

# Marin City Community-Based Transportation Plan

Prepared for:

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Metropolitan Transportation Commission

Prepared by:



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Copies of this report are available on the project website at [www.MarinCityCBTP.com](http://www.MarinCityCBTP.com), [www.tam.ca.gov](http://www.tam.ca.gov) or by calling 415-266-0815.

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## EXECUTIVE SUMMARY AND INTRODUCTION

The Marin City Community-Based Transportation Plan is part of an effort by the Metropolitan Transportation Commission (MTC) to identify barriers to mobility and work to overcome them. Using a grassroots approach, the Community-Based Transportation Plan effort has created a collaborative planning process that involves residents in minority and low-income Bay Area communities, community and faith-based organizations that serve them, transit operators, county congestion management agencies and MTC.

Launched in 2002, the Community-Based Transportation Planning Program evolved out of two reports completed in 2001 — the *Lifeline Transportation Network Report* and the *Environmental Justice Report*. The Lifeline Report identified travel needs in low-income Bay Area communities and recommended community-based transportation planning as a way to set priorities and evaluate options for filling transportation gaps. Likewise, the Environmental Justice Report identified the need for MTC to support local planning efforts in low-income communities throughout the region.

Following the success of the Community-Based Transportation Plan Program pilot projects in 2004, the Program was expanded to twenty-five low-income Bay Area neighborhoods including Marin City.

The outcome of each MTC-sponsored planning process is a community-based transportation plan that includes locally-identified transportation needs, as well as solutions to address them. Each plan's objectives are to:

- Emphasize community participation in prioritizing transportation needs and identifying potential solutions;
- Foster collaboration between local residents, community-based organizations, transit operators, CMAAs and MTC;
- Build community capacity by involving community-based organizations in the planning process

This Plan documents the efforts and results of the community-based transportation planning process for Marin City. Chapters 1 and 2 describe the demographics and travel characteristics of the community, respectively. Transportation issues for Marin City as identified in previous studies and reports are summarized in Chapter 3. In Chapter 4, the techniques used to reach out to the community are described. Solutions to address the transportation gaps identified in the previous chapter are presented and prioritized in Chapter 5. Finally, considerations for implementation, potential funding sources and next steps are discussed in Chapter 6.

## Key Findings and Issues

Through this existing conditions analysis, it is possible to paint a picture of what it is like to live, work and travel in Marin City. The following key findings were compiled from review of general community characteristics, socio-economic demographics, and previous plans and studies.

- Marin City is physically isolated from other parts of Marin County by Highway 101 and by the topography of the watershed in which it is located.
- Donahue Street provides the only vehicular connection between Marin City and the rest of Marin County. Vehicles traveling to the north from Marin City must use Highway 101. Pedestrian and bicycle access to the north is available on the Mill Valley-Sausalito Bike Path.
- Marin City is adjacent to the wild lands of the Golden Gate National Recreation Area and has a trail connection to the parklands.
- The Gateway Shopping Center provides some commercial services to the community but lacks other basic needs such as a grocery store.
- Marin City is part of unincorporated Marin County. The community's de-facto government, Marin City Community Services District (CSD), provides parks and recreation, street lighting, recycling and refuse removal services as well as Employment Training, Drug and Alcohol Services, Preschools (2); and The Fatherhood Program. The community's senior center, middle school and health clinic are in the vicinity of the Marin City CSD offices.
- Marin City residents are younger than the rest of the county and are almost 50% black or African American.
- Like the county as a whole, Marin City residents are predominantly native born and typically speak English at home. Household and family sizes are also similar between Marin City and the county.
- Compared with Marin County, Marin City has a higher rate of female heads of household, smaller household incomes and more households below the poverty level.
- Housing units in Marin City are largely renter-occupied and residents pay a smaller percentage of their total income towards rent than do other Marin County residents.
- Marin City residents own fewer cars and ride transit to work more frequently than other residents in Marin County.
- While Marin City is well-connected by transit to other areas of Marin County and the Bay Area via the Marin City Transit Hub, there is little transit service within Marin City itself.
- Most residents felt that they needed better transportation to work, grocery stores, medical/dental services, and places for shopping/errands.
- Marin City has a significant transit dependent population with good access to locations outside of Marin City via the Marin City Transit Hub but poor access within the community.

## Recommended Solutions

The following 12 transportation solutions are recommended for Marin City addressing the transportation gaps identified by the community. The improvements listed below were reviewed and prioritized based upon project support, effectiveness in mitigating transportation gaps, and potential for implementation. The solutions are presented below in order of priority.

1. **Community Loop Shuttle** – This shuttle would connect the Marin City community with key destinations including the Senior Center, Health and Wellness Clinic, Public Library and Marin City Transit Hub.
2. **Shuttle to Marin General Hospital and Medical Offices** – This shuttle would operate from the Marin City Transit Hub providing residents with a direct connection to these medical facilities.
3. **Volunteer Driver Program** – Following current community practices of ‘neighbor helping neighbor’, this program would connect those needing rides with those able to offer them and provide subsidies for this service.
4. **Improvements to the Highway 101 Underpass** – This underpass is an important pedestrian and bicycle link to destinations outside of Marin City. This solution would brighten, clean and generally improve this route.
5. **Shuttle to Marin County Health and Wellness Center in San Rafael** – This shuttle would operate from the Marin City Transit Hub providing residents with a direct connection to these medical and support services.
6. **Marin City Travel Center** – The Travel Center would provide a ‘one-stop shop’ for those needing help with transportation. It would administer the Volunteer Driver Program, Taxi Voucher Program, Car Share Program, and Subsidy for Transit/Paratransit Service as these programs are implemented.
7. **Pedestrian/Bicycle Improvements** – This solution would include sidewalk repairs and replacement, installation of curb ramps, bus shelters and bicycle facilities.
8. **Taxi Voucher Program** – This program would provide a taxi voucher for those needing a ride when transit or other options are not available.
9. **Car Share Program** – With this program, car share vehicles would be available in the community for use by qualified members of the program. Hourly rental costs include unlimited mileage, fuel, and insurance.
10. **Subsidy for Transit/Paratransit Service** – This program would provide reduced or no-cost transit passes for those who qualify.
11. **Assistance with Purchase, Operation and Maintenance of a Personal Automobile** – This program would provide monetary assistance for those wishing to own their own automobile. The number of vehicles purchased through this program would depend upon funding secured.
12. **Alternative Vehicle Access Route to/from Marin City** – Access to Marin City is available only through the Highway 101 underpass. If something were to happen to that structure or roadway, Marin City residents would be cut off. This solution would provide an alternate vehicle and/or pedestrian access into the community.



# Chapter 1: Community Profile

## THE STUDY AREA

As shown in **Figure 1**, Marin City is located in southern Marin County adjacent to the U.S. Highway 101 corridor and just south of the State Route 1 interchange. Marin City is part of unincorporated Marin County and consequently falls under the jurisdiction of the County of Marin with some local services provided by the Marin City Community Services District. Marin City is in an area just under a square mile in size and is physically located in a self-contained watershed that drains into Richardson Bay. It contains two distinct areas: 1) the ridgelands and 2) the flat bowl area. This watershed is nestled between Richardson Bay and the wildlands of the Golden Gate National Recreation Area (GGNRA) affording magnificent views of San Francisco Bay. Although there is no direct motor vehicle access from Marin City to the GGNRA, the parklands are accessible from the trailhead located at the end of Donahue Street.

Marin City is predominantly residential with a high proportion of public and assisted housing. Other single and multi-family housing is located throughout Marin City with the most recent development on the ridgelands, currently referred to as the Headlands after the named housing developments in the area. The Gateway Shopping Center, adjacent to Highway 101 and at the entry to the community, houses numerous retail establishments serving Marin City and surrounding communities including restaurants, clothing stores, electronics stores, a drug store and other limited services. The Marin City public library is also at the Gateway Shopping Center.

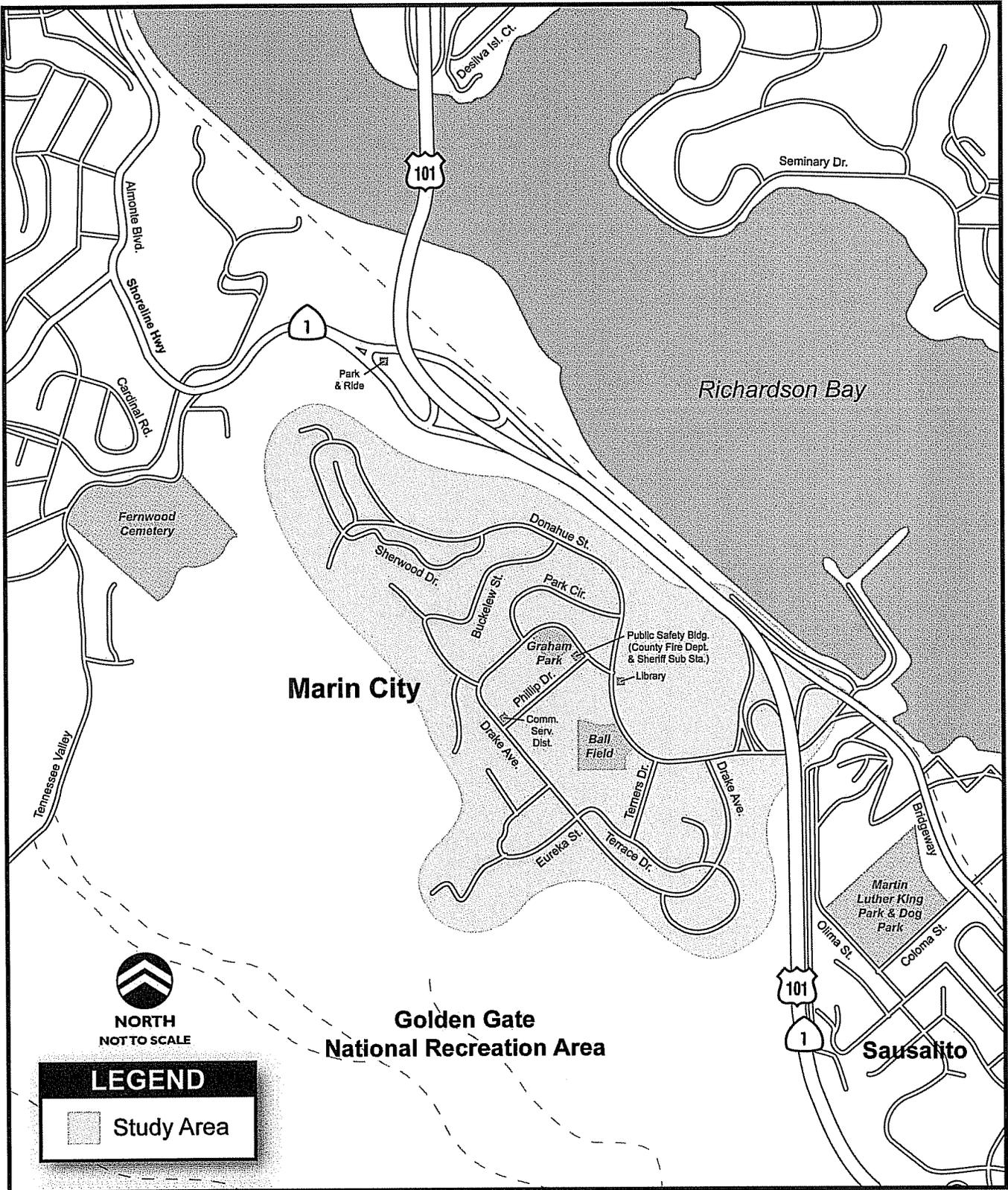
Highway 101 provides the primary access to the community with connection via Donahue Street. It is not possible to drive north of Marin City without using the freeway. Bridgeway connects to Sausalito to the south. Weekday peak hour buses provide direct service to San Francisco from several locations on Donahue Street. At other times, bus connections can be made to other locations in Marin County and to San Francisco and Sonoma Counties at the Marin City Transit Hub on Donahue Street adjacent to the Gateway Shopping Center.

