



**Marinship Specific Plan
Community Forum
April 5, 2014, 10am
Bay Model, Sausalito**

Agenda

- Welcome and Introductions (10 minutes)
- Presentation (20 minutes)
- Public Participation (80 minutes)
- Wrap-up (10 minutes)



Community Forum Handout Index

- ❖ Schedule and Scope of Work pg. 1
- ❖ Background and Purpose of Project pg. 2
- ❖ Map of Marinship pg. 3
- ❖ Community Forum PowerPoint Slides pg. 4
- ❖ Preliminary Strategic Assessment Analysis Report* (March 2014) pg. 11
- ❖ Landowners Interviews Summary (March 2014) pg. 39

**reprinted from version handed out on 4/5 to include entire Report*

For Marinship background materials, reports, agendas, videos visit

<http://www.ci.sausalito.ca.us/Index.aspx?page=2051>.

To join the meeting notification list email Lilly at

LSchinsing@ci.sausalito.ca.us, subject line "Marinship"

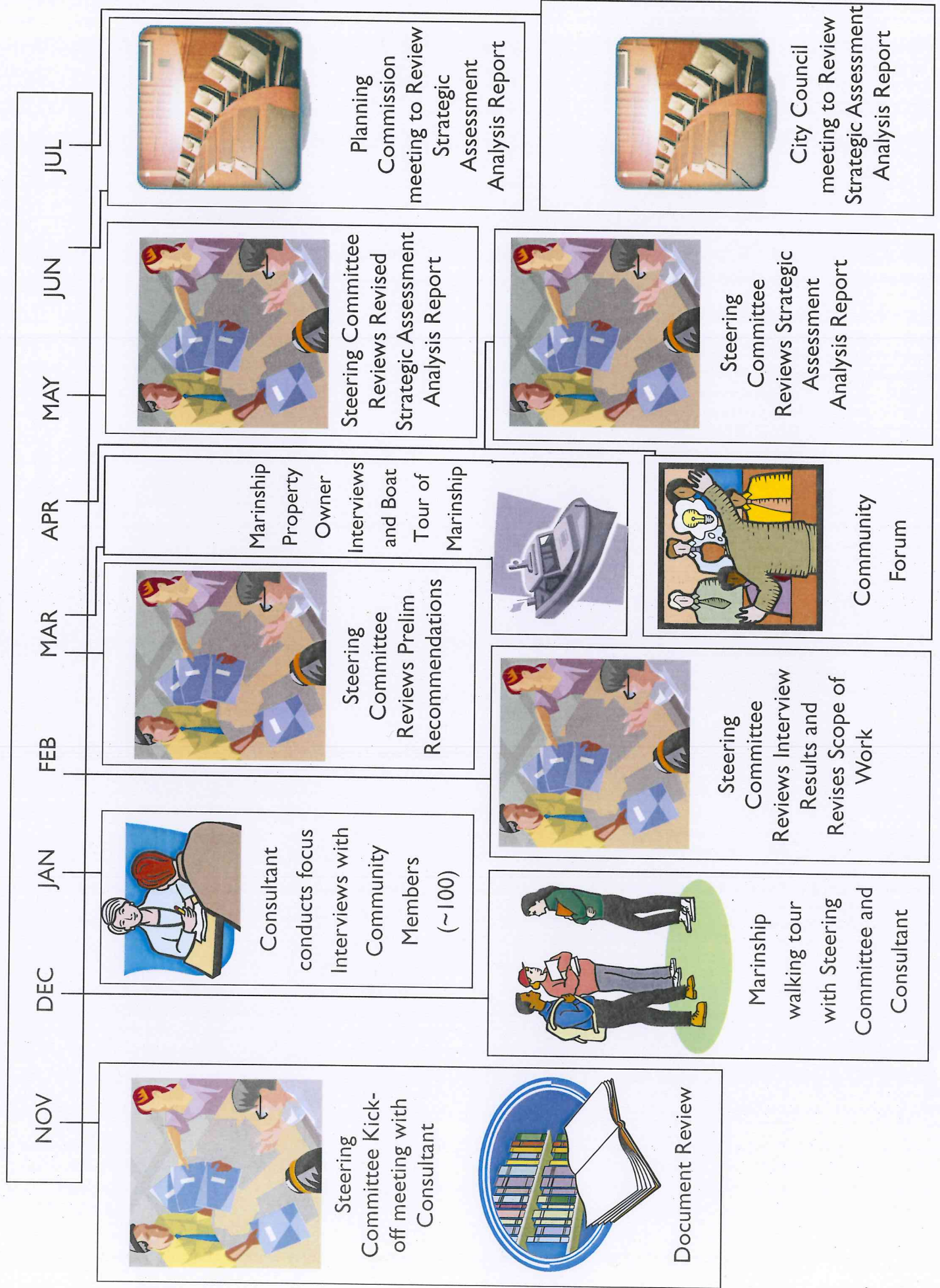
****Remember to sign the attendance sheet and complete a comment card****

Thank you for participating!

FOR MORE INFORMATION:

Contact Lilly Schinsing,
Analyst-Project Manager, (415) 289-4134,
LSchinsing@ci.sausalito.ca.us
Website: www.ci.sausalito.ca.us

MARINSHIP SCOPE OF WORK—UPDATED MARCH 2014



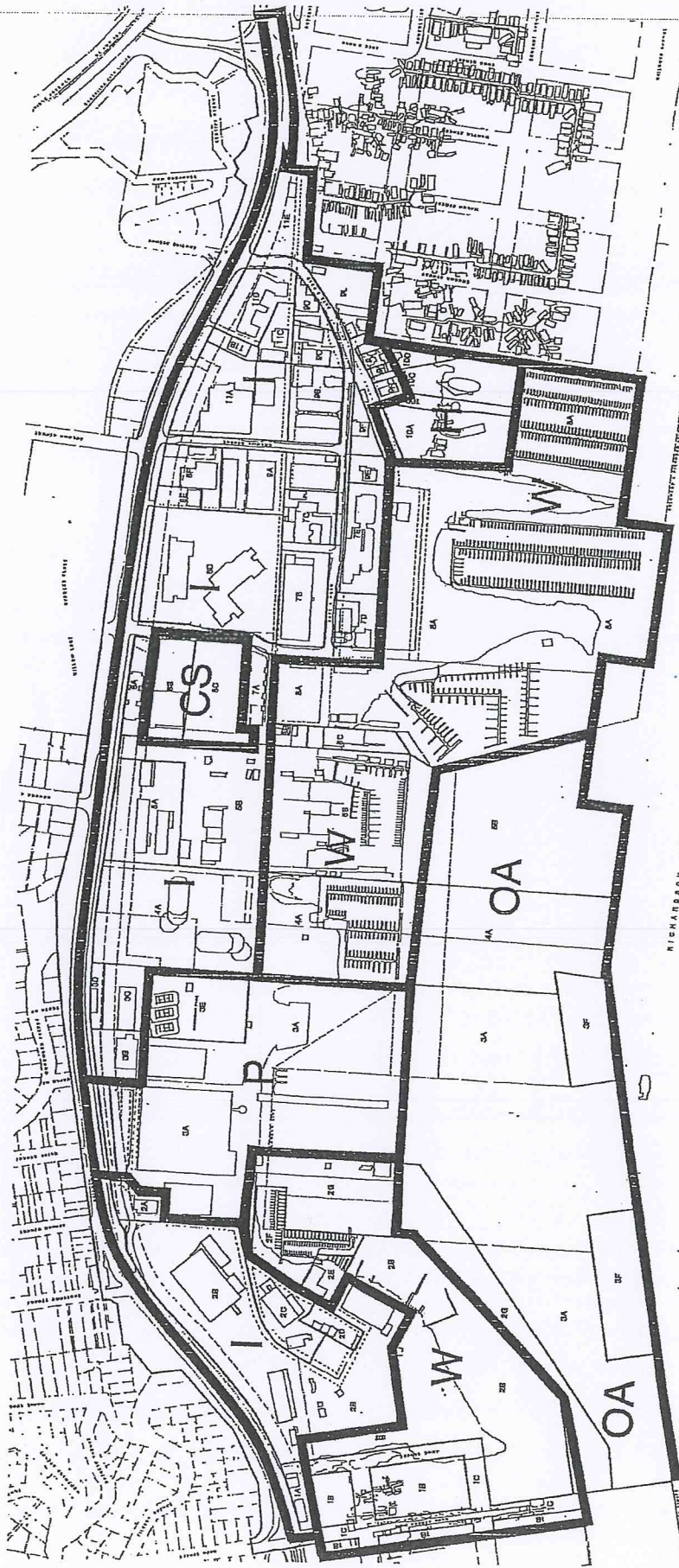
Purpose and Tasks of the Marinship Specific Plan Steering Committee

With the assistance of a Consultant and staff the purpose of the Marinship Specific Plan Steering Committee is to:

- Evaluate the Marinship Specific Plan using studies already completed on behalf of the City and any new studies as recommended by the Marinship Steering Committee to determine to what degree that the Marinship Specific Plan is adding to the health of the City and to the degree that is necessary to avoid the negative consequences of doing nothing.
- Identify areas of the Marinship where improvements can be made to the Marinship Specific Plan to add to the health of the City and to avoid the negative consequences of doing nothing.
- Develop a community engagement plan and a property owner outreach program.
- Recommend changes to the Marinship Specific Plan as required.

Background: Analysis and Evaluation of the Marinship Specific Plan Project

- **April 5, 1988:** The Marinship Specific Plan (MSP) was adopted by City Council Resolution No. 3708.
- The MSP applies to the area from Bridgeway to Richardson's Bay, bound between Napa Street to the south and the northern city limits to the north.
- On **March 5, 2013** staff presented a "Marinship 101" staff report to the City Council regarding the Marinship Specific Plan (MSP)—its history, applicability, development programs, issues, recent actions and potential next steps. After public comment and discussion the City Council directed staff to conduct further analysis and plan a scope of work regarding the MSP with two appointed City Councilmembers.
- On **May 7, 2013** staff presented a review the current existing conditions, constraints and opportunities in the Marinship area in the context of land use, economics and infrastructure to the City Council. After discussion the Council to appoint a Steering Committee to evaluate the MSP and identify areas of the Marinship where improvements can be made to the MSP.
- On **September 24, 2013** the City Council appointed the Marinship Specific Plan Steering Committee. The Steering Committee is composed of seven members:
 - Two former Mayors/Councilmembers (Steering Committee Vice-Chair Mike Kelly and Leon Huntting)
 - Two residents (Tony Badger and Steering Committee Chair Robin Petravic)
 - One Planning Commissioner (Vice-Chair Bill Werner)
 - Two City Councilmembers (Mayor Ray Withy and Vice-Mayor Tom Theodores)
- On **October 22, 2013** the City Council authorized the City Manager to execute a contract with Placeworks (formerly the Planning Center | DC&E) to provide consulting services for the Analysis and Evaluation of the Marinship Specific Plan.
- On **November 4, 2013, December 5, 2013, January 27, 2014, February 24, 2014 and March 27, 2014** the Steering Committee met.
- On **December 5, 2013** the consultant led a walking tour of the Marinship (see video here: <https://www.youtube.com/watch?v=YDyKwFR6dGE>)
- On **March 17, 2014** the consultant participated in a water tour of the Marinship (see video here: <http://youtu.be/tslrztKJGiE>)
- The next regular meetings of the Marinship Specific Plan Steering Committee will be on **April 28, 2014 and May 19, 2014.**
- Visit <http://www.ci.sausalito.ca.us/Index.aspx?page=2051> for past and upcoming meeting agendas and packets, in addition to videos from past meetings.



