

**City of Novato
City Manager's Housing Working Group
Wednesday, December 8, 2010
6:30 – 9:30 pm**

***** NOTE NEW LOCATION *****
500 South Palm Drive
(Across the Street from the Hamilton Community Center)

AGENDA

I.	6:30	Welcoming Comments Business <ul style="list-style-type: none"> ▪ Self Introductions ▪ Agenda Review ▪ Guidelines for Successful Meetings <i>(See next page.)</i> 	Dave Wallace, City of Novato Community Development Director Susan Sherry, Executive Director and Collaborative Policy Specialist Center for Collaborative Policy California State University, Sacramento
II.	6:40	November 17 Meeting <ul style="list-style-type: none"> ▪ Brief Recap <i>(See Attachment 1)</i> ▪ Proposal for How Working Group Reviews Formal Meeting Summaries for Web Posting <i>(See Attachment 2. The Nov 17 Meeting Summary will be hand-carried to the Dec 8 Working Group Meeting.)</i> 	Working Group & Susan Sherry
III.	6:50	Review & Discussion of City Staff Interests <i>(See Attachment 3. Attachment 4 is the Working Group's Interests.)</i>	Dave Wallace and Working Group
IV.	7:10	Review & Adoption of Revised Working Group Purpose <i>(See Attachments 5, 5a, and 5b.)</i>	Working Group & Susan Sherry
V.	7:30	Review & Adoption: Engaging the Community in Housing Policy Discussions <i>as developed at 11/17/10 meeting</i> <i>(See Attachment 6.)</i>	
VI.	8:00	Review & Discussion of Group's Work Plan <i>(See Attachment 7.)</i>	Working Group & Susan Sherry
VII.	8:50	Review of Final Draft: Remaining Sections of Working Group Charter <i>(Five minor sections - See Attachment 8.)</i>	Working Group & Susan Sherry
VIII.	9:05	Discussion of Facilitator for Phase II and III <i>(Susan Sherry departs for the evening.)</i>	Dave Wallace and Working Group
IV.	9:30	Adjourn / Closing Comments	Dave Wallace, City of Novato, Community Development Director

Working Together: 10 Ground Rules for Successful Meetings

Once adopted, these are the ground rules that the Working Group will adhere to and help enforce. It is optimal if the group itself enforces the ground rules. The Convener will enforce the ground rules if the group is hesitant to do so.

1. **Everyone responsible for success:** Everyone is responsible for the success of the meeting and will support the convener in doing their job.
2. **DISAGREEMENT IS TO BE EXPECTED, BUT MUST BE DONE RESPECTFULLY:** *Use common conversational courtesy; listen respectfully; refrain from interrupting or having side conversations. Avoid maligning the motivations or perspectives of others, including those not in the room. Avoid sarcasm and blame.*
3. **ALL IDEAS AND POINTS OF VIEW HAVE VALUE.** *Your job is to fully understand what the other person is saying, not necessarily agree with them. No one has the corner on truth.*
4. **SHARE THE AIR SPACE SO EVERYONE HAS THE OPPORTUNITY TO PARTICIPATE:** *Stay on subject; be concise. If you agree with a point, no need to re-state in detail. If you have already spoken on a subject, give those who have not yet spoken an opportunity to contribute.*
5. **Speaking:** Please turn your placard on its end if you want to speak.
6. **“Threaded Discussions”** Occasionally, it may be necessary to temporarily “suspend” the existing speakers’ list, if the group hits a particular sub-topic that requires a more intensive discussion. In these cases, as determined by the convener, the existing speakers list may be put on hold to allow the specific sub-discussion to come to a conclusion.
7. **Interests not Positions:** Look beyond expressed demands and concerns to the *underlying reasons* behind those concerns. Differing perspectives, even strongly held ones are part of the process. Explain and ask for the “why” behind statements and opinions.
8. **EVIDENCE-BASED PROBLEM SOLVING:** *Share all relevant information. Agree on what important words mean. Seek out objective evidence for yours and others perspectives, assumptions and inferences. Acknowledge and fill, if possible, data gaps when they occur.*
9. **Humor is welcome,** but not at anyone’s expense
10. **Turn off or silence cell phones:** We need your full attention. Please refrain from reviewing/ sending emails and texts while we are meeting.