Most community services in Marin City are centered on the offices of the Marin City Community Services District located on Drake Avenue near the intersection with Phillip Drive. These include

- Martin Luther King, Jr. Academy (middle school);
- Employment in Training Programs;
- Marin City Health and Wellness Center (opened in Aug 2006);
- Marguerita C. Johnson Senior Center;
- Manzanita Recreation Center;
- Drug and Alcohol Services;
- Preschools (2); and
- The Fatherhood Program

A new middle school is under construction adjacent to the existing Martin Luther King, Jr. Academy. When complete, this new middle school will replace the existing school. In addition, a planned Marin City Center complex will include the Health and Wellness Center, a gymnasium, swim center, teen center, game room, senior center, commercial kitchen, recording and broadcast studios, classrooms, computer labs, fitness center, dance studio, Marin City CSD District offices as well as conference space. The finished project also is planned to include an amphitheater, limited retail and office development as well as residential housing.

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## SOCIO-ECONOMIC CHARACTERISTICS

Marin City is contained within Census Tract 1290 in Marin County. Using Census 2000 data, it is possible to provide a socio-economic picture of the population. This includes a description of age, ethnic, economic, employment and travel characteristics of the community with comparison of Marin City demographics to those of Marin County as a whole.

### *Population and Age*

As shown below in **Table 1**, Marin City represents only a small part of the Marin County total population (1%). There are slightly more females than males in Marin City; similar to the County's female to male population ratio. In addition, the population of Marin City is considerably younger than that of the County with close to half the percentage of seniors (65 years and over) found in Marin County as a whole.

	Marin City		Marin County	
	Total	%	Total	%
<b>Total Population</b>	<b>2,500</b>	<b>100%</b>	<b>247,289</b>	<b>100%</b>
Male	1,181	47%	122,552	49%
Female	1,319	53%	124,737	51%
<b>Age</b>				
Under 5 years	190	8%	13,396	5%
5 to 14 years	354	14%	28,694	12%
15 to 24 years	329	13%	21,710	9%
25 to 64 years	1,432	57%	150,057	61%
65 years and over	195	8%	33,432	14%

Source: U.S. Census Bureau, Census 2000 Summary File 1, matrix P1 and P12

### *Ethnicity*

**Table 2** and **Table 3** describe the racial and ethnic character of the Marin City population showing a much greater Black or African American population than the county as a whole. The Hispanic population percentage (**Table 3**) in Marin City is less than the countywide percentage.

	Marin City		Marin County	
	Total	%	Total	%
<b>Total population</b>	<b>2,500</b>	<b>100%</b>	<b>247,289</b>	<b>100%</b>
One race	2,382	95%	238,710	96%
White alone	910	36%	207,800	84%
Black or African American alone	1,149	46%	7,142	3%
American Indian and Alaska Native alone	13	1%	1,061	<1%
Asian alone	189	8%	11,203	5%
Native Hawaiian and Other Pacific Islander	4	<1%	388	<1%
Some other race alone	116	5%	11,116	5%
Two or more races	119	5%	8,579	4%

Source: U.S. Census Bureau, Census 2000 Summary File 1, matrix P3

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	Marin City		Marin County	
	Total	%	Total	%
<b>Total population</b>	<b>2,500</b>	<b>100%</b>	<b>247,289</b>	<b>100%</b>
Hispanic or Latino (of any race)	207	8%	27,351	11%
Not Hispanic or Latino	2,293	92%	219,938	89%
Source: U.S. Census Bureau, Census 2000 Summary File 1, matrix P8				

**Language**

The rate of “English Only” spoken at home and the ability to speak English “very well” is comparable between Marin City and Marin County as a whole as presented in **Table 4**. However, there is a greater percentage of the population in Marin City, when compared to the county, which speak Asian and Pacific Island languages at home. In addition, this population does not speak English as well as those who speak Asian and Pacific Island languages in the County as a whole. The population that speaks Spanish and other Indo-European languages at home in Marin City have generally a better command of English than those in the county as a whole.

	Marin City		Marin County	
	Total	%	Total	%
<b>Population 5 years and older</b>	<b>2,379</b>	<b>100%</b>	<b>234,008</b>	<b>100%</b>
English only	1,921	81%	188,413	81%
Language other than English	458	19%	45,595	19%
Speak English less than “very well”	199	8%	19,835	8%
Spanish	131	6% <sup>(1)</sup>	22,287	10% <sup>(1)</sup>
Speak English less than “very well”	70	53% <sup>(2)</sup>	12,920	58% <sup>(2)</sup>
Other Indo-European languages	147	6% <sup>(1)</sup>	15,281	7% <sup>(1)</sup>
Speak English less than “very well”	17	12% <sup>(2)</sup>	3,665	24% <sup>(2)</sup>
Asian and Pacific Island languages	160	7% <sup>(1)</sup>	6,754	3% <sup>(1)</sup>
Speak English less than “very well”	112	70% <sup>(2)</sup>	2,997	44% <sup>(2)</sup>
(1). Percentage of total population				
(2). Percentage of those that speak that language at home.				
Source: U.S. Census Bureau, Census 2000 Summary File 3, matrix P19.				

**Place of Birth and Residence**

**Table 5** below shows that the percentage of Marin City residents born in the United States is the same as the county as a whole with a slightly higher percentage of Marin City residents born in California. **Table 6** shows that compared to Marin County, Marin City residents were more likely to live in a different house at the time of the census than they did in 1995. They are also more likely to have moved from another California county or another state than their county counterparts.

	Marin City		Marin County	
	Total	%	Total	%
Total population	2,560	100%	247,289	100%
Native born	2,128	83%	206,129	83%
Born in state of residence	1,351	53%	119,098	48%
Foreign born	432	17%	41,160	17%

Source: U.S. Census Bureau, Census 2000 Summary File 3, matrix P21.

	Marin City		Marin County	
	Total	%	Total	%
Population 5 years and over	2,379	100%	234,008	100%
Same house in 1995	851	36%	128,347	55%
Different house in the United States in 1995	1,380	58% (100%)	96,089	41% (100%)
Same county	700	29% (51%)	51,146	22% (53%)
Different county in California	583	25% (42%)	31,408	13% (33%)
Different state	97	4% (7%)	13,535	6% (14%)
Lived Outside United States in 1995	148	6%	9,572	4%

Source: U.S. Census Bureau, Census 2000 Summary File 3, matrix P24.

**Disability Profile**

**Table 7** presents a profile of the disability status of the population of Marin City opposite similar statistics for the whole of Marin County. The percentage of disabled population 5 years and over in Marin City is almost twice that found in the County as a whole. This higher percentage of disabled population is primarily 16 years and older. Marin City employment age adults (21 to 64 years of age) with a disability are more likely to be employed than in the county as a whole. Also, unlike the county as a whole, Marin City disabled adults are slightly more likely to be employed than adults in the same age group with no disability.

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	Marin City		Marin County	
	Total	%	Total	%
Population 5 years and over	2,379	100%	225,316	100%
With a disability	696	29%	34,758	15%
Population 5 to 15 years	380	100%	31,315	100%
With a disability	0	0%	1,213	4%
Population 16 to 64 years	1,816	100%	162,318	100%
With a disability	569	31%	23,637	15%
Population 65 years and over	183	100%	31,683	100%
With a disability	127	69%	9,908	31%
Population 21 to 64 years with a disability	539	100%	22,162	100%
Employed	420	78%	14,206	64%
Population 21 to 64 years no disability	1,184	100%	129,327	100%
Employed	910	77%	103,850	80%

Source: U.S. Census Bureau, Census 2000 Summary File 3, matrix P42.

**Households**

As shown below in **Table 8**, Marin City’s average household and family size is similar to the rest of the county. But Marin City has a lower percentage of family households, married-couple families and households with seniors. On the other hand, Marin City has a significantly higher percentage of female householders with and without children under 18 years of age. Marin City also has slightly higher rate of non-family households, householders living alone and households with individuals under 18.

	Marin City		Marin County	
	Total	%	Total	%
Total households	1,081	100%	100,650	100%
Family households	595	55%	60,679	60%
With children under 18 years	304	28%	27,662	27%
Married-couple family	283	26%	48,709	48%
With children under 18 years	121	11%	21,038	21%
Female householder, no husband present	259	24%	8,580	9%
With children under 18 years	156	14%	4,922	5%
Male householder, no wife present	53	5%	3,390	3%
With children under 18 years	27	2%	1,702	2%
Non-family households	486	45%	39,971	40%
Householder living alone	348	32%	30,041	30%
Households with individuals under 18 years	352	33%	29,130	29%
Households with individuals 65 years and over	169	16%	23,614	23%
Average household size	2.31	---	2.34	---
Average family size	2.99	---	2.90	---

Source: U.S. Census Bureau, Census 2000 Summary File 1, matrices P19, P23, P26 and P34.

**Employment**

In Census 2000, a higher percentage of Marin City’s 16 and older residents were counted as part of the labor force, than for Marin County (**Table 9**). Women of Marin City have an almost 10% higher presence in the workforce than do women in Marin County. Of population contained within the labor force, Marin City has a slightly higher rate of reported unemployment than the County. Members of the community feel that the unemployment rate in Marin City is significantly higher than that reported by the Census 2000. This possible discrepancy could be explained by 1) changes since the data was collected, 2) not accounting for residents who have not yet had the opportunity to enter the labor force or 3) confusion with the survey forms.

	Marin City		Marin County	
	Total	%	Total	%
Population 16 years and over	1,999	100%	202,668	100%
Not in labor force	580	29%	69,616	34%
In labor force	1,419	71%	133,052	66%
Employed (including Armed Forces)	1,358	96%	129,102	97%
Unemployed	61	4%	3,950	3%
Women 16 years and over	1,100	100%	103,428	100%
Women in the labor force	756	69%	62,477	60%
Men 16 years and over	899	100%	99,240	100%
Men in the labor force	663	74%	70,575	71%

Source: Census 2000 Summary File 3, Matrix P43.

**Table 10** shows that principal occupations of Marin City residents are similar to those of Marin County although Marin City has a lower percentage of residents in the management and professional occupations and a slightly higher percentage in service production, transportation and material moving occupations than the county.

	Marin City		Marin County	
	Total	%	Total	%
Employed civilian population 16 years and over	1,358	100%	128,855	100%
Management, professional, and related occupations	569	42%	67,674	53%
Service occupations	245	18%	15,446	12%
Sales and office occupations	333	25%	31,867	25%
Construction, extraction, and maintenance occupations	65	5%	7,706	6%
Production, transportation, and material moving occupations	146	11%	5,788	5%

Source: U.S. Census Bureau, Census 2000 Summary File 3, Matrix P50.