The **MARINTOSH**
Specific Plan

PREPARED BY
City of Alameda, Planning Department
William Ruppel, Planner, AIA
January 2004

Diagram #3
ZONING MAP

Marinship Specific Plan Analysis

Community Forum

April 5, 2014



 PLACEWORKS

Workshop Format

- » **Project Summary and Questions** *(20 minutes)*
- » **Facilitated Discussion & Recorded Comments at 3 Stations** *(80 minutes)*
 - **Priority Infrastructure Improvements**
 - **Potential I Zone uses for W Zone**
 - **Circulation Concepts**
- » **Summary of Comments** *(10 minutes)*

  PLACEWORKS

Marinship Specific Plan Analysis

- » **Project Scope:** *Evaluate the MSP and identify areas of the Marinship where improvements can be made to the MSP to add to the health of the City*
- » **Timeframe:** November 2013 – July 2014
- » **Builds on prior efforts:** Historic Context, WAM Report, Business Needs Studies, Land Use Inventory, Imagine Sausalito, BAC Ped/Bike Report, Fair Traffic Initiative, etc.



The MSP Analysis Project so Far

- » **Site tours: Land and Water**
- » **7 Steering Committee Public Meetings**
- » **Community Interviews: 138 participants**
- » **Preliminary Report with Options for Recommendations**



Community Engagement

- » Robust and inclusive process
- » One-on-one, group, online and email

Steering Committee	7
Online Survey/Email	25
Focus Group Sessions	91
Landowners Meeting	15
	138



Common Ground We've Heard

- » Improve and maintain infrastructure
- » Protect working waterfront
- » Increase economic vibrancy
- » Enhance nighttime safety
- » Improve access and wayfinding for vehicles, pedestrians, bikes and boats



Remainder of Project

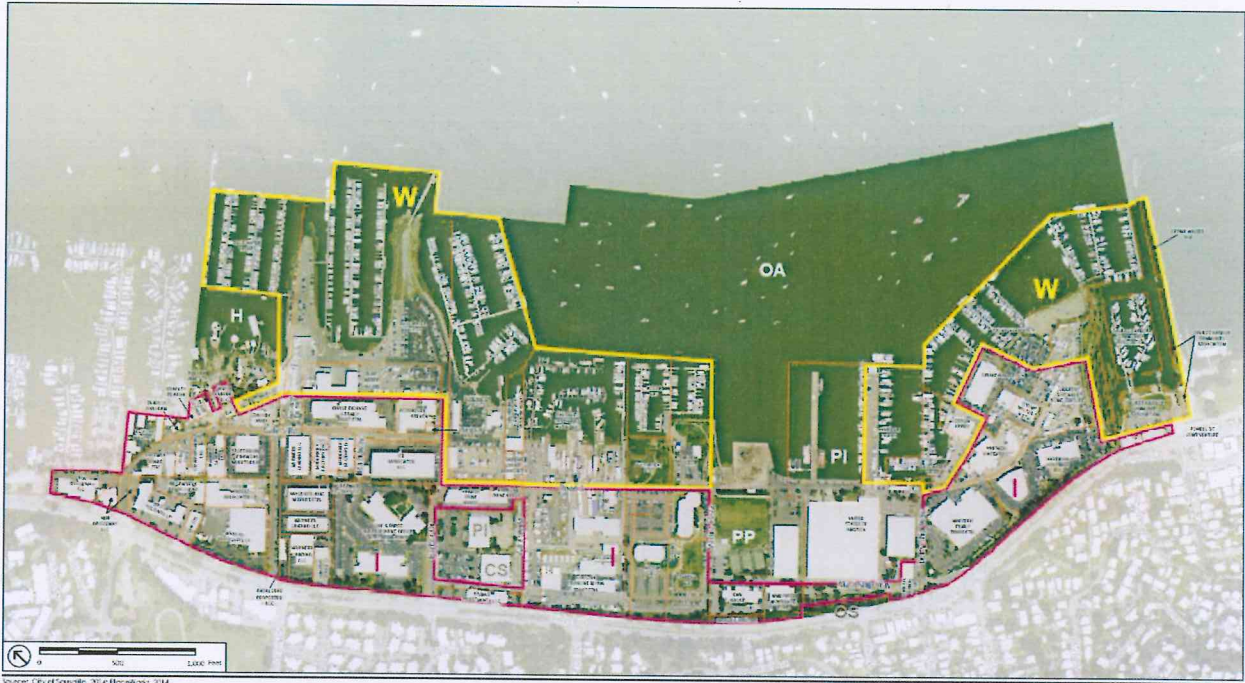
- » Workshop today
- » **Revise Options/Recommendations Report**
- » **Steering Committee Review** (*2 meetings*)
- » **Planning Commission Review**
- » **City Council Consideration/Next Steps**



Preliminary Recommendations

- » **Make Specific Plan & zoning consistent**
- » **Prioritize infrastructure improvements**
- » **Consider some I Zone uses in W Zone**
- » **Protect marine rails**
- » **Consider new streets in central area and modified alignments for existing paths**





- Parcels
- Waterfront Zoning District (W)
- Industrial Zoning District (I)
- H: Houseboats
- CS: Shopping Center
- PI: Public Institutional
- PP: Public Parks
- OS: Open Space
- OA: Open Areas

MARINSHIP ZONING DISTRICTS
LAND USES



Current Zoning

Marinship Land Uses	Industrial (I)	Special Recreational/Residential (SR)	Waterfront (W)
Manufacturing and Processing Uses			
Applied arts	MUP		
Arts (fine, industrial, and marine)			
Commercial fishing facilities	CUP	Net processing plants	CUP
Drydocks			CUP
Industrial research and development			
Industrial service and supply			
Light manufacturing			
Lumber yards			
Marine-oriented research and development	CUP		
Marine industrial uses			
Photofinishing labs	CUP		
Printing and publishing	MUP		
Recycling collection stations	MUP		
Wholesaling and distribution			
Recreation, Education and Public Assembly Uses			
Parks and playgrounds			
Piers and wharves			
Recreation and fitness centers	CUP		
Schools - specialized education and training	CUP		
Temporary uses and events			
Performing arts, theaters and rehearsal use		Occasional live performances or films require CUP	
Yacht clubs (tax exempt)	CUP		P2
Residential Uses			
Houseboats			CUP5
Livaboards			CUP
Residence and Open Space Uses			
Plant nurseries	CUP		
Retail Trade			
Auto, vehicle and parts sales	CUP		
Building material stores	CUP		
Nurseries	CUP		
Restaurants	CUP		CUP5
Outdoor dining (on public right-of-way, or private property)			MUP
Wholesale and retail fish sales	CUP		CUP
Service Uses			
Business office supply and support services			
Cleaning			
Equipment rental and sales			
Financial institutions			
Laundry and dry cleaning plants			
Marine applied arts			CUP
Marine commercial service uses			P
Marine fuel facility	CUP		CUP
Medical services - clinics and laboratories			
Printing offices - prior to April 5, 1995			
Offices, temporary			MUP
Parcel delivery service			
Public safety facilities			
Public utility facilities			
Pulpsters	CUP		
Recording studios			
Repair and maintenance - consumer products			
Repair and maintenance - vehicle			
Service stations	CUP		
Storage, temporary			
Storage yards	CUP	Less than 90 days	
Veterinary clinics	CUP	Concentrated or outdoor	CUP
Warehousing		Only when necessary to marine research laboratory	
Transportation and Communications			
Maritime communications facilities	CUP	See SMC 10.04.260	
Boat storage			
Boat launching ramps, haul out and drydock	CUP		CUP
Dry dock storage			P
Harbor facilities and marine			P2
Off-street parking	CUP	To serve use in W district	
Piers or docks for pleasure craft	CUP	Only when incidental and necessary to marine industrial use	
Pipelines and transmission lines			
Vehicle storage	CUP		



Marine Rails



Potential Protection Zone



Circulation Concept for Central area



Community Discussion

- » **Tell us what you think at each station**
 - Infrastructure
 - Land Use
 - Circulation: vehicle, boat, bike/ped routes
- » **Hear what others are saying**
- » **Submit additional comments on cards**





PLACEWORKS

LWC

PRELIMINARY STRATEGIC ASSESSMENT ANALYSIS REPORT

for the City of Sausalito

Marinship Specific Plan Analysis and Evaluation Project

March 2014

PRELIMINARY

PRELIMINARY

Table of Contents

1.	COMMUNITY OUTREACH AND INTERVIEWS	1-1
1.1	Community Engagement Background	1-1
1.2	Items of General Consensus	1-2
1.3	Group Interview Summary	1-3
1.4	Individual Question Responses	1-4
1.5	Online Interview Summary	1-8
1.6	Summary of Responses, Online Surveys	1-9
1.7	Individual Interviews with Marinship Steering Committee Members and Council Members	1-13
1.8	Summary of Property Owner Interviews (to be integrated upon completion)	
2.	MARINSHIP SPECIFIC PLAN ANALYSIS	2-1
2.1	Introduction	2-1
2.2	Documents Consulted	2-2
2.3	Strengths, Weaknesses, Opportunities, and Threats	2-3
2.4	Circulation	2-4
2.5	Waterfront and Industrial Zoning	2-4
2.6	Options for Next Steps	2-5
2.7	Recommendations	2-6

TABLE OF CONTENTS

This page intentionally blank.

PRELIMINARY

1. Community Outreach and Interviews

1.1 COMMUNITY ENGAGEMENT BACKGROUND

In November of 2013, the City of Sausalito hired the consultant team of PlaceWorks (formerly The Planning Center | DC&E) and Lisa Wise Consulting to evaluate the Marinship Specific Plan and to assure that community members are given sufficient and substantive opportunity to provide their perspective on the current land uses and conditions in the Marinship area. A key priority for the City of Sausalito and directive to the consultant team was to take as inclusive an approach on community input as possible within the given project budget. Accordingly, the Marinship Specific Plan Steering Committee (Steering Committee) and City staff agreed that small-group interviews with as wide an audience as possible, coupled with on-line surveys, would be the most effective approach. The City sent a postcard announcement, via U.S. post, to Marinship property owners (using tax records) and business owners (using the City's business license list) notifying them of the Marinship Specific Plan process, Steering Committee meetings, a walking tour, and the in-person group interviews. Also, all interested community members who had signed up for email notifications regarding the Marinship (approximately 250 people) were notified via email. The City also identified email and online methods of providing input, and provided the online link to presentations in staff reports and orally at each City Council and Steering Committee meeting where Marinship was an agenda item. The City also announced the interviews and online survey on the City website.

