



San Rafael ELEVATE

RESILIENT BY DESIGN | BAY AREA CHALLENGE

DESIGN REPORT

5 / 31 / 2018



RESILIENT
BY
DESIGN

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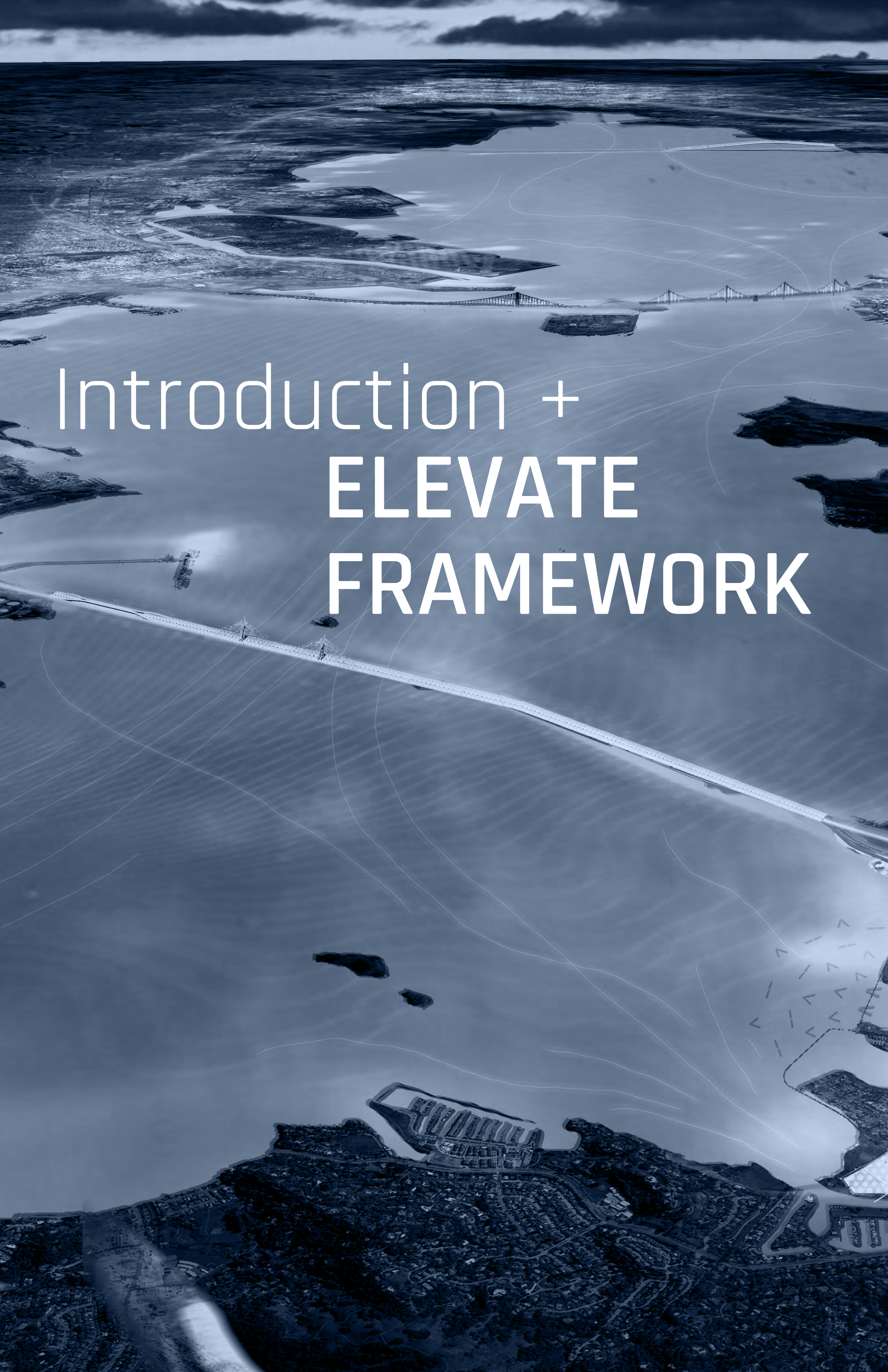
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An aerial, monochromatic photograph of a coastal region. A long, multi-lane bridge spans across a wide body of water, extending from the foreground towards the background. In the distance, another bridge with multiple spans is visible. The foreground shows a city with a grid-like street pattern and some industrial or commercial buildings. The sky is overcast with dark clouds. The text 'Introduction + ELEVATE FRAMEWORK' is overlaid in white, sans-serif font in the center of the image.

Introduction +
ELEVATE
FRAMEWORK



INTRODUCTION

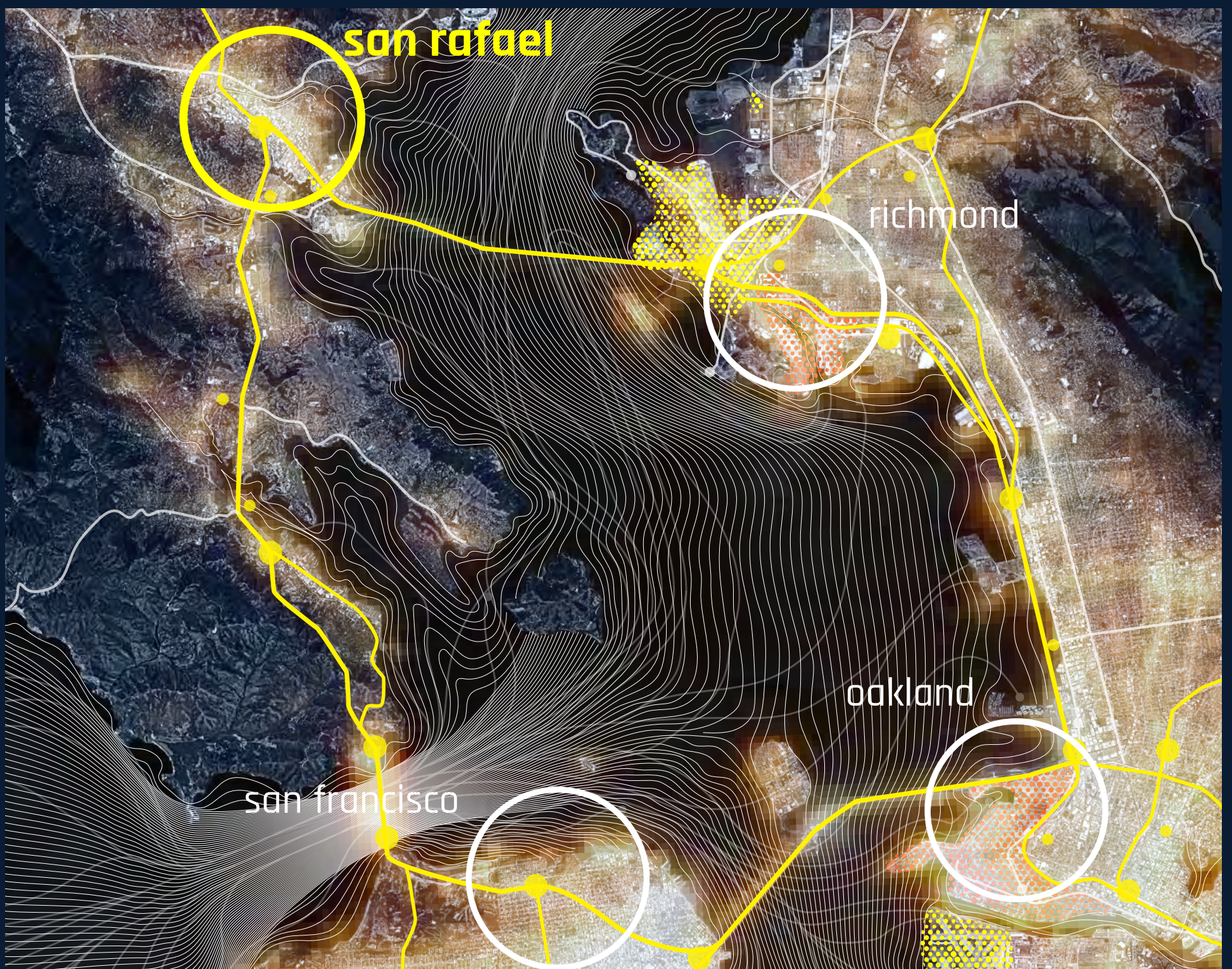


Aerial View of Canalways Tidal Marsh and Spinnaker Lagoons

The Bionic Team was organized around the cause of finding the area that needs help the most in the face of Sea Level Rise. An in-depth research and analysis process of the San Francisco Bay Area identified San Rafael as the area in greatest need.*

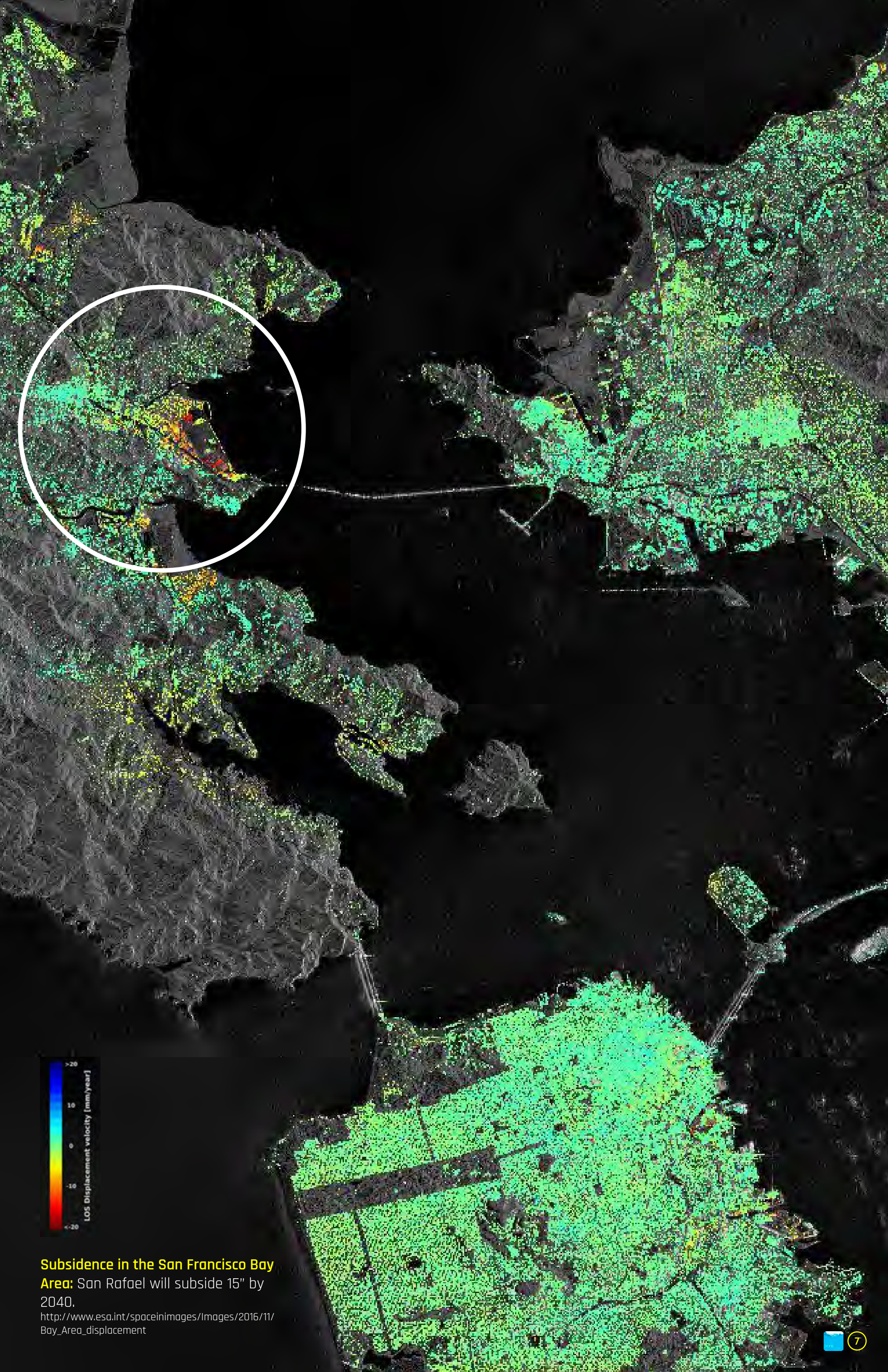
San Rafael is a small city of 59,000 that exhibits all the stresses of the Bay area metropolis, because it is one of its vital infrastructural, logistical, and workforce centers. It is home to vibrant communities and industry all located in low-lying areas. Today it is threatened by flooding.

* See Research Report from Phase I.



Forces + Flows: infrastructural, logistical, and workforce centers define the region





Subsidence in the San Francisco Bay
Area: San Rafael will subside 15" by 2040.
http://www.esa.int/spaceinimages/Images/2016/11/Bay_Area_displacement



Life versus Bay

San Rafael is threatened by the old paradigm of mono functional infrastructure. For good, practical, and humane reasons, the easiest solution for the complex pattern of urbanism and coastal dynamics in San Rafael would be to gate off the creek, raise the levees, and proceed with life as it is known today. To continue with this paradigm would compound risk. It would increase the separation that the city has with its waterfront. It would perpetuate the deep issues of urban stress placed on businesses and the community, all located below sea level. It would further eradicate coastal habitats and interrupt coastal processes. It would be hugely expensive. If there were a failure it would be a humanitarian crisis. As sea levels rise it would ultimately become obsolete, and a legacy offering danger with even fewer options remaining for future generations.

The old paradigm is disaster that would define us. It is reactive, not proactive.

Life with Bay

Through the course of the challenge the big questions became clear.

Is the cost, effort, and ecological impact of the conventional solution worth it, and for whom?

Or can San Rafael initiate a process of strategic change?

The Bionic Team asked the San Rafael community at large:


How do you want to live?

And the Team asked themselves:

Is there another way?

Finding a new paradigm is the challenge for San Rafael.

San Rafael ELEVATE



The BionicTeam project is titled **Elevate San Rafael**. It is the simplest way to describe what needs to be done: to occupy higher elevations and raise the quality of life and social connection for everyone. The project does not propose that the city should merely adapt, retreat, or resist. Instead, it proposes that the city should evolve with intention. Elevating is to physically elevate habitation, and the bonds of community and dignity; to elevate ones social and financial position in life, and policy for urban change; to lift infrastructure to a new level, and allow for ecology to expand.

Elevating employs coastal management approaches in combination with a moral, financial, and infrastructural agenda for large scale preparation. In this process of strategic change and redefining the relationship to the bay, the project proposes a singular opportunity to elevate all aspects of life.



San Rafael ELEVATE

Elevating is an opportunity to improve both housing and bay ecology. It is expansive and inclusive, simple and synthetic, multi-generational, urgent and patient, real and futuristic, sensitive and bold, policy and practice.

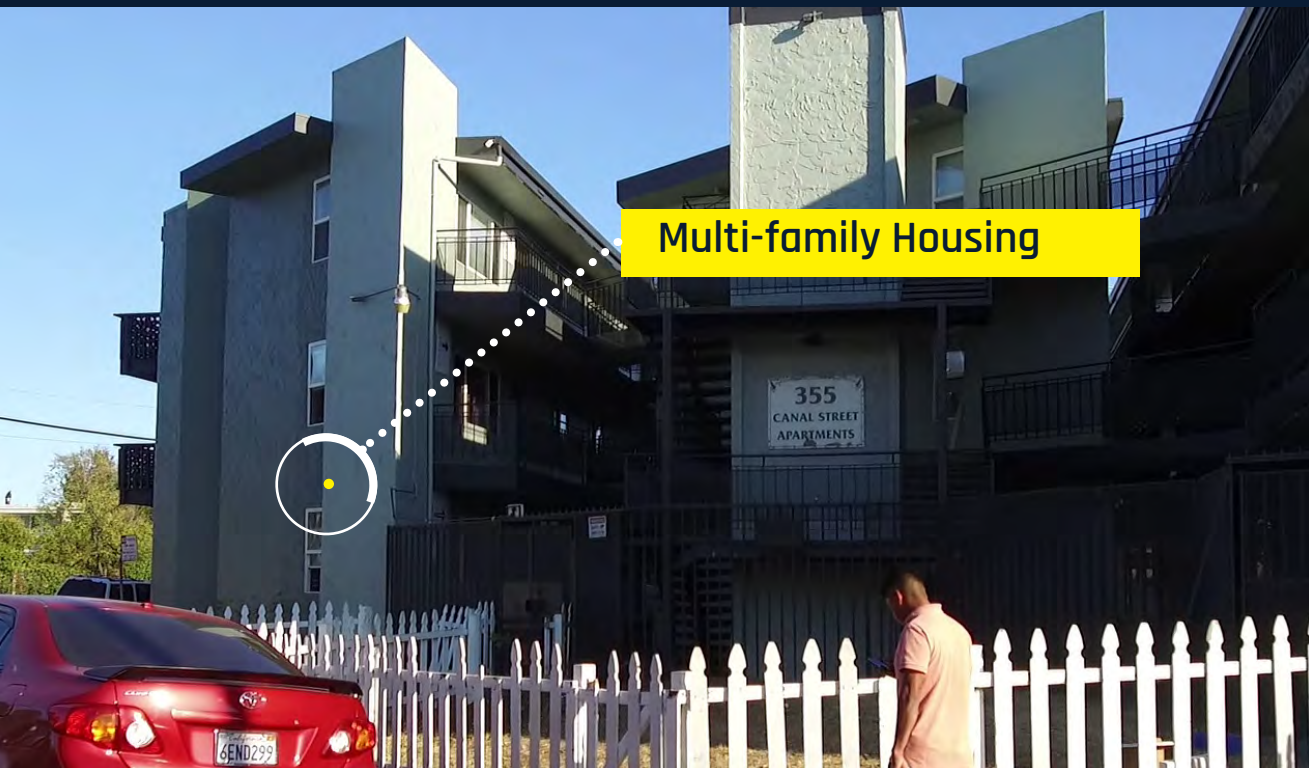
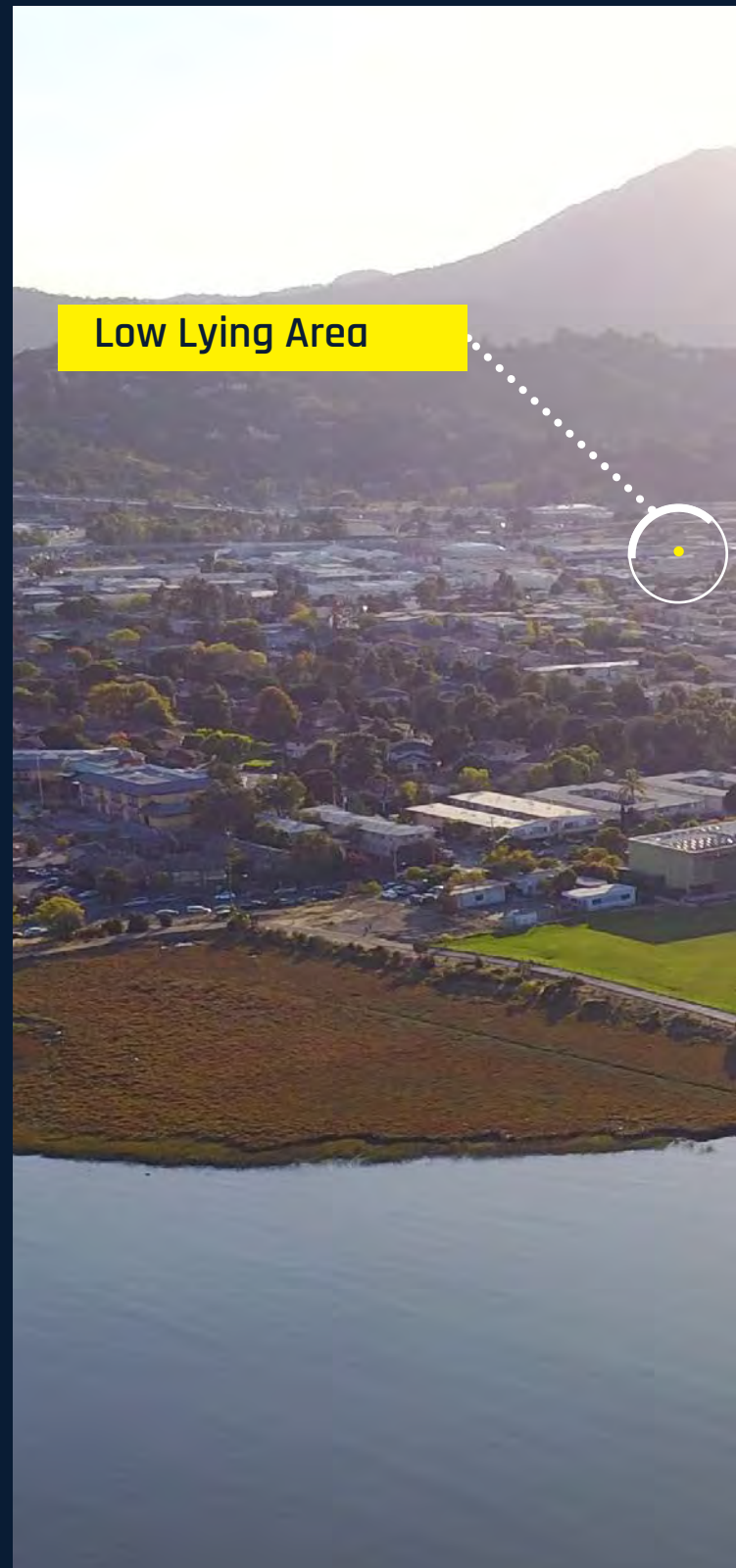
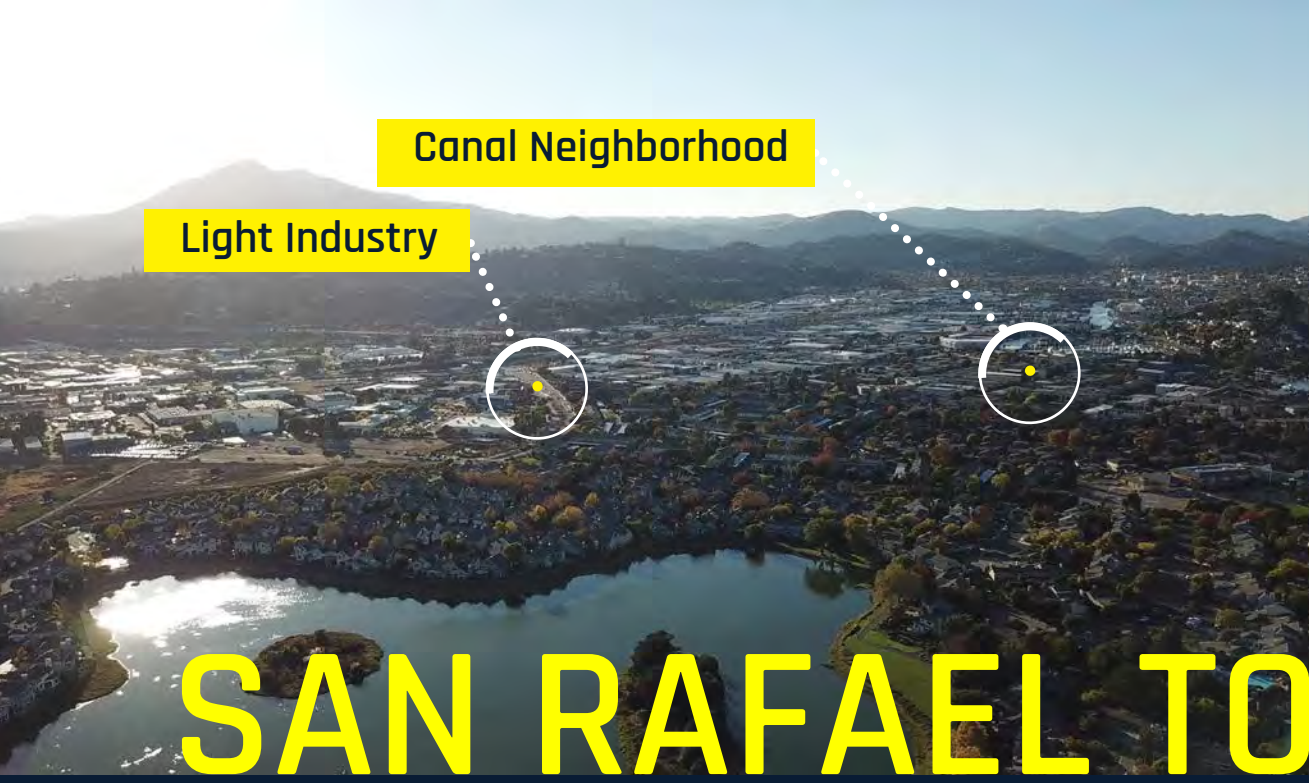
It must be done by design, not by disaster; it must be done for the benefit of all, not the few; it must begin now, not later, and it will require changing our policy and financing mechanisms to make it possible and equitable.



An aerial, monochromatic photograph of a coastal region. A large body of water dominates the center, with a long, multi-lane bridge stretching across it from the foreground towards the background. In the foreground, a city with a grid-like street pattern is visible. The sky is overcast with dark clouds. The text 'Understanding COMMUNITY' is overlaid in white, with 'Understanding' in a sans-serif font and 'COMMUNITY' in a larger, bold, all-caps sans-serif font.

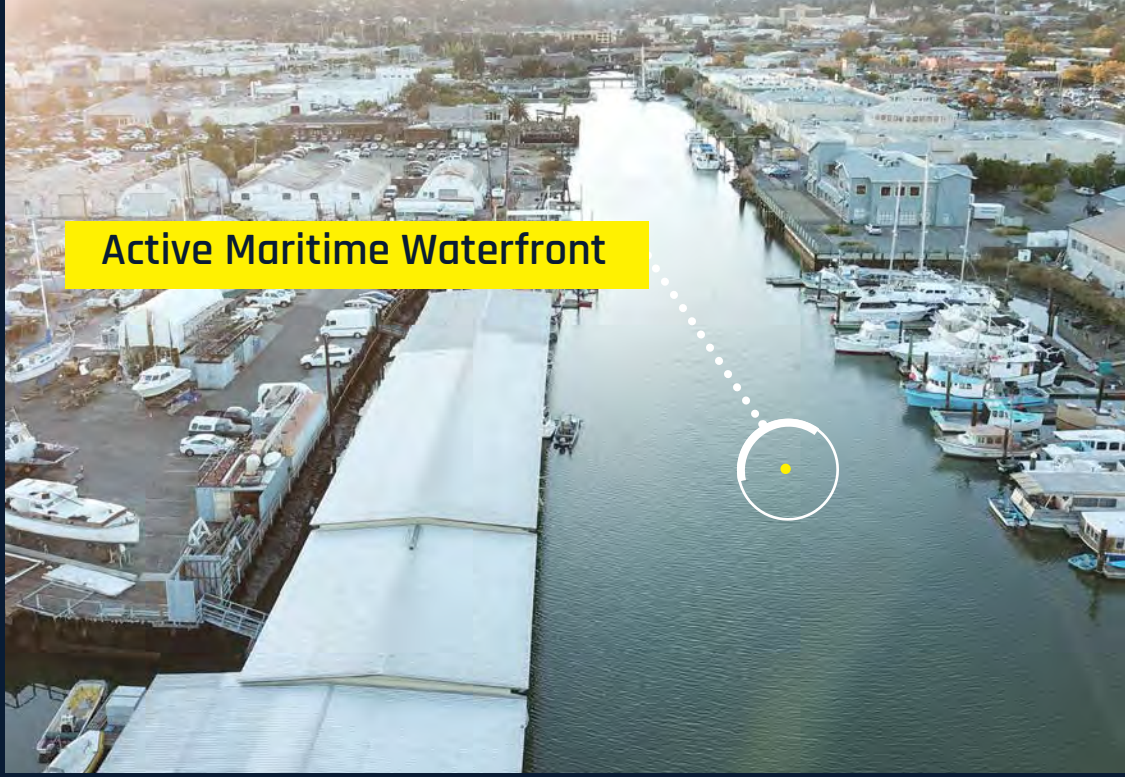
Understanding COMMUNITY







Underutilized Property



Active Maritime Waterfront

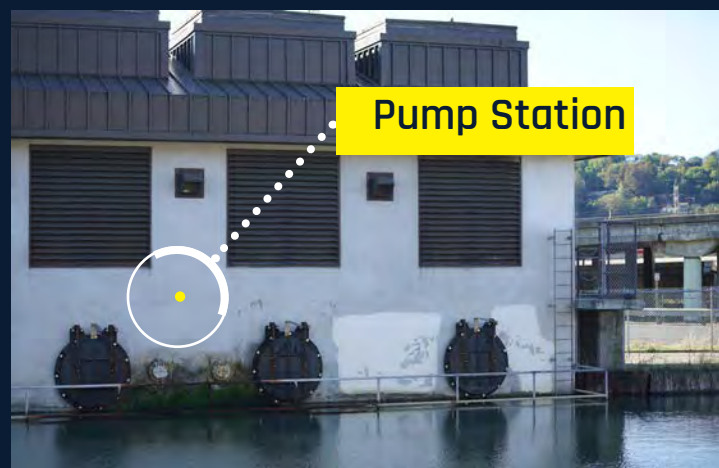


Canal

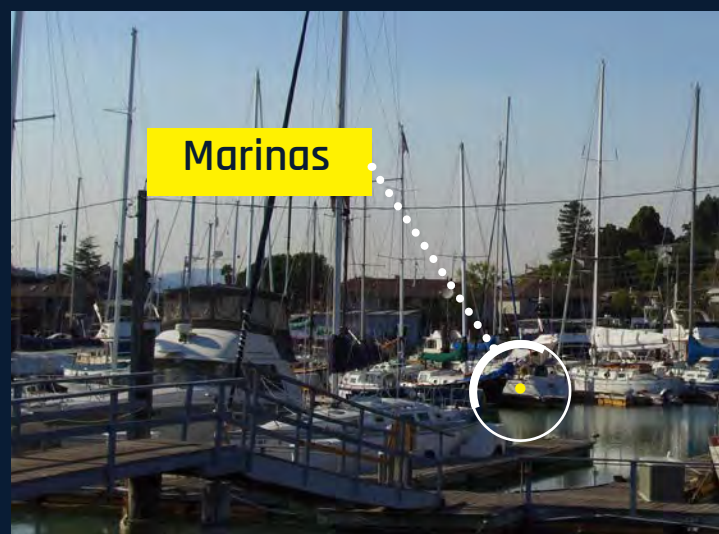
Pickleweed Park + Community Center



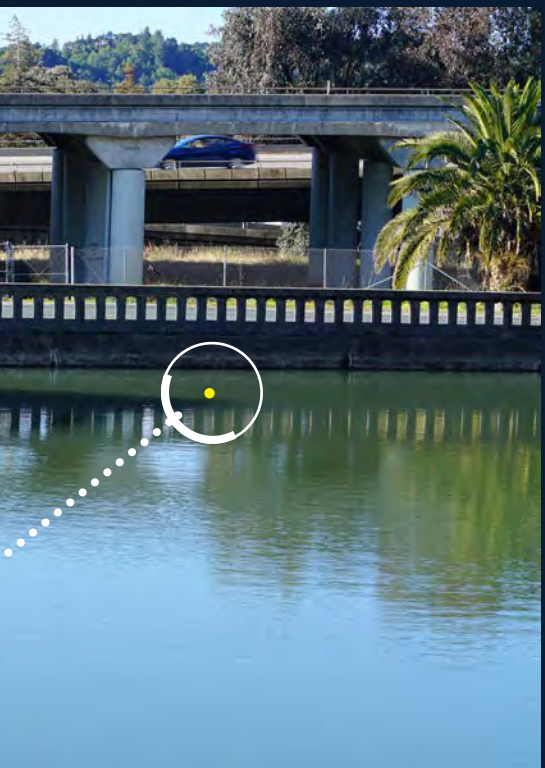
Drain Discharge



Pump Station



Marinas



Tidal Marsh

LOCAL COMMUNITIES

East San Rafael

East San Rafael is home to thousands of people and businesses. It is built on what was formerly salt marsh and mud flats. San Rafael Creek, also known as the canal, flows through the area. A portion of the community lives and works on the water. The infrastructure, roads, housing stock, and natural environment are all showing signs of urban stress and environmental change. A large portion is light industrial and auto retailers. Downtown is located along the creek. And there are existing neighborhoods and community facilities, all in low-lying areas.