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**Income and Poverty Level**

As shown below in **Table 11**, Marin City residents have lower reported household incomes and a higher percentage of households with incomes below poverty levels than in Marin County. The median income for Marin City is \$37,292 compared to \$71,306 for the county. Of households in Marin City, 21% have incomes below poverty level with the county as a whole at 6%.

<b>Table 11: 1999 Income by Household / Poverty Status by Household</b>				
	<b>Marin City</b>		<b>Marin County</b>	
	<b>Total</b>	<b>%</b>	<b>Total</b>	<b>%</b>
Total Households	1,123	100%	100,736	100%
Less than \$10,000	190	17%	4,884	5%
\$10,000 to \$19,999	145	13%	6,296	6%
\$20,000 to \$29,999	112	10%	7,219	7%
\$30,000 to \$39,999	133	12%	7,989	8%
\$40,000 to \$49,999	56	5%	7,827	8%
\$50,000 to \$74,999	168	15%	18,240	18%
\$75,000 to \$99,999	156	14%	12,947	13%
\$100,000 to \$149,999	96	9%	16,128	16%
\$150,000 to \$199,999	49	4%	7,049	7%
\$200,000 or more	18	2%	12,157	12%
Median income (dollars)	\$37,292		\$71,306	
Households in 1999 below poverty level	239	21%	5,554	6%
Source: U.S. Census Bureau, Census 2000 Summary File 3, matrices P52 and P92				

**Household Tenure and Costs**

**Table 12** below shows that three-quarters of occupied housing units in Marin City are rental units compared to one-third for Marin County as a whole. In both rental and owner occupied units, Marin City residents have not lived in their residences as long as household residents in Marin County as a whole. Only 25% of Marin City units were moved into by current residents prior to 1990 compared to 36% for the county. Rental units, in general, tend to have a higher turnover as residents move on to better jobs or housing, or purchase a home. This behavior pattern is supported by the table below. Rental units were mostly moved into by current residents since 1990 for both Marin City and Marin County. However, Marin City residents tend to stay longer in their rental units than the renters of Marin County.

	Marin City		Marin County	
	Total	%	Total	%
Total Occupied Housing Units	1,090	100%	100,650	100%
Owner occupied	267	24% (100%)	64,018	64% (100%)
Moved in 1990 to March 2000	179	16% (67%)	29,851	30% (47%)
Moved in 1970 to 1989	10	1% (4%)	24,576	24% (38%)
Moved in 1969 or earlier	78	7% (29%)	9,591	10% (15%)
Renter occupied	823	76% (100%)	36,632	36% (100%)
Moved in 1990 to March 2000	646	59% (78%)	32,062	32% (88%)
Moved in 1970 to 1989	121	11% (15%)	4,239	4% (12%)
Moved in 1969 or earlier	56	5% (7%)	331	<1% (<1%)

Source: U.S. Census Bureau, Census 2000, Summary File 3, matrix H38.

Another indication of household income is the ability to afford housing. Households that pay less than 30% of their monthly income for housing are considered to have ‘affordable’ housing; households that pay 30% or more for housing are ‘overpaying’ for housing. Although the household income of Marin City residents is significantly lower than in Marin County overall, Marin City residents paid a smaller percentage of their 1999 annual income to rent as shown in **Table 13**. This most likely can be attributed to lower and/or subsidized housing costs in Marin City.

	Marin City		Marin County	
	Total	%	Total	%
Total Occupied Rental Units	823	100%	36,221	100%
Households with gross rent at 30 percent or more of 1999 household income	321	39%	15,754	43%
50 percent or more	109	13%	7,212	20%

Source: U.S. Census Bureau, Census 2000 Summary File 3, Matrix H69.



## Chapter 2: Transportation

### TRAVEL TO WORK

**Table 14** and **Table 15** describe where Marin City residents work and how they travel to work. Slightly more than half of Marin City workers work within Marin County; a higher percentage of Marin County workers are employed within the county. When calculating an employee’s method of travel to work, the US Census asked that people who used different means of transportation on different days of the week specify the one they used most often, that is, the greatest number of days. People who used more than one means of transportation to get to work each day were asked to report the one used for the longest distance during the work trip. Thus, the following information does not include workers who have commutes involving more than one method, such as walking or bicycling to meet a carpool or catch a bus.

Although a majority of Marin City workers drive alone (53%), this percentage is much lower than the 65% of Marin County workers as a whole. The percentage of workers using public transit in Marin City is almost three times Marin County workers’ percentage and is almost exclusively by bus. In part, the popularity of transit for the commute to work for Marin City residents can be correlated to household vehicle availability. As shown in **Table 16**, the percentage of households with no car or one car in Marin City is significantly higher than in Marin County as a whole.

	Marin City		Marin County	
	Total	%	Total	%
Total workers (16 years and older)	1,319	100%	126,646	100%
Worked in Marin County	685	52%	78,681	62%
Worked outside Marin County	618	47%	47,283	37%
Worked outside California	16	1%	682	1%

Source: U.S. Census Bureau, Census 2000 Summary File 3, matrix P26.

	Marin City		Marin County	
	Total	%	Total	%
Workers 16 years and over	1,319	100%	126,646	100%
Car, truck, or van -- drove alone	703	53%	82,898	65%
Car, truck, or van -- carpooled	106	8%	13,597	11%
Public transportation	384	29%	12,797	10%
Bus	362	27%	9,259	7%
Ferry	15	1%	3,230	3%
Other (including taxi)	7	<1%	286	<1%
Walked	78	6%	3,835	3%
Bicycle	0	0%	1,233	2%
Motorcycle	0	0%	427	<1%
Other means	6	<1%	732	2%
Worked at home	42	3%	11,127	9%

Source: U.S. Census Bureau, Census 2000 Summary File 3, matrix P30.

Table 16: Vehicle Availability of Households				
	Marin City		Marin County	
	Total	%	Total	%
Households	1,090	100%	100,650	100%
No car available	169	16%	5,094	5%
1 car available	487	45%	35,175	35%
2 cars available	411	38%	42,530	42%
3 or more cars available	23	2%	17,851	18%
Source: U.S. Census Bureau, Summary File 3, matrix H44.				

Travel time to work refers to the total number of minutes it usually takes to get from home to work each day during the reference week, including time spent waiting for public transportation, picking up passengers in carpools, and time spent in other activities related to getting to work. As shown in **Table 17**, almost half the workers living in Marin City commute between 30 and 60 minutes with few residents having a commute of less than 10 minutes. Travel time is another indicator of the mode used (transit) and the distance traveled (working outside Marin County).

Table 17: Travel Time to Work				
	Marin City		Marin County	
	Total	%	Total	%
Workers 16 years and over who did not work at home	1,277	100%	115,519	100%
Less than 10 minutes	125	10%	13,765	12%
10 to 29 minutes	401	31%	43,772	38%
30 to 59 minutes	574	45%	39,317	34%
60 or more minutes	177	14%	18,665	16%
Source: U.S. Census Bureau, Census 2000 Summary File 3, P31.				

## ROADWAY NETWORK

Regional access to Marin City is provided via Highway 101 which serves as the primary north-south vehicle route within the San Francisco-Marín-Sonoma corridor. Local access from this mainline is available at the interchange with Donahue Street and Bridgeway. This interchange provides access to the neighborhood from both Highway 101 and a connection to Bridgeway in Sausalito. Donahue Street provides the only vehicular access point between Marin City and the rest of Marin County.

Primary circulation within Marin City is provided by Donahue Street and Drake Avenue (collector streets) which feed to the various residential cul-de-sacs and loop roadways of the neighborhood. The local roadway system is circular following the contours of the topography.

## TRANSIT

Transit service in Marin County is available for both regional and local trips. Regional service, which includes connections to Sonoma, San Francisco and Contra Costa Counties, is operated by Golden Gate Transit. Local service includes all public transit routes that begin and end within Marin County and is the responsibility of the Marin County Transit District (Marin Transit). Marin Transit provides local public transit through contracts with other providers, including Golden Gate Transit and Whistlestop Wheels.

### Fixed Route Bus

In total, 14 bus routes provide service to Marin City (**Table 18**). All of these routes make only one stop in Marin City (at the Transit Hub) with the exception of Routes 2 and 143 which make additional stops in the neighborhood along Drake Avenue. Fixed-route service is classified as either basic, commuter, local, rural or supplemental service as shown in **Figure 2**. Basic regional routes provide daily service between Marin, San Francisco, Sonoma, and Contra Costa Counties. Commuter routes operate a weekday only schedule and tend to have AM trips in the southbound direction and PM trips in the northbound direction. The Marin local routes provide weekday and limited weekend service to communities within Marin County. Supplemental service operates on school days only and Marin Transit coordinates schedules with school bell times.

Table 18: Transit Service to Marin City		
<ul style="list-style-type: none"> <li>• Route 2 (Commuter)</li> <li>• Route 4 (Commuter)</li> <li>• Route 10 (Basic)</li> <li>• Route 17 (Local)</li> <li>• Route 19 (Local)</li> </ul>	<ul style="list-style-type: none"> <li>• Route 22 (Local)</li> <li>• Route 36 (Local)</li> <li>• Route 60 (Commuter)</li> <li>• Route 70 (Basic)</li> <li>• Route 71 (Local)</li> </ul>	<ul style="list-style-type: none"> <li>• Route 80 (Basic)</li> <li>• Route 107 (Supplemental)</li> <li>• Route 143 (Supplemental)</li> <li>• West Marin Stagecoach South Route 61 (Rural)</li> </ul>

Operating under contract to Marin Transit, MV Transportation provides the West Marin Stagecoach rural transit service connecting the rural communities of West Marin to the more urbanized parts of the County. The Stagecoach provides South Route 61 service from the Marin City Transit Hub, along Panoramic Highway to State Route 1. This service was first established in 2002 to provide medical, educational, civic, shopping, and workplace trips for residents in rural West Marin County. The service has expanded to include weekend service to provide increased transit access to the many recreational opportunities in West Marin. The South Route 61 runs four eastbound and four westbound trips, seven days a week, connecting Marin City to destinations such as Manzanita Park-n-Ride, Tam Junction, Tamalpais High School, Mt. Tam State Park, Stinson Beach and Bolinas. Three days per week, riders can transfer to the Stagecoach Coastal Route 62 in Stinson Beach or Bolinas to access Olema, the Point Reyes Seashore trailheads along State Route 1, and Point Reyes Station.

While a significant number of fixed-route services stop in Marin City, little service operates beyond the Marin City Transit Hub into the residential neighborhoods. Commuter Route 2, with service from Marin City to San Francisco, only runs five AM peak trips and four PM peak trips during the weekday. The majority of residents in Marin City live within a quarter mile walking distance (and almost 100% of the community lives within a half mile distance) of the Transit Hub as the crow flies. However, the topography and curvilinear street patterns may require a longer, hilly walk for some residents.

Golden Gate’s “basic” routes (70/80) create the backbone of service along the Highway 101 corridor. Route 71 offers a similar service to the 70/80 but runs limited schedules from Marin City to Novato targeted to

meet the peak intra-county demand. Weekday and weekend frequencies are shown below in **Table 19** and **Table 20**.