The City and the consultant team developed a survey instrument comprised of four open-ended questions intended to invite conversation and enable participants to use the interview process to define their priorities on land uses and general conditions in the Marinship.

The questions included:

1. What issues do you think need to be resolved in Marinship?
2. What existing types of business and other land uses do you think should be allowed in the future, and what uses shouldn't be allowed?
3. What circulation improvements do you think are needed for pedestrians, bicyclists, drivers and boaters?
4. What should the area look like in 10 years? Do you have any suggestions for how to achieve that vision?

The consultant team conducted in person interviews with 91 individuals in 15 groups at Sausalito City Hall on January 13 and 14, 2014. A survey with the same questions, (in a slightly different format) was also posted online from December 18, 2013 through January 31, 2014. An announcement also was made at each of the 15 small-group interview sessions that the survey was available online. Online responses were received from 20 individuals. The results of the online survey are summarized separately from the in-person input in this report.

COMMUNITY OUTREACH AND INTERVIEWS

In addition to the group interviews and online survey, the consultant team conducted individual phone interviews with the Steering Committee members and three City Council members between November 18 and January 6. (A fourth Council member attended the group interviews.) The results of these interviews are also summarized separately in this report.

The consultant team received responses in writing, via email and by phone from several additional individuals who were unable to attend the group interviews and/or opted not to participate in the online survey. Generally, their priorities were consistent with the group and online interviews. While this input is not presented in this report, the responses were reviewed and noted and will advise the final recommendations made by the consultant team.

1.2 ITEMS OF GENERAL CONSENSUS

Based on the group interviews, online surveys and one-on-one interviews with the Steering Committee and City Council members, it was clear that respondents are concerned with finding the best and most appropriate mix of uses in the Marinship and the introduction of new uses is only acceptable so long as the working waterfront, unique character, and local orientation are preserved and affordability is not diminished. Most respondents supported and valued the marine-dependent, light industrial, working waterfront and art-related uses in the Marinship, and felt they should be protected and perpetuated. In general, respondents also felt that the Marinship's unique character as a working waterfront steeped in history, with a "quilt" or patchwork of diverse uses and people and a close connection to the Bay, was valuable and should be protected and supported to the extent possible.

The respondents generally exhibited a concern for civil infrastructure that is in need of maintenance, upgrades and repairs, and is at serious risk to flooding, sea-level change and subsidence. Respondents also exhibited an understanding of the nuances of private property ownership and responsibility for maintaining shared resources and infrastructure. Respondents also generally felt that reduction of water, air and noise pollution is a priority and the more green spaces and public space should be provided in the Marinship.

Across the interviews, access to and from the water was cited as a priority. Most respondents also felt that pedestrian and bicycle uses should be favored and upgrades to the trail should include better signage, improved safety, upgrades to the surface (crushed gravel) while maintaining a patchwork orientation.

Throughout the discussions, it was generally agreed that the Marinship's relaxed, funky, local-oriented character was valued and should be protected, and that changes to land uses should be focused on residents' desires and not attract extensive tourist traffic or attention.

Several respondent groups noted that more clarity and consistency is a priority in working with the City regarding what is allowed and where, and who is responsible for funding and on-going investment. Some felt that a more trusting, communicative and collaborative approach among residents and between residents and the City was a priority and critical for the Marinship's future.

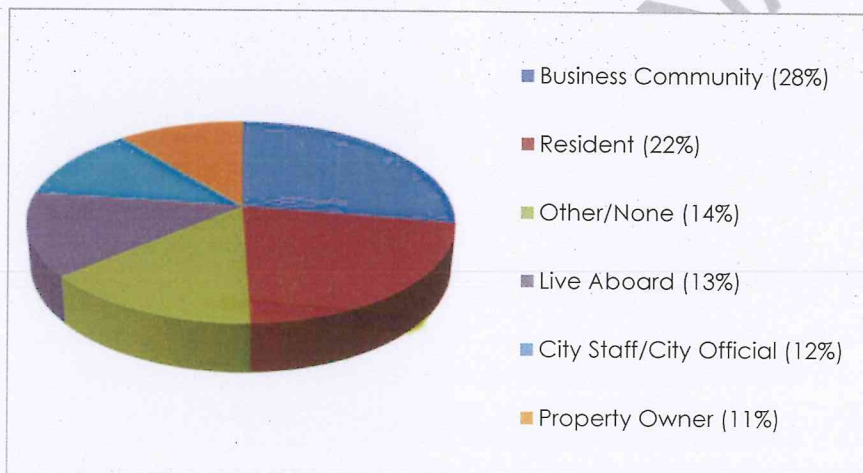
COMMUNITY OUTREACH AND INTERVIEWS

1.3 GROUP INTERVIEW SUMMARY

On January 13 and 14, the consultant team conducted 15 interview sessions with 91 individuals in groups ranging from two to eight people. The interviews were 45 to 50 minutes in duration and were facilitated by at least two consultant team members: one person leading the discussion and the other taking field notes on a laptop. No members of the City staff were present at the interviews, except in a single group in which staff were interviewed together exclusively.

Of the 91 attendees, twenty five (25) identified themselves (on a sign-in sheet) as representatives from the business community, twenty (20) described themselves as residents, thirteen (13) did not provide an affiliation or described themselves as something other than one of the categories offered, twelve (12) identified themselves as live-aboards, and eleven (11) were City staff or City officials. The City Staff/City Official category included several individuals who identified themselves as former City staff or official and included three members of the Historic Landmarks Board, three Planning Commissioners, four members of the Business Advisory Committee and one City Council member. Ten (10) Marinship property owners also attended the interviews.

Participant Affiliation (91 Individuals)



The agenda distributed at each of the interview sessions is attached as exhibit A.

The interview sessions began with the leader providing a brief description of the project, explaining that the City intended the process to be as inclusive as possible, and that participation was completely voluntary and information gathered during the interviews would be treated as confidential and reported in aggregate form, whereby comments could not be attributed to any one individual. The attendees were urged to voice their responses and engage in conversation, and then with assistance from the facilitator, review the conclusions or priorities for each question.

In general, the meetings were constructive: participants were civil, treated each other respectfully, and were cooperative toward the consultant team and the process.

COMMUNITY OUTREACH AND INTERVIEWS

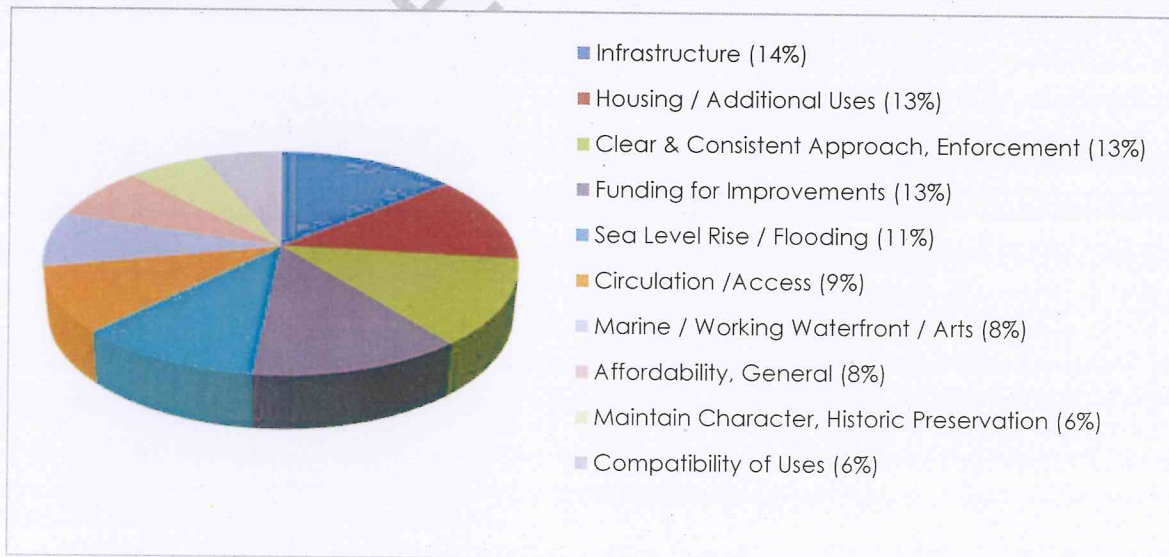
1.4 INDIVIDUAL QUESTION RESPONSES

Responses to each of the four questions from all 15 interview sessions are summarized below.

Question 1: What issues do you think need to be resolved in Marinship?

Across the 15 interview sessions, in response to Question 1, respondent groups were generally concerned about protecting and improving infrastructure and planning for sea-level rise (SLR). There was much discussion surrounding an increase in the diversity of uses, including housing and its potential effects on affordability for existing leaseholders and the preservation of Marinship's unique character. Some posited that allowing housing (and a greater diversity of uses) would inevitably pressure renters and drive up costs. Others felt that housing, and resident-serving uses would attract needed investment, bring a greater social and economic vibrancy, attract more activity day and night, and that "affordability" could be regulated by the types and placement of housing and other uses. There was strong support for preserving the working waterfront and marine-related businesses and maintaining economic vibrancy. Respondents also voiced concern that housing, tourism and visitor-serving uses may not be compatible with working waterfront, industrial and art uses and any changes in planning policy should consider compatibility. Respondent also identified the need for a clearer and more consistent approach and communication with the City on which land uses are allowed and which are not. Several comments were made regarding whether a greater diversity of uses should be allowed (that the Marinship Specific Plan is too restrictive), while others asserted that the Marinship Specific Plan has done a good job protecting Marinship's unique character and no additional uses should be permitted. Several respondents cited circulation and public access as a matter of priority. Those comments included better way-finding signage, access to and from the water, truck access, vehicle traffic and parking. Much of the discussion surrounding funding had to do with equitability: who should pay for improvements, how, and who will benefit.