BRIEF RECAP OF NOVEMBER 17 MEETING

A. Discussed: Larger Purpose and Charge of the Group

- *Working Group to adopt Purpose Statement on December 8*

B. Report Provided: Information from the Group Survey

- *Large majority of members wants to continue to meet on the 2nd and 4th Mon.*
- *65% of Working Group prefers the Working Group Meetings not be video recorded / televised.*
- *Section on Educational Topics for Working Group informed development of Group Work Plan, which will be reviewed December 8.*
- *Section on Educational Topics for Community Workshops will inform the selection of Workshop topics.*

C. Identified: Components of a Group Charter

- *Purpose Statement of Group (Adopt Dec 8)*
- *Final Product of Working Group (Adopted Nov 17)*
- *How Decisions and Recommendations Are Made (Adopted Nov 17)*
- *Work Plan & Timeline (Discuss Dec 8; Adopt Jan 12)*
- *Roles/ Responsibilities of Working Group Members (Adopted Nov 17)*
- *Roles/ Responsibilities of Staff (Adopt Dec. 8)*
- *Roles / Responsibilities of Facilitator (TBD – if have one)*
- *Strategies to Engage Community in Housing Policy (Adopt Dec 8)*

D. Developed: Strategies to Engage the Community in Housing Policy Issues

- *Engagement in the Working Group’s Meetings*
- *Engagement through Workshops and Other Methods*
- *Working Group to adopt Strategies for Community Engagement on Dec 8*

E. Adopted: Several Components of the Group’s Charter

- *Final Product of the Working Group*
- *What is Consensus?*
- *Role and Responsibility of Working Group*

DRAFT PROPOSAL
HOW THE WORKING GROUP REVIEWS FORMAL MEETING SUMMARIES
(For Web Posting)

Goal: For the Working Group to be able to review and comment upon meeting summaries prior to posting on the City's website, without taking time at the meetings for discussion and review of the summary.

1. Summaries of Working Group Meetings will be posted to the City website. Members of the public will be invited to share comments about the summaries either on-line or via US Postal mail.
2. Staff will strive for the Working Group members to receive (via email or US Postal) the draft of a previous meeting's summary prior to an upcoming meeting.
3. Working Group members will be asked to review and comment on the meeting summary by a specific deadline. Working Group members can submit these comments electronically or via US Postal Mail.
4. Once this deadline is passed, the minutes will be edited based on Working Group's feedback. This final, edited version will be resent (with a deadline) to the Working Group for its final review. Any changes from the original version will be clearly marked. If any Working Group member has a problem with this final edited version, they are encouraged to contact staff by the second deadline.
5. After Steps 2 and 3 occur, the meeting summaries will be posted to the City's website.
6. Based on how this system works, the Working Group may want to revisit and modify this proposal in the future.

**City of Novato
City Manager's Housing Working Group**

CITY STAFF INTERESTS

1. Identification of housing sites, densities, affordability distribution, and design elements that reflect the community's values and interests.
2. Submittal of a housing element that is generally compliant with state law, or one that provides a reasonable likelihood of achieving compliance after proactive discussions between the City and HCD.
3. Preparation of a housing sites list and housing policies that minimize potential impacts on the City's financial well being and that minimize City potential exposure to court imposed planning processes or housing solutions.
4. The Working Group process serves as a catalyst and model for building long-term trust and partnership between City staff and the community, and between those in the community who disagree with one another on important City policy issues.
5. Working Group process that is both efficient and effective.

City of Novato
City Manager's Housing Working Group
(As discussed at October 25, 2010 meeting)

WORKING GROUP'S CONCERNS, NEEDS AND INTERESTS

- **Density and Dispersion**
 - Visual compatibility with community
 - Dispersion and connection to density
- **Crime**
 - Need data on relationship of density to crime
- **Preserving Small Town Character**
- **Too much growth**
 - Need Sensible Growth
 - Novato doesn't have an organic (internal to Novato) affordable housing need
 - Too much commercial
- **Effects on Businesses**
 - Lack of Downtown Core
 - Lack of Vibrancy
- **Novato Public Schools**
- **State Housing Mandates**
 - Unrealistic goals
 - Loss of local control
- **Public Sector Fiscal Health and Sustainability**
 - Balanced City Budget
 - Concerns regarding impacts on City infrastructure and services
 - Social challenges and funding
- **Not Enough Housing for Workers in Novato**
 - Jobs/housing imbalance
 - Housing costs for next generation and elderly
 - What is Novato's need for affordable housing?
- **Property Values**