Marin Transit local routes link Marin City with neighboring Sausalito, Mill Valley, San Rafael and Tiburon. Route 22 runs 30 minute peak (60 minute off peak) service from the Sausalito Ferry Terminal to the San Rafael Transit Center, with service to the College of Marin. This service is offered from 7 AM to 11:30 PM. Route 19 starts in Marin City and runs north through Strawberry and Tiburon and terminates at the Tiburon Ferry Terminal. Service on this route is offered daily at 60 minute frequencies from 7:15 AM to 10:30 PM. Northbound service on Route 19 quits running at 6:15 PM on weekends and 7:15 PM during the week from Marin City. Route 17 connects Marin City and San Rafael with stops at Tam Junction, Mill Valley and Strawberry along the way. Service runs every 60 minutes seven days a week from 5:30 AM to 11:15 PM on weekday and from 7:30 AM to 11:15 PM on weekends. The final route, Route 36, connects Marin City and San Rafael, serving the San Rafael Transit Center and the Canal District, via Highway 101. Service is offered at 30 minute frequencies, Monday through Saturday during the peak periods only. Service spans and frequencies for the various routes types are generally established to reflect the demand for these services.

Two supplemental routes provide trips timed to school bell time to and from Marin City. Route 107 connects Sausalito, Marin City and Mill Valley to Tamalpais High School and St. Hiliary's School in Tiburon. Route 143 provides service from Strawberry and Sausalito Tamalpais High School with stops in Marin City.

The bus stops located in Marin City are shown in **Table 21** below. Due to the limited service within the neighborhoods, the vast majority of transit activity in Marin City occurs at the Transit Hub adjacent to the Gateway Shopping Center. On average, over 3,100 weekday boardings occur at this location alone. Using the 2000 US Census population and transit use to work results, we can assume that approximately 725 of these boardings are generated by Marin City residents (29% use of public transportation x estimated population of 2,500 = 725). This indicates that a significant percentage of boardings are from transfer activity.

### ***Paratransit***

Paratransit services are available through Whistlestop Wheels to those who are unable to used fixed route transit services due to disability. Whistlestop Wheels Americans with Disabilities Act (ADA) paratransit provides door-to-door service to destinations within a ¾ mile of existing fixed-route services, including those destinations outside Marin County. Users of the service must be ADA-certified and book their trips at least one day in advance.

Paratransit activity relating to Marin City was analyzed using July 2006 data obtained from Whistlestop Wheels. The data revealed locations within Marin City where paratransit trips originated and locations outside the community where they ended. Trips originate at a number of different locations throughout the community, but almost half are located near the Cole Drive / Drake Avenue loop. Destination locations for these trips were dispersed throughout Marin County with a few trips going into San Francisco. While the trips were dispersed, three locations accounted for 70% of the total trips for the month. These destinations were:

- Marin County Civic Center
- Marin General Hospital (specifically the dialysis clinics located along Sir Francis Drake)
- Residential areas along Redwood Highway (just east of 101 at the Manuel Freitas Parkway exit)

### **Marin City Transit Hub**

The Marin City Transit Hub, located along Donahue Street near Terners Drive and adjacent to the Gateway Shopping Center, is the second busiest bus transfer location in Marin County, serving more than 3,000 daily boardings and alightings. This facility provides coordinated/timed bus connections to local bus routes within Marin County and regional bus service to San Francisco and Sonoma Counties. The high volume of activity has resulted in a significant need to upgrade the facility. Marin Transit's 2006 Short Range Transit Plan identified this need, resulting in a July 2007 RFP soliciting consultant assistance to complete plans, specifications, and estimates for a federal-aid project that will improve the Marin City Transit Hub. Anticipated improvements include upgrading pedestrian and bicycle access, addressing ADA access issues, installing additional bike racks, informational kiosks, bus shelters, electronic "bus-schedule" information signage, and additional pedestrian level lighting. After a November 2007 Marin Transit presentation to the Stakeholder Committee on the conceptual plans for this project, the Stakeholder Committee confirmed that these improvements are a high priority for the community. Given that this project is underway and committed, improvements to the Marin City Transit Hub are not specifically outlined in the transportation solutions section of this document. However, it should be noted that improvements to the Marin City Transit Hub are a top priority for the community.

## **PEDESTRIAN AND BICYCLE FACILITIES**

Most streets in Marin City have 3-4 foot wide sidewalks adjacent to the roadway. As reported by local residents, many of these sidewalks, particularly those adjacent to mature tree plantings, have lifted and buckled from tree roots creating barriers for those in wheelchairs and using walkers. Some newer larger residential developments also have internal pedestrian pathways. A separated pedestrian pathway is also provided at the undercrossing of Highway 101 on the south side of Donahue Street. A trail connection to the GGNRA is available from the trailhead at the western terminus of Donahue.

There currently are no formal bicycle facilities within Marin City. However, bicycle lanes run along Bridgeway in Sausalito and the Mill Valley-Sausalito bike path provides access across the marshlands from the northern end of Bridgeway to E. Blithedale in Mill Valley.

## **ACCESS TO SCHOOLS**

Marin City is served by the Sausalito Marin City School District for primary grades (K-8) and the Tamalpais Union High School District for secondary grades. Students in grades K-6 attend Bayside Elementary School or Willow Creek Academy (a public charter school), both in Sausalito. Grades 7-8 attend Martin Luther King Jr. Academy in Marin City, or Willow Creek Academy. Grades 9-12 attend Tamalpais High School in Mill Valley. Students must walk or be driven to the schools in Marin City and Sausalito. Students from Marin City attending Tamalpais High School may use Golden Gate Transit Routes 107 and 143 for access.

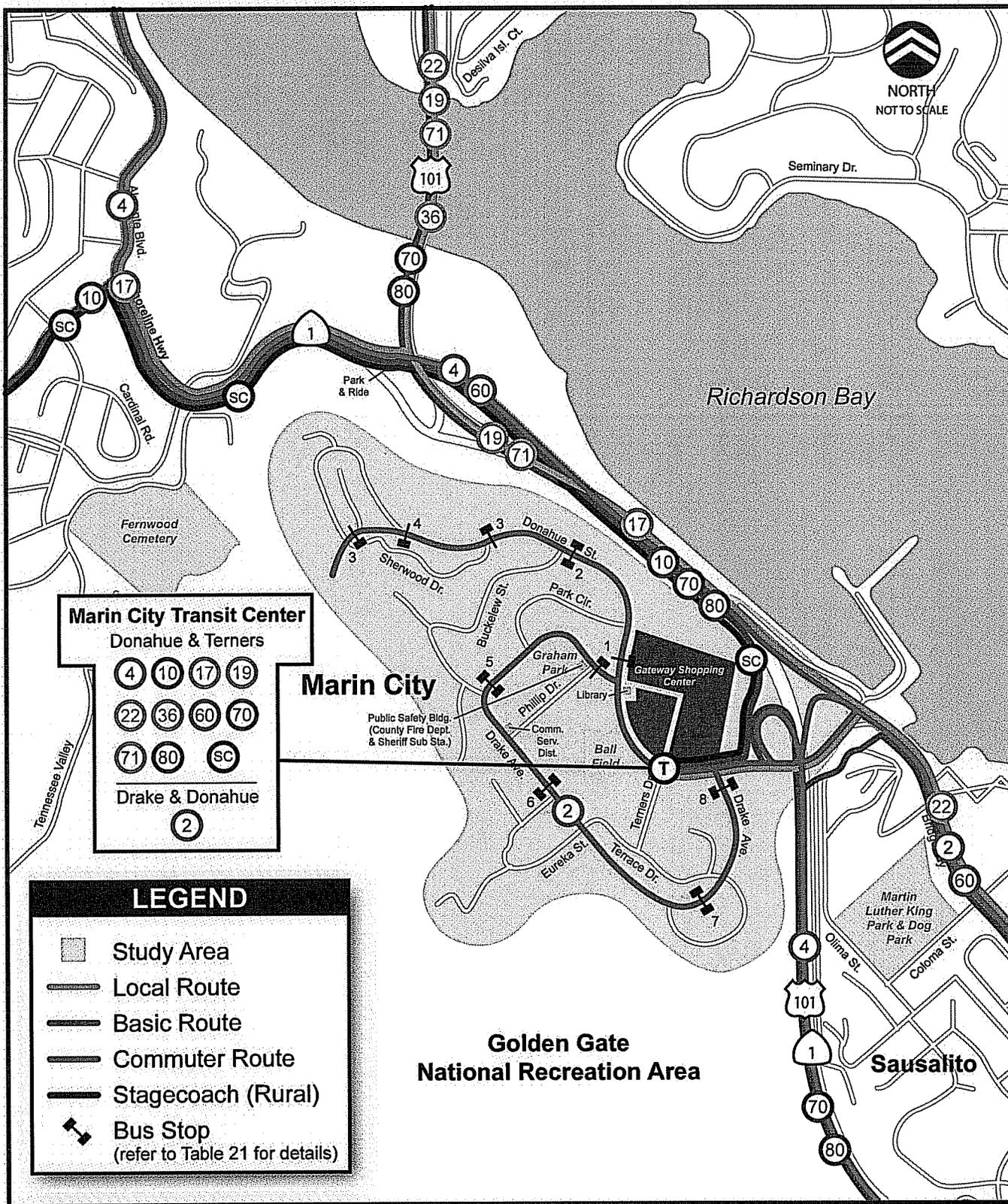


Figure 2  
 MARIN CITY TRANSIT HUB AND FIXED-ROUTE TRANSIT ROUTES

MARIN CITY COMMUNITY-BASED TRANSPORTATION PLAN

Table 19: Weekday Fixed-Route Transit Bus Schedules									
Route	Direction	Origin	Destination	First Bus (Marin City)	Frequencies (min)				Last Bus (Marin City)
					AM Peak	Midday	PM Peak	Evening	
					until 10 AM	10 AM - 3 PM	3 PM - 7 PM	7 PM on	
2	SB	Marin City	SF	6:42 AM	15-24				8:03 AM
2	NB	SF	Marin City	5:28 PM			30		6:58 PM
4	SB	Mill Valley	SF	5:16 AM	X <sup>1</sup>				9:03 AM
4	NB	SF	Mill Valley						
10	SB	Marin City	SF	6:49 AM	60	60	60		6:49 PM
10	NB	SF	Marin City	7:27 AM	30-60	60	60	60	8:33 PM
17	SB	San Rafael	Marin City	6:09 AM	60	60	60	60	8:11 PM
17	NB	Marin City	San Rafael	6:42 AM	60	60	60	60	10:44 PM
19	SB	Tiburon	Marin City	7:38 AM	60	60	60	60-100	10:18 PM
19	NB	Marin City	Tiburon	7:16 AM	60	60	60	60	7:15 PM
22	SB	San Rafael	Sausalito	8:22 AM	30	60	30	60	9:21 PM
22	NB	Sausalito	San Rafael	6:27 AM	30	60	30	60	11:03 PM
36	SB	San Rafael	Marin City	6:30 AM	30		30		6:02 PM
36	NB	Marin City	San Rafael	6:50 AM	30		30		5:12 PM
60	SB	San Rafael	SF	9:50 AM	X <sup>2</sup>				9:50 AM
60	NB	SF	San Rafael	2:32 PM			60 <sup>3</sup>		3:29 PM
70/80	SB	Santa Rosa	SF	5:45 AM	30	30	30	60	11:44 PM
70/80	NB	SF	Santa Rosa	6:04 AM	30	30	30	60	1:38 AM
71	SB	Novato	Marin City	7:43 AM	30	60	30		4:45 PM
71	NB	Marin City	Novato	7:04 AM	80	30-120	120		7:34 PM
107	SB	Tiburon	Sausalito	3:43 PM			X <sup>4</sup>		3:43 PM
107	NB	Sausalito	Tiburon	7:22 AM	X <sup>4</sup>				7:22 AM
143	SB	Mill Valley	Sausalito	3:03 PM			X <sup>4</sup>		3:43 PM
143	NB	Sausalito	Mill Valley	7:37 AM	X <sup>4</sup>				7:37 AM
Stagecoach 61	WB	Marin City	Bolinas	8:20 AM	Four daily departures: 8:20, 11:45, 4:05, & 6:45				6:45 PM
Stagecoach 61	EB	Bolinas	Marin City	8:10 AM	Four daily arrivals: 8:10, 11:00, 4:00, & 6:40				6:40 PM