Question 1: Issues That Need to be Addressed



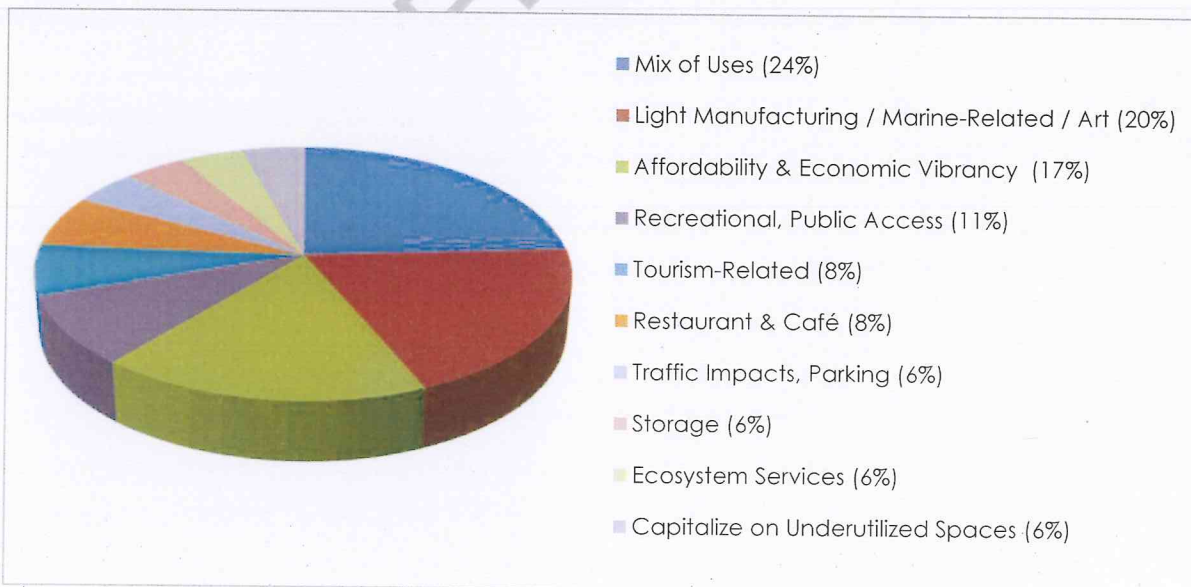
COMMUNITY OUTREACH AND INTERVIEWS

Question 2: What existing types of business and other land uses do you think should be allowed in the future, and what uses shouldn't be allowed?

The majority of respondents voiced concern and a desire that the most appropriate mix of land uses be found for Marinship. This is also where the greatest amount of disagreement occurred and the number of statements opposed generally mirrored those in favor. In general, the respondents agreed that marine-related, light industrial and arts uses need to be maintained and encouraged. There was a mix of responses about whether housing, or (additional) offices should be allowed. It was clear and there was consensus that land uses should consider and favor greater economic vibrancy to support investment and maintain and improve priority issues such as: infrastructure, circulation, planning for SLR and marketing and promotion, etc. The majority of respondents agreed that businesses in Marinship should not cater to or attract (more than very limited) tourism, though some felt that additional restaurants and cafes should be allowed. The discussions on new potentially higher income uses (housing, restaurants, hotels/hostels and other visitor-serving uses) weighed the advantages of increased economic vibrancy with impacts on marine-related uses, affordability, traffic and the area's unique character. Many respondents noted there is a need for greater clarity about what currently is and is not allowed in the Marinship before re-writing the Specific Plan and that a real problem is lack of consistent enforcement of allowable uses. Both property owners and residents felt the lack of clarity and enforcement is a hindrance to investment: some property owners struggle to rent the spaces within their buildings (even at below market rates) because of the perceived restrictions on uses, while others bend the rules to fill their buildings with incompatible uses.

Recreational uses and public access were identified by several groups to be maintained and encouraged, with the need for a clearer physical distinction between public and private spaces. Several groups identified ecosystem services, such as those provided by wetlands and more green space, as valuable priorities to consider in the code. Several groups concluded that no additional storage or containers are needed or should be allowed.

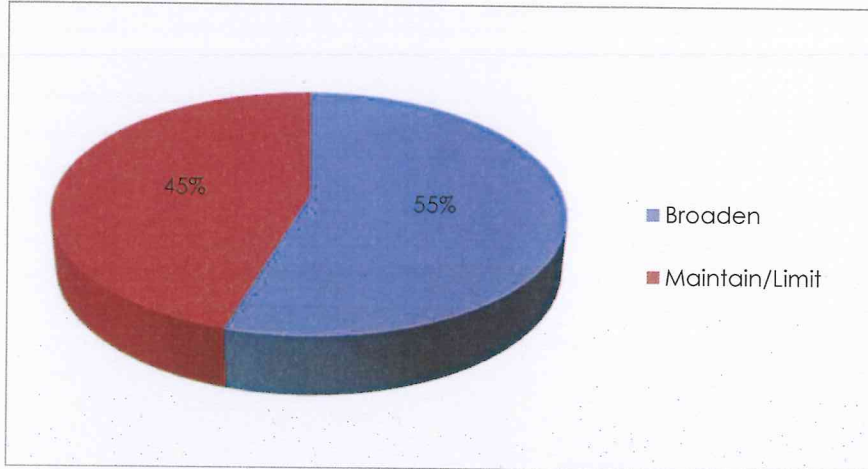
Question 2: Types of Land Uses that Should be Considered



COMMUNITY OUTREACH AND INTERVIEWS

Determining whether allowed uses in the Marinship Specific Plan should be broadened or maintained/limited was a top priority for respondents. In discussion generated by question 2, responses were distributed fairly equally across groups. Respondents' perspectives on this issue are presented in the chart below.

Question 2: Should Land Uses be Broadened or Maintained/ Limited?



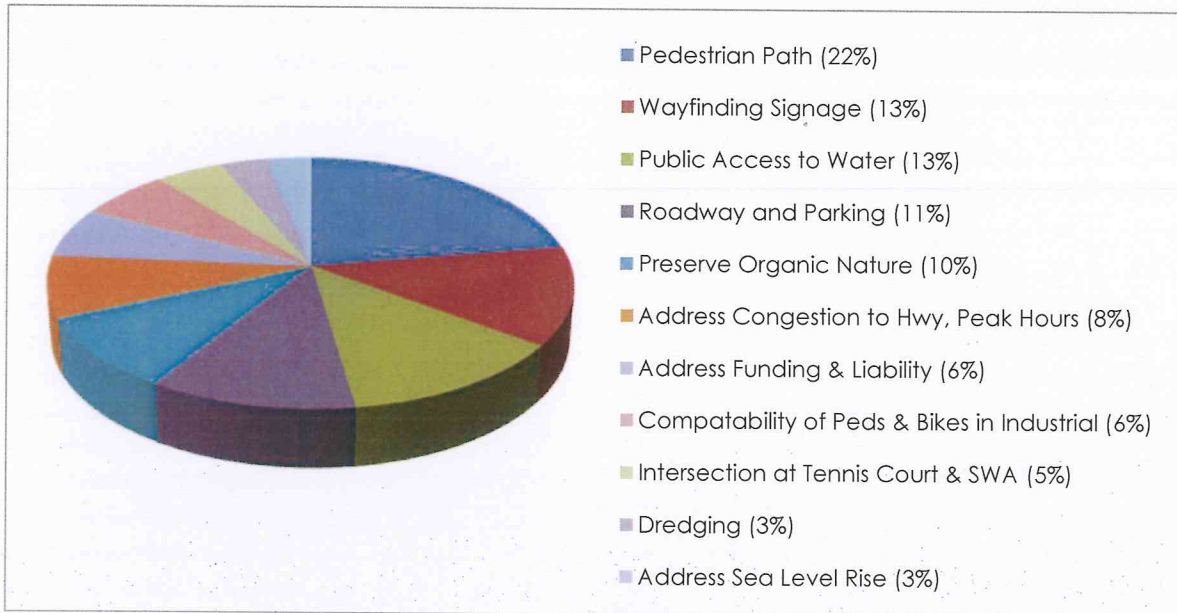
Question 3: What circulation improvements do you think are needed for pedestrians, bicyclists, drivers, and boaters?

The majority of respondents voiced support for pedestrian and bicycle improvements and believe they should be incentivized or encouraged in land use planning (including crushed gravel surface on pathways, separated bike/walkways from cars on Marinship Way due to safety issues at the Bay Model and the intersection near the tennis courts and the SWA office building). During these discussions, it was noted that respondents did not want to encourage or attract heavy or "excessive" tourist use of the pedestrian and bicycle paths, and that improvements should cater to locals and workers. Many felt that way-finding (signage) should be added and improved but not in a way that undermines the organic patchwork or unique character that defines the Marinship.

A key priority identified in the interview sessions was the need for greater public access to the water for live-aboards and visiting vessels, including additional public docks and associated support services. Traffic congestion was cited as a priority, particularly at peak hours moving toward the highway. While it was somewhat outside of a direct response to the question, many felt that clarity is needed regarding the responsibility of funding for circulation and roadway improvements, and who should be liable for resolution of existing problems.

COMMUNITY OUTREACH AND INTERVIEWS

Question 3: Circulation Issues



Question 4: What should the area look like in 10 years? Do you have any suggestions for how to achieve that vision?

In all but four of the 15 interview sessions, respondents identified the need for an optimal mix of land uses as a foundation for a reasonable/sustainable return to landowners to facilitate equitable and on-going investment in maintenance and improvement of infrastructure (including roads, power, sewer, storm water, and SLR strategies). Within this discussion, an almost equal number of respondents cautioned that expansion of uses may change the character of Marinship; the affordable, funky, maritime, working, peaceful, slower paced, and attractive qualities are appreciated and should be maintained.

In all but two interview sessions, respondents voiced support for maintaining and perpetuating the working waterfront and marine-related and arts uses and saw this as a significant component of Marinship's future and unique advantage.

A consistent theme in the vision of many respondents called for improved environmental performance: better management of storm water runoff, flooding, conservation of wetlands and habitat, improved water quality, and more and better connected open/green space.

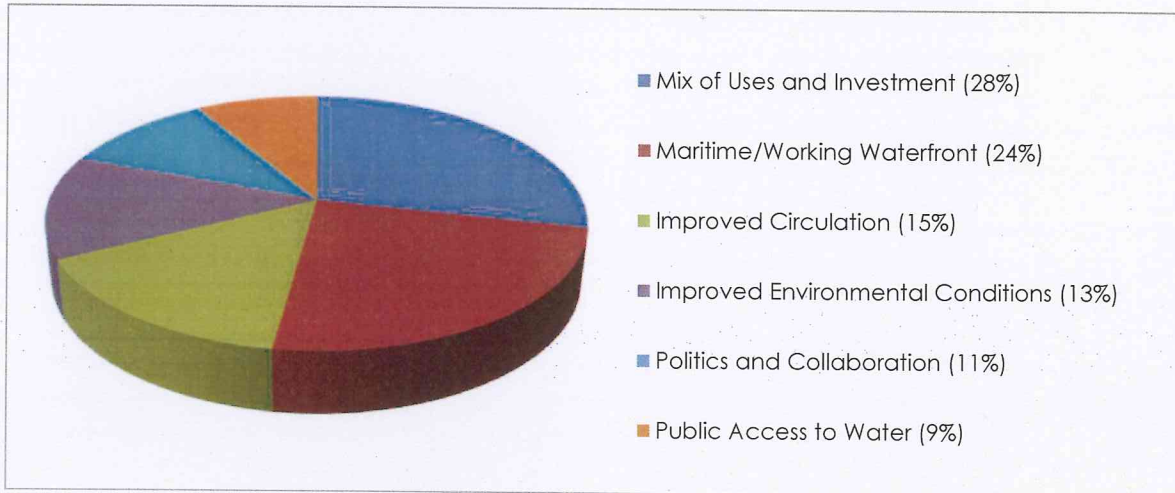
Several respondent groups pointed out that more trust and collaboration among the community and civic and political leaders and among the diverse stakeholders in the community is needed to achieve the community's vision in the Marinship.

