



## MEMORANDUM

**DATE:** July 13, 2012

**TO:** Community Vitality Working Group

**FROM:** Danielle Staude, Senior Planner, General Plan 2040 Project Manager

**SUBJECT:** Draft Goals & Policies

---

Attached are draft goals and policies on priority topics for the Community Vitality Working Group. This document is a work in progress and an initial cut at possible goals and policies based on feedback and discussion from the working group on existing conditions, trends, opportunities and constraints.

This draft document is a working document that will be used for the next several meetings, and will be modified based on input from the Working Groups. The July 18<sup>th</sup> meeting will focus on adding, deleting and modifying goals and policies, as appropriate, and possible program recommendations. Staff will add programs to the goals and policies to consider at future meetings based on recommendations from the Working Group as the discussion proceeds. (Please refer to page 14 and 15 of the MV2040 Workbook for a review of goals, policies and programs and also take a look at the 1989 General Plan for examples of program language). Another good source of information on and examples of outstanding General Plans is the following link:  
<http://reinventingthegeneralplan.org/models/>

Goals and policies for Arts & Culture will be presented to the Community Vitality Working Group at the August 15<sup>th</sup> meeting.



## COMMUNITY VITALITY DRAFT GOALS AND POLICIES

### Related Community Values:

- A strong local economy that encourages entrepreneurs, and home based businesses, and supports locally-owned and local-serving businesses
- Prudent municipal fiscal policies and practices, and operational excellence
- The free flow of information, leveraging technology
- Personal mobility by foot, bike, private vehicle and public transportation that is safe and convenient, reduces congestion, advances public health and promotes environmental sustainability
- Our residential neighborhoods and their unique topography and natural features, architectural diversity and historic character.
- Housing choice for all income levels that provide for the local workforce, aging residents, young families and others to live in and contribute to our community.
- Open space and natural resource and habitat protection that defines the physical character of our community, promotes active, outdoor recreation and fulfills our responsibilities toward environmental stewardship and climate protection.
- The arts and our artistic community and its on-going and lasting contribution to our culture, heritage, history, character, economy and quality of life.

### **Keep these questions in mind as you evaluate the following proposals:**

**GOAL:** Does this create an appropriate and consistent vision of the future of Mill Valley? How does it align with community values?

**POLICY:** Is it clear? Does it accomplish the desired outcome looking toward 2040?

**PROGRAM:** Is it realistic and achievable? Is it action-oriented? **Note: program language has not been provided at this point. See 1989 General Plan for examples of typical “program” language.**

## ***ECONOMIC VITALITY***

**GOAL: Maintain a strong, vibrant local economy.**

### **Policies**

- **Economic Base.** Pursue businesses that have a positive economic impact, create sustainable commercial success and enhance the quality of life of the community (including, but not limited to local-serving businesses that provide medical, educational, cultural, artistic, entertainment or recreational amenities for the community).
- **Environmental Stewardship.** Support businesses that are non-polluting, actively promote telecommuting and alternative work and transportation modes; and that offer or support environmentally sustainable goods or services.
- **Partnerships.** Strengthen the partnership between the City and the business community in order to improve communication and to promote a collaborative, entrepreneurial approach to local economic issues.
- **Business Retention.** Create the informational and regulatory capacity to retain businesses that have a positive economic impact and enhance the quality of life of the community.
- **Job Bank.** Create a local “job bank” to utilize local residents who may be un- or under-employed.
- **Aesthetics.** Establish funding for and regulatory standards to ensure attractive, pleasant, safe, clean, and accessible commercial areas.
- **Revitalization.** Regularly assess opportunities to strengthen and revitalize commercial areas through targeted funding, regulatory improvements, temporary or “pop-up” uses and other incentives.
- **Multi-Modal Connections.** Establish a coordinated network of pedestrian and bicycle amenities and safety improvements, including sidewalks, bike lanes, seating areas, trash receptacles and bike parking, that will link local businesses and customers.
- **Shared Use.** Promote shared use of public and commercial buildings, streets and parks and plazas for civic- and community-serving uses that provide opportunities for interaction and economic development.
- **Gateways.** Create unique gateway design treatments (using landscaping, signage, public art, structural elements, etc.) for the key entryways into the City that will communicate a sense of arrival and welcome to Mill Valley.

**GOAL: Maintain “Downtown Mill Valley” as the social, cultural and entertainment center of the community.**

### **Policies**

- **Community Gathering Space.** Keep Downtown as the community focal point by creating a diverse array of functions - shopping, services, community events, entertainment, and recreation – that will continue to attract locals and visitors to the Downtown area.

- **Ground Floor Uses.** Encourage a mix of retail, food and drink establishments, and other arts and cultural venues that will create an attractive, vibrant and walkable downtown experience that does not detract from the essential character and charm of Downtown. Ensure that the mix of ground floor uses does not result in particular locations where a single use or a concentration of certain uses disrupts or detracts from the Downtown experience or creates a break in continuity that may negatively impact other adjoining businesses.
- **Good Neighbors.** Address potential conflicts between businesses and residents in or adjacent to Downtown by recognizing the need for responsible business operations and practices; by acknowledging that the value and convenience of living in or near Downtown also comes with noise, odors, parking and other issues not typically found in traditional residential areas; and that the resolution of any conflict should not jeopardize one use over another or the goal of a vibrant Downtown.
- **Parking.** Establish regulations and management strategies (minimum or maximum requirements, enforcement, shared parking, etc.) that supports Downtown economic vitality without the creation of new areas or structures dedicated solely to parking or that negatively affect adjacent residential neighborhoods.

