDR) District, Downtown Core Business (CDB) District, Mixed Use (MU) District, and Community Facilities (CF) District to facilitate higher density housing mixed with other uses. The purposes of the individual districts are as follows:

CN (Neighborhood Commercial) District. The CN zoning district is applied to neighborhood shopping areas to meet the retail and service needs of nearby residents. The CN zoning district is consistent with the neighborhood commercial land use designation of the general plan.

CDR (Downtown Core Retail) District. The CDR zoning district is applied to part of the downtown area, and is intended to allow for a mix of commercial, office and residential land uses with predominantly retail, entertainment and personal services on the ground floor street frontage to encourage pedestrian activities. The CDR zoning district is consistent with the downtown core land use designation of the general plan.

CDB (Downtown Core Business) District. The CDB is applied to part of the downtown area and is intended to allow for a broad range of commercial, office and residential land uses. The CDB is consistent with the downtown core land use designation of the general plan.

MU (Mixed Use) District. The MU zoning district is applied to areas surrounded by land currently developed with both commercial and residential land uses. Office, commercial and retail uses are permitted. Multi-family housing is also permitted with a use permit. The combination and intensity of land uses shall be compatible with the development pattern and character of the surrounding neighborhood. Commercial only or office only land uses

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are permitted. Housing may be permitted in conjunction with commercial and/or office uses.

CF (Community Facilities) District. The CF zoning district is applied to areas suitable for public land uses including government offices, meeting halls, schools and libraries, and other related municipal uses. The CF zoning district is consistent with the community facilities, public utilities, and civic uses land use designation of the general plan.

Mixed use is permitted in these districts with a use permit. Within the CDR and CDG districts, residential use is allowed only on the upper floor or rear of the site, with ground floor street frontage reserved for retail, entertainment and personal service uses. Table 58 shows development standards in the zoning districts that allow mixed use development.

A Floor Area Ratio (FAR) bonus is provided when multi-family housing is included with other uses. Residential mixed use in the downtown is especially encouraged, as it meets multiple goals of the Novato General Plan, including development of housing near jobs, support for downtown retail, and locating housing near transit. An increase in maximum FAR is allowed in the Downtown from 1.2 to 2.0 when housing is included. Neighborhood Commercial allows an increase from 0.4 to 0.6 FAR when housing is included, and Mixed Use allows an increase from 0.4 to 0.8.

In order to encourage mixed use, the City allows for flexible parking requirements depending on the use mix, size of units, location, etc. These reduced parking requirements can provide opportunities for some shared parking between customers (day users) and residents (night users). Parking requirements are reduced substantially for multi-family projects within the Downtown. For example, parking requirements are reduced from 1.5 spaces to 1 space per one-bedroom unit and from 2 spaces to 1.5 spaces for a two-bedroom unit.

Table 56: Development Standards in Zoning Districts that Allow Mixed Use

Zone District	Classification	Minimum Lot Size (sq. ft.)	Minimum Yard Setback			Building Height (ft.)	Building Coverage	Floor Area Ratio
			Front (ft.)	Side (ft.)	Rear (ft.)			
CN	Neighborhood Commercial	None	None	0 to 10 ¹	0 to 15 ₂	35	40%	0.4 to 0.6 ³
CDR	Downtown Core Retail	Minimum size for new parcels is determined through the subdivision process, consistent with the general plan	None	0 to 10 ¹	0 to 15 ₂	35 ⁴	100%	1.2 or 2.0 ³
CDB	Downtown Core Business	Minimum size for new parcels is determined through the subdivision process, consistent with the general plan	None	0 to 10 ¹	0 to 15 ₂	35 ⁴	100%	1.2 or 2.0 ³
MU	Mixed Use	Determined through project review,	20	0 to 10 ¹	0 to 15 ₂	35 ⁴	40%	0.4 to 0.8 ³

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CF	Community Facilities	consistent with the general plan	Determined through project review, consistent with the general plan	None	0 to 10 ¹	0 to 10 ₁	35 ⁴	N/A	0.8
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¹ Six feet is required if setback is adjacent to a single family residential zone; 10 feet is required if structure is over 20 feet in height and setback is adjacent to a single family residential zone; no setback required otherwise.
² 10 feet is required if setback is adjacent to a single family residential zone; 15 feet is required if structure is over 20 feet in height and setback is adjacent to a single family residential zone; no setback required otherwise.
³ Higher value FAR may be allowed where additional floor area is used for housing.
⁴ Within the downtown overlay zone, the height limit may be increased up to 45 feet for the habitable floor area with design review approval.

In recent years, both small and large mixed-use projects have been developed in Novato. As an example, a mixed use project was developed at 7400 Redwood Boulevard with four units above ground-floor commercial on a 0.45 acre lot. The Millworks mixed-use project was developed in the Downtown area on a 2.85 acre lot. The project has 124 apartments above a Whole Foods Market and garage parking. In order to facilitate development on this site, the City relaxed a number of development standards, including an increase in the floor area ratio, an increase in the height limit, a reduction in parking standards (including narrower parking stalls and tandem parking), and expedited design review.

In order to facilitate mixed use development, this housing element includes Program 8.B, which calls for the City to consider amending the zoning code to allow multi-family dwellings in a mixed use project as a permitted use in the Neighborhood Commercial and Mixed Use districts. The City should also consider amending the zoning code to allow multi-family dwellings on upper floors and at the rear of a site in a mixed use project as a permitted use in the Downtown Core Retail and Downtown Core Business districts. Program 8.A provides incentives, such as height limit bonuses, exceptions to development standards, and reduced parking requirements, in order to make housing development more feasible in mixed use projects.

Single Room Occupancy Units

A single room occupancy (SRO) unit is a one-room, less than 400 square feet, unit intended for occupancy by a single individual. An SRO unit usually is small and may contain food preparation or sanitary facilities, or both. SRO units provide a valuable source of affordable housing for extremely low income individuals and can serve as an entry point into the housing market for formerly homeless people.

The City’s Municipal Code does not explicitly permit single room occupancy units in any zoning district. Consequently, Program 7.C directs the City to amend the zoning code to allow single-room occupancy units in the Mixed Use and R10 districts as a conditionally permitted use. Development of single-room occupancy units will help the City meet the projected housing need for extremely low income households, as quantified earlier in this housing element.

Manufactured Housing and Mobilehomes

Pursuant to Government Code Section 65852.3, Novato allows the installation of manufactured homes and mobilehomes on a foundation on lots zoned for conventional single family dwellings, subject to the same development standards as other single family dwellings. Factory-built modular housing units must be constructed in compliance with the Uniform Building Code. The use of a mobilehome for a single family dwelling on a parcel located outside of a mobilehome park is permitted as long as the mobilehome meets the following design and development standards:

- The exterior siding and trim shall be of materials and treatment found in conventionally built residential structures in the surrounding area.
- The roofing material is of a material and treatment found on conventionally-built residential structures in the surrounding area.
- The exterior roofing and siding materials and treatment, including trim, of the mobilehome and the required garage are compatible.
- The roof has eave and gable overhangs of not less than 12 inches measured from the vertical side of the home.

Group Homes

The City does not require a conditional use permit, variance, or other zoning clearance for group homes that is not required of a family dwelling of the same type in the same zone.

The Novato municipal code defines a group home as a dwelling unit licensed or supervised by any federal, state, or local health/welfare agency which provides 24-hour nonmedical care of unrelated persons who are in need of personal services, supervision, or assistance essential for sustaining the activities of daily living or for the protection of the individual in a family-like environment. Examples of a group home include children's homes, orphanages, rehabilitation centers, and self-help group homes. The zoning code permits group homes for up to 6 residents by right in all zoning districts that allow single family homes. Group homes for more than 6 residents require a use permit. The approval process for a use permit for a group home is the same as for any other residential development and requires public notice and approval by the zoning administrator or a public hearing and approval by the planning commission.

Transitional and Supportive Housing

Government Code Section 65583(a)(5) requires all cities and towns to treat transitional and supportive housing as a residential use, subject only to those restrictions that apply to other residential dwellings of the same type in the same zone. Transitional housing is defined in Section 50675.2 of the California Health & Safety Code as rental housing for stays of at least six months but where units are re-circulated to other program recipients after a set period. Transitional housing may be designated for a homeless individual or family transitioning to permanent housing.

Supportive housing as defined in Section 50675.14 of the Health & Safety Code has no limit on the length of stay, is linked to onsite or offsite services, and is occupied by a target population, including low income persons with mental disabilities, AIDS, substance abuse or

chronic health conditions or persons whose disabilities originated before the person turned 18. Services typically include assistance designed to meet the needs of the target population in retaining housing, living and working in the community, and/or improving health and may include case management, mental health treatment and life skills.

According to state law, jurisdictions must explicitly permit transitional and supportive housing as a residential use in their zoning codes. The Novato zoning code permits group homes for up to 6 residents, and prior to amending its zoning ordinance in March 2014, the City had approved transitional and supportive housing projects (approximately 100 units). With the adoption of amendments to recognize transitional and supportive housing in March 2014 (Ordinance 1592), the zoning code now explicitly defines transitional and supportive housing as a residential use, subject to the same restrictions that apply to other residential dwellings of the same type in the same zone. Therefore, the City is in compliance with Government Code Section 65583(a)(5)

Emergency Shelters

Government Code Section 65583(a)(4)(A) requires jurisdictions to designate zoning districts adequate for facilities to accommodate the identified need for emergency shelters, wherein emergency shelters must be allowed without a conditional use or other discretionary permit. The Novato zoning code was amended in November 2013 to allow residential emergency shelters in the Hamilton Industrial Park and Ignacio Industrial Park as a permitted use. The industrial parks contain 557 acres and over 150 parcels and buildings. A number of the buildings within the industrial parks could be retrofitted to meet the identified need of 38 shelter beds.

Within this zone, shelters are subject to the same development and management standards as other residential or commercial uses within the zone and require only design review. The City has adopted objective standards for shelter development and operation, including security, the maximum number of beds, parking requirements, hours of operation, management requirements, proximity to other shelters, lighting, length of stay and security.

Farmworker Housing

Farm labor housing is permitted in the Agricultural district with a use permit. The purpose of the Agricultural district is as follows:

A (Agricultural) District. The A zoning district is intended to be applied to lands that are to be protected and maintained in agricultural use, with allowable non-agricultural uses being related to and supportive of the continuing primary agricultural use. The A zoning district is consistent with the agricultural land use designation of the general plan.

Development standards and processing requirements for farm labor housing are the same as for other residential structures in the Agricultural district (see Table 57). Since Health and Safety Code Section 17021.6 precludes a local government from requiring a conditional use permit, zoning variance, and or other zoning clearance for certain agricultural employee housing, Program 12.B revises the Agricultural zoning district to allow farmworker housing as a permitted use, consistent with California Health and Safety Code Section 17021.6.

Table 57: Development Standards in the Agricultural District

Zone District	Classification	Lot Size (acres)	Lot Width (ft.)	Lot Depth (ft.)	Minimum Yard Setback			Building Height (ft.)	Building Coverage	Density (Units per Acre)
					Front (ft.)	Side (ft.)	Rear (ft.)			
A	Agricultural	60	150	150	30	25	30	30 ¹	20%	1 dwelling unit per 60 acres

¹ 40 feet for agricultural accessory structures.

Inclusionary Housing Requirements

The City’s Affordable Housing Requirements Ordinance (Chapter 19.24 of the Novato Municipal Code) requires residential projects of seven or more units to include a minimum of 10 percent of inclusionary units (for housing developments of seven to ten units) and a maximum of 20 percent inclusionary units (for housing development of 20 or more units). One half of the required number of affordable units must be affordable to low income households and one half must be affordable to moderate income households. Developments of three to six housing units may provide 10 percent inclusionary units or pay an in-lieu fee of \$8,100 to \$28,000 per market rate unit, depending upon the size of the development. The requirement applies to single family development as well as multi-family projects. Second units and projects of one or two residential units are exempt.

Inclusionary units must be dispersed throughout the residential project and be comparable in construction quality and exterior design to market rate units. The mix, size and number of bedroom must be proportional to the market rate units. However, units do not need to exceed 1,400 square feet and three bedrooms. Developers may request to construct affordable units off-site or to dedicate land in lieu of building the affordable units.

The inclusionary requirements were adopted in 1999 and updated in 2007. Since that time, the City has approved a number of projects with inclusionary units. For example, a mixed-use project of 124 units was developed that included seven inclusionary units affordable to low and very low income households. In general, the inclusionary ordinance has not constrained the development of housing in Novato. The inclusionary program has been in effect for 13 years and is well known by members of the real estate and development community. As a result, the cost of producing the inclusionary units is factored into the cost of land. Another way to determine if the inclusionary requirement is constraining development is to look at the cost of in-lieu fees in other Marin jurisdictions. If Novato’s fee is much higher than neighboring jurisdictions, then developers might choose to build in other communities, rather than pay the higher in-lieu fees in Novato. According to a survey of inclusionary zoning requirements prepared for the Marin Countywide Housing Element Workbook in 2009, Novato’s inclusionary fee is substantially less than in-lieu fees charged by most other Marin jurisdictions.

Permit Processing

The review and approval process for discretionary permits is frequently a constraint to the development of housing. This section provides an analysis of the permit approval process

for residential development in Novato on properties designated by the General Plan for residential development.

Minor Permits

Minor permits for small projects (decks, kitchen or bathroom remodeling, window replacements, water heaters, furnaces, reroofing) are processed over the counter in a “One-Stop Shop” review and permit issuance process.

Design Review

The City has adopted design review guidelines which include specific design objectives that serve as standards by which staff and Design Review Commission evaluates residential development. All residential development is required to go through design review except one-story single family dwellings in an R-1 district with slopes of less than 10%, and second units that comply with the development standards of Municipal Code Section 19.34.030. Design Review may be completed by staff without a public hearing (or with a public hearing if requested in writing by an interested party) or by the Design Review Commission with a public hearing. Two story homes, multiple single family detached homes, and single family residences on lots with slopes of 10% or more may be reviewed by the Community Development Director. Design Review applications for multi-family projects are approved by the Design Review Commission.

Through the Novato General Plan and Downtown Specific Plan, the City has established policies and clear expectations regarding residential design. These principles are articulated in detail in the Municipal Code Chapter 19.42. Design review guidelines provide objective standards that clarify and facilitate the review process and promote development certainty.

Design standards are applied to the height and bulk of buildings, site layout, site access, landscaping, orientation to natural amenities and scenic views, the architectural design of building facades and rooflines, the location of windows, doorways and outdoor use areas, and the use of exterior lighting, chimneys, and other exterior structures. Although the Design Review scope is broad, the standards are not intended to restrict innovation or variety in design, but rather to preserve community character and aesthetics and encourage high-quality design. Novato’s Design Review requirements encourage and provide an opportunity for design issues to be raised early in the review process, thus helping to assure community acceptance of a project proposal, which can significantly reduce delays and costs due to project appeals and other forms of community objections that can lead to redesign.

The Design Review process includes the following steps:

Step One: Design Review Workshop. At the option of the applicant, the director will arrange for an introductory workshop with the Design Review Commission to review with the applicant the City’s standards and guidelines that may affect project site design, with respect to elements such as access, grading, tree removal, neighborhood compatibility, building placement and massing. The Director provides for courtesy noticing of property owners within 600 feet of the site.

Step Two: Application Preparation, Filing, Initial Processing.

Step Three: Evaluation of Proposal. The Director considers the design, location, site layout, and the overall effect of the proposed project upon surrounding properties and the city in general. The review compares the proposed project to applicable development standards, design guidelines, and other City regulations.

Step Four: Opportunity for Public Hearing. Interested parties have the option to request a public hearing up to 11 days after public notice was initiated.

Step Five: Approval or Referral to Design Review Commission. The Director may approve or disapprove the proposal or refer the application to the Design Review Commission.

Step Six: Review by the Design Review Commission. The design review application is scheduled for a public hearing and the Design Review Commission considers approval or disapproval of the project's site plan, building(s), architecture, landscaping, color and materials according to established design criteria.

Accessory Dwelling Units

Consistent with Government Code Section 65852.2, second units are allowed in all residential districts as a permitted use. A ministerial Accessory Dwelling Unit Permit approved by the Zoning Administrator is required. Accessory Dwelling Unit Permit applications that meet the second unit regulations in Municipal Code Section 19.34.030 are approved. Notice of a pending application is sent to surrounding properties, but there is no public hearing. The approval process usually takes about four weeks.

Use Permits

Use permits are intended to allow for activities and uses which may be acceptable in the applicable zoning district if compatible with adjoining land uses, but whose effect on a site and its surroundings cannot be determined before being proposed for a particular location. Mixed use housing may be allowed in the Neighborhood Commercial (CN) District, Downtown Core Retail (CDR) District, Downtown Core Business (CDB) District, Mixed Use (MU) District, and Community Facilities (CF) District with a discretionary use permit approved by the Planning Commission. In addition, group homes with more than six residents and mobilehome parks also require use permits. Within the current planning period, the City has used use permit authority to approve the 124-unit mixed-use housing and commercial project at Millworks in the Downtown.

Use permits are reviewed and approved by the Zoning Administrator unless the administrator determines that an application presents issues of sufficient concern to warrant a hearing by the Planning Commission. After conducting a public hearing, the review authority may approve the use permit if it makes the following findings:

1. The proposed use is consistent with the general plan and any applicable specific plan;
2. The proposed use is allowed with a use permit within the applicable zoning district and complies with all applicable provisions of the zoning code and any relevant master plan and/or precise development plan;

3. The establishment, maintenance or operation of the use will not, under the circumstances of the particular case, be detrimental to the health, safety, or general welfare of persons residing or working in the neighborhood of the proposed use;
4. The use, as described and conditionally approved, will not be detrimental or injurious to property and improvements in the neighborhood or to the general welfare of the city; and
5. The location, size, design, and operating characteristics of the proposed use are compatible with the existing and future land uses in the vicinity.

Despite requiring a use permit, the City encourages mixed-use development. As described earlier, the City provides a floor area ratio bonus when residential use is included with other uses in the Downtown, Neighborhood Commercial and Mixed Use districts, and substantially reduces parking requirements for multi-family projects within the Downtown. The use permit requirement is not intended to discourage mixed use development, but to ensure development which fits in within the larger context and is compatible with surrounding uses.

In order to facilitate mixed use development, this housing element includes Program 8.B which calls for the City to consider an amendment to the zoning code to allow multi-family dwellings in a mixed use project as a permitted use in the Neighborhood Commercial and Mixed Use districts. The City should also consider amendment of the zoning code to allow multi-family dwellings on upper floors and at the rear of a site in a mixed use project as a permitted use in the Downtown Core Retail and Downtown Core Business districts.

Variances

The Novato Zoning Code includes a variance procedure to allow development on properties that have special circumstances applicable to the property, including location, shape, size, surroundings, and topography, such that strict application of the development standards would deny the property owner privileges enjoyed by other property owners in the vicinity and under identical zoning districts. Variances may be granted to waive or modify any requirement except maximum residential density, maximum floor area regulations, specific prohibitions (for example, prohibited signs) and procedural requirements.

In Novato, most variances are typically acted upon by the Planning Commission with a public hearing. A limited number of variance applications are reviewed by the Zoning Administrator at public hearings. The Zoning Administrator and the Planning Commission may grant variances, subject to making the following findings:

1. Granting the variance is consistent with the general plan and any applicable specific plan;
2. Granting the variance would not constitute a grant of special privileges inconsistent with the limitations on other properties in the vicinity and in the same zoning district;
3. There are special circumstances applicable to the property (e.g., location, shape, size, surroundings, topography, or other conditions), so that the strict application of the zoning code denies the property owner privileges enjoyed by other property owners in the vicinity and under identical zoning districts or creates an unnecessary and non-

self-imposed, hardship or unreasonable regulation which make it obviously impractical to require compliance with the development standards;

4. Granting the variance is necessary for the preservation and enjoyment of substantial property rights possessed by other property owners in the same vicinity and zoning district and denied to the property owner for which the variance is sought; and
5. Granting the variance would not be materially detrimental to the public interest, health, safety, convenience, or welfare of the city, or injurious to the property or improvements in the vicinity and zoning district in which the property is located.

Other Permits

For larger projects (such as General Plan Amendments/Rezoning for subdivisions and larger multi-family projects), the City has a development review process containing several steps, starting from a general or schematic level and progressing to more detailed levels. This allows the applicant to secure a general understanding of local requirements and issues prior to spending substantial amounts of time and money on more detailed plans. Depending upon the complexity of the project, a range of permits may be required. Many of these permits can be processed concurrently.

Generally, subdivisions and rezonings take about one year to process. Use permits and variances take about six months. Processing time for multi-family projects is dependent on whether an Environmental Impact Report (EIR) is required. Environmental protection requirements, including protection of endangered species, may add time to the development process and additional cost where it is necessary to evaluate the effects of the project and mitigate effects which are adverse. Novato follows the procedures set forth in the California Environmental Quality Act (CEQA) and Guidelines.

A description of various land use approvals and processing times is provided in Table 58. The listed processing times are for the amount of time between the date and application is complete and ready for processing and the date the application is approved. The times listed for these activities are estimates. Permit processing times in Novato are not a constraint on housing development or maintenance.

Table 58: Timelines for Permit Procedures

Type of Approval or Permit	Typical Processing Time
Design Review	
Zoning Administrator	1 month
Design Review Committee	3 months
Variance	
Zoning Administrator	1 month
Planning Commission	2 months
Second Unit Permits	1 month
Use Permit	
Zoning Administrator	2 months

Planning Commission	3 months
Lot Line Adjustment	2 months
Master Plan	3 months for a negative declaration; 6-8 months for projects requiring an EIR.
Tentative Map Land Division	1 to 2 months
Tentative Map Subdivision	4 to 6 months
Precise Development Plan	4 months; 6 months if required to go before City Council
Rezoning	4 months for a negative declaration; 6-8 months for projects requiring an EIR.
General Plan Amendment	4-6 months if project receives a negative declaration; up to one year if an EIR is required.
Initial Environmental Study	3 months
Negative Declaration/Environmental Impact Report (EIR)	Adds no time if project receives a negative declaration; adds 8 – 10 months if an EIR is required.

Source: City of Novato Community Development Department

In recognition of the additional processing time often required for CEQA review, this element contains Program 9.D, which states that the City will apply CEQA exemptions for infill developments, as appropriate, and consider area-wide assessments or Program EIRs in order to expedite permit processing. In addition, Program 9.E states that the City will provide technical assistance and expedited review for affordable housing developments.

Table 59 outlines typical approval requirements for a single family infill project, a subdivision, and a multi-family housing project.

Table 59: Typical Processing Procedures by Project Type

	Single Family Dwelling	Subdivision	Multi-family Development
Typical Approval Requirements	Design Review	Tentative Map	Design Review
		Parcel Map	
		Final Map	
		Environmental Impact Study	
		Design Review	
Estimated Total Processing Time	1-2 months	4-6 months	3-4 months

Development Fees

Local fees add to the cost of development, however, particularly after Proposition 13, cities are concerned with the need to recover processing costs. Line item fees related to processing, inspections and installation services are limited by California law to the cost to the agencies of performing these services. The City of Novato adheres to this mandate by charging full-cost recovery fees for application processing and inspection services. The table

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below shows minimum required deposits for typical planning permits in Novato. Final fees are based on the actual cost of service.

Table 60: Planning and Development Fees

Planning and Application Fees	Fee
Design Review	\$5,526
Variance	\$2,154
Use Permit	\$2,661
General Plan Amendment	\$8,775
Rezoning	\$6,518
Lot Line Adjustment	\$2,219
Master Plan or Master Plan Amendment	\$15,230
Precise Development Plan	\$6,576
Tentative Map Land Division	\$4,280
Tentative Map Subdivision	\$4,791
Annexation	\$8,134
Initial Study and Negative Declaration or Environmental Study	\$9,543
<i>Source: City of Novato Community Development Department</i>	

Novato charges building permit fees according to a sliding scale as detailed in Table 61 (numbers have been rounded to the nearest dollar). In addition to these fees, the City charges plan check fees equal to 65 percent of the prescribed building permit fee and Title 24 compliance energy fees equivalent to 25 percent of the applicable building permit fee.

Table 61: Building Permit Fees

Valuation	Base Fee	Plus Incremental Fee
Up to \$2,000	\$74	none
\$2,001 - \$25,000	\$74	\$14 for each additional \$1,000 over \$2,001
\$25,001 - \$50,000	\$401	\$10 for each additional \$1,000 over \$25,001
\$50,001 - \$100,000	\$699	\$7 for each additional \$1,000 over \$50,001
\$100,001 to \$500,000	\$1,000	\$6 for each additional \$1,000 over \$500,001
\$500,001 - \$1,000,000	\$3,284	\$5 for each additional \$1,000 over \$1,000,001
\$1,000,001 and up	\$5,613	\$4 for each additional \$1,000

Source: City of Novato Community Development Department

A residential development tax is charged on a per bedroom basis as follows: one bedroom, \$490; two bedrooms, \$730; three bedrooms, \$900; four bedrooms, \$1,070; five bedrooms, \$1,240; and, each additional bedroom, \$170.

New subdivisions are required to dedicate land for parks or pay an in-lieu fee ([Quimby Act](#)). Land dedication is based upon a formula that takes into account the average number of people per unit and a park acreage standard of 4.5 acres per 1,000 people. For example, a single family dwelling unit with an average household size of 2.749 people would be required to dedicate 0.0124 acres per land ($2.749 \times 4.5 / 1,000 = 0.0124$ acres). Park dedication fees per unit are: \$5,208 for a single family detached unit; \$4,282 for a single family attached unit; \$4,755 for a duplex; \$4,520 for a multi-family building with 3 to 4 units; \$4,270 for a multi-family building with 5 or more units; and \$2,874 for a mobile home.

Public facilities and traffic impact fees total \$20,739 for a single family unit, \$14,082 for a multi-family unit and \$7,041 for a second unit in an existing single family dwelling. Second unit impact fees were reduced by half in 2013 in response to a finding in the 2007-2014 housing element that second unit impact fees were exceptionally high when compared to other Marin County jurisdictions and likely constraining development. Impact fees are assessed according to the fee schedule in Table 62.

Table 62: Impact Fees

Impact Fee	Single Family Fee	Multi-family Unit Fee	Second Unit Fee
<i>Public Facilities Fees</i>			
Recreation/ Cultural Facilities	\$6,274	\$6,274	\$3,137
Civic Facilities	\$1,125	\$1,125	\$562.5
General Government Systems	\$488	\$488	\$244
Open Space	\$1,357	\$1,357	\$678.50
Drainage	\$2,671	\$771	\$385.50
<i>Traffic Impact Fees</i>			
Streets & Intersections	\$8,357	\$3,851	\$1,925.50
Transit Facilities	\$287	\$133	\$66.50
Corporation Yard	\$180	\$83	\$41.50
TOTAL	\$20,739	\$14,082	\$7,041

Source: City of Novato Community Development Department, 2014

The City also has various other fees and surcharges as detailed in Table 65. Planning fees are collected at the time the planning application is submitted. Building permit and impact fees are collected at the time the building permit is issued.

There are several fees imposed by the sewer, water, fire and school districts. Novato Sanitary District charges \$8,950 per dwelling unit, regardless of dwelling type. Water district fees range between \$11,200 for a multi-family unit to \$33,000 for a single family dwelling. School district fees are assessed at \$2.63 per square foot of new construction or additions over 500 square feet. Fire facilities impact fees are \$955 for a single family dwelling and \$745 for a multi-family unit and second unit.

Table 63 shows a comparison of fees charged for four different housing types: a single family dwelling, a fourplex, a 30-unit multi-family building, and a second unit. Fees are shown on a per-unit basis.