Almost half of the groups interviewed identified improved circulation as part of their vision for the Marinship. These comments included an emphasis on bicycle and pedestrian traffic (over vehicles), improved signage, maintaining the existing quilt-like pattern, and improved parking.

COMMUNITY OUTREACH AND INTERVIEWS

In response to this question and in keeping with themes discussed throughout the interviews, several respondents called for clear and consistent land use policy (improvements and updates to the current Marinship Specific Plan) as a means to better implement the community vision, address changes to land use types since the Plan was written, as well as the formation of a special funding district (e.g. a business district or harbor district) to help finance the implementation of the community's vision. The most frequently voiced response on the community's vision was the continued presence and perpetuation of a working waterfront and marine-related industries.

Question 4: Characteristics Most Frequently Identified in the Long-Term Vision for the Area



1.5 ONLINE INTERVIEW SUMMARY

In an effort to give the public substantive and multiple opportunities to participate in the Marinship Specific Plan project, the City of Sausalito posted a survey on their website (via Open City Hall) on December 18 and responses were collected on January 31.

A total of twenty (20) responses were generated. The survey instrument consisted of the same questions used in the group interviews on January 13 and 14, with the exception that Question 2 and Question 4 (from the group interviews) were each broken into two questions. The questions in the online survey appeared as follows:

1. What issues do you think need to be resolved in Marinship?
2. What should the area look like in 10 years?
3. Do you have any suggestions for how to achieve that vision?
4. What existing types of business and other land uses do you think should be allowed?
5. What existing types of business and other land uses do you think should not be allowed?
6. What circulation improvements do you think are needed for pedestrians, bicyclists, drivers and boaters?

COMMUNITY OUTREACH AND INTERVIEWS

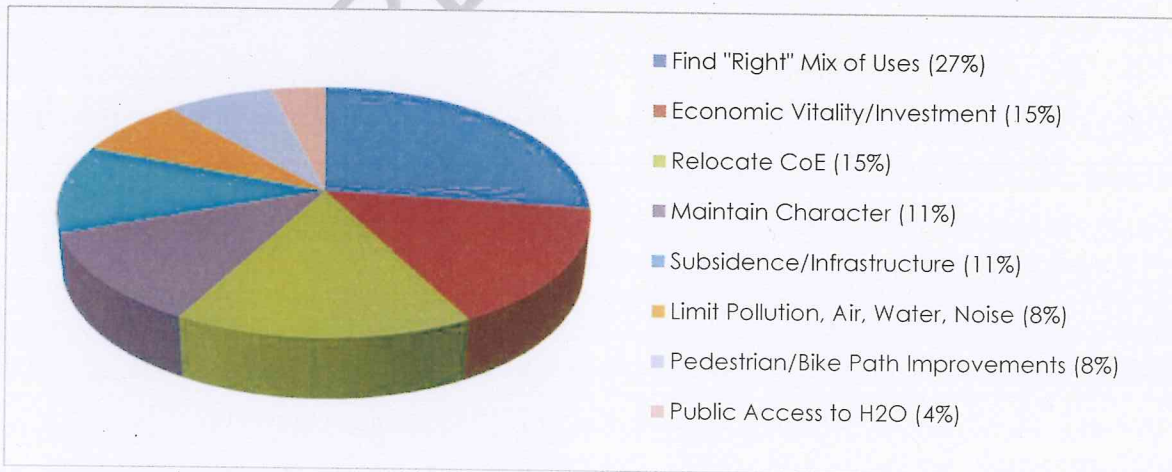
1.6 SUMMARY OF RESPONSES, ONLINE SURVEYS

In general, the respondents to the online survey were concerned with finding the right mix of uses in the Marinship and while some were opposed to (or opposed to additional) housing, offices, retail, restaurants and other uses not currently allowed in the Marinship Specific Plan, many would like to see controlled expansion of uses. Responses were also fairly consistent in support of existing uses, particularly marine-related and arts uses. Like the group interviews, online respondents appeared sensitive to the possibility of overly restrictive zoning limiting the ability and motivation for land owners to make needed improvements, particularly to infrastructure. There was a strong voice in support of environmental stewardship; limiting or halting water, air and noise pollution and increasing green space and favoring (allowing) businesses with a focus on sustainability. Public access to the water and improvements to docks and piers also rose as a priority. On the issue of circulation, respondents were clear that pedestrian and bicycle uses should be favored and a safer, clearly marked, more continuous path was a priority. A few respondents pointed to the Transportation Action Committee (TRAC) and Waterfront and Marinship Committee (WAM) reports for guidance on priorities.

Question 1: What issues do you think need to be resolved in Marinship?

In response to Question 1, the majority of respondents felt that finding the right mix of uses was the top priority to be resolved in Marinship. Respondents mentioned the need for a balance between the unique and valuable character of Marinship and maritime-dependent and arts uses versus expansion of residential, office, restaurant, and mixed uses. Several respondents identified the need for greater economic vitality and that it may facilitate investment in infrastructure, beautification and circulation. Several respondents also suggested relocating the U.S. Army Corps of Engineers as their work is perceived as generating noise, air and water pollution. Protecting environmental resources from pollution, such as air and water quality and noise in Marinship was cited as a priority. Several respondents mentioned subsidence and flooding, as well as improvements to the pedestrian/bike path and better public access to the water as top priority issues.

Question 1: Issues That Need to be Addressed

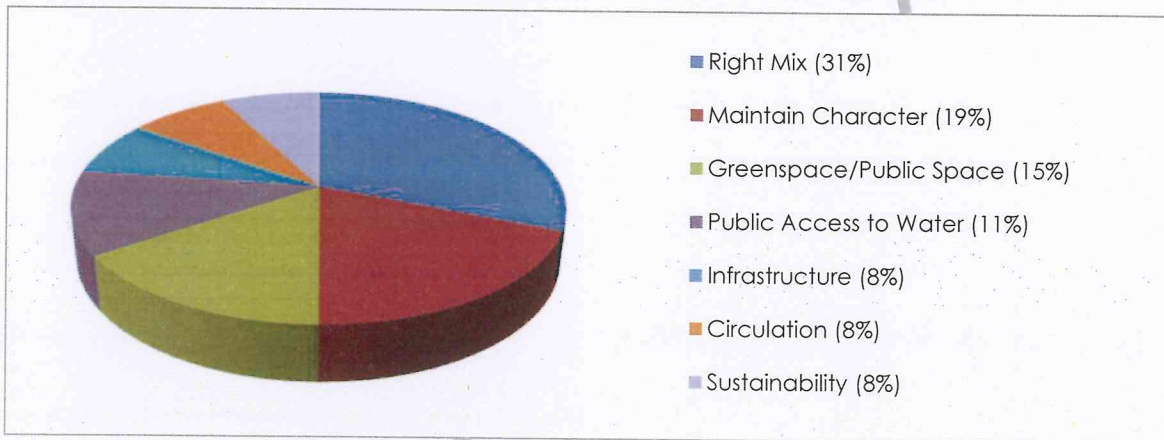


COMMUNITY OUTREACH AND INTERVIEWS

Question 2: What should the Marinship look like in 10 years?

In response to what the Marinship should look like in 10 years, a majority of respondents pointed to a mix of uses that maintain marine dependent and arts businesses but also allow for residential and commercial uses. Only one respondent cautioned that expansion of uses may affect affordability. Another priority for respondents was assuring a future with green spaces and public spaces, better public access to the water, improved infrastructure (including storm drains, and utilities) and circulation (all modes). Sustainability in building design, energy use and the focus of businesses was cited as a priority as well. In regard to the future vision, respondents were less concerned with negative impacts of allowing more residential and commercial uses than the individuals in the group interviews and the Steering Committee interviews.

Question 2: Characteristics Most Frequently Identified in the Long-Term Vision for the Area

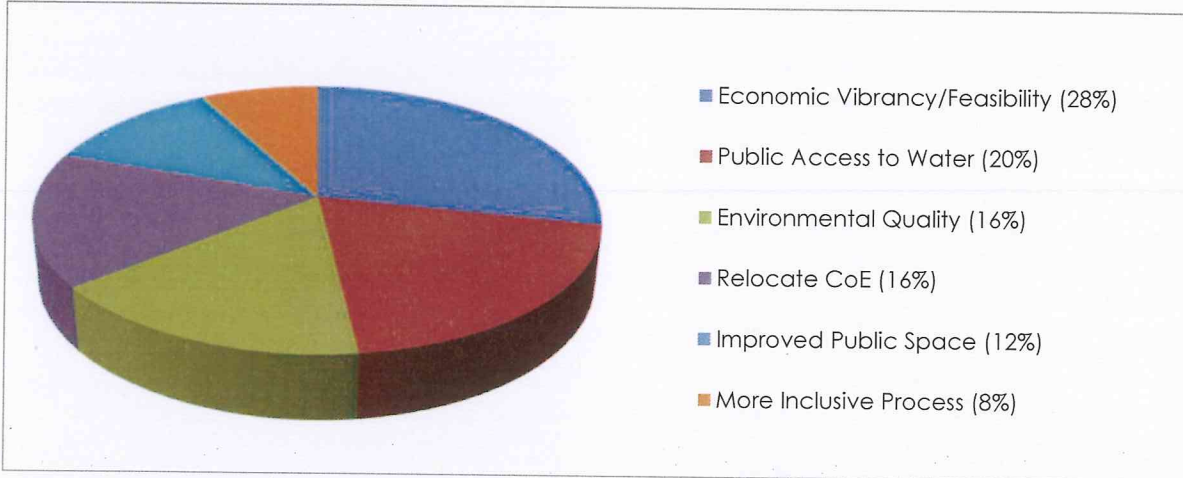


Question 3: Do you have any suggestions on how to achieve that vision?

In response to how to best achieve the vision stated in Question 2, the majority of responses pointed to creating and enhancing economic funding capacity by increasing commercial and residential uses, public (City)/private partnerships, bonds, and/or tax incentives. Improving and expanding public access to the water and improved services and amenities for boaters was another top priority. An equal number of respondents called for better controls on water, air and noise pollution and relocating the specific operations on the Corps of Engineers property that generate pollution. A future with more and improved public space was cited as a top priority as was the expansion of residential and commercial uses. Other comments included making the planning process more inclusive, drawing from a larger group of citizens rather than those familiar with the planning process.