- **Environmentally Sustainability**
 - Continuous development not sustainable

- **Equal Opportunity in Novato**
 - Lack of Welcoming / Not welcomed due to race and socioeconomic status
 - Isolated communities
 - Lack of Novato's diversity on the Working Group

- **Low Income Housing Has More Benefit to Developers and Investors; Not to Novato Community**
 - Economic feasibility of affordable housing

- **Concerns regarding Future of Novato**
 - Lack of community pride and concern
 - Community divisiveness
 - Lack of churches

- **Community Values**
 - Neighbor helping neighbor
 - Lack of family values / Concerns about youth

City Manager's Housing Working Group**PURPOSE STATEMENT** Version 2

(With revision as discussed by Working Group on October 25, 2010)

Purpose: The City Manager's Housing Working Group, comprised of 23 Novato residents representing a diversity of neighborhoods and City-wide interests, is charged with making recommendations to the City Manager on housing policy for the City. More specifically, the overarching purpose of the Committee is to develop recommendations that:

- A. Identify potential and viable housing sites, as required by State law and consistent with community-wide values¹;
- B. Address challenges associated with existing as well as future affordable housing sites in the City, after determining the extent of the problems;
- C. Identify the benefits associated with existing as well as future affordable housing sites;
- D. Identify and consider the pros and cons of the City being in non-compliance with State law;
- E. Determine how the City and its citizens can influence State and regional policies that affect Novato, including ABAG's future determinations of affordable housing allocations to cities and counties in the region; and
- F. Address other housing policy issues the Working Group may identify through the course of their discussion

¹ For purpose of the City Manager's Housing Working Group, community-wide values are those expressed in two important City documents identified below. These documents are both included as an Attachment to the Purpose Statement.

- *Vision for Novato*, as accepted by the Novato City Council on December 8, 2009. The *Vision for Novato* document identifies the Guiding Principles for the current General Plan Update process
- Policy direction to guide future work on the Housing Element, as discussed by the City Council at their work study session on September 21, 2010.

VISION FOR NOVATO

As accepted by the City Council, December 8, 2009

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

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

GUIDING PRINCIPLES:

We wish to preserve and enhance:

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

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

6. Sustainable development that complements its natural and built environment;
7. A variety of housing types dispersed throughout the community, portions of which are affordable, for our commercial workforce, public employees, seniors, and those with special needs;
8. Creation of public gathering places, parks, recreational facilities and community gardens that provide a sense of community, and allow enjoyment of our natural amenities;
9. Creation of venues to enrich the cultural and performing arts;
10. Commercial development that sustains our tax base to meet the needs of our residents and supports quality public services;
11. Establishment of diverse interconnected modes of local transportation, including bicycle and pedestrian paths and trails, shuttles, buses, and paratransit that will facilitate mobility; and
12. Improvements to major transportation corridors that are sensitive to the scenic beauty of our community.

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

City Council September 21, 2010 City Council Work Study Session

On September 21, 2010 the City Council conducted a work study session for the update of the Housing Element. Over 100 people attended the meeting and there was over two hours of public comment. After considering the public's comments and extensively discussing housing issues, the City Council, by consensus, provided policy direction on eight specific topics to guide future work on the Housing Element. The eight policy directives are briefly summarized below:

- 1) Open and Participatory Process:** Conduct an open and inclusive planning process that encourages all residents of Novato to participate and that insures all input will be considered before decisions are reached.
- 2) Legislative Advocacy:** Increase the City's political involvement and activity in legislative advocacy regarding State and regional housing allocation processes, policies and requirements.
- 3) Housing Needs and Mix:** Address the community's future housing needs by providing a mix of housing options to serve all socio-economic levels, household sizes, and age groups in the community.
- 4) Housing Density:** Establish housing densities that are consistent with community-wide values, and reduce proposed affordable housing densities, especially when adjoining single family housing neighborhoods.
- 5) Housing integrated into Neighborhoods:** Protect the character of existing neighborhoods by carefully considering the compatibility, density and design of new adjacent residential development.
- 6) Distribution of Housing Units:** Disperse affordable housing sites throughout the City. Avoid overconcentration of affordable housing units in any area and revise the housing opportunity sites list accordingly.
- 7) Housing in Commercial Areas:** Consider housing sites in Downtown/commercial areas while balancing needs for retail and commercial development.
- 8) Public Safety:** Evaluate potential public safety impacts that might result from higher density housing.