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Table 63: City and District Fees for Single Family, Fourplex, Multi-family and Second Unit

	Single Family Home	Fourplex (per unit)	Multi-family (per unit)	Second Unit
<i>Development Description</i>				
Valuation (hard construction costs)	\$552,000	\$256,250	\$163,800	\$70,000
Unit Size (sq. ft.)	2,000	1,250	700	700
Garage Size (sq. ft.)	400	Carport	0	0
Common Area Size (sq. ft.)	0	0	140	0
Number of Bedrooms	4	2	1	1
<i>Planning and Building Permit City Fees</i>				
Design Review	\$5,526	\$1,382	\$184	--
Accessory Dwelling Unit Permit	--	--	--	\$747
Building Permit	\$3,531	\$1,426	\$663	\$832
Plan Check	\$2,295	\$927	\$431	\$541
Plan Storage	\$25	\$6	\$3	\$9
Title 24 Energy Fee	\$883	\$356	\$166	\$208
Seismic Tax	\$55	\$26	\$16	\$7
Engineering Plan Check	\$100	\$25	\$3	\$100
Engineering Site Inspection	\$150	\$38	\$4	\$150
Planning Plan Check	\$86	\$33	\$6	\$86
Plumbing	\$74	\$74	\$74	\$74
Electrical	\$74	\$74	\$74	\$74
Mechanical	\$74	\$74	\$74	\$74
Crime Prevention	\$35	\$17	\$2	\$35
General Plan Surcharge	\$353	\$143	\$66	\$83
Automation Surcharge	\$353	\$143	\$66	\$83
Training Surcharge	\$35	\$14	\$7	\$8
Residential Development Tax	\$1,070	\$730	\$490	\$490
Green Building Fee	\$22	\$10	\$7	\$3
Impact Fees	\$20,739	\$14,082	\$14,082	\$7,041
SUBTOTAL CITY FEES	\$35,480	\$19,579	\$16,418	\$10,644
<i>Estimated Fees of Other Districts</i>				
Water	\$33,000	\$17,200	\$11,200	\$17,200
Sewer	\$8,950	\$8,950	\$8,950	\$8,950
Fire	\$955	\$745	\$745	\$745
Schools	\$5,260	\$3,288	\$1,841	\$1,841
SUBTOTAL DISTRICT FEES	\$48,145	\$30,167	\$22,720	\$28,736
TOTAL FEES (per unit)	\$83,645	\$49,761	\$39,154	\$39,380

Source: City of Novato Community Development Department (2014)

APPENDIX C HOUSING ELEMENT

As shown in Table 64, planning and building fees in Novato comprise 3 percent of the cost of development of a single family home, 4 percent of the cost of development of a fourplex, 6 percent of the cost of development of a multi-family development, and 11 percent of the cost of development of a second unit. Fees from other districts range from 4 percent to 26 percent of the development costs, and total fees range from 8 percent to 42 percent.

Table 64: Proportion of Fee to Residential Development Cost

Development Cost for a Typical Unit	Single Family	Fourplex	Multi-family	Second Unit
Typical estimated cost of development per unit (land and total construction costs)	\$1,076,240	\$498,750	\$296,786	\$94,500
Total estimated City fees per unit	\$35,480	\$19,579	\$16,418	\$10,644
Estimated proportion of City fee cost to overall development cost per unit	3%	4%	6%	11%
Total estimated other district fees per unit	\$48,165	\$30,183	\$22,736	\$28,736
Estimated proportion of other district fee cost to overall development cost per unit	4%	6%	8%	26%
Total estimated fees per unit	\$83,645	\$49,761	\$39,154	\$39,380
Estimated proportion of total fee cost to overall development cost per unit	8%	10%	13%	42%

Conclusions

Novato’s planning and building fees are not unduly burdensome and are comparable to fees charge by other cities in Marin. Impact fees, however, are generally higher than those charged by other cities in Marin and may pose a constraint to housing development. In an effort to encourage development of second units and recognize the smaller impact these units have on City services, the City reduced the second unit permit and impact fees by half in 2013. Water and sanitary district fees are still high, however, and are likely constraining development of second units.

Sewer and water hook-up fees can add significant costs to residential development and may present a barrier to the development of affordable housing. The City can continue to work with the sanitary and water districts to explore ways to reduce or waive their fees for affordable units and second units, thereby encouraging and facilitating the development of these types of housing.

The City has granted fee reductions to developers of affordable housing. The City will continue to offer fee reductions and/or deferrals as incentives for projects which provide a public benefit, especially lower-income housing. Program 9.F provides fee reductions or waivers for affordable housing developments on a sliding scale related to levels of affordability. The City will also continue to work with districts, as described in Program 11.A, to reduce their second unit fees.

Building Codes and Enforcement

Novato adopts and enforces title 24 of the California Code of Regulations as the construction codes for the city. State law allows local governing bodies to amend the building standards in the new codes as long as they are more restrictive than the state standards and are based on findings that the amendments are necessary due to local climatic, topographic or geological conditions.

Considering the increased fire risk in Novato, the City has amended the Building Code to require a minimum of Class B roof assemblies where the Code allows Class C roof assemblies. The City also added a definition for substantial remodel, meaning the renovation of any structure combined with any addition to the structure, performed within any three-year period that affects a floor area which exceeds 50 percent or more of the existing floor area of the structure. The Building Code was also amended to require an automatic residential fire sprinkler system in all structures that qualify as a substantial remodel. While this code amendment increases the cost of remodeling, it is not considered a barrier to the production of new housing and is necessary to protect the health and safety of the community.

In light of the large number of in-ground swimming pools in Novato, the City amended the Building Code to increase the required barrier height to 60 inches from 48 inches. This amendment is intended to improve public safety and reduce the incidents of small children drowning in pools. This building code amendment does not pose a special constraint to the production of housing.

The City also amended the California Green Building Standards Code (“CALGreen”) by adopting CALGreen Tier 1 requirements for new construction projects. These measures incorporate greener building standards related to planning and design, water efficiency and conservation, material conservation and resource efficiency, and environmental quality.

Building codes are enforced when building permits are approved and during residential resale inspections. Deficiencies are usually corrected by the property owner or by the purchaser of the property. The City’s Code Enforcement Division also regularly inspects all properties consisting of three units or more through its Multi-family Inspection Program. Properties are inspected at least every other year. Code Enforcement staff also investigates alleged code violations. The City has a nuisance abatement procedure that may be used as necessary.

The Marin County Residential Loan program provides low-interest property improvement loans and technical assistance to qualified very-low-income homeowners to make basic repairs and improvements, correct substandard conditions, and eliminate health and safety hazards. The maximum loan amount is \$35,000 and the loan can be repaid monthly or deferred. Code Enforcement staff currently provide property owners with information on this program. Program 5.B directs code enforcement staff to provide information on rehabilitation loan programs.

Site Improvement Requirements

The City of Novato is essentially built-out and most infrastructure, including curbs, gutters, sidewalks, streets, and utilities, is in place to serve the City's present and future housing needs. Water, sewerage, and drainage systems are in place within existing developed areas, and new residences typically need only to supply lateral connections to the water and sanitary sewer mains maintained by the Novato Municipal Water District (NMWD) and the Novato Sanitary District. Public sewer or water extensions are subject to the regulations and permit procedures of the service providers.

In undeveloped areas, on- and off-site improvements can include curbs, gutters, storm drainage, street widening and paving, driveways, and sidewalks. Street lighting, traffic control devices, street trees, bus facilities, and bicycle facilities may also be required. More expensive improvements can be necessary where the site includes special environmental resources, mitigation of slide hazards, inadequate downstream drainage, or other special conditions pertaining to the site. The City's sewer, storm drain, and other engineering standards conform to Marin County standards, and, where applicable, state standards. The City has required only minimum road widths and improvements in new developments and has allowed for exceptions to these standards where circulation safety is assured and it can make affordable housing more feasible.

Housing for Persons with Disabilities

Chapter 671, Statutes of 2001 (Senate Bill 520) requires localities to analyze potential and actual constraints upon the development, maintenance and improvement of housing for persons with disabilities and to demonstrate local efforts to remove governmental constraints that hinder the locality from meeting the need for housing for persons with disabilities.

The City's zoning ordinance and other policies require ADA compliance through the Uniform Building Code. This City has not identified any zoning district or other land-use controls that could discriminate against persons with disabilities or restrict access to housing for disabled individuals. As discussed earlier, housing providing accommodations for six or fewer individuals is considered a residential use of a single family structure. The City does not require a conditional use permit, variance, or other zoning clearance for housing for six or fewer employees that is not required of a family dwelling of the same type in the same zone. The City does not restrict the siting of group homes, or require a minimum distance between them, and the City does not have any occupancy standards in the zoning code that apply specifically to unrelated adults.

In Novato, persons living with disabilities may seek exceptions to development standards from the Community Development Director or the Housing Code Appeals Board. Administrative review of requirements for exceptions to zoning standards is also provided. Senior developments, projects for persons with disabilities and residential care facilities can be provided with exceptions to parking and other standards, depending on project specific analysis. Novato allows a reduction in required on-site parking if it is to accommodate ADA accessibility facilities (ramps, etc.) and offers reduced parking standards for senior housing developments. Reduced parking for any development, including housing for the disabled, is allowed wherever reduced need can be demonstrated.

In March of 2014, the City formally adopted an ordinance (Ordinance 1592) that provides persons with disabilities seeking access to housing under the Fair Housing Act with a formal procedure to request reasonable accommodation in the application of zoning laws and other land use regulations, policies and procedures. The ordinance establishes a procedure for making requests for reasonable accommodation in land use, zoning and building regulations, policies and procedures. The procedure is a ministerial process, subject to approval by the Community Development Director applying certain decision-making criteria.

Housing Goals, Policies and Implementing Programs

Housing Goals

Novato's housing goals provide for a variety of housing opportunities for all economic segments of the community through new construction and maintenance of existing housing for an economically and socially diverse population, while preserving the character of the community. Low and moderate income housing of all types will be given special consideration. Novato's housing goals are to:

- Work together to achieve the City's housing goals
- Maintain and enhance existing housing and blend well-designed new housing into existing neighborhoods
- Use land efficiently to meet housing needs, minimize environmental impacts and maximize opportunities to use alternative transportation modes such as transit, bicycling and walking
- Provide housing for special needs populations that is coordinated with support services
- Build local government institutional capacity and monitor accomplishments to respond to housing needs effectively

Housing Policies and Programs

Policies and programs set forth the strategies to achieve the appropriate type and number of units that can be rehabilitated, conserved, or constructed within the City of Novato.

1 Local Housing Leadership

HO Policy 1.1 **Local Government Leadership.** Affordable housing is an important demonstrated City priority, and the City will take a proactive leadership role in working with community groups, other jurisdictions and other agencies in following through on identified housing element implementation actions in a timely manner.

HO Policy 1.2 **Community Participation in Housing and Land Use Plans.** The City will utilize effective and informed public participation from all economic segments and

special needs of the community in the formulation and review of housing and land use issues.

HO Policy 1.3 **Neighborhood Meetings.** Continue to require developers of any major project to have neighborhood meetings with residents early in the process to undertake problem solving and facilitate more informed, faster and constructive development review.

HO Policy 1.4 **Inter-Jurisdictional Strategic Planning for Housing.** The City will coordinate housing strategies with other jurisdictions in Marin County as appropriate to meeting the City's housing needs.

Implementing Programs

• HO Program 1.A **Prepare Information and Conduct Community Outreach Activities on Housing Issues.** Coordinate with local businesses, housing advocacy groups, neighborhood groups, community organizations, developers, the Chamber of Commerce and others in building public understanding of housing programs and needs.

Topics

- a. Housing needs.
- b. Housing programs (second units, rental assistance, rental mediation, first time homebuyer education, energy assistance and rehabilitation loans, etc.).
- c. Fair Housing laws.

Activities

- a. Provide written material at public locations (including social service centers and at public transit locations, where feasible) and on the City's website.
- b. Provide information to real estate professionals, property owners and tenants on their rights, responsibilities, and the resources available to address fair housing issues.
- c. Work with local non-profit and service organizations to distribute information to the public.
- d. Provide public information through articles in the local newspaper and with cable TV public service announcements.
- e. Work with other public agencies, businesses and community groups, unions, the building and real estate industry, non-profit housing sponsors, school districts, faith-based organizations, health and human service providers, environmental groups, property managers, tenant organizations, and other interested parties within Novato that might be mobilized to help support affordable and special needs housing developments.

- f. Fair Housing in-service training, press releases, direct contact with interest groups, and posting of fair housing laws, contacts and phone numbers.

Responsibility: Community Development Department
Financing: Staff time
Objectives: Prepare materials and conduct outreach
Timeframe: July 2015 and ongoing

HO Program 1.B **Collaborate on Inter-Jurisdictional Strategic Plan for Housing.** Coordinate with other jurisdictions on strategic planning for housing. Work toward implementing, whenever possible, agreed-upon “best practices,” shared responsibilities and common regulations to efficiently and effectively respond to housing needs within a countywide framework.

Responsibility: Community Development Department
Financing: Staff time
Objectives: Collaborate with other jurisdictions on affordable housing strategies
Timeframe: As major inter-jurisdictional issues and opportunities arise

HO Program 1.C **Undertake Coordinated Lobbying Efforts on State Legislation.** Identify and lobby for possible changes to State law that help to most effectively implement local housing solutions and achieve housing goals. Examples of legislative issues of critical importance could include: more direct input from local jurisdictions on the development of Regional Housing Needs Allocation, funding allocations for affordable housing, and modifications to State law that would make it easier for jurisdictions to voluntarily share funding and credit for meeting proportionate allocations.

Responsibility: Community Development Department; City Manager; City Council
Financing: Staff time
Objective: Improved local control of housing solutions
Timeframe: Ongoing

2 Fair Housing

HO Policy 2.1 **Equal Housing Opportunity.** To the extent possible, the City will ensure that individuals and families seeking housing in Novato are not discriminated against on the basis of race, color, religion, marital status, disability, age, sex, family status (due to the presence of children), national origin, or other arbitrary factors, consistent with the fair housing acts.

HO Policy 2.2 **Targeted Marketing.** To the extent consistent with applicable fair housing laws, targeted marketing and advance notice of deed restricted rental and ownership units in new housing developments will be provided to people living and/or working in Novato

(including public employees). The intent is to meet local housing need, consistent with Association of Bay Area Governments (ABAG) Housing Need Determinations, and as a transit/traffic, economic development and community safety mitigation measure.

Implementing Programs

- HO Program 2.A **Require Non-discrimination Clauses.** Continue to provide nondiscrimination clauses in rental agreements and deed restrictions for housing, including Below Market Rate housing, constructed with City participation.

Responsibility: Community Development Department; City Attorney
Financing: Staff time
Objectives: Implementation of fair housing laws
Timeframe: Ongoing

- HO Program 2.B **Respond to Complaints.** Facilitate fair and equal housing opportunity by designating the Community Development Director as the City’s Equal Opportunity Coordinator. Refer discrimination complaints to the appropriate legal service, county or state agency, or Fair Housing of Marin. If mediation fails and enforcement is necessary, refer tenants to the State Department of Fair Employment and Housing or HUD, depending on the nature of the complaint. Undertake activities to broaden local knowledge of Fair Housing laws through actions identified in HO Program 1.A.

Responsibility: Community Development Department; City Attorney
Financing: Staff time
Objectives: Implementation of fair housing laws
Timeframe: Ongoing

3 Housing Design

HO Policy 3.1 **Housing Design Process.** The City will review proposed new housing, subject to design review, to achieve excellence in development design in an efficient process.

HO Policy 3.2 **Design that Fits into the Neighborhood Context.** It is the City’s intent that neighborhood identity and sense of community will be enhanced by designing all new housing to have a transition of scale and compatibility in form to the surrounding area.

HO Policy 3.3 **Housing Design Principles.** The intent in the design of new housing is to provide stable, safe, and attractive neighborhoods through high quality architecture, site planning, and amenities that address the following principles:

- a. Reduce the perception of building bulk. In multi-unit buildings, encourage designs that break up the perceived bulk and minimize the apparent height and size of new buildings, including, for example, the use of upper story setbacks and landscaping. Application of exterior finish materials, including siding, trim, windows, doors and colors, are important elements of building design and an indicator of overall building quality.
- b. Recognize existing street patterns. Where appropriate, encourage transitions in height and setbacks from adjacent properties to respect adjacent development character and privacy. Design new housing so that, where appropriate, it relates to the existing street pattern.
- c. Enhance the “sense of place” by incorporating focal areas where appropriate. Design new housing around natural and/or designed focal points, emphasized through pedestrian/pathway or other connections.
- d. Minimize the visual impact of parking areas and garages. Discourage home designs in which garages dominate the public façade of the home (e.g. encourage driveways and garages to be located to the side or rear of buildings, or recessed, or along rear alleyways or below the building in some higher density developments).

Implementing Programs

▪ HO Program 3.A **Prepare Multi-family Housing Design Criteria.** Continue to implement the Design Review process, evaluate existing design criteria for multi-family housing, and establish modification as needed that will establish effective, consistent development review factors for use by applicants, the community, staff and decision-makers in the expeditious review of multi-family housing proposals. The design criteria may include but not be limited to:

- a. Context with surroundings, site planning, building massing and layout, height transitions, public safety design features (e.g., security cameras and fencing with keyed gates), architecture and materials, well-planned layout of complex and individual units for maximum natural ventilation and lighting, landscape design, open space, outdoor lighting, and density compatibility provisions.
- b. Common facilities should be required for projects over 20 units; facilities may include common room, outdoor play areas, pools, study areas, etc.
- c. Consider transition criteria to encourage compatibility when structures are proposed near single family residential buildings on adjoining properties. For properties where the dimension(s) for a transition area(s) is specified, specific regulations for permitted and prohibited development within the transition area(s) shall be established.
- d. Limits on maximum site coverage and requirements for minimum setback provisions should be adopted.
- e. Floor area ratios in residential/mixed used areas should be consistent with the character of the surrounding area.

Responsibility: *Community Development Department*
Financing: *Staff time*

Objectives: *Develop design criteria for multifamily housing*
Timeframe: *June 2015*

HO Program 3.B **Update Parking Standards.** Modify parking standards based on the most up-to-date empirical studies to facilitate infill, transit-oriented, mixed use and accessory dwelling unit development. Modifications to consider may include, but are not limited to, the following:

- a. Reduction of multi-family parking requirements for three-or more-bedroom units from 2.2 spaces to 2.0 spaces, to be consistent with single family home standards.
- b. Reduction of parking requirements for projects near transit.
- c. Provision of opportunities for shared parking for mixed use developments.
- d. Allowances for off-site parking.
- e. Allowances for the establishment of a landscape parking reserve that is designated for parking if needed in the future.
- f. Evaluation of opportunities for underground parking and auto sharing.
- g. Allowances, in certain instances, for parking standards to be adjusted on a case-by-case basis, depending upon the location and characteristics of the development and its intended occupants.

Responsibility: *Community Development Department; City Council*
Financing: *Staff time*
Objectives: *Facilitate development of infill, transit-oriented and mixed use development*
Timeframe: *December 2015*

4 Conservation and Energy

HO Policy 4.1 **Resource Conservation.** The City will promote development and construction standards that provide resource conservation by encouraging housing types and designs that use renewable and/or sustainable materials, cost-effective energy conservation measures and fewer resources (water, electricity, etc.), and therefore cost less to operate over time, supporting long-term housing affordability for occupants.

HO Policy 4.2 **Renewable Energy Technologies.** Promote the use of sustainable and/or renewable materials and energy technologies (such as solar and wind) in new and rehabilitated housing when possible.

Implementing Programs

▪ HO Program 4.A **Promote Solar Design.** Promote design standards relating to solar orientation, including lot layout for subdivisions, location and orientation of new structures, and landscaping.

Responsibility: Community Development Department
Financing: Staff time
Objectives: Opportunities for new solar installations
Timeframe: Ongoing

▪ HO Program 4.B **Implement “Green” Building Standards and Processes.** Consistently implement the City’s adopted “Green Building Program” to encourage the use of green building materials and energy conservation.

Responsibility: Community Development Department
Financing: Staff time
Objectives: Construction of energy-efficient buildings
Timeframe: Ongoing

5 Housing Preservation

HO Policy 5.1 **Preservation of Residential Units.** The City will discourage the conversion of residential units to other uses and regulate, to the extent permitted by law, conversion of rental developments to non-residential or bed and breakfast uses to protect and conserve the rental housing stock.

HO Policy 5.2 **Condominium Conversions.** Except when the effective vacancy rate for available rental units is more than 5% and for limited equity cooperatives and other innovative housing proposals which are affordable to lower income households, the City will, to the extent feasible under State law, conserve its existing multiple family rental housing by prohibiting conversions of rental developments to condominium ownership.

HO Policy 5.3 **Protection of Existing Affordable Housing.** The City will, where economically feasible, strive to ensure that affordable housing provided through government subsidy programs, incentives and deed restrictions will remain affordable over time, and intervene when possible to help preserve such housing.

HO Policy 5.4 **Maintenance and Management of Quality Housing and Neighborhoods.** The City will encourage good management practices and the long-term maintenance and improvement of existing housing. The City will encourage programs to rehabilitate viable older housing and to preserve neighborhood character and, where possible, retain the supply of very low to moderate income housing.

HO Policy 5.5 **Mobilehomes, Mobilehome Parks, and Manufactured Housing.** The City will strive to protect mobilehomes, mobilehome parks, and manufactured housing as an important source of affordable housing in Novato. The City will work with residents,

property owners, agencies and non-profit groups to seek ways to assist in the long-term protection and affordability of this unique source of housing, especially for seniors, in the community. If mobile home parks are converted to other uses, as legally permitted, the City will require developers to provide relocation assistance (financial and/or other assistance) for current homeowners as well as renters sufficient to cover the resulting dislocation costs to the dislocated mobile home owner or renter.

Implementing Programs

• HO Program 5.A **Ensure Adequate Tenanting, Management and Safety for Multi-family Housing.** Ensure adequate tenanting, management and safety for multi-family housing by implementing the following:

- a. As legally permissible, initiate City provisions for review of the management of multi-family housing to implement best management practices. Zero tolerance for criminal activity is a goal. Programs should apply to projects of a defined size and/or type. Best management practices should include, but not be limited to, addressing the following performance measures:
 - 1. Property management staffing
 - 2. Tenant selection plan
 - 3. Lease agreement
 - 4. Security-minded design
 - 5. Resident services
 - 6. Community and activity space
 - 7. Communication

- b. Investigate additional City and/or community-based programs to reduce crime in multi-family housing, including Crime Free Program and voluntary programs initiated by multi-family housing managers. Consider the benefits/permisibility of restricting access to sites for residents and invited guests only (monitored by onsite manager) and encouragement of social opportunities to engage the residents and build a sense of “ownership” and community.

Responsibility: Police Department, Community Development Department
Financing: Staff time
Objectives: Tenanting and management regulations and procedures
Timeframe: December 2014 and ongoing

• HO Program 5.B **Link Code Enforcement with Public Information Programs.** Continue to implement housing, building and fire code enforcement to ensure compliance with basic health and safety building standards and continue to provide information about rehabilitation loan programs for use by qualifying property owners who are cited. In particular, contact owners of structures that appear to be in declining or substandard condition, offer

inspection services, and advertise and promote programs that will assist in funding.

Responsibility: Community Development Department
Financing: Staff time
Objectives: 30 loans from available programs to very low income households by 2023
Timeframe: Ongoing

HO Program 5.C **Implement Rehabilitation and Energy Loan Programs.** Community Development staff will continue to coordinate with government and businesses (e.g., Energy Upgrade California, the Marin Housing Authority, PG&E and participatory contractors) to procure funding (grants and/or loans), and qualifying energy upgrades for eligible owner and renter households. Program resources and contact information will be maintained and updated on the City’s website.

Responsibility: Community Development Department; Marin Housing Authority; PG&E, and others
Financing: Staff time/Marin Housing Authority
Objectives: 30 loans from available programs to very low income households by 2023
Timeframe: Ongoing

HO Program 5.D **Modify the City’s Condominium Conversion Ordinance.** Consider amendments to the City’s Condominium Conversion Ordinance which may, as permitted by law, include:

- a. Prohibition of conversion of rental units to condominiums unless the effective vacancy rate for rental housing is more than 5% or there are special circumstances related to providing long-term, regulated affordable units;
- b. Exemptions for limited equity residential cooperatives which provide long term affordability for very low or low income households;
- c. Requirements for relocation assistance when units are converted;
- d. First right of refusal of purchase of units by occupants;
- e. Minimum of 20 percent of the units be affordable to low income households; and
- f. Implementation of resale controls.

Responsibility: Community Development Department; City Council
Financing: Staff time
Objectives: Amend Condominium Conversion Ordinance
Timeframe: Consider ordinance by June 2015; other activities would be ongoing

HO Program 5.E **Inventory Affordable Housing.** Maintain an up-to-date inventory of affordable housing in Novato and conduct periodic surveys of rental unit vacancy and affordable for-sale costs. As needed, work with the property

owners and/or other parties to, where feasible, conserve existing affordable units as part of Novato’s affordable housing stock.

Responsibility: Community Development Department
Financing: Staff time
Objectives: Preservation of affordable housing units
Timeframe: Ongoing

HO Program 5.F Maintain Existing Affordable For-Sale and Rental Housing. Work with affordable housing owners and non-profit sponsors seeking to maintain and/or rehabilitate affordable housing units to in large part maintain ongoing affordability of the units. Actions may include, but not be limited to:

- a. Maintain and update contact information for mortgage assistance and non-profit housing assistance for ownership and rental housing.
- b. Identification of possible support necessary to obtain funding commitments from governmental programs and non-governmental grants.
- c. Assistance in permit processing.
- d. Possible waiver of fees.
- e. Possible use of local funds if available.

Responsibility: Community Development Department
Financing: Staff time
Objectives: Preservation of affordable housing units
Timeframe: Ongoing

HO Program 5.G Preserve At-Risk Units. Annually monitor assisted housing development units at risk for conversion to market rate due to termination of federal rent subsidies. For at-risk units encourage and facilitate, to the extent possible, participation by property owners in federal, state and/or local housing assistance programs that maintain affordability of existing multi-family rental housing developments. City efforts to preserve at-risk units include, but are not limited to:

1. Develop a website with information and available links to federal, state and local resources, including:
 - Community Development Block Grant (CDBG) programs.
 - HOME Program.
 - Section 8 Housing Choice Voucher Program.
 - Marin County Residential Rehabilitation Loan program.
 - Low Income Housing Credit Program.
 - Marin Housing’s Housing Stability Program (formerly RMR).
 - Assistance from Local Philanthropies.
 - City of Novato Housing Opportunity Fund.
2. Maintain, on the City’s website, a list of for-profit and nonprofit housing providers to assist with timely action (acquisition, etc.) regarding notification of units scheduled to convert to market-rate in the near term.

3. Work with owners, tenants, for-profit and nonprofit organizations to assist in the acquisition of at-risk projects to ensure long-term affordability of the development. For at-risk units, annually contact property owners, assess need and interest in acquisition by for-profit or non-profit partners.
4. The City will support applications by for-profit and nonprofit housing providers for funding, as available and appropriate, to preserve or purchase at-risk units to maintain their affordability.

Responsibility: Community Development Department.
Financing: Staff time; federal, state and local housing assistance programs
Objectives: Conserve 52 affordable units at Marin Handicapped 5, Stonehaven, Dante House, Lamont House and Olive Avenue Apartments
Timeframe: Prior to expiration of federal subsidies and ongoing

HO Program 5.H Provide Assistance to Homeowners of Below Market Rate Units. Provide owners of Below Market Rate (BMR) units with assistance in order to assist individuals with retention of below market rate units. Contact homeowners as soon as the City receives a notice of default or sale, and provide information available relating to foreclosure. Refer homeowners to the appropriate agency, such as the Marin Housing Authority, as appropriate. Provide links on the City’s website and distribute informational materials, if available.

Responsibility: Community Development Department
Financing: Staff time
Objectives: Preservation of 405 BMR units
Timeframe: Ongoing

HO Program 5.I Support Volunteer Efforts. Support community service clubs that provide volunteer labor-assistance housing improvement programs for homeowners physically or financially unable to maintain their properties. Support includes, but is not limited to providing a City website link to active not-for-profit service clubs, and City support (letter of recommendation, etc.) as appropriate for said clubs seeking grant funding for supplies and/or services.

Responsibility: Community Development Department
Financing: Staff time
Objectives: Maintenance of existing housing
Timeframe: Ongoing

HO Program 5.J Preserve Mobile Home Parks. Consider measures such as refinancing the Marin Valley Mobile Country Club to further save money and to permit the financing of future needed capital improvements to the park. Consider

possible zoning amendments to preserve mobile home parks for mobile home park use.

Responsibility: Community Development Department; City Council
Financing: Staff time
Objectives: Preserve mobile home parks
Timeframe: Ongoing

HO Program 5.K **Regulate Displacement of Residential Units.** Consistent with State Law regulate the removal or displacement of residential units.

Responsibility: Community Development Department; City Council
Financing: Staff time
Objectives: Regulate removal or displacement of units
Timeframe: Ongoing

6 Housing, Jobs and Transit

HO Policy 6.1 **Transit-Oriented Development.** Encourage Multi-family Development within an easy walking distance to transit access points – a station or location served by one or more transit lines – where reduced automobile usage and parking requirements are possible. Maximize the use of these limited land resource sites to reduce overall energy, land, water and other costs.

HO Policy 6.2 **Housing for Local Workers.** The City will strive to provide an adequate supply and variety of housing opportunities to meet the needs of Novato’s workforce and their families, striving to match housing types and affordability, with household income.