San Rafael Canal District, Pickleweed Park, and Creek



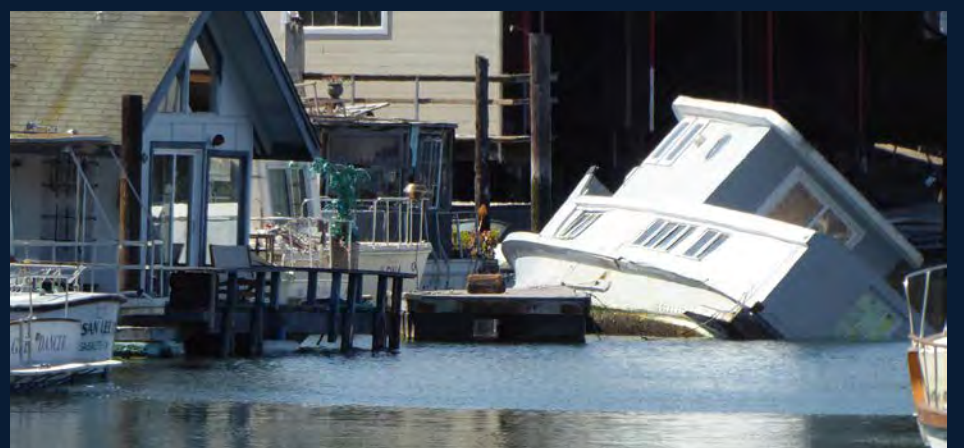
San Rafael, 1871



San Rafael, 2018



Low-lying housing



Canal housing



Active maritime waterway



Industry and commercial businesses throughout low-lying area



COST BURDENED RENTER
71%



PERCENT WORK LESS THAN 10 MILES FROM HOME
50.8%

IMMIGRATED IN LAST 10 YEARS
36%



PREDOMINANT RACE / ETHNICITY
HISPANIC



MEDIAN HOUSEHOLD INCOME
\$43,448

LIVING BELOW POVERTY LINE
2,920 FAMILIES



FOREIGN BORN
60%

PERCENT WORK IN SAN RAFAEL
24%

The Canal District Community

The data behind the Canal District Community describes a population that is hard working, industrious, and resourceful. It also describes a community in need of more resources, better housing, and employment opportunities.

*Data Source: "Crispell, Mitchell; Canal: An Immigrant Gateway in San Rafael At Risk, University of California Berkeley, Center for Community Innovation, June 2015"

ENGAGEMENT

Our approach has been to engage in the complexity of the forces and cultures that created the conditions of postindustrial cities, and to forecast how they can be employed over time to correct them. And to elevate solutions and their cumulative effects on life to a higher level of sophistication and equity.

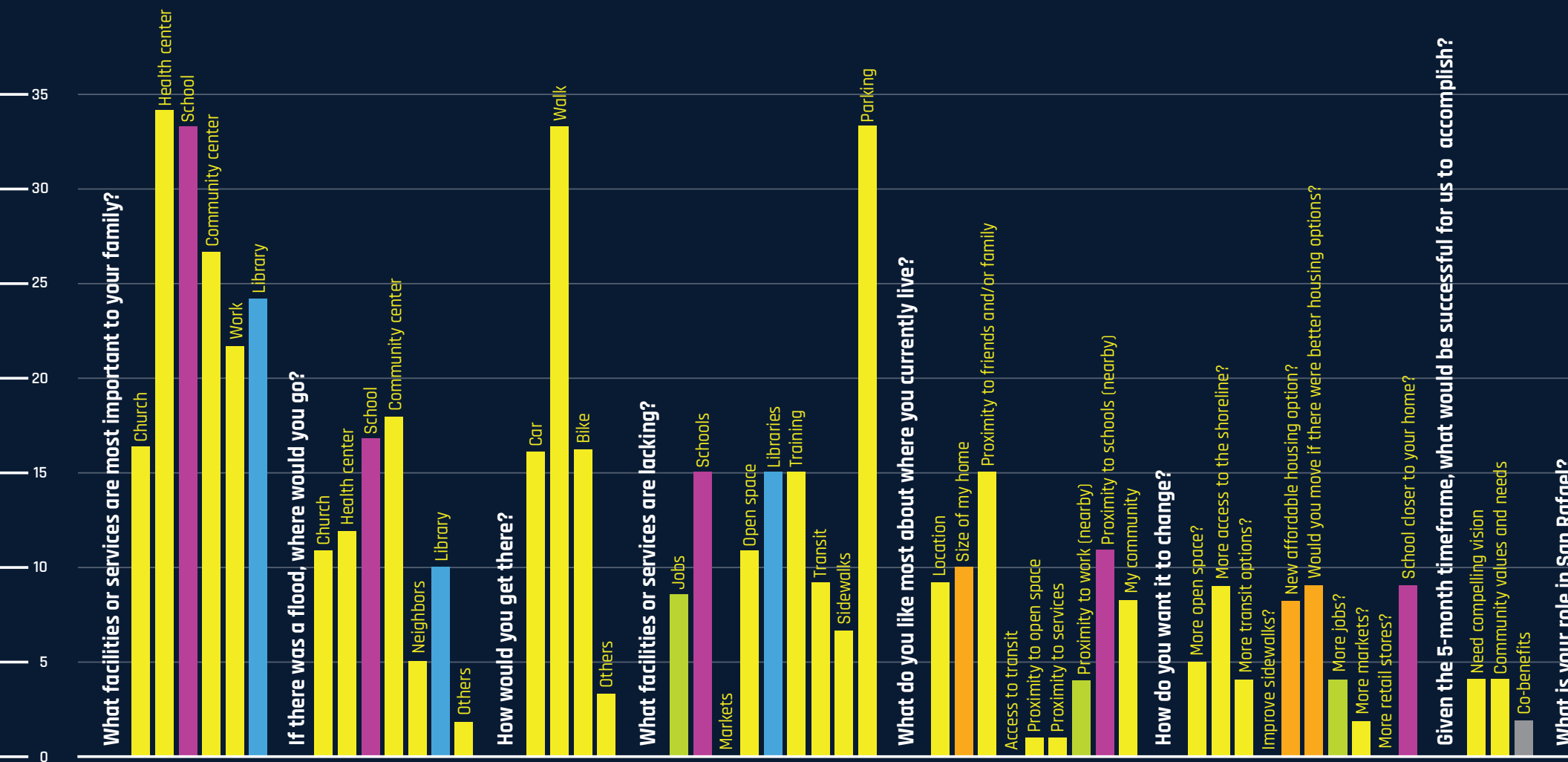
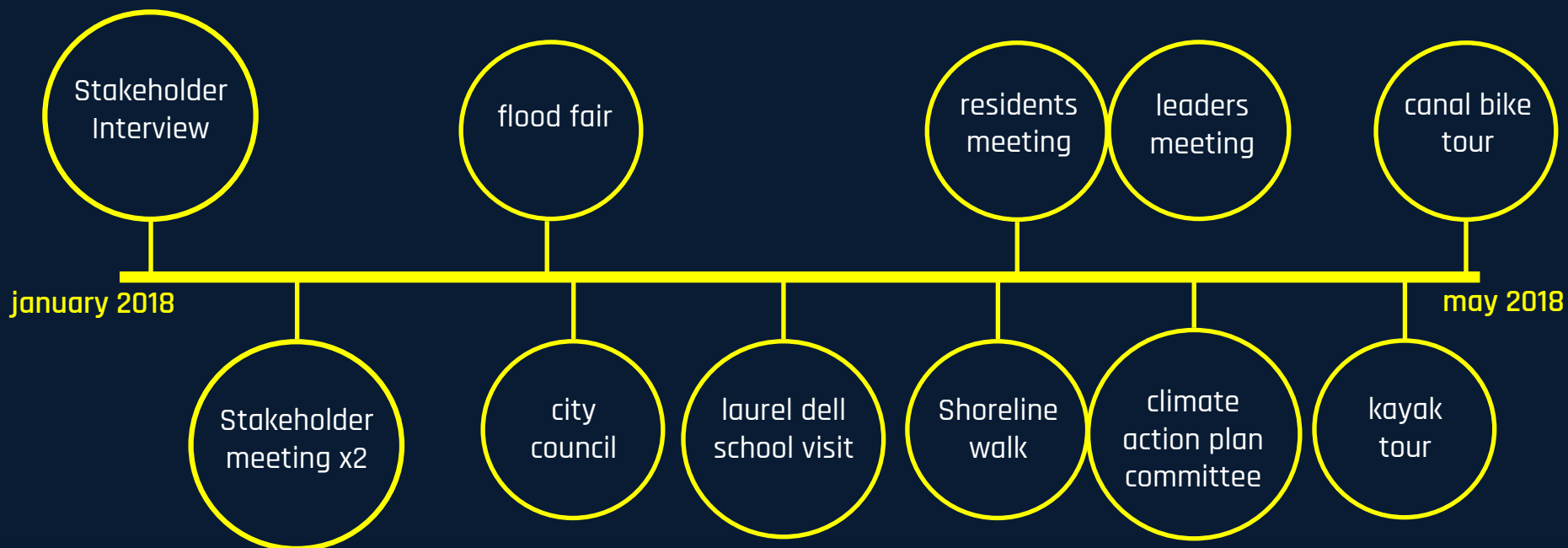
And to ask the community how they want to live.

There are many occupations and ways of life in San Rafael. The design of our engagement strategy used community partners and the Team's resources to create a net of outreach. Through this approach, the team created a broad reach to the community at large and to groups with special interests to learn about their needs.

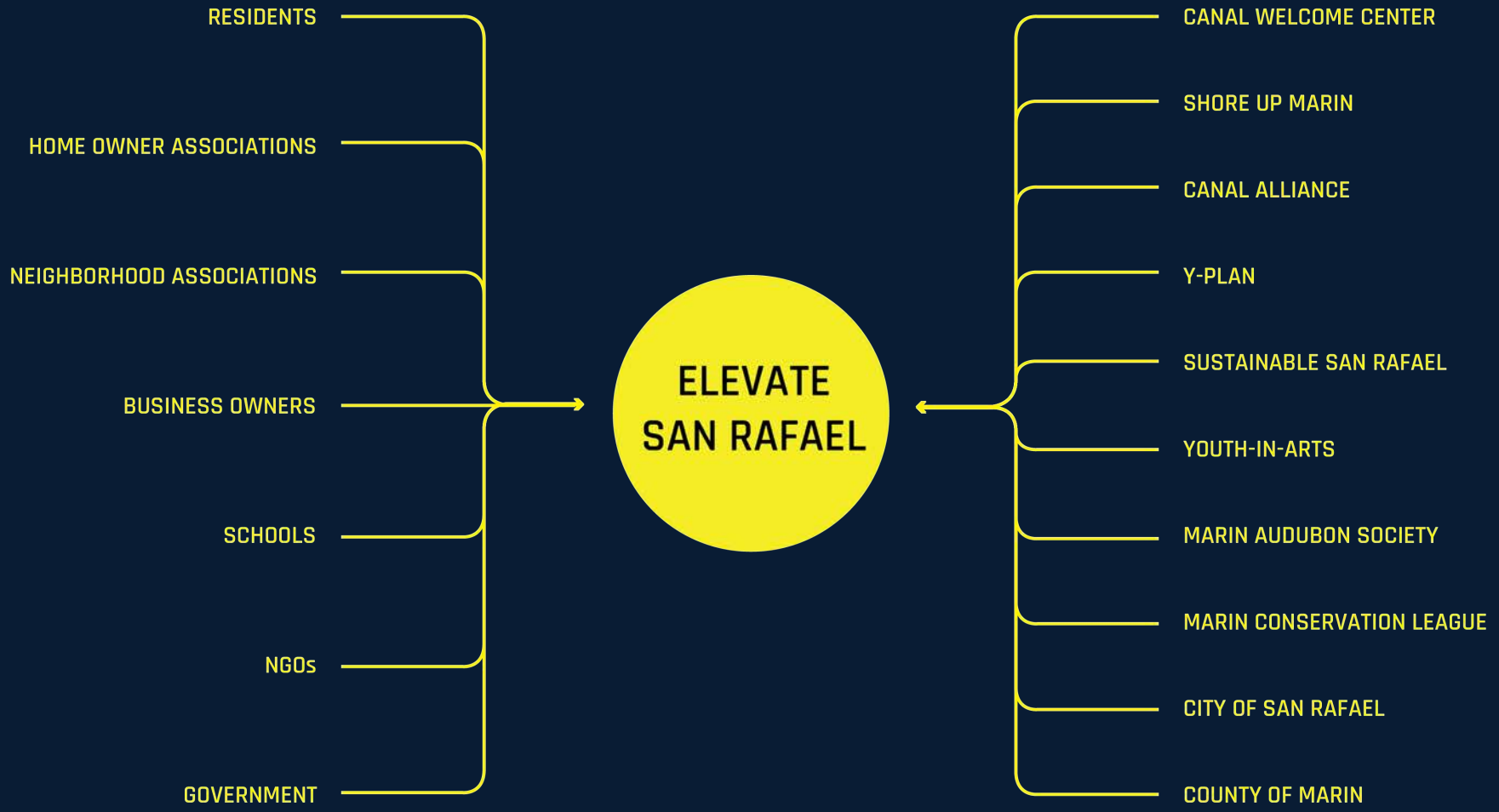
In a short amount of time, the Bionic Team wanted to understand the details of life in San Rafael, and the everyday issues that matter for people, their families and businesses now. The Team also wanted to reach a deeper level of conversation with the people that live there about the threat of flooding and sea level rise. From these interactions, common themes and patterns emerged to inform short and long term design thinking. It was clear: People share the desire for essentials that allow them to thrive - safety, secure housing, a livelihood, equal access to resources, a community to rely on. Through this process, the Team also gained an appreciation for the community members themselves and their social cohesion. **It is complex and interwoven. It is also highly resilient.**

For the Bionic Team it raised an important question-What are the physical structures and relationships that help to grow the social cohesion of the canal district?

TIMELINE



PARTNERS + STAKEHOLDERS



KEY TAKEAWAYS FROM SURVEYS



<p>Community development and needs</p> <p>Coastal resilience and conservation</p> <p>Community engagement and education</p> <p>What does sea level rise and resiliency mean to you, your organization, and San Rafael?</p> <p>Awareness</p> <p>Collaboration</p> <p>Common good</p> <p>"Make San Rafael Liveable"</p> <p>Affordability</p> <p>Address immediacy</p> <p>Who are your greatest allies in this effort?</p> <p>City of San Rafael</p> <p>County of Marin</p> <p>Marin Conservation League</p> <p>Council members</p> <p>What isn't being done?</p> <p>Daunting challenge</p> <p>Need clear, shared vision</p> <p>Co-benefits</p> <p>Redevelopment/Gentrification</p> <p>"Make San Rafael liveable for all now and in the future"</p> <p>Larger view & context</p> <p>Out of sight, out of mind</p> <p>In your view, what is getting in the way of progress?</p> <p>Money</p> <p>Bandwidth</p> <p>Everyday life issues</p> <p>Common ground</p> <p>What are the everyday issues, challenges, and concerns that people in your network are thinking about instead of climate change?</p> <p>Employment</p> <p>Housing</p> <p>Transportation</p> <p>Education</p> <p>As a key stakeholder, do you have the capacity and willingness to be involved in the process?</p> <p>Interested, but have limited resources</p> <p>Yes</p> <p>Do you want to be a part of the working group that will meet on a regular basis over the next 5 months to collaborate on design development and help guide the process?</p> <p>No response</p> <p>Yes</p> <p>Are there other stakeholders you recommend we should speak to beyond our current list?</p> <p>Nextdoor.com</p> <p>Neighborhood associations</p> <p>Chamber of Commerce, East Working Group</p> <p>North Bay Conservation Corporation</p> <p>Is there anything else you think we should know about San Rafael or be prepared for?</p> <p>Alternatives</p> <p>Clear and collective vision</p> <p>Connect with the shoreline</p> <p>If the freeway fell today, would you put it back the way it is?</p> <p>Yes</p> <p>No</p>
--

AGENCY OF DESIGN

The optimization and engineering paradigm of the last century used plans and the abstraction of calculations and formulas to forge solutions. These methods are detached from the nuance, complexity, and specificity of life that is critical. A new paradigm requires new methods, tools, and techniques. At every stage of the challenge, the Bionic Team asked **“how can design and our methods be used to find another way”**.

The Bionic Team used drones, under water cameras, time lapse video, simulation software and sensory data in the analysis and visualization. To communicate with the community and stakeholders, the Team designed logos, **stickers**, books, posters, digital graphics, and surveys. To engage and educate people who have differences in learning, the Team designed a 3d printed **flood kit**.

To increase the visibility of the issue and the cause, the Team designed a

van, the **Flood Mobile / The Flo-Mo** and left it as a gift and tool for community partners to continue their work.

The Team designed multiple tours and curated events that offered access to experts and opportunities to discuss ideas. And the Team designed pilot projects, places, new forms for the city, and long-term strategies that will benefit future generations and the region.

Through these techniques, the Bionic Team was able to speed up time, get more people’s attention, move faster, provoke deeper questions and answers, and transcend educational, language, and age barriers to engaging people.

The agency of design in all forms creates access to the information necessary to elevate the dialogue and the process.





STICKERS

FLOOD KIT

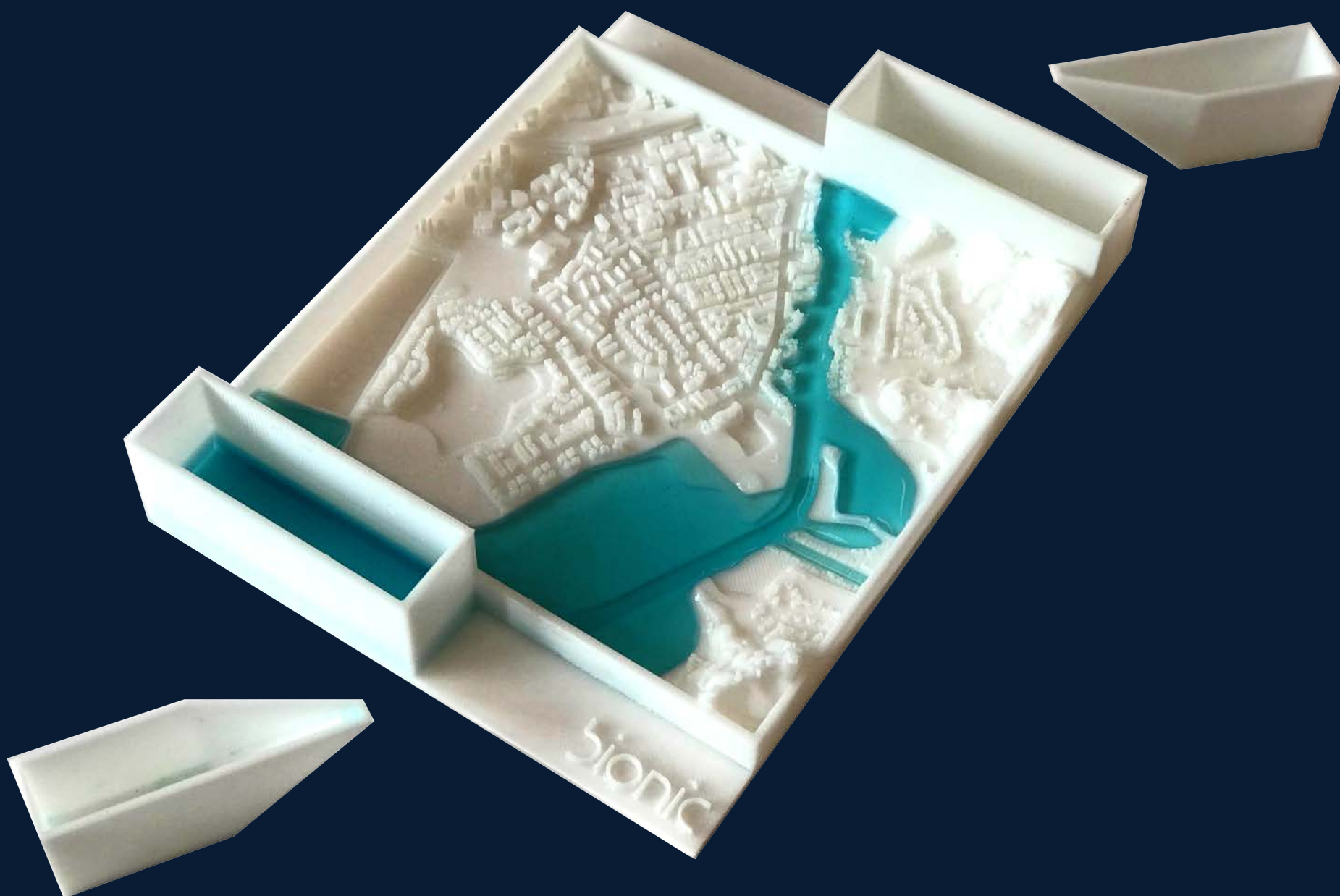
The Flood Kit is designed to teach people of all ages and learning abilities how flooding works in San Rafael.

After teaching 4th and 5th grade students and other community members how flooding works in San Rafael, Bionic donated 2 Flood kits to San Rafael elementary schools and the organization Y-Plan to utilize as a tool to teach the greater community about flooding and the risks.



Canal District youth learn about flooding.





San Rafael Flood Kit



4th + 5th grade students learn about flooding and how to use the flood kit

FLOOD MOBILE

To increase the visibility of the issue and the cause, the Bionic Team designed an Econoline Ford van wrap, the **Flood Mobile / The Flo-Mo**, and left it as a gift and tool for community partners to continue their work. The Flood Mobile documents how floods affect everyone and everything in San Rafael to generate awareness and a commitment to building resilience.



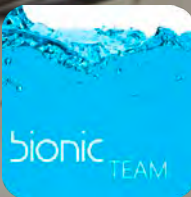


FLOOD FAIR

March 24, 2018

The Flood Fair reached out to San Rafael residents to:

- teach people about the flooding challenges San Rafael is facing
- meet people who want to be part of the solution
- hear what flooding means to residents
- hear views, concerns, and hopes for a resilient San Rafael
- introduce the Flood Mobile
- explore some preliminary ideas
- display young students' work on the challenge





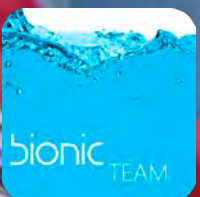
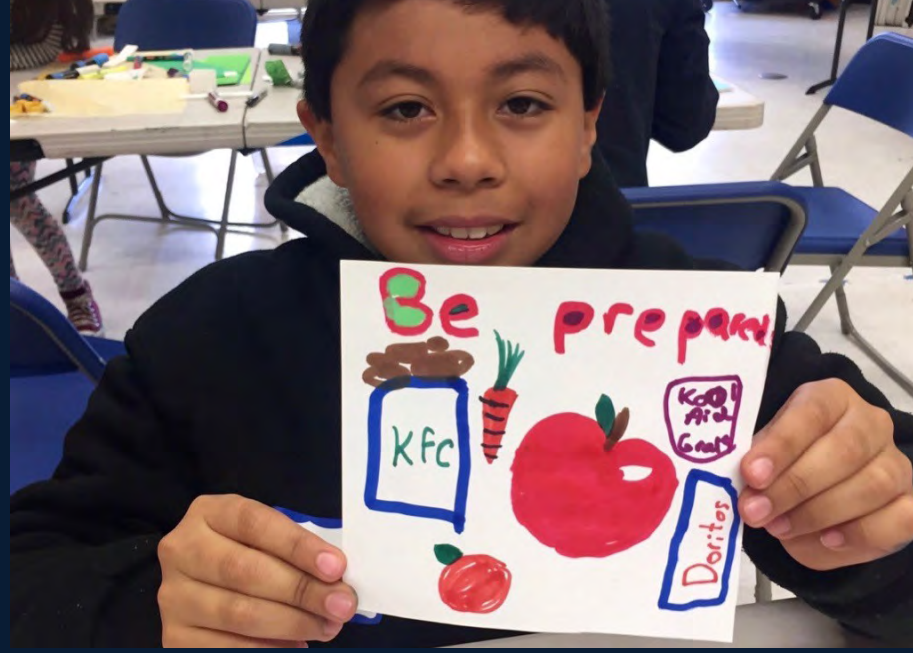
LAUREL DELL ELEMENTARY SCHOOL VISIT

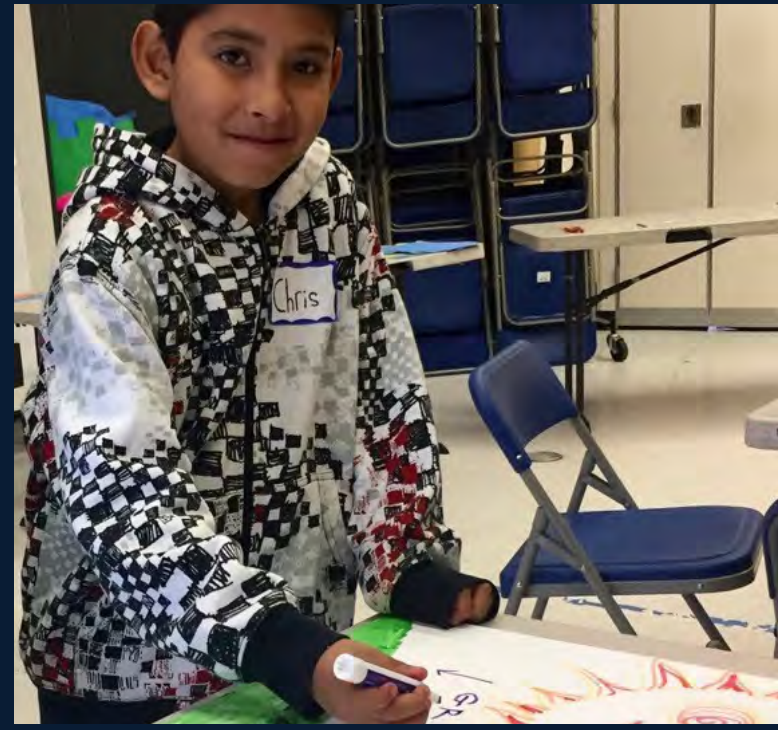
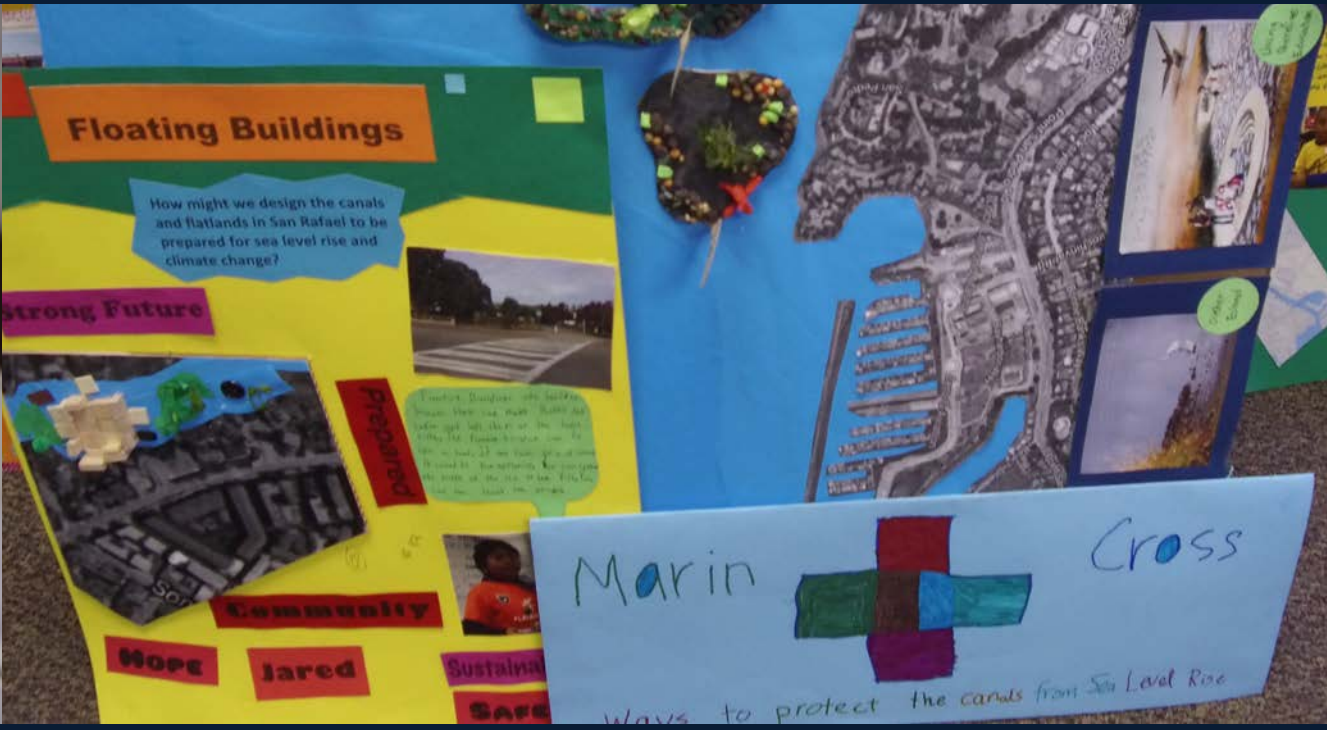
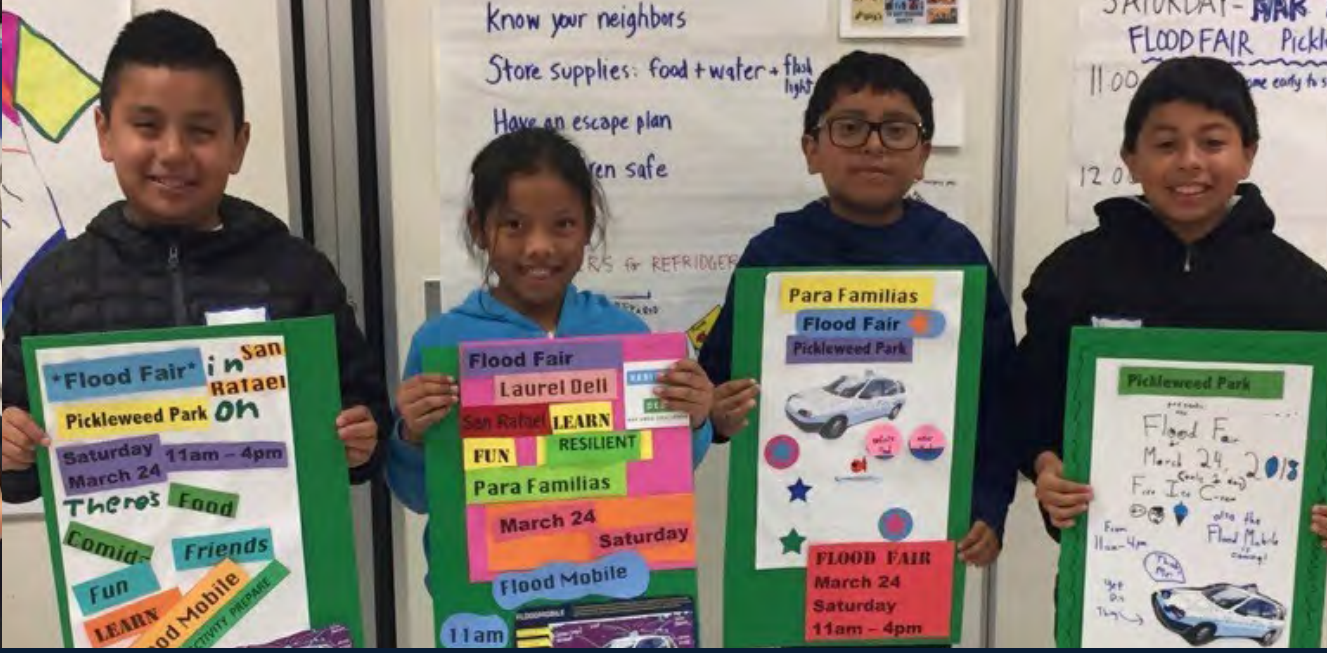
April 2, 2018

The Bionic Team visited Laurel Dell Elementary School to teach students about flooding and sea level rise in San Rafael, and to hear from the students their ideas on how to adapt and live with water. The students' ideas inspired design strategies captured in the Elevate San Rafael Proposal.

"I hope everyone in this fantastic world to be safe from the flood."

Hernando, Laurel Dell School





SHORELINE WALK

April 22, 2018

The Bionic Team hosted a shoreline walking tour that commenced at Pickleweed Park and ended at the Marin Rod and Gun Club with an oyster shucking party. Along the way, the tour saw the Flood Mobile, documented flora and fauna, studied the living shoreline pilot project, learned about existing projects, and discussed ideas for San Rafael's future.






CAMINATA




POR LA COSTA



WALK



THE SHORELINE

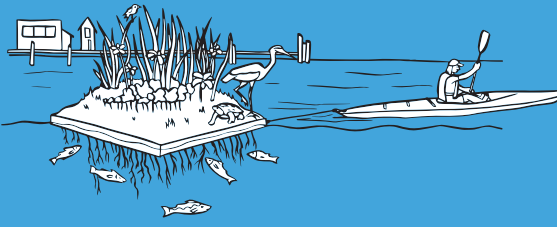


KAYAK TOUR

May 5, 2018

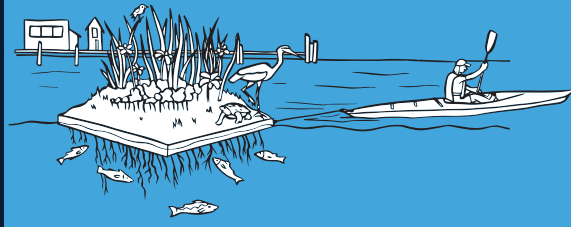
The Bionic Team hosted a kayaking tour of the Canal and shoreline, making stops at the living shoreline pilot project, Pickleweed Park, and mudflats. It explored a way of living with water that may be the future for San Rafael.