COMMUNITY OUTREACH AND INTERVIEWS

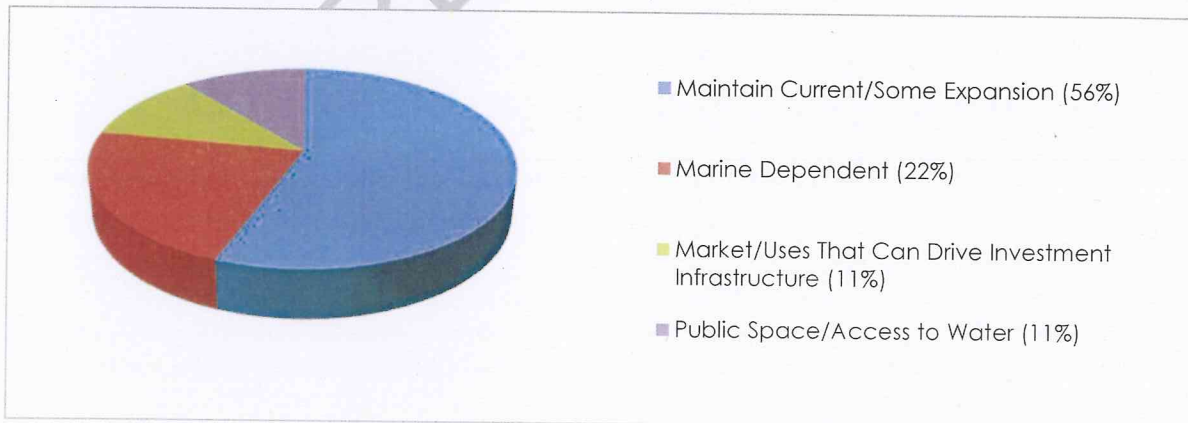
Question 3: Suggestions on How to Achieve the Vision



Question 4: What existing types of business and other land uses do you think should be allowed?

Respondents to the survey voiced a strong preference for maintaining the current land uses in the Marinship while allowing for some expansion of uses. There was strong support for marine-dependent uses. Additional uses included residential, more commercial, a medical clinic and a gym. There was also strong support for uses that were favored by the market and could generate sufficient revenue to facilitate investment. Several respondents identified public access to the water, recreational and non-industrial uses as preferred land uses.

Question 4: Land Uses that Should Be Allowed



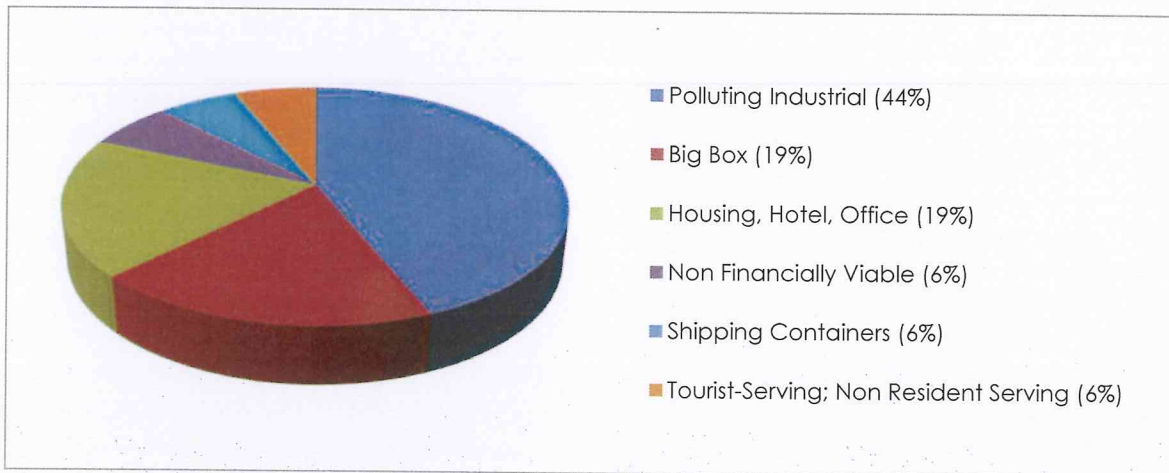
Questions 5: What existing types of business and other land uses do you think should not be allowed?

General consensus in the online responses pointed to prohibiting any uses that increase air, water or noise pollution. The Corps of Engineers demolition facility was mentioned as a source of pollution, as was the boatyard. There was also

COMMUNITY OUTREACH AND INTERVIEWS

opposition to big box stores, and housing, hotel and retail, the latter particularly if it does not serve Marinship or Sausalito residents. One respondent opposed non-financially viable businesses and another opposed shipping containers.

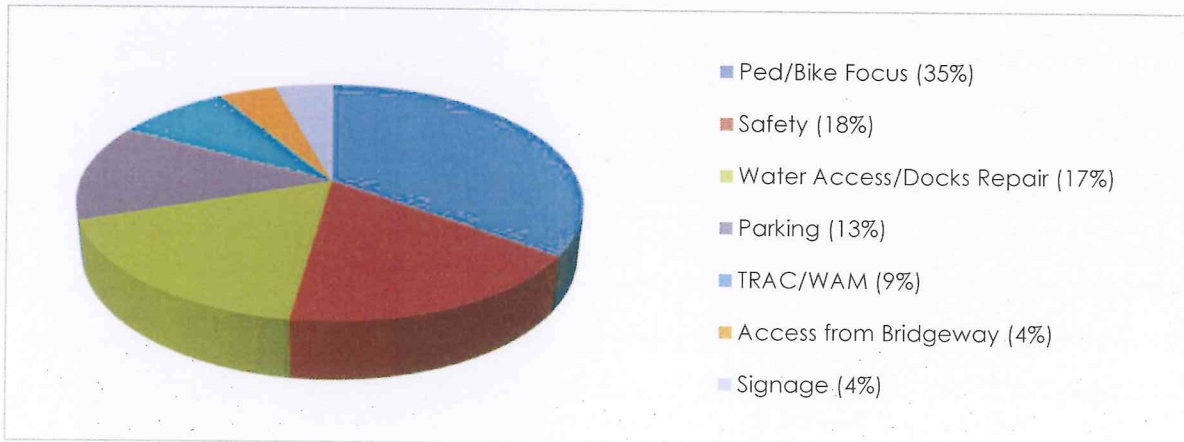
Question 5: Land Uses that Should Not Be Allowed



Question 6: What circulation improvements do you think are needed for pedestrians, bicyclists, drivers and boaters?

Respondents identified a focus on pedestrian and bicycle uses for the Marinship and more continuous, less disjointed orientation of the path. Several respondents mentioned safety as a priority and suggested improved and clear separation of pedestrians, bicycles and vehicles, better lighting and signage, as well as a focus on improvements at the intersection near the tennis courts. Respondents cited access to the water and amenities for boaters (docks and piers) as priorities. Parking was also identified as a key circulation issue. Several respondents pointed to the TRAC and WAM reports for direction on circulation priorities/needs.

Question 6: Needed Circulation Improvements



COMMUNITY OUTREACH AND INTERVIEWS

1.7 INDIVIDUAL INTERVIEWS WITH MARINSHIP STEERING COMMITTEE MEMBERS AND COUNCIL MEMBERS

Between November 18 and January 6, 2014, the consultant team interviewed all seven members of the Marinship Specific Plan Steering Committee. The interviews were conducted over the phone and lasted between 25 and 45 minutes.

Interviews were conducted with the Committee to gather input as well as “test” the survey questions and assure that they were best designed to capture the highest priority issues of the community.

The general sentiment of the Steering Committee was that the Marinship Specific Plan has served the community well but is in need of updating and refining. Still, most responses from the group favored maintaining land uses as they currently appear in the document (as opposed to broadening uses). The group was generally opposed to housing or uses that would attract large increases in tourism or uses that are not marine-dependent or related to the arts. Generally, the Steering Committee supported other uses that have found a place in Marinship, such as existing restaurants and offices but were opposed to increasing those uses in number or size. The respondents stressed the need for economic vibrancy, strategies for addressing SLR and subsidence and the need for a focus on reducing pollution and protecting Marinship’s natural resources. These comments mirrored those of the other interviews in focusing on pedestrian and bicycle orientation as a priority, as well as improvements to circulation, parking and general connectivity. While slightly outside of the Specific Plan purview, the Committee members felt that Marinship could/should be better promoted and marketed, and that it is not perceived as positively as it could and should be.

PRELIMINARY

COMMUNITY OUTREACH AND INTERVIEWS

This page intentionally blank.

PRELIMINARY

2. Marinship Specific Plan Analysis

2.1 INTRODUCTION

The purpose of this chapter is to build on the information in Chapter 1 that reports present-day opinions in the Sausalito community regarding the Marinship, in order to formulate options and a recommendation for the next step in the City's effort to refine the objectives, standards and rules for future land use, preservation and change in the area. This effort has included a careful review of the Marinship Specific Plan, as well as the myriad of additional reports about the Marinship published over the past decades, plus an evaluation of existing conditions in the area (a walking tour of the Marinship was conducted with the Steering Committee in December 2013 and a boat tour of the water's edge was conducted in March 2014).

The purpose of the Marinship Specific Plan is unique. Specific plans typically are intended to apply consistent rules for development across an area with somewhat uniform characteristics. The Marinship's historical roots, and later the potential for intensive development and associated traffic, led to the creation of the Marinship Specific Plan in 1989. Although much had changed since the wartime shipbuilding days, the Marinship in the 1980s was still largely perceived as one cohesive district. Yet one of the characteristics that make the Marinship Specific Plan unusual is its acknowledgment that the Marinship was already in 1989 a patchwork of many different types of places. This is explicitly embodied in the division of the Marinship in the plan into 3 "zones" (independent of zoning districts specified in the City's zoning ordinances), and then further into 11 smaller "planning areas" to encompass groups of the more than 50 parcels in the Marinship.

This layered approach to regulation in the Marinship Specific Plan matches the community's sentiment (which emerged during the public engagement effort in January 2014) that a clear overall purpose for the Marinship needs to continue to be combined with very specific prescriptions for what is allowed on individual properties. The fact that the land use and circulation patterns that have evolved since the adoption of the Marinship Specific Plan do not lend to a singular sense of place is not necessarily a hindrance to efficient planning for the area as whole, and certainly not a reason to utilize a different mechanism than the Marinship Specific Plan and associated City zoning to govern land uses in the area. The physical change that has occurred over the past decades in the Marinship is simply one of several primary and compelling reasons to refine the Marinship Specific Plan so that it continues to meet the community's objectives, as expressed during the recent interviews and online comments.

The extensive community input during the current Marinship Specific Plan Analysis and Evaluation process suggests that two basic factors still characterize the Marinship as a unified area:

1. deficient infrastructure, and
2. a general community desire not to identify the area as a location for tourism.