HO Policy 6.3 **Live/Work Developments.** Live/work units provide workforce affordable housing, generate additional economic activity in the community, and improve the jobs/housing balance. Opportunities for live/work developments, such as in Downtown and other appropriate locations, where housing can be provided for workers on-site or caretaker or other types of housing can be provided, will be encouraged by the City where appropriate.

HO Policy 6.4 **Transit-Oriented Development Incentives.** Establish land use criteria that facilitate efficient public transit systems, and provide incentives for housing developments within an easy walking distance of transit stops, where reduced automobile use and parking requirements are possible.

HO Policy 6.5 **Regional Transportation/Housing Activities.** The City will coordinate with regional transportation planning activities, and will facilitate transit-oriented housing development by using the incentives and other means provided through local and regional transportation plans.

Implementing Programs

• HO Program 6.A **Identify Existing Employee Housing Opportunities.** Work with the Novato school district, public agencies, and existing businesses to seek opportunities for helping their employees find needed housing, such as mortgage buy-downs or subsidies, rent subsidies, etc. Additionally, to better inform local employees about local, affordable housing stock, staff will update the City’s website to include direct links to property management for lower income apartments, and for sale housing within Novato.

Responsibility: Community Development Department
Financing: Staff time
Objectives: Increase housing opportunities for local employees
Timeframe: Ongoing

• HO Program 6.B **Promote Zoning for Live/Work Opportunities.** Review implementation of live/work and home occupation provisions in the Zoning Ordinance to ensure effective standards for home occupations and live/work projects.

Responsibility: Community Development Department
Financing: Staff time
Objectives: Increase housing opportunities for local employees
Timeframe: December 2015 and ongoing

• HO Program 6.C **Transit-Oriented Development Incentives.** Consider zoning ordinance amendments which provide incentives for transit-oriented development where specified criteria are met. Such criteria may include, but not be limited to:

- a. Distance to transit routes.
- b. Affordability of units.
- c. High-quality design.
- d. Integration of transit-oriented components.

Incentives could include, but not be limited to:

- a. Parking reductions.
- b. Off-site parking alternatives.
- c. Transit impact fee reductions.

Responsibility: Community Development Department
Financing: Staff time
Objectives: Provide incentives for transit-oriented development
Timeframe: Evaluate zoning ordinance amendments by June 2015

7 Housing Choices

HO Policy 7.1 **Diversity of Population.** Consistent with the community’s housing goal, it is the desire of the City to maintain a diversity of age, social and economic backgrounds among residents throughout Novato by matching housing size, types, tenure, and affordability to household needs.

HO Policy 7.2 **Variety of Housing Choices.** In response to the broad range of housing needs in Novato, the City will strive to achieve a mix of housing types, densities, affordability levels and designs. The City will work with developers of ‘non-traditional’ and innovative housing approaches relating to the design, construction and types of housing that meet local housing needs, which may include, but not limited to, provision of the following types of housing at varying affordability levels:

- a. Owner and renter housing
- b. Small and large units
- c. Single and multi-family housing
- d. Housing close to jobs and transit
- e. Mixed use housing
- f. Supportive housing
- g. Single Room Occupancy units (SRO’s)
- h. Shared living opportunities and co-housing
- i. Manufactured housing
- j. Self-help or “sweat equity” housing
- k. Cooperatives or joint ventures
- l. Assisted living

HO Policy 7.3 **Homesharing.** The City will seek ways to make house sharing viable options for seniors and other groups identified with special housing needs as a way to make efficient use of existing housing stock, especially larger single family detached residences.

Implementing Programs

• HO Program 7.A **Encourage Co-Housing, Cooperatives, and Similar Collaborative Housing Development.** Work with developers and non-profit housing sponsors to provide multi-family housing using a co-housing model or similar approaches that feature housing units clustered around a common area and shared kitchen, dining, laundry and day care facilities. To facilitate the production of co-housing, housing cooperatives or similar housing arrangements evaluate and incorporate zoning revisions as needed that will accommodate them. Zoning amendments may include, but are not limited to, allowances for a common gathering facility that may include a small meal preparation area shared kitchen and group dining space.

<i>Responsibility:</i>	<i>Community Development Department</i>
<i>Financing:</i>	<i>Staff time</i>
<i>Objectives:</i>	<i>Development of co-housing opportunities</i>
<i>Timeframe:</i>	<i>December 2015 and ongoing as opportunities arise</i>

HO Program 7.B Facilitate Homesharing and Tenant Matching

Opportunities. Work with non-profit organizations including but not limited to Homeward Bound to develop a program to encourage homesharing by matching potential tenants with homeowners. The City in collaboration with non-profit organizations will consider and, if feasible, host a link within the City’s website to homesharing and tenant matching contact information.

Responsibility: Community Development Department, City Council
Financing: Staff time
Objectives: Create homesharing opportunities
Timeframe: December 2015 and Ongoing

HO Program 7.C Zone and Provide Appropriate Standards for SRO Units.

In order to provide housing for extremely low income households, amend the municipal code to specifically allow single-room occupancy units in the Mixed Use, R10 and R20 districts as a conditional use. Provide appropriate parking, development and management standards. Consider reducing per unit fees and other standards in recognition of the small size and low impacts of SRO units.

Responsibility: Community Development Department; Planning Commission; City Council
Financing: Staff time
Objectives: Amend municipal code; development of housing for extremely low income households
Timeframe: December 2015

HO Program 7.D Housing Opportunities on School District Properties.

Work with school districts and neighborhood groups to develop surplus or underdeveloped school district property or portions of active schools for affordable housing for teachers and other school personnel. Establish an equitable selection process for school district employees if the district puts up the land and therefore has an equity interest in the housing development.

Responsibility: Community Development Department; City Manager; City Council
Financing: Staff time
Objectives: Development of affordable housing
Timeframe: As surplus properties become available

HO Program 7.E Implement Transfer of Development Rights (TDR).

Consider the Transfer of Development Rights (TDR) if it will result in improved housing opportunities including workforce, senior or special needs affordable housing in appropriate locations.

Responsibility: Community Development Department
Financing: Staff time

Objectives: Facilitate affordable housing development
Timeframe: Ongoing

HO Program 7.F **Assist in the Rehabilitation and Production of Housing for Extremely Low-income (ELI) Households** by undertaking the following:

- 1) Develop a website with information and available links to federal, state and local resources, including:
 - Community Development Block Grant (CDBG) programs.
 - HOME Program.
 - Marin County Residential Rehabilitation Loan program.
 - Low Income Housing Credit Program.
 - Marin Housing’s Housing Stability Program (formerly RMR).
 - Assistance from Local Philanthropies.
 - City of Novato Affordable Housing Trust Fund.
- 2) To the extent funding is available in the City’s Affordable Housing Trust Fund, priority shall be given to its application towards the rehabilitation and/or production of units for ELI households.
- 3) The Community Development Department shall, as a matter of policy and to the extent feasible, expedite entitlement and permit processing for housing developments that include 10 percent or more of the proposed units for ELI households.
- 4) Study and if deemed feasible apply, on a “sliding scale”, reduced application processing fees for residential developments that include 20 percent or more of the proposed units for lower income households. On a percentage basis, the “sliding scale” should consider maximum fee reductions for units proposed for ELI households.

Responsibility: Community Development Department.
Financing: Staff time; federal, state and local housing assistance programs
Objectives: Facilitate and incentivize ELI housing rehabilitation and production
Timeframe: Ongoing

8 Mixed Use Housing

HO Policy 8.1 **Mixed Use Housing.** Well-designed mixed use residential/non-residential developments are highly encouraged by the City where residential use is appropriate to the setting and development impacts can be mitigated, such as in and around the Downtown. The City will consider incentives to encourage mixed use development in appropriate locations.

HO Policy 8.2 **Redevelopment of Shopping Centers.** The City will consider opportunities for the development of housing in conjunction with the redevelopment of shopping centers when it occurs.

Implementing Programs

▪ HO Program 8.A **Apply Mixed Use Development Standards and Incentives.**

Apply existing development code standards to make affordable housing development more feasible in mixed-use projects. Incentives in the Zoning Code to consider include:

- a. Height limit bonuses, especially in Downtown.
- b. Exceptions in applying development standards (FAR, height limits, setbacks, lot coverage) based on the location, type, and size of the units, and the design of the development.
- c. Allowance for the residential component of a mixed use development to be ‘additive’ within the established FAR for that zone.
- d. Allowance for reduced and shared parking based on the use mix.
- e. Allowances for off-site parking.

Responsibility: Community Development Department
Financing: Staff time
Objectives: Development of mixed use housing
Timeframe: Ongoing

▪ HO Program 8.B **Potential Mixed Use Sites**

- a. Consider amending Downtown Core Retail and Downtown Core Business Districts to allow multi-family dwellings in a mixed use project as a permitted use on upper floors or at the rear of the site.
- b. Consider amending Neighborhood Commercial and Mixed Use Districts to allow multi-family dwellings in a mixed use project as a permitted use in appropriate areas of the site.

Responsibility: Community Development Department
Financing: Staff time
Objectives: Amend municipal code
Timeframe: June 2015

9 Affordable Housing Sites and Incentives

HO Policy 9.1 **Flexibility and Incentives in Development Standards.** The City will seek ways to promote housing, such as increased FAR, height limits and density, and reduced parking, based on the location and design of the development, compatibility with adjacent uses, and the type, size, and income levels of the occupants of the housing. The purpose of

this policy is to recognize that smaller, more affordable housing located near transit, jobs and services will generate fewer trips, require less parking, and have fewer area-wide impacts.

HO Policy 9.2 Density Bonuses and Other Incentives for Affordable Housing Developments. The City will use density bonuses and other incentives to help achieve housing goals while ensuring that potential impacts are considered.

HO Policy 9.3 Affordable Housing Sites. Given the diminishing availability of developable land, the City will review additional housing opportunity sites or areas where a special effort will be made through incentives and other means to provide affordable housing.

Implementing Programs

• **HO Program 9.A Facilitate Development at Housing Opportunity Sites, including Vacant and Underutilized Properties in the Downtown Area.**

Undertake appropriate General Plan amendments, rezoning, and expedited environmental review, and work with private property owners and/or developers to facilitate consolidation of properties within the Downtown, and other implementing actions to facilitate the construction of market rate and affordable housing.

<i>Responsibility:</i>	<i>Community Development Department</i>
<i>Financing:</i>	<i>Staff time</i>
<i>Objectives:</i>	<i>Facilitate affordable housing development</i>
<i>Timeframe:</i>	<i>Ongoing and as opportunities arise</i>

• **HO Program 9.B Implement Actions and Incentives to Address Lower Income Housing Need.** Undertake the following steps to address the City’s low and very low income housing needs as applicable to Site #1, APN 141-201-12 and 48, and Site #2, APN 153-162-59, which are two of five sites currently designated with the Affordable Housing Opportunity Overlay District (AHO) as listed in Table 65:

- a. Waive fees for processing a merger of parcels identified as Site #1 in Table 65 if both parcels are developed concurrently for housing.
- b. Net Acreage for Affordable Housing Opportunity Site 1 (1787 Grant Ave.):
A minimum 20 ft. setback measured landward from top-of-bank of Novato Creek shall be reserved from development to respect existing flood control and access easements held by the Marin County Flood Control and Water Conservation District and to serve as a buffer between new development and the riparian habitat along Novato Creek. Accordingly, the density calculation for Affordable Housing Opportunity Site 1 shall be based on a net acreage of 1.75 acres, reflecting a reduction in the gross developable area of approximately 0.39 acres as noted in Table 65. This reduction will permit development at the realistic unit capacity as noted in Table 65, while respecting existing riparian habitat

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and the easements held by the Marin County Flood Control and Conservation District.

- c. Net Acreage for Affordable Housing Opportunity Site 2 (Landing Ct.): The density calculation for Affordable Housing Opportunity Site 2 shall be based on a net acreage of 1.50 acres, reflecting a reduction in the gross developable area of approximately 0.50 acres as noted in Table 65. This reduction will permit development at the realistic unit capacity as noted in Table 65, while ensuring the residential setback as established in the AHO, to assure that future multi-family residential development which may abut the existing development is of a mass and scale that is complimentary to and compatible with the noted single-family residences.

Responsibility: Community Development Department; City Council

Financing: Staff time

Objectives: Facilitate development of 202 to 303 units affordable to lower income households.

Timeframe: Ongoing.

Table 65: Sites for Affordable Housing Overlay District

Site ID	APN	Address	Base Zoning District	GP Designation	Acres	Minimum Unit Capacity
1	141-201-48 and 141-201-12	1787 Grant Avenue	PD	R10	1.75 net	35
2	153-162-59	Landing Court	PD	CG	1.50 net	30
3	125-202-18*	Redwood Boulevard	PD	BPO	4.0	80
4	143-011-08	7506 Redwood Blvd.	CG:D	CG	1.76	35
5	140-011-66	1905 Novato Blvd.	R1-7.5	R1	1.06	21
TOTAL UNITS						201
<i>* apply the AHO to the area indicated in Appendix C.</i>						

HO Program 9.C Seek Increased Multi-Family Housing Opportunities.

When undertaking City-wide and/or neighborhood General Plan amendments, specific plans, rezonings, or a similar community visioning process, the City will identify sites for multi-family affordable workforce and special needs housing where opportunities are available. Such sites and opportunities may include or consider the following:

- a. Land owned by the City or other governmental agencies (such as school districts).

- b. Re-use of underutilized or non-viable commercial and/or industrial sites.
- c. Parking lots.
- d. Residential, Commercial and Mixed Use sites where higher density residential is feasible.
- e. Appropriate sites in single family neighborhoods where duplexes or small multi-family uses would be appropriate.
- f. Prepare area-wide or specific plan environmental baseline data and assessment of development impacts under maximum development scenarios as a way to assess area-wide impacts and mitigation.
- g. Use environmental assessments to expedite processing for infill and affordable housing, such as linking plans to CEQA exemptions and expedited review, consistent with CEQA Section 15332.
- h. Establish objectives and commitments in the plans so that project-specific review can focus on site-specific issues such as design.
- i. Provide clear guidelines and incentives for the development of housing in conformance with current local and State laws to streamline processing for subsequent development proposals.

Responsibility: Community Development Department; City Council
Financing: Staff time
Objectives: Facilitate affordable housing development
Timeframe: Ongoing

HO Program 9.D Apply CEQA Exemptions and Expedited Review.

Consistent with CEQA Section 15332 (“Infill Development Projects”), the City will facilitate infill development within urbanized areas consistent with local general plan and zoning requirements that may be categorically exempt from CEQA review. In addition, the City will consider area-wide assessments or Program EIR assessing area-wide infrastructure and other potential “off-site” impacts to expedite the processing of subsequent affordable housing development proposals.

Responsibility: Community Development Department
Financing: Staff time
Objectives: Facilitate affordable housing development
Timeframe: As opportunities arise

HO Program 9.E Facilitate Affordable Housing Development Review.

Affordable housing developments shall receive priority and efforts will be made by staff and decision-makers to:

- a. Provide technical assistance to potential affordable housing developers in processing requirements, including community involvement.
- b. Consider project funding and timing needs in the processing and review of the application.

- c. Provide the fastest turnaround time possible in determining application completeness.

Responsibility: Community Development Department
Financing: Staff time
Objectives: Facilitate affordable housing development
Timeframe: Ongoing

HO Program 9.F **Reduced Planning Processing Fees.** Evaluate and consider waiver or reduction of planning processing fees as deemed feasible on a sliding scale related to the levels of affordability, such as a rebate of planning fees for affordable units based on the proportion of such units in the project.

Responsibility: Community Development Department
Financing: Staff time
Objectives: Facilitate affordable housing development
Timeframe: Evaluate changes by June 2015

HO Program 9.G **Special District Fees.** Work with the water and sanitary districts to identify possible reductions or waiver of some fees for water and sewer hook-ups for affordable housing for lower income households.

Responsibility: Community Development Department
Financing: Staff time
Objectives: Facilitate affordable housing development
Timeframe: Evaluate changes by June 2015

HO Program 9.H **Long-Term Housing Affordability Controls.** The City will apply resale controls and income restrictions to ensure that affordable housing provided through incentives, density bonus, General Plan amendments, re-zonings and conditional approvals as appropriate remain affordable over time to the income group for which it is intended.

Responsibility: Community Development Department
Financing: Staff time
Objectives: Preservation of affordable housing units
Timeframe: Ongoing

10 Inclusionary Housing

HO Policy 10.1 **Inclusionary Housing Approach.** To increase workforce affordable housing construction, the City will continue to require residential developments to provide a percentage of units or an “in-lieu” or other fee for very low, low and moderate income housing. The units provided through this policy are intended for permanent occupancy and

must be deed or rent restricted, including but not limited to single family housing, multi-family housing, condominiums, townhouses, and apartments.

HO Policy 10.2 **Options for Meeting Inclusionary Requirements.** The primary intent of the inclusionary requirement is the construction of new units on-site, with the focus being multi-family housing developments with deed restrictions to support long periods of affordability. A second priority would be the construction of units off-site, or the transfer of land to develop the number of affordable units.

HO Policy 10.3 **Income Levels.** Inclusionary zoning requirements will target very low, low and moderate income units.

HO Policy 10.4 **Long-Term Affordability of Inclusionary Units.** Inclusionary units shall be deed-restricted to maintain affordability to the maximum extent possible (typically in perpetuity).

Implementing Programs

- HO Program 10.A **Work with an Affordable Housing Management Entity.** Continue to fund administration of existing and future affordable housing developments/programs including, as appropriate, through the services of an outside consultant for management of all or some of the affordable housing contracts in Novato in order to ensure on-going affordability, and implement resale and rental regulations for affordable housing units and assure that these units remain at an affordable price level for the longest term possible.

<i>Responsibility:</i>	<i>Community Development Department; Marin Housing Authority</i>
<i>Financing:</i>	<i>Staff time</i>
<i>Objectives:</i>	<i>Construction and preservation of affordable housing</i>
<i>Timeframe:</i>	<i>Ongoing</i>

11 Accessory Dwelling Units

HO Policy 11.1 **New Accessory Dwelling Units.** Enable construction of well-designed accessory dwelling units in both new and existing residential neighborhoods, consistent with minimum lot size, parking and street capacity, as an important way to provide workforce and special needs housing.

HO Policy 11.2 **Accessory Dwelling Units in New Subdivisions.** When new single family subdivision developments with four or more new units are proposed, consider the provision of accessory dwelling units.

HO Policy 11.3 **Accessory Dwelling Unit Affordability.** When legally permissible local funding, density bonus, re-zoning, etc., is used to assist in the construction of an accessory dwelling unit, the City may require a use agreement to ensure that second unit rents are affordable to lower income persons.

Implementing Programs

• HO Program 11.A **Modify Accessory Dwelling Unit Development Standards and Fees.** Continue to allow accessory dwelling units, and review and modify the following accessory dwelling unit development requirements as deemed feasible:

- a. Continue to apply design criteria for second units that meet performance standards and design guidelines, and continue to allow processing of the application at the staff level. Continue to provide courtesy noticing.
- b. Work with special districts, e.g. water and sanitary, to reduce or waive connection and/or service fees.

Responsibility: Community Development Department; City Council
Financing: Staff time
Objectives: Development of at least 24 additional accessory dwelling units by October 2022
Timeframe: December 2015

• HO Program 11.B **Adopt Standards and Fees for Junior Second Units (JSU).** Review and adopt zoning standards and fees that serve to incentivize the creation of Junior Second Units. Standards and fee considerations should include, but not be limited to, the following:

Zoning Standards to consider:

- Conversion of existing bedroom required – no building expansion;
- Maximum 500 square-foot size;
- Wet-bar type kitchen only with limitations on size of sink, waste line and counter area;
- Cooking facility limited by electrical service (110v maximum) and prohibition of gas appliances;
- Separate bathroom permitted, but not required;
- Require external access and internal access to the remainder of the home;
- No additional parking required if dwelling complies with current parking standards;
- Owner occupancy required and established by recorded deed restriction; and
- Ministerial approval process.

Fees considerations:

- Establish a minimal “flat fee” for a planning entitlement;
- No City Residential Development Impact Fee charged; and
- Work with special districts, e.g. water and sanitary, to reduce or waive fees.

Responsibility: Community Development Department; City Council

<i>Financing:</i>	<i>Staff time</i>
<i>Objective:</i>	<i>Development of at least 24 additional accessory dwelling units, including Junior Second Units, by October 2022</i>
<i>Timeframe:</i>	<i>Within one year of adoption of the housing element</i>

12 Special Needs Housing

HO Policy 12.1 **Special Needs Groups.** The City will actively promote the development and rehabilitation of housing to meet the needs of special needs groups, including the needs of seniors, people living with disabilities, farmworkers, the homeless, people with long-term physical illnesses, people in need of mental health care, single parent families, large families, and other persons identified as having special housing needs in Novato.

HO Policy 12.2 **Provision of Affordable Housing for Special Needs Households.** The City will continue to work with groups to provide opportunities through affordable housing programs for a variety of affordable housing to be constructed or acquired for special needs groups, including assisted housing and licensed board and care facilities. Specific types of housing include:

- a. Smaller, affordable residential units, especially for lower income single-person households.
- b. Affordable senior housing to meet the expected needs of an aging population, including assisted housing and board and care (licensed facilities).
- c. Affordable units with three or more bedrooms for large family households.
- d. Affordable housing that can be adapted for use by people with disabilities (specific standards are established in California Title 24 Accessibility Regulations for new and rehabilitation projects).

HO Policy 12.3 **Group Residential Care Facilities.** The City will continue to comply with state and federal law by allowing group homes with special living requirements consistent with the City's land use regulations.

HO Policy 12.4 **Family Housing Amenities.** Ensure that adequate provisions are made in new developments for families with children, including consideration of amenities such as tot lots, play yards, and child care.

HO Policy 12.5 **Housing for the Homeless.** Continue to support the New Beginnings Center Homeless Shelter at Hamilton Field, including its integration with job training and housing placement programs. The City will support countywide programs to provide for a continuum of care for the homeless including emergency shelter, transitional housing, supportive housing and permanent housing.

Implementing Programs

- HO Program 12.A **Assure Good Neighborhood Relations Involving Emergency Shelters and Residential Care Facilities.** Continue to encourage

positive relations between neighborhoods and providers of emergency shelters and residential care facilities. As exists with the providers or sponsors of the approved transitional housing programs at Hamilton Field and community care facilities like Novato Human Needs Center, providers (existing and new) will be encouraged to continue outreach programs with their neighborhoods. The following could be considered:

- a. It is recommended that a staff person from the provider agency be designated as a contact person with the community to respond to questions or comments from the neighborhood.
- b. Outreach programs could designate a member of the local neighborhood to the Board of Directors of the service provider.
- c. Neighbors of emergency shelters, transitional housing programs, and community care facilities should be encouraged to provide a neighborly and hospitable environment for such facilities and their residents.

Responsibility: Community Development Department
Financing: Staff time
Objectives: Facilitate good neighborhood relations and encourage public outreach
Timeframe: Ongoing

HO Program 12.B Amend the Municipal Code to Allow Farmworker Housing as a Permitted Use in the Agricultural District. In order to provide housing for farmworkers, amend the municipal code to allow farmworker housing in the Agricultural district as a permitted use, consistent with the provisions of California Health and Safety Code Section 17021.6. Include a definition for farmworker housing and occupancy requirements consistent with Health and Safety Code Section 17021.6.

Responsibility: Community Development Department; City Council.
Financing: Staff time.
Objectives: Amend municipal code.
Timeframe: Within one year of adoption of the housing element

13 Special Needs Support Programs

HO Policy 13.1 Rental Assistance Programs. The City will continue to publicize and create opportunities for using available rental assistance programs, such as the project-based and tenant-based Section 8 certificates programs, in coordination with the Marin Housing Authority (MHA). The City will also continue to support the use of Marin Community Foundation funds for affordable housing.

HO Policy 13.2 **Health and Human Services Programs Linkages.** As appropriate to its role, the City will seek ways to link together all services for lower income people to provide the most effective response to homeless or “at risk” individuals by providing a highly responsive set of programs corresponding to the unique needs of all sub-populations which make up the County’s homeless population, including adults, families, youth, seniors, and those with mental disabilities, substance abuse problems, HIV/AIDS, physical and developmental disabilities, multiple diagnoses, veterans, victims of domestic violence, farmworkers, and other economically challenged or underemployed workers.

HO Policy 13.3 **Emergency Housing Assistance.** Participate and allocate funds, as available and appropriate, for County and non-profit programs providing emergency shelter and related counseling services.

Implementing Programs

▪ HO Program 13.A **Assist in the Effective Use of Available Rental Assistance Programs.** Develop and implement measures to make full use of available rental assistance programs. Actions include:

- a. Maintain descriptions of current programs and contacts to hand out to interested persons.
- b. Provide funding support, as available and appropriate (e.g., the City has previously provided financial assistance to the Novato Human Needs Center).
- c. Coordinate with the Marin Housing Authority on rental housing assistance programs, such as Shelter Plus Care, AB2034, HOPWA, the Rental Assistline, Rental Deposit Program, and Welfare to Work Program.

Responsibility: Community Development Department; Marin Housing Authority
Financing: Staff time
Objectives: Promote and support rental assistance programs
Timeframe: Ongoing

▪ HO Program 13.B **Maintain Programs to Address Homeless Needs.** Continue to support the 80 bed New Beginnings Center with training and educational services, the Next Key vocational training facility with 32 SROs, the Continuum of Care’s 60 units of transitional housing within Meadow Park and housing placement services offered by the Novato Human Needs Center to the extent resources are available and allocated.

Responsibility: Community Development Department; City Council
Financing: Staff time
Objectives: Support programs to address homelessness
Timeframe: Ongoing

HO Program 13.C **Conduct Outreach for Developmentally Disabled Housing and Services.** Work with the Golden Gate Regional Center and the Marin Housing Authority to implement an outreach program that informs families within Novato on housing and services available for persons with developmental disabilities. Provide information on services on the City’s website, and distribute brochures provided by the service providers.

Responsibility: Community Development Department; City Council
Financing: Staff time
Objectives: Support programs to address needs of the developmentally disabled
Timeframe: By December 2015 and ongoing

14 Funding for Affordable Housing

HO Policy 14.1 **Local Funding for Affordable Housing.** The City will seek ways to reduce housing costs for lower income workers and people with special needs by continuing to utilize available local, state and federal assistance to the fullest extent possible to achieve housing goals. This would include efforts to:

- a. Provide technical and, as available and allocated, financial resources to support development of affordable housing in the community, especially housing that meets the needs of the local workforce, people with special housing needs, and people with moderate, low and very low incomes.
- b. Consistent with available and allocated funding, work with the philanthropic organizations to help finance affordable housing developments and continue to participate in other rental assistance programs, mortgage buy-downs, land acquisition, etc.
- c. Work with affordable housing developers in obtaining mortgage revenue bonds and/or mortgage credit certificates, thereby promoting homeownership and rental housing opportunities for moderate and lower income households.

HO Policy 14.2 **Coordination Among Projects Seeking Funding.** Ensure access to, and the most effective use of, available funding in Novato by providing coordination among affordable housing developments that seek funding from various sources.

HO Policy 14.3 **Local Housing Impact Fees.** Continue to implement and update, as needed, in-lieu fee provisions for residential development.

HO Policy 14.4 **Land Acquisition and Land Banking.** Consider options for assistance with land acquisition for affordable and special need housing.

Implementing Programs

- HO Program 14.A **Maintain and Develop Local Sources of Funding for Affordable Housing.** Continue to work toward the maintenance and development

of local sources of funding to support affordable housing, including consideration of:

- a. Continue accepting in-lieu fee payments as prescribed under inclusionary requirements for residential development.
- b. Voluntary donations, grants and matching funds.
- c. Land acquisition or donation and land banking.
- d. Work with special districts that serve Novato to provide a reduction(s) in connection fees for deed restricted affordable very low income units.

Responsibility: Community Development Department; City Manager; City Council
Financing: Staff time
Objectives: Development of affordable housing
Timeframe: Ongoing

HO Program 14.B **Seek Funding Resources.** Seek matching grant funds to leverage the City’s affordable housing funds for specific projects and programs (such as mortgage buy-downs, first time homebuyer, etc.). Potential sources of funding include, but are not limited to:

- a. CDBG/HOME.
- b. Marin Community Foundation.
- c. Applications for mortgage revenue bonds and/or mortgage credit certificates.
- d. Housing Trust Fund.
- e. Tax Credit Allocation.

Responsibility: Community Development Department; City Manager; City Council
Financing: Staff time
Objectives: Development of affordable housing
Timeframe: Ongoing

HO Program 14.C **Coordinate Funding Among Development Proposals.** The City of Novato will pursue and/or participate in efforts including but not limited to available City housing funds, annual allocation of CDBG funds, and Home funds to ensure adequate coordination between City and local jurisdictions and development proposals on their various housing activities and funding proposals, ensuring that local projects are competitive for outside funding sources and resources are used in the most effective manner possible.