KAYAK



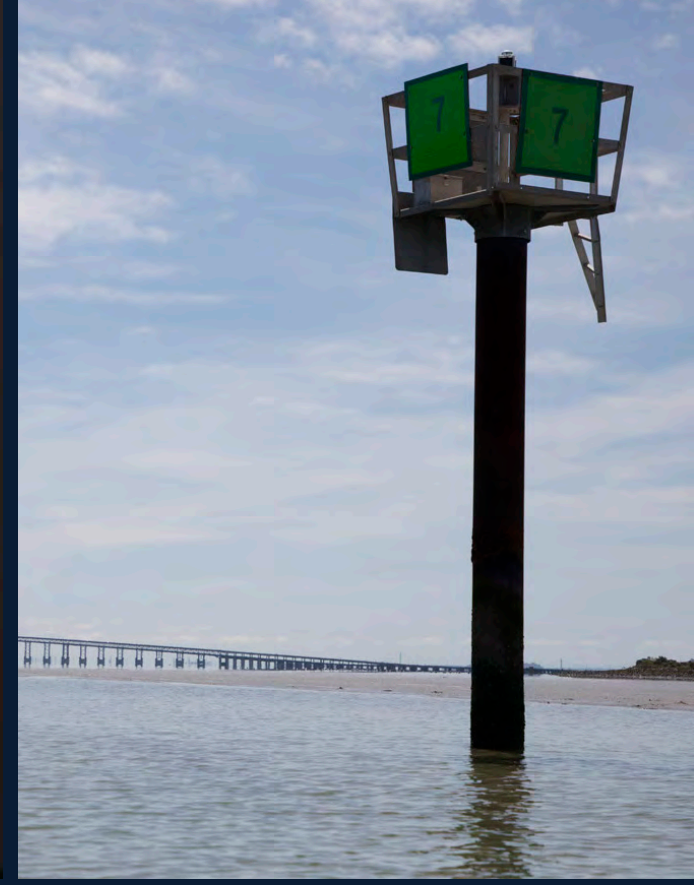
THE CREEK

KAYAK



EL ARROYO





BICYCLE TOUR

May 12, 2018

The Bionic Team hosted a bicycle tour through the Canal District and East San Rafael to generate awareness about bicycle safety and lack of safe conditions in San Rafael.

BIKE



THE CANAL

BIKE



EL CANAL







Community Meeting



Shoreline Walk

MEETINGS + EVENTS



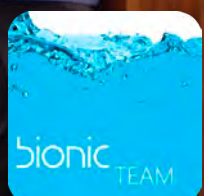
Key Stakeholder Presentation



Canal District Community Meeting



Bicycle Tour



City Council Presentation



City of San Rafael Presentation



An aerial, monochromatic photograph of a coastal city. A large body of water dominates the middle ground, with a long, multi-span bridge crossing it. The city's buildings and streets are visible in the foreground and along the water's edge. The sky is overcast with dark clouds. The text "What's at RISK?" is overlaid in white, with "RISK?" in a larger, bold font.

What's at
RISK?



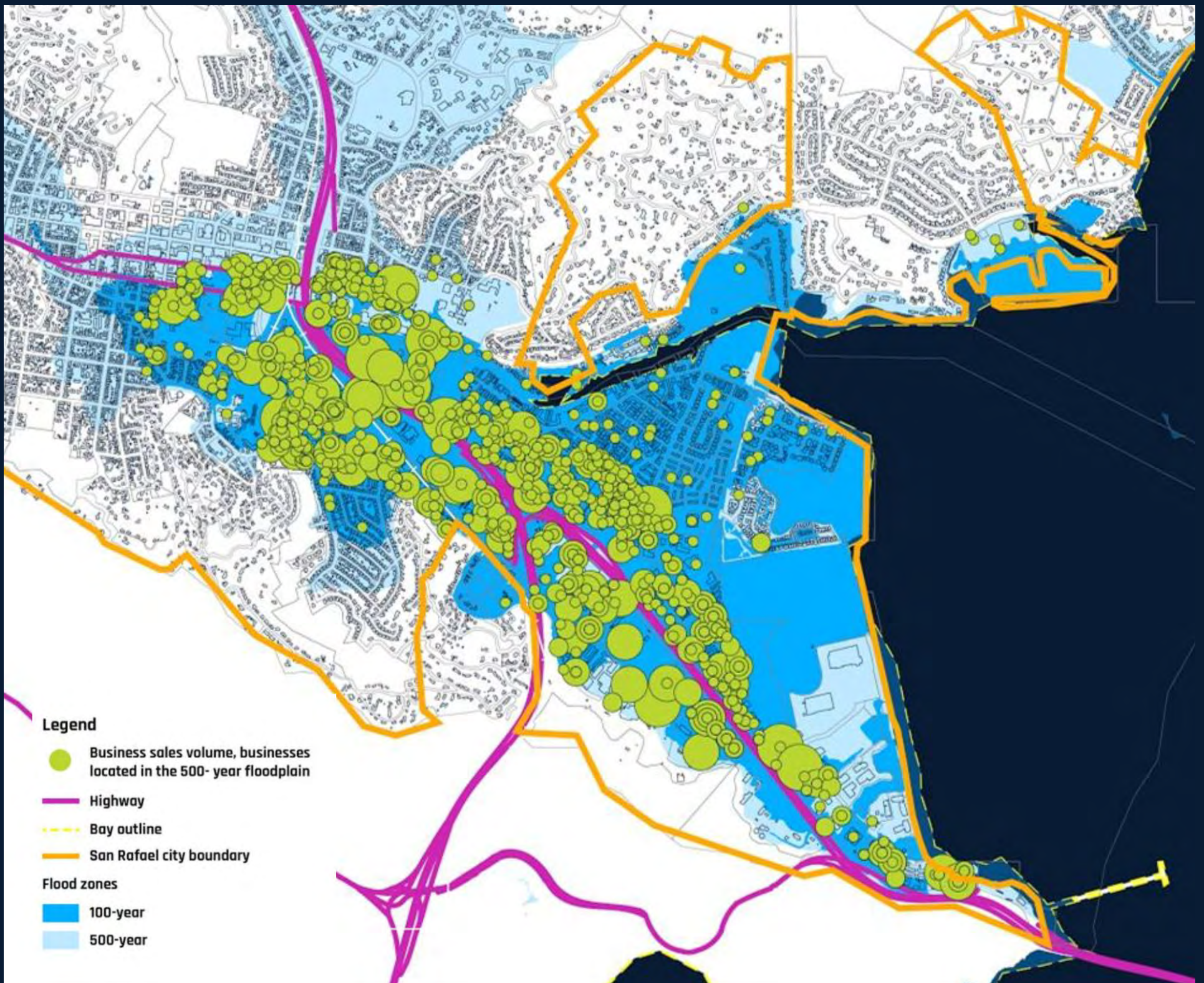
WHAT IS AT RISK?

San Rafael has assets and risks at all scales from the size of an individual property to the scale of the Bay Area Metropolis. The combination of climate events, subsidence, and tides could create flooding now. This will only get worse with sea level rise.

The Bionic Team quantified and measured these risks to help educate stakeholders, and to inform design.

There are several clear sharp conclusions:

- San Rafael is critical to the regional economy and workforce.
- The tax base of the city is at risk because much of its business taxpayers are located in the flood plain.
- Business owners are at risk because the lowest areas have old failing infrastructure.
- The pump system is a major vulnerability, and human or technical failure could devastate the local economy.
- The housing stock in the canal district is at risk of condemnation if there were a flood event.
- Human life is at risk due to the number of ground floor units, lack of emergency preparedness, and few escape routes.



Data Source: Marin County Accessors Office

ASSETS AT RISK

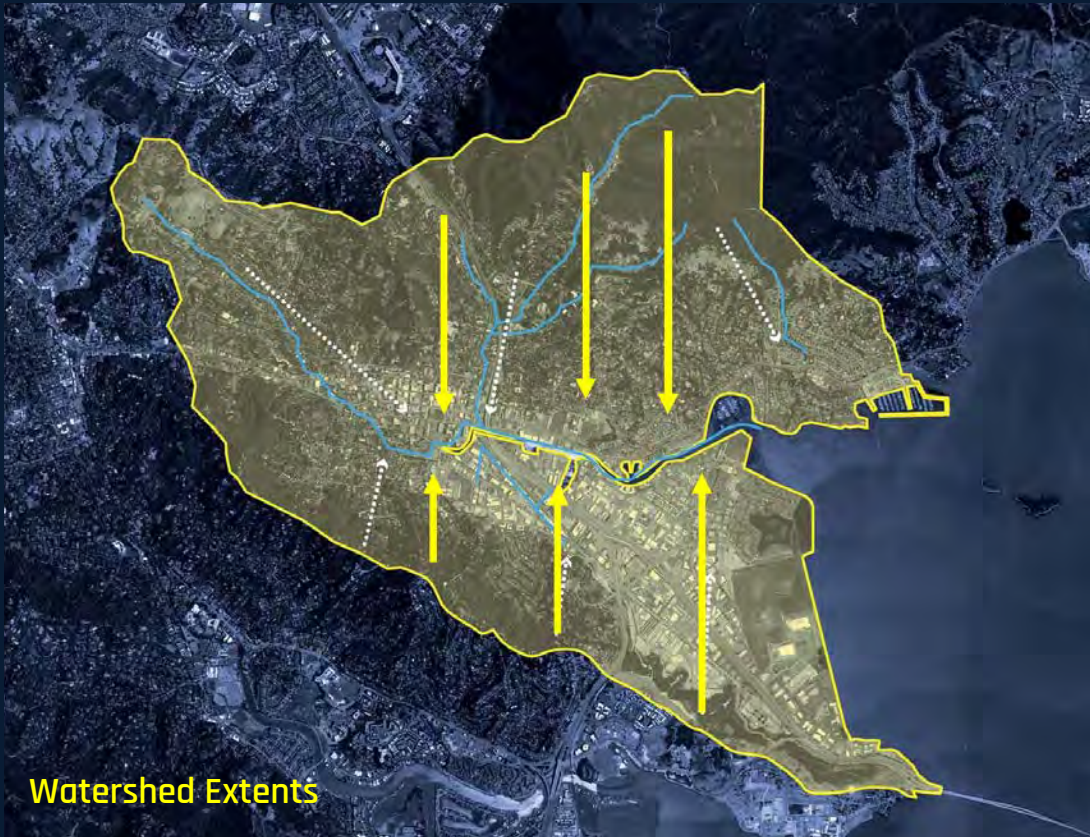
100-year event

Residential Units	5,019
Jobs	10,852
Land Value	\$1.95 Billion
Business Revenue	\$2.68 Billion

500-year event

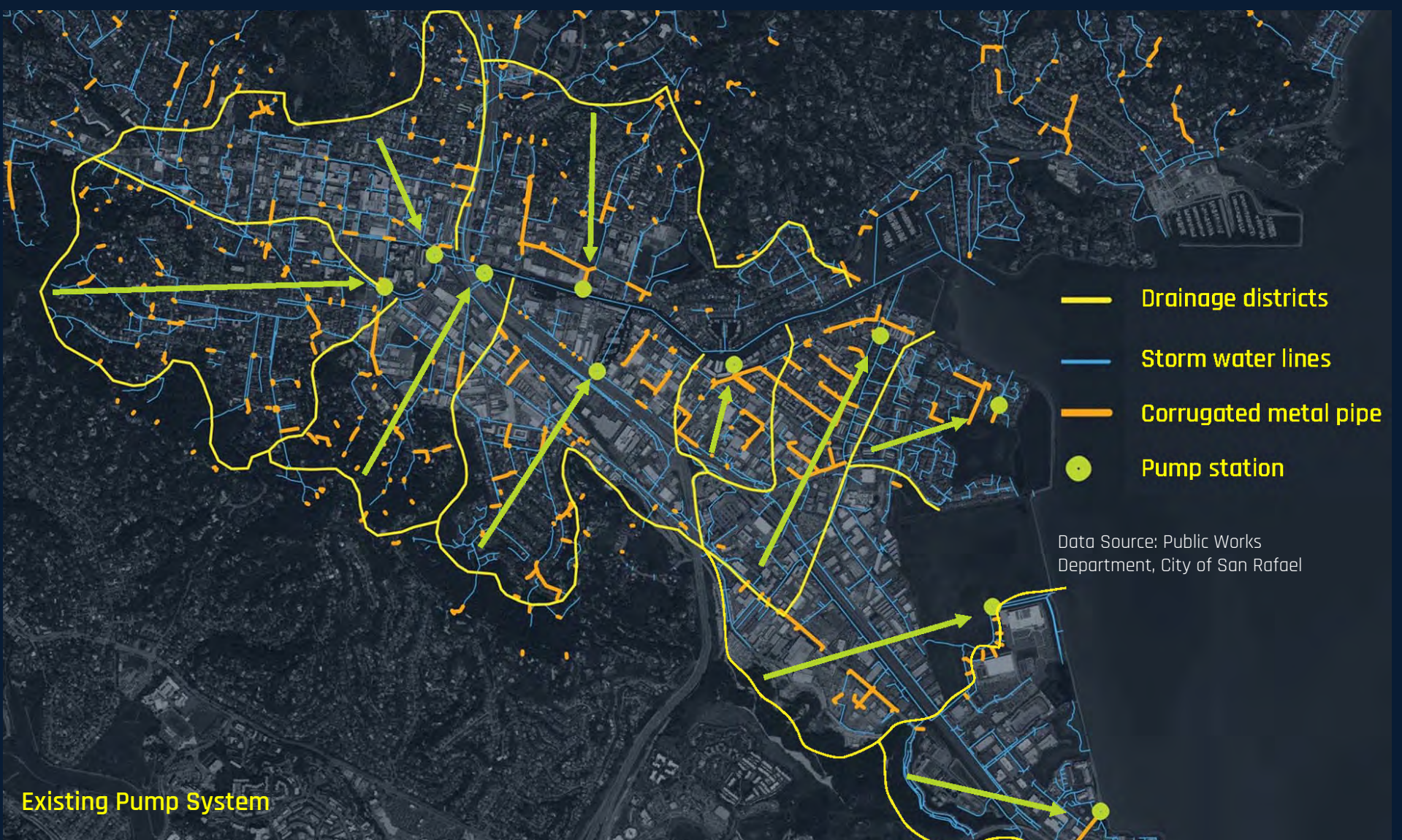
Residential Units	5,423
Jobs	12,826
Land Value	\$3.95 Billion
Business Revenue	\$2.95 Billion





These risks exist due to a range of existing conditions and outdated infrastructure. Downtown and East San Rafael are located within a singular watershed. All rain eventually flows to and under the canal district which is the lowest lying area of San Rafael and thus will be the most severely impacted by storms and sea-level rise.

The area usually stays dry now because it is pumped. However there are many corroded and undersized pipes. This system is a major vulnerability: any human or technical failure could devastate the residents and local economy at any time.

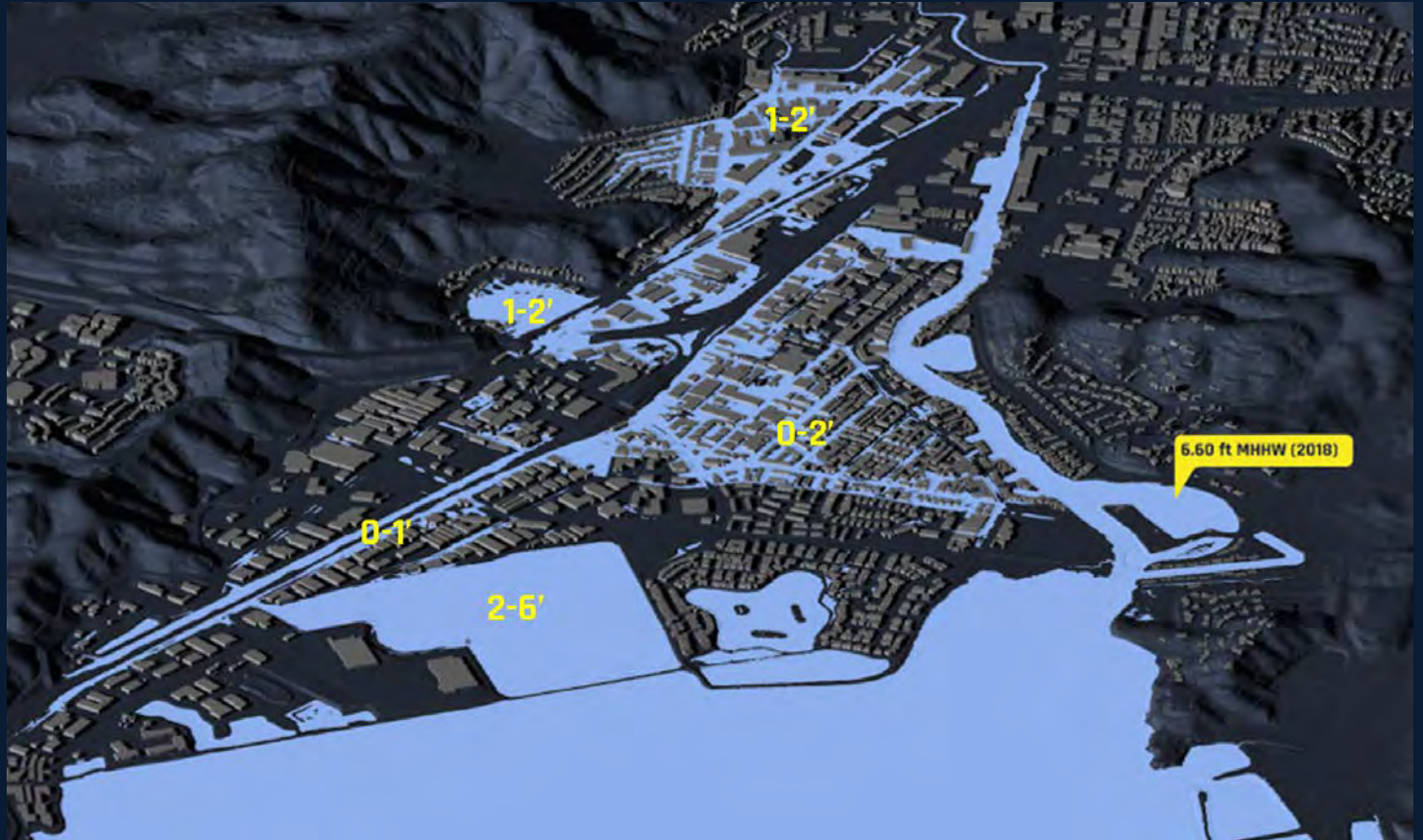


Existing pumps, tide gates, and outfalls

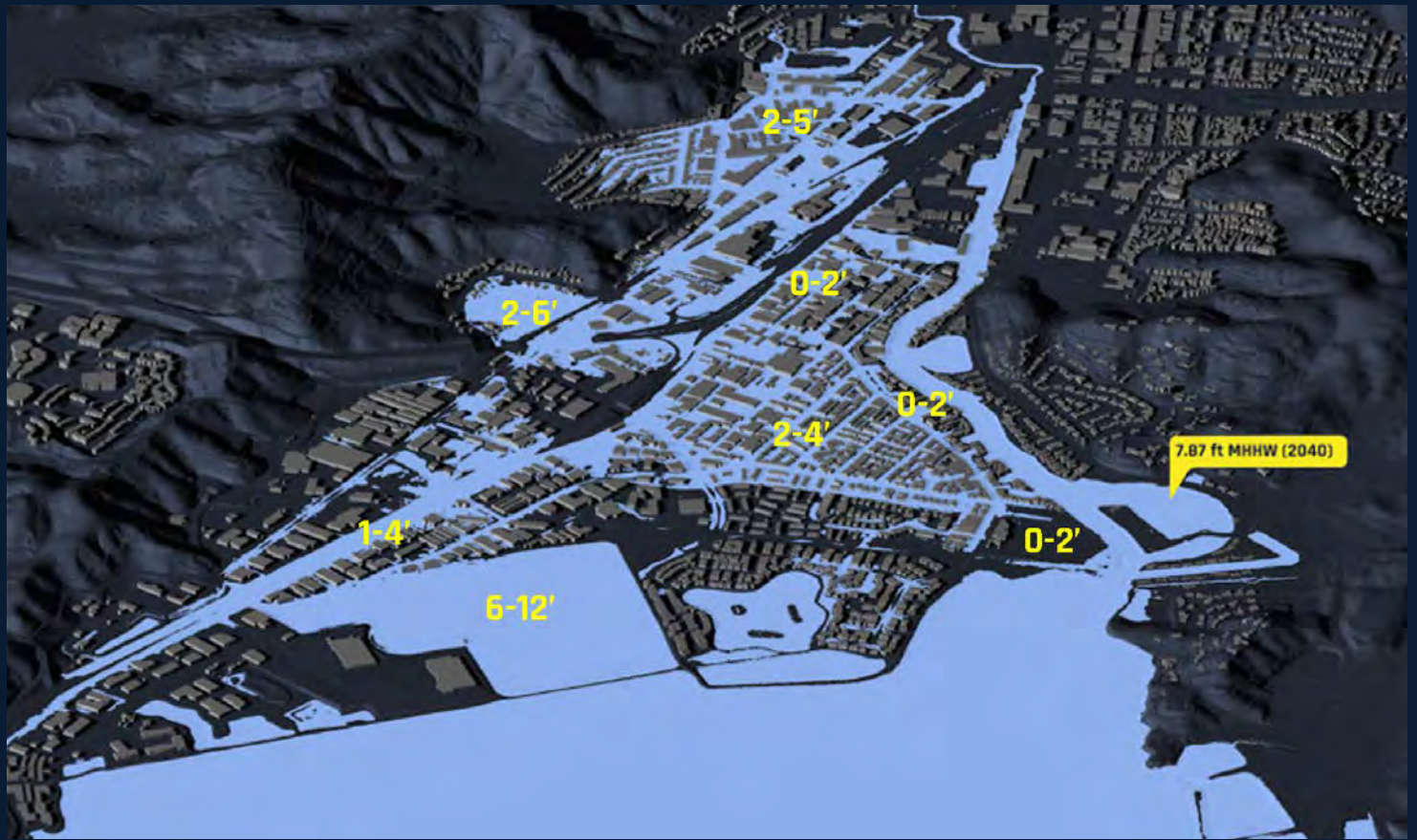
SYSTEM FAILURE

If the pumps failed today, flooding could cause significant damage. With near-term sea level rise, even without a major rain event, the damage will be extensive. The further out in time, the greater the potential of human suffering and loss of life.

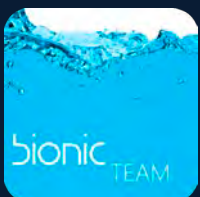
FLOOD DEPTHS IN FEET
(includes storm events)
2018
MHHW 6.60 ft



FLOOD DEPTHS IN FEET
2040
MHHW 7.87 ft



FLOOD DEPTHS IN FEET
2060
MHHW 10.06 ft



Flood Impacts:

\$358,594,733 Assessed Value
1,436 Housing Units

\$27,577,950 Business Revenue
1,799 Jobs



Flood Impacts with a Single Pump Failure

Flood Impacts:

\$4,099,455,360 Assessed Value
9,524 Housing Units

\$3,001,944,000 Business Revenue
19,177 Jobs

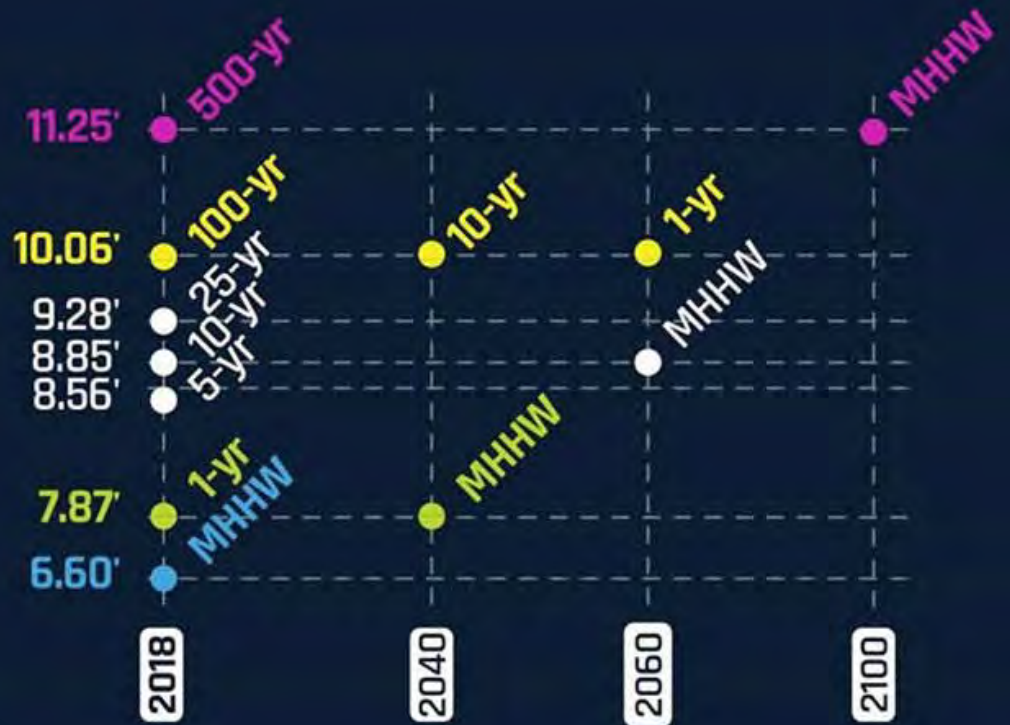


Flood Impacts with a Total Pump System Failure

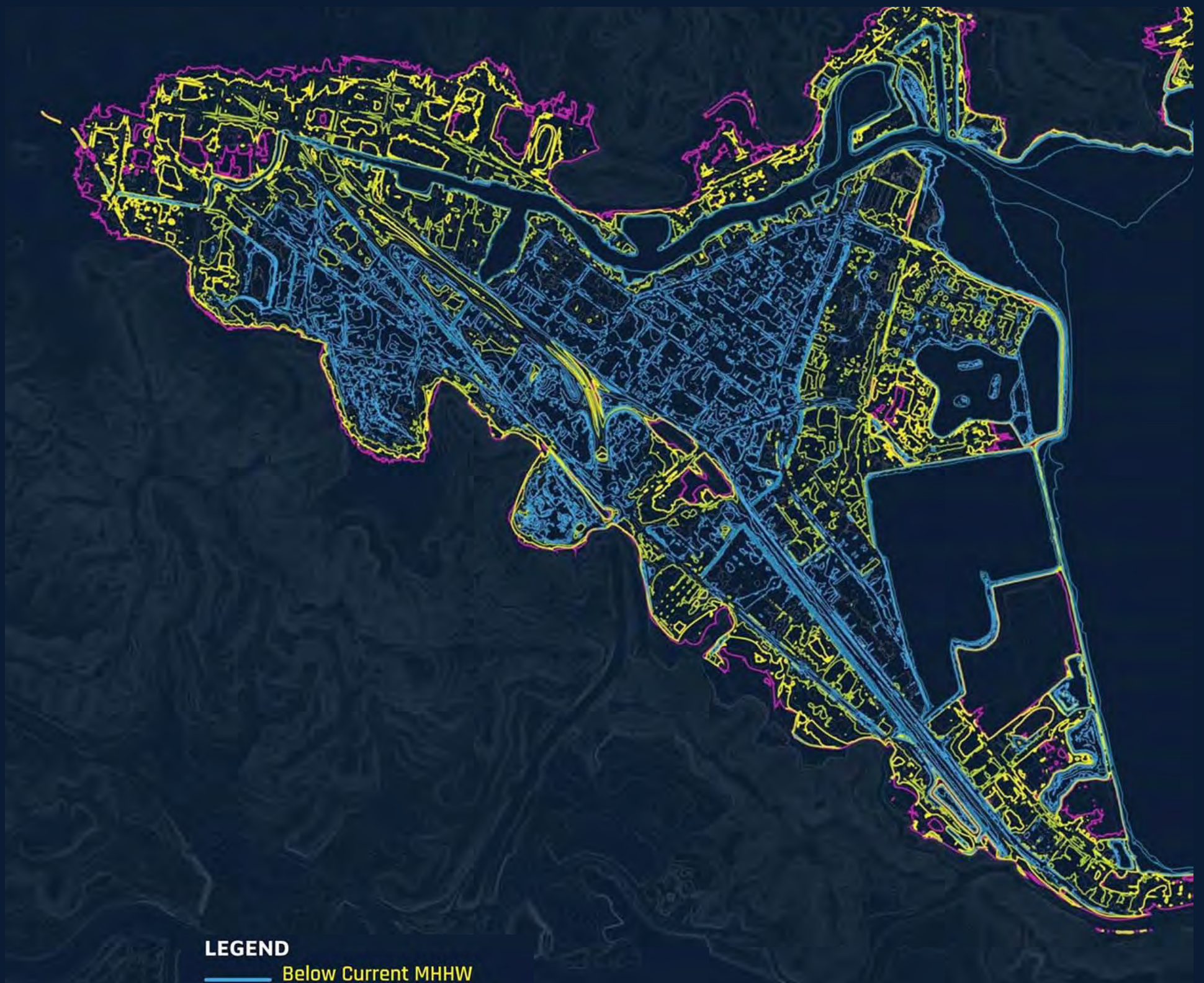
The economic losses of just one pump district failing are huge. A total power outage could have potential losses in the billions of dollars.

FLOODING DEPTHS + TOPOGRAPHY

A detailed look at topography shows that most of the Canal District is already below sea-level. In 20 years, that area will expand. A 500-yr storm event, which could happen today, would flood the full extent of this area, and represents the possible projected sea-level by centuries end.