MARINSHIP SPECIFIC PLAN ANALYSIS

This second factor, though, is somewhat compromised by the fact that the Bay Model and a number of restaurants, among other uses, already attract at least Bay Area visitors if not also tourists from farther away.

Regardless of its past as a single marine-service district, the Marinship is now truly a quilt of smaller places, with as wide a variety of activities and identities as there are opinions in the community about what belongs there and what doesn't. Accordingly, the solutions to balancing competing objectives in the community for the future of the Marinship at first appear to be highly site-specific, indicating a need to examine each property to determine which particular uses would best fit the community's objectives. Fortunately, there is a simpler, sensible approach to plotting the future course of the Marinship that doesn't necessitate quite such a "fine-grained" effort, as detailed in Sections 2.6 (Options for Next Steps) and 2.7 (Recommendations) of this report. The options and recommendations in this report are specifically intended to balance the community's objectives for the Marinship in a way that will not increase allowed density or floor area, as such an increase would require a vote of Sausalito residents in accordance with the 1985 Fair Traffic Initiative.

The recommendations are intended to be readily achieved and create certainty about what can occur in the Marinship. These are objectives around which consensus emerged during the interview process. Property owners and managers have consistently stated that not being able to inform potential buyers and tenants exactly what the rules for land use are in the Marinship (and whether they might be enforced) is a major impediment to development, occupancy and investment in the Marinship. The spectrum of other commenters in the recent interviews and online generally agreed that the rules for land use need to be clear, understandable and consistently applied.

2.2 DOCUMENTS CONSULTED

In an effort to gain an understanding of the history and current state of the Marinship, the following sources were consulted, as well as a variety of media reports about the area:

- The Sausalito General Plan, Zoning Map and Zoning Ordinance
- Strategic Asset Planning Report (2013)
- Community and Economic Development Study (2012)
- Marinship Historic Context Statement and Inventory (2011)
- Marinship Business and Land Use Inventory Report (2011)
- Short Term Business Needs Study (2011)
- Waterfront and Marinship Vision Report (2010)
- Imagine Sausalito Transportation Action Committee Report (2010)
- Business Advisory Committee Pedestrian/Bicycle Facilities Report (2007)
- Marin County Targeted Industries Study (2004)
- Marinship Specific Plan (1989)
- Fair Traffic Limits Initiative/Ordinance (1985)
- Emergency Interim Ordinance (1974)

MARINSHIP SPECIFIC PLAN ANALYSIS

2.3 STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS

The following strengths, weaknesses, opportunities, and threats in the Marinship have emerged as consistent themes during the Marinship Specific Plan Analysis and Evaluation effort.

STRENGTHS

- Presence of a variety of successful land uses.
- Building designs on site that can serve as guides for future change.
- Apparent community agreement for respecting maritime history and tradition and continuing marine service activities.

WEAKNESSES

- The age and questionable relevance of the Marinship Specific Plan.
- Critical need for infrastructure improvement, on both private and public property.
- Inability to attract investment.
- Difficult to navigate, both by water at low tide, and on land for the uninitiated.

OPPORTUNITIES

- Preserve traditional maritime activities and expand marine and related services for today's market.
- Improve circulation, including water access, bicycle and pedestrian routes and roadway connections.
- Balanced and limited expansion of types of allowed uses.

THREATS

- The easier path of not taking action to determine whether the Marinship Specific Plan should be revisited.
- Frequent flooding with the potential to be significantly exacerbated by sea level rise.
- Market forces that could drive land uses to the Marinship that are not desired by the community.

MARINSHIP SPECIFIC PLAN ANALYSIS

2.4 CIRCULATION

Independent of the tension between attracting investment and keeping vehicle traffic to a minimum, traffic congestion has been an issue in the Marinship for many years. The worst traffic – backup from the US-101/Bridgeway northbound into the Marinship during the weekday afternoon commute – is not something that can be solved through an update to the Marinship Specific Plan. However, the difficult wayfinding and poor vehicle access (including for deliveries) in central Marinship is something that can be addressed in an update to the Marinship Specific Plan and was cited frequently during the 2014 interviews as an impediment to prosperity and investment in the Marinship, including for maritime and marine-related businesses. Another key transportation issue that could be addressed in an update to the Marinship Specific Plan is whether locational changes are desirable for existing bicycle routes and/or pedestrian paths, and whether bicyclists and pedestrians should be encouraged to follow separate routes, through features such as meandering alignments and unpaved surfaces for pedestrian paths.

2.5 WATERFRONT AND INDUSTRIAL ZONING

Other than the waters of Richardson Bay (Open Area zoning district) and the relatively small areas of Public Parks, Houseboat, Shopping Center (Mollie Stone's), and Public Institutional (Bay Model, Machine Shop and the US Post Office) zoning, the Marinship is approximately evenly split between the Industrial-Marinship and Waterfront-Marinship zoning districts, with the Waterfront zoning shoreward of the Industrial zoning along Bridgeway. The most common comment from Marinship property owners and real estate professionals is that there's too much of the more restrictive Waterfront zoning and not enough of the less restrictive Industrial zoning.

The Marinship Specific Plan explicitly states that the purpose of the Industrial zone is to allow a wide variety and mixture of low-traffic-generating uses compatible with the industrial nature of the area, including warehousing, wholesale trade, light manufacturing, and artist studios for example, plus those allowed with use permits, including applied arts, restaurants, and commercial food service. In contrast, the Marinship Specific Plan limits uses in the Waterfront zone to those that reinforce and support maritime trades and industries including marine industrial, arts, marine commercial services, marine service harbors, open space and dry boat storage, and others (including restaurants) allowed with use permits and use-specific limitations generally intended to prevent non-industrial activities from utilizing space that could be devoted to marine industrial uses.

New offices are not allowed in either the Industrial or Waterfront zones, and participants in the January 2014 interviews generally agreed that additional office space beyond what exists already is not appropriate in the Marinship. There was also some agreement that finding marine science and marine arts-related entities to occupy vacant office space was preferred to allowing other types of office use in existing office spaces in the Marinship. The intent of the Marinship Specific Plan regarding restaurants is that they serve local employees, and that their approval includes a determination that their location and signage does not encourage use by persons from outside the Marinship (Marinship Specific Plan pp. 17-18).

Limitations on use of existing office space and restaurants illustrate the dilemma facing the community: land owners seek additional development potential to generate the revenue they believe is necessary to invest in their properties and in infrastructure improvements. Without some additional allowance of uses, property owners generally can be expected to

MARINSHIP SPECIFIC PLAN ANALYSIS

lack motivation to make investments, though several property owners have indeed made significant improvements in recent years to make their facilities less vulnerable to flooding. The property owners are not necessarily at odds with the goals of maintaining a strong maritime character in the Marinship, and it will be the ability to balance these competing, but not mutually exclusive, objectives that will be the key to creating certainty and acceptance in the community regarding the future of the area.

2.6 OPTIONS FOR NEXT STEPS

The basic options for the community and City decision-makers to consider are:

1. Update the Marinship Specific Plan with the minimum changes necessary to implement clearer and revised rules for specific parcels. This targeted update option would maintain the intent and structure of the current Marinship Specific Plan and use it to guide prescriptions for the already established “zones” and “planning areas.” The advantage of this approach is that it is literally the path of least resistance: changes initially proposed would reflect the desires of the variety of conflicting, but not mutually exclusive, perspectives that were confirmed during the interview process – preserve traditional marine services and boatbuilding, offer more flexibility to landowners, improve circulation, wayfinding and access for all modes of travel via both land and water. Such an effort could probably be conducted within nine months and cost between \$90,000 and \$125,000 (including environmental documentation) by a qualified consulting team; however, additional economic and/or infrastructure analyses may be desired to inform the update effort, which would add to the cost and the timeframe for the project (see Section 2.8 Recommendations for details).
2. Update the Marinship Specific Plan as part of the next General Plan update. The General Plan was last comprehensively updated in 1995 and is therefore due for a full community inspection and adjustment. If this option is chosen, detailed zoning updates for the Marinship could be clearly identified as General Plan implementation measures. The expense for this option would be included in the cost of the General Plan Update, which probably would range from \$500,000 to \$1.5 million depending on the City’s objectives.
3. Update the Marinship Specific Plan through an intensive effort to prescribe intent for land uses as well as visions for design of both public spaces and privately developed structures and areas. This approach would include a multi-day public process where the community and property owners would work together in design charrettes to establish standards for every site in the Marinship. Such a combined zoning and form-based effort would create the most certainty possible regarding the future of the area. However, it would also be the most expensive (probably in the range of \$250,000 or more, including environmental documentation, but excluding economic and infrastructure analyses). It also could exacerbate divisions in the community regarding visions for the future of the Marinship by focusing too finely on prescriptions for individual properties.
4. Update the Marinship Specific Plan and incorporate its regulations into the zoning ordinance. This option would consolidate abbreviated versions of the statements of intent for the area, plus the zoning regulations, in a single place where standards, rules and regulations are together and are easy to find. It could, however, diminish the perceived stature of the Specific Plan as a guiding vision for the area. The cost for this effort would be similar to Option 1 above.

MARINSHIP SPECIFIC PLAN ANALYSIS

2.7 RECOMMENDATIONS

TARGETED UPDATE TO THE SPECIFIC PLAN

Unless the City will soon be ready to embark on a comprehensive General Plan Update process that can also accommodate revisions to the Marinship Specific Plan, the recommendation of the PlaceWorks team is for the Sausalito community to pursue Option 1: Update the Marinship Specific Plan only as necessary along with the associated provisions of the zoning ordinance. Put simply, the most expeditious way to achieve this is to (1) reach some compromise on a list of uses that are already in the Industrial-Marinship zoning district and add those to the list of uses already allowed in Waterfront-Marinship zoning district, and (2) identify any uses in both districts that currently require use permit approval that might be acceptable instead by right.

In addition, some support emerged for a limited amount of new, “affordable” housing development along Bridgeway if tucked into the hill across from Marinship self-storage. If that support resulted in a desire to include new housing as an allowed use in the Industrial-Marinship zoning district on certain parcels, the Fair Traffic Initiative would need to be examined to determine if a vote of the people is required.

To address aesthetics but save the cost of an intensive series of design charrettes, the City could consider adding a design guidelines section to the updated Specific Plan based on the styles of structures that already exist in the Marinship that would be desirable to replicate in new development or remodels. A variety of building types on site seem to be generally perceived as appropriate to complement the historic context of the Marinship. These range from buildings that either retain or re-create the curved roofs that characterized the original shipbuilding



structures, to corrugated tin buildings with flat or peaked roofs, to storage containers repurposed as industrial space. The use of storage containers at the KKMI yard, for example (see photo above), contrasts with the generally ad hoc use of single storage containers at the Sausalito Shipyard property, but demonstrates that storage containers can offer a lower-cost and useful solution for a number of businesses and properties in the Marinship. The design guidelines could include consideration of functionality, such as coupling roll-up doors to facilitate industrial enterprises with rolled curbs to access those doors.