Responsibility: Community Development Department; City Manager
Financing: Staff time
Objectives: Development of affordable housing
Timeframe: Annually and Ongoing

15 Effective Implementation and Monitoring

HO Policy 15.1 **Organizational Effectiveness.** In recognition that there are limited resources available to the City to achieve housing goals, the City will seek ways to organize and allocate staffing resources effectively and efficiently to implement the programs of the housing element. Opportunities to enhance Novato's capabilities may include:

- a. Sharing or pooling resources and coordinating tasks among multiple jurisdictions in implementing common housing programs.
- b. Identification of information resources.
- c. Enhancing relationships with non-profit service providers.
- d. Establishing standardized methods (procedures, definitions, responsibilities, etc.) linked to housing programs to enable the effective and efficient management of housing data.

HO Policy 15.2 **Housing Element Monitoring, Evaluation and Revisions.** The City will continue to assess housing needs and achievements, track residential development, and provide a process for modifying policies, programs and resource allocations as needed in response to changing conditions.

Implementing Programs

▪ HO Program 15.A **Conduct an Annual Housing Element Review.** Assess Housing Element implementation through annual review by the Novato Community Development Department, pursuant to Government Code Section 65400.

Responsibility: Community Development Department; City Council
Financing: Staff time
Objectives: Annual review of the Housing Element
Timeframe: Annually by April 1 of each year

▪ HO Program 15.B **Update the Housing Element Regularly.** Undertake housing element updates in accordance with State law requirements.

Responsibility: Community Development Department; Planning Commission; City Council
Financing: Staff time
Objectives: Timely update of the housing element
Timeframe: Ongoing

Quantified Housing Objectives

State law requires the Housing Element to include quantified objectives for the maximum number of units that can be rehabilitated, conserved, or constructed. It is anticipated that the City of Novato can meet its portion of housing needs by October 31, 2022, with the sites described in the available land inventory and the program actions identified in the previous section.

The table below summarizes the number of new units anticipated in Novato between 2014 and 2022 by income category. The summary indicates there is sufficient capacity overall to meet the City’s regional housing needs requirements.

The number of units to be rehabilitated is based on the historical building activity reported by the City of Novato Building Division, with an adjustment based upon the impacts of the recession. Approximately 400 housing units were rehabilitated during the previous housing element cycle, as identified through a review of the City’s building permit database and represent structures that were significantly renovated with new plumbing, electrical and heating systems, roofs, and/or foundations, etc. Housing objectives for rehabilitated units are based on the need for significant and limited rehabilitation as identified in Table 19, as well as Marin Housing Authority’s track record in providing residential rehabilitation loans program for very low income homeowners. Housing objectives for units to be conserved or preserved are based on the number of at-risk, federally subsidized units identified in Table 22.

Table 66: Quantified Housing Objectives

Income Category	New Construction	Rehabilitation	Conservation and Preservation
Extremely Low Income	55	15	0
Very Low Income	56	15	0
Low Income	65	35	52
Moderate Income	72	30	0
Above Moderate Income	167	300	0
Total	415	395	52

Appendices

APPENDIX C HOUSING ELEMENT

Appendix A: Evaluation of 2007-2014 Housing Element Programs

Implementation Programs	Achievements	Progress Assessment	Continue Modify Delete
<p>HO Program 1.A - Prepare Information and Conduct Community Outreach Activities on Housing Issues.</p> <p>Responsibility: Community Development Department</p> <p>Timing: Prepare materials by June 2014 and ongoing.</p>	<p>The City Council and Planning Commission held numerous public meetings throughout 2013 to review and adopt the updated Housing Element, including: on April 1, 2013, to receive input on the revised draft Housing Element and conduct a public scoping session for the draft Environmental Impact Report (EIR); on September 16, to receive public comments on the draft EIR; and in November 2013 to consider and certify the final EIR, and adopt the Housing Element.</p>	Accomplished/ Ongoing	Continue
<p>HO Program 1.B - Collaborate on Inter-Jurisdictional Strategic Action Plan for Housing.</p> <p>Responsibility: Community Development Department</p> <p>Timing: Ongoing</p>	<p>Ongoing as needs/opportunities are identified.</p>	Ongoing	Continue
<p>HO Program 1.C - Undertake Coordinated Lobbying Efforts on State Legislation.</p> <p>Responsibility: Community Development Department; City Manager; City Council</p> <p>Timing: Ongoing</p>	<p>The City Manager's office and City Council work with the League of California Cities and State Assembly representation to effect changes in State legislation that impacts local housing objectives and the City's regional housing needs allocation (RHNA).</p>	As needed	Continue
<p>HO Program 2.A - Require Non-Discrimination Clauses.</p> <p>Responsibility: Community Development Department; City Attorney</p> <p>Timing: Ongoing</p>	<p>Non-discrimination clauses are included in the 351 Meadow Park Resale Restrictions and via recorded agreement with new apartment development that receives City assistance. The City works closely with Fair Housing Marin to ensure non-discrimination in the City.</p>	Ongoing	Continue
<p>HO Program 2.B - Respond to Complaints.</p> <p>Responsibility: Community Development Department; City Attorney</p> <p>Timing: Ongoing and per Program 1.A timeframe</p>	<p>City staff responds to all complaints in a timely fashion. City works with Fair Housing Marin as part of its efforts to prevent discrimination.</p>	As needed	Continue
<p>HO Program 3.A - Prepare Multi-family Housing Design Criteria.</p> <p>Responsibility: Community Development Department</p> <p>Timing: June 2014</p>	<p>Section 19.34.124 of the Zoning Ordinance includes specific design criteria for multi-family housing. Revision or expansion of design criteria has not been implemented.</p>	Not accomplished	Continue
<p>HO Program 3.B – Update Parking Standards.</p> <p>Responsibility: Community Development Department; City Council</p> <p>Timing: December 2013</p>	<p>The Novato Municipal Code was amended in December 2013 by Ordinance No. 1587 to establish parking standards for the AHO Overlay District.</p>	Accomplished	Delete
<p>HO Program 4.A – Promote Solar Design.</p>	<p>Pursuant to Section 19.20.110 of the Zoning Ordinance, all projects requiring discretionary approval are reviewed for</p>		

APPENDIX C HOUSING ELEMENT

<p>Responsibility: Community Development Department</p> <p>Timing: Ongoing</p>	<p>opportunities to incorporate passive and/or active solar solutions e.g. street and lot layout, building siting, setbacks, building design, etc.</p>		
<p>HO Program 4.B – Implement “Green” Building Standards.</p> <p>Responsibility: Community Development Department</p> <p>Timing: Ongoing</p>	<p>In November 2013, the City adopted the 2013 California Green Building Standards Code (“CALGreen”) with local amendments adopting CALGreen Tier 1 requirements for new construction only. These measures incorporate greener building standards related to planning and design, water efficiency and conservation, material conservation and resource efficiency, and environmental quality.</p>	Accomplished	Continue
<p>HO Program 5.A – Ensure Adequate Tenancing, Management and Safety for Multi-Family Housing.</p> <p>Responsibility: Community Development Department</p> <p>Timing: December 2013</p>	<p>Initiated in October 2013, a task force including City Police Dept. and Community Development Dept. staff has undertaken implementation of a “Crime-Free Multi-Family Housing Program”—the first of its kind in Marin County—to assist property owners and managers of multifamily housing through education and resources in ensuring that their residents and their properties are safe and crime-free. This program is ongoing.</p>	Not implemented	Continue
<p>HO Program 5.B – Link Code Enforcement with Public Information Programs.</p> <p>Responsibility: Community Development Department</p> <p>Timing: Ongoing</p>	<p>Through the City’s website, the Building Division maintains information about building and fire code enforcement to ensure compliance with basic health and safety building standards.</p> <p>Quantified objective: 30 loans from available programs to very low-income households by June 2014.</p> <p>Result: The Marin Housing Authority, which provides low-cost residential rehabilitation loans to very-low income households, funded 31 loans in Novato between 2007 and 2013.</p>		Continue
<p>HO Program 5.C- Implement Rehabilitation and Energy Loan Programs.</p> <p>Responsibility: Community Development Department; Marin Housing Authority; PG&E and others</p> <p>Timing: Ongoing</p>	<p>The City continues to work with the Marin Housing Authority to make residential rehabilitation loan programs available to eligible owner and renter households.</p> <p>Quantified objective: 30 loans from available programs to very low-income households by June 2014.</p> <p>Result: The Marin Housing Authority, which provides low-cost residential rehabilitation loans to very-low income households, funded 31 loans in Novato between 2007 and 2013.</p>		Continue
<p>HO Program 5.D - Modify the City’s Condominium Conversion Ordinance.</p> <p>Responsibility: Community Development Department; City Council</p> <p>Timing: Consider Ordinance by June 2014, other activities are ongoing.</p>	<p>Ordinance not yet adopted.</p>	Not accomplished	Continue
<p>HO Program 5.E - Inventory of Affordable Housing.</p> <p>Responsibility: Community Development Department</p> <p>Timing: Ongoing</p>	<p>The City developed an Affordable Housing Database. It is an ongoing database that currently includes location, number of units, clientele, etc.</p>	Accomplished	Continue
<p>HO Program 5.F - Maintain Existing Affordable for-Sale and Rental Housing.</p> <p>Responsibility: Community Development Department</p> <p>Timing: Ongoing</p>	<p>In February of 2013, the City of Novato hired Hello Housing, a nonprofit organization, to administer its Below Market Rate Homeownership Program City-wide. The City receives regular compliance reports from Creekside and Bay Vista affordable apartments at Hamilton.</p>	Accomplished	Continue

APPENDIX C HOUSING ELEMENT

<p>HO Program 5.G – Preserve At-Risk Units.</p> <p>Responsibility: Community Development Department</p> <p>Timing: March 2014 and prior to expiration of federal subsidies; ongoing</p> <p>Quantified Objective: Conserve 73 affordable units at Mackey Terrace, Marin Handicapped 5, and Stonehaven</p>	<p>In February 2014, City staff contacted the housing providers of the identified at-risk developments. The providers stated that their HUD contracts were in full force and that, as non-profit agencies dedicated to providing affordable housing to their clients, they intend to renew contracts as necessary in the future. EAH has extended their Section 202 contract for Mackey Terrace for 20 years, with a new expiration date of 12/31/2032. Lifehouse renewed their HUD Section 202 contract for Stonehaven House until 1/31/15. The HUD Section 202/8 contract for Marin Handicapped Housing 5, owned by The Cedars of Marin, does not expire until 7/31/16. Planning staff is in the process of updating the City's website to include information and links to Federal, State and local resources to assist at-risk units, and a current list of housing providers qualified to purchase at-risk units to maintain their affordability.</p> <p>Result: All 73 affordable units at Mackey Terrace, Marin Handicapped 5, and Stonehaven were preserved.</p>	Accomplished	Continue
<p>HO Program 5.H – Provide Assistance to Homeowners of Below Market Rate Units.</p> <p>Responsibility: Community Development Department</p> <p>Timing: Ongoing</p> <p>Quantified objective: Preservation of 405 BMR units</p>	<p>In February of 2013, the City of Novato hired Hello Housing, a nonprofit organization, to administer its Below Market Rate Homeownership Program City-wide. Hello Housing provides comprehensive resale and refinance assistance, and coordination with mortgage assistance programs. The City, through its website, provides a link to Hello Housing.</p> <p>Result: 405 BMR units were preserved.</p>	Accomplished	Continue
<p>HO Program 5.I - Support Volunteer Efforts.</p> <p>Responsibility: Community Development Department</p> <p>Timing: December 2013 and Ongoing</p>	<p>The City of Novato and the County of Marin entered into a Cooperative Agreement, in accordance with the Housing and Community Development Act of 1974, as amended, in order to jointly undertake community development and housing assistance activities. This cooperative agreement covers both the CDBG program and the HOME program. The City receives an annual allocation from the County to help fund a variety of projects and services that benefit low income households.</p>	Accomplished	Continue
<p>HO Program 5.J – Preserve Mobile Home Parks.</p> <p>Responsibility: Community Development Department</p> <p>Timing: Ongoing</p>	<p>In 2013 the City secured a new loan with a reduced interest rate for the Marin Valley Mobile Country Club to lower loan costs and to, in part, permit the continued affordability of the lease rates for over 300 mobile home spaces.</p>	Accomplished	Continue
<p>HOP Program 5.K – Regulate Displacement of Residential Units</p> <p>Responsibility: Community Development Department; City Council</p> <p>Timeframe: Ongoing</p>	<p>The Community Development Department administers applicable State laws to the removal or displacement of residential units on an as-needed basis. The Department reports, annually, to the Department of Finance on the removal, if any, of existing residential units.</p>	Accomplished.	Continue
<p>HO Program 6.A - Identify Existing Employee Housing Opportunities.</p> <p>Responsibility: Community Development Department</p> <p>Timing: December 2013 and ongoing</p>	<p>The City is working with the Buck Institute on a 130-unit housing development plan to be available to Institute employees.</p>	Accomplished	Continue
<p>HO Program 6.B - Promote Zoning for Live/Work Opportunities.</p> <p>Responsibility: Community Development Department</p>	<p>The City's Zoning Ordinance recognizes live/work projects as a permitted use in Business and Professional Office Districts, General Commercial Districts, Downtown Core Retail and</p>	Accomplished	Continue

APPENDIX C HOUSING ELEMENT

Timing: December 2013	Business Districts, Commercial/Industrial Districts, and Light Industrial/Office Districts.		
<p>HO Program 6.C Transit-Oriented Development Locations.</p> <p>Responsibility: Community Development Department</p> <p>Timing: Evaluate zoning ordinance amendments by June 2014</p>	Pursuant to Program 6.C the City, upon request, will evaluate and consider incentives such as parking reductions, off-site parking and transit impact fee reductions to benefit transit-oriented residential development based on criteria including, but not limited to, proximity to transit services(s), integration of transit facilities and services, unit affordability and high-quality design. An evaluation of possible formal amendments to the Zoning Code to incentivize transit-oriented development has not yet been prepared.	Ordinance not yet evaluated	Continue
<p>HO Program 7.A - Encourage Co-Housing, Cooperatives, and Similar Collaborative Housing Development.</p> <p>Responsibility: Community Development Department</p> <p>Timing: December 2013 and as opportunities arise</p>	On an ongoing and as-needed basis the Community Development Department works with developers interested in multi-family housing that includes co-housing amenities including, but not limited to, group dining facilities and similar common facilities.	Accomplished	Continue
<p>HO Program 7.B - Facilitate Homesharing and Tenant Matching Opportunities.</p> <p>Responsibility: Community Development Department</p> <p>Timing: December 2013 and ongoing</p>	Planning staff regularly refer inquires about homesharing to Homeward Bound of Marin, the chief provider of transitional and long-term housing and support services for the City and the County of Marin.	Accomplished	Continue
<p>HO Program 7.C - Zone and Provide Appropriate Standards for SRO Units and Efficiency Apartments.</p> <p>Responsibility: Community Development Department; Planning Commission; City Council</p> <p>Timing: Within one year of adoption of the housing element</p>	Not yet implemented. The housing element was adopted on November 19, 2013, and the ordinance must be adopted by November 19, 2014.	Ordinance not adopted	Continue
<p>HO Program 7.D – Housing Opportunities on School District Properties.</p> <p>Responsibility: Community Development Department; City Manager; City Council</p> <p>Timing: Ongoing</p>	Staff has reviewed the possibilities for developing school properties for housing but no formal project proposals were developed in conjunction with Novato School District representation.	Ongoing	Continue
<p>HO Program 7.E – Implement Transfer of Development Rights (TDR).</p> <p>Responsibility: Community Development Department</p> <p>Timing: Ongoing</p>	If proposed, the Community Development Department will evaluate projects including a transfer of development rights on a case-by-case basis for action by the appropriate decision-making body - typically City Council following a recommendation by Planning Commission.	Not implemented, ongoing	Continue
<p>HO Program 7.F – Assist in Rehabilitation and Production of housing for Extremely Low-Income (ELI) Households.</p> <p>Responsibility: Community Development Department</p> <p>Timing: March 2014 prior to expiration of federal subsidies; ongoing</p>	In August of 2012 the City committed \$400,000 to Homeward Bound for development of Oma Village, 14 ELI family units. The project is in the final design phase and is expected to draw upon the City's funding commitment in the summer of 2014 for project development. Planning staff is in the process of updating the City's website to include information and links to Federal, State and local resources and to assist in the rehabilitation and development of housing for ELI households.	Accomplished	Continue
<p>HO Program 8.A - Apply Mixed-Use Development Standards and Incentives.</p>	The Community Development Department evaluates and applies/recommends, as appropriate, pursuant to existing zoning exceptions and/or "relaxed" development standards e.g. increased floor area ration (FAR) from 1.2 to 2.0 for mixed use developments that include housing within the Downtown Core	Accomplished	Continue

APPENDIX C HOUSING ELEMENT

<p>Responsibility: Community Development Department; City Council</p> <p>Timing: Ongoing</p>	<p>Retail and/or Business Districts, and up to a 30% increase to maximum building height pursuant to 19.20.070 (C) for mixed use developments that incorporate housing.</p>		
<p>HO Program 8.B – Potential Mixed Use Sites.</p> <p>Responsibility: Community Development Department</p> <p>Timing: June 2014</p>	<p>Due to staffing levels and workload, the Community Development Department has not initiated an evaluation of a possible amendment to the City's Zoning Ordinance to: 1) allow housing on upper floors or at the rear of a site in a mixed use project as a permitted use vs. requiring a use permit in the Downtown Core Retail and Business Districts, and 2) to allow for housing in a mixed use project as a permitted use in Neighborhood Commercial and Mixed Use Districts as deemed appropriate.</p>	Not implemented	Continue
<p>HO Program 9.A – Facilitate Development at Housing Opportunity Sites, including Vacant and Underutilized Properties in the Downtown Area</p> <p>Responsibility: Community Development Department; Redevelopment; City Council</p> <p>Timing: Ongoing and as opportunities arise</p>	<p>Implementation of Program 9.A is contingent upon expressed developer interest.</p>		Continue
<p>HO Program 9.B - Implement Actions and Incentives to Address Remaining Lower Income Housing Need.</p> <p>Responsibility: Community Development Department; City Council</p> <p>Timing: Actions to implement the Affordable Housing Overlay District to be completed by October 2013; other actions ongoing</p> <p>Quantified objective: Facilitate development of 202 to 303 units affordable to lower income households</p>	<p>The Novato Municipal Code was amended in December 2013 by Ordinance No. 1587 to establish an Affordable Housing Opportunity (AHO) Overlay District and associated development standards and parking standards for the AHO Overlay District. The Zoning Map was concurrently amended to assign the AHO Overlay District to the five housing opportunity sites identified in the housing element for rezoning: Site #1, 1787 Grant Avenue, APN 141-201-48 and 141-201-12; Site #2, Landing Court, APN 153-162-59; Site #3, Redwood Boulevard, APN 125-202-18 (discrete 4 acre site within a 39.92 acre parcel); Site #4, 7506 Redwood Boulevard, APN 143-011-08; and Site #5, 1905 Novato Boulevard, APN 140-011-66. Ordinance No. 1587 also established a local density bonus for senior residential housing projects. The AHO district has an allowable density of 20-23 units per acre, yielding a total capacity of 201 to 230 units on all five sites. With the density bonus for senior housing, the capacity is 303 units.</p>	Accomplished	Delete
<p>HO Program 9.C - Seek Increased Multi-family Housing Opportunities.</p> <p>Responsibility: Community Development Department; City Council</p> <p>Timing: Ongoing</p>	<p>Ongoing as opportunities are identified. No sites were identified beyond the five AHO sites described in Program 9.B.</p>		Continue
<p>HO Program – 9.D Apply CEQA Exemptions and Expedited Review.</p> <p>Responsibility: Community Development Department</p> <p>Timing: As opportunities arise</p>	<p>Opportunity for application of CEQA exemptions for infill housing are consistently considered by Planning staff for the City.</p>	Ongoing	Continue
<p>HO Program 9.E – Adopt State-Mandated Density Ordinance and Local Density Bonus Ordinance for Senior Housing.</p> <p>Responsibility: Community Development Department; Planning Commission; City Council</p>	<p>The Novato Municipal Code was amended in December 2013 by Ordinance No. 1587 to establish density bonus provisions consistent with State density bonus law and to adopt a local density bonus for senior residential housing projects.</p>	Accomplished	Delete

APPENDIX C HOUSING ELEMENT

Timing: Currently with housing element adoption; scheduled for December 2013			
<p>HO Program 9.F - Facilitate Affordable Housing Development Review.</p> <p>Responsibility: Community Development Department</p> <p>Timing: Ongoing</p>	Ongoing - as proposals for affordable housing are submitted, Planning staff undertakes, to the extent feasible and adequate for public participation/input, timely review and reporting for Commission(s) and/or City Council action on entitlements.	Accomplished	Continue
<p>HO Program 9.G – Reduced Planning Processing Fees.</p> <p>Responsibility: Community Development Department</p> <p>Timing: Evaluate changes by June 2013</p>	An evaluation of fixed fee waiver(s) or reductions for affordable housing on a sliding scale relative to the level of affordability has yet to be conducted. However, based on individual requests, the City Council has, on a case-by-case basis, authorized reductions in development impact fees for affordable housing developments (Next Key, etc.) where funding to offset reductions has been identified.	Accomplished	Continue
<p>HO Program 9.H – Special District Fees</p> <p>Responsibility: Community Development Department</p> <p>Timing: Evaluate changes by June 2014</p>	City staff has contacted the North Marin Water District and the Novato Sanitary District to lower water and sewer fees for affordable housing, especially second units. In December 2013, following Planning staff contact, the Sanitary District indicated that they are tentatively looking at reducing the connection fee for accessory dwellings less than 750 sf to 75% of the residential fee, which is approximately \$9,000.	Ongoing	Continue
<p>HO Program 9.I –Long-term Housing Affordability Controls</p> <p>Responsibility: Community Development Department</p> <p>Timing: Ongoing</p>	Ongoing - for projects that do include income restricted units as a condition of entitlement approvals, the City will also impose long term affordability controls, typically through the recordation of an affordable housing agreement.	Accomplished	Continue
<p>HO Program 10.A – Work with and Affordable Housing Management Entity.</p> <p>Responsibility: Community Development Department</p> <p>Timing: June 2014</p>	In February of 2013, the City of Novato hired Hello Housing, a nonprofit organization, to administer its Below Market Rate Homeownership Program City-wide. Additionally, the City receives regular compliance reports from Creekside and Bay Vista affordable apartments at Hamilton.	Accomplished	Continue
<p>HO Program 11.A - Modify Accessory Dwelling Unit Development Standards and Fees.</p> <p>Responsibility: Community Development Department; City Council</p> <p>Timing: December 2013</p> <p>Quantified Objective: Development of at least 13 additional accessory dwelling units by June 2014</p>	<p>The City Council has already taken formal steps to implement Program 11.A by: 1) Requirements for on-site parking for accessory dwelling units were modified in October 2012 to permit parking within a front (or side on a street-side corner lot) setback area, if it is determined to be appropriate by the Review Authority, and 2) in August, 2013 the City Council adopted a 50% reduction in planning application fees and development impact fees for accessory units based on their minimal size and reduced impacts. These fee adjustments amount to a reduction of nearly \$8,000 per unit (a \$747 reduction in the planning application fee and a \$7,041 reduction in impact fees). The City Council is also encouraging the utility districts to similarly reduce their connection fees for accessory units.</p> <p>Result: 10 second units were developed during the planning period.</p>	Accomplished	Modify
<p>HO Program 12.A – Adopt an Emergency Shelter Ordinance.</p>	The Novato Municipal Code was amended in December 2013 by Ordinance No. 1587 to allow residential shelters as a permitted use in the Hamilton Industrial Park and Ignacio Industrial Park. The industrial parks have an adequate number and size of commercial structures within them to accommodate	Accomplished	Delete

APPENDIX C HOUSING ELEMENT

<p>Responsibility: Community Development Department; Planning Commission; City Council</p> <p>Timing: Within one year of adoption of the housing element</p> <p>Quantified Objective: Development of at least 52 emergency shelter beds</p>	<p>emergency shelter facilities with at least 52 shelter beds. Ordinance No. 1587, also adopted in December 2013, amended the Zoning Ordinance to include "Emergency Shelter" as a land use and provide a definition for such use. No additional emergency shelter beds were developed.</p>		
<p>;/ HO Program 12.B - Assure Good Neighborhood Relations Involving Emergency Shelters and Residential Care Facilities.</p> <p>Responsibility: Community Development Department</p> <p>Timing: Ongoing</p>	<p>The City closely monitors the relationships between the transitional units and Meadow Park homeowners. The service provider of the City's homeless shelter has done an excellent job in the management of its facility. When there is an issue, it is quickly dealt with.</p>	Accomplished	Continue
<p>HO Program 12.C – Adopt a Reasonable Accommodation Ordinance</p> <p>Responsibility: Community Development Department; City Council</p> <p>Timing: Within one year of adoption of the housing element</p>		Accomplished	Delete
<p>HO Program 12.D – Amend the Municipal Code to Permit Transitional and Supportive Housing.</p> <p>Responsibility: Community Development Department; Planning Commission, City Council</p> <p>Timing: Within one year of adoption of the housing element</p>		Accomplished	Delete
<p>HO Program 12.E – Amend the Municipal Code to Allow Farmworker Housing as a Permitted Use in the Agricultural District.</p> <p>Responsibility: Community Development Department; City Council</p> <p>Timing: Within one year of adoption of the housing element</p>	<p>Not yet implemented. The housing element was adopted on November 19, 2013, and the ordinance must be adopted by November 19, 2014.</p>	Not Implemented	Continue; add Planning Commission to list of responsible entities
<p>HO Program 13.A - Assist in the Effective Use of Available Rental Assistance Programs.</p> <p>Responsibility: Community Development Department; Marin Housing Authority</p> <p>Timing: Ongoing</p>	<p>Ongoing - See Program 5.F. Additionally, in 2013, the City's Successor Agency to the former Redevelopment Agency provided \$108,360 of financial assistance to the Novato Human Needs Center, which assists lower income people (over 4,000 people annually) and households move towards self-sufficiency through a multitude of programs. The City's Successor Agency is tentatively budgeting approximately \$111,000 to the Novato Human Needs Center for the 2014 fiscal year.</p>	Accomplished	Continue
<p>HO Program 13.B - Maintain Programs to Address Homeless Needs.</p> <p>Responsibility: Community Development Department; City Council</p> <p>Timing: Ongoing</p>	<p>The City entered into long term leases, effectively free of cost, for use of City property to construct and operate the 80-bed New Beginnings Center and Next Key vocational training center with 32 SROs; the City continues to support their services. The City has consistently granted funds, annually, to the Novato Human Needs Center in support of their services. In 2013, the City's Successor Agency to the former Redevelopment Agency provided \$108,360 of financial assistance to the Novato Human Needs Center. The City's Successor Agency is tentatively budgeting approximately</p>	Accomplished	Continue