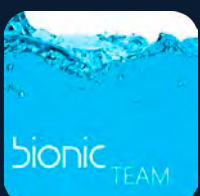


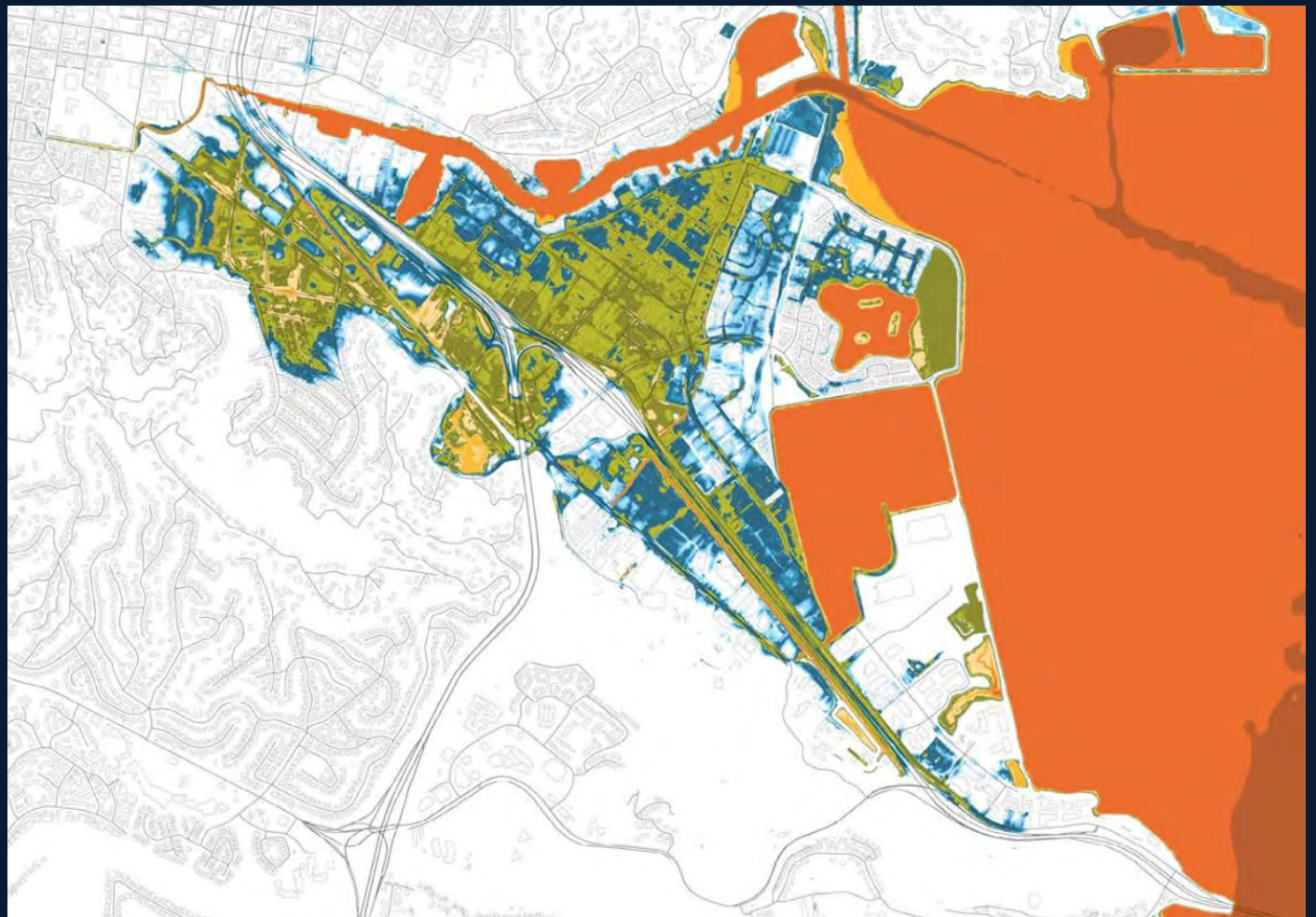
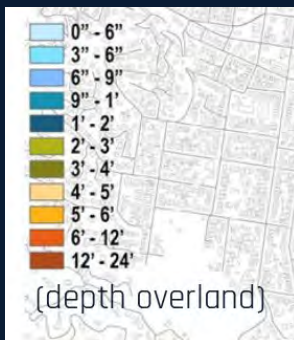
*from "San Francisco Bay Tidal Datums & Extreme Tides Study," February 2016



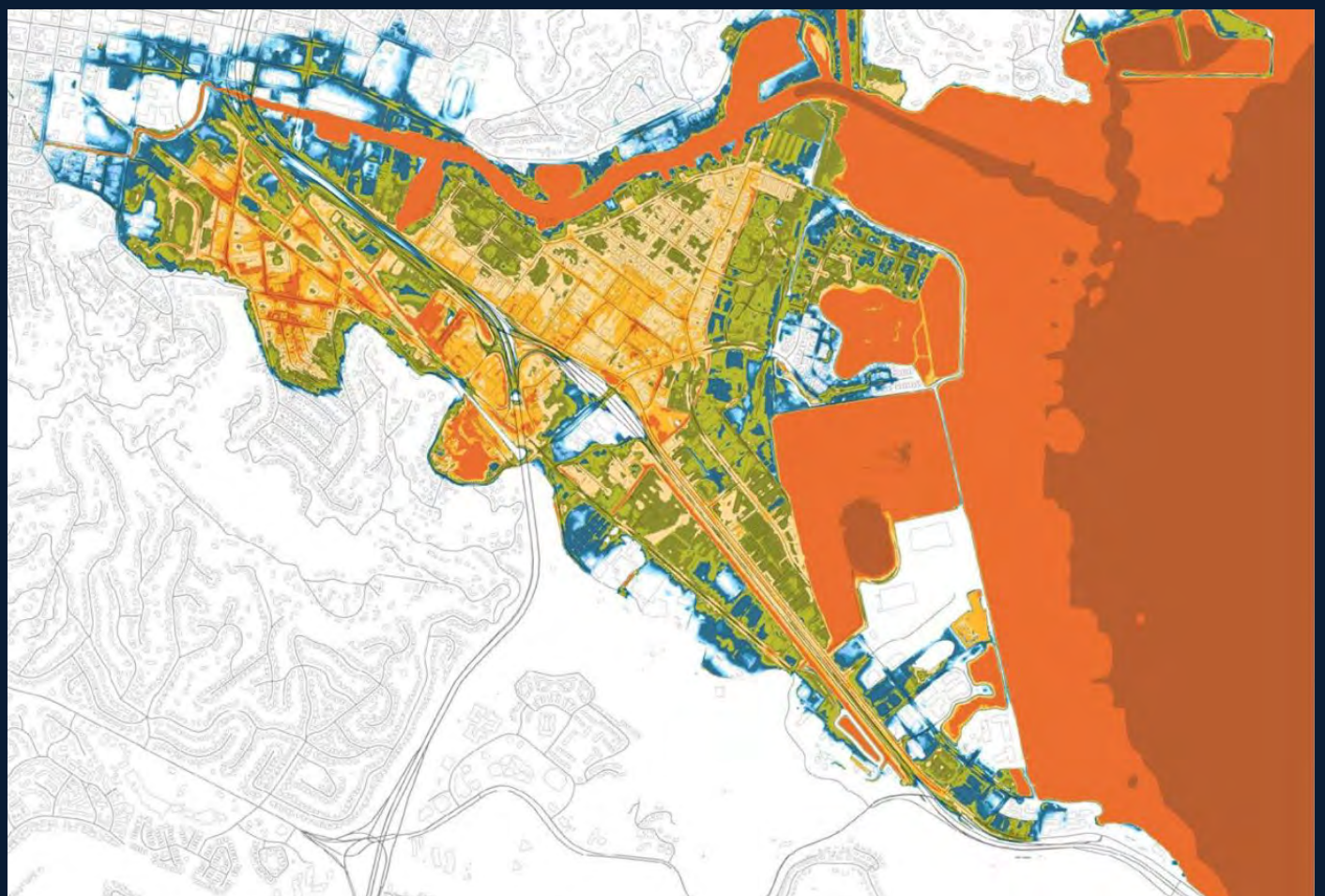
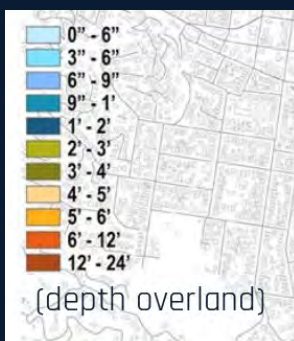
LEGEND

- Below Current MHHW Contour (< 6.60 ft)
- 1-yr Event Contour (7.87 ft)
- 100-yr Event Contour (10.06 ft)
- 500-yr Event Contour (11.25 ft)

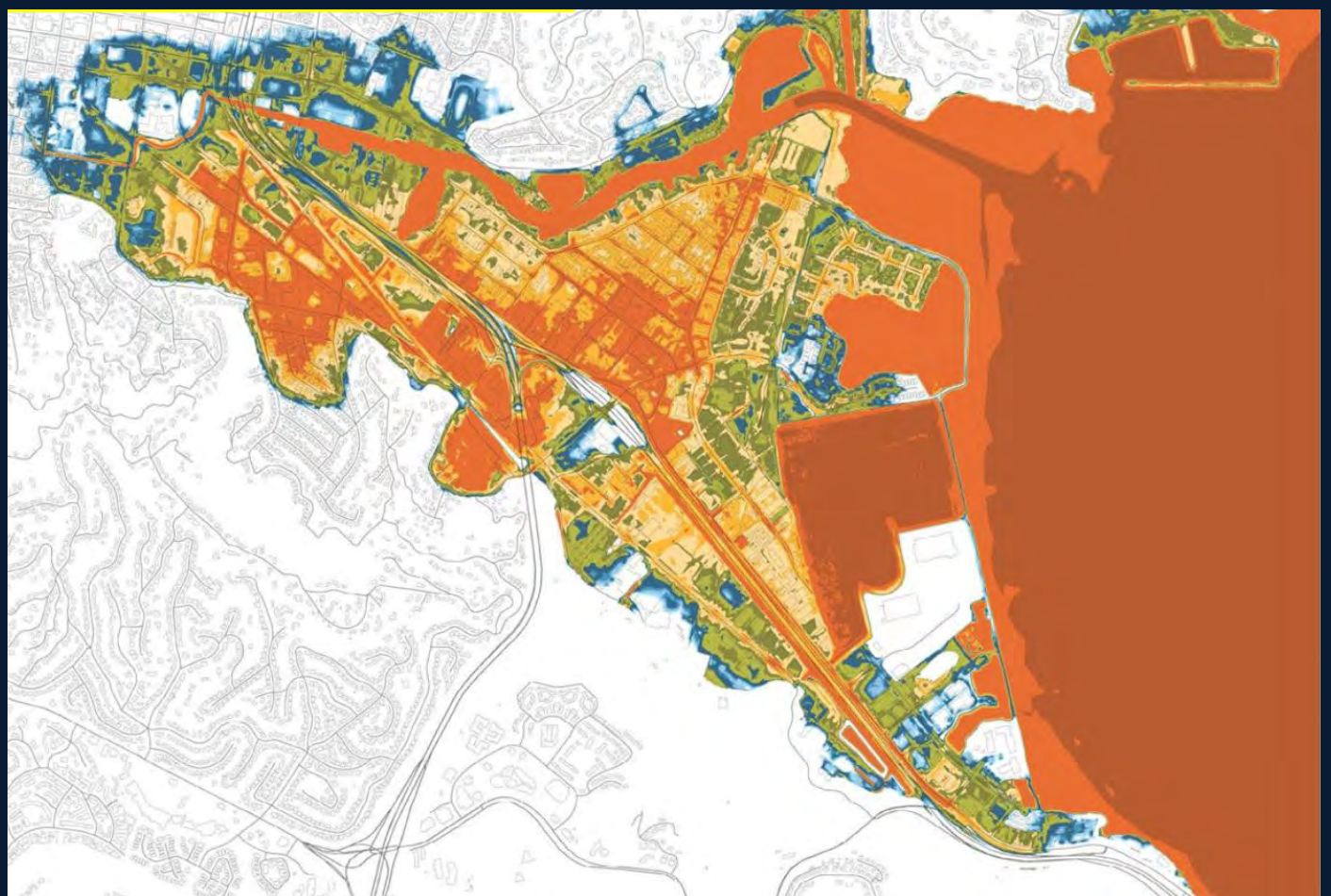
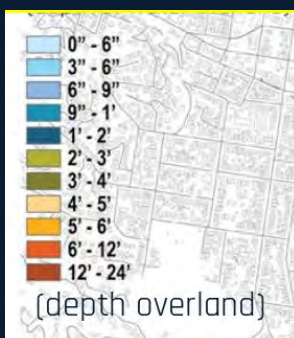




FLOOD DEPTHS
1-year event
 (7.87 ft, 2017)
 Equivalent to MHHW
 in 2040



FLOOD DEPTHS
100-year event
 (10.06 ft, ~2040)
 Equivalent to a 25-
 year storm or 10-
 year storm w/ 9" of
 SLR in 2040 or 10-yr
 storm w/ 20" of SLR
 in 2060)



FLOOD DEPTHS
500-year event
 (10.06 ft, ~2040)
 Equivalent to a 25-
 year storm or 10-
 year storm w/ 9" of
 SLR in 2040 or 10-yr
 storm w/ 20" of SLR
 in 2060)

Data Source: "San
 Francisco Bay Tidal
 Datums & Extreme Tides
 Study," February 2016

HOUSING AT RISK

The wood-frame housing stock in the canal district is at risk of condemnation if there was a flood event. Human life is at risk due to the number of ground floor units that are occupied as well as lack of emergency preparedness, and few escape routes. The largely immigrant population of renters in the Canal District are economically vulnerable and therefore less able to recover from floods or earthquakes, and with fewer means to move out of harm's way.



- Wood Frame Buildings
- Partially-Occupied
- Fully-Occupied
- Not Occupied

FLOOD IMPACTS

4,100 residential units - 2,560 multi-family / 1,545 single-family
2,300 ground floor units (est.)
2,779 wood frame structures





Canal district multi-family housing



CONVENTIONAL SOLUTION

The conventional solution would be to gate off the creek, raise the levees, add flood gates and seawalls, and proceed with life as it is known today. To continue with this paradigm would compound risk. It would increase the separation that the city has with its waterfront. It would further eradicate coastal habitats and interrupt coastal processes. It would be hugely expensive. If there was a failure it would be a humanitarian crisis. As sea levels rise it would ultimately become obsolete, and a legacy offering danger and even fewer options would be left to future generations. The Bionic Team studied the conventional solution and asked a critical question:



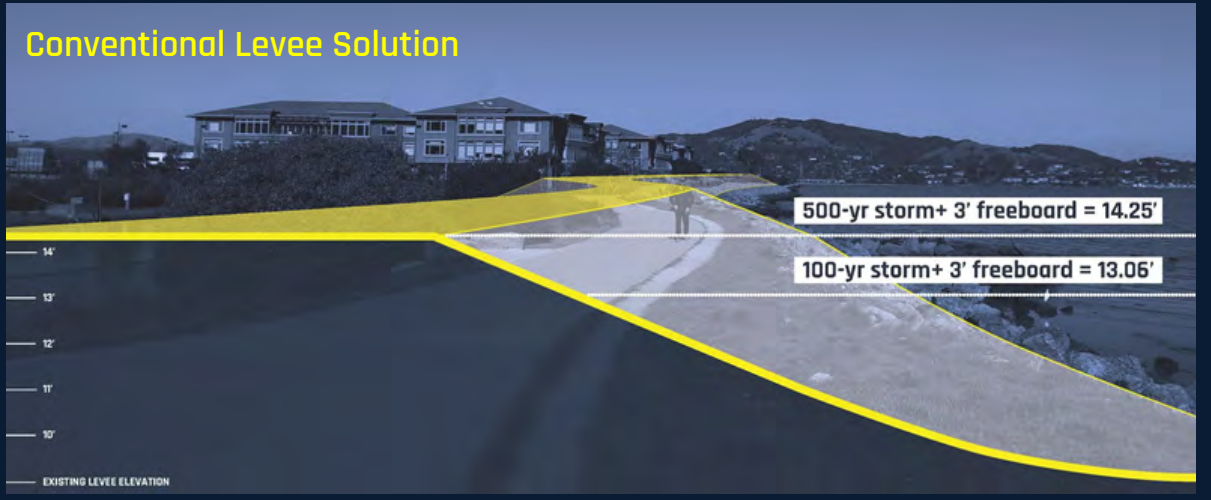
Is there a different way?



Existing Site



Conventional Levee Solution



Existing Site



Conventional Levee Solution



Existing Site



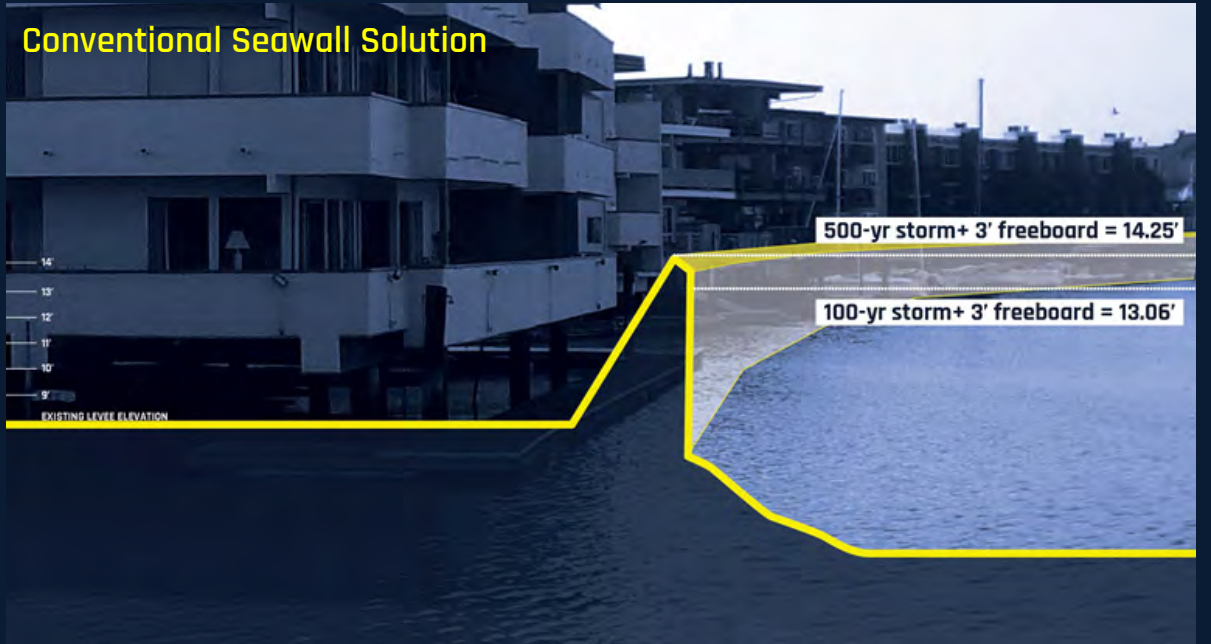
Conventional Levee Solution



Existing Site



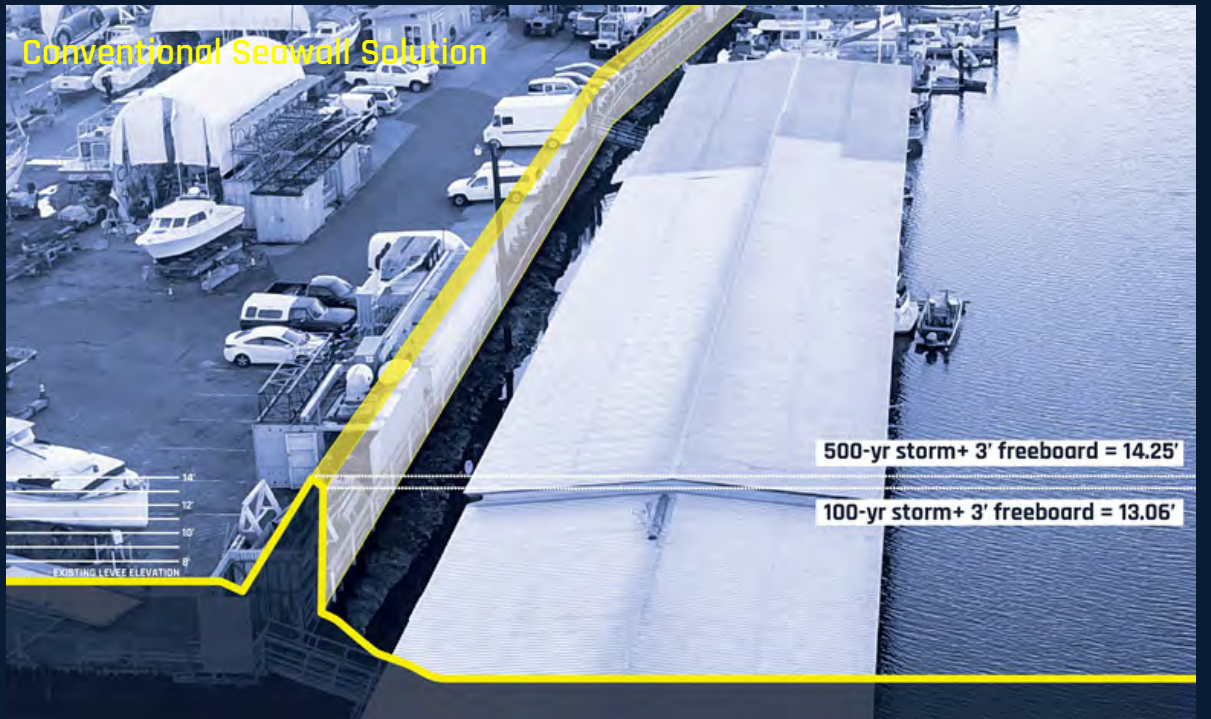
Conventional Seawall Solution



Existing Site

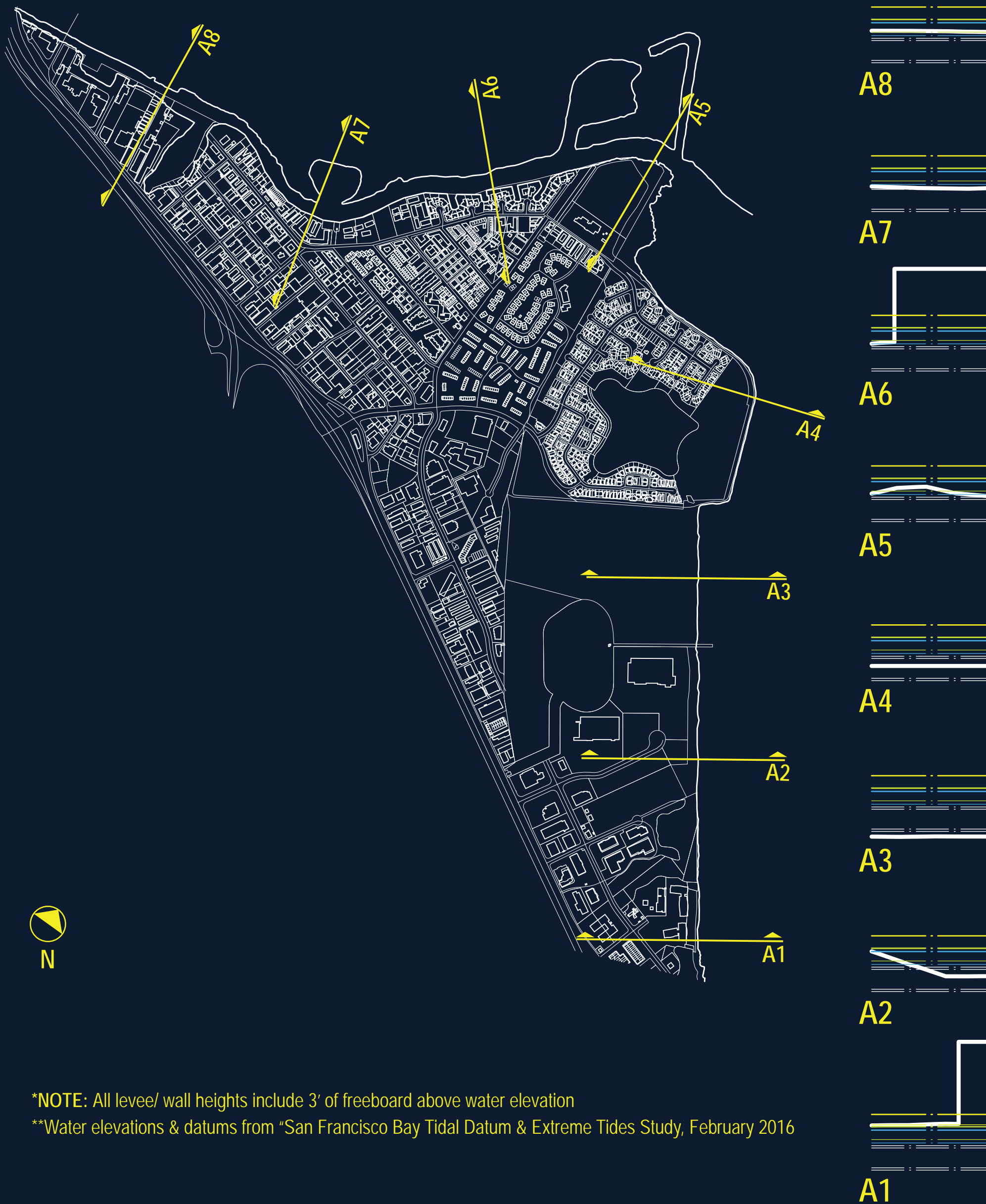


Conventional Seawall Solution



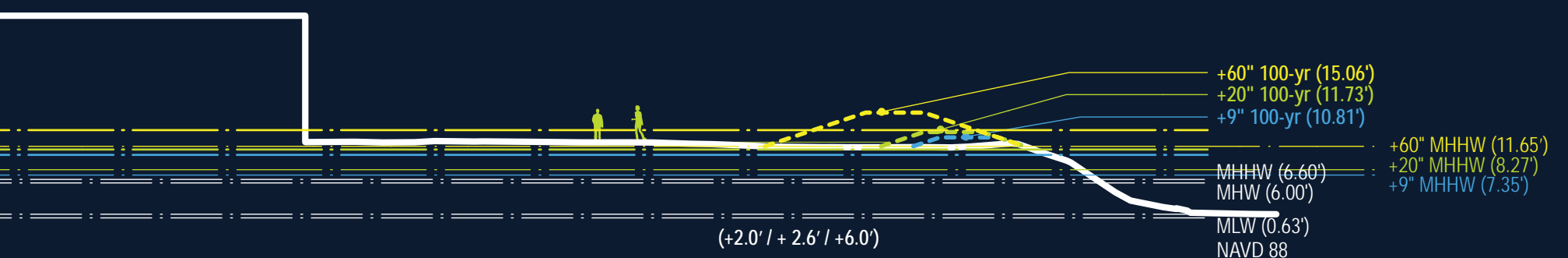
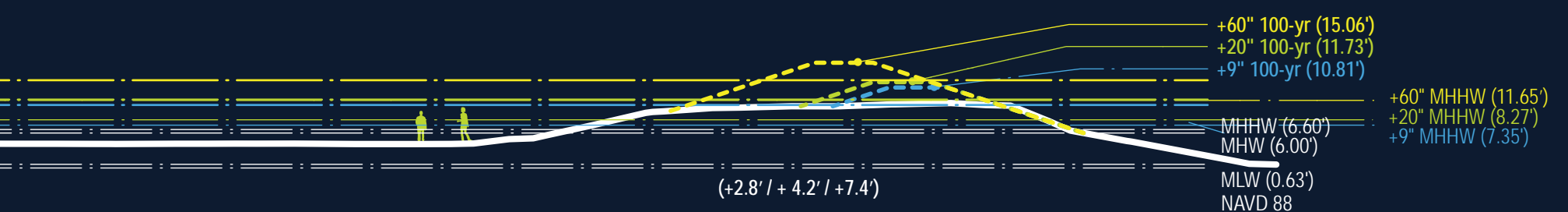
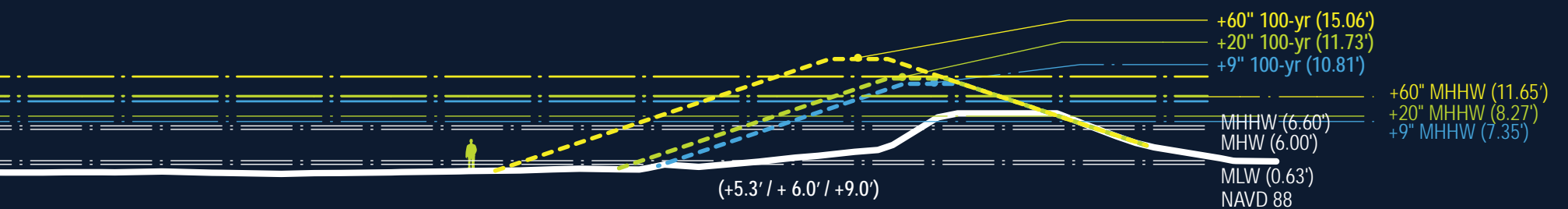
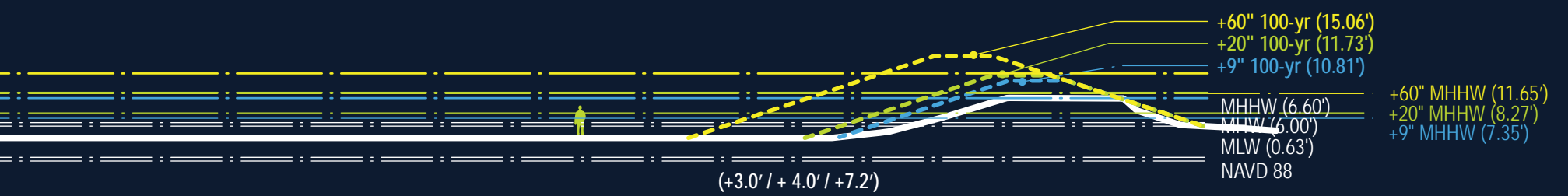
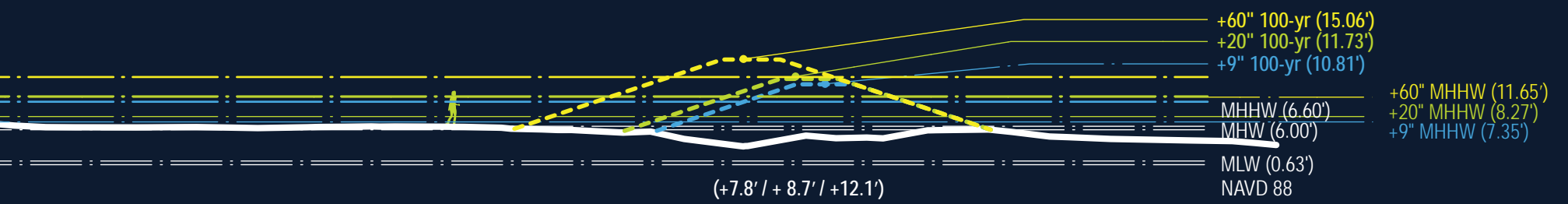
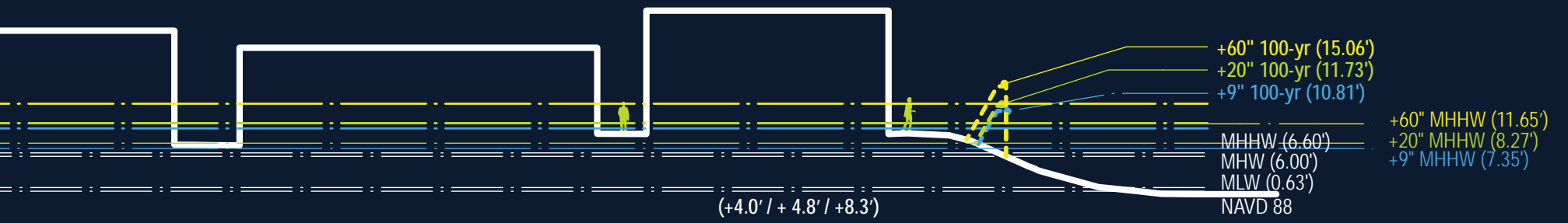
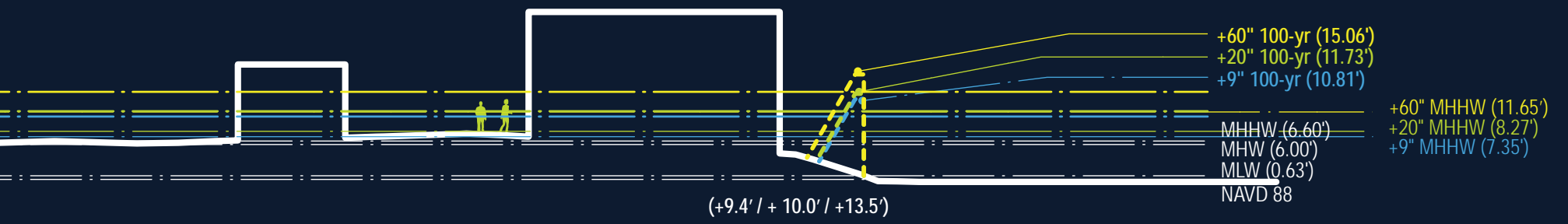
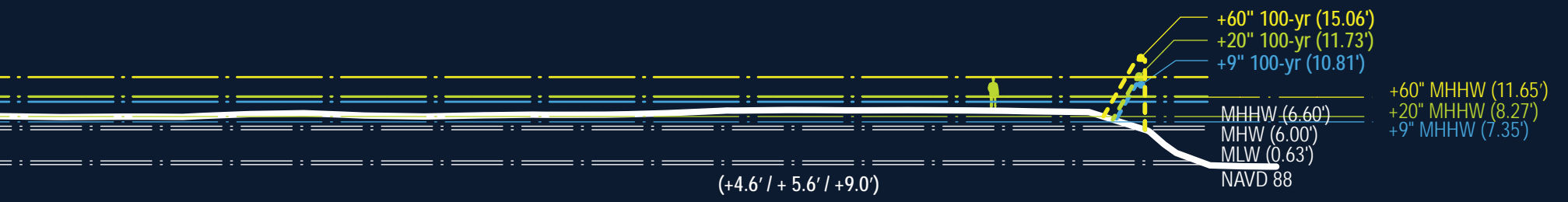
EVALUATION OF CURRENT ELEVATIONS

Analysis of current elevations along the San Rafael shoreline suggest the heights required for convention solutions such as levees and seawalls. These require large amounts of land to provide protection to approximately end of century.



*NOTE: All levee/ wall heights include 3' of freeboard above water elevation

**Water elevations & datums from "San Francisco Bay Tidal Datum & Extreme Tides Study, February 2016"



PRESERVING COMMUNITY

The Bionic team identified the areas in San Rafael with the greatest risk of climate-change related flooding. An analysis synthesizing the lowest lying areas, the areas with the greatest amount of corroding pipes, the greatest amount of multi-family and wood framed structures, and the highest population densities, revealed the sites with the highest vulnerability. The Canal District neighborhood is particularly vulnerable.

To preserve community, the Bionic Team evaluated San Rafael's capacity to retain this population within the city limits. According to the 2020 General Plan, San Rafael has a number of underutilized sites where new housing could be constructed. However, it is spread out through the city limits and would separate a cohesive community.

The City of San Rafael must reevaluate their housing policy to ensure social cohesion of the existing community and that all residents will have equal access and opportunity to housing in San Rafael.

From discussions with the community, it became evident that a new process is needed where the city and residents work together to prioritize equity, housing affordability, stability, and design. This would require state level commitment in policy and legislation, and city level housing policies. This type of commitment is critical to prevent against displacement and preserve a vibrant community.