1. Only three AM trips (5:16, 6:05, & 9:03)
2. Only one AM trip (9:50)
3. Only two PM trips (2:32 & 3:29)
4. Supplemental service routes, limited service (1-2 trips daily)

MARIN CITY COMMUNITY-BASED TRANSPORTATION PLAN

**Table 20: Weekend/Holiday Fixed-Route Transit Bus Schedules**

Route	Direction	Origin	Destination	First Bus (Marin City)	Frequencies (min)				Last Bus (Marin City)
					AM Peak	Midday	PM Peak	Evening	
					until 10 AM	10 AM - 3 PM	3 PM - 7 PM	7 PM on	
10	SB	Marin City	SF	7:50 AM	60	60	60		6:50 PM
10	NB	SF	Marin City	8:30 AM	60	60	60	60	8:30 PM
17	SB	San Rafael	Marin City	8:12 AM	60	60	60	60 <sup>1</sup>	8:11 PM
17	NB	Marin City	San Rafael	7:42 AM	60	60	60	60 <sup>1</sup>	10:44 PM
19	SB	Tiburon	Marin City	7:38 AM	60	60	60	60-120 <sup>1</sup>	10:21 PM
19	NB	Marin City	Tiburon	7:15 AM	60	60	60		6:16 PM
22	SB	San Rafael	Sausalito	8:17 AM	60	60	60	60	9:17 PM
22	NB	Sausalito	San Rafael	7:02 AM	60	60	60	60	10:00 PM
36 <sup>2</sup>	SB	San Rafael	Marin City	7:29 AM	30		30		5:29 PM
36 <sup>2</sup>	NB	Marin City	San Rafael	7:52 AM	30		30		5:22 PM
70/8 <sup>1</sup> 0	SB	Santa Rosa	SF	5:44 AM	30-60	30	30	30-60	11:44 PM
70/80 <sup>1</sup>	NB	SF	Santa Rosa	6:07 AM	30	30	30	30-60	1:37 AM
71 <sup>1</sup>	SB	Novato	Marin City	7:46 AM	60	30			11:14 AM
71 <sup>1</sup>	NB	Marin City	Novato	10:33 AM		X <sup>3</sup>	60		6:35
Stagecoach	WB	Marin City	Bolinas	8:40 AM	Four daily departures: 8:40, 11:20, 2:05, & 5:10				5:10 PM
Stagecoach	EB	Bolinas	Marin City	11:14 AM	Four daily arrivals: 11:13, 1:53, 5:03, & 7:43				7:44 PM

1. Some trips operate on Saturdays only, not on Sundays or holidays.
2. Route 36 operates weekend service on Saturdays only and no Sundays or holidays.
3. The first bus arrives at 10:33 AM; the next bus arrives at 3:33 PM.

**Table 21: Marin City Bus Stop Inventory**

#	Stop Location	Direction of Transit	Routes Serving Stop	Shelter	Bench	Other Amenities <sup>1</sup>
	<i>Marin City Transit Hub</i> Donohue St & Terners Dr	NB / SB	2, 4, 10, 17, 19, 22, 36, 60, 70, 71, 80, 107, 143, SC	X	X	Trash, Tele, News, Bike, Light
1	Donahue St & Drake Ave	SB	2			
1	Donahue St & Drake Ave	NB	2			
2	Donohue St & Buckelew St	SB	2			
2	Donohue St & Buckelew St	NB	2			
3	Donohue St & Sherwood Dr	SB	2			Mail
3	Donohue St & Sherwood Dr	NB				
4	Donohue St & Bay Vista Circle	SB	2			News
5	Drake Ave & Buckelew St	SB	2, 143	X	X	
5	Drake Ave & Buckelew St	NB	2, 143			
6	Drake Ave & Pacheco St	SB	2, 143			
6	Drake Ave & Pacheco St	NB	2, 143			
7	Drake Ave & Cole Dr	SB	2, 143	X	X	
7	Drake Ave & Cole Dr	NB	2, 143			
8	Drake Ave & Donahue St	SB	2, 143			Mail
8	Drake Ave & Donahue St	NB	2, 143			

1. Other Amenities include: Trash receptacles, Telephone (Tele), Newspaper (News), Mailbox (Mail), Bike Rack (Bike), Lighting - aside from street lighting (light)

## Chapter 3: Relevant Studies, Reports and Plans

This section summarizes the findings of relevant local, county and regional studies that relate to transportation for the Marin City community and its residents. Some of these documents are quite dated; since their publication, the needs identified in these documents may have been mitigated. During the next phase of the Marin City Community-Based Transportation Plan, it will be determined which of these needs still require improvement and can be addressed within the scope of this Plan.

### LOCAL STUDIES

#### ***Marin City Community Plan, March 1992***

This update of previous plans allowing for greater flexibility in establishing the location and density of uses in the bowl area of Marin City, reduced the emphasis placed on open space/hydrologic improvements by the previous plan and provided a circulation system consistent with the standards of Caltrans and Marin County Public Works.

As stated in this plan, Marin City's internal circulation system is considered adequate to handle the traffic generated from future commercial and residential development. However, the design of the Marin City interchange is confusing and effectively restricts Marin City's accessibility. According to the plan, public transit service to Marin City available at that time was considered adequate during the commute period. However, intra-county service was highly inadequate, mostly used by the young, the elderly, the disabled and others who did not have access to an automobile.

Traffic circulation policies include:

- TP 1. Improve the accessibility of auto and transit to Marin City via improvements to the Marin City/Waldo Interchange.
- TP 2. Separate heavy commercial oriented traffic from residential areas.
- TP 3. Encourage the development of the pedestrian oriented rather than auto oriented internal circulation system for Marin City.
- TP 4. Improve public transit service for existing and future Marin City residents (both commute and intra-county services).

#### ***Marin City Redevelopment Plan, December 1994***

The Redevelopment Plan was prepared to facilitate implementation of the community development goals in the Marin City Community Plan. This plan represents the latest update of the first document adopted in 1958. Many of the goals set forth in this plan and prior updates had not yet been realized but many of the issues and the mechanisms for dealing with them are similar to those in earlier documents. The Redevelopment Plan outlines the strategies and responsibilities of the Redevelopment Agency, other governmental agencies, and prospective developers in carrying out the goals, policies and objectives of the Community Plan. In addition, it sets land use, density, and development requirements and outlines implementation and financing mechanisms to carry out the redevelopment process.

Traffic circulation improvements identified in the Plan include:

- 1. Improvements to the Highway 101 Marin City/Waldo Interchange
- 2. Realignment of Donahue Street between the Waldo Interchange and Drake Avenue.
- 3. Realignment of Drake Avenue.
- 4. Extension of the exit ramp from southbound Hwy 101 to Drake Avenue creating a "T" intersection.

Guidelines for development are included related to automobile access, parking, transit access, and pedestrian and bicycle access.

## MARIN COUNTY STUDIES

### ***Marin Countywide Plan, Adopted November, 2007***

The Marin Countywide Plan's framework is based on "Planning Sustainable Communities." The Transportation Section of this plan focuses on the importance of an integrated, multi-modal system that relies on travel by bus, rail, ferry, bicycle and foot to supplement and supplant automobile use. Goals presented in this plan include:

- Safe and efficient movement of people and goods;
- Increased bicycle and pedestrian access;
- Adequate and affordable public transportation; and
- Protection of environmental resources.

The Socioeconomic Element deals with issues of public safety and public health to insure that all persons regardless of economic status, race or age are able to live in a safe and healthy environment including:

- Safe neighborhoods;
- Opportunities for physical activity;
- Improved access to health care services; and
- Access to jobs, day care and education.

The Natural Systems and Agriculture Element supports the preservation and expansion of trail routes for all user groups.

### ***Marin County Transit District Service Plan, May 2006***

This Service Plan outlines major service changes for the Marin County Transit District (Marin Transit) fixed route operations that occurred in September 2006. The service changes were based on the analysis and service plan contained in the Short Range Transit Plan (Marin Transit, March 2006). This document provides detailed route descriptions to aid readers in understanding the service plan; but some schedules were adjusted as part of the final implementation process. Changes to the fixed-route system are designed to meet a number of system-wide and area specific planning objectives including:

- Provide increased frequency on key corridors throughout the system to maximize ridership.
- Enhance connectivity so that consumers can ride from any place to any other place in Marin County with no more than two transfers, and the majority of transfers can be timed.
- Allow for appropriately sized vehicles throughout the County, introducing small vehicles on routes where the maximum load will not exceed the seated capacity of a smaller bus.
- Better reflect travel model results for travel demand.
- Enhance school service, especially serving schools that did not meet service standards in the previous plan, and provide better bell time coordination.
- Provide a system that is a better match to the performance criteria identified in the Short Range Transit Plan.

This service plan reflects area specific goals that were developed in public workshops, from surveys, and from working with the Technical and Citizens Advisory Committee, as well as from priority projects listed in the Measure A Sales Tax Expenditure Plan. The list below shows the specific accomplishments of the service plan related to Marin City.

- Route 17: Marin City -Mill Valley- San Rafael Transit Center: This new small bus route replaces service previously provided by Route 15. The bus continues at Marin City as Route 19 to provide service to Tiburon. Small buses are recommended for this and other routes where expected ridership is appropriate to reduce operating costs and impacts on the neighborhoods. Until small buses are available, this and other small bus service will be operated by a large bus.
- Route 19: Marin City – Tiburon: This new small bus route replaces service previously provided by Route 15. This bus continues as Route 17 at Marin City to provide one bus service to the San Rafael Transit Center for passengers not wishing to transfer at the Strawberry freeway bus pads. Until small buses are available, it will be operated by a large bus.
- Route 22: San Rafael Transit Center - San Anselmo –Marin City – Sausalito: The existing bus route will mostly be unchanged, but the frequency of the route will be upgraded to every 30 minutes during peak commute periods. The route will now serve the off-freeway bus pads at Strawberry to connect with the Route 17 and 19. There are also additional early morning trips on the Route 22 between the San Rafael Transit Center and the College of Marin that start at 5:32 am similar to the existing schedule.
- Route 36: Canal –Marin City: The Route 36 will continue to supplement Route 35 service in the Canal and provide a direct connection to Marin City. Since the 17 will have a similar route and cause a decrease in Route 36 ridership, Marin Transit will monitor ridership on these routes to see if future service changes are needed.
- Route 107: Sausalito/St Hilary’s School: The routing and schedule will be modified slightly to better serve students from Mill Valley and Tiburon attending the Reed School.
- Route 143: Sausalito/Tam High School: New morning service will be added in both directions to serve students at Tam High School, and Mill Valley Middle School. The southbound bus will depart from Strawberry and end at the high school. The northbound bus will travel north from the Ft. Baker area, drop students at the high school, then deadhead to Strawberry to provide a southbound trip to the Mill Valley Middle School, and then a northbound trip to the middle school.