Engaging the Community in Housing Policy Discussions

DRAFT

(Based on discussions held at the November 17 Working Group meeting)

A. Engagement in the Working Group's Meetings

1. **All Working Group Meetings are open to the public.** The public will be invited to observe meetings and submit written comments and questions at the meeting, or send comments and questions to City staff. (Send to davidwallace@novato.org or mail to David Wallace, City of Novato, 75 Rowland Way, Novato, CA 94945.) Oral testimony will not be taken at the meetings. The written information provided by members of the public will be transcribed and shared with the Working Group.
2. **The Working Group will reconsider the involvement of the public at Working Group Meetings** during Phase II of the Working Group process (January – early March. The Working Group would like to consider whether allowing public comment for 1-2 minutes per person would allow the Working Group the time to complete their work. The Working Group would ask members of the public to address them on the issues under consideration.
3. **Summaries of Working Group Meetings** will be posted on the City's website. Members of the public will be invited to share comments about the summaries and other related issues either on-line or via US Postal mail.

B. Engaging the Community through Workshops and Other Methods

1. **The City staff is responsible for organizing and sponsoring the Community Workshops.** City staff will solicit from the Working Group input on the structure, topics, content, timing and number (how many) of the Workshops.
2. **City Staff will schedule Community Workshops** after the Working Group has an opportunity to discuss and frame the issues relating to a particular workshop.
3. **The Working Group members** will try their best to attend the Community Workshops, but **will not make presentations at the workshops.**
4. **City Staff will work with Community Workshop speakers and presenters** so that their information is relevant to the circumstances of the City of Novato.
5. **The Community Workshops should focus on educating the community** and should provide time for public interaction, questions and comments.
6. **Decisions about holding a Community Workshop on the Working Group's Draft Recommendations** will be made during the Recommendation Phase of the process (Late March – Mid May).
7. **Community members who live near sites included in the Draft Recommendations** will be notified in a timely manner.

WORKPLAN FOR THE HOUSING WORKING GROUP

DRAFT

**INFORMATION SHARING AND FACT FINDING PHASE:
JANUARY – MID MARCH**

January 12: State Law, ABAG's Allocation Process and City Housing Policies

- Housing Allocation Process
 - Overview of what law says and how state allocates to regions
 - How ABAG determines and allocates numbers; use of formulas
 - RHNA #s and affordability
- State HCD Requirements
 - Definitions
 - Density requirement (30 units/acre vs 20)
 - Site size requirements
 - Credit for inclusionary units
 - Counting second units
 - Treatment of density bonuses
 - Rehabilitated units
 - Requirements if sites are rezoned
 - Housing credit for mixed use development
 - Emergency Shelter
- City of Novato Existing Policies
 - General Plan
 - Housing Element
 - Novato 2028: A Vision for the Future
 - Downtown Specific Plan

January 26: Existing Affordable Housing and Potential Housing Sites

- Existing affordable housing
 - Sites
 - Densities and numbers
 - Concentration of sites
 - Ownership
- Available sites inventory
 - 2003 approved sites
 - 2010 proposed sites
 - Site considered but not included in proposed list
 - Additional potential sites

February 9: Density and Design

- Examples of density: Novato and Marin
 - Density characteristics: height, mass, parking, unit size, transition in density and height, setbacks, open space
 - Tools to understand density: Site plans, aerial photos, project photos
- Compatibility with community character: small town atmosphere
 - Location dispersion and concentration of development
 - Compatibility with and transition to existing development
 - Effects of overall project size
- Architectural design and design guidelines
- How other communities have addressed density and design
- Tour of example projects?

February 23: Housing, Crime and Residential Management

- Density, project size, resident income and public safety
- Review of Novato crime rates in multi-family housing
- Best Management Practices
 - Screening, monitoring, accountability
- Presentation by Marin Housing Authority
- Section 8 Vouchers

March 9: Affordable Housing Impacts and Benefits

- Local need for affordable housing
- Benefits of affordable housing
 - Housing for local, lower income workers
 - Jobs/housing balance
 - Special needs residents
 - Commute traffic reductions
- Environmental costs/benefits
 - Infrastructure
 - Schools
 - Business
 - Sustainability
- Community compatibility and property values
- Implications of non-compliance with HCD requirements
 - State involvement
 - Private legal challenges
 - Court action implications

**RECOMMENDATION PHASE
LATE MARCH TO MID MAY**

Overview

- Need 12 hours of group time; goal could be to finish in less time
- May need to go over the 12 hours. Would mean more meetings than listed below.
- Working Group to select from options below regarding scheduling of Recommendation Phase.