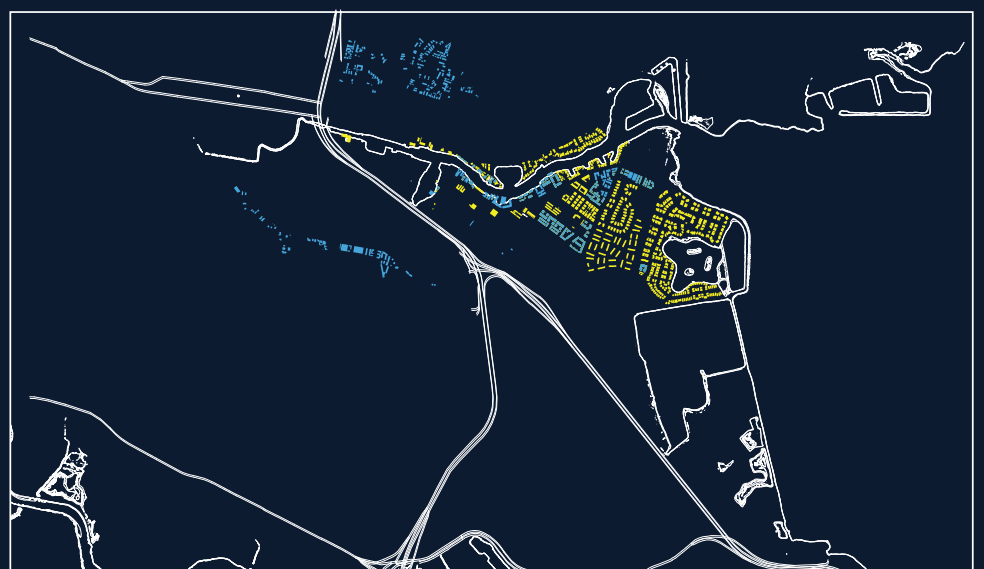
Contributing Factors



1) Lowest lying areas



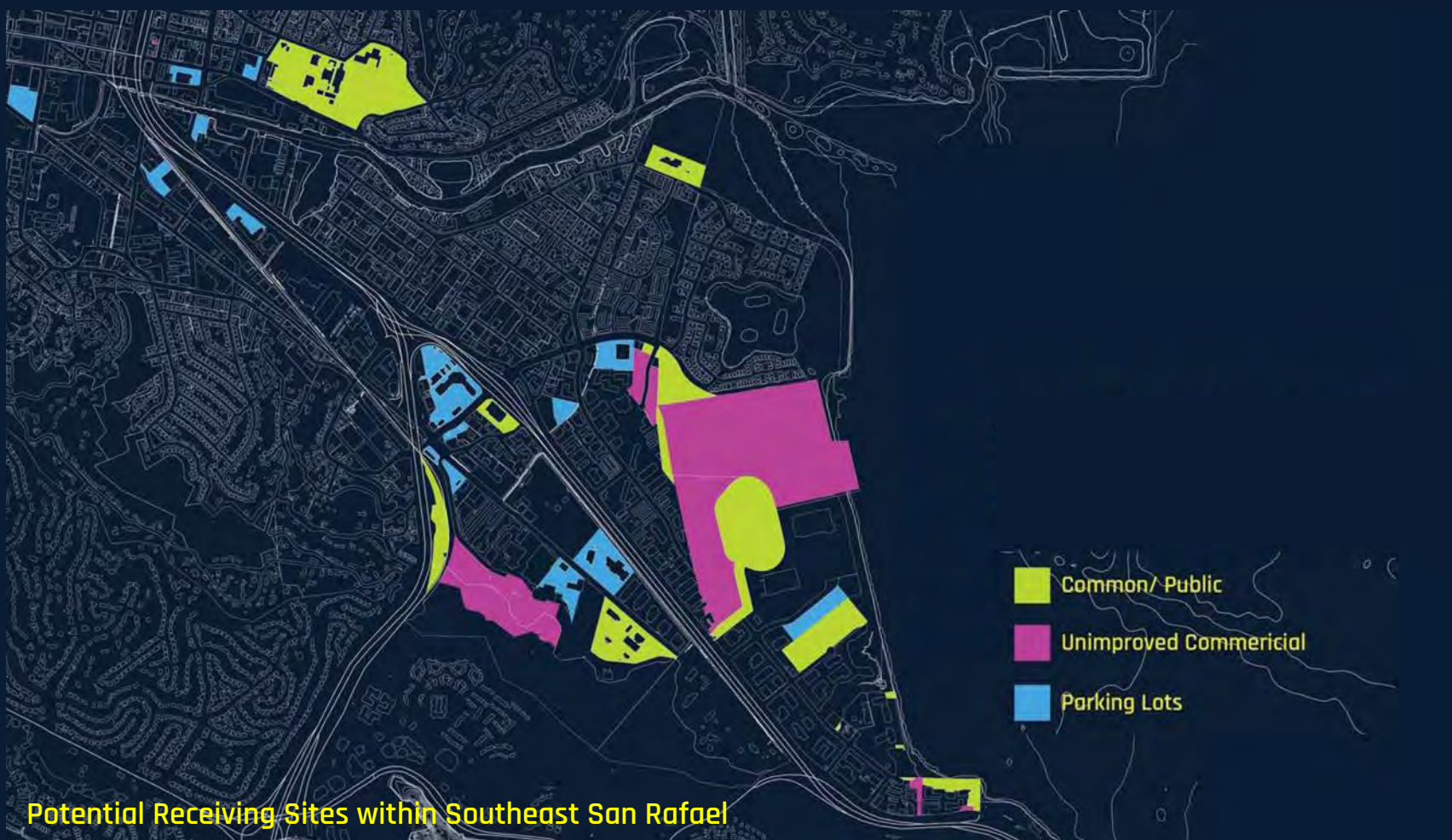
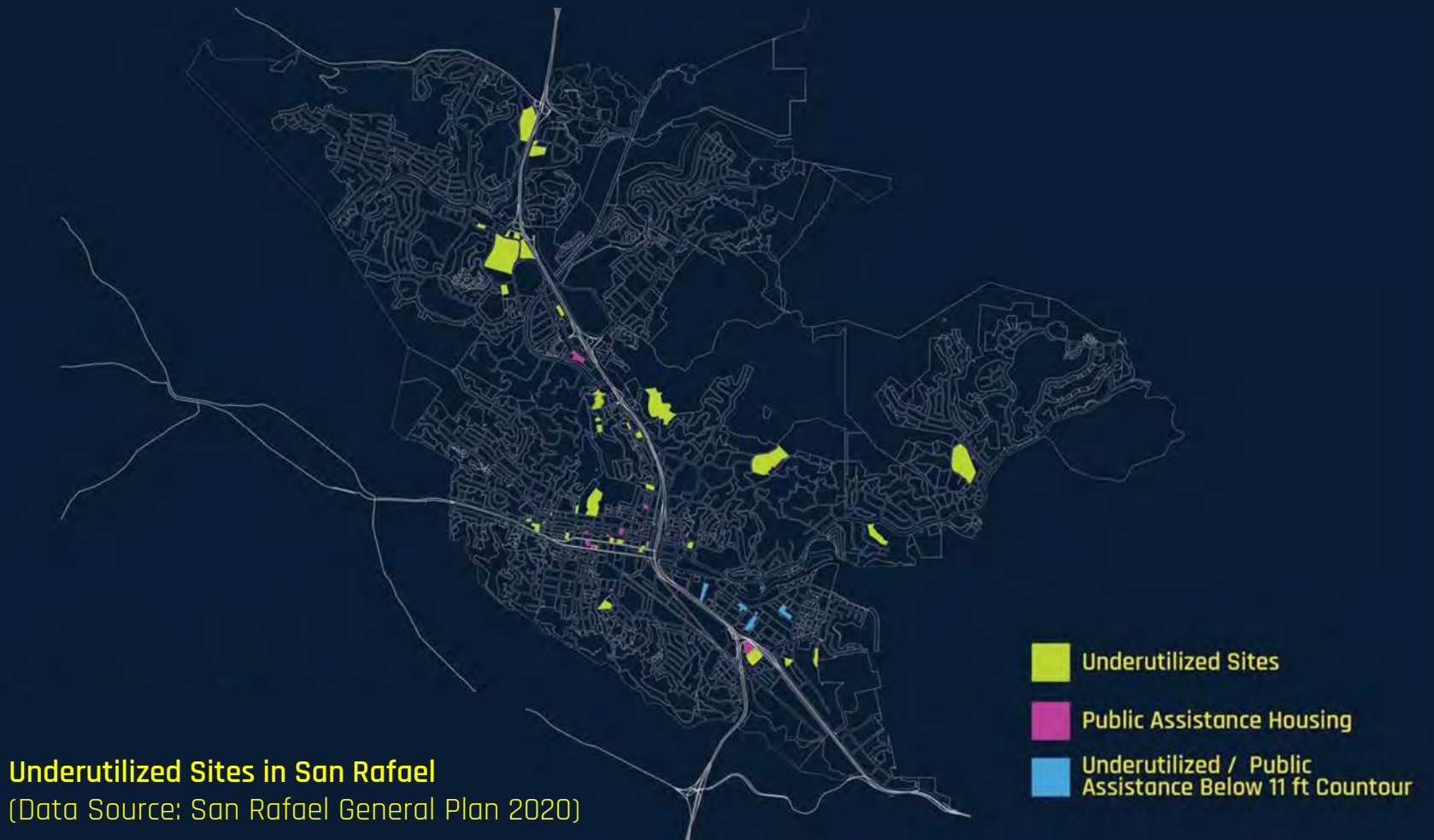
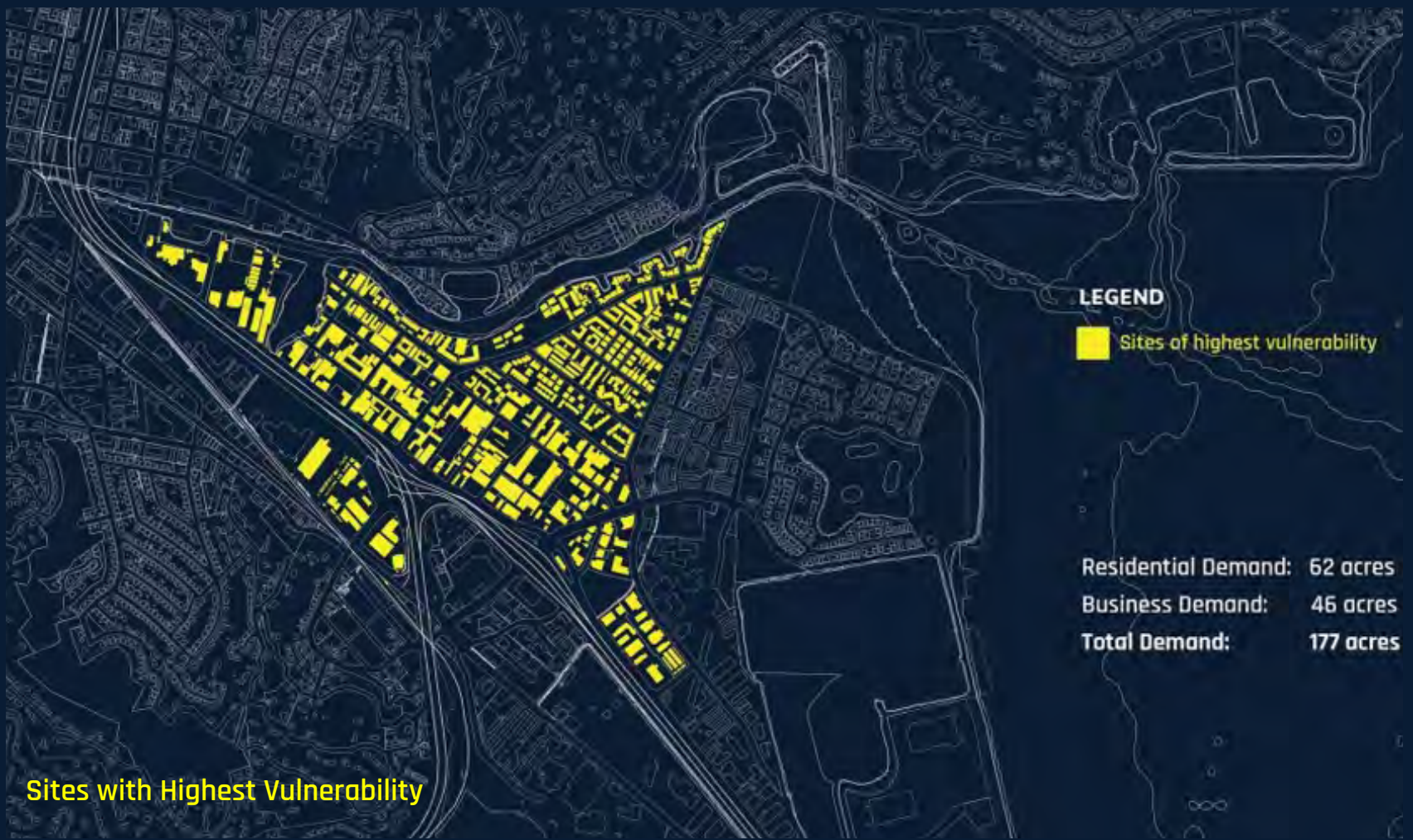
2) Sewer catchments w/ highest corrugated metal pipe



3) Multi-family & wood framed residential



4) Highest population densities



An aerial, monochromatic photograph of a large body of water, likely a bay or estuary. A long, multi-lane bridge spans across the water, extending from the foreground towards the background. In the distance, another bridge with multiple spans is visible. The foreground shows a city with a grid-like street pattern and some industrial or commercial buildings. The sky is overcast with dark clouds. The text "Catalyst Projects" is overlaid in white, sans-serif font on the left side of the image.

Catalyst Projects



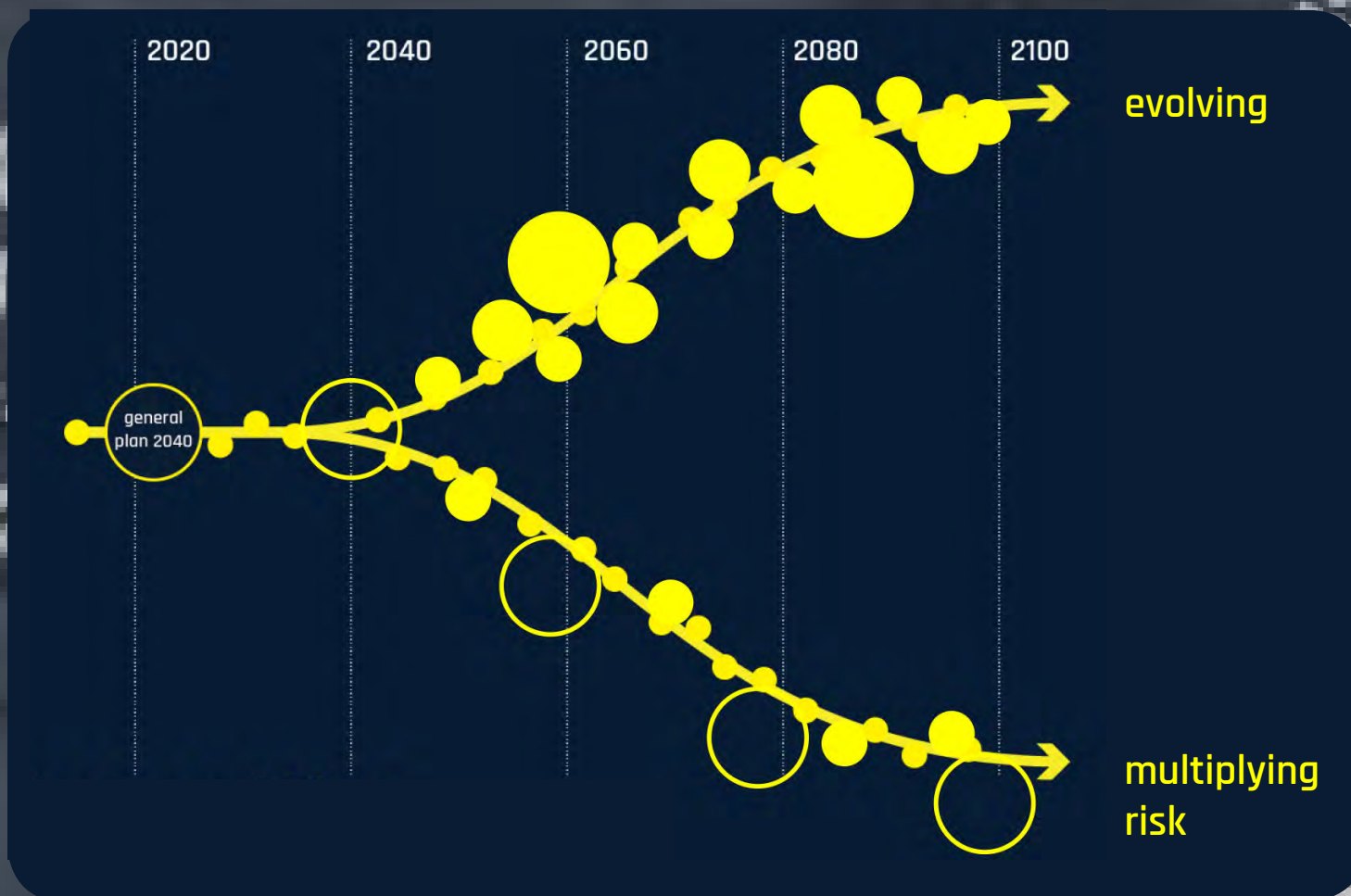
DESIGN SOLUTIONS

The geographic scale of the challenges facing San Rafael is growing, and the cost and management of mono-functional infrastructure over time does not appear to be sustainable in the long term. The city needs to think big and be strategic with its limited resources to make investments that build large scale resilience for itself and the region.

The Bionic Team's Elevate San Rafael Proposal is a two-part proposal to set the City of San Rafael on a trajectory of evolving and living with water:

- 1) **Pilot and catalyst projects could protect San Rafael now, test new technologies, and buy time to prepare for the future.**
- 2) **A long-term strategy that plans for a new city structure with increased mobility, reinvented infrastructure, recreation, new forms of life and work, and enduring protection.**

The two parts of the proposal are related. The pilot and catalyst projects are designed to activate change, test and improve methods, and scale into larger resilience structures and logics.





Complete the Bay Trail

Canal Ecology

Protect Pickleweed Park

New Forms of Living

The Reef

CATALYST PROJECTS

GENERAL PLAN

**POLICY + LAND USE + ZONING UPDATES
PUBLIC ACQUISITION INITIATIVE
INCENTIVE PROGRAM**

**CLASS I
MULTI-USE PATH +
FLOOD WALL**

**- PREVENT HUMANITARIAN CRISIS
- IMPROVE ACCESS
- BUY TIME**

**PUMP
SYSTEM UPGRADE**

**PICKLEWEED PARK
RENOVATION**

**LONG TERM PROTECTED
COMMUNITY CENTER + EMERGENCY
RESPONSE CENTER**

**CANALWAYS
- 50% AFFORDABLE
HOUSING
- MARSH RESTORATION
- PARKING SUPPLY
- TRANSPORTATION/
CONGESTION PROJECT**

**BUILD AFFORDABLE HOUSING NOW +
PARKING**

**FREEWAY OVERPASS (3RD LINE
PROJECT)**

**TIDAL MARSH RESTORATION OVERTIME
+ SEDIMENT RAMP**

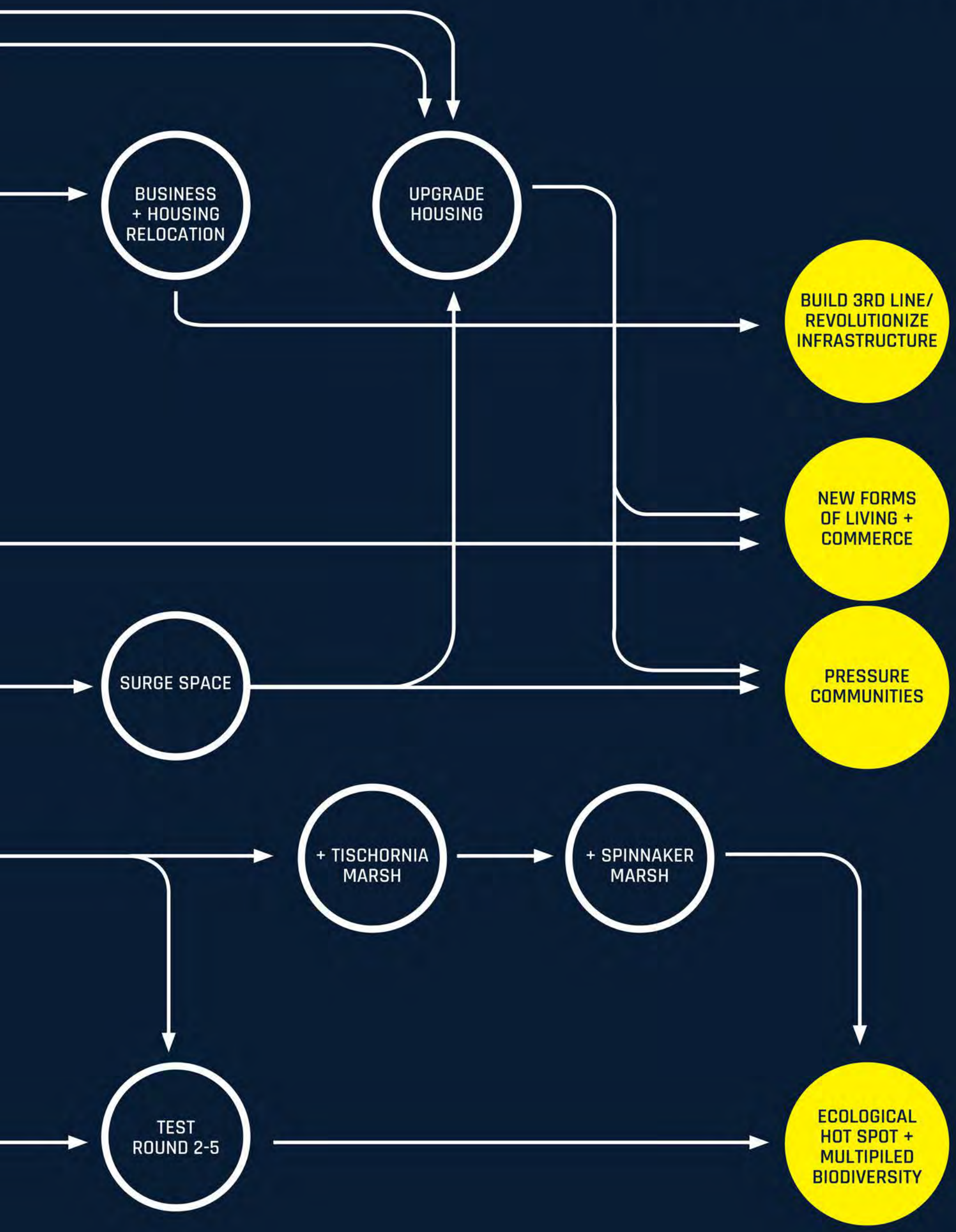
**CANAL DREDGING
MARIN SEDIMENT
SURGE**

**SPECIAL ASSESSMENT DISTRICT FOR
LOCAL SEDIMENT HARVESTING**

**LIVING REEF PILOT
PROJECT**

TEST HABITAT TYPES + ORIENTATION





CATALYST PROJECT 1 //

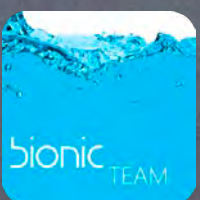
Protect Pickleweed Park (P3)

The Park is the community's most important resilience infrastructure. P3 proposes to upgrade flood infrastructure and a pump station with a multi benefit project that would also create an event space, a new playground, sports facilities, and a water sports access. In the case of emergency, this project would be stout enough to withstand flooding and provide a safe haven for the community in a time of crisis.

Community Center



**Emergency
Response Center**





Protect + Elevate

Upgraded
Playground

New Pump Station

Event Space

Water Sports

Upgraded Sports Facilities

Levee / Bay Trail



Upgraded sports facilities



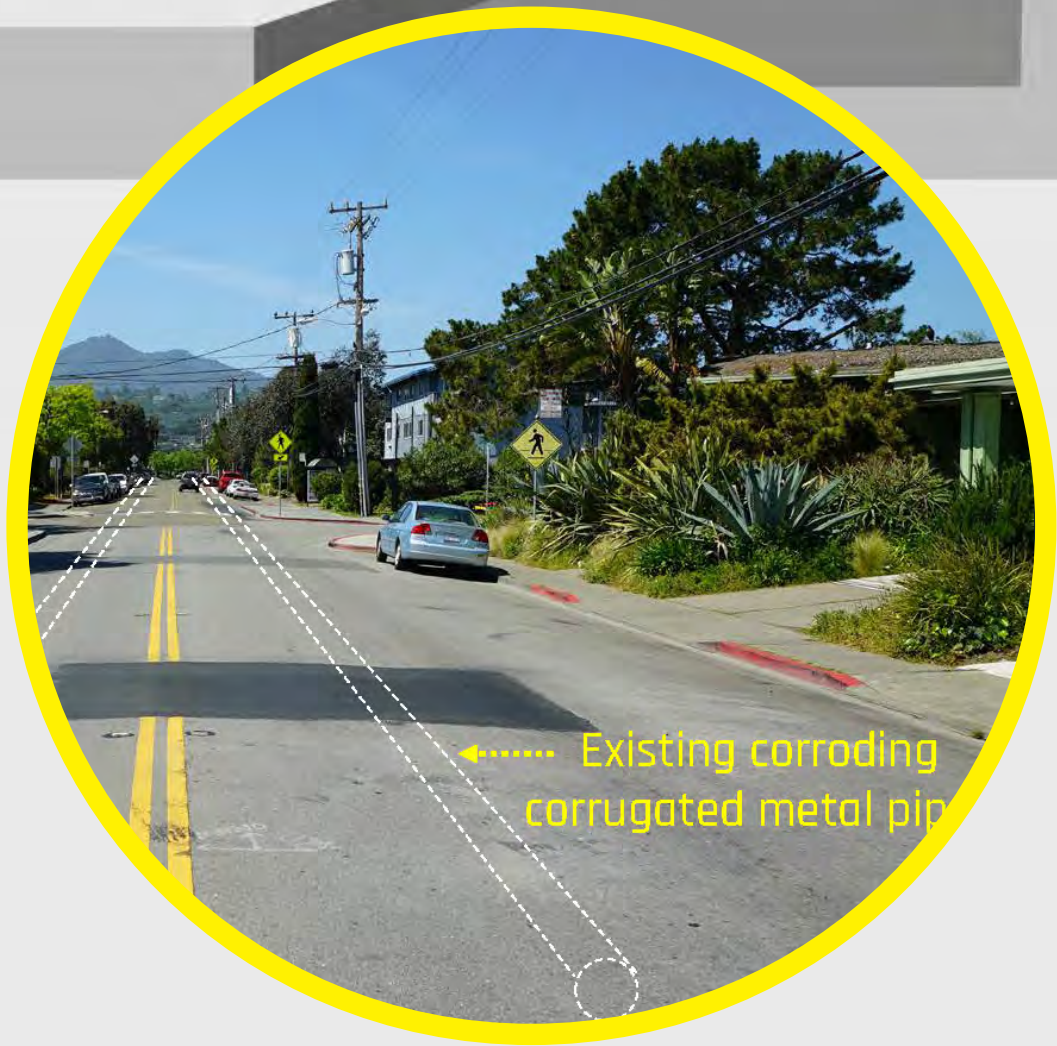


Community event space

CATALYST PROJECT 2 //

Complete the Bay Trail

The Bay Trail currently runs along the San Rafael shoreline, but does not connect the shoreline to the neighborhoods, to downtown, or the creek. A new bike lane levee on Canal Street (City owned land) would complete the Bay Trail with a Class-I multi-use path that doubles as flood protection for the majority of at-risk housing and businesses. Equally important, the new facility would future-proof essential utility services.



Class-I Multi-Use Path

Upgraded + Protected Utilities



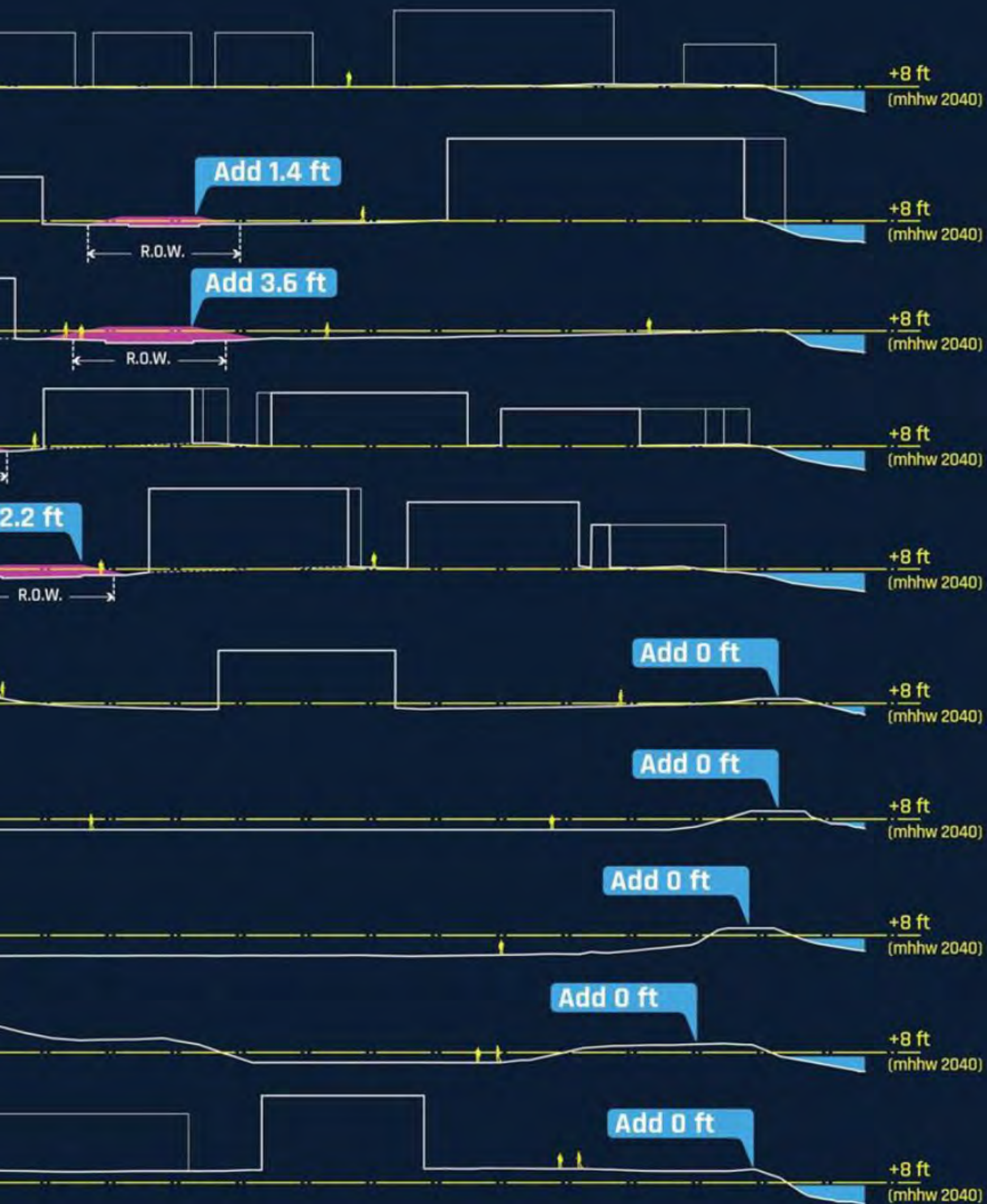
Flood Gate



ELEVATIONS REQUIRED FOR PROTECTION

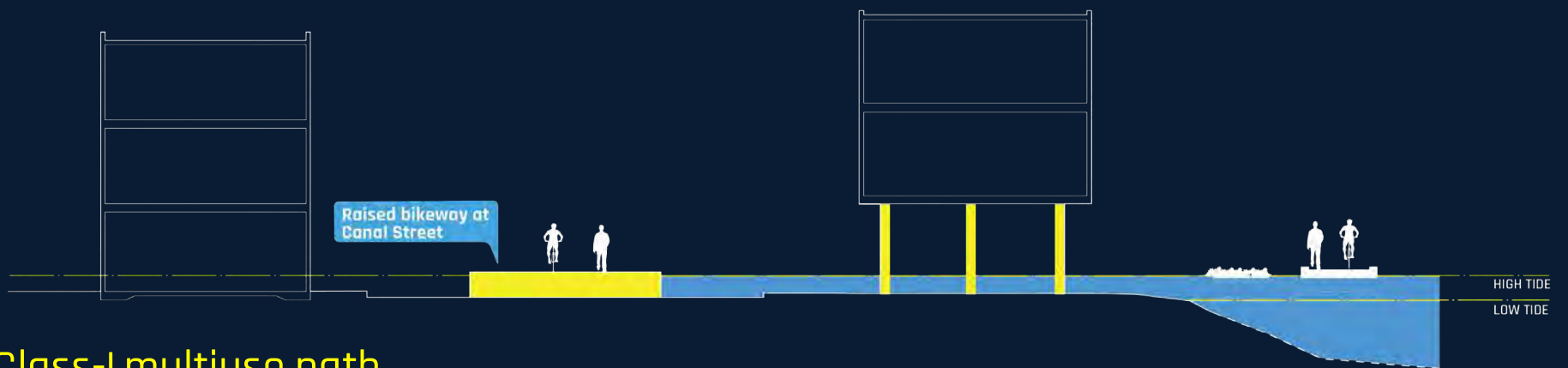
Along Canal Street and Francisco Boulevard, the Bay Trail would need to be raised anywhere from 1 to 4 feet to provide protection for the existing community until approximately mid-century. The existing levee at the shore edge is currently at an elevation that would provide protection until approximately mid-century, reducing the need for additional near-term protection measures along the shoreline.



