

The background of the slide is a photograph of a church tower with a bell, surrounded by lush greenery and palm trees. The church has a white facade with a red-tiled roof. A large palm tree is prominent on the right side of the frame. The text is overlaid on the image in a white, sans-serif font.

Federation of Neighborhoods & Pt San Pedro Road Coalition

Oct 14, 2026

How San Rafael Sets Its Priorities



Listen Broadly

Residents, businesses, community organizations and regional partners

Evaluate Communitywide Needs

Consider data, legal requirements, equity, financial resources and competing priorities

Set Priorities Through Public Council Decisions

Adopt a Strategic Plan that establishes goals, objectives and direction for staff

Implement, Measure & Adjust

Annual workplans, budgets, performance metrics and ongoing community feedback

Our goal:

Decisions that serve all of San Rafael, today and into the future

Strategic Plan FY 25 – 28: Our Roadmap for San Rafael's Future



Economic Development & Neighborhood Vitality

Support a thriving economy and vibrant, welcoming neighborhoods



Mobility & Infrastructure

Create safe, reliable ways to move while maintaining essential infrastructure



Sustainability & Resilience

Prepare for climate change and a more sustainable future



Housing & Homelessness

Expand housing opportunities and address homelessness



Quality of Life: Safety & Wellbeing

Promote a safe, healthy and connected community



High Performing Government

Provide innovative, inclusive, efficient and accessible City services



Equity, Access, Belonging & Opportunity for All

Strive for all community members to have opportunities to thrive.

Seven priorities. More than 100 objectives. One roadmap for San Rafael.

Safer Streets, Better Connections, Stronger Neighborhoods



Mobility & Infrastructure | Strategic Plan Priority

Walking & Biking

Updated Bicycle & Pedestrian Master Plan; continuing to work with TAM to prioritize projects and improvements.

Streets & Pavement

Council placed Measure W on the ballot to address pavement and infrastructure needs and adopted a resolution establishing spending priorities for future revenues.

Traffic & Congestion

TAM and Marin County improvements in the Bellam Avenue area are expected to improve traffic flow and travel times.

Neighborhood Traffic Calming

Developing a tiered program, from simple requests to larger improvements requiring neighborhood support.

Residential Parking Permits

Program available for interested neighborhoods with demonstrated broad support; permit fees cover administration and enforcement.

Preparing San Rafael for a Changing Environment

Sustainability & Resilience | Strategic Plan Priority

El Niño & Flood Preparedness

Council allocated \$500,000 for proactive El Niño preparations, coordinated with Marin County's emergency preparedness investments. This work also helps build the foundation for long-term sea level rise resilience.

Tree Maintenance

Residents can report trees needing attention through SeeClickFix.

Dark Skies & Outdoor Lighting

November 5 educational panel to review existing City practices and explore potential future policies.





Housing Opportunities & Addressing Homelessness

Housing & Homelessness | Strategic Plan Priority

Following Development Projects

Residents can follow proposed developments, including Gold Hill, through the City's website.

Anderson Avenue Encampment

The City is working to resolve the encampment while offering individuals options for shelter, housing and supportive services.

350 Merrydale & Mahon Creek Transition

Tiny cabins are expected to begin opening in late 2026. As space becomes available, the City will phase out sanctioned camping at Mahon Creek and restore the area to its original condition.

A Safe & Connected San Rafael

Quality of Life: Safety & Wellbeing | Strategic Plan Priority

SAFE Team & Emergency Response

The SAFE Team is successfully diverting appropriate calls from police response; one factor contributing to improved Priority 1 response times.

Sustaining Public Safety Services

Council placed Measure W on the ballot to establish a potential ongoing funding source for SAFE and emergency medical response.

Albert Park Library & Community Center

Community engagement beginning and expected to be a major focus in 2027.

Public Art — “Look Around”

Building on San Rafael's California Cultural District designation to celebrate public art, creativity and community identity.



Economic Development & Neighborhood Vitality | Strategic Plan Priority

Vibrant Downtown & Strong Neighborhoods

New Downtown Engagement Partnership

Change.org approached San Rafael to pilot its expanded community engagement platform, combining surveys and interactive discussions. More than 100 people participated in a recent virtual forum.

Urban Land Institute Partnership

Working with ULI for technical expertise and practical, achievable recommendations for downtown revitalization.

Adapting Downtown for the Future

Exploring new ways to attract people, activity and investment as traditional brick-and-mortar retail patterns change.



Responsive, Accessible & Accountable Government

High Performing Government | Strategic Plan Priority

SeeClickFix & Service Requests

Continue improving how residents report issues and how the City tracks and responds to requests.

Building on Community Engagement

Use lessons from the Change.org engagement process to continue expanding meaningful, two-way participation.

East San Rafael Precise Plan

Robust community engagement will begin in earnest in 2027, giving residents and businesses opportunities to help shape the area's future.

Connecting Residents to Decisions

Use the right engagement and notification tools for the issue from routine service requests to projects and policy decisions requiring broader community input.

Building a Community Where Everyone Belongs

Equity, Access, Belonging & Opportunity for All | Strategic Plan Priority

Supporting Our Immigrant Community

The City supports immigrant residents through information, library resources and partnerships with trusted community organizations.

Working Through Community Partnerships

Partner with local organizations to connect residents with information, resources and services the City may not provide directly.

Engaging Young People

Build on youth participation opportunities, including youth seats on the Pickleweed Advisory Committee, while exploring additional ways for young people to have a voice.

Meeting People Where They Are

Recognize that students and families are busy and continue to seek accessible ways to reach people.



Thank You for Your
Engagement in San Rafael!

Your participation and ideas help inform our work. We look forward to continuing the conversation.