APPENDIX C HOUSING ELEMENT

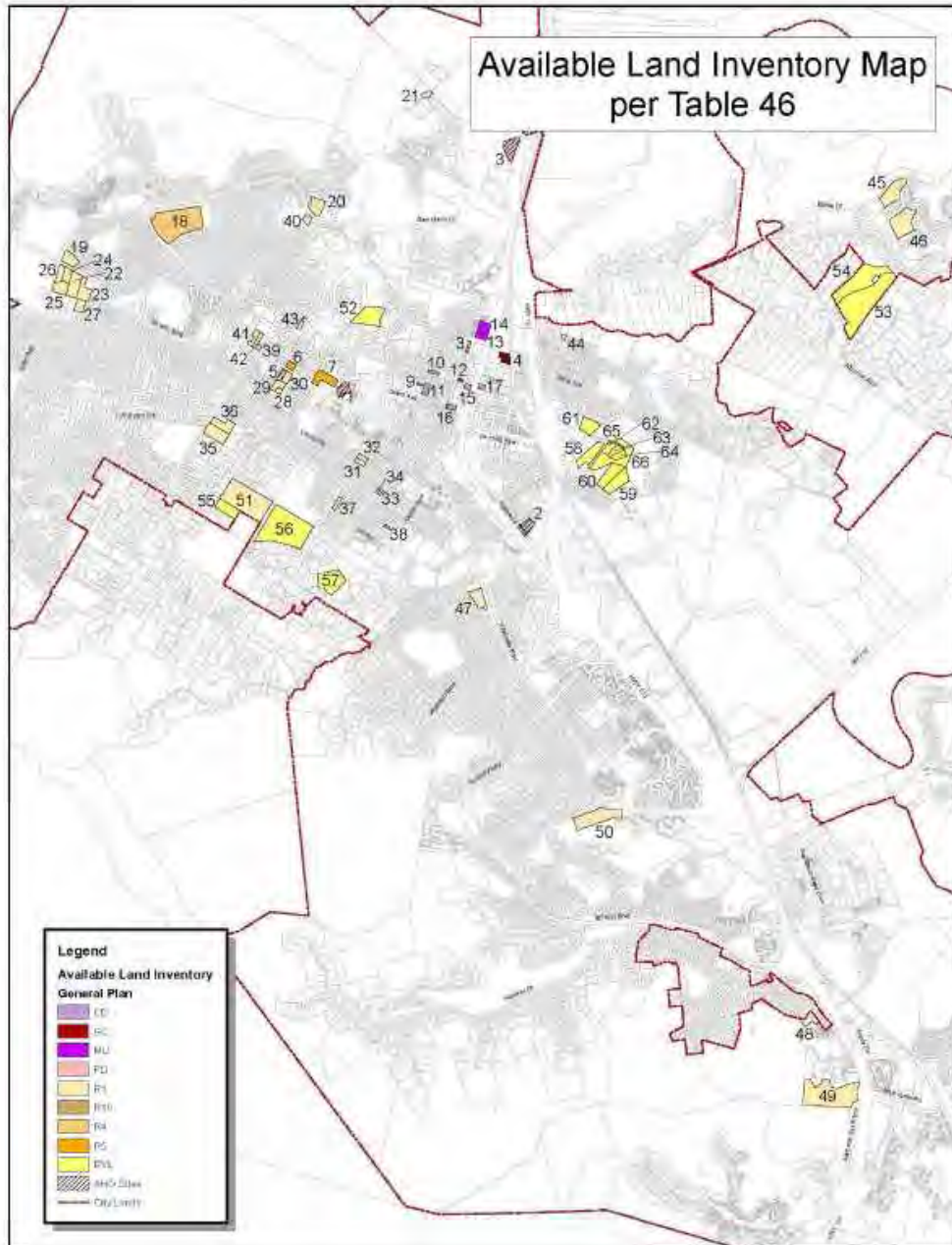
	\$111,000 to the Novato Human Needs Center for the 2014 fiscal year.		
<p>HO Program 13.C – Conduct Outreach for Developmentally Disabled Housing and Services.</p> <p>Responsibility: Community Development Department; City Council</p> <p>Timing: By December 2013 and ongoing</p>	<p>Ongoing - The Community Development Department and Planning staff coordinate/refer assistance inquiries on a regular basis to Golden Gate Regional Center and the Marin Housing Authority. The City's website has not yet been updated to incorporate service provider information for developmentally disabled housing and services.</p>	Accomplished	Continue
<p>HO Program 14.A - Maintain and Develop Local Sources of Funding for Affordable Housing.</p> <p>Responsibility: Community Development Department; City Manager; City Council</p> <p>Timing: Ongoing</p>	<ul style="list-style-type: none"> The City maintains three separate funds for affordable housing. Each fund is earmarked for different purposes. Fund One is for the development of affordable housing, Fund Two is a loan fund for low and moderate household first-time homebuyers, and the last fund, Fund Three, is for senior affordable housing. The City adopted a completely revised Affordable Housing Ordinance in October 2007. In-lieu fees are now required only in certain instances. The in-lieu fees, when required, have been increased. Depending on the size of the development, the fee ranges from \$14,000 to \$28,000 per unit. Approximately \$175K of CDBG funds are allocated to the City as part of Marin County's CDBG allocation. The City of Novato has a cooperation agreement with the County for the administration of CDBG funds. Although the funds are allocated through the County, the City Council determines which organizations to fund. 	Accomplished	Continue
<p>HO Program 14.B - Seek Funding Resources.</p> <p>Responsibility: Community Development Department; City Manager; City Council</p> <p>Timing: Ongoing</p>	<ul style="list-style-type: none"> The City maintains three separate funds for affordable housing. Each fund is earmarked for different purposes. Fund One is for the development of affordable housing, Fund Two is a loan fund for low and moderate household first-time homebuyers, and the last fund, Fund Three, is for senior affordable housing. The City adopted a completely revised Affordable Housing Ordinance in October 2007. In-lieu fees are now required only in certain instances. The in-lieu fees, when required, have been increased. Depending on the size of the development, the fee ranges from \$14,000 to \$28,000 per unit. Approximately \$175K of CDBG funds are allocated to the City as part of Marin County's CDBG allocation. The City of Novato has a cooperation agreement with the County for the administration of CDBG funds. Although the funds are allocated through the County, the City Council determines which organizations to fund. 	Accomplished	Continue
<p>HO Program 14.C - Coordinate Funding Among Development Proposals.</p> <p>Responsibility: Community Development Department; City Manager</p> <p>Timing: Annually and ongoing</p>	<p>As affordable housing development becomes more complex, the City continues to coordinate with other lenders to accommodate all their respective requirements.</p>	Accomplished	Continue
<p>HO Program 15.A Conduct an Annual Housing Element Review.</p> <p>Responsibility: Community Development Department; City Council</p>	<p>The Planning Commission and City Council reviewed the Housing Element in public meetings and the Housing Element Annual Progress Report was submitted to HCD and OPR prior to April 1, 2014.</p>	Accomplished	Continue; add Planning Commission to list of responsible entities

APPENDIX C HOUSING ELEMENT

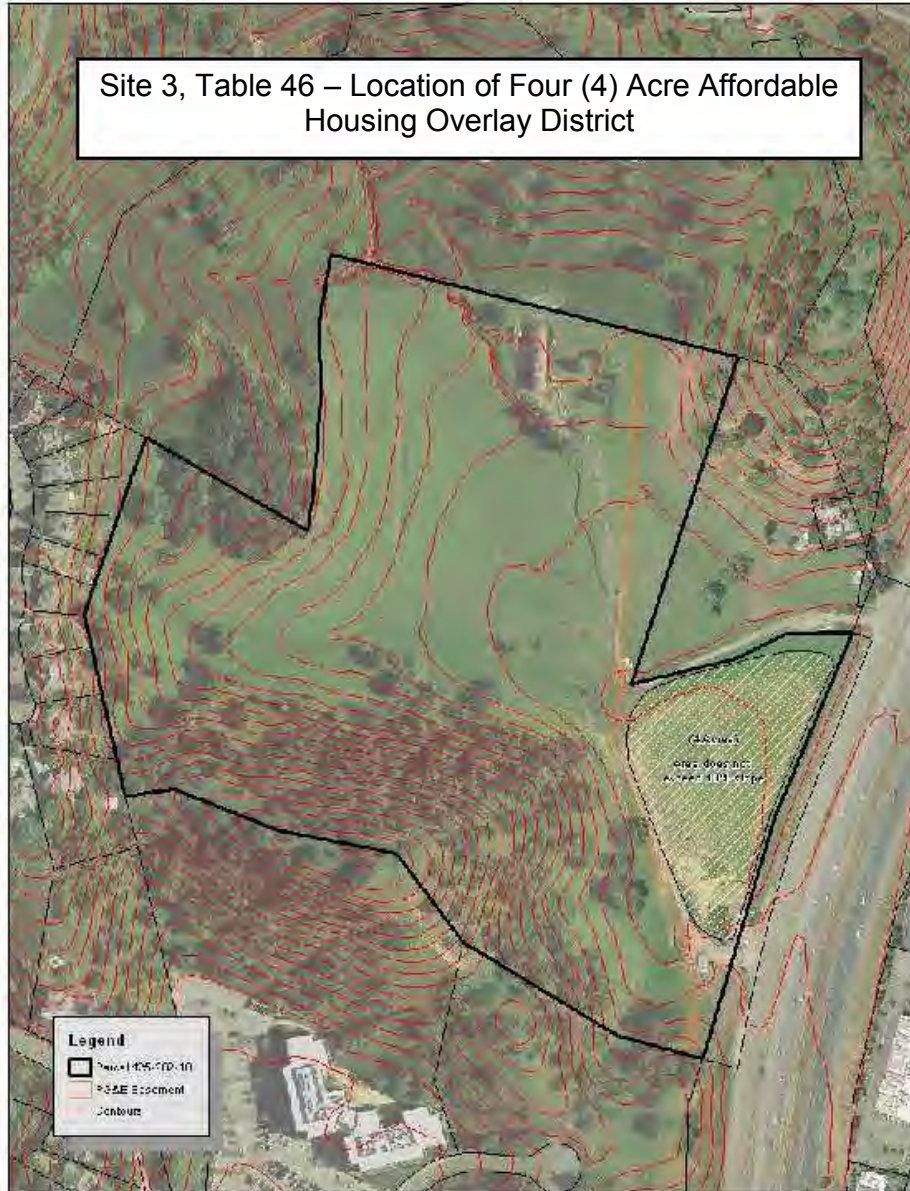
Timing: Annually by April 1 of each year			
HO Program 15.B – Update the Housing Element Regularly. Responsibility: Community Development Department; Planning Commission; City Council Timing: Ongoing	City is in process of updating the housing element for the 2015-2023 planning period and intends to submit the adopted housing element before the due date of January 31, 2015.	In process	Continue

APPENDIX C HOUSING ELEMENT

Appendix B: Available Land Inventory Maps for Table 46



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APPENDIX D OPEN SPACE INVENTORY

OPEN SPACE INVENTORY FOR LAND WITHIN NOVATO CITY LIMITS AND SPHERE OF INFLUENCE

Assessor Parcel Number	Open Space Category						Jurisdiction	General Plan Designation	Other Plan or Map Designation
	Natural Resources	Managed Production of Resources	Outdoor Recreation	Public Health and Safety	Military Support	Tribal Resources*			
124-010-09			X				Novato	P	
124-020-23				X			Novato	CON	4, 6
124-020-24	X		X	X			Novato	OS	3, 4, 6
124-083-25			X	X			Novato	P	3, 6
124-093-01			X	X			Novato	P	3, 6
124-093-27			X	X			Novato	P	3, 6
124-102-18			X	X			Novato	P	3, 6
124-191-05	X		X	X			Novato	OS	3, 4, 6
124-293-09			X				Novato	P	
125-140-03			X	X			Novato	P	3, 6
125-140-41	X		X	X			Novato	OS	3, 4, 6
125-140-55	X		X	X			Marin County	OS	3, 4, 6
125-140-66	X		X	X			Marin County	OS	3, 4, 5, 6
125-180-57	X	X	X	X			Novato	OS	2, 3, 4
125-180-58	X	X	X	X			Novato	OS	2, 3, 4, 6
125-202-06	X		X	X			Novato	OS	3, 4, 6
125-202-07	X	X	X	X			Novato	OS	2, 3, 4, 6
125-202-08	X		X	X			Novato	OS	3, 4, 6
125-361-02	X		X	X			Novato	OS	3, 4, 6
125-400-49	X		X	X			Marin County	OS	3, 4, 5, 6
125-400-50	X		X	X			Marin County	OS	3, 4, 5, 6
132-011-16	X		X	X			Novato	P	1, 3, 4, 6
132-081-12			X	X			Novato	P	3, 4, 6
132-081-24			X	X			Novato	P	3, 6
140-221-39	X						Novato	OS	
140-221-40	X						Novato	OS	
140-221-41	X						Novato	OS	
140-281-08	X	X	X	X			Novato	P	1
140-281-09	X	X	X	X			Novato	P	1
140-291-21	X	X	X	X			Novato	Undesignated	1, 9
140-352-32	X	X	X	X			Novato	AG	1, 9
140-352-33	X	X	X	X			Novato	AG	1, 9
141-061-01			X	X			Novato	P	6
141-071-22			X	X			Novato	P	6, 9
141-071-41			X	X			Novato	P	6, 9
141-071-53			X	X			Novato	P	6

APPENDIX D OPEN SPACE INVENTORY

Assessor Parcel Number	Open Space Category						Jurisdiction	General Plan Designation	Other Plan or Map Designation
	Natural Resources	Managed Production of Resources	Outdoor Recreation	Public Health and Safety	Military Support	Tribal Resources*			
141-183-38	X		X				Novato	R1	1
141-201-25			X				Novato	P	
141-212-13			X	X			Novato	P	6
141-212-19			X	X			Novato	P	6
141-212-20				X			Novato	P	6
141-212-21			X	X			Novato	P	6
141-221-54	X			X			Novato	OS	4, 6
141-221-55	X		X				Novato	R1	1
143-022-20			X				Novato	P	
143-151-04	X			X			Novato	CON	6
143-151-16	X	X	X	X			Novato	OS	2, 3, 6, 9
143-151-20	X	X	X	X			Novato	R1	2, 3, 4, 6, 9
143-151-22	X	X	X	X			Novato	CON	2, 3, 6, 9
143-151-23	X		X	X			Novato	CON	3, 6, 9
143-151-24	X		X	X			Novato	R1	9
143-151-25	X			X			Marin County	CON	6
143-160-30			X	X			Novato	P	3, 4, 6
143-220-21				X			Novato	CON	6
143-233-29			X	X			Novato	P	6
143-242-65			X	X			Novato	P	6, 9
143-242-67			X	X			Novato	P	6, 9
143-261-39			X	X			Novato	P	6, 9
143-272-01	X			X			Novato	OS	4, 6
143-281-14	X			X			Novato	OS	6
143-292-16	X			X			Novato	OS	4, 6
143-301-19	X			X			Novato	OS	4, 6
143-311-17	X			X			Novato	OS	4, 6
143-311-18	X			X			Novato	OS	4, 6
143-391-19	X			X			Novato	OS	6, 9
143-451-16	X			X			Novato	OS	4, 6
143-451-17				X			Novato	CON	6
143-451-18				X			Novato	CON	6
143-451-19			X	X			Novato	CON	3, 6
143-492-09			X	X			Novato	P	4, 6
146-360-25			X	X			Marin County	CON	3, 4, 6
146-360-44			X	X			Novato	P	6
146-360-49			X	X			Novato	P	4, 6
146-360-50			X	X			Novato	P	4, 6
146-360-58			X	X			Novato	CON	3, 6
146-391-10			X	X			Novato	P	4, 6

APPENDIX D OPEN SPACE INVENTORY

Assessor Parcel Number	Open Space Category						Jurisdiction	General Plan Designation	Other Plan or Map Designation
	Natural Resources	Managed Production of Resources	Outdoor Recreation	Public Health and Safety	Military Support	Tribal Resources*			
146-392-31			X	X			Novato	P	4, 6
146-423-13			X	X			Novato	P	4, 6
150-030-21	X			X			Novato	OS	6, 9
150-030-42	X			X			Novato	OS	4, 6
150-030-60	X			X			Novato	OS	4, 6
150-030-61	X			X			Novato	OS	4, 6
150-030-63	X			X			Novato	OS	4, 6
150-030-65	X			X			Novato	OS	4, 6
150-480-13	X		X	X			Novato	OS	3, 4, 6
150-542-01	X			X			Novato	OS	4, 6
150-542-33	X			X			Novato	OS	4, 6
150-551-26	X			X			Novato	OS	6
150-581-27	X			X			Novato	OS	4, 6
150-581-29	X			X			Novato	OS	4, 6
151-211-07	X			X			Novato	OS	3, 4, 6
151-211-12	X			X			Novato	OS	4, 6
152-032-11	X			X			Novato	OS	9
152-034-05	X			X			Novato	OS	9
152-034-07	X			X			Novato	OS	9
152-034-09	X			X			Novato	OS	9
152-034-11	X			X			Novato	OS	9
152-051-21	X			X			Novato	OS	9
152-101-06	X			X			Novato	OS	9
152-111-32	X			X			Novato	OS	9
152-111-33	X			X			Novato	OS	9
152-152-03	X			X			Novato	OS	9
152-152-04	X			X			Novato	OS	9
152-152-06	X			X			Novato	OS	9
152-152-09	X			X			Novato	OS	9
152-251-01	X			X			Novato	OS	9
152-251-06	X			X			Novato	OS	9
152-251-07	X			X			Novato	OS	9
152-251-08	X			X			Novato	OS	9
152-251-09	X			X			Novato	OS	9
152-251-10	X			X			Novato	OS	9
152-251-17	X			X			Novato	OS	9
152-251-18	X			X			Novato	OS	9
152-252-04	X			X			Novato	OS	9
152-252-05	X			X			Novato	OS	9
152-252-06	X			X			Novato	OS	9

APPENDIX D OPEN SPACE INVENTORY

Assessor Parcel Number	Open Space Category						Jurisdiction	General Plan Designation	Other Plan or Map Designation
	Natural Resources	Managed Production of Resources	Outdoor Recreation	Public Health and Safety	Military Support	Tribal Resources*			
152-252-17	X			X			Novato	OS	9
152-252-18	X			X			Novato	OS	9
152-252-22	X			X			Novato	CON	9
152-252-23	X			X			Novato	OS	9
152-252-24	X			X			Novato	OS	9
152-252-25	X			X			Novato	OS	9
152-252-26	X			X			Novato	OS	9
152-252-27	X			X			Novato	OS	9
152-252-28	X			X			Novato	OS	9
152-252-29	X			X			Novato	OS	9
152-252-30	X			X			Novato	OS	9
152-252-31	X			X			Novato	OS	9
152-252-32	X			X			Novato	OS	9
152-254-09	X			X			Novato	OS	9
152-254-10	X			X			Novato	OS	9
152-254-11	X			X			Novato	OS	9
152-254-14	X			X			Novato	OS	9
152-254-15	X			X			Novato	OS	9
152-254-17	X			X			Novato	OS	9
152-254-23	X			X			Novato	OS	9
152-254-26	X			X			Novato	OS	9
152-254-27	X			X			Novato	OS	9
152-254-29	X			X			Novato	OS	9
152-254-30	X			X			Novato	OS	9
152-254-31	X			X			Novato	OS	9
152-254-32	X			X			Novato	OS	9
152-255-01	X			X			Novato	OS	9
152-255-02	X			X			Novato	OS	9
152-255-03	X			X			Novato	OS	9
152-255-04	X			X			Novato	OS	9
152-255-05	X			X			Novato	OS	9
152-255-06	X			X			Novato	OS	9
152-255-07	X			X			Novato	OS	9
152-255-08	X			X			Novato	OS	9
152-255-09	X			X			Novato	OS	9
152-261-19			X	X			Novato	P	6
152-261-20			X	X			Novato	P	6
152-261-21			X	X			Novato	P	6
152-261-22			X	X			Novato	P	6
152-261-23			X	X			Novato	P	6

APPENDIX D OPEN SPACE INVENTORY

Assessor Parcel Number	Open Space Category						Jurisdiction	General Plan Designation	Other Plan or Map Designation
	Natural Resources	Managed Production of Resources	Outdoor Recreation	Public Health and Safety	Military Support	Tribal Resources*			
152-261-56			X	X			Novato	P	6
152-261-60				X			Novato	CON	4, 6
152-261-61				X			Novato	CON	4, 6
152-261-62				X			Novato	CON	4, 6
152-261-63				X			Novato	CON	4, 6
153-170-34	X			X			Novato	OS	3, 9
153-170-36	X			X			Novato	OS	9
153-170-44	X		X	X			Novato	OS	3, 9
153-170-45	X		X	X			Novato	OS	3, 6, 9
153-170-46	X		X	X			Novato	OS	3, 9
153-170-50	X		X	X			Novato	OS	3, 9
153-182-46	X		X				Novato	RVL	1
153-200-14	X			X			Novato	OS	9
153-200-18	X			X			Novato	OS	9
153-200-23	X			X			Novato	OS	9
153-200-25	X			X			Novato	OS	9
153-200-26	X			X			Novato	OS	9
153-200-27	X			X			Novato	OS	9
153-200-28	X			X			Novato	OS	9
153-200-31	X		X	X			Novato	OS	3, 4, 9
153-200-34	X		X	X			Novato	OS	3, 9
153-200-36	X		X	X			Novato	OS	3, 4, 9
153-200-37	X			X			Novato	OS	6, 9
153-200-38	X			X			Novato	OS	6, 9
153-200-40	X		X	X			Novato	OS	3, 9
153-200-41	X		X	X			Novato	OS	3, 9
153-200-42	X		X	X			Novato	OS	3, 4, 9
153-200-44	X		X	X			Novato	OS	3, 6, 9
153-200-56	X			X			Novato	OS	9
153-200-57	X		X	X			Novato	OS	3, 9
153-200-58	X		X	X			Novato	OS	3, 4, 6
153-200-59	X		X	X			Novato	OS	3, 4, 6, 9
153-200-60	X		X	X			Novato	OS	3, 4, 6
153-200-61	X		X	X			Novato	OS	3, 4, 6
153-210-17	X			X			Novato	OS	6, 9
153-210-18	X			X			Novato	OS	6, 9
153-210-20	X			X			Novato	OS	9
153-210-22	X			X			Novato	OS	6, 9
153-210-23	X			X			Novato	OS	6, 9
153-210-24	X		X	X			Novato	OS	3, 4, 6, 9

APPENDIX D OPEN SPACE INVENTORY

Assessor Parcel Number	Open Space Category						Jurisdiction	General Plan Designation	Other Plan or Map Designation
	Natural Resources	Managed Production of Resources	Outdoor Recreation	Public Health and Safety	Military Support	Tribal Resources*			
153-210-25	X			X			Novato	OS	6, 9
153-220-12	X			X			Novato	OS	9
153-220-20	X			X			Novato	OS	9
153-220-21	X			X			Novato	OS	9
153-250-05	X			X			Novato	OS	9
153-250-08	X			X			Novato	OS	9
153-250-10	X			X			Novato	OS	6, 9
153-262-32	X		X	X			Novato	P	1, 4, 6
153-274-19	X		X	X			Novato	P	1, 4, 6
153-340-08	X						Novato	OS	
155-011-16	X			X			Novato	OS	9
155-011-19	X			X			Novato	OS	9
155-011-24				X			Marin County	CON	9
155-020-49	X			X			Novato	OS	9
155-400-01	X		X	X			Novato	R1	5, 6
155-400-02	X						Novato	R1	5, 6
155-400-04	X						Novato	R1	5, 6
155-400-06	X						Novato	R1	5, 6
155-400-07	X						Novato	R1	5, 6
155-541-18	X			X			Novato	OS	6
155-541-33	X			X			Novato	OS	6
155-541-34	X						Novato	OS	
155-541-36	X						Novato	OS	
155-550-06	X						Novato	OS	
155-550-08	X						Novato	OS	
155-561-07	X						Novato	OS	
155-561-08	X						Novato	OS	
157-150-03	X	X		X			Marin County	OS	2, 9
157-160-06	X			X			Novato	OS	9
157-160-07	X			X			Novato	OS	9
157-160-10	X		X	X			Novato	OS	3, 9
157-160-18	X	X		X			Novato	OS	2, 6, 9
157-172-22	X			X			Novato	OS	6, 9
157-172-24	X			X			Novato	OS	9
157-172-34	X			X			Novato	OS	9
157-180-01	X	X		X			Novato	OS	7, 8, 9
157-180-25	X	X		X			Novato	OS	7, 8, 9
157-180-27	X						Novato	OS	
157-180-47	X						Novato	OS	
157-180-53	X		X				Novato	OS	3

APPENDIX D OPEN SPACE INVENTORY

Assessor Parcel Number	Open Space Category						Jurisdiction	General Plan Designation	Other Plan or Map Designation
	Natural Resources	Managed Production of Resources	Outdoor Recreation	Public Health and Safety	Military Support	Tribal Resources*			
157-180-63	X			X			Novato	OS	9
157-180-66	X		X	X			Novato	OS	3, 9
157-180-68	X			X			Novato	OS	9
157-180-71			X	X			Novato	P	9
157-180-72	X			X			Novato	OS	9
157-180-73	X						Novato	OS	
157-180-74	X			X			Novato	P	9
157-180-76				X			Novato	P	9
157-180-77				X			Novato	OS	9
157-180-79			X	X			Novato	OS	3, 6, 9
157-400-48				X			Novato	CON	6, 9
157-441-28	X			X			Novato	OS	6, 9
157-470-20		X		X			Novato	CON	2, 6, 9
157-470-25		X		X			Novato	RR/CON	2, 6, 9
157-690-45	X						Novato	OS	
157-690-46			X				Novato	P	
157-690-54			X				Novato	P	3, 9
157-700-05			X				Novato	P	
157-880-06			X				Novato	P	
160-010-46	X		X	X			Novato	OS	3, 4, 6
160-010-50	X		X	X			Novato	OS	3, 4, 6
160-010-55	X		X	X			Novato	OS	3, 4, 6
160-010-63	X			X			Novato	OS	4, 6
160-010-76	X		X	X			Novato	CON	3, 4
160-010-77	X		X	X			Novato	CON	3, 4, 6
160-010-78	X		X	X			Novato	CON	3, 4, 6
160-010-82	X		X	X			Novato	OS	3, 6
160-010-85	X		X	X			Novato	OS	3, 4, 6
160-020-07	X			X			Novato	OS	6
160-020-45	X		X	X			Novato	OS	3, 4, 6
160-030-12	X			X			Marin County	OS	6
160-030-23	X			X			Novato	OS	6
160-030-40	X		X	X			Novato	OS	3, 4, 6
160-150-33	X			X			Novato	OS	6, 9
160-150-34	X			X			Novato	OS	6, 9
160-150-38	X			X			Novato	OS	6, 9
160-150-39	X			X			Novato	OS	6, 9
160-150-57	X		X	X			Novato	OS	3, 4, 6
160-150-60	X			X			Novato	OS	4, 6
160-150-63	X		X	X			Novato	OS	3, 4, 6

APPENDIX D OPEN SPACE INVENTORY

Assessor Parcel Number	Open Space Category						Jurisdiction	General Plan Designation	Other Plan or Map Designation
	Natural Resources	Managed Production of Resources	Outdoor Recreation	Public Health and Safety	Military Support	Tribal Resources*			
160-150-64	X			X			Novato	OS	4, 6
160-150-73	X			X			Novato	OS	6, 9
160-181-30	X			X			Novato	OS	6
160-181-31	X			X			Novato	OS	6, 9
160-181-32	X			X			Novato	OS	6, 9
160-181-33	X			X			Novato	OS	6, 9
160-290-16			X	X			Novato	P	6
160-411-11	X			X			Novato	OS	6, 9
160-430-01	X			X			Novato	OS/R1	9
160-480-01			X	X			Novato	P	6, 9
160-480-02			X	X			Novato	P	3, 6
160-480-18			X	X			Novato	CON	3, 6
160-480-23	X			X			Novato	OS	6, 9
160-480-29	X		X	X			Novato	OS	3, 6
160-531-65			X	X			Novato	P	4, 6, 9
160-551-27	X			X			Novato	OS	4, 6
160-561-63	X			X			Novato	OS	4, 6
160-561-65	X		X	X			Novato	OS	3, 4, 6
160-561-68	X			X			Novato	OS	6
160-591-70			X	X			Novato	P	6
160-832-05			X	X			Novato	P	4, 6
160-852-17	X			X			Novato	OS	4, 6
160-860-04	X			X			Novato	OS	4
160-860-10	X						Novato	OS	
160-860-17	X			X			Novato	OS	4, 6
160-880-49	X						Novato	OS	
160-930-01	X			X			Novato	OS	6
160-930-02	X			X			Novato	OS	6, 9
160-950-01	X			X			Novato	OS	6, 9
Bay Area Ridge Trail	X		X						1
San Francisco Bay Trail	X		X						1
San Pablo Bay	X	X	X						
Novato Creek	X								
Rush Creek	X								
Wilson Creek	X								
Wildhorse Creek	X								
Warner Creek	X								
Vineyard Creek	X								
Arroyo Avichi Creek	X								
Arroyo de San Jose	X								

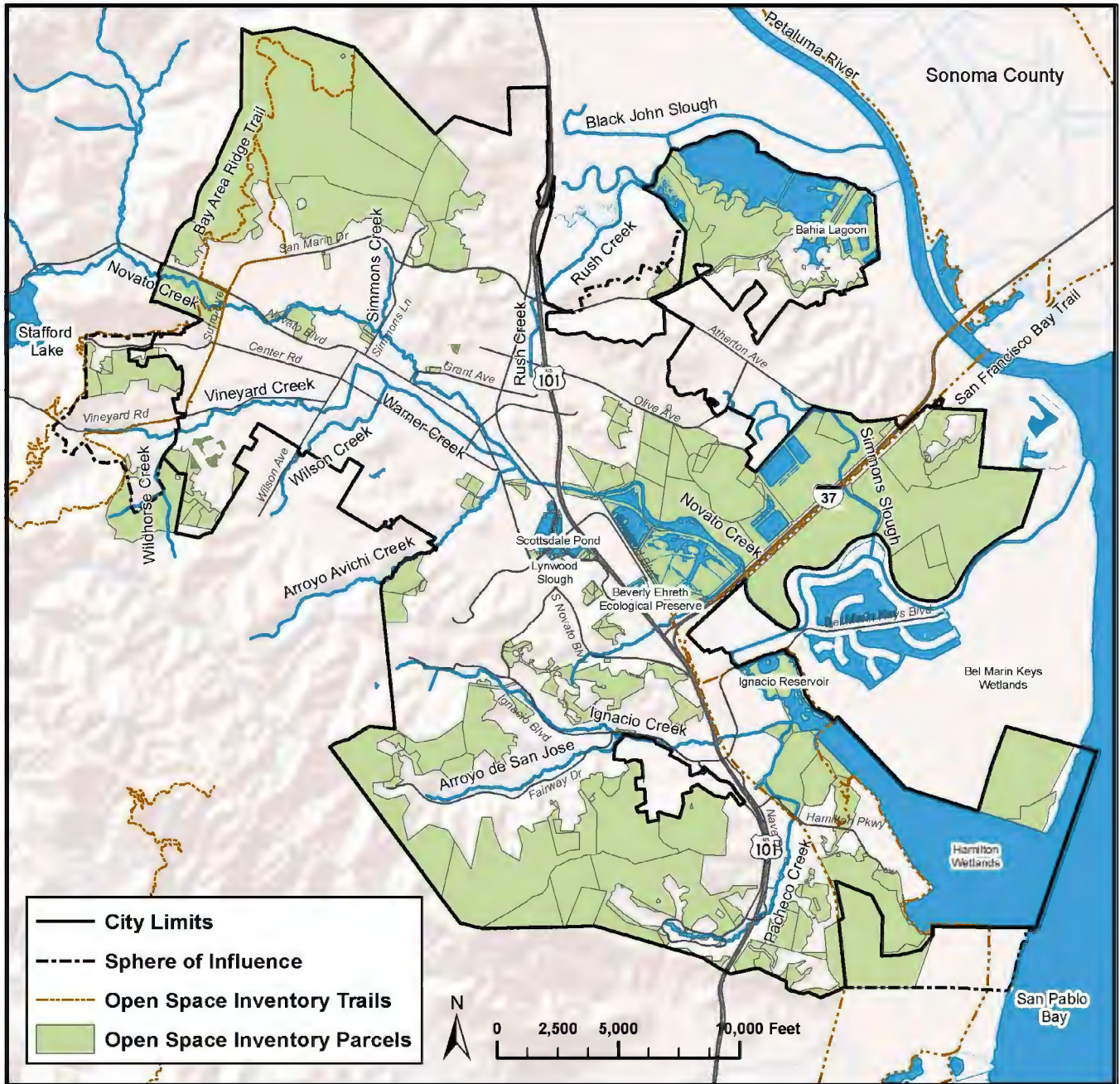
APPENDIX D OPEN SPACE INVENTORY

Assessor Parcel Number	Open Space Category								
	Natural Resources	Managed Production of Resources	Outdoor Recreation	Public Health and Safety	Military Support	Tribal Resources*	Jurisdiction	General Plan Designation	Other Plan or Map Designation
Ignacio Creek	X								
Pacheco Creek	X								
Simmons Creek	X								
Scottsdale Pond	X								
Bahia Lagoon	X								
Simmons Slough	X								
Black John Slough	X								
Lynwood Slough	X								
Ignacio Reservoir	X								

*Tribal resources on open space parcels may include sites identified as prehistoric resources in Appendix B.