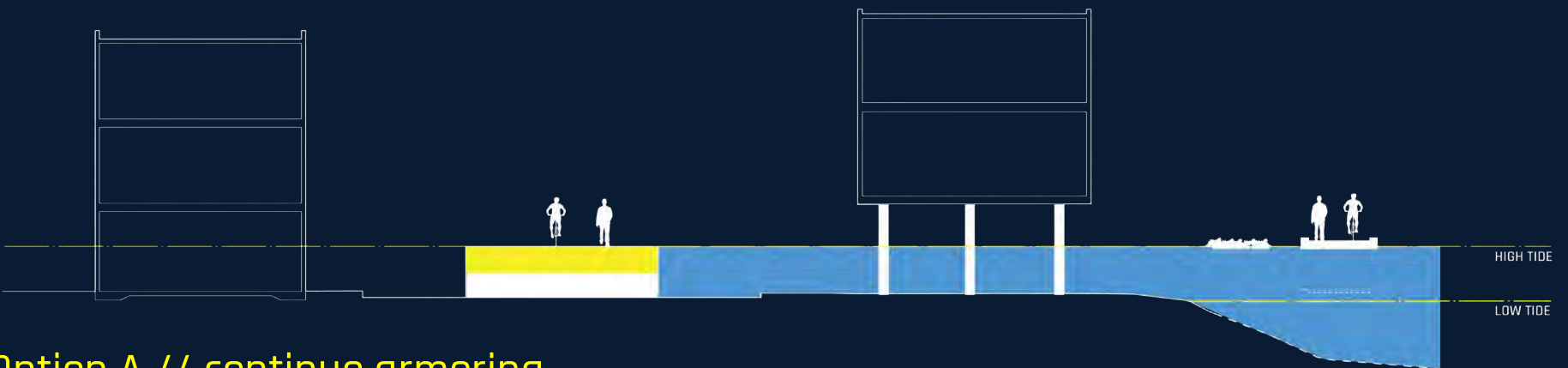


BUILDING UPGRADES

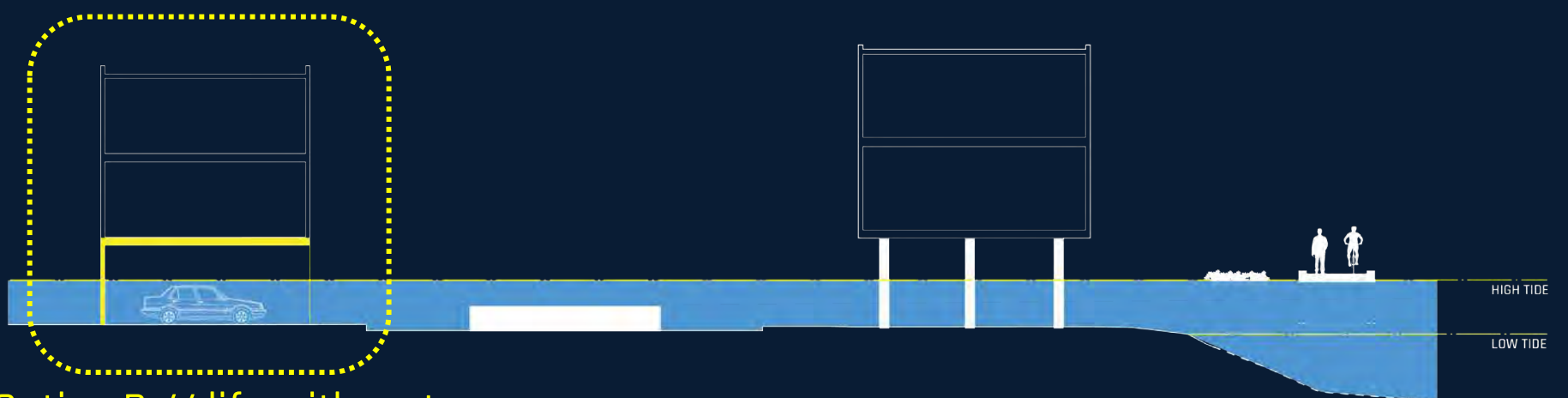
The Class-I multi-use path solution activates new priorities and requirements for upgrading buildings. Similar to the seismic upgrade programs in San Rafael, this approach requires safety upgrades for flooding and offers owners choices on how to adapt.



Class-I multiuse path



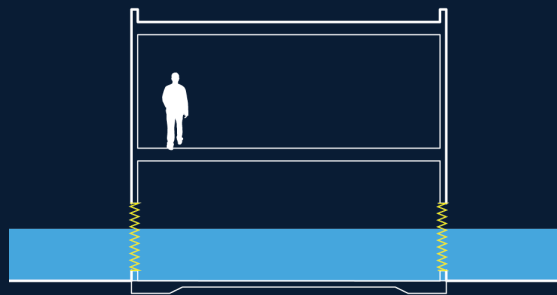
Option A // continue armoring



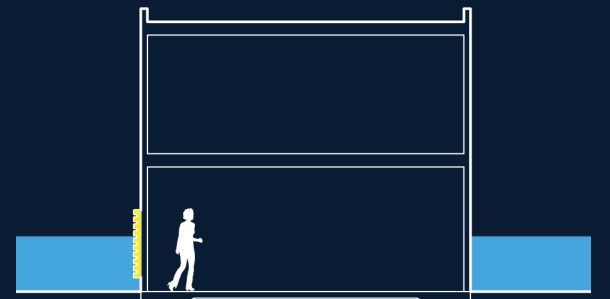
Option B // life with water



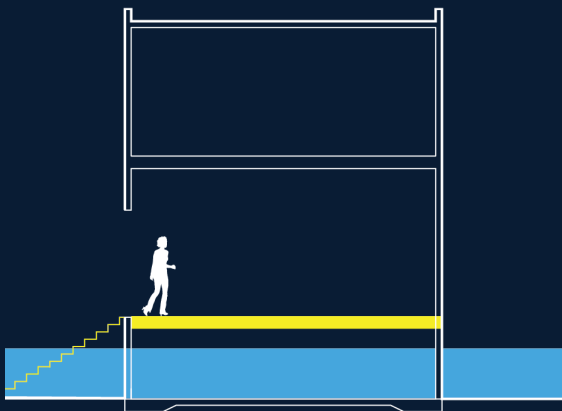
Wall



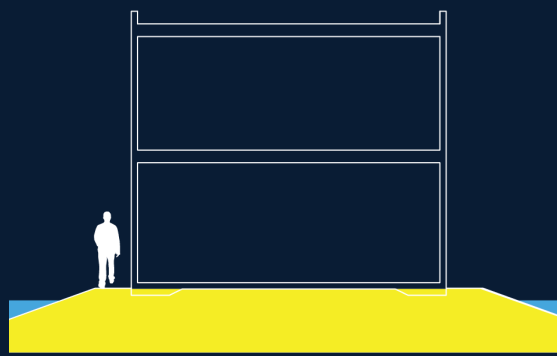
Wet Flood Proofing



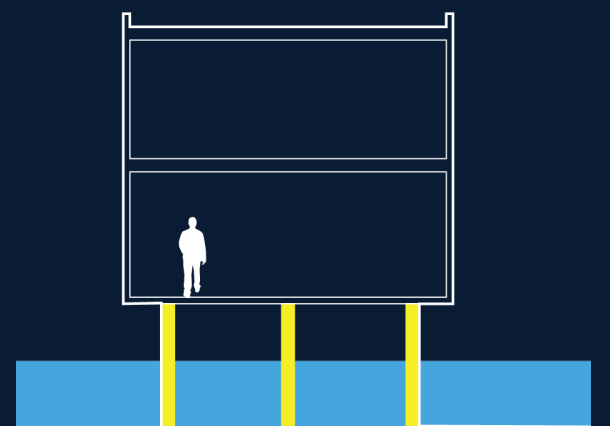
Flood Proofing



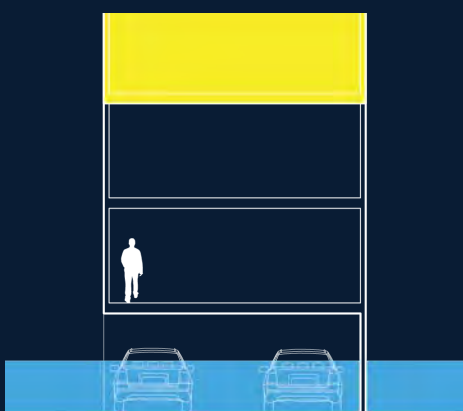
Raised Ground Floor



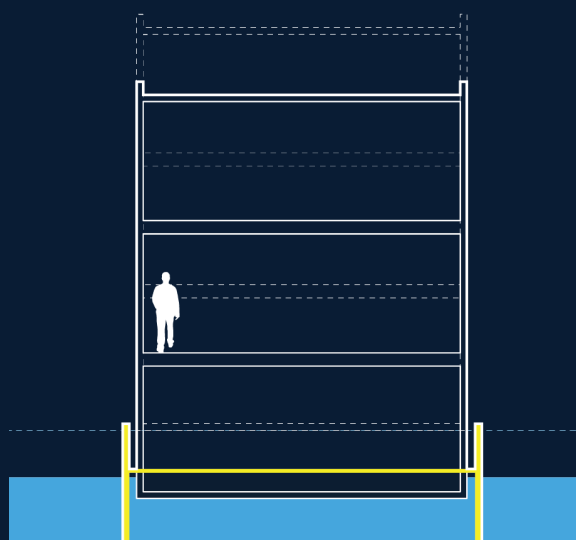
Mound



Raised



Floodable Ground Floor



Floating

CATALYST PROJECT 3 //

New Forms of Living

To accompany new policy for community values, resilience planning, and adaptation incentives, an upgrade to the housing stock would be created on a large underutilized site adjacent to the existing community. This project would establish a new datum for flood protection through the creation of a large parking podium. This seemingly common construction would solve a basic need to park a car for many canal residents and enhance their financial security. It would also reduce the amount of fill required to construct the project at a future-proof elevation. The new datum would also sponsor the creation of a large re-stored marsh and recreation area.



Surge Housing

Waterfront Recreation

An aerial photograph showing a wetland restoration project. In the foreground, a large body of water is bordered by a lush green wetland area. A winding, orange-colored path or canal system is visible, along with several small islands and peninsulas. In the middle ground, a residential neighborhood with many houses is situated next to a larger body of water. The background features rolling green hills and mountains under a clear sky. A yellow banner with the text 'Wetland Restoration' is overlaid on the image. A white dotted line with a circle at the end points to a specific location in the wetland area. A yellow path leads from the bottom right towards the wetland area.

Wetland Restoration



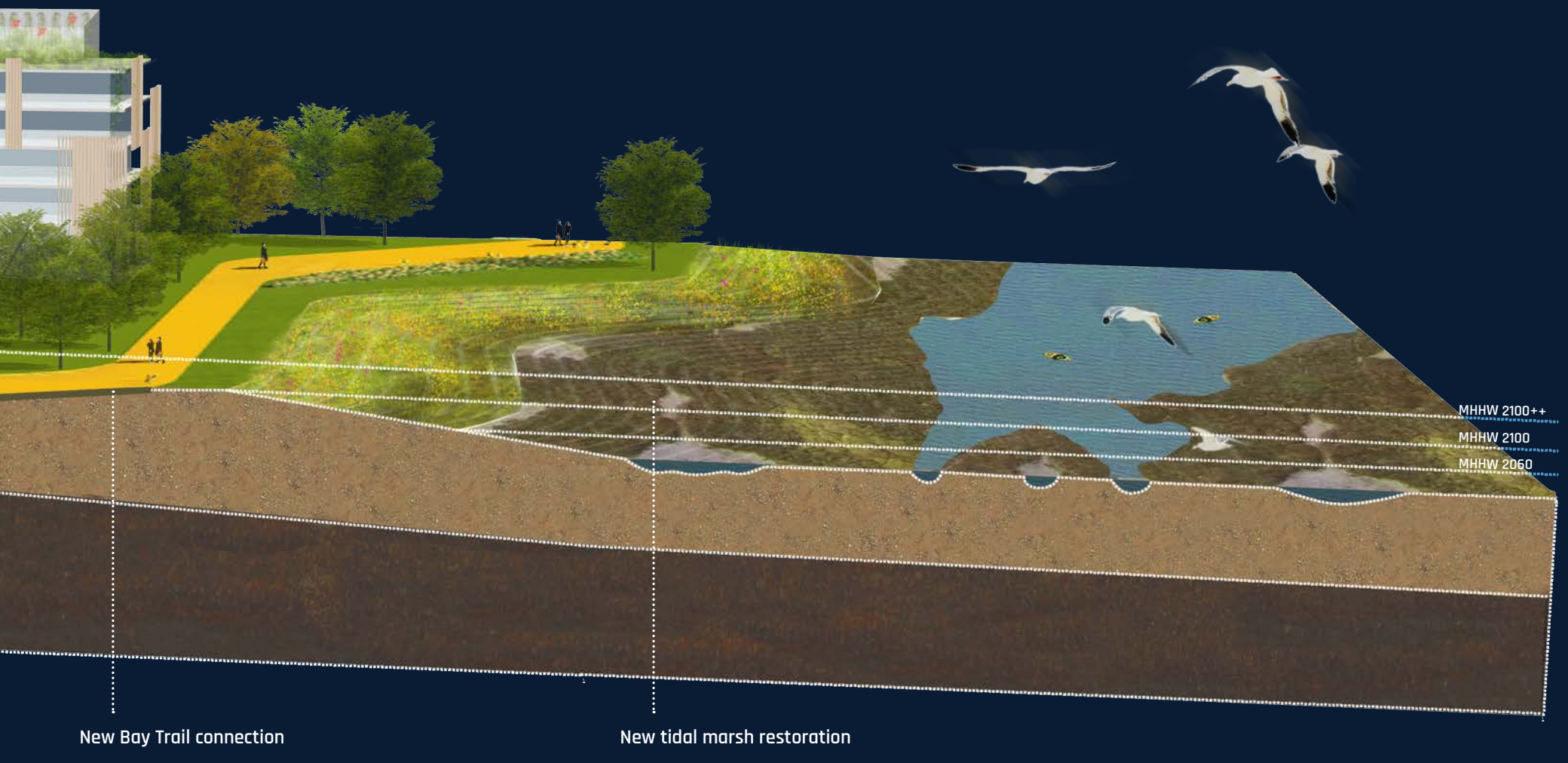
New upgraded housing and commercial stock as surge space for existing community

Parking garage reduces fill required and addresses community's parking concerns

New waterfront open space serves as buffers from rising tides for long term and increased projections



Wetland Restoration



MHHW 2100+
MHHW 2100
MHHW 2060

New Bay Trail connection

New tidal marsh restoration

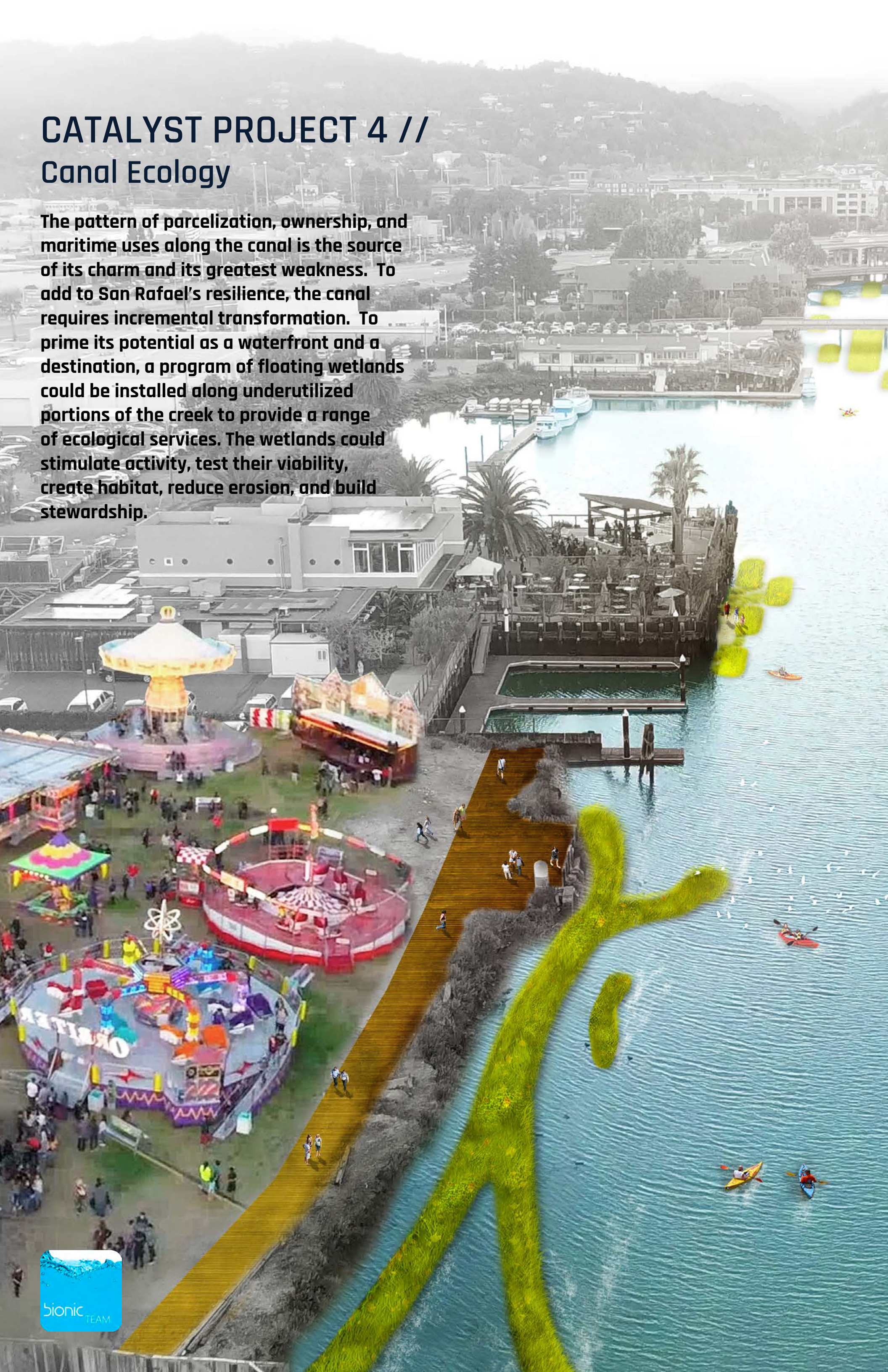


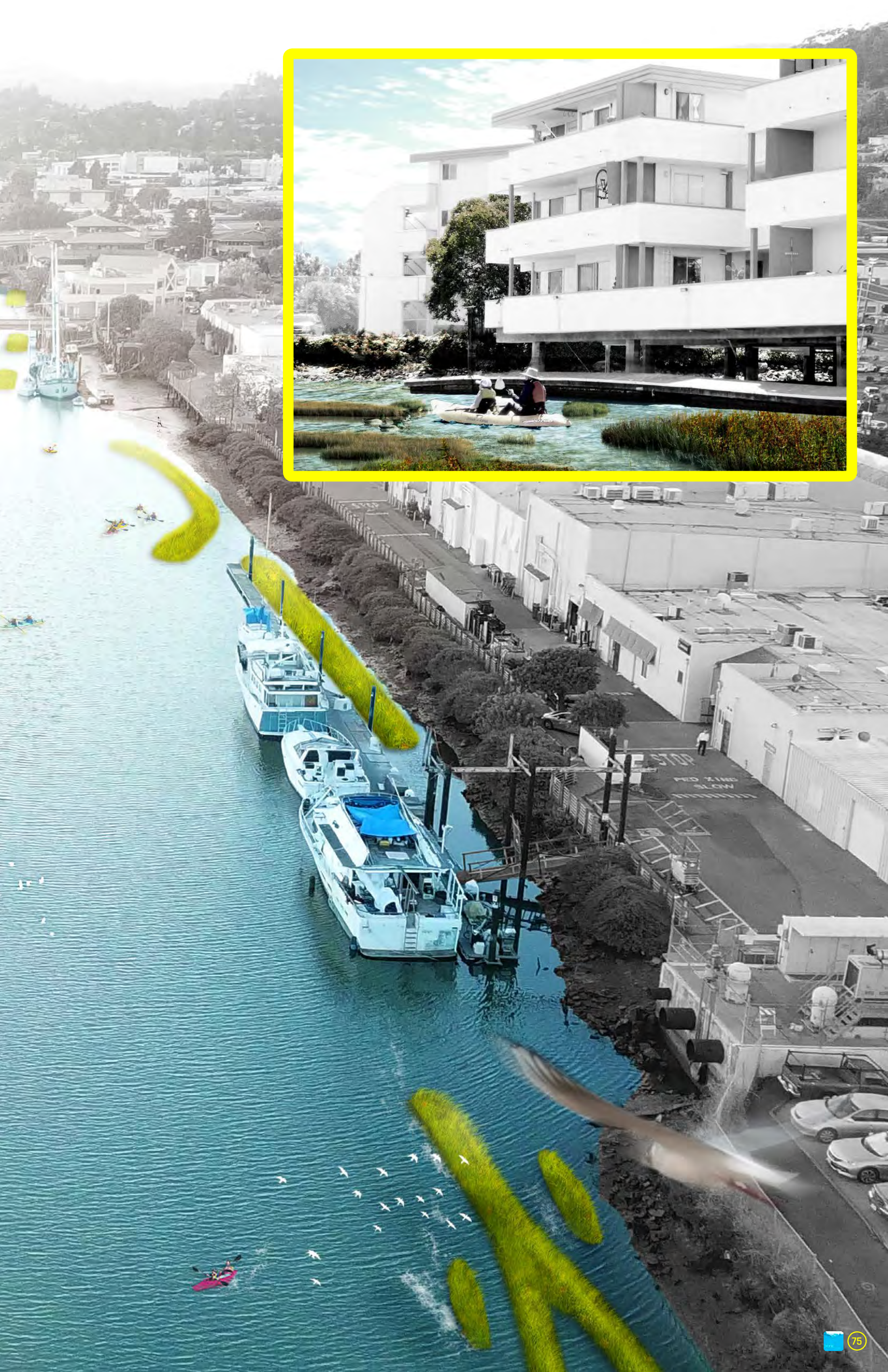
New Neighborhood + Amenities for Community

CATALYST PROJECT 4 //

Canal Ecology

The pattern of parcelization, ownership, and maritime uses along the canal is the source of its charm and its greatest weakness. To add to San Rafael's resilience, the canal requires incremental transformation. To prime its potential as a waterfront and a destination, a program of floating wetlands could be installed along underutilized portions of the creek to provide a range of ecological services. The wetlands could stimulate activity, test their viability, create habitat, reduce erosion, and build stewardship.



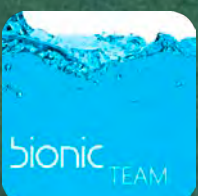


CATALYST PROJECT 5 //

The Reef

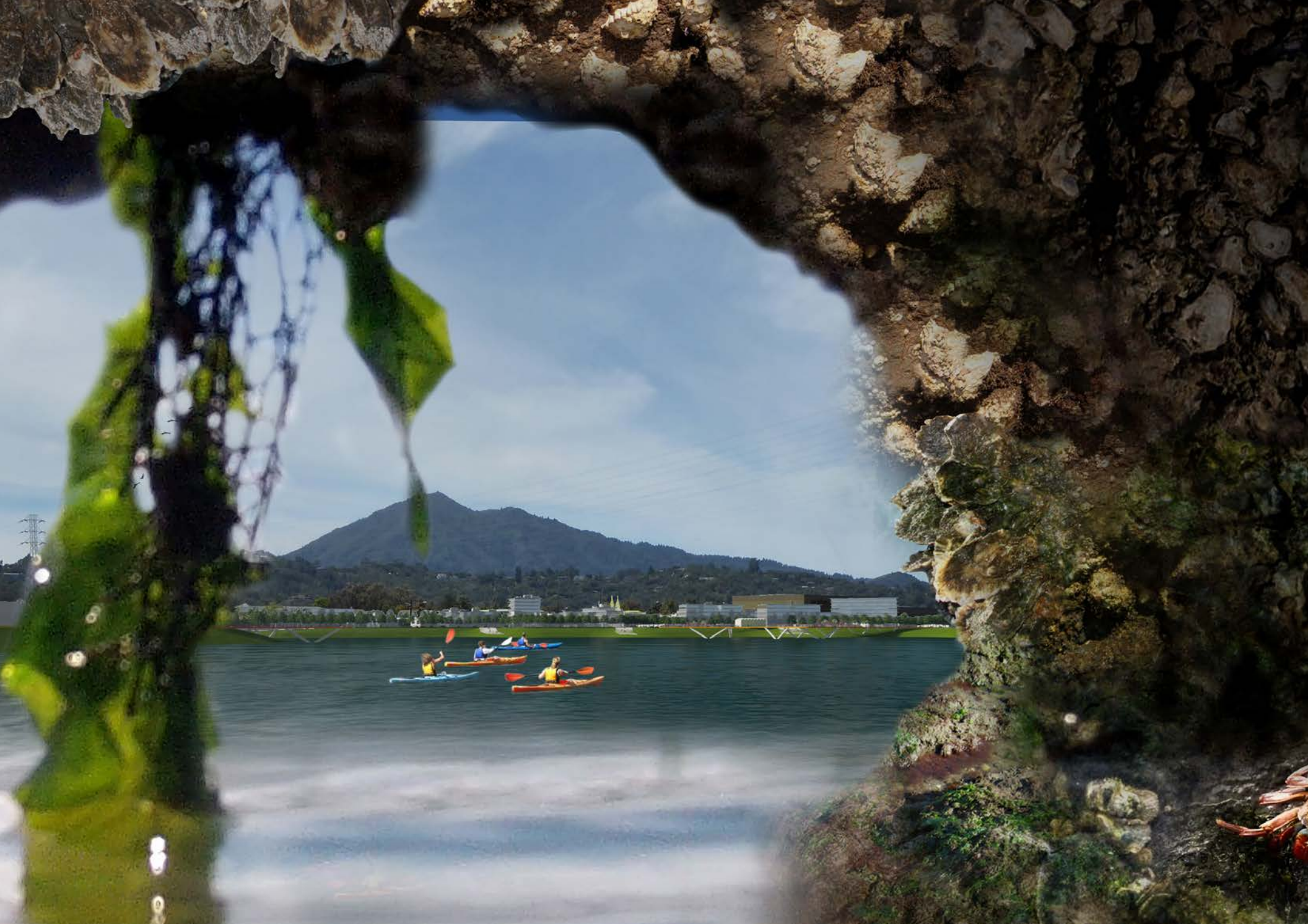
With the need to integrate the ecologies of the bay edge, the existing living shoreline program could be expanded to test the ability of this technology to influence coastal processes. A sediment surger array could be installed in open water to build upon existing living shoreline pilot projects and test their viability for sedimentation, habitat creation, and wave energy dissipation.

Recreation +
Research Lab





Living Reef





The pilots would test their capacity for habitat creation including eel grass beds in a greater range of bathymetric conditions. These pilots should be initiated early with the inland marsh restoration. They take time to establish, and their ecological benefits are of value now.



Recreation + Research Lab





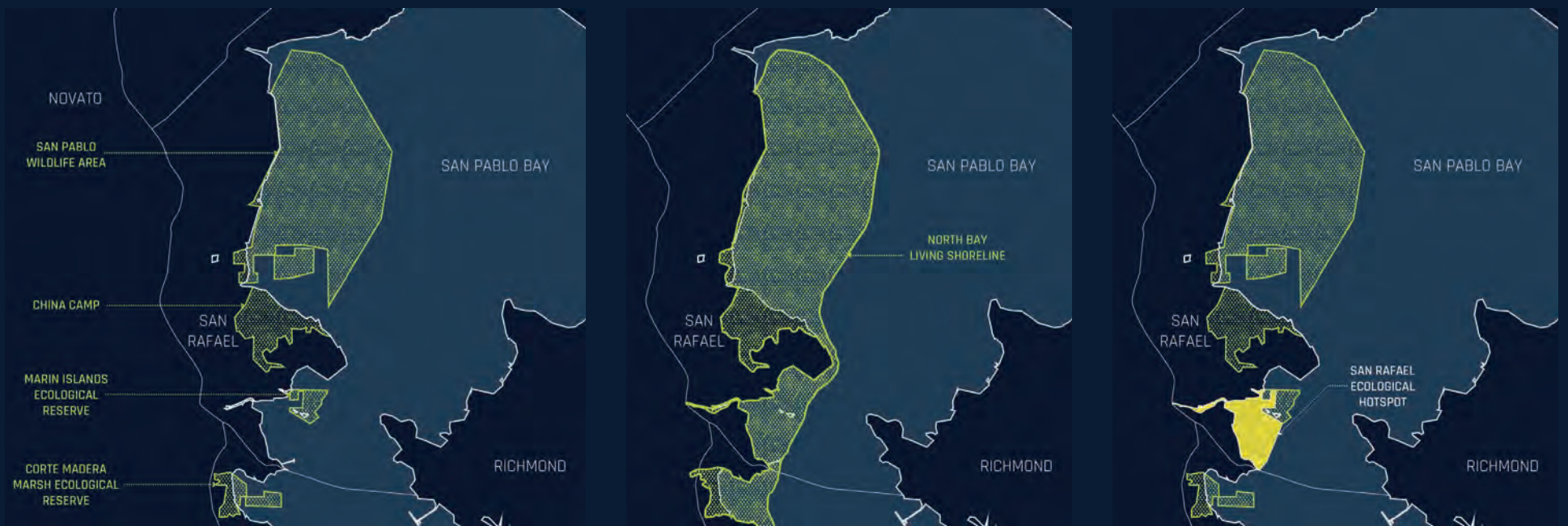
THE REEF //

Long Term

The ecology of the edge is a series of disconnected projects and resources. In the center of the shoreline there is an existing pilot project testing constructed oyster habitats and how they react to coastal processes.



A more resilient and diverse edge would be interconnected, related, culturally valued more broadly, and equipped to adapt to more environmental change and less sediment supply.



North Bay Ecology

The reef is a pilot for an even larger scale ecological initiative in San Pablo Bay where there are similar coastal dynamics. San Rafael fills a gap in this greater connectivity, and the reef is an intermediate step in scaling the enhancement of ecological services from the size of a pilot, to the size of a city, to the size of the county and the ecology of its entire shoreline. That could inform the adaptation of the entire north Bay edge.

THE REEF //

Reef Arrays + Sediment

The Bionic Team proposes an array of constructed reefs to support the main marsh areas. The arrays would build upon the existing pilot and test the viability of these structures for sedimentation, habitat creation, and wave energy dissipation on a large scale.

The Team specifically studied sediment transport in near shore conditions through hydrodynamic modeling. The models suggest patterns for sediment deposition and the scale necessary to influence this coastal process. The initial pilots would test different forms, orientations, and exposures in San Rafael Bay. Learning from the pilots, the reef sites could be multiplied to form an enormous array.