***Marin Transit Short Range Transit Plan, March 2006***

The 2006 Marin County Transit District (Marin Transit) Short Range Transit Plan (SRTP) was adopted by the Marin Transit Board in March 2006. The plan is the first SRTP for Marin Transit. As such, it focuses entirely on local Marin County routes. The plan includes a complete assessment of the current system and its riders, identifies key transit needs in Marin County and suggests alternative ways to meet those needs. The plan includes a marketing, capital, financial, and implementation plans to give Marin Transit guidance in developing a financially sustainable transit system for Marin County riders.

Recommendations from the plan that are applicable to Marin City include:

- Enhanced peak service frequencies between Sausalito, Marin City, Corte Madera, Larkspur, Kentfield, San Anselmo and San Rafael.
- Upgrade Route 22 to run every 30 minutes during the peak period and 60 in the off-peak
- Direct service from Southern Marin to Ross Valley serving College of Marin and connecting Sausalito, Marin City, Corte Madera, Kentfield and San Anselmo.
- An Improved transfer point at Marin City

Marin Transit’s new service changes included the recommended upgrade to Route 22. A request for proposal has also recently been issued for consulting services to improve the Marin City Transit Hub.

***Marin Transit Short-Range Transit Plan - System Level Analysis, May 2005***

Completed in May 2005, the System Level Analysis is the first part of the 2006 Marin Transit Short Range Transit Plan. The plan includes a route-level analysis of each of the routes and services currently offered by Marin Transit. Much of the document is dedicated to analyzing then-current performance of their transit routes and services to position Marin Transit to establish performance standards to be used in the SRTP. The analysis uses an extensive on-board passenger survey conducted in April 2005.

The results of the survey provided detailed demographic and socio-economic profiles of riders by each existing route. They include information on who rides, what mobility choices are available to transit riders, where is the ridership occurring, and evaluation of performance

***Marin Transit Strategic Plan - Existing Systems Report, October 2004***

Due to a change in the relationship with Golden Gate Transit and new funding made available for transit by the Marin County Measure A sales tax, an evaluation of the transit system was needed to analyze productivity and performance of the existing system. The Existing Systems Analysis evaluated all local transit services of the time for cost effectiveness, level of congestion relief, providing service to youth, seniors and low-income households, filling a gap in the transit network and meeting productivity standards.

The analysis showed that areas in the county such as Marin City, with relatively high concentration and population density, still require significant walking distances to gain access to transit service. Many schools are unserved or underserved as well. Similarly, concentrations of youth, seniors and low income communities including those in Marin City, are poorly served by the existing local transit system. That era's Route 15 providing service from Marin City to Tiburon and Mill Valley carried few passengers and required a higher subsidy per trip than the system average, while Route 71 traveling between Marin City and Novato along the Highway 101 corridor was well-used and required one of the lowest subsidies in the system.

***Marin Transit Ride and Roll Evaluation Report, May 2004***

The Ride and Roll Program began as a grant-funded pilot, free bus ticket program for middle school and high school students. It provided free tickets to students for school trips on all Marin County Golden Gate Transit bus routes Monday through Friday from 6 am to 7 pm. A modified version of this program will be funded with monies provided by passage of Measure A (see below). The Ride and Roll Program was evaluated for success by participation, benefits and costs. 84% of eligible schools participated in the program as well as 20% of enrolled students. Ninth grade students had the highest rate of participation with participation by high school students greater than students at middles schools. Although many of these routes have been eliminated or modified since this report was prepared, GGT routes 1, 10, 20, 23, 35, and 50 had the greatest number of student riders.

Before the Ride and Roll program, most students reported that they traveled to school by car. Program benefits included a significant mode shift from car to bus, resulting in a reduction of automobile trips and expanded transportation options for students and their families. Most of the program cost was for purchase of bus tickets, which were then distributed for free. Cost effectiveness of the program was based on the estimated automobile trips removed from Marin County roads. Fuel and maintenance cost savings would also be accrued by parents and students participating in the program while expanding transportation options.

The program described above was discontinued as of June 2005. In its place, Marin Transit has instituted a fifty-percent discount for youth riders 18 years of age and younger and a low-income student ticket program for middle and high school students whose families qualify for free or reduced price lunches. Then in August 2006, Marin Transit launched a Youth Transit Pass program to replace the free ticket program in which registered Marin County students and youth under age 18 could purchase a Marin Transit Youth Pass sticker. With a valid Youth Pass sticker affixed on their photo ID cards, youth under 18 are able to ride on local routes in Marin, excluding Golden Gate corridor service and any regional or express routes such as the 70/80

lines, without paying any additional fare during two six-month periods. The Youth Pass is \$175 per six-month period. Students whose household incomes qualify them as low-income are eligible for free Youth Passes. Considering that the regular individual youth fare is \$1 per ride, the purchase of the Youth Pass could amount to considerable cost savings as well as convenience for frequent youth riders. Youth who wish to pay for both the Fall/Winter pass and the Spring/Summer pass at the beginning of the school year may do so for a discounted annual price of \$325.

***Moving Forward: A 25 Year Transportation Vision for Marin County, February 2003***

Moving Forward focuses on how Marin County can have a sustainable transportation system that promotes mobility and maintains the quality of life enjoyed by Marin residents. It documents an increase in congestion caused by residents making more trips, more trips inside the county, peak period trips for more than the work commute, growth in employment in Marin County, attraction of the county for recreational trips and few options other than driving. The vision for a better future includes opportunities for getting congestion under control including:

- Increasing travel choices to manage congestion and improve mobility;
- Linking modes together in a seamless, comprehensive transportation network;
- Serving local trips by a variety of new and expanded options, improving mobility for all Marin County residents;
- Serving regional and interregional trips with completion of HOV system on Highway 101, implementation of a new commuter rail line, increased express bus service and increased ferry service.

Southern Marin, which includes Marin City, acts as the gateway to the North Bay from San Francisco and is the primary access route to many of Marin's recreational areas. Residents in Southern Marin are more likely to commute into San Francisco than other residents of the county. They tend to be more impacted by conditions on the Golden Gate Bridge and by visitor travel, especially on weekends. Southern Marin also has the greatest income disparities among its residents being home to some of the highest and lowest income households in the county. Several transportation improvements are suggested for Southern Marin including new bus transit routes, school bus service to middle and high schools, bicycle/pedestrian improvements and recreational shuttles. Specific recommendations include:

- Development of a Southern Marin Bus Transit Junction at either Marin City, Strawberry or Manzanita (now located in Marin City);
- Intercommunity service between Greenbrae-Corte Madera-Strawberry-Marin City and between the new Southern Marin Bus Transit Junction and Bolinas;
- Local service to the proposed SMART rail project and enhanced ferry connections in Larkspur;
- Late night subsidized taxi service;
- Improved bicycle connection from downtown Sausalito to the Mill Valley-Sausalito Bike Path and the Tennessee Valley Trail upgrades;
- School Tripper buses and shuttles to middle and high schools; and
- Transit access from Manzanita Park-and-Ride facility via potential National Park Service visitor shuttle to Muir Beach.

***Metropolitan Transportation Commission Marin County Welfare to Work Transportation Plan, June 2002***

This study was prepared to address the deficiencies in Marin County's existing transportation network and propose strategies for improving mobility of CalWORKs clients. The CalWORKs Program requires that each county establish a countywide program for moving people from welfare to work. The existing conditions portion of the plan found that low-income residents need greater access to public transit services later in the day, more service frequency during the day and more extensive service on weekends. The study also found the distance between transit stops and destinations was a significant barrier to transit use. In addition, transportation information needs to be more readily available to users.

A significant cluster of CalWORKs households is concentrated in Marin City; additional clusters were found in Canal Neighborhood of San Rafael and Novato. Most of these households have more than one child necessitating trips to multiple child care centers that may not be located in the same community. Access to a car greatly improves the mobility of these households given the suburban car-oriented development in Marin County; although the majority of CalWORKs clients have access to an automobile, they are often unable to properly maintain and repair their vehicles.

There are concentrations of employment sites along the Highway 101 corridor including the Gateway Shopping Center in Marin City. Between 2000 and 2020, the plan suggested that a higher percentage of Marin County residents will work and shop in the same community. More than half of Marin residents now work in Marin jobs. However, workers in southern Marin communities, including Marin City, continue to commute to San Francisco for jobs (almost half).

Marin City is second county-wide to the Canal area in transit trip activity. The study shows that improved connections and more frequent service is needed from Marin City to San Rafael and other destinations to the north.

A variety of programs were recommended as a result of this project involving expanded administrative and informational programs, routing and service improvements, subsidized transit passes, additional paratransit/shuttle services and car ownership/maintenance subsidies. Specific to Marin City residents are:

- Expanded frequency of service on Highway 101 between Marin City and Novato;
- Saturday service improvements;
- Implementation of a CalWORKs monthly transit pass;
- Community shuttle from residential areas in Marin City to the Marin City transit center;
- Adult dial-a-ride service for CalWORKs clients and other low-income households for job interviews, social services and medical appointments;
- Low interest car loan program;
- Vehicle clearinghouse for the sale of refurbished fleet cars to CalWORKs participants;
- Car-share program;
- Children's shuttle to daycare centers; and
- Employee van pools.

***Marin County Unincorporated Area Bicycle and Pedestrian Master Plan, March, 2008***

This document was prepared to address 1) funding requirements for project implementation, 2) traffic congestion and the reasons that residents do not bicycle and walk in the county, 3) enjoyment and quality of life for Marin residents by providing an environment suitable for walking and bicycling, and 4) safety concerns through physical and program improvements for bicyclists and pedestrians. Currently, Highway 101 presents a number of barriers in accessing key destinations, and forces people to negotiate busy interchanges. Additionally, Marin County suffers from a lack of continuous and connected bikeways and walkways into the County's village centers, schools, parks, and employment and shopping areas. The Plan contains recommendations that, if implemented over the next 20 years, will make unincorporated Marin County a model community for bicycling and walking in the United States. School children and senior citizens have been identified as important future beneficiaries of the improvements outlined in the plan. Other benefits of the plan include:

- Improved safety
- Increased opportunities for exercise
- A reduction in vehicular traffic
- Enhancing public streets and making use of other routes for walking and bicycling
- Substantially increased bike-to-transit and walk-to-transit trips, helping to bolster transit, walking and bicycling as legitimate transportation options.