- 1 Designated a Priority Conservation Area by ABAG
- 2 Mineral Resource Sector (MRZ-2) designated by the California Department of Conservation, California Geological Survey.
- 3 Public Trail
- 4 Landslide Hazard - mostly landslide
- 5 Very High or High Fire Hazard Severity Zone
- 6 Wildand-Urban Interface Zone
- 7 Designated for wetland restoration by State Coastal Conservancy
- 8 Known or suspected special-status plant or animal species as reported in the California Natural Diversity Database, 2015
- 9 FEMA Flood Hazard Zone (1 percent annual chance of flooding), March 2014
- 10 Farmland of Local Importance designated on the Marin County Important Farmland 2012 map, California Department of Conservation, Division of Land Resource Protection, Farmland Mapping and Monitoring Program.
- 11 Grazing Land designated on the Marin County Important Farmland 2012 map, California Department of Conservation, Division of Land Resource Protection, Farmland Mapping and Monitoring Program.

APPENDIX D OPEN SPACE INVENTORY



APPENDIX E GREENHOUSE GAS REDUCTION MEASURES

CITY OF NOVATO GHG EMISSIONS REDUCTION SUMMARY			
RM	Measure	GHG Emissions Reductions (MTCO ₂ e/yr)	
		2020	2035
Local Actions			
1	Energy Efficient Streetlights	-134	-134
2	Municipal Energy Upgrades	-166	-166
3	Energy Efficiency Programs (Municipal)	-68	-68
4	Energy Efficiency Programs (Community)	-418	-1,987
5	Public Outreach & Education	-309	-1,273
6	Clean Electricity	-15,356	-20,013
7	Municipal Electricity	-235	-124
8	Renewable Energy (Municipal)	-11	-121
9	Renewable Energy (Community)	-1,756	-10,317
10	Green Building	-33	-60
11	Cool Paving	-368	-764
12	Urban Forest	-142	-570
13	Water Conservation (Community)	-495	-495
14	Water Conservation (Municipal)	0	0
15	Vehicle Idling	-259	-675
16	Commute Alternatives	-580	-675
17	Low-Emission Vehicle Infrastructure	-86	-633
18	Municipal Fleet	-14	-28
19	Jobs & Housing Balance	-347	-937
20	Mixed Use, Infill Development	-119	-517
21	Affordable Housing	-6	-13
22	Pedestrian Infrastructure	-50	-241
23	Bicycle Infrastructure (Commercial)	-1	-9
24	Bicycle Infrastructure (Residential)	-5	-13
25	Complete Streets	-18	-61
26	Parking Standards	-19	-277
27	Transit Improvements	-294	-491
28	Safe Routes to School	-251	-261
29	Municipal Transportation	-104	-104
30	Zero Waste	-2,912	-7,380
TOTAL - LOCAL ACTIONS		-24,555	-48,408

APPENDIX E GREENHOUSE GAS REDUCTION MEASURES

State Actions		
RPS	-5,125	-6,986
TITLE 24	-304	-2,800
Lighting Efficiency (AB 1109)	-1,423	-1,423
Residential Solar Water Heaters	-180	-180
Light and Heavy Duty Fleet Regulations	-23,498	-67,377
TOTAL - STATE ACTIONS	-30,531	-78,766
Projected Emissions		
Projected BAU Community-Wide GHG Emissions	313,670	318,177
Emission Reductions from Local and State Actions	-55,086	-127,173
Community-Wide Emissions with Local and State Actions Implemented	258,584	191,003
Reduction from 2005 Baseline Emissions		
2005 Community-Wide GHG Emissions (adjusted to reflect EMFAC2017)	368,897	368,897
Community-Wide Emissions with Local and State Actions Implemented	258,584	191,003
% Reduction from 2005 Baseline	29.9%	48.2%

APPENDIX E GREENHOUSE GAS REDUCTION MEASURES

ENERGY EFFICIENT STREETLIGHTS	
<i>Reduction Measure 1</i>	
Objective	Minimize energy used for streetlights.
Program Description	Complete replacement of incandescent and mercury vapor street, parking lot and other municipal outdoor lights with LED or other energy efficient alternative.
Reductions (MTCO ₂ e)	-133.8 -133.8 2020: Replace all streetlights with LED lamps. 2035: Replace all streetlights with LED lamps.
Methodology	The method used to calculate energy savings was developed by City staff and PG&E in completing the City's Energy Efficiency and Conservation Block Grant application. PG&E staff calculated the number of kWhs that would be saved on a yearly basis to replace all existing high pressure sodium and metal halide vapor street light (traditional lights) versus upgrading to LED lights through PG&E's Turnkey program. 1,425 streetlights had been upgraded by the end of 2014, leaving approximately 3,075 streetlights to upgrade. These were completed by 2016.
Sources	Novato Climate Change Action Plan 2009.

Calculation

	2020	2035
Number of streetlights	3,075	3,075
Average annual energy savings per streetlight	287 kWh	287 kWh
Reduction in annual energy use	881,194 kWh	881,194 kWh
Reduction in electricity emissions	133.8 MTCO ₂ e	133.8 MTCO ₂ e

APPENDIX E GREENHOUSE GAS REDUCTION MEASURES

MUNICIPAL ENERGY UPGRADES <i>Reduction Measure 2</i>	
Objective	Reduce building energy use by 30% through increased energy efficiency and conservation.
Program Description	This measure requires the City to continue working with the MEMT and other organizations to reduce building energy use by 30% through increased energy efficiency and conservation.
Reductions (MTCO ₂ e)	<p style="text-align: right;">-165.5</p> <p style="text-align: right;">-165.5</p> <p>2020: Reduce building energy use by 30%</p> <p>2035: Reduce building energy use by 30%</p>
Methodology	<p>Since 2010, the City of Novato has upgraded lights at the Lu Sutton Daycare facility in 2013, saving approximately 3,000 kWh per year. Projects identified in audit, but not yet completed, include:</p> <p>a. Light Strings downtown – approximately 20,869 kWh</p> <p>b. Police Station HVAC and lighting upgrades – approximately 82,200 kWh</p> <p>Additional energy efficiency savings can most likely be achieved through upgrades to mechanical equipment; installing a programmable thermostat and upgrading windows at the Police Department.</p>
Sources	<p>Novato Climate Change Action Plan 2009</p> <p>City of Novato Green Business Certification Report, 2014</p> <p>Dana Armanino, Sustainability Planner, County of Marin</p>

Calculation

	2020	2035
Electricity use in municipal buildings	1,116,108 kWh	1,116,108 kWh
Natural gas use in municipal buildings	71,915 therms	71,915 therms
Percent reduction in energy use	30%	30%
Annual natural gas savings	21,575 therms	21,575 therms
Annual electricity savings	334,832 kWh	334,832 kWh
GHG emissions reductions	165.5 MTCO ₂ e	165.5 MTCO ₂ e

APPENDIX E GREENHOUSE GAS REDUCTION MEASURES

ENERGY EFFICIENCY PROGRAMS (MUNICIPAL)					
<i>Reduction Measure 3</i>					
Objective	Establish energy efficiency protocols to reduce energy consumption through behavior and operational changes.				
Program Description	<ol style="list-style-type: none"> 1. Establish energy efficiency protocols for building custodial and cleaning services and other employees, including efficient use of facilities, such as turning of lights and computers, thermostat use, etc. 2. Incorporate energy management software, electricity monitors, or other methods to monitor energy use in municipal buildings. 3. Implement off-peak scheduling of pumps, motors, and other energy intensive machinery where feasible. 				
Reductions (MTCO ₂ e)	<table style="width: 100%; border: none;"> <tr> <td style="text-align: right; padding-right: 10px;">-67.9</td> <td>2020</td> </tr> <tr> <td style="text-align: right; padding-right: 10px;">-67.9</td> <td>2035</td> </tr> </table>	-67.9	2020	-67.9	2035
-67.9	2020				
-67.9	2035				
Methodology	<p>The 2014 Green Business Report for the City of Novato identified potential Energy Star Computer Power Management Savings as follows:</p> <p>Municipal Offices: 102,588 kWh Police Department: 79,998 kWh</p> <p>Energy management software is proven to reduce energy consumption by 10% through identifying inefficiencies within operations. An additional 5% reduction in energy use for miscellaneous behavioral changes by staff and mechanical operations was assumed. Reductions to electricity use were made from municipal energy consumption data, assuming that all recommended retrofits were completed (Measure 2) by 2020.</p>				
Sources	Novato Climate Change Action Plan 2009 City of Novato Green Business Certification Report, 2014				

Calculation

	2020	2035
Electricity use in municipal buildings after Measure 2	781,276 kWh	781,276 kWh
Natural gas use in municipal buildings after Measure 2	50,341 therms	50,341 therms
Percent reduction in energy use	15%	15%
Annual natural gas savings	7,551 therms	7,551 therms
Annual electricity savings	182,586 kWh	182,586 kWh
GHG emissions reductions	67.9 MTCO ₂ e	67.9 MTCO ₂ e

ENERGY EFFICIENCY PROGRAMS (COMMUNITY)					
<i>Reduction Measure 4</i>					
Objective	Continue and expand residential and commercial energy efficiency programs.				
Program Description	Work with organizations and agencies such as the Marin Energy Watch Partnership, the Bay Area Regional Network, Resilient Neighborhoods, and the Marin Climate & Energy Partnership to implement energy efficiency programs.				
Reductions (MTCO ₂ e)	<table style="width: 100%; border: none;"> <tr> <td style="width: 30%; text-align: right;">-418.4</td> <td>2020</td> </tr> <tr> <td style="text-align: right;">-1,987.3</td> <td>2035</td> </tr> </table>	-418.4	2020	-1,987.3	2035
-418.4	2020				
-1,987.3	2035				
Methodology	<p>California Youth Energy Services (CYES) provides no-cost green house calls to homeowners and renters, regardless of income level. The professionally-trained staff provides energy assessments and installs free energy and water-saving equipment. CYES serves single family dwellings, 2-4 duplexes, and multi-family units. Between 2009 and 2011, CYES served 340 households in Novato and installed energy-efficient equipment that saves 204,247 kWh hours of electricity annually, or an average of 600 kWh/household.</p> <p>Energy Upgrade California is an energy efficiency program that provides rebates and resources to upgrade single family and 2-4 unit multi-family dwellings to save energy and water. Between June 2010 and May 2012, three homes in Novato participated in the program, improving their homes' energy efficiency by an average of 31 percent.</p> <p>Smart Lights is designed to help small businesses become more energy-efficient. The program offers free start-to-finish technical assistance and instant rebates to help defray the cost of upgrading and/or repairing existing equipment. Smart Lights can help with comprehensive lighting retrofits, refrigeration tune-ups, controls, and seals replacement, replacing domestic hot water heaters, and referrals to appropriate HVAC programs. Between 2009 and 2011, Smart Lights completed 144 projects in Novato that save 1,057,522 kWh annually.</p> <p>Residences use 1,342 kWh for indoor lighting on average (U.S. Department of Energy). Energy efficient lighting can reduce energy lighting use by 50% - 75% (U. S. Department of Energy), or 671 to 1,007 kWh in Novato.</p> <p>Approximately 46% of residential natural gas consumption is for space heating (California Energy Commission), or an average of 240 therms per home in Novato. Insulation, air sealing and programmable thermostat upgrades can reduce energy use 20% to 50% (U.S. Department of Energy), or an estimated 48 to 120 therms in Novato.</p> <p>Calculation assumes the low end of these potential savings.</p>				
Sources	<p>Marin County Energy Watch Partnership, Dana Armanino, Sustainability Planner, County of Marin, darmanino@marincounty.org</p> <p>U.S. Department of Energy, http://energy.gov/eere/why-energy-efficiency-upgrades</p> <p>California Energy Commission Demand Analysis Office, http://energyalmanac.ca.gov/naturalgas/residential_use.html</p>				

APPENDIX E GREENHOUSE GAS REDUCTION MEASURES

Calculation

	2020	2035
Residential		
Households served	480	2,280
Electricity savings per household	671 kWh	671 kWh
Annual electricity savings	322,080 kWh	1,529,880 kWh
Natural gas savings per household	48.0 therms	48.0 therms
Annual natural gas savings	23,040 therms	109,440 therms
GHG emissions reductions	174.9 MTCO ₂ e	830.9 MTCO ₂ e
Commercial		
Number of projects completed	192	912
Electricity savings per project	7,344 kWh	7,344 kWh
Annual electricity savings	1,410,029 kWh	6,697,639 kWh
GHG emissions reductions	243.5 MTCO ₂ e	1,156.4 MTCO ₂ e

APPENDIX E GREENHOUSE GAS REDUCTION MEASURES

PUBLIC OUTREACH & EDUCATION <i>Reduction Measure 5</i>					
Objective	Promote residential and commercial energy efficiency and conservation.				
Program Description	Implement a communitywide public outreach and education campaign to inform residents, businesses, and consumers about the way that individuals can reduce their energy costs and GHG emissions. This includes informing the public about the benefits of installing energy efficient indoor and outdoor lighting and alerting them to the availability of free or reduced cost energy audit programs, rebates, and other incentives that are available to assist residential and commercial energy audits and retrofits. Utilize the City's website, newsletters, social media, energy bill inserts, public service announcements, recognition programs, and other forms of public outreach. Work with community-based outreach organizations, such as Resilient Neighborhoods, to educate and motivate community members on ways to reduce greenhouse gas emissions in their homes, businesses, transportation modes, and other activities.				
Reductions (MTCO ₂ e)	<table style="width: 100%; border: none;"> <tr> <td style="text-align: right; padding-right: 10px;">-308.8</td> <td>2020</td> </tr> <tr> <td style="text-align: right; padding-right: 10px;">-1,272.9</td> <td>2035</td> </tr> </table>	-308.8	2020	-1,272.9	2035
-308.8	2020				
-1,272.9	2035				
Methodology	<p>This measure is based on empirical data from a public education campaign designed to reduce emissions of criteria air pollutants in the Sacramento region (i.e., the Spare the Air program), one of the few public outreach campaigns that conducted an analysis of the effectiveness of program as it relates to emission reduction. Although this outreach campaign is transportation-energy related, we use its findings for market penetration. The analysis confirmed that approximately 1% of people changed their behavior (e.g., took fewer vehicle trips on Spare the Air days) as of the Spare the Air campaign. For the City's public education campaign, it was assumed that approximately 1% of people would reduce their emissions from electricity and natural gas consumption in all sectors by about 10%.</p> <p>The Resilient Neighborhoods (RN) program documents a 3.2 MTCO₂e reduction per household that completes the program (some actions, such as air travel and reducing meat consumption, are excluded from the analysis). RN has served 341 households throughout Marin to date and expects to serve 180 households over the next two years. We assume the program will serve a proportionate share of households based on population, which is 21% of 180 households, or 40 households over two years, or 20 households per year.</p>				
Sources	<p>SMAQMD 2009. Spare the Air Control Measure Program; Revision to State Implementation Report. Available at: http://www.airquality.org/notices/CAPUpdate/STArevisiontoSIPStaffRpt23April2009.pdf Personal communication with Tamra Peters, Resilient Neighborhoods Executive Director, tamrapeters@gmail.com</p>				

APPENDIX E GREENHOUSE GAS REDUCTION MEASURES

Calculation

	2020	2035
Population	53,310	55,630
Community electricity consumption	286,552,219 kWh	297,597,728 kWh
Reduction in electricity	0.10%	0.10%
Annual electricity savings	279,123 kWh	289,845 kWh
Community natural gas consumption	13,124,711 therms	13,565,496 therms
Reduction in natural gas	0.10%	0.10%
Annual natural gas savings	13,125 therms	13,565 therms
Households participating annually in RN program	20	20
Total number of households	60	360
GHG reduction per household	3.2 MTCO ₂ e	3.2 MTCO ₂ e
GHG emissions reduction from RN program	192 MTCO ₂ e	1,152 MTCO ₂ e
Total GHG emissions reductions	308.8 MTCO ₂ e	1,272.9 MTCO ₂ e

APPENDIX E GREENHOUSE GAS REDUCTION MEASURES

CLEAN ELECTRICITY <i>Reduction Measure 6</i>					
Program Description	Encourage residents and businesses to switch to GHG-free electricity and encourage MCE Clean Energy to reach its goal to provide electricity that is 100 percent GHG-free by 2025.				
Reductions (MTCO ₂ e)	<table border="0"> <tr> <td style="padding-right: 20px;">-15,355.7</td> <td>2020</td> </tr> <tr> <td style="padding-right: 20px;">-20,013.1</td> <td>2035</td> </tr> </table>	-15,355.7	2020	-20,013.1	2035
-15,355.7	2020				
-20,013.1	2035				
Methodology and Assumptions	<p>This measure assumes the City will promote GHG-free electricity options, including MCE Deep Green, MCE Local Sol, and PG&E Solar Choice, to residents and businesses and will convert 300 households and 30 businesses each year between 2018 and 2020. PG&E reports average annual electricity usage of 6,240 kWh per residential account and 26,532 kWh per non-government commercial account in 2016.</p> <p>MCE 2017 Resource Integration Plan states that MCE electricity was 75% GHG-free in 2017 and MCE has set a goal to be 100% GHG-free by 2025. We use linear interpolation to assume MCE electricity will be 84% GHG-free in 2020. We have conservatively estimated a future GHG emission factor by assuming the remainder will be system power using the current emission factor set by CARB of 943.57736 lbs CO₂/MWh. MCE supplied 66.17% of the total electricity load in Novato in 2015.</p>				
Sources	<p>PG&E, Community Wide GHG Inventory Report for Novato 2005 to 2016, May 17, 2017.</p> <p>Marin Clean Energy, 2017 Integrated Resource Plan (February 2017). https://www.mcecleanenergy.org/wp-content/uploads/2017/02/MCE-2017-Integrated-Resource-Plan.pdf</p> <p>Personal communication, Justin Kudo, MCE Manager of Account Services, jkudo@marinenergyauthority.org, July 14 and 15, 2016.</p>				

Calculation

	2020	2035
Conversion to GHG-free electricity options		
Conversion of households to GHG-free electricity options (300 per year for 3 years)	5,616,000 kWh	n/a
Conversion of businesses to GHG-free electricity options (30 per year for 3 years)	2,387,880 kWh	n/a
GHG emission reductions	1,326.8 MTCO ₂ e	n/a
MCE 100% GHG-Free Light Green Electricity by 2025		
Electricity use, BAU	286,552,219 kWh	297,597,728 kWh
Electricity saved through other measures	27,196,831 kWh	97,578,207 kWh
Net electricity use	259,355,388 kWh	200,019,521 kWh
Projected MCE electricity use	171,619,342 kWh	132,355,911 kWh
Electricity emissions BAU	25,950 MTCO ₂ e	20,013 MTCO ₂ e
Electricity emissions with reduced GHG content	11,921 MTCO ₂ e	0 MTCO ₂ e
GHG emission reductions	14,028.9 MTCO ₂ e	20,013.1 MTCO ₂ e
Total GHG emission reductions	15,355.7 MTCO ₂ e	20,013.1 MTCO ₂ e

APPENDIX E GREENHOUSE GAS REDUCTION MEASURES

MUNICIPAL ELECTRICITY <i>Reduction Measure 7</i>					
Program Description	Purchase MCE Clean Energy's Deep Green electricity for all municipal operations.				
Reductions (MTCO ₂ e)	<table border="0"> <tr> <td style="text-align: right;">-235.1</td> <td>2020</td> </tr> <tr> <td style="text-align: right;">-124.3</td> <td>2035</td> </tr> </table>	-235.1	2020	-124.3	2035
-235.1	2020				
-124.3	2035				
Methodology and Assumptions	The calculation assumes all other municipal actions have been implemented by 2020 and 2035 and the City purchases MCE's 100% Deep Green electricity for the remaining electricity use.				
Sources	<p>Marin Clean Energy, 2017 Integrated Resource Plan (February 2017). https://www.mcecleanenergy.org/wp-content/uploads/2017/02/MCE-2017-Integrated-Resource-Plan.pdf</p> <p>Personal communication, Justin Kudo, MCE Manager of Account Services, jkudo@marinenergyauthority.org, July 14 and 15, 2016.</p>				

Calculation

	2020	2035
Electricity use, BAU	3,020,233 kWh	3,020,233 kWh
Electricity reduced from other measures	1,471,798 MTCO ₂ e	2,201,392 MTCO ₂ e
Net electricity use	1,548,435 MTCO ₂ e	818,841 MTCO ₂ e
GHG emission reductions	235.1 MTCO ₂ e	124.3 MTCO ₂ e

APPENDIX E GREENHOUSE GAS REDUCTION MEASURES

RENEWABLE ENERGY (MUNICIPAL) <i>Reduction Measure 8</i>					
Objective	Reduce the carbon intensity of energy used to serve City buildings and facilities.				
Program Description	Install cost-effective renewable energy systems at City buildings and facilities.				
Reductions (MTCO ₂ e)	<table border="0"> <tr> <td style="padding-right: 20px;">-10.7</td> <td>2020</td> </tr> <tr> <td>-121.5</td> <td>2035</td> </tr> </table>	-10.7	2020	-121.5	2035
-10.7	2020				
-121.5	2035				
Methodology	<p>Three PV sites were analyzed for the SEED Fund Solar Program in 2013: Hamilton Pool, the Corporation Yard and Lynwood Hill Park. The Hamilton Pool site was subsequently determined to be the only viable site. The system for this site is estimated to produce 70,406 kWh annually, and is assumed to be the only additional PV project built by 2020.</p> <p>The Seed Fund feasibility study identified a PV system for the Corporate Yard site that could potentially produce 727,501 kWh annually, and a system for the Lynwood Hill Park that could produce 1,161,790 kWh. Although these sites were not deemed feasible for development at the time, the calculation assumes one site will be developed by 2035.</p>				
Sources	Solar Feasibility Study for the City of Novato, September 23, 2013, prepared by Optony, Inc.				