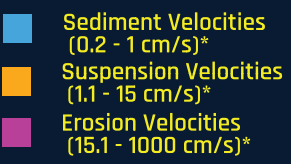
Sediment Supply

LEGEND
Suspended Sediment Assumptions*
mg/L (Low - High)



* Evaluating Tidal Marsh Sustainability in the Face of Sea-Level Rise: A Hybrid Modeling Approach Applied to San Francisco Bay

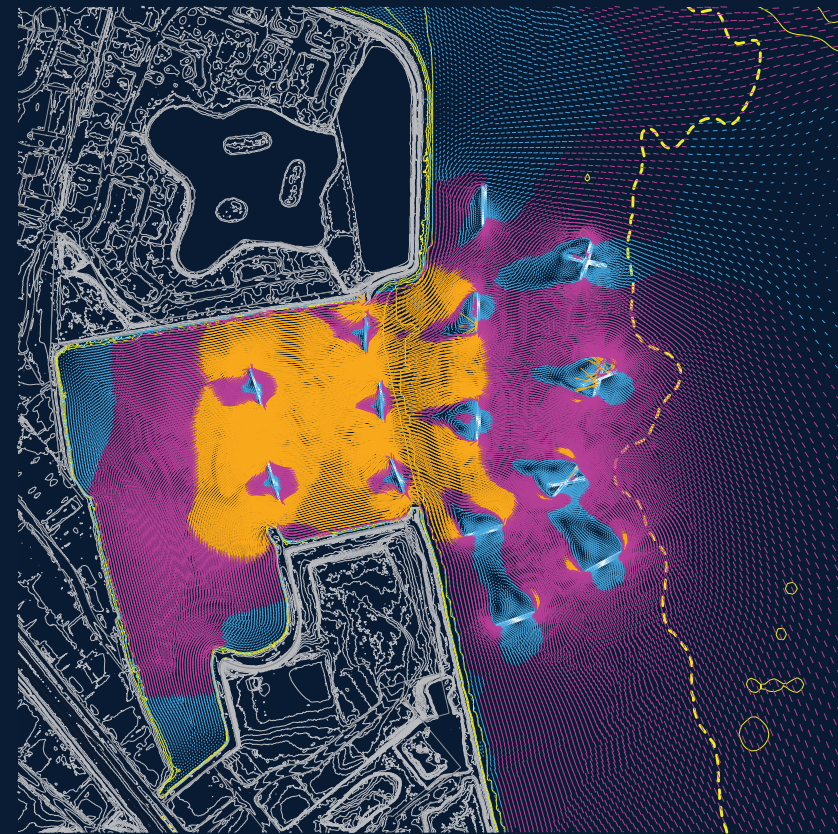
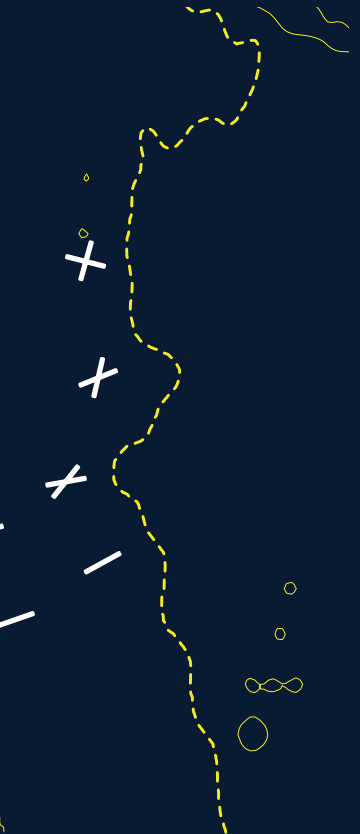
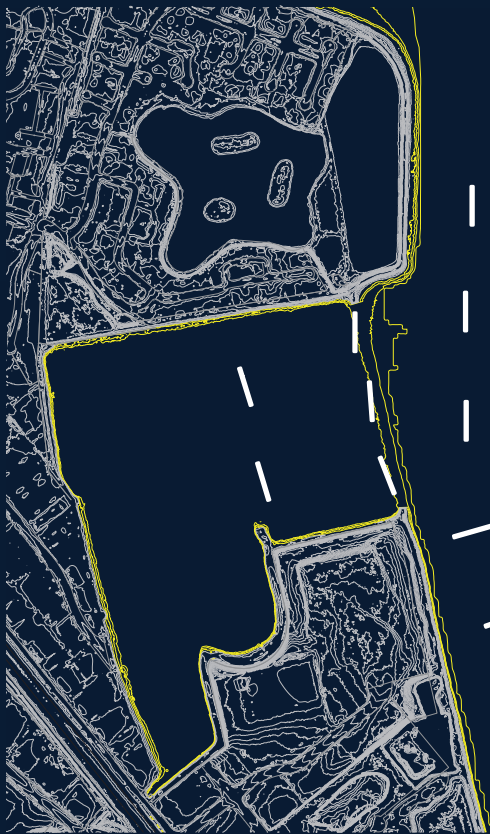
LEGEND



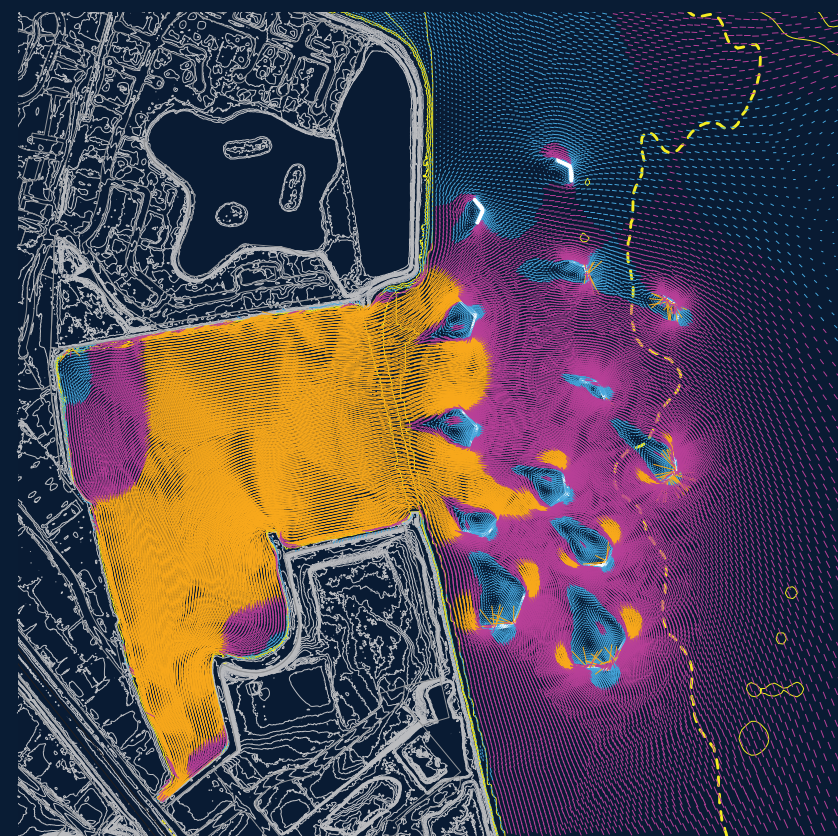
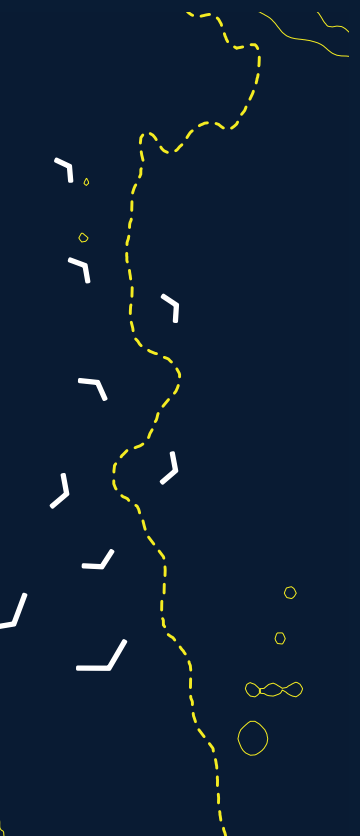
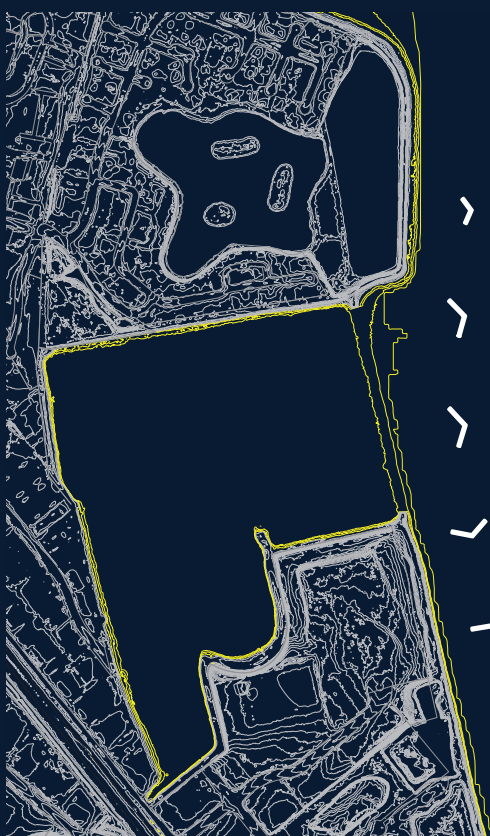
--- Line of optimal Eelgrass bed depth

*per Hjulstrom diagram

Sediment Array Model 1

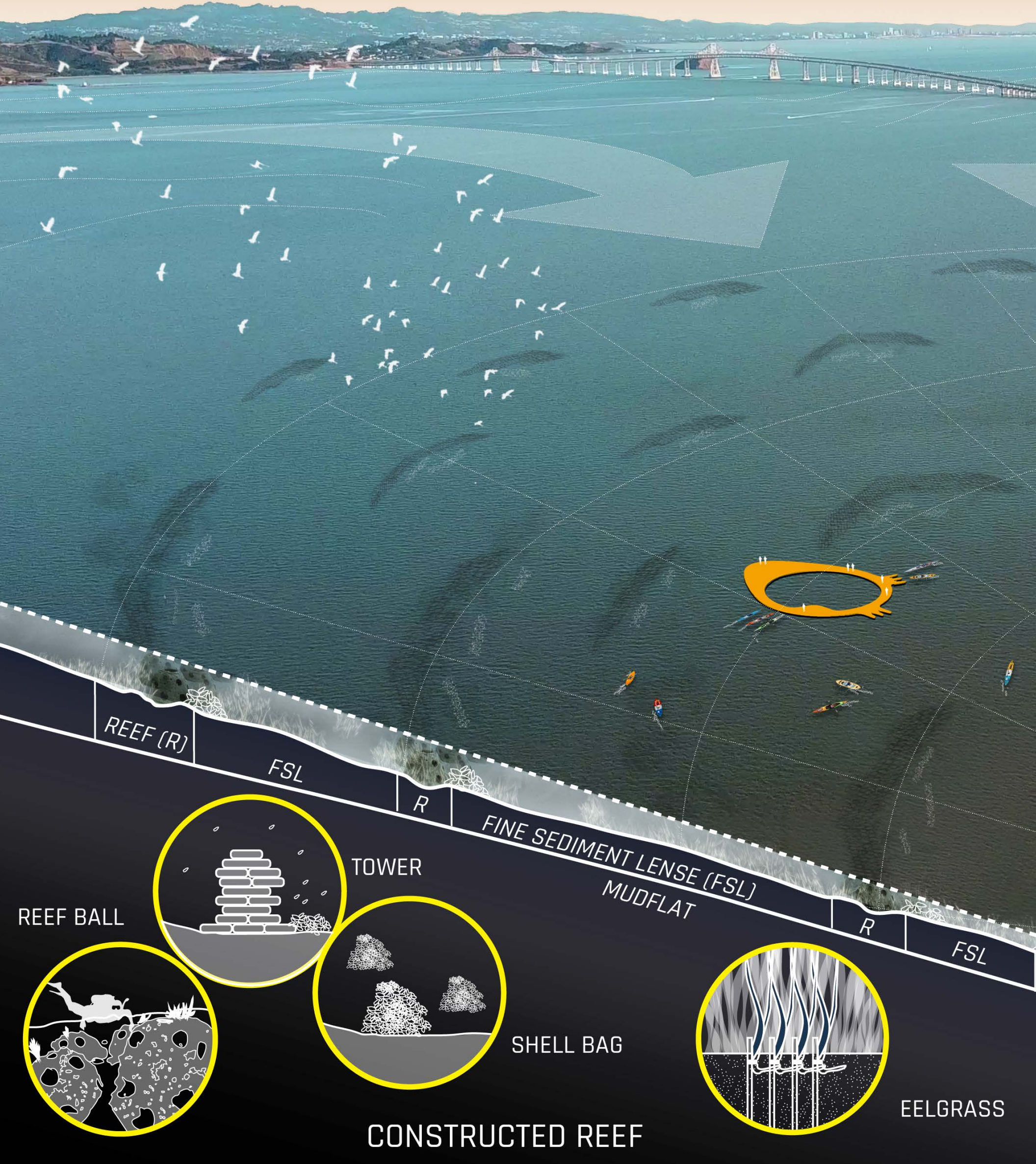


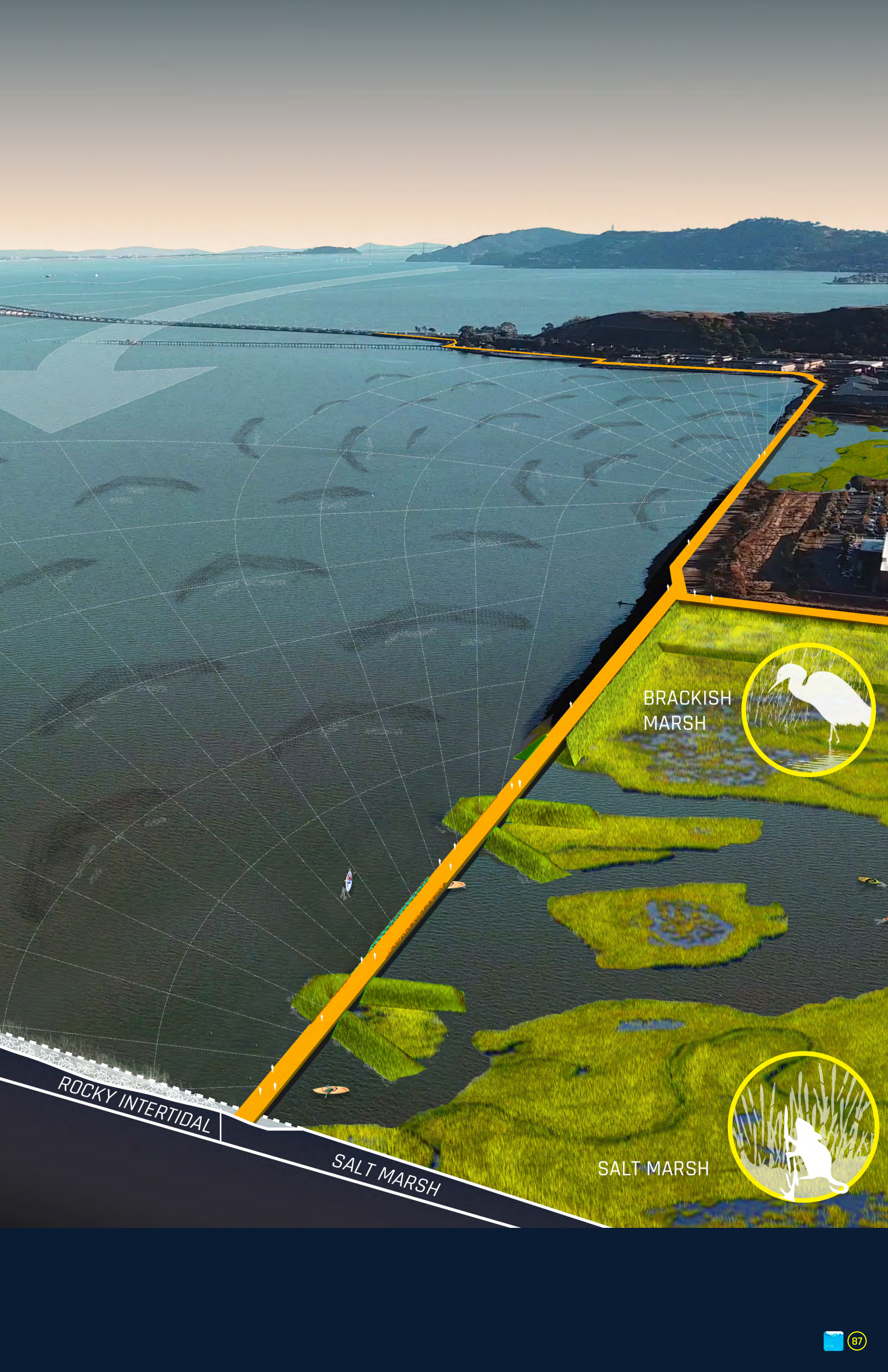
Sediment Array Model 2



THE REEF //

The tidal zone could become a nursery for a diversity of marine species, a wave attenuator, and sediment surging device for marshes, and a gradient of integrated ecological niches





BRACKISH
MARSH



SALT MARSH



ROCKY INTERTIDAL

SALT MARSH

An aerial, monochromatic photograph of a coastal city. A large body of water dominates the middle ground, with a long, multi-lane bridge stretching across it from the foreground towards the background. The foreground shows a dense urban area with a grid-like street pattern. The sky is overcast with dark clouds. The text "Elevating in the LONG TERM" is overlaid in white, with "LONG TERM" in a larger, bold font.

Elevating in the **LONG TERM**



INVISIBLE FORCES

The current pattern of urbanism and social dynamics in San Rafael has evolved slowly over decades. Today it appears to be intractably stuck with no room to move. Even though it is a small city of 59,000 people, the pressures and forces that have changed it over time are local, regional, global, and technological.

Invisible to the eye but obvious in the data of land use patterns and global trends, the business tax base of San Rafael in the 100-year flood plane is largely comprised of uses that are undergoing industry transformation.

Incremental change is happening in automobiles, retail, logistics and supply chains, labor, and building trades. These changes are occurring over the San Rafael terrain at a steady but difficult to perceive pace. In addition, the economics of the insurance market for flood prone areas like East San Rafael is rapidly changing the value of property and patterns of urbanization.

These invisible forces will shift the ownership of large parcels of land throughout the East San Rafael flood plane in the coming decades.

The urbanization pattern of San Rafael was optimized for industry and the efficient movement of automobiles. The combined effect of the invisible forces shaping San Rafael could be understood and engaged as an opportunity to gradually reposition the urbanization pattern of today, to an urban form that can sustain life in the uncertain future of rising sea levels.



Shifting Land Uses

- Retail
- Auto Dealership
- Industrial





LONG-TERM STRATEGY

The long-term strategy engages the invisible forces to enhance mobility, reinvent infrastructure, enable ecology, and provide enduring protection.

The city will need to use incentives to shift the pattern of urbanization from diffuse and auto centric, to a more equitable and resilient urban form.

Using enhanced zoning, density bonuses, housing subsidies, and community land trusts, property owners could be motivated to face the creek, add housing and business space, provide continuous water access, and nature based solutions to define the edges.

In the canal district and areas currently protected by levees, property owners could be incentivized to build flood proof housing and add to the supply where allowable.

Businesses could be incentivized to become flood proof as well, or to move their operations in San Rafael to the area West of the freeway where conventional risk reduction is in place and reliably stout.

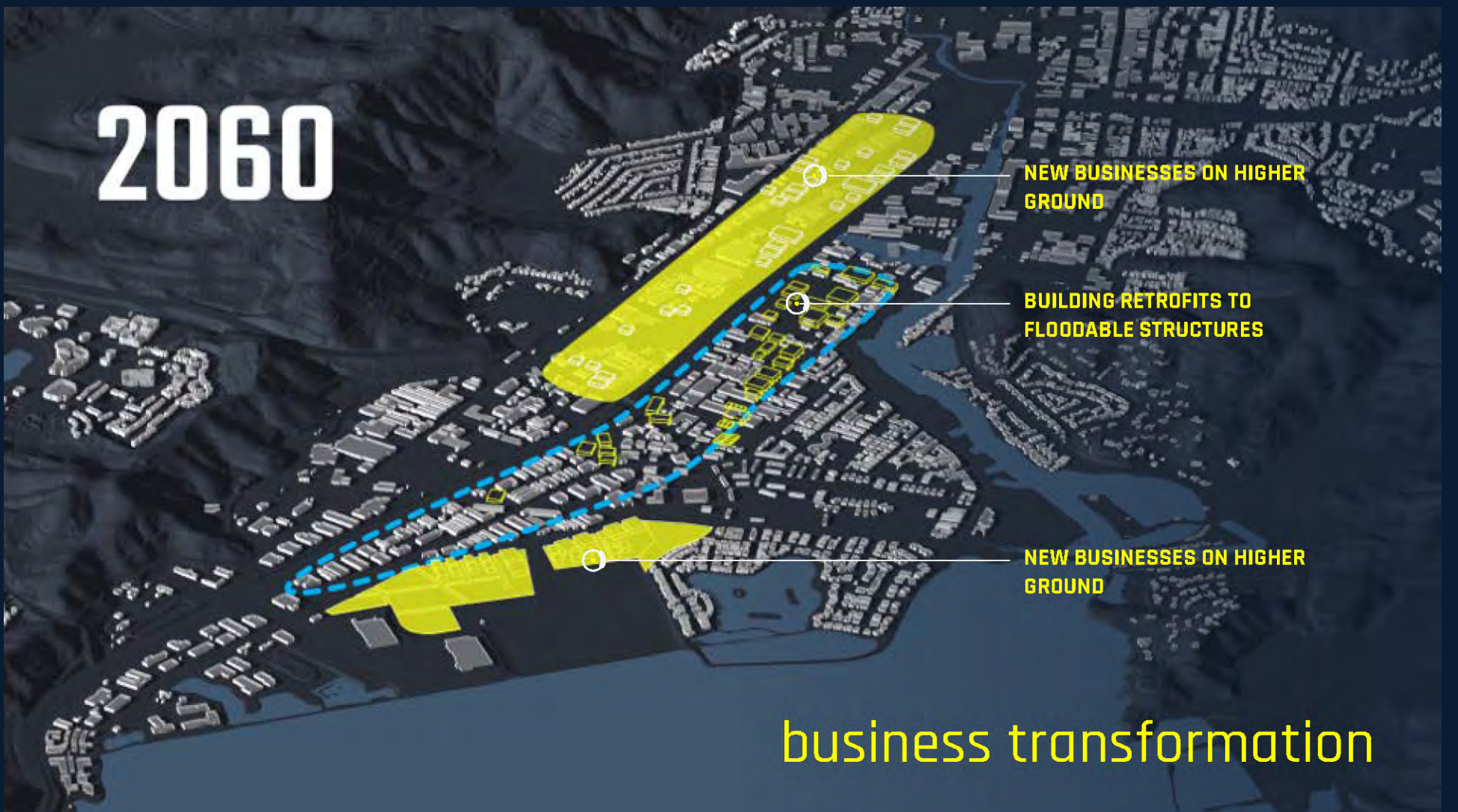


2060



housing transformation

2060



business transformation

ELEVATING IN THE LONG TERM

The 101 and 580 freeway run through San Rafael. They are critical infrastructure for the region and need to be protected.

Kerner Boulevard connects the high ground to the south with Pickleweed Park. Francisco Boulevard parallels the transportation corridor and leads to the down town area. These 2 corridors should be the future spines of development, services, infrastructure, and movement.

Along these city owned streets, acquired properties could be raised to higher elevations and connect higher ground. Infrastructure in these elevated alignments could be buffered from destructive forces of water and seismicity by new edges that host ecologies, culture, and maritime activities. Infrastructure could also influence the pattern of development away from the most hazard prone and subsided areas. Pickleweed park would remain connected to the community and a center for maintaining social resilience.



Existing Infrastructure

2018



COMPLETE THE BAY TRAIL
Near term protection

LONG TERM SPINE
- Primary roads as critical infrastructure
- Provides safe access and utilities
- Acquire properties along these roads for future-proofing

HIGH GROUND

2039



COMPLETE THE BAY TRAIL
Near term protection

LONG TERM SPINE
- Primary roads as critical infrastructure
- Provides safe access and utilities
- Acquire properties along these roads for future-proofing

HIGH GROUND

2100



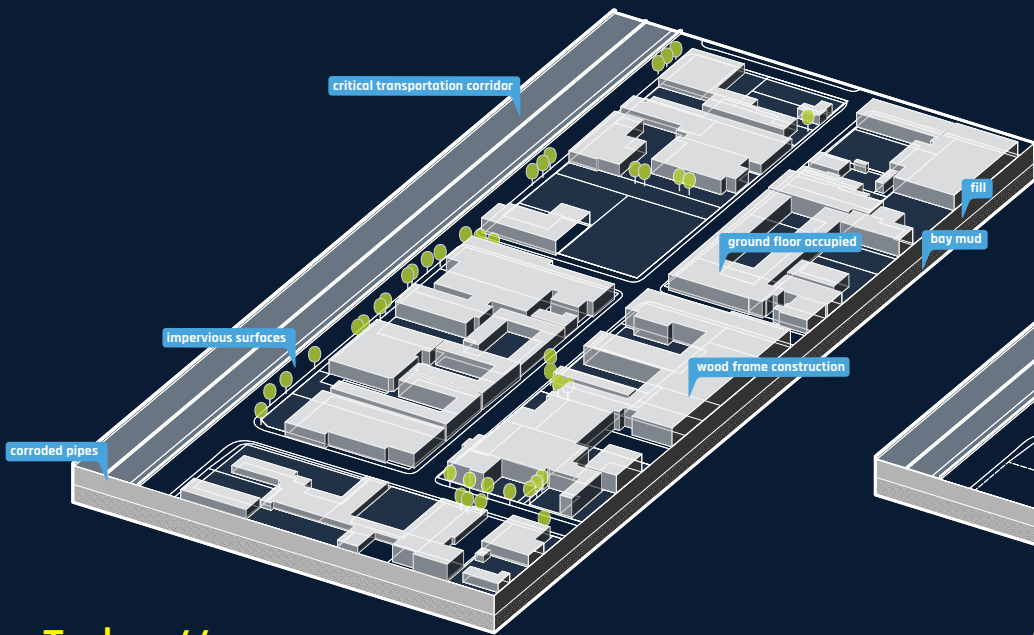
COMPLETE THE BAY TRAIL
Near term protection

LONG TERM SPINE
- Primary roads as critical infrastructure
- Provides safe access and utilities
- Acquire properties along these roads for future-proofing

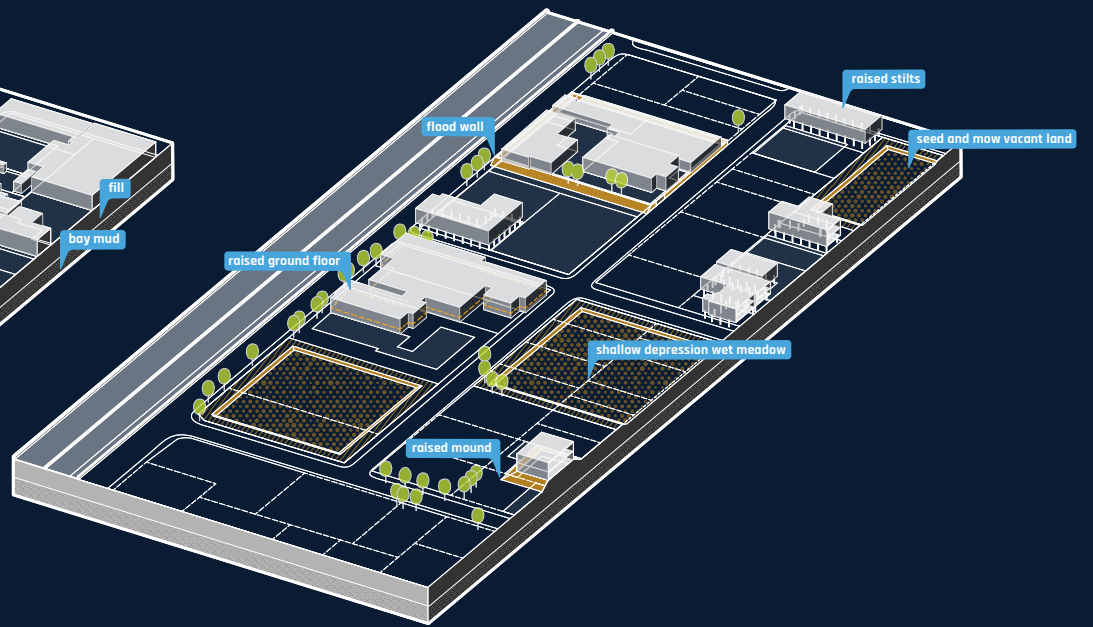
HIGH GROUND

ELEVATING //

Francisco Boulevard



Today // Residential



Acquisition + Adaptation

Freeway

- 1 New Fill
- 2 Bay Mud
- 3 Existing Ground
- 4 Existing Fill
- 5 Linear Cistern

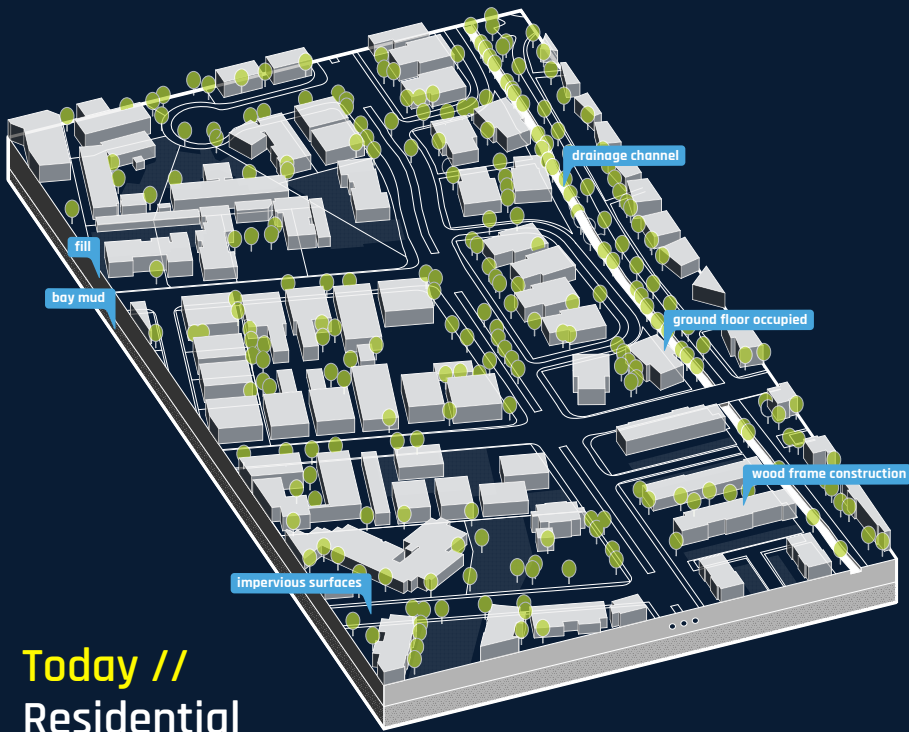


In the industrial conditions, the 101/580 transportation corridor is highly exposed to flooding. Along this edge there is clear opportunity for the city and the regional transportation agencies to anticipate the future and combine resources. Along the critical spine of Francisco Boulevard, owners could choose to protect in place or sell, and parcels could be acquired for the creation of green infrastructure. Over time properties could reorient their position to the environment and the infrastructure that support them.