**GOAL: Strengthen community.**

**Policies**

- **Outreach and Communication.** Utilize technology and new methods of public participation to include all members of the community in the public decision making process. Establish a common, trusted and one-stop source of information for community-wide special, educational, recreational and cultural events.
- **Social Interaction.** Encourage opportunities for social interaction and community activity through the creation of well-designed, accessible public spaces and events, and by encouraging uses that support community interaction, such as cafes and restaurants, performance and arts spaces, and child activity centers.
- **Mutual Support.** Support the work of community institutions, government agencies, non-profits and local businesses that contribute to the quality of life of Mill Valley residents.
- **Leadership and Volunteerism.** Build local and regional leadership by expanding opportunities local volunteerism and community participation.
- **Civic Responsibility.** Strengthen the quality of civil discourse and problem-solving by embracing open communication, transparency and mutual respect.

***HEALTHY COMMUNITY***

**GOAL: Create a built environment and local social structure that encourages physical activity and healthy living.**

**Policies**

- **Health in Planning Decisions.** Make land use and design decisions that promote positive health outcomes, including an appropriate mix of land uses, access to healthy and nutritious

food, reduced pollution and waste, opportunities for physical activity and social interaction, complete streets and local jobs.

- **Parks and Recreation.** Improve existing parks and open space and expand recreational programs as a means of improving the physical and mental health of Mill Valley residents. Facilities and/or amenities should be planned and designed to accommodate a range of ages and abilities.
- **Joint Use with Schools.** Create and/or expand joint-use agreements with school districts and private schools to open school properties for public use during non-school hours in order to expand opportunities for physical or social activities in proximity to neighborhoods.
- **Universal Design.** Promote opportunities to allow residents to age in place and remain part of the community.
- **Housing Diversity.** Provide a greater diversity and range of housing by location, tenure, type of unit and price level throughout the city, especially in walkable areas that can be well-served by transit and close to commercial goods and services

**GOAL: Maintain a broad range of recreational and cultural programs and services that meet diverse community needs.**

#### **Policies**

- **Program Diversity.** Continue to place high priority on programs and facilities that serve youth, families and seniors. Ensure that programs and services meet the diverse needs in the community for users such as seniors, youth, non-English speaking groups and special needs groups.
- **Children and Senior Needs.** Periodically assess the city's entertainment/recreation resources for youth to ensure that their needs are being met. Strive to expand efforts of collaboration with the local school districts to better serve youth and the neighborhoods in which schools are located. Continually monitor and analyze the overall needs of the city's senior citizen population, in order to meet the needs of this segment of the community. Provide the appropriate type, quantity, schedule and class size of senior programs and activities.
- **Volunteerism.** Utilize and expand programs that provide opportunities for volunteerism and multi-generational interaction for all ages and professions
- **Partnerships.** Strengthen partnerships and outreach with the nonprofit, public and private sectors to enhance recreational and educational programming.
- **Universal Outreach.** Improve communication and outreach materials and delivery methods to increase their reach. Ensure that there is appropriate communication to linguistically isolated households and populations without internet (especially seniors and low-income residents).

**GOAL: Provide an integrated system of parks, open space areas, and recreational facilities that are safe and convenient.**

#### **Policies**

- **Complete System.** Develop and maintain a complete system of parks and open space areas throughout Mill Valley that provide opportunities for both passive and active recreation.

- **Connected Network.** Integrate recreation and community facilities with other public spaces and rights-of-way (e.g., steps, lanes and paths, bikeways, sidewalks, trails, bridges, and transit routes) that are easily accessible by alternative modes of transportation.
- **Small Public Places for New Development.** Allow new development to provide small plazas, pocket parks, civic spaces, and other gathering places that are available to the public, particularly in infill areas, to help meet recreational demands.
- **Youth “Friendliness.”** Provide parks and facilities for youth between the ages of 10 and 18 to ensure safe gathering places for their recreation.
- **Aging Friendly Community.** Develop facilities that support continuing engagement, personal enrichment and independence of older residents.
- **Organized Sports Facilities.** Work with local organized sports groups to insure that local facilities are used efficiently, serve local demand to the greatest extent possible and preserve the quality and safety of the facility.
- **Joint-Use Facilities Co-located.** Support the development of parks and recreation facilities co-located with public and private facilities.
- **Private Commercial Recreational Facilities.** Encourage and coordinate the development of private commercial recreational facilities to help meet the recreational interests of Mill Valley’s residents, workforce, and visitors.
- **Responsiveness to Community.** Design parks and recreational facilities to meet the unique and anticipated needs and interests of residents.

**GOAL: Expand opportunities for community gardens and local food production.**

**Policies**

- **Local Food Access.** Support local food processing and distribution needs that connect local agriculture to local retailers, restaurants, schools, hospitals and other institutions.
- **Community Gardening and Farming.** Promote community gardens, edible schoolyards and edible landscapes that support sustainable and organic farming practices.

**GOAL: Keep Mill Valley an Ideal, Fiscally Stable Place to Live and Work.**

**Policies**

- **City Budget.** Maintain Mill Valley’s tradition of prudent fiscal management and use the City budget process as an opportunity to identify operational improvements and efficiencies, evaluate and prioritize General Plan program implementation and involve the community in addressing fiscal issues and funding strategies, including government pensions and other benefits programs.
- **City Fees.** Establish a regularly updated schedule of fees for service and permits. Fees shall reflect the actual costs of the service, except in those instances where the community determines that a General Fund subsidy is necessary and appropriate.
- **Capital Facilities.** Use the Capital Improvement Program (CIP) as the means to prioritize and fund identified General Plan programs.