Calculation

	2020	2035
Electricity consumed by municipal buildings	1,116,108 kWh	1,116,108 kWh
kWh generated by renewable energy systems installed after 2014	70,406 kWh	800,000 kWh
GHG emissions reductions	10.7 MTCO ₂ e	121.5 MTCO ₂ e

APPENDIX E GREENHOUSE GAS REDUCTION MEASURES

RENEWABLE ENERGY (COMMUNITY) <i>Reduction Measure 9</i>					
Objective	Reduce GHG emissions from residential and commercial energy use by facilitating the development of small-scale distributed renewable energy production.				
Program Description	Identify and remove barriers to small-scale, distributed renewable energy production within the community. This can be accomplished through: 1) adoption of incentives, such as permit streamlining and fee waivers, as feasible; 2) amendments to development codes, design guidelines, and zoning ordinances, as necessary; 3) installation of solar panels on carports and over parking areas on municipal facilities, commercial projects, and new large-scale residential developments, and; 4) implementation of Property Assessed Clean Energy (PACE) financing programs for residential and commercial projects.				
Reductions (MTCO ₂ e)	<table border="0"> <tr> <td style="padding-right: 20px;">-1,755.5</td> <td>2020</td> </tr> <tr> <td>-10,316.8</td> <td>2035</td> </tr> </table>	-1,755.5	2020	-10,316.8	2035
-1,755.5	2020				
-10,316.8	2035				
Methodology	Calculation assumes 6.4% of community electricity (excluding government operations) will be generated by solar PV in 2020 based on 2014 annual growth rate of 20% for Marin County distributed PV installations. The estimate of PV installed is restricted to installations on existing homes and commercial properties. Solar penetration is estimated at 2.5% of community electricity use in 2015.				
Sources	California Distributed Solar Statistics, http://www.californiadgstats.ca.gov/ Solar Electric Power Association, "Utility Solar Market Snapshot: Sustained Growth in 2014," May 2015, https://www.solarelectricpower.org/media/322918/solar-market-snapshot-2014.pdf				

Calculation

	2020	2035
Electricity consumption, excluding new development	276,202,552 kWh	276,202,552 kWh
Less government operations electricity	273,182,319 kWh	273,182,319 kWh
Percent electricity generated by renewable systems	6%	25%
Electricity produced by renewable systems	17,436,270 kWh	68,295,580 kWh
Less electricity generated by installed solar as of 2015	7,007,246 kWh	7,007,246 kWh
Net annual electricity savings	10,429,024 kWh	61,288,334 kWh
GHG emissions reductions	1,755.5 MTCO ₂ e	10,316.8 MTCO ₂ e

APPENDIX E GREENHOUSE GAS REDUCTION MEASURES

GREEN BUILDING <i>Reduction Measure 10</i>					
Objective	Increase energy efficiency of new and remodeled residential and non-residential buildings beyond State base code requirements.				
Program Description	Continue to implement the City's Green Building Program. Expand program to include Tier 1 requirements for energy efficiency or by single measures designed to accomplish similar energy reductions.				
Reductions (MTCO ₂ e)	<table style="width: 100%; border: none;"> <tr> <td style="text-align: right; padding-right: 10px;">-33.2</td> <td>2020</td> </tr> <tr> <td style="text-align: right; padding-right: 10px;">-59.9</td> <td>2035</td> </tr> </table>	-33.2	2020	-59.9	2035
-33.2	2020				
-59.9	2035				
Methodology	<p>CAPCOA Measure BE-1 used for estimating building energy savings.</p> <p>The 2016 CALGreen Tier 1 currently requires 15% reduction in the energy budget for new residential construction.</p> <p>2016 CALGreen Tier 1 currently requires 5% reduction in the energy budget for non-residential projects that include indoor lighting or mechanical systems, but not both, and 10% reduction for projects that include both indoor lighting and mechanical systems. Assumed an equal percentage of both project types.</p> <p>All new residential buildings (single family and low-rise multifamily 3 stories or less) are assumed to be zero net energy as of 2020 are separately quantified as a State Action. All new commercial buildings are assumed to be zero net energy as of 2030 are separately quantified as a State Action.</p>				
Sources	<p>California Air Pollution Control Officers Association, "Quantifying Greenhouse Gas Mitigation Measures: A Resource for Local Government to Assess Emission Reductions from Greenhouse Gas Mitigation Measures," August, 2010.</p> <p>California Building Standards Commission, 2016 California Green Building Standards Code, California Code of Regulations, Title 24, Part 11</p>				

Calculation

<i>Residential</i>	2020	2035
Percent over Title 24 Energy Requirements	15 %	15 %
Percent of participating new residential units	100%	100%
New construction electricity use, BAU	1,020,889 kWh	2,342,040 kWh
New construction electricity use, after Title 24	594,157 kWh	594,157 kWh
Additional reduction in electricity use	6,239 kWh	6,239 kWh
New construction natural gas use, BAU	70,584 therms	161,929 therms
New construction natural gas use, after Title 24	41,080 therms	41,080 therms
Additional reduction in natural gas use	5,497 therms	5,497 therms
GHG emissions reductions	30.2 MTCO ₂ e	30.2 MTCO ₂ e

APPENDIX E GREENHOUSE GAS REDUCTION MEASURES

<i>Commercial</i>	2020	2035
Percent over Title 24 Energy Requirements	7.5 %	7.5 %
Percent of participating new commercial space	100%	100%
New construction electricity use, BAU	517,975 kWh	8,057,383 kWh
New construction electricity use, after Title 24	348,079 kWh	2,019,314 kWh
Additional reduction in electricity use	6,788 kWh	39,377 kWh
New construction natural gas use, BAU	15,164 therms	235,892 therms
New construction natural gas use, after Title 24	6,157 therms	79,733 therms
Additional reduction in natural gas use	332 therms	4,306 therms
GHG emissions reductions	2.9 MTCO _{2e}	29.7 MTCO _{2e}

APPENDIX E GREENHOUSE GAS REDUCTION MEASURES

COOL PAVING <i>Reduction Measure 11</i>					
Objective	Reduce summertime air temperatures by increasing urban albedo.				
Program Description	Require the use of high "albedo" material for future outdoor surfaces such as parking lots, median barriers, roadway improvements, and sidewalks in order to reduce the urban heat island effect and save energy.				
Reductions (MTCO ₂ e)	<table style="width: 100%; border: none;"> <tr> <td style="text-align: right; padding-right: 10px;">-367.9</td> <td>2020</td> </tr> <tr> <td style="text-align: right; padding-right: 10px;">-764.1</td> <td>2035</td> </tr> </table>	-367.9	2020	-764.1	2035
-367.9	2020				
-764.1	2035				
Program Description	The City's current pavement rehabilitation strategy includes repaving approximately 5% of the public street network each year. PW staff is actively engaged in researching the latest pavement rehabilitation products and strategies to maximize the use of available funding. As part of this effort, the feasibility of incorporating high albedo products will be evaluated. Assuming a suitable product is found, a 15% goal could be achieved over a three year cycle of pavement rehabilitation projects. The 10,000 SF parking lot at the new City Administrative Offices building was finished with high albedo concrete pavers.				
Methodology	<p>On average, for metropolitan areas studied, vegetation covers about 29-41% of the area, roofs 19-25%, and paved surfaces 29-39% (Akbari, 2008). For Novato, assumed paved surfaces cover 29%. Assume 15% will be replaced with high albedo content by 2020 and 30% by 2035. Pavement has a potential for a 0.15 to 0.25 increase in albedo (Akbari, 2008); we have conservatively assumed a 0.15 change in albedo. $0.29 * 0.15 * 0.15 =$ Net change of 0.006525 for 2020.</p> <ul style="list-style-type: none"> - a 10K decrease in temperature for a 0.25 increase in albedo (Akbari) - 10 Kelvin = 10 Celsius - Electricity demand in cities increases by 2-4% for each 1 degree Celsius increase. Assume 3% for Novato. 				
Sources	<p>Novato Climate Change Action Plan 2009</p> <p>Akbari, Hashem and Rose, Leanna Shea, "Urban Surfaces and Heat Island Mitigation Potentials," Journal of the Human-Environmental System, Vol. 11; No. 2: 85-101, 2008.</p>				

Calculation

	2020	2035
Percent of city covered in pavement	29%	29%
Percent of paved area with high albedo	15%	30%
Albedo change	0.007	0.013
Temperature decrease	0.261 Celsius	0.522 Celsius
Reduction in electricity use	2,185,530 kWh	4,538,970 kWh
Reduction in emissions	367.9 MTCO ₂ e	764.1 MTCO ₂ e

APPENDIX E GREENHOUSE GAS REDUCTION MEASURES

URBAN FOREST <i>Reduction Measure 12</i>					
Objective	Increase tree cover and increase shade of structures and other improvements within the City.				
Program Description	Update landscaping requirements to ensure strategic placement of plantings to shade east and west walls of structures. Revise parking lot standards to maximize tree size, cover and growth to reduce heat gain and maximize greenhouse gas sequestration. Consider amending tree removal and replacement requirements to maximize tree cover and tree growth. Consider prohibiting trees with high biogenic emissions.				
Reductions (MTCO ₂ e)	<table border="0"> <tr> <td style="text-align: right;">-142.4</td> <td>2020</td> </tr> <tr> <td style="text-align: right;">-569.7</td> <td>2035</td> </tr> </table>	-142.4	2020	-569.7	2035
-142.4	2020				
-569.7	2035				
Methodology	<p>Sequestration: CAPCOA Measure V-1. Assumed default annual sequestration rate of .0354 MTCO₂ accumulation per tree per year and an active growing period of 20 years. Thereafter, the accumulation of carbon in biomass slows with age, and will be completely offset by losses from clipping, pruning, and occasional death.</p> <p>Urban Heat Island Reduction: According to the United States Department of Agriculture, planting shade trees within 40 feet of the south side or within 60 feet of the west sides of properties can reduce summertime energy consumption associated with air conditioning by approximately 30%. 1 tree reduces energy use by 128.16 kWh per year.</p>				
Sources	<p>California Air Pollution Control Officers Association, "Quantifying Greenhouse Gas Mitigation Measures: A Resource for Local Government to Assess Emission Reductions from Greenhouse Gas Mitigation Measures," August, 2010.</p> <p>USDA Forest Service, Pacific Northwest Research Station. "California Study Shows Shade Trees Reduce Summertime Electricity Use." Science Daily 7 January 2009. 20 February 2009. Available at: http://www.sciencedaily.com/releases/2009/01/090105150831.htm.</p> <p>Novato Climate Change Action Plan 2009.</p>				

Calculation

	2020	2035
Annual sequestration rate per tree	0.0354 MTCO ₂	0.0354 MTCO ₂
Number of trees planted between 2015 and 2020 or 2035 target years in active growing stage (average 500 trees per year)	2,500	10,000
GHG emissions reduction from sequestration	88.5 MTCO ₂ e	354.0 MTCO ₂ e
Energy reduction per tree (kWh)	128 kWh	128 kWh
Annual electricity savings (kWh)	320,400 kWh	1,281,600 kWh
GHG emissions reduction from electricity savings	54 MTCO ₂ e	216 MTCO ₂ e
Total GHG emissions reductions	142 MTCO ₂ e	570 MTCO ₂ e

WATER CONSERVATION (COMMUNITY) <i>Reduction Measure 13</i>					
Objective	Conserve water through improved efficiency.				
Program Description	Reduce water use by 20% through implementation of the following measures: 1. Work with the North Marin Water District to implement water conservation programs. 2. Consider requiring dual plumbing for use of recycled water for new commercial and residential developments. 3. Encourage and facilitate the installation of water conservation measures in existing businesses and homes. 4. Update and continue to implement sustainable landscaping standards for civic 5. Restrict the use of water for cleaning outdoor surfaces and vehicles.				
Reductions (MTCO ₂ e)	<table border="0"> <tr> <td style="text-align: right;">-495.4</td> <td>2020</td> </tr> <tr> <td style="text-align: right;">-495.4</td> <td>2035</td> </tr> </table>	-495.4	2020	-495.4	2035
-495.4	2020				
-495.4	2035				
Methodology	<p>The Water Conservation Act (SBX 7-7) requires the state to achieve a 20% reduction in urban per capita water use by the year 2020. North Marin Water District (NMWD) exceeded this target in 2010. This measure assumes NMWD will continue to implement the existing conservation programs identified in NNWD's 2010 Urban Water Management Plan. These measures are estimated to save 384 acre feet between 2010 and 2020. 35% of the savings are related to indoor water use and 65% to outdoor water use. 30% of indoor water use is assumed for hot water use.</p> <p>Calculation includes emissions avoided for treating and transporting potable water by NMWD and treating wastewater by the Novato Sanitary District.</p> <p>Electricity consumption for wastewater treatment estimated at 1,911 kWh/MG. Electricity consumption for water treatment and delivery estimated at 3,500 kWh/MG.</p> <p>NMWD service area population is projected to be 64,804 in 2020 and 67,808 in 2035.</p>				
Sources	<p>North Marin Water District, 2010 Urban Water Management Plan.</p> <p>City of Novato, General Plan 2035 White Paper, Water Availability and Conservation, June 2014.</p> <p>EBMUD Indoor Water Conservation Study (p. 31), 2003, http://www.ebmud.com/sites/default/files/pdfs/residential-indoor-wc-study.pdf.</p> <p>ICLEI Climate and Air Pollution Planning Assistant - CAPPA V1.5</p> <p>Personal communication with Dan Carney, Water Conservation Manager, MMWD.</p> <p>"Refining Estimates of Water-Related Energy Use in California," CEC, December 2006.</p>				

APPENDIX E GREENHOUSE GAS REDUCTION MEASURES

Calculation

	2020	2035
Water consumption reduction in NMWD service area	125,126,949 gallons	125,126,949 gallons
Water consumption reduction in Novato city limits	102,933,733 gallons	102,933,733 gallons
Water-related electricity saved	360,268 kWh	360,268 kWh
Wastewater-related electricity saved	68,847 kWh	68,847 kWh
Indoor hot water consumption reduction	10,808,042 gallons	10,808,042 gallons
Natural gas required to heat one gallon of water	0.0098 therms	0 therms
Electricity required to heat one gallon of water	0.19 kWh	0.19 kWh
Percent water heaters that use natural gas	58%	58%
Natural gas saved	61,433 therms	61,433 therms
Electricity saved	862,482 kWh	862,482 kWh
GHG emissions reduction	495.4 MTCO ₂ e	495.4 MTCO ₂ e

APPENDIX E GREENHOUSE GAS REDUCTION MEASURES

WATER CONSERVATION (MUNICIPAL) <i>Reduction Measure 14</i>					
Objective	Implement programs to reduce the use of potable water in municipal facilities.				
Program Description	Maintain existing plumbing fixtures and irrigations systems to minimize water use, and upgrade with water-conserving technology upon replacement to improve water efficiency by 20%.				
Reductions (MTCO ₂ e)	<table style="width: 100%; border: none;"> <tr> <td style="text-align: right; padding-right: 10px;">-0.4</td> <td>2020</td> </tr> <tr> <td style="text-align: right; padding-right: 10px;">-0.4</td> <td>2035</td> </tr> </table>	-0.4	2020	-0.4	2035
-0.4	2020				
-0.4	2035				
Methodology	<p>2014 Green Business Certification Report identified water savings of 86,500-121,500 gallons per year through installation of high-efficiency toilets and sink faucet aerators at Police Department.</p> <p>A 1.8% reduction was applied to the amount of projected energy consumption for municipal water use for municipal sprinklers, irrigation, and pumps. This reduction would result from co-investment by energy utilities for municipal water efficiency, based on the conservative estimate from the CEC. Assumes that the projected statewide decrease in energy use for increased efficiencies in water systems also applies at the municipal level. Assumes that co-investment by energy utilities would be targeted specifically for water efficiencies in municipal water use and not community-wide use, and that efficiency improvements would be targeted specifically to municipal infrastructure for sprinklers, irrigation, and pumps (excludes energy use for water that would take place in other city facilities).</p>				
Sources	<p>City of Novato Green Business Certification Report, 2014</p> <p>Novato Climate Action Plan 2009</p> <p>California Energy Commission (November 2005). Final Staff Report: California's Water-Energy Relationship, page 154-155. Retrieved <http://www.energy.ca.gov/2005publications/CEC-700-2005-011/CEC-700-2005-011-SF.PDF>, citing "Waste Not, Want Not: The Potential for Urban Water Conservation in California", The Pacific Institute, November 2003.</p>				

Calculation

	2020	2035
Average water savings of Police Dept upgrade	104,000 gallons	104,000 gallons
Electricity savings for treating and transporting water	364 kWh	364 kWh
Electricity for municipal water use for irrigation and pumps	134,169 kWh	134,169
Annual decrease in electricity use with 1.8% reduction	2,415 kWh	2,415
Total electricity savings	2,779 kWh	2,779
GHG emissions reduction	0.4 MTCO ₂ e	0.4 MTCO ₂ e

APPENDIX E GREENHOUSE GAS REDUCTION MEASURES

VEHICLE IDLING <i>Reduction Measure 15</i>					
Objective	Improve traffic flow and reduce VMT within the City.				
Program Description	Signal synchronization project was completed in 2013. Additional program action is to implement vehicle idling limitations for commercial and construction vehicles and buses beyond State law. Additional signal synchronization is warranted.				
Reductions (MTCO ₂ e)	<table border="0"> <tr> <td style="padding-right: 20px;">-259.0</td> <td>2020</td> </tr> <tr> <td>-674.8</td> <td>2035</td> </tr> </table>	-259.0	2020	-674.8	2035
-259.0	2020				
-674.8	2035				
Methodology	<p>According to EMFAC2014, the daily population of heavy duty trucks (over 10,000 lbs) is projected to be 3,409 in Marin County in 2020 and 4,442 in 2035. Assuming that local truck activity is proportionate with local VMT as reported in the 2014 Highway Performance Monitoring System Public Road Data Report, Novato would be responsible for 6.2% of traffic and vehicles or approximately 211 heavy-duty trucks in 2020 and 275 heavy duty trucks in 2035. Assume that this anti-idling enforcement successfully targets half, or 106 heavy-duty trucks by 2020 and all trucks by 2030.</p> <p>Assumes heavy trucks idle for one hour per day for 240 days/year (5 day work week minus holidays). According to http://www.cobbcountyga.gov/green/downloads/measure37-reduction.pdf, vehicles consume 1 gallon of diesel fuel for every hour of idling.</p>				
Sources	Novato Climate Change Action Plan 2009				

Calculation

	2020	2035
Heavy duty truck daily population in Marin County	3,409	4,442
Heavy duty truck population targeted	106	275
Hours per year truck idling	25,363 hours	66,097 hours
Decrease in diesel consumption (gallons)	25,363 gallons	66,097 gallons
Total GHG emissions reductions	259 MTCO ₂ e	675 MTCO ₂ e

APPENDIX E GREENHOUSE GAS REDUCTION MEASURES

COMMUTE ALTERNATIVES					
<i>Reduction Measure 16</i>					
Objective	Facilitate programs aimed at reducing vehicle trips.				
Program Description	1) Work with Rideshare 511 and major employers to create rideshare programs, preferential parking, and shuttle services to public transit connections; and 2) Facilitate development of a City-wide car share program and rideshare options in Novato.				
Reductions (MTCO ₂ e)	<table style="width: 100%; border: none;"> <tr> <td style="width: 30%; text-align: right;">-579.7</td> <td>2020</td> </tr> <tr> <td style="text-align: right;">-674.6</td> <td>2035</td> </tr> </table>	-579.7	2020	-674.6	2035
-579.7	2020				
-674.6	2035				
Methodology	<p>a. Rideshare incentive programs: SLO County Rideshare Case Study – In 08/09 there were 95 employers representing 838 individuals enrolled in their Trip Reduction Incentive Program -Lucky Bucks (which includes rewards and guaranteed rides home for commuters). Cumulatively they eliminated 98,151.6 1-way trips and 1,769,444 VMT, or 117.126 trips and 211.15 VMT reduced annually per person. Total employment in SLO County is approximately 103,000 in 2008, therefore total participation is approximately 8%.</p> <p>b. Participation in carsharing programs in a typical region is 10-20% of residents living in neighborhoods suitable for carsharing, and perhaps 3-5% of those residents would carshare rather than own a private vehicle ownership if the service were available (VTPI, 2009). Car share is found to typically be used by residents that drive 6,000 miles a year or less. Reduction is approximately 50%, or 3,000 miles a year. We estimate 54% of this VMT is attributed to VMT that is included in the Novato GHG inventory, or 1,620 miles a year.</p> <p>Assumptions: Assumes that current rate of participation is similar to that of the San Luis Obispo Rideshare program and will increase to 15% of the commuting population by 2035.</p>				
Sources	<p>Novato Climate Change Action Plan 2009:</p> <p>1. Rideshare Lucky Bucks statistical data provided by Cindy Blake, Rideshare Administrative Assistant, on Nov. 3, 2009. San Luis Obispo Council Of Governments. Update to Long Range Socio-Economic Projections: May 15, 2009.</p> <p>2. Car Share: Victoria Transportation Planning - http://www.vtpi.org/tdm/tdm7.htm Bay Area Air Quality Management District, Vehicle Miles Traveled Data Portal, http://capvmt.us-west-2.elasticbeanstalk.com/data</p>				

Calculation

	2020	2035
Total Novato jobs	26,910	28,220
Annual VMT reduced per rideshare participant	211 VMT	211 VMT
Rate of participation in rideshare programs	12%	15%
Annual VMT reduced per car share participant	1,620 VMT	1,620 VMT
Participants in car share programs (2%)	538	564
Annual decrease in VMT	1,553,245 VMT	1,807,491 VMT
GHG emissions reductions	580 MTCO ₂ e	675 MTCO ₂ e

LOW-EMISSION VEHICLE INFRASTRUCTURE <i>Reduction Measure 17</i>	
Objective	Improve infrastructure for low emission vehicles.
Program Description	<p>a. Low Emission Vehicle Infrastructure: Work with the Transportation Authority of Marin and Marin Climate and Energy Partnership to develop infrastructure and facilities for low emission vehicles, including extended-range electric vehicles (EREV), plug-in hybrid electric vehicles (PHEVs) and all-battery electric vehicles (BEVs).</p> <p>b. Low Emission Vehicle Facilities: Require new/modified commercial and civic developments to provide charging facilities for low emissions vehicles (Level 3, Hi Power) when appropriate.</p> <p>c. Electric Vehicle Adoption Campaign: Support a local Electric Vehicle adoption campaign.</p>
Reductions (MTCO ₂ e)	<p>-85.8 2020</p> <p>-632.7 2035</p>
Methodology	<p>Electric vehicles (EV) are much more efficient than standard internal combustion engine vehicles. The performance of this measure is related to the replacement of standard vehicles with EV's once the necessary infrastructure is available.</p> <p>Assumes that stations will be installed through civic and private development at the rate of 10 per year between 2015 and 2020 and 20 per year thereafter.</p> <p>Assumes electric vehicle efficiency of .30 kWh/mile.</p> <p>Calculated assuming parking spaces were used for one vehicle each day, 365 days per year. Household VMT is estimated at 30 miles per day, and includes all vehicle miles traveled by Novato residents that begin and end within Novato and one-half of travel that begins in Novato and ends outside the city limits. This is consistent with the methodology employed to calculate transportation emissions in the City's GHG inventory. Each household owns an average of 2.2 vehicles.</p>
Sources	<p>Bay Area Air Quality Management District, Vehicle Miles Traveled Data Portal, http://capvmt.us-west-2.elasticbeanstalk.com/data</p> <p>Electric vehicle kWh/mile estimates from Plug In America, https://pluginamerica.org/how-much-does-it-cost-charge-electric-car/</p>

Calculation

	2020	2035
Number of charging spaces	50	350
Average daily vehicle miles per space	14 VMT	14 VMT
Annual VMT for electric vehicles	248,864 VMT	1,742,045 VMT
Annual emissions (MTCO ₂ e)	93 MTCO ₂ e	650 MTCO ₂ e
Annual electricity use (kWh)	74,659 kWh	522,614 kWh
Annual electricity emissions	7 MTCO ₂ e	17 MTCO ₂ e
GHG emissions reductions	86 MTCO ₂ e	633 MTCO ₂ e

MUNICIPAL FLEET <i>Reduction Measure 18</i>	
Objective	Increase the use of alternative fuel vehicles to reduce vehicle GHG emissions.
Program Description	<p>a. Vehicle Fleet: Convert the City's vehicle fleet to hybrid, electric, and alternative fuel vehicles. Replace 15 vehicles with hybrid vehicles and 5 with EVs by 2020.</p> <p>b. Clean Diesel: Continued installation of diesel oxidation catalysts on the diesel powered vehicles and equipment as required by State law.</p>
Reductions (MTCO ₂ e)	<p>-13.9 2020</p> <p>-27.8 2035</p>
Methodology	<p>This measure quantifies hybrid and electric replacements for 50% of City vehicles in the Public Works department. Police Department vehicles and motorcycles are excluded from this analysis as they are required to maintain pursuit capabilities. There is low feasibility of installing a diesel fueling facility to run Biodiesel or a CNG fueling site, therefore these alternative fueling methods are not accounted for.</p> <ul style="list-style-type: none"> - The City had 81 vehicles in 2005 in the Public Works division. For this analysis, we assume that a quarter (20) will be replaced with hybrid vehicles before 2020 and half (40) will be replaced before 2035. - The City's baseline inventory shows that the average annual mileage of City public works vehicles is 3,266 miles. - MPG for hybrid and replacement vehicles is an average between a mid-sized auto and pickup truck MPG from fueleconomy.gov. Assumed 25 kWh per 100 miles for EVs. <p>It was assumed that the rate of fleet upgrades would remain constant, and that the type and frequency of conversion to hybrid or electric alternatives would also remain consistent. Vehicle types converted to alternative fuel technologies were assumed to be similar to those currently available. Additionally, it was assumed that no GNG or biodiesel vehicles would be purchased due to infrastructure needs.</p>
Sources	<p>Novato Climate Change Action Plan 2009: www.fueleconomy.gov used to compare fuel efficiencies of fleets being replaced in 09/10, 10/11 and 11/12 CIP budgets. Replacement schedule provided by Mike Brunelle, Equipment Supervisor for the City of Novato. Average annual miles per hybrid and EV based on usage data of existing alternative fleet vehicles; provided by Mike Brunelle, Equipment Supervisor for the City of Novato and Nancy Andrews, Police Dept. Management Analyst.</p>

APPENDIX E GREENHOUSE GAS REDUCTION MEASURES

Calculation

	2020	2035
Number of vehicles replaced with hybrids	15	30
Number of vehicles replaced with EVs	5	10
Miles per gallon of vehicle replaced	14 MPG	14 MPG
Miles per gallon of replacement hybrid	25 MPG	25 MPG
Miles per gallon of replacement EV	n/a	n/a
Average annual miles per hybrid	3,266 miles	3,266 miles
Average annual miles per EV	117 miles	117 miles
Annual gasoline savings (gallons)	1,581 gallons	3,163 gallons
Annual electricity use by EVs (kWh)	176 kWh	351 kWh
Annual electricity emissions	0.01 MTCO ₂ e	0.00 MTCO ₂ e
GHG emissions reductions	14 MTCO ₂ e	28 MTCO ₂ e

APPENDIX E GREENHOUSE GAS REDUCTION MEASURES

JOBS & HOUSING BALANCE					
<i>Reduction Measure 19</i>					
Objective	Attract a variety of employment opportunities, including higher paying jobs, for those who live, or are likely to live, in the community.				
Program Description	Encourage an increase in the number and types of higher-paying jobs that would enable people to live and work in Novato through development of the North, North Redwood area and other in-fill office building projects.				
Reductions (MTCO ₂ e)	<table border="0"> <tr> <td style="text-align: right;">-346.7</td> <td>2020</td> </tr> <tr> <td style="text-align: right;">-937.2</td> <td>2035</td> </tr> </table>	-346.7	2020	-937.2	2035
-346.7	2020				
-937.2	2035				
Methodology	<p>Kockelman (1997) found that a 1% increase in all jobs within a 30 minute radius by car of one's residence resulted in a 0.31% reduction in total VMT per household.</p> <p>This measure projects job increase through development of the North, North Redwood area and other office space in Novato. A City of Novato analysis prepared for Plan Bya Area 2014 projections estimated 1,639 higher paying office jobs will be created through development of the North, North Redwood Boulevard Corridor and other in-fill properties. 25% of this number was assumed for 2020.</p> <p>For our calculation, household VMT includes all vehicle miles traveled by Novato residents that begins and ends within Novato and one half of travel that begins in Novato and ends outside the city limits. This is consistent with the methodology employed to calculate transportation emissions in the City's GHG inventory.</p>				
Sources	<p>Marlon G. Boarnet and Hsin-Ping Hsu, University of California, Irvine and Susan Handy, University of California, Davis, "Policy Brief: Impact of Jobs-Housing Balance on Passenger Vehicle Use and Greenhouse Gas Emissions Based on a Review of the Empirical Literature," https://arb.ca.gov/cc/sb375/policies/jhbalance/jobs_housing_balance_brief120313.pdf</p> <p>Bay Area Air Quality Management District, Vehicle Miles Traveled Data Portal, http://capvmt.us-west-2.elasticbeanstalk.com/data</p>				

Calculation

	2020	2035
Existing jobs, 2015	26,820	26,820
Additional jobs	410	1,639
Percent increase in jobs over 2015	1.53 %	6.11 %
Decrease in commute VMT (0.31% per 1% increase in jobs)	0.47 %	1.89 %
Annual VMT by Novato residents	196,131,474 VMT	132,550,782 VMT
Annual decrease in VMT	928,900 VMT	2,511,101 VMT
GHG emissions reductions	347 MTCO ₂ e	937 MTCO ₂ e

APPENDIX E GREENHOUSE GAS REDUCTION MEASURES

MIXED USE, INFILL DEVELOPMENT <i>Reduction Measure 20</i>					
Objective	Require mixed-use, infill development at higher densities to ensure providing a mix of housing, employment and commercial services within the community.				
Program Description	<p>a. Public Outreach: Educate the public about the benefits of well-designed, higher density development.</p> <p>b. Land Use Mix: Reevaluate land use types and mixes to ensure residents' needs are met within the City.</p> <p>c. Neighborhood Serving Commercial Services: Provide for neighborhood-serving commercial services within 3-miles of all residential uses.</p> <p>d. Jobs-Housing Balance: Reevaluate land uses and obstacles to development to encourage a balance of jobs to housing.</p> <p>f. Mixed-Use, High Density and Infill Development: Encourage the development of mixed-use, high density, infill development near transit and amenities.</p> <p>g. Detached Single-Family Residences: Continue to support the Urban Growth Boundary by reducing the number of single-lot/single-family detached residences.</p>				
Reductions (MTCO ₂ e)	<table border="0"> <tr> <td style="text-align: right;">-118.7</td> <td>2020</td> </tr> <tr> <td style="text-align: right;">-517.3</td> <td>2035</td> </tr> </table>	-118.7	2020	-517.3	2035
-118.7	2020				
-517.3	2035				
Methodology	<p>The performance of this measure is related to the elasticity of increased density and reduced travel associated with the increased mixture of uses. The literature supports a 5% reduction in vehicle miles traveled for every 100% increase in density and increase in convenience. To calculate the net increase in density in the City between 2005 and the target years, the following variables were needed.</p> <p>-Population density from residents and employees Citywide in 2015, 2020, and 2035. Based on a study by Ewing, Reid, et al. (2001), it was assumed that a 5% reduction in VMT would result from each 100% increase in density. Accordingly, 0.05 was taken of each target year's percent increase in density. The resulting number was the % reduction in VMT for the target year. The percent of reduction in VMT for the target year that resulted from the measure was multiplied by the annual VMT projected for that year. This resulted in a total projected decrease in VMT Citywide attributed to increased density.</p> <p>Similarly, the literature supports a 5% reduction for increasing jobs-housing balance and convenience of shopping and services. Relying upon the percentage of travel attributed to shopping and commuting from national averages (14% shopping and 18% commuting) it was assumed that shopping and commuting related trips would be reduced by 5%.</p> <p>VMT generated by increases in jobs and population includes all VMT by new Novato residents and workers that begins and ends in Novato, one half of travel that begins in Novato and ends outside the city limits, and one half of VMT that begins outside the city limits and ends in Novato. This is consistent with the methodology employed to calculate transportation emissions in the City's GHG inventory.</p>				