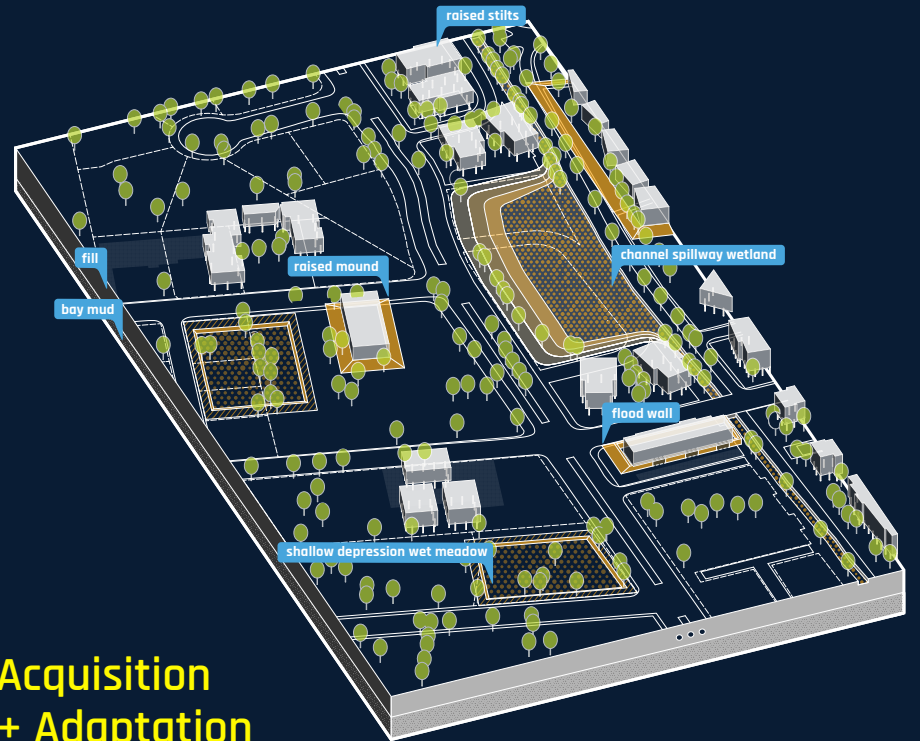


ELEVATING //

Kerner Boulevard



Today //
Residential



Acquisition
+ Adaptation

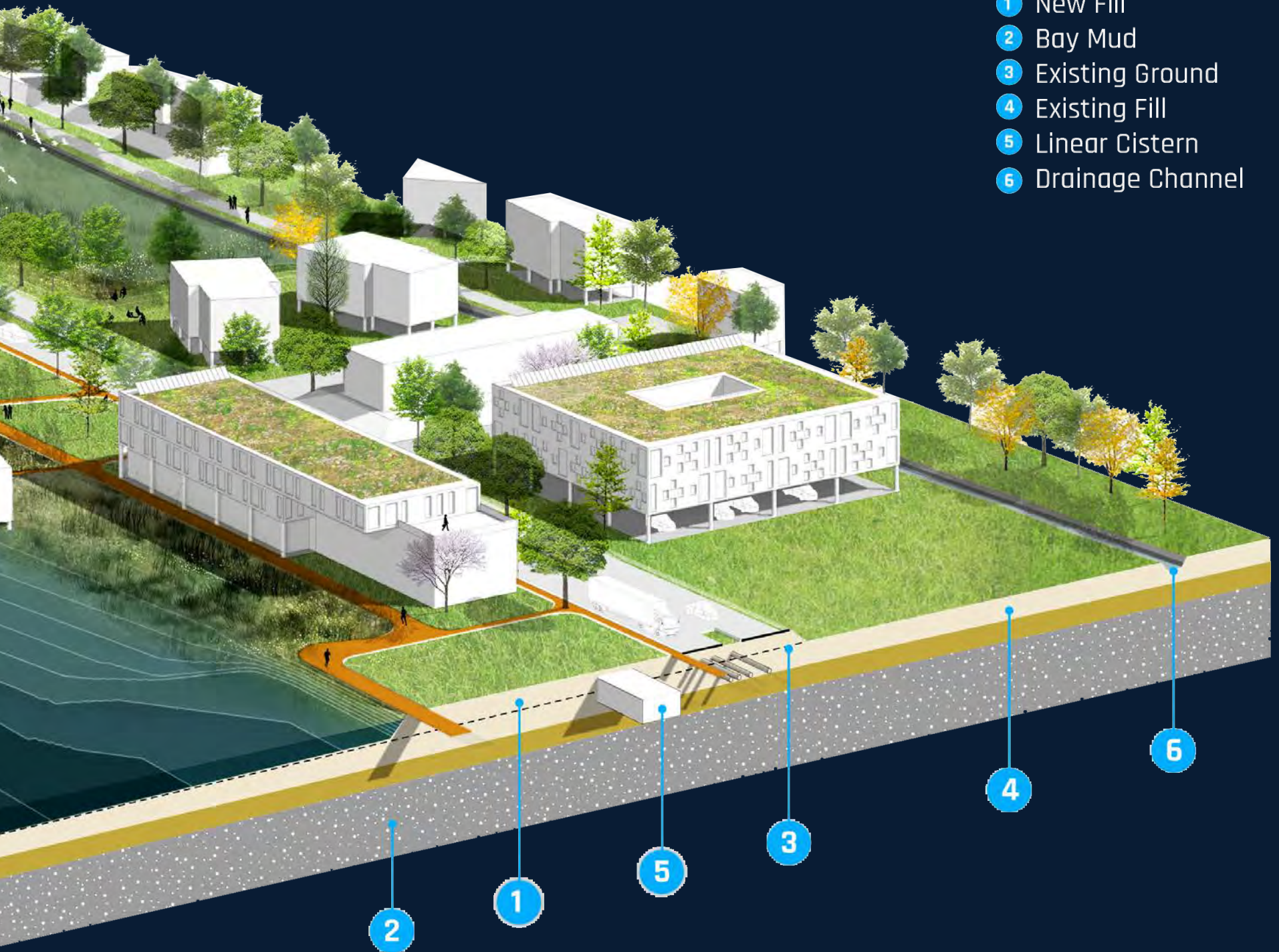


12'+
6'+

Along the critical spine of Kerner Boulevard, which is primarily residential today, some properties could raise and some could change ownership leading to opportunities to build greener infrastructure. Over time properties could reorient their position to the environment and the infrastructure that support them.

Kerner Blvd.

- 1 New Fill
- 2 Bay Mud
- 3 Existing Ground
- 4 Existing Fill
- 5 Linear Cistern
- 6 Drainage Channel

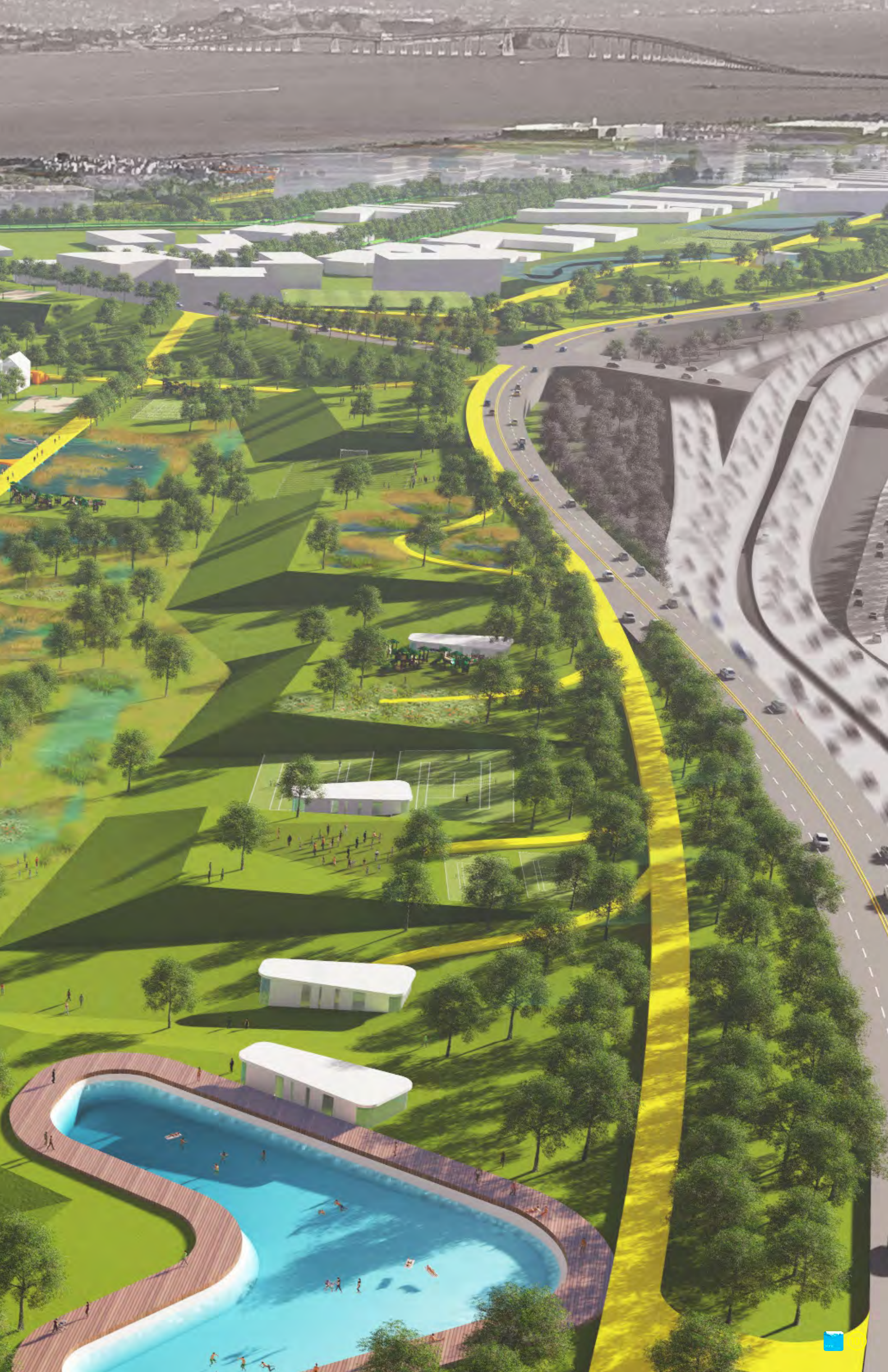


ELEVATING //

The Long Term

The future with Sea Level Rise is uncertain, but there are credible scenarios that project over 10' of increase by the end of this century. It is certain that over time sea levels will continue to rise. Understanding the complexity of the current situation and human life at risk, the Bionic Team proposes a strategy for large scale resilience that future generations could pursue. This is to say that the Team is not proposing projects and initiatives that will further complicate or preclude change. But rather, on the longer-term time scale, measuring resilience as a question of the options that have been made possible for future generations.

Building on the catalyst and pilot projects of the near term, the Bionic Team proposes that the city gradually shift resources away from the current pump and levy system, and reduce the perimeter that the City maintains for risk reduction. Paired with programs for upgrading to floodable buildings, acquisition of property for infrastructure protection, and equitable housing, this strategy proposes to build a city scale apparatus of green infrastructure that would elevate life in San Rafael and the systems that support it. Through this framework future generations would have options, space, and resources for how they continue to build resilience, and could choose to persist in this place for another hundred years or more.







An aerial, monochromatic photograph of a coastal city. A long, multi-lane bridge spans across a wide body of water, connecting the city to a distant landmass. The city below is densely packed with buildings and roads. The water is calm, reflecting the sky. The overall tone is blue and grey, giving it a technical or architectural feel.

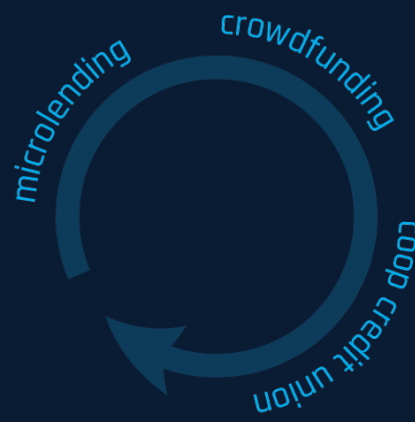
Implementation STRATEGY



POLICY MECHANISMS

Through conversations with community members, it became clear that there are many stakeholders with overlapping yet distinct priorities. To elevate life and put housing first, there are a range of mechanisms at different levels of government. These will have to incorporate acquisition, adaptation, and enhancements, and a range of financing and regulatory tools to subsidize housing, incentivizing housing, and promote community based ownership of improvements.

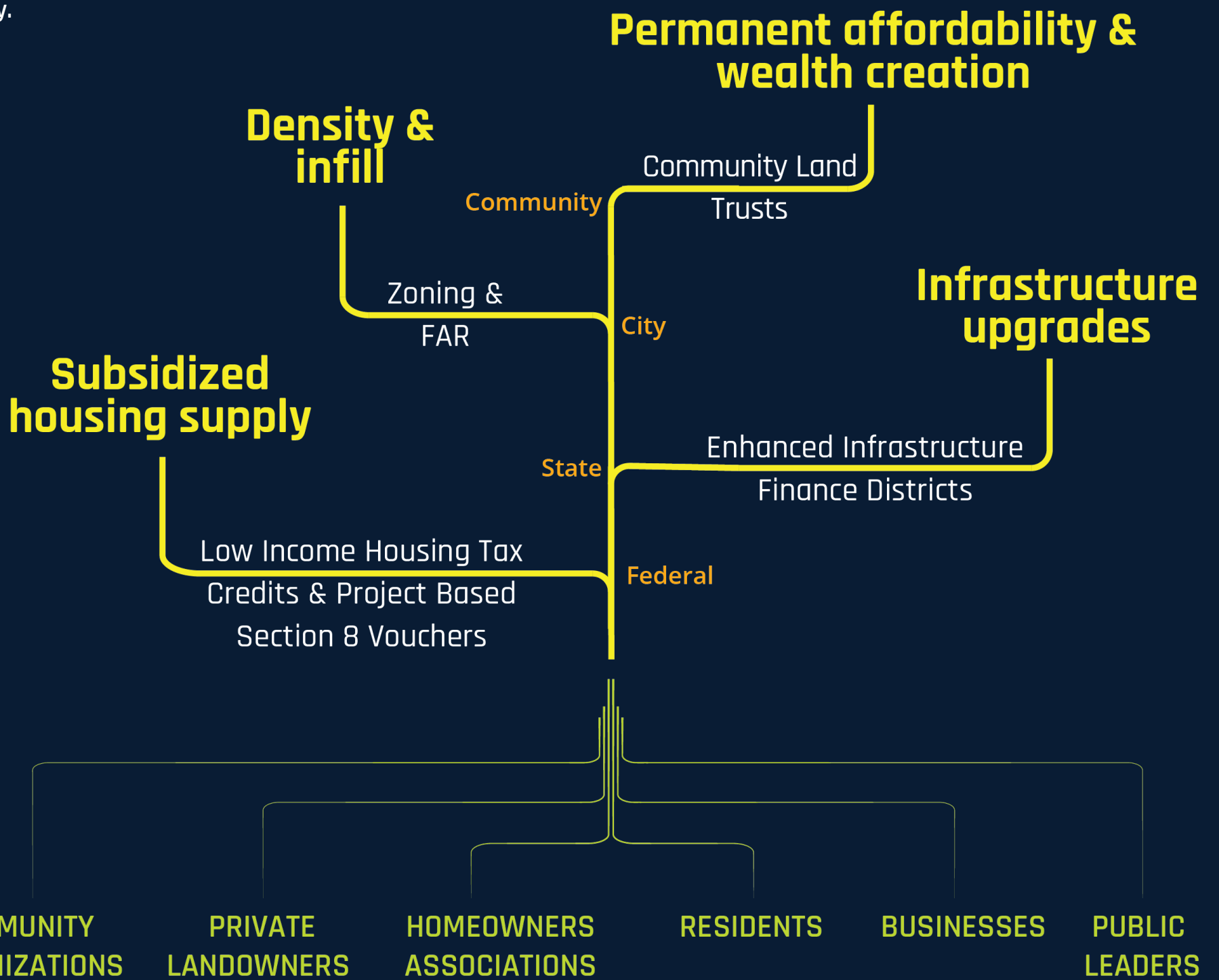
The City of San Rafael must reevaluate their housing policy to ensure social cohesion of the existing community and that all residents will have equal access and opportunity to housing in San Rafael. A new process is needed where the city and residents work together to prioritize equity, housing affordability, stability, and design. This would require state level commitment in policy and legislation, and city level housing policies. This type of commitment is critical to prevent against displacement and preserve a vibrant community.



COMMUNITY FINANCE



PUBLIC-PRIVATE FINANCE



PRINCIPLE	RATIONALE	TACTIC
MORAL IMPERATIVE: The City/County must address the conditions and risks of housing in the Canal District NOW to prevent a humanitarian crisis in the near term.	Severe flood damage in the Canal District represents the potential displacement of significantly more families than units damaged. (Need number)	Lead with policies to protect Canal District residents from displacement AND risk of displacement
	Rents in the Canal District are lower than anywhere else in the County and all rental housing in Marin is highly impacted. Displacement of Canal residents will lead to homelessness and displacement from the City and County.	Build new housing first, relocate residents second. No residential unit should be taken off the market without first providing a replacement unit
	The generally accepted timeline for building affordable housing in the bay area (without opposition) is 5-7 years.	Involve existing residents in the design and selection of tactics to protect residents currently living in the Canal.
PREVENT AVOIDABLE DISPLACEMENT: Any plans to improve or protect housing stock in the Canal District against flood risks must be paired with tactics to protect existing residents from displacement due to gentrification.	The strongest displacement-risk indicators include: proximity to rail transit, high percentage of renter-occupied housing, a high share of renters paying more than 35% of their income in rent, and a high percentage of non-white occupants – all of which are indicators that are present in the Canal district.	Offer buyout option to existing property owners in the Canal by City- or County-controlled Community Land Trust (CLT) or other mission-minded affordable housing organizations.
	Renovation/retrofit/redevelopment of existing housing runs the risk of seeding gentrification	Offer right to return for Canal residents displaced by retrofits to buildings acquired by CLT.
	Areawide improvement (trail access, waterfront access/amenities, etc.) also run the risk of seeding gentrification	Involve existing residents in improving community access. Ensure that strategies to protect residents are in place prior to implementing new plans.
PRESERVE COMMUNITY AND REDUCE ISOLATION: Replacement housing should be built within the same, existing “social catchment area” and improve connectivity to resources outside of the catchment.	Canal residents report heavy reliance on the services located within the district	Plan for the protection and replacement of critical public and community assets alongside housing
	Low-income and immigrant families often rely very heavily on social and familial networks to bridge for stability and advancement.	Involve existing residents in designing connectivity between existing and replacement housing.
DO NOT REPLICATE OVERCROWDING: Replacement housing must be built in appropriate quantities representing the TRUE number of residents living in this area	(Overcrowding statistic)	Involve existing residents in the assessment of size and scope of the need for replacement housing Canal, including culturally sensitive evaluation of household configurations.
	Community can be densified more successfully with appropriate public transit services	Increase building heights and FAR limits; Adjust envelope restrictions
	Overcrowding of housing has created overcrowding of on and off-street parking spaces	Site replacement housing with the transit needs of the community in mind
MAKE LEMONADE: Replacement strategy should reduce housing cost burden and create new opportunities for housing mobility (in place)	Many existing Canal residents are housed but remain housing insecure due to excessive housing cost burdens, overcrowding and challenging housing conditions.	Ensure that any new housing is operated with affordability restrictions that reflect the needs of the existing community
		Build housing ladder into new and retrofitted housing Canal Catchment to enable housing and economic mobility, including lease-to-own and other opportunities.

NEXT STEPS

San Rafael needs to act now. The risks are eminent and protection measures are needed for the near-term. The Bionic Team recommends that the City take urgent measures to buy time and protect a vibrant community currently in harms way.

The process will require the participation of many stakeholders and funding from a range of different sources. Collective action will allow San Rafael to advance down a trajectory of elevating and evolving, and will prevent an unnecessary humanitarian crisis.

Resilience planning for San Rafael will be a multi-year and multi-generational commitment from the city and its residents.

Beyond initiating catalyst projects to protect San Rafael now and buy time, the City could advance the resilience conversation and planning in the near term, with the support of the County of Marin, by creating a new position of **Resiliency Officer** that reports to the city mayor.

The Resiliency Officer could be tasked with:

- adaptation planning for San Rafael
- working across various departments to coordinate and activate city's resiliency strategy
- work with the community to build support for various resiliency strategies
- liaise with the General Plan Steering Committee to incorporate adaptation measures into the City's 2040 General Plan
- prioritize projects based on stakeholder input
- build a coalition to implement the City's adaptive measures.
- work with the City's Planning department to advance the specific area plans for the Canal Area
- work with the various city departments to coordinate pursuing of various Federal and State funding sources.





Link between Stakeholder Interests and Canal Resiliency Plan Elements

The San Rafael Canal District has a number of key attributes that would be beneficial to securing funding. The first is that there are several key stakeholders that will be seriously impacted by flooding and have a vested interest to address sea level rise. The second is that the projects align with the goals of multiple public

funding sources such as affordable housing, multi-modal transportation, increasing connectivity, incentivizing in-fill development at floodable elevations / conditions, and enhancing access to the Bay.

The target funding source(s) will be identified from discussions with the City of San Rafael and beneficiaries, and the ultimate agreed upon vision for the Canal Area. A robust outreach program to stakeholders and potential funding sources will be needed to secure funding.

Figure: Key beneficiaries and vision elements that address the interests of the stakeholders

FUNDING & FINANCE MECHANISMS

Financing Framework

Given the regulatory and funding processes in California, it will be important for the San Rafael Canal Area to be embodied in a planning document that is sponsored by the governing jurisdiction.

One possible tool that could be very effective is a General Plan update through 2040. The city is currently updating the General plan. The plan update is ongoing and will be completed by 2020. **It is recommended that the resiliency planning will be incorporated in the ongoing General Plan update, and the General Plan update incorporate the data and analysis prepared as part of this challenge.**

Another tool for the city is to prepare Specific Plans for the Canal Area to provide detailed guidelines for future developments. Specific Plans could be prepared in conjunction with the General Plan 2040 preparation.

Traditional funding sources do not specifically target sea level rise resiliency systems and projects. Resiliency projects do, however, overlap with many traditional needs, such as improving transportation systems. As a result, many existing funding programs can potentially be layered to fund resiliency programs and projects.

Rising sea levels will have impacts throughout the Bay Area and will require costly solutions. As a result, it is envisioned that new regional public funding sources will be needed and developed to specifically fund resiliency systems. Examples of potential new sources might include a market system for incentivizing the dedication of land to wetlands or the Bay, a regional bond issue for sea level rise improvements, or the dedication of State matching funds for improvements.



assessment districts			
community facility district (CFD)		●	
development impact fees		●	●
developer credits and reimbursements		●	
development agreements and enhanced entitlements		●	●
economic incentive agreements		●	
development standards			
CEQA mitigations		●	
user and enterprise fees		●	
general fund	●	●	
capital improvement plan (CIP)		●	
tax increment financing (CRIA or EIFD)		●	●
cap and trade funds, one bay area grant program, TAP program	●		●
measure AA parcel tax			
Marin community foundation grants	●		●
infill infrastructure grant program			●
SB 2 funds			●
clean water state revolving fund		●	
state infrastructure bank		●	
community infrastructure program (SCIP)		●	
future regional sea level rise resiliency funding			
army core of engineers (ACOE)			
EPA grant	●		

Existing Potential Funding Sources

A spectrum of potential funding sources and mechanisms exist for implementing projects proposed for San Rafael, as shown in Table 2. This section describes the sources, mechanisms, and potential uses.

Although the terms “funding” and “financing” are often used interchangeably, there is an important distinction between the two terms.

“Funding” typically refers to a revenue source such as a tax, fee, or grant that is used to pay for an improvement. Some funding sources, such as impact fees, are one-time payments, while others, such as assessments, are ongoing payments.

“Financing” involves borrowing against future revenues by issuing bonds or other debt instruments that are paid back over time through taxes or fee payments, enabling agencies to pay for infrastructure before the revenue to cover the full cost of the infrastructure





is available. The funding sources and financing tools have been evaluated relative to their purpose, process of adoption and implementation.

Funding and financing mechanisms are organized under four broad categories:

1. Existing Federal and State funds.
2. Existing City resources;
3. Tax increment financing; and
4. Developer, property owner, and user funding, financing and resources;

A range of funding and finance sources could be utilized for the catalyst and pilot projects, as well as long-term strategies, depending on the scope and scale of the targeted improvements. Details of different type of funding sources listed below are included in the Appendix section.

FUNDING & FINANCE MECHANISMS

We propose a model using existing funding and finance mechanisms to prioritize new housing and neighborhood preference for existing residents, upgrades to existing housing and businesses, and upgrades to public infrastructure in the near term. The long term will require a new model for funding and financing large scale resilience.

Elevate San Rafael envisions a multi-pronged approach that creates surge housing and new housing on a large underutilized site adjacent to the existing neighborhood for current residents to occupy while existing housing is retrofitted and upgraded to floodable typologies. A Community Finance District [CFD] would be employed at a neighborhood or city scale to issue retrofit grants and low interest financing to support the housing and business upgrade program, along with near term public infrastructure projects that protect San Rafael in the near term. A Tax Increment Finance [TIF] or Enhanced Infrastructure Finance District [EIFD] would also support

public infrastructure improvements. Paired with an agreement with the city to master lease units, the City could ensure a stable supply of surge housing for current residents while their homes are upgraded, and a neighborhood preference program to prioritize first right of return to their homes.

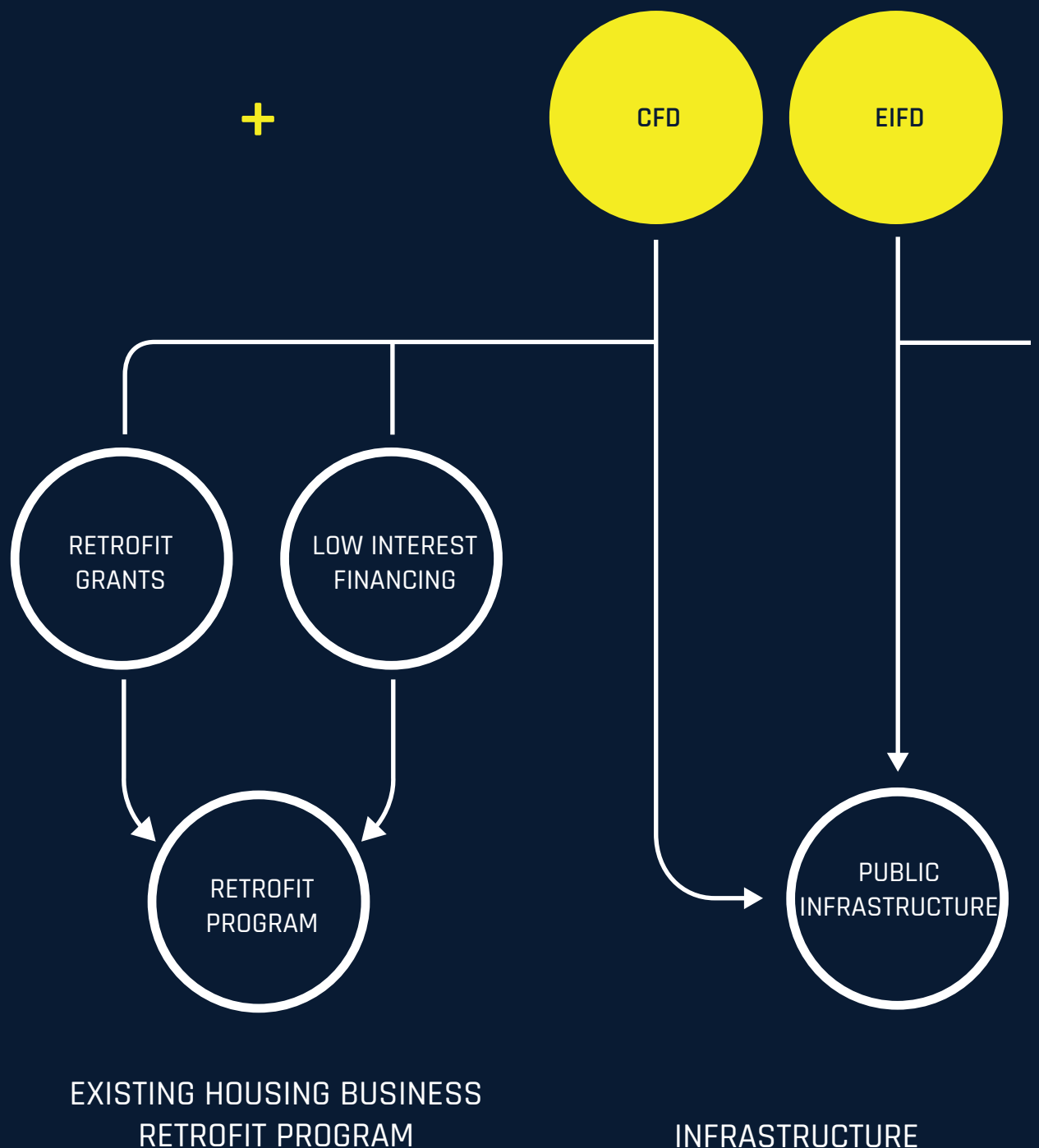
Given the community disenfranchisement that has historically resulted from Urban Renewal-style projects, we believe this more nuanced approach is critical.

The following outlines supply and demand-side subsidies to support residents in this process.

NOW



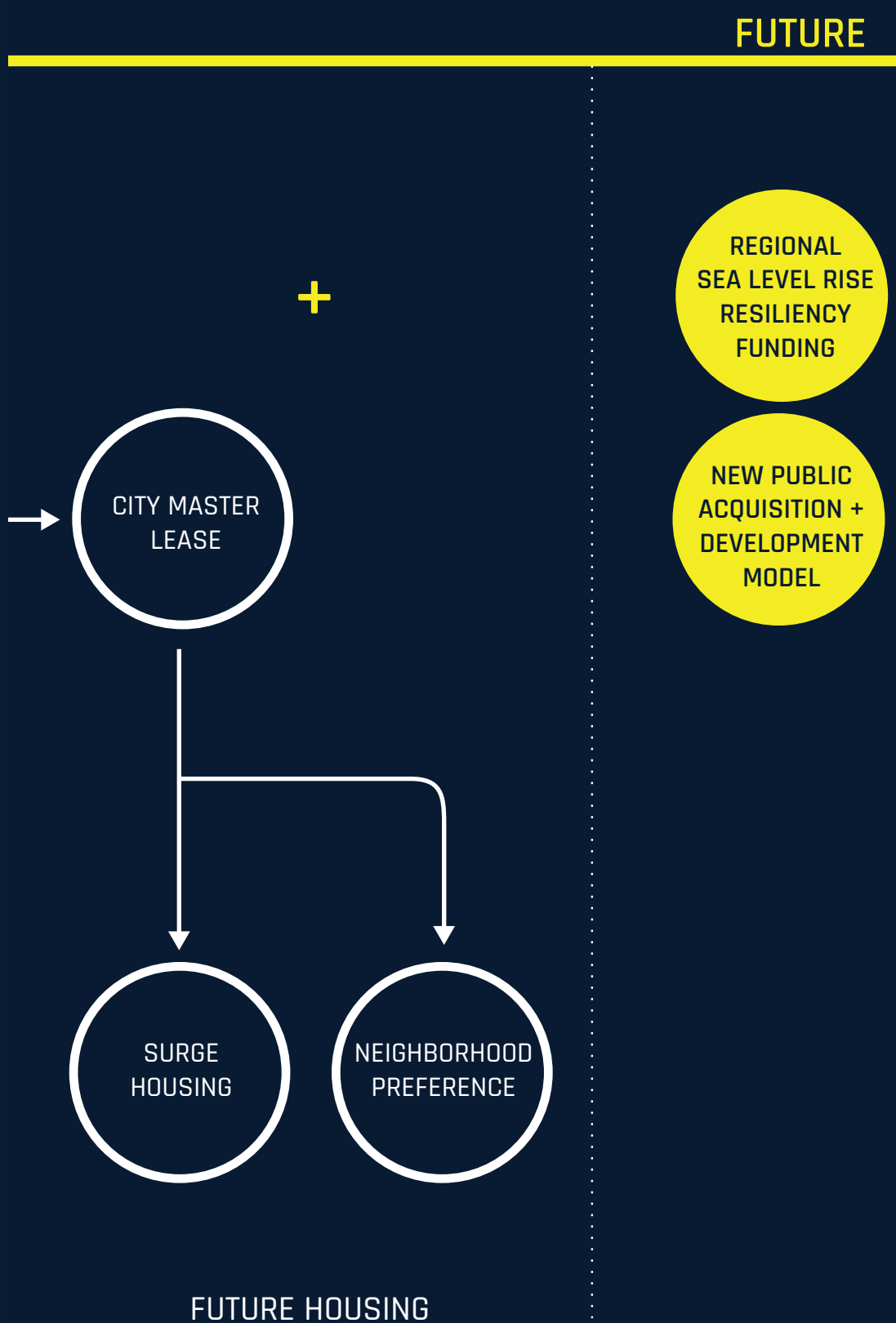
TIMELINE



The supply-side involves the development of new housing suitable for the residents currently residing in lowland areas. Many of these strategies are covered in the report titled “Conceptual Preliminary Financing Strategy Sea Level Rise Resiliency—San Rafael Canal Area.” This report does a great job covering the local, state, and federal subsidies and grant programs that could be leveraged for new development. For the purposes of developing affordable housing, the County should consider a combination of Tax Increment Financing (TIF), Low Income Housing Tax Credits (LIHTC) and Project-based Section 8 vouchers.

California's TIF law was approved in the early 1950s and dissolved in 2012. The **Enhanced Infrastructure Finance District (EIFD)** program has emerged in its place, allowing jurisdictions to use the incremental increase in property tax revenues to pay off the initial development bonds. The EIFD program “emphasizes projects that support sustainable community goals, energy efficiency, and reducing the carbon footprint of California’s economy.” This mechanism can be used to finance the necessary infrastructure required to develop new housing.

The Low-Income Housing Tax Credit (LIHTC) program is a federally-funded, state administered subsidy program designed to provide gap financing toward the development of affordable housing. Affordable housing developers compete for tax credits by responding to a State authored Qualified Allocation Plan (QAP), detailing development priorities. California’s current QAP requests a host of LEED-centric sustainable building practices, but makes no mention of “sea-level rise”, “flooding,” or “climate change.” It is possible that the use of LIHTC for this purpose would require a change at the State level.



Project-based Section 8 could provide rent subsidy to residents living in the new affordable housing development. Local Public Housing Authorities can allocate 20% of its authorized voucher units to project-based developments. Unlike traditional housing vouchers, which are allocated to families, project-based vouchers are attached to a given building. To understand if this program could be relevant in this case, more detail would need to be developed on how the voucher program would be administered in San Rafael.

Finally, it is worth noting that any successful relocation and return program hinge on the County’s ability to assemble the appropriate land. California is in the middle of a massive housing crisis, brought on in part, by a general unwillingness to develop new housing. For this strategy to be valid, local officials and members of the community must gather the political capital to support new housing development and policy. What’s more, land selected as suitable for new housing must be in a place that will allow the target population’s existing social and economic networks to thrive.

Model for San Rafael to prioritize upgrades to the existing housing and businesses, public infrastructure, and surge housing and neighborhood preference.