CIRCULATION IMPROVEMENTS

Adding one or more segments of a street grid in the central Marinship – in, around and through the Marina Plaza and Sausalito Shipyard properties – could greatly alleviate both circulation and wayfinding problems in the Marinship (as shown

MARINSHIP SPECIFIC PLAN ANALYSIS

in the figure below). The added ease of travel for vehicles, including for deliveries, could help spur investment and business activity in the area. Selecting which of these potential connections are appropriate, along with the preferred type of roadway design(s), will be an important part of the Marinship Specific Plan update effort. In addition, it will be important to determine whether modified routes and/or surfacing, signage, or wayfinding is most appropriate for bicycle and pedestrian connections within the Marinship.

It should be noted that the potential route between the Marina Plaza buildings is about 38 feet wide, roughly the minimum to meet typical local street width standards (two-12-foot-wide vehicle travel lanes plus two 6-foot-wide sidewalks), which would leave little room for adjacent landscaping. A one-way street in that location is a possible alternative, perhaps coupled with a complementing one-way street in the other direction shoreward of the office complex.



MARINSHIP SPECIFIC PLAN ANALYSIS

OPTIONAL INFRASTRUCTURE ANALYSIS

Infrastructure in the Marinship is critical to local economic performance as well as environmental and social sustainability. In order to determine the magnitude of the need for investment in infrastructure, the City and community may also desire to conduct an assessment of civil and marine infrastructure, including scenarios and potential impacts of continued subsidence and sea level rise. The purpose of such an effort would be to prioritize specific capital projects and estimate their costs. The work, which could be done in about six months and would cost roughly \$75,000 to \$100,000, would:

- Inventory and characterize the condition of physical infrastructure (roads, civil, above water & underwater), and identify current and future vulnerabilities.
- Analyze vertical change in sediment in the Marinship (based on available data) to identify “trouble spots,” and forecast potential on-going subsidence and how it might affect infrastructure and potential development plans on land and water’s edge.
- Identify the range of sea level rise currently predicted in Richardson Bay and assess potential impacts to facilities above and in the water and to land-based civil infrastructure including roads, sewer, power, potable water and stormwater facilities.
- Propose strategies to best address the range of impacts to the land and water-based infrastructure based upon risk assessment.
- Identify potential funding sources for needed capital projects.

OPTIONAL ECONOMIC STUDY

As a basis for determining which uses that already are allowed in the Industrial-Marinship district would also be appropriate to allow in the Waterfront-Marinship district, the City and community may wish to consider as a part of the Marinship Specific Plan update a market study that identifies marine-related and associated uses most likely to succeed in the Marinship and therefore generate the most economic activity in the area. Such a study would analyze the so-called “triple-bottom-line”: the cost and benefits to (1) the local economy, (2) the environment, and (3) the social well-being of the community. The analysis, which would probably take about six months and cost roughly \$75,000 to \$90,000, would assess:

- Economic performance in the Marinship through key indicators and metrics to measure and compare the feasibility and sustainability of land uses and the existing business mix in the area. The intent of the work will be to inform stakeholders and decision makers about the economic impacts to the community of business types through their employment generation (number and types of jobs and income), alliances across industries (business clusters), tax revenue generation, competitive status, attraction of income, and other measures of economic activity.
- Regional and statewide competitive climate relative to current industries and business types represented in Marinship (boat haulout and repair, shipbuilding, office leasing, art and applied art, marina services, yacht sales, chandlery, restaurants, fuel provision, marine electronics sales and repair, etc.). This information could directly inform recommendations on (1) the types of businesses that should be encouraged or discouraged, and (2) strategies to generate and attract investment.

MARINSHIP SPECIFIC PLAN ANALYSIS

- Environmental effects of business types through indicators such as impacts on air quality (generation of vehicle trips, air pollutants, dust, smoke, and noxious fumes), water quality, and noise generation. The analysis will include measures that existing businesses are taking to reduce and control environmental impacts and additional measures that may be considered.
- The social setting in Marinship, through indicators such as leadership, social cohesion, perspective on the future, and relationships with civic leaders, the press, and governing agencies. Social factors play a large role in a community's capacity to accomplish broad-based objectives and actions aimed at improvements for the common good.

PRELIMINARY

MARINSHIP SPECIFIC PLAN ANALYSIS

This page intentionally blank.

PRELIMINARY

City of Sausalito Marinship Specific Plan Evaluation Project

Landowners Interviews Summary

March 26, 2014

Landowners Interview Background

In a continuing effort to engage the greatest number and diversity of community members, the Marinship Specific Plan Steering Committee advised the Consultant Team to reach out to landowners in the Marinship and gather their input on current land uses and the obstacles they face in making improvements to their property. With this guidance, the Consultant Team scheduled an open meeting on March 20 at City Hall from 5 p.m. to 7 p.m. and worked with City staff to invite (approximately 60) landowners via email, phone and post. The meeting announcement which was emailed and mailed to landowners is included as Appendix B of this report.

The March 20 meeting was attended by 15 landowners. The Consultant Team interviewed two landowners via phone and received written comment from two others who were unable to attend. The Landowner Interview Summary includes input from all of these individuals.

Two members of the Consultant Team were present at the meeting; one facilitating the conversation and noting key issues on a flip chart and the other taking detailed field notes. The following two questions were posed to stimulate conversation and direct the focus of the discussion to land use issues and potential approaches for improvement in the Marinship:

- What changes or improvements do you think need to be made on your property?
- What prevents you from making those changes or improvements?

The general mood of the meeting was professional and attendees appeared pleased at the opportunity to participate in the project. There was, however, some frustration and skepticism, particularly in light of past "visioning" and public outreach efforts, which many believe to have produced little or no discernible change.

Summary of Findings

There was general consensus in the landowner group that the Marinship Specific Plan is too restrictive and limits landowners' ability to attract viable businesses, generate a reasonable return and make investment. The group agreed that many successful businesses in the Marinship are "grandfathered" into the zoning code (pre-MSP) or skirting restrictions and would otherwise be vacant. Landowners agreed that if they are unable to attract successful tenants, fill leases and develop on opportunity sites, they will never be able to generate the scale of return needed for investments in infrastructure, such as sidewalks, roads, bike paths, stormwater systems and to address subsidence.

There was general consensus that an outcome of the restrictive zoning is cheaper rents as property owners struggle to attract tenants (with discounts of 30% to 40% of typical market rates). Landowners claim that cheaper rent will not lead to the preservation of marine-dependent industries and a healthy working waterfront but to deferred maintenance and depressed investment. Several members of the group posited that the marinas and other waterfront businesses such as the boatyards, marine repair and related businesses, and yacht sales form a strong existing core of water-dependent uses and that zoning should be eased to at least allow some "I" uses in the "W" zone, such as Class A office as well as watersports, IT, start-ups, and local-oriented restaurants and retail. Many voiced support of limited housing and live/work uses, as a means to attract needed development and investment, increase round-the-clock activity and safety, increase economic vibrancy and create a better jobs-housing balance.

Several of the group pointed out that the lack of investment and new development was evidence of over restrictive land use policy, particularly on opportunity sites such as Marina Plaza, Clipper Yacht and the Lemon (formerly Arques) properties (the latter has seen no investment since 2000). Several landowners stated that it would be a significant loss to the community if West Marine were to invest in a larger store elsewhere. They pointed out that the Formula Retail Ordinance adds further difficulty to retaining a marine-related business that the community claims to support, as West Marine with four locations would be considered "formula retail".

Many owners of larger parcels stated a willingness to fund improvements to infrastructure if their property was allowed uses that generate a sufficient return. They claim that the current zoning attempts to protect working waterfront, artistic, and industrial uses through disincentives and that a better approach would be incentives, such as density bonuses, permit expediting, and/or reduction of fees (for preferred uses).

Generally, landowners appreciate the current efforts by the City and claim that relations are improving but have found it difficult to communicate and work with the City. They cited lack of continuity in staff due to turnover, ambiguity in the MSP that requires interpretation and their perception that the Marinship has been a "lower priority" for the City. Several cited a difficult, time consuming and costly permitting process.

There was consensus that property owners would like the City to take ownership of streets and roadways as the City has better access to the scale of resources (State and federal grants and loans) needed for such maintenance and improvements. The current ownership structure makes individual property owners liable for circumstances such as a cyclist being injured in a fall due to a pothole caused, in part, by traffic to other properties. All agreed that this is not an attractive situation for current landowners or to attract new and needed investment.

The group generally agreed that after twenty-five years, the MSP is outdated and as an important planning document, needs a robust revision. Several attendees agreed that the MSP is overly restrictive due to a fear of "too much" development on the part of civic leaders at the time it was written (1988) which was generated in large part by the Marina Plaza development. They believe that this "panic" led to an MSP that has stifled investment, and deferred maintenance of critical infrastructure. The property owners shared general consensus that the community should attract more development and that it should be attractive development, keeping with the nature and history of the Marinship. Several attendees suggested that attractive development would be easier for the community to embrace and that form-based codes or performance zoning would be an appropriate approach.

APPENDIX B



lisa wise consulting, inc.

March 6, 2014

To: Marinship Property Owner

Re: Marinship Property Owners Input Sought on Marinship Specific Plan Analysis; Meeting with Consultants March 20, 5:00 pm – 7:00 pm, City Hall Conference Room

Dear Marinship Property Owner,

As part of a Consultant Team hired by the City of Sausalito to assess and make recommendations on potential changes to the Marinship Specific Plan, we are seeking input from Marinship property owners at a private meeting on Thursday, March 20 at Sausalito City Hall from 5:00 to 7:00PM. We have been advised that your insight on your Marinship property and on the Marinship as a whole is **critical** to this process. We urge you or a representative to attend the meeting.

We would like to know what changes or improvements you think need to be made on your property and what prevents you from making those changes or improvements. **This will be the final opportunity to meet privately with the Consultants prior to our making formal recommendations to the Marinship Steering Committee (and eventually the City Council), and we highly encourage you to attend.**

We will be available to meet interested Marinship property owners, or their designated representatives, in person at Sausalito City Hall (in the Conference Room) on Thursday, March 20 from 5:00 PM to 7:00 PM. If you are not able to meet us in person we will also accept input via email.

Please let us know if you will attend by Friday March 14 by contacting Henry Pontarelli at Lisa Wise Consulting, Inc. via email: henry@lisawiseconsulting.com

If you have questions about the Marinship Specific Plan Analysis project please contact Lilly Schinsing, Project Manager-Analyst with the City of Sausalito at (415) 289-4134 or LSchinsing@ci.sausalito.ca.us

58 Maiden Lane, 3rd Floor, San Francisco, CA 94108 | 415.935.4511

LWC

58 Maiden Lane, 3rd Floor, San Francisco, CA 94108 | 415.935.4511

LWC