Three types of recommendations are in the Plan, meant as a 20 year guide to making unincorporated Marin County bicycle and pedestrian-friendly:

1. Bicycle Facilities
2. Pedestrian Facilities
3. Bicycle and Pedestrian Programs.

The Plan includes an evaluation of existing bicycle and pedestrian facilities in unincorporated Marin County, including an assessment of commuter and recreational needs and design guidelines for physical improvements and bicycle parking facilities. The collision analysis found that 3 bicycle-motor vehicle crashes occurred on Drake Avenue in Marin City between April 1996 and April 1999. This is out of 39 crashes during that period for all of unincorporated Marin. Approximately 100 serious pedestrian-motor vehicle crashes occurred during the same period in unincorporated Marin County but no street in Marin City had repeat pedestrian occurrences.

Existing facilities in unincorporated Marin County close to Marin City include the Mill Valley-Sausalito Bike Path: A three and a half mile paved pathway on an abandoned railroad right-of-way that traverses wetland areas and serves numerous activity centers. This path is an important recreational and commuting route and can be reached from Marin City via Donahue Street at the end of Bridgeway.

The bicycle and pedestrian improvement projects proposed in this plan for Marin City include pedestrian improvements and bicycle parking in the vicinity of the Marin City Transit Center and bicycle parking in the vicinity of the Marin City Community Services District offices. Other projects which would benefit Marin City include:

- North-South Bikeway - The legacy of the old Northwestern Pacific Railroad in Marin along with the natural geography of the County makes the creation of a North-South Bikeway a logical primary spine. The North-South Bikeway starts at the Golden Gate Bridge and connects Sausalito, Mill Valley, Corte Madera, Larkspur, San Rafael, Novato, and Sonoma County, generally following the old NWP alignment. North of Central San Rafael, the final alignment is dependent on future rail service plans

and environmental studies. Since the time of this Plan, this project has moved forward between Larkspur and San Rafael as the North/South Greenway.

- Improvements to bike lanes on Bridgeway in Sausalito.

***Marin County Congestion Management Agency Marin Bus Transit Futures, February 2001***

Marin Bus Transit Futures was a comprehensive long-range plan to provide a vision and practical implementation strategies for improving public transportation choices for local Marin County trips. The goal of this effort was to enhance local mobility and create more livable communities by increasing the opportunities for County residents and workers to use transportation modes other than the single occupant vehicle. In evaluating transit needs, the Marin Bus Transit Futures made extensive use of public outreach. It was found that transit is critical to many existing riders, over two-thirds of whom were transit dependent and almost half of whom reported not driving and having incomes of less than \$20,000 per year. Sausalito and Marin City made up 10.3% of all trips, but many trip that end in Marin City are transfers. Marin City is second to the San Rafael Canal area in transit activity. This study identified the need for three major transit junctions including a southern transit center. Since this report was published, the Marin City Transit Center was developed to provide a gateway to southern Marin and connection between regional and local services. Outreach identified the following transit needs in Southern Marin

- Improved connections and more frequent service from Sausalito, Tiburon, Marin City and Mill Valley to San Rafael with connections to the north.
- More flexible stopover and transfer policies/improved fare payment methods.
- Convenient local services.
- More understandable, more accessible transit information.

Various scenarios are identified that would provide significant connections between Marin City and major destinations throughout southern Marin including Strawberry, the Village in Corte Madera, Corte Madera Town Center and Marin General Hospital. One specific recommendation for intercommunity transit service included Route 110: Marin City shuttle on 30 minute frequencies to Manzanita, Strawberry Village, the Village at Corte Madera, and Corte Madera Town Center. This route would use the same routing in Marin City as the existing Route 2.

***Marin Transit Future On-Board Survey Results: Working Paper. Crain & Associates. March 2000.***

In November and December 1999, local bus riders were surveyed to collect ridership information (origin and destination, transfer activity, etc.) and to conduct a ridecheck about boarding and alighting activity. In addition, riders' comments and suggestions were solicited. Findings of this survey show:

- 75 percent of those surveyed are transit dependant.
- 48 percent do not drive.
- A majority of riders (54.4%) indicated work as a trip purpose.
- 45 percent have annual household incomes below \$20,000; many are transit dependant.
- Most riders are working age; few students and seniors use local bus service.
- Nearly 60 percent use bus service to get to work; about one-half require at least one transfer to complete their trip which riders find inconvenient.

## REGIONAL STUDIES

### ***Lifeline Transportation Network Report: 2001 Regional Transportation Plan for the San Francisco Bay Area, December 2001***

The purpose of this report was to identify transit services serving low-income individuals and families who are in critical need of these services. This report also made recommendations to communities where there may be transportation gaps. The Lifeline Transportation Network Report identifies Marin City as having a high concentration of households participating in the CalWORKs program and is served by several routes included in the lifeline network. The Lifeline Transportation Network Report identifies routes that are critical to low-income areas because they provide:

- Direct Service to a neighborhood with a high concentration of households participating in the CalWORKs program for moving people from welfare to work;
- Service directly to areas with high concentrations of essential destinations;
- Core line trunkline route operating along a major corridor carrying a large number of passengers and running at frequent headways as identified by the transit operator; or
- A key regional link.

The study concluded that low-income residents need greater access to public transit services later during the day, more frequently during the day and more extensively on weekends. The MTC-adopted service objectives for proposed Lifeline Transit Routes for transit operators such as Golden Gate Transit include the following service goals:

- 30-minute headways on weekdays and Saturdays for all times of day and evening;
- 60-minute headways are set for all times of day on Sundays.
- Operating hours of 6 AM – 10 PM on weekdays and 8 AM – 10 PM on weekends.

The routes serving Marin City provide local and regional service. These routes meet many of the MTC goals but are most lacking on evenings and weekends. Less transit service operates within Marin County today than at the time of this report.

### ***Metropolitan Transportation Commission: Transportation 2030 Plan - Equity Analysis, Nov 2004***

As the metropolitan planning organization in the San Francisco Bay Area, MTC is responsible for adopting the Bay Area's regional transportation plan. The current plan, (now being updated) known as *Transportation 2030*, specifies investments and strategies needed to maintain, manage and improve transportation in the Bay Area over the next 25 years. In conjunction with the long-range plan, MTC published the *Equity Analysis Report*, which addresses environmental justice<sup>1</sup> issues. The purpose of the report is to measure both the benefits and burdens associated with the transportation investments proposed in the *Transportation 2030 Plan*, and to make sure that minority and low-income communities share equitably in the benefits without bearing a disproportionate share of the burdens. Marin City is one of forty-four (44) communities of concern (neighborhoods with 30% or more of the households having an income below 200% of the poverty level or with 70% or more of the persons of African-American, Asian-American, Hispanic or Multiracial descent) identified in the *Equity Analysis Report*. Tables 22-25 below present the services and employment

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<sup>1</sup> The intent of environmental justice is to 1) avoid, minimize, or mitigate disproportionately high and adverse effects on minority and low-income populations, and 2) ensure the full and fair participation by all potentially affected communities in the transportation decision-making process.

**MARIN CITY COMMUNITY-BASED TRANSPORTATION PLAN**

opportunities available within and in the vicinity of Marin City including a comparison of travel distances between automobile and transit. These tables are excerpted from the report's appendices..

**Table 22: Distribution of Destinations/Services within Marin City**

Destination/Services	Number w/in Marin City	Employees <sup>1</sup>	Population <sup>2</sup>	# of Stores/Services per 1,000 Residents	Employees per 1,000 Residents
Food Stores (Table B13)	0	0	2,603	0	0
Health Services (Table B14)	2	4	2,603	0.8	1.5
Social Services (Table B15)	10	54	2,603	3.8	20.7
Elementary/Middle Schools (Table B16)	2	23	2,603	0.77	8.84
High Schools (Table B17)	0	0	2,603	0	0
Colleges & Universities (Table B18)	0	0	2,603	0	0
Post Offices (Table B19)	0	0	2,603	0	0
Banks & Credit Unions (Table B20)	0	0	2,603	0	0

1 - Employees involved in this service.

2 - Year 2005 population based on ABAG Projections 2003, Tables B13-B20

Source: InfoUSA, 2004

**Table 23: Number of Jobs Accessible by Auto & Transit from Marin City**

	2000 Base	
	Auto	Transit
Within 15 minutes	33,136	170
Within 30 minutes	257,955	5,893
Within 45 minutes	936,363	29,864

From Tables C2-C7

**Table 24: Peak Period Commute Accessibility to Low Income Jobs (<150% of Poverty Level) from Marin City Within 30 Minutes Travel**

	2000 Base	
	By Auto	By Transit
Within 30 Minutes Travel	23,610	480

From Tables C10, C11

**Table 25: Accessibility to Essential Destination Establishments from Marin City within 30 Minutes by Auto and Transit**

Number of:	2000 Base	
	By Auto	By Transit
Elementary & Middle Schools	143	4
High Schools	28	0
Colleges & Universities	30	1
Food Stores	329	8
Health Services	3,248	41
Social Services	1,199	26
Post Offices	35	1
Banks & Credit Unions	195	4

From Tables D13-D28

**Golden Gate Bridge District Short Range Transit Plan (SRTP) (FY 2005-2014)- Draft, June 2004**

Golden Gate’s SRTP is a review of the existing transit services and the financial conditions of the agency for the 2005-2014 planning period. The transit services included in the plan include the bus and ferry service operated by GGT and the contracted demand-response services. The plan serves as a management and policy document for GGT and allows the Federal Transit Administration (FTA) and MTC to make informed funding decisions to meet the short-term needs of the agency.

Aside from outlining existing transit service provided by the agency, the SRTP highlights the agency’s financial struggles and details the planned service cuts to achieve financial stability within the agency. Two reductions in annual expenditures proposed by the agency resulted in service cuts on a number of GGT’s bus routes. Since a significant portion of funding for the agency is through toll revenues on the Golden Gate Bridge, the Golden Gate Bridge, Highway, and Transportation District gave priority to routes serving the Intra-County commute south into San Francisco over the bridge and less to Intra-County trips between Marin and Sonoma. Local Marin County trips (subsidized by Marin County Transit District) were not significantly impacted by these service cuts.

**Golden Gate Bridge District 2005-2006 Annual Report, October 2006**

The Annual Report focuses on significant events for the agency during the fiscal year. The 2005-2006 report focused on;the seismic retrofit of the Golden Gate Bridge, safety and security of the bridge, customer enhancements for transit services, maintenance of the bridge, and a spotlight on employee achievements. The significant customer enhancements to the transit system included a new southbound stop at the Golden Gate bridge toll plaza, lower emission buses, and upgrades to the agency’s website.

The annual report also included a financial audit of operations of the District. Results showed decreasing transit ridership on the bus system and an increase on the ferry system. Transit accounted for 19.9% (12.6% bus, 7.3% ferry) of the district’s annual revenues and 65.3% (49.9% bus, 15.4% ferry) of the annual expenses. Currently, bus and ferry fares contribute approximately 35% to the funding of their operations, the remainder is funded by Golden Gate Transit Bridge tolls (27%) and State and local funds received from Marin and Sonoma counties for the provision of transit services (38%). The plan also makes mention the District Board’s plan to increase transit fares by 5% annually over the next five years.