Option 1: Continue meeting on second and fourth Wednesday evenings for four meetings:

- Wed., March 23
- Wed., April 13
- Wed., April 27
- Wed., May 11

Option 2: Meet for one Saturday and for two Wednesday evening meetings:

- Saturday, April 16 – all day
- Wed., April 27
- Wed., May 11

Option 3: Meet on two Saturdays:

- Saturday, April 16 – all day
- Saturday, May 7 – all day

City of Novato

City Manager's Housing Working Group

WORKING GROUP CHARTER

Adopted by the Working Group on _____

**City of Novato
City Manager's Housing Working Group**

HOUSING WORKING GROUP CHARTER

- I. Preamble:** This Charter spells out the procedures that the Working Group has adopted to guide their work, interaction with each other and their relationship with the larger community. It is the responsibility of each Working Group member to adhere to this Charter and to encourage other Working Group members to do the same,

II. Purpose of the City Manager's Housing Working Group (Still draft until Dec 8)

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- I. Humor is welcome,** but not at anyone’s expense
- J. Turn off or silence cell phones:** We need your full attention. Please refrain from reviewing/ sending emails and texts while we are meeting.

IV. Final Product of the Working Group

The goal of the Working Group is to reach consensus on housing policy recommendations for submission to the City Manager and submit a written report / memo to the City Manager on those recommendations.

If the group cannot come to consensus, the Committee will deliver a written report / memo to the City Manager explaining the various perspectives of the Group, including points of consensus, points of emerging consensus and areas of disagreement.

V. How the Working Group Makes its Decisions

A. Consensus-Based Decision-Making on Policy Issues (Still draft until Dec 8)

The Working Group will strive for consensus (agreement among all members). Seeking consensus *on policy-related* issues is a fundamental principle of the Working Group.

In reaching consensus, some Working Group Members may strongly endorse an overall or particular proposal while others may accept it as "workable." Others may be only able to "live with it." *Still others may choose to "stand aside" by verbally noting a disagreement, but allowing the group to reach a consensus without them and agreeing to refrain from publicly opposing the Group's recommendations.* Any of these actions still constitutes consensus.

B. Majority-Based Decision-making on the Group's Logistical and Operational Issues (Still draft until Dec 8)

The Working Group will need to make decisions related to the practical, logistical and operational arrangements of the group. This includes such items as meeting dates, preferences regarding whether the group should be video recorded, etc. These decisions will be made using a majority vote rule.

VI. Roles and Responsibilities of Working Group Members

- A.** Attend Working Group Meetings and stay for the entire time.
- B.** Read written materials sent in advance of the meetings.
- C.** Be available for between-meeting conversations with the Collaborative Policy Specialist and Staff, as needed.
- D.** Work in good faith and collaboratively with other Working Group members, especially those with a different perspective.

Roles and Responsibilities of Working Group Members, continued

- E.** Share information and develop shared understanding of the issues with other Working Group Members.
- F.** Actively participate in the Working Group Meetings.
- G.** Adhere to the Working Group's Ground Rules.
- H.** Attend Community Workshops on Housing.

VII. Roles and Responsibilities of Staff (Still draft until Dec 8)

- A.** Actively participate in the Working Group discussions.
- B.** Conduct required research and compile topical materials for each of the Information Sharing/Fact Finding Sessions.
- C.** Send out agenda packet to Working Group members in advance of each meeting, preferably 6 days before each meeting.
- D.** Take meeting notes and provide meeting summaries.
- E.** Maintain and update the website on the Working Group.
- F.** Organize, publicize and provide leadership for Housing-related Community Workshops.
- G.** Adhere to the Working Group's Ground Rules and work collaboratively with Working Group Members.

VIII. Roles and Responsibilities of Facilitator (only if have one – discuss in Jan, if relevant)

IX. Engaging the Community in Housing Policy Discussions (Still Draft until Dec 8; See agenda packet for Draft.)

X. Work Plan for the Housing Working Group (Still Draft until Dec 8; See agenda packet for Draft.)

XI. Amendments to this Charter

The Working Group can revise or amend this Charter.

CHARTER APPENDICES

Vision For Novato

As accepted by the City Council, December 8, 2009

City Council September 21, 2010 City Council Work Study Session