APPENDIX E GREENHOUSE GAS REDUCTION MEASURES

Sources	<p>Novato Climate Change Action Plan 2009:</p> <ol style="list-style-type: none"> 1. ONL (2004), Transportation Energy Book, Oak Ridge National Lab, Dept. of Energy (http://cta.ornl.gov/data/index.shtml). 2. Climate Change Action Plan: Addressing Greenhouse Gas Emissions Under the California Environmental Quality Act; Draft Staff Report, June 30, 2009. San Joaquin Valley Air Pollution Control District CCAP Transportation Emission Guidebook District. Guidebook. 3. TIAX Results of 2005 Literature Search Conducted by Tax on behalf of SMAQMD, as cited in CEQA and Climate Change: Evaluating and Addressing Greenhouse Gas Emissions from Projects Subject to the California Environmental Quality Act, January 2008. California Air Pollution Control Officers Association. (Appendix B) <p>Bay Area Air Quality Management District, Vehicle Miles Traveled Data Portal, http://capvmt.us-west-2.elasticbeanstalk.com/data</p>
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Calculation

	2020	2035
Percentage decrease in VMT per 100% increase in density	5%	5%
Percentage increase density from 2015	1%	6%
Percentage decrease in VMT (citywide)	0.07%	0.30%
Passenger vehicle VMT	366,250,065	364,165,621
Annual decrease in VMT due to increased density	256,944	1,090,978
VMT from increase in population and jobs	3,819,720	18,447,084
VMT attributed to shopping and commuting	1,222,310	5,903,067
Percentage decrease in VMT for convenience to shopping and jobs	5%	5%
Annual decrease in VMT for mixed-use and jobs-housing balance	61,116	295,153
Total VMT reduction for increase density and convenience to services	318,060	1,386,131
GHG emissions reductions	119	517

APPENDIX E GREENHOUSE GAS REDUCTION MEASURES

AFFORDABLE HOUSING					
<i>Reduction Measure 21</i>					
Objective	Reduce community vehicle miles traveled through development of affordable housing for lower-income households.				
Program Description	Continue support of affordable housing ordinance & programs.				
Reductions (MTCO ₂ e)	<table style="width: 100%; border: none;"> <tr> <td style="text-align: right; padding-right: 10px;">-5.7</td> <td>2020</td> </tr> <tr> <td style="text-align: right; padding-right: 10px;">-13.5</td> <td>2035</td> </tr> </table>	-5.7	2020	-13.5	2035
-5.7	2020				
-13.5	2035				
Methodology	<p>URBEMIS provides a 4% reduction in vehicle trips for each deed-restricted BMR unit. Thus, the total reduction is as follows: Trip reduction = % units that are BMR * 0.04. Assumes that approximately 10% of all new housing will be low, very low or extremely low income.</p> <p>Household VMT includes all VMT by Novato residents that begins and ends in Novato and one-half of travel that begins in Novato and ends outside the city limits. This is consistent with the methodology employed to calculate transportation emissions in the City's GHG inventory.</p>				
Sources	<p>Novato Climate Change Action Plan 2009:</p> <p>CEQA and Climate Change: Evaluating and Addressing Greenhouse Gas Emissions from Projects Subject to the California Environmental Quality Act, January 2008. California Air Pollution Control Officers Association. (Appendix B MSG-21)</p> <p>Nelson/Nygaard Consulting Associates, Creating Low-Traffic Developments: Adjusting Site-Level Vehicle Trip Generation Using URBEMIS, 2005.</p> <p>Bay Area Air Quality Management District, Vehicle Miles Traveled Data Portal, http://capvmt.us-west-2.elasticbeanstalk.com/data</p>				

Calculation

	2020	2035
New households	400	930
% units that are BMR	10%	10%
BMR units	40	93
Percentage decrease in VMT per unit	4.0%	4.0%
Annual VMT per household in Novato	9,480 VMT	9,708 VMT
Annual decrease in VMT	15,167 VMT	36,113 VMT
GHG emissions reductions	6 MTCO ₂ e	13 MTCO ₂ e

PEDESTRIAN INFRASTRUCTURE	
<i>Reduction Measure 22</i>	
Objective	Promote walking through design standards and amenities that concentrate uses, reduce the need for vehicular travel, and enhance the pedestrian experience.
Program Description	<p>a. Ensure that applications for new office and mixed-use development analyze the project's connection and orientation to pedestrian paths, bicycle paths, and existing transit stops within 1/2 mile of the project site. Project must be oriented towards existing transit, bicycle, or pedestrian corridor with minimum setbacks.</p> <p>b. Require applications for new office and mixed-use development in downtown areas to minimize setbacks from the street and provide pedestrian pathways. Primary entrances shall be located on street frontage, with parking lot designed to include clearly marked and shaded pedestrian pathways between transit facilities and building entrances.</p> <p>c. Encourage pedestrian oriented plazas, walkways, bike trails, bike lanes and street furniture within the Civic Center area and connections to other community areas.</p> <p>d Pedestrian Convenience: Promote pedestrian convenience and recreational opportunities through development conditions requiring sidewalks, walking paths, or hiking trails connecting various land uses and including safety amenities such as lighting and signage.</p>
Reductions (MTCO ₂ e)	<p>-49.9 -241.0</p> <p>2020 2035</p>
Methodology	<p>The CCAP guidebook attributes emissions reductions for a variety of pedestrian measures. Applicable measures include a 0.5% reduction for connectivity to transit, as the increased density and ridership will facilitate improvement in transit frequency, a 1.5% reduction for measures which relegate parking to the rear of structures so that public entrances are oriented toward the pedestrian, a 0.5% reduction related to providing shaded pedestrian pathways between transit facilities and building entrances to increase the comfort of the user while walking to the building entrance, and a 1% reduction for minimizing barriers to pedestrian access of neighboring facilities and sites.</p> <p>VMT generated by increases in jobs and population includes all VMT by new Novato residents and workers that begins and ends in Novato, one-half of travel that begins in Novato and ends outside the city limits, and one-half of VMT that begins outside the city limits and ends in Novato. This is consistent with the methodology employed to calculate transportation emissions in the City's GHG inventory.</p>
Sources	<p>Novato Climate Change Action Plan 2009:</p> <ol style="list-style-type: none"> 1. Climate Change Action Plan: Addressing Greenhouse Gas Emissions Under the California Environmental Quality Act; Draft Staff Report, June 30, 2009. San Joaquin Valley Air Pollution Control District. (page 116) 2. CCAP Transportation Emission Guidebook; TIAX Results of 2005 Literature Search Conducted by Tax on behalf of SMAQMD, as cited in CEQA and Climate Change: Evaluating and Addressing Greenhouse Gas Emissions from Projects Subject to the California Environmental Quality Act, January 2008. California Air Pollution Control Officers Association. (Appendix B) <p>Bay Area Air Quality Management District, Vehicle Miles Traveled Data Portal, http://capvmt.us-west-2.elasticbeanstalk.com/data</p>

APPENDIX E GREENHOUSE GAS REDUCTION MEASURES

Calculation

	2020	2035
Population growth over 2015 level	1,020	3,340
Job growth over 2015 level	90	1,400
Annual VMT generated by increase in population and jobs	3,819,720 VMT	18,447,084 VMT
Percentage decrease in VMT	3.5%	3.5%
Annual decrease in VMT	133,690 VMT	645,648 VMT
GHG emissions reductions	50 MTCO ₂ e	241 MTCO ₂ e

BICYCLE INFRASTRUCTURE (COMMERCIAL)	
<i>Reduction Measure 23</i>	
Objective	Increase the number of Novato workers who commute by bicycle.
Program Description	Increase bicycle parking requirements for new and significantly retrofitted non-residential projects to a minimum rate of 1:20 vehicle spaces. Bicycle parking shall be divided between short-term facilities (bike racks) and long-term facilities (bike lockers or other covered facility). Continue implementing requirements for showers, lockers, and changing space in all large non-residential facilities.
Reductions (MTCO ₂ e)	-1.2 2020 -9.0 2035
Methodology	<p>SJVAPCD Climate Change Action Plan and manipulated to correspond to the bicycle parking requirements proposed for the City of Novato. According to the CAPCOA/the SJVAPCD Plan, provision of short and long term bike parking at the rate of 1:20 vehicle spaces supports a 0.625% reduction in emissions. Assuming reduced emissions are attributed equally to short- and long-term bicycle parking spaces, then 1/2 of the reduction (or 0.3125%) is attributable to each short- and long-term spaces provided at the 1:20 ratio. The City of Novato increased the short term bike parking at twice that rate or 1:20 vehicle spaces, so the reduction for this half of the measure would result in double 0.3125%, or 0.625%. The proposed long term bike parking ratio of 1:20 would result in an additional 0.3125% reduction.</p> <p>VMT from new jobs is calculated assuming 12.7 daily vehicle miles traveled per Novato job. This includes all vehicle miles traveled by Novato residents who work in Novato, and one-half of vehicle miles traveled by workers who live outside of Novato and work in Novato. This is consistent with the methodology employed to calculate transportation emissions in the City's GHG inventory.</p>
Sources	<p>Novato Climate Change Action Plan 2009:</p> <ol style="list-style-type: none"> Climate Change Action Plan: Addressing Greenhouse Gas Emissions Under the California Environmental Quality Act; Draft Staff Report, June 30, 2009. San Joaquin Valley Air Pollution Control District. (page 106) CEQA and Climate Change: Evaluating and Addressing Greenhouse Gas Emissions from Projects Subject to the California Environmental Quality Act, January 2008. California Air Pollution Control Officers Association. (Appendix B) <p>VMT estimates: Bay Area Air Quality Management District, Vehicle Miles Traveled Data Portal, http://capvmt.us-west-2.elasticbeanstalk.com/data</p>

Calculation

	2020	2035
Increase in jobs over 2015 level	90	1,400
VMT generated by new jobs	506,318 VMT	7,419,116 VMT
Percentage decrease in VMT	0.625% VMT	0.625% VMT
Annual decrease in VMT	3,164 VMT	46,369 VMT
GHG emissions reductions	1 MTCO ₂ e	9 MTCO ₂ e

BICYCLE INFRASTRUCTURE (RESIDENTIAL) <i>Reduction Measure 24</i>	
Objective	Increase the number of multi-family residents who bike to work and for other utilitarian purposes.
Program Description	Increase bicycle parking requirements for new multi-family residential construction. Short-term facilities shall be provided at a minimum rate equal to 10% of vehicle spaces. Long-term facilities shall be provided at a ratio of one long-term bicycle parking space for every unit. Long-term facilities shall consist of one of the following: a bicycle locker, a locked room with standard racks and access limited to bicyclists only, a standard rack in a location that is protected from the elements and monitored by video surveillance 24 hours per day or designated space within the units garage/carport.
Reductions (MTCO ₂ e)	-5.3 2020 -12.6 2035
Methodology	According to the CAPCOA/ the SJVAPCD Plan, provision of long term bike parking at the rate of 1 per unit supports a 0.625% reduction in emissions. Household VMT includes all VMT by Novato residents that begins and ends in Novato and one-half of travel that begins in Novato and ends outside the city limits. This is consistent with the methodology employed to calculate transportation emissions in the City's GHG inventory. The City's 2014-2022 Regional Housing Need Allocation (RHNA) for housing affordable to very low, low and moderate income households was 60% of the total housing need. It was assumed that future RHNA would reflect a similar split, and that multi-family housing would fulfill the demand.
Sources	Novato Climate Change Action Plan 2009: 1. Climate Change Action Plan: Addressing Greenhouse Gas Emissions Under the California Environmental Quality Act; Draft Staff Report, June 30, 2009. San Joaquin Valley Air Pollution Control District. (page 106) 2. CEQA and Climate Change: Evaluating and Addressing Greenhouse Gas Emissions from Projects Subject to the California Environmental Quality Act, January 2008. California Air Pollution Control Officers Association. (Appendix B) 3. The 2001 National Household Travel Survey includes a "Summary of Travel Trends" published here: http://nhts.ornl.gov/2001/pub/STT.pdf (2.4 MB download). See page 30 of the PDF.

Calculation

	2020	2035
Increase in households	400	930
VMT generated by increase in households	3,791,812 VMT	9,028,332 VMT
Percentage attributed to multifamily development	60%	60%
VMT attributed to new multifamily development	2,265,950 VMT	5,395,244 VMT
Percentage decrease in VMT	0.625%	0.625%
Annual decrease in VMT	14,162 VMT	33,720 VMT
GHG emissions reductions	5 MTCO ₂ e	13 MTCO ₂ e

APPENDIX E GREENHOUSE GAS REDUCTION MEASURES

COMPLETE STREETS <i>Reduction Measure 25</i>	
Objective	Adopt "Complete Street" standards to facilitate multi-modal access for those trips that cannot be completed by walking alone.
Program Description	<p>a. Pedestrian and Bicycle Design Standards: Develop and implement comprehensive pedestrian and bicycle design standards that require streets to provide for safe and convenient system of bicycle routes and pedestrian ways, including sidewalks, walking paths or other connections, with safety amenities such as lighting and signage.</p> <p>b. Bicycle Infrastructure and Facilities: Expand bicycle infrastructure and facilities, such as bicycle stoplight sensors, bicycle lanes and paths, etc. Ensure commercial and multi-family development provides adequate short-term and long-term bicycle parking facilities.</p> <p>c. Implement the City of Novato Bicycle/Pedestrian Plan (2015) and build Class I, II and II bikeways as described in the plan.</p>
Reductions (MTCO ₂ e)	<p style="text-align: right;">-17.9 2020</p> <p style="text-align: right;">-61.2 2035</p>
Methodology	<p>Studies cited by CAPCOA show each additional mile of bike lanes per square mile increases the share of workers commuting by bicycle by 1% (CAPCOA SDT-5). We assume 25% of the bike paths and lanes identified in the Novato Bicycle/Pedestrian Plan will be constructed by 2020 and the remaining bikeways will be constructed by 2035.</p> <p>Commuter VMT includes all vehicle miles traveled by Novato residents who work in Novato, one half of vehicle miles traveled by Novato residents who work outside of Novato, and one half of vehicle miles traveled by workers who live outside of Novato and work in Novato. This is consistent with the methodology employed to calculate transportation emissions in the City's GHG inventory.</p>
Sources	<p>California Air Pollution Control Officers Association, "Quantifying Greenhouse Gas Mitigation Measures: A Resource for Local Government to Assess Emission Reductions from Greenhouse Gas Mitigation Measures," August, 2010.</p> <p>Bay Area Air Quality Management District, Vehicle Miles Traveled Data Portal, http://capvmt.us-west-2.elasticbeanstalk.com/data</p> <p>Journey to work data and miles of existing and new bike lanes from the City of Novato 2015 Bike Plan.</p>

Calculation

	2020	2035
Miles of new Class I bike paths	1.823 miles	7.290 miles
Miles of new Class II bike lanes	2.198 miles	8.790 miles
Total miles new bike lanes	4.020 miles	16.080 miles
Commuter VMT	239,201,209 VMT	204,055,067 VMT
Current percentage of bike commuters	0.5%	0.5%
Estimated bike commuting VMT	1,196,006 VMT	1,020,275 VMT
Annual decrease in VMT	48,079 VMT	164,060 VMT
GHG emissions reductions	18 MTCO ₂ e	61 MTCO ₂ e

PARKING STANDARDS <i>Reduction Measure 26</i>	
Objective	Revise parking standards to disincentivize single-occupant vehicles and promote non-vehicular travel for developments in commercial, multi-unit residential, or mixed-use developments near transit. Account for design elements that promote non-vehicular travel such as proximity to transit, proximity to employment centers, bicycle facilities, and location near transit.
Program Description	<p>a. Special review of parking is required to allow a project to build less than the typically mandated amount of parking if the development features design elements that reduce the need for automobile use.</p> <p>b. Parking Management Program: Develop a comprehensive Parking Management Program that includes parking fees and design elements promoting non-vehicular travel, such as through reduced on-site parking requirements, adjusted parking pricing, and shared parking facilities.</p> <p>c. Preferential Parking: Provide preferential parking in public and private developments for alternative-fuel vehicles, carpools and vanpools, etc.</p>
Reductions (MTCO ₂ e)	<p>-18.9 2020</p> <p>-276.9 2035</p>
Methodology	Cost-based parking pricing (i.e., prices set to recover the full cost of parking facilities) typically reduces parking demand 10-30% compared with unpriced parking (Shoup, 2005). Reduction of 10% applied to vehicle miles traveled attributed to new retail development.
Sources	Novato Climate Change Action Plan 2009. Donald Shoup (2005), The High Cost of Free Parking, Planners Press (www.planning.org).

Calculation

	2020	2035
Increase in jobs over 2015 level	90	1,400
VMT generated by new jobs	506,318 VMT	7,419,116 VMT
Percentage decrease in VMT	10%	10%
Annual decrease in VMT	50,632 VMT	741,912 VMT
GHG emissions reductions	19 MTCO ₂ e	277 MTCO ₂ e

APPENDIX E GREENHOUSE GAS REDUCTION MEASURES

TRANSIT IMPROVEMENTS <i>Reduction Measure 27</i>	
Objective	Work with transit providers to plan, fund and implement additional transit services that are cost-effective and responsive to existing and future transit demand.
Program Description	<p>a. School Bus Service: Work with the Novato Unified School District to restore or expand school bus service.</p> <p>b. Expand efforts to work with transit providers to include Sonoma transit and any shuttles that are currently being used between Sonoma and Marin.</p> <p>c. Public Transit Incentives: Provide public transit incentives such as free or low-cost monthly transit passes.</p> <p>d. Shuttle Service: Work with large employers to provide shuttle service to public transit.</p> <p>e. Improve Security: Improve lighting and other security measures near public transit and park-and-rides.</p> <p>f. SMART Stations: Maximize use of MTC grants to plan for SMART stations.</p> <p>g. Downtown SMART Whistle Stop: Include a downtown SMART Whistle-Stop (request stop) at the existing station.</p> <p>h. Park and Rides: Evaluate the need for additional Park & Ride lots.</p>
Reductions (MTCO ₂ e)	<p>-294.4 2020</p> <p>-490.6 2035</p>
Methodology	<p>In 2011, Marin Transit, in partnership with the City of Novato, conducted a Novato Transit Needs Assessment. A number of the phase 1 recommendations from the study were implemented in March 2012. These changes increased local frequencies to every 30 minutes, increased span of service for early morning and late night travel, and added weekend service to areas previously unserved.</p> <p>Transit routes that traversed Novato in 2010 included Marin Transit Routes 49, 51, 52 and 71, Golden Gate Routes 54, 56, 58, 70, 80, and 101 and the Novato Dial-A-Ride program. Transit ridership is based on the following annual ridership statistics from the Marin Transit System Performance Summary for Fiscal Year 2010/11: Route #49, San Rafael-Ignacio, 159,065 passengers; Route #51 - 95,260 passengers; Route #52, Novato-San Rafael, 120,454 passengers; #71, Highway 101 Corridor, 326,815 passengers; Novato Dial-A-Ride, 5,720 passengers. Total: 707,314 passengers.</p> <p>Average passenger trips for Route #51 and Novato Dial-A-Ride are estimated at 3 miles, based on Google Map modeling (2.6 miles from San Marin High School to Downtown Novato)</p> <p>Average passenger trips for Routes #49, 52 and 71 are estimated by taking one half of the route length as follows: Route #49 - 6.7 miles; Route 52 - 5.7 miles; Route 71 - 9.8 miles.</p> <p>For every 1.0% increase in transit service (measured by transit vehicle mileage or operating hours), ridership increases 0.5% (Victoria Transportation Policy Institute, http://vtpi.org/tm/tm47.htm). Projected increase in transit service is the same as was projected in the 2009 Novato Climate Change Action Plan, which assumes that increase will be significant due to the introduction of SMART.</p>

APPENDIX E GREENHOUSE GAS REDUCTION MEASURES

Sources	<p>Novato Climate Change Action Plan 2009</p> <p>Victoria Transportation Policy Institute, http://vtpi.org/tdm/tdm47.htm</p> <p>Marin Transit System Performance Summary for Fiscal Year 2010/11 and Fiscal Year 2012/13, http://www.marintransit.org/monitoringreportsarchive.html www.google.com/maps</p>
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Calculation

	2020	2035
Transit ridership, 2010, for Marin Transit routes traversing Novato	707,314	707,314
Miles per passenger, weighted average	7.4	7.4
Percentage increase in frequency of bus travel (%)	30	50
Annual increase in transit ridership with increased frequency and/or routes	106,097	176,829
Annual decrease in VMT	788,708	1,314,513
GHG emissions reductions (MTCO ₂ e)	294	491

APPENDIX E GREENHOUSE GAS REDUCTION MEASURES

SAFE ROUTES TO SCHOOLS <i>Reduction Measure 28</i>					
Objective	Collaborate with the Transportation Authority of Marin to expand Safe Routes to School Programs, including a walking school bus program to provide a supervised, safe, and timely commuting alternative for children.				
Program Description	To actively promote walking as a safe mode of local travel, particularly for children attending local schools by employing traffic calming methods such as median landscaping and provision of bike or transit lanes to slow traffic, improving roadway capacity, and addressing safety issues.				
Reductions (MTCO ₂ e)	<table border="0"> <tr> <td style="text-align: right;">-250.5</td> <td>2020</td> </tr> <tr> <td style="text-align: right;">-261.4</td> <td>2035</td> </tr> </table>	-250.5	2020	-261.4	2035
-250.5	2020				
-261.4	2035				
Methodology	<p>According to the 2015 American Community Survey, 9,237 school-age children (ages 5-19) reside in Novato. Assume number of school age children increases evenly with population growth.</p> <p>According to VTPI, there are currently few detailed studies of the effectiveness of School Transport Management programs, but anecdotal evidence indicates that total reductions in automobile trips of 10-20% or more are possible at a particular school under programs such as a walking school bus. For the purposes of this study, we will assume a 15% reduction in automobile trips.</p> <p>According to Safe Routes to School survey data, approximately 66% of students drive to school in a family vehicle. Assume average round-trip drop off distance for parents is 2 miles and 180 school days.</p>				
Sources	<p>Novato Climate Change Action Plan 2009</p> <p>CEQA and Climate Change: Evaluating and Addressing Greenhouse Gas Emissions from Projects Subject to the California Environmental Quality Act, January 2008. California Air Pollution Control Officers Association. (Appendix B MSG-2)</p> <p>National Center for Safe Routes to School. Available at: http://www.saferoutesinfo.org/resources/collateral/srts_talkingpoints.doc</p> <p>American Community Survey. Available at: http://factfinder.census.gov</p> <p>Safe Routes to School Marin County. Survey data available at http://www.saferoutestoschools.org/novato.html</p>				

Calculation

	2020	2035
Number of students	9,417	9,827
Estimated VMT for students commuting in a family vehicle	4,475,045	4,669,795
Annual decrease in VMT	671,257	700,469
GHG emissions reductions (MTCO ₂ e)	251	261

APPENDIX E GREENHOUSE GAS REDUCTION MEASURES

MUNICIPAL TRANSPORTATION	
<i>Reduction Measure 29</i>	
Objective	Encourage employees to utilize alternative forms of transportation for commutes and work-related trips.
Program Description	a. Trip Reduction Incentive Program (TRIP): Establish an incentive program for employees who voluntarily participate in alternative forms of transportation to and from work, including parking cash-out, or who participate by telecommuting and/or alternative work schedules, as appropriate. b. Bicycle Fleet: Provide fleet bicycles and encourage their use for short trips to meetings or site visits.
Reductions (MTCO ₂ e)	-104.5 2020 -104.5 2035
Methodology	Employee VMT reported in year 2016 as 1,399,349 VMT for 201 employees. Assume no increase in number of City employees. We include 50% of this VMT towards this measure, consistent with how community transportation emissions are calculated for the GHG inventory. - SLO City TRIP (Trip Reduction Incentive Program) in cooperation with SLO County Rideshare: Case Study - In 08/09 there were 69 individuals enrolled in the City's incentive program (which includes rewards and guaranteed rides home for commuters). Cumulatively they eliminated 9235.2 one-way trips and 122,675.3 VMT, or 133.84 trips and 1,777.903 VMT reduced annually per person. Total employment at the City of SLO was approximately 350 in 2008, therefore total participation is approximately 20%. - Assume 20% participation rate
Sources	Novato Climate Change Action Plan 2009 Rideshare Lucky Bucks statistical data provided by Cindy Blake, Rideshare Administrative Assistant, on Nov. 3, 2009. City of San Luis Obispo participation and employment data provided by Kathy Hamilton, City of San Luis Obispo Human Resource Analyst, on Nov. 3, 2009.

Calculation

	2020	2035
Employees	201	201
Employee travel	1,399,349	1,399,349
Participation rate	20%	20%
Number of participants	40	40
Annual decrease in VMT	279,870	279,870
GHG emissions reductions (MTCO ₂ e)	104	104

APPENDIX E GREENHOUSE GAS REDUCTION MEASURES

ZERO WASTE <i>Reduction Measure 30</i>	
Objective	Achieve Zero Waste diversion goals.
Program Description	<p>a. Construction and Demolition Ordinance: Adopt a more stringent Construction and Demolition Ordinance that mandates a reported 65% diversion.</p> <p>b. Composting and Recycling: Require the City's next solid waste service agreement to include organic waste composting and expanded green waste and recycling options for business and residents, if feasible.</p> <p>c. Restaurant Food Waste Collection: Work with the Novato Sanitary District to implement a restaurant food waste collection program.</p> <p>d. E-Waste: Provide e-waste recycling drop-off bins at City facilities.</p> <p>e. Recycling Containers in Public Areas: Provide interior and exterior storage areas for recyclables and green waste, and adequate recycling containers in public areas, including parks and community centers.</p> <p>f. Mandatory Recycling at Special Events: Require recycling at City-sponsored and other public events. Evaluate zero waste or recycling requirements for all special events at City facilities and/or all special events that require a City permit or authorization.</p> <p>g. Organic Material Recovery Program: Work with the Novato Sanitary District to establish an organic material recovery program for green waste for agency parks and facility landscaping.</p> <p>h. Residential Outreach: Develop outreach program to encourage residential participation in green waste and composting programs.</p> <p>i. Non-Residential Outreach: Educate businesses and residents about climate friendly procurement opportunities and opportunities to reduce waste, including discontinuing use of Polystyrene Foam Containers and Disposable Bags.</p> <p>j. Municipal Purchasing and Procurement Programs: Continue to implement and expand sustainable purchasing programs, including the City's Environmentally Preferable Purchasing Program. Provide a preference or incentives to service providers, vendors and contractors who follow climate-friendly practices, such as the use of recycled content materials, Energy Star or equivalent materials and equipment, as well as alternative fuel vehicles.</p> <p>k. Consider updating the City's Environmentally Preferable Purchasing and Contracting Policy adopted in 2008 to incorporate the latest standards and best practices.</p>
Reductions (MTCO ₂ e)	<p>-2,912.1 2020: Divert 70% of waste from landfill.</p> <p>-7,380.0 2035: Divert 90% of waste from landfill.</p>
Methodology	<p>The Novato Sanitary District has zero waste goals incorporated in its franchise agreement with Novato Disposal as follows: 60% diversion by 2015, 70% diversion by 2020, and 80% diversion by 2025. Diversion rates were 56% in 2015. Calculation assumes organic waste will be diverted at the same rate as all other waste.</p> <p>We've assumed a 90% diversion rate for 2035, based on CalRecycle's discussion of current feasible diversion rates. According to CalRecycle, a 90 percent reduction of waste being sent to landfills is considered an achievable goal by such groups as the Zero Waste International Alliance and the U.S. Zero Waste Business Council.</p>

APPENDIX E GREENHOUSE GAS REDUCTION MEASURES

Sources	Personal communication with Dee Johnson, HHW & Outreach Coordinator, Novato Sanitary District, palomadee@gmail.com, 510-530-6048 CalRecycle, http://www.calrecycle.ca.gov/zerowaste/
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Calculation

	2020	2035
Landfilled waste, BAU	45,862 tons	47,858 tons
Waste emissions, BAU	10,550 MTCO ₂ e	11,009 MTCO ₂ e
Percent waste diverted from landfill in 2015	56 %	56 %
Waste before diversion, BAU	81,897 tons	85,461 tons
Percent waste diverted from landfill	70 %	90 %
Waste diverted from landfill	57,328 tons	76,915 tons
Waste diverted from landfill due to increased diversion rate	11,466 tons	29,057 tons
GHG emissions reduction	2,912.1 MTCO ₂ e	7,380.0 MTCO ₂ e