***Marin / Sonoma Express Bus Study, June 2002***

The Marin-Sonoma Express Bus Study is intended to outline how express buses should fit into a comprehensive transportation system for the North Bay over the next 20-year period. As such, the Study's major focus is on long-range needs rather than near-term operational and service improvements. Key findings of this study include:

- Suburb-to-suburb Express Bus service has proven successful in a number of locations.
- Express bus service in the Highway 101 corridor is feasible both now without HOV lanes and with planned HOV lane additions in the future. Route configurations are flexible and can be modified or expanded to capture future HOV lane advantages.
- Express Bus alignments can be adjusted over time based on evolving demand and development patterns.
- Daily patronage on Express Buses serving the Marin-Sonoma market is expected to increase from 1,800 daily riders today to 3,650 daily riders in 2020.
- The Plan recommends restructuring existing Express Bus service and adding new routes to more than double current service levels prior to the completion of the HOV lanes in the Marin-Sonoma Narrows, and implementing more than a dozen point-to-point Express Bus routes serving major employment centers in Marin County after the HOV lanes in the Narrows have been completed.
- Opportunities exist for innovative approaches to speed Express Bus service through congestion bottlenecks. One of the most promising candidates is use of shoulder lanes along Highway 101 as a bus only lane during peak commute hours.
- Express Bus and commuter rail service can be complementary and contribute mutually to greater transit ridership in the Corridor, as both modes combined offer the passenger a wider range of transit options, resulting in increased attractiveness.
- Advanced technology applications such as NextBus providing real-time bus arrival and departure schedule information is highly desirable.
- Improvements to freeway bus pad access from adjoining walkways and to the actual bus pad themselves are critically important.
- The Plan estimates a reduction of over 350 cars per peak hour removed from Highway 101 by the year 2020 if recommendations are followed.

The preferred service plan conceptually consists of a dozen or more point-to-point express bus routes which link major residential areas in Sonoma and northern Marin County to major employment centers in Marin. One route would include connection from Novato to San Rafael/Corte Madera/Sausalito. The exact routing would be determined through public input.

## Chapter 4: Community Outreach

Outreach to members of the Marin City community was crucial to the success of the community-based planning process. It was important that all affected groups (residents, employees, business owners and visitors) were given the opportunity to discuss transportation needs and deficiencies as well as respond to the solutions formulated as a result of the process. The components of the outreach effort included a Stakeholder Committee, community survey, project website, and a community open house. In this chapter, the outreach methodology is described followed by a summary of the input collected during the outreach effort.

### OUTREACH STRATEGY

The outreach strategy described here was designed to fully involve Marin City residents, workers, businesses, public agencies, disabled, seniors, and youth in the discussion of transportation needs, gaps and potential solutions for the Marin City transportation network. The study looked at travel by walking, bicycling, driving, and transit. With everyone's busy schedules, it was important to go to the community rather than expect them to come to the CBTP.

#### Stakeholder Committee

The Stakeholder Committee was composed of neighborhood residents and business owners, school officials and representatives from community-based organizations representing homeowners, seniors and youth. The Committee was appointed by Marin County Supervisor Charles McGlashan (District 3) to guide the planning process. Committee members worked with their neighbors, the organizations they represent and other interested people to learn about transportation issues, identify and evaluate possible solutions, and recommend a list of improvements that would make it safer and more comfortable for people to walk, bike, drive, and use a bus in Marin City. The Committee met five times during the planning process to oversee the preparation of the community-based transportation plan. Members of the Stakeholder Committee are listed on the Acknowledgements page following the front cover of this document.

#### Project Website

A project website was developed and maintained by Wilbur Smith Associates providing project status updates. Visitors to the website were able to download project reports, find project contacts for additional information, join the project mailing list and complete the community survey. The website address was [www.MarinCityCBTP.com](http://www.MarinCityCBTP.com). At completion of the CBTP, posted materials can be found at [www.tam.ca.gov](http://www.tam.ca.gov).

#### Project Fact Sheet

A project fact sheet was developed and updated through the process describing the purpose and timeline for the project. The fact sheet was posted on the website, distributed with the Community Survey, and included in organization newsletters. The Project Fact Sheet is included in **Appendix A**.

#### Community Survey

The Community Survey was used to solicit input from the community (residents and workers) regarding their travel patterns, difficulties and needs. Surveys were distributed at different events and meetings to get a good cross-section of the community, particularly those who typically may not be involved in Marin City activities (i.e. homeowners on the hill, youth, 'shut-ins'). The MCCSD led this effort starting with inclusion of the Project Fact Sheet in the MCCSD December-January newsletter which goes to all residents of Marin City.

### ***Survey Instrument***

The survey, prepared by Wilbur Smith Associates with input from the Stakeholder Committee, was designed to identify the travel difficulties respondents are currently experiencing as well as to gather their feedback and priorities on suggested potential solutions. Questions focused on:

- How and where respondents and their families currently travel to work, school, errands and recreation;
- For what trip types (work, school, errands, etc) respondents and their families need better transportation;
- What specific transportation needs they and their families have in making daily trips;
- Which potential solutions would most benefit them; and
- What other solutions they would recommend.

The survey is included in **Appendix B**.

### ***Distribution Methodology***

Advertisement of the project and the Community Survey was performed by the Marin City CSD through various means. The CBTP fact sheet was inserted in the December/January edition of the Centerview, a bi-monthly community newsletter, which is distributed to every Marin City home by mail. This prompted a marginal number of phone calls regarding the project. Most callers were interested in just learning more and were directed to the website and invited to join the Stakeholder Committee. The community survey and fact sheet was also available on the project website. In addition, the project fact sheet was distributed at the community events and agency meetings. The fact sheet was also distributed with the community survey.

The goal was to distribute and collect a minimum of 250 completed transportation surveys (approximately 10% of Marin City's total population in census tract 1290) community reaching a representative cross-section of the Marin City population. This task was completed through a variety of methods.

- **Community events.** Surveys were distributed to residents at two major community events, the Labor Day Blues Festival (LDBF) and Community Safety Forum (CSF). Surveyors collected approximately 100 surveys at the LDBF. Some of these surveys were not used because respondents did not live or work in Marin City. An additional 20 surveys were distributed at the CSF.
- **Community agency and organization meetings.** A presentation of the project was made at the December Marin City CSD meeting, January ISOJI meeting and January Senior Center Sunshine Club meeting. Between the three meetings, roughly 30 surveys were distributed, however less than 10 surveys were collected in all.
- **Door to door surveying.** A team of surveyors went door to door in the various parts of the community gathering survey data. Through this effort, surveyors made contact with approximately 200 community residents and collected 171 surveys. Many residents stated that they would complete the surveys online at a later time. Areas of the community surveyed include: Ridgeway Apartments, Marin City Town Homes, "pole homes" (single-family homes), Headland condominiums, Golden Gate Village complex, Ponderosa Co-op and Oak Knolls Co-op.
- **Web survey.** The survey was posted on the web using SurveyMonkey, an on-line survey tool. A link to the survey was posted on the project website. Only three responses were collected by this method.

### ***Survey Results***

A total of 259 surveys were collected with the respondent either living or working in Marin City. The findings from the survey are summarized below. A more detailed accounting of the results can be found in **Appendix C**. The background questions showed that the majority of respondents live in Marin City with 20 percent both living and working in the community. The survey captured a high percentage of Marin City

residents and workers between 18 to 64 years of age. The survey percentage of seniors (9 percent) is similar to the percentage of senior population for the community as a whole (8 percent) as reported in Chapter 1: Community Profile of this report. The survey did capture a percentage of the disabled community in Marin City. However, the majority of residents were able to travel from their home at least once a day. The majority of respondents owned a car. Of the respondents that did not own a car, about half were frequently able to borrow a car for their daily trips.

The four most important transportation destinations that respondents cited that they needed better transportation to were work, grocery stores, medical/dental services, and places for shopping/errands. These same top four destinations were identified as most important by those with and without personal automobiles.

Survey respondents were asked to select their five most important transportation needs in making their daily trips. The top five transportation needs between those with and without automobiles were similar in some instances. Transit needs, i.e. bus stops closer to home, and lower fares for taxis were particularly important for those without a car. Not surprisingly, this transit dependent population also had an interest in occasional access to a car and other transit related issues, such as more door-to-door assistance, longer transit service hours, lower fares, and better access to transit information. The need for better walking and bicycling facilities and lower transit fare ranked high for the respondents with a car.

The transportation solutions that were selected to be most beneficial were similar between the total group of respondents and the sub-group of those without an automobile. The results show that a neighborhood shuttle, including connection to grocery stores and other destinations outside of Marin City, and discounted fares for bus, paratransit and taxi ranked high for both groups as did transportation services for seniors and persons with disabilities. Respondents without automobiles were also interested in increased bus routing on neighborhood streets as well as more bus service, particularly on weekends and during evening and weekend hours. Respondents had a similar interest in a carshare program, better transit information, and improvements to the pedestrian tunnel under Highway 101. Respondents with automobiles frequently selected assistance with purchasing, maintaining and operating an automobile as a beneficial transportation solution.

### **Community Open House**

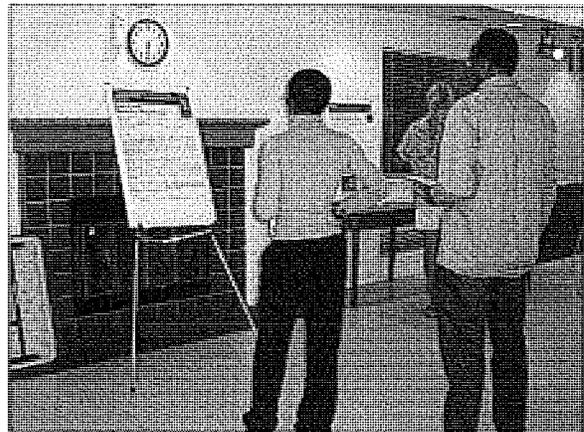
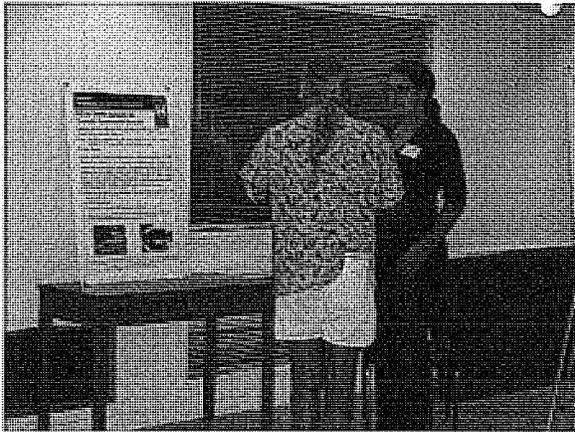
A community Open House was hosted by the project team to present the potential transportation solutions and get community feedback on October 23, 2008 at the Marguerita C. Johnson Senior Center in Marin City. The MCCSD conducted outreach for the event including announcement at community events and posting of over 50 flyers at key locations in the community.

The open house format was selected to allow participants flexibility as to when and how long to attend. Large-format boards of the draft Transportation Solutions were posted in the meeting room allowing participants to read about each solution and ask questions of or give comment to project staff. Following their review of the solutions, participants were each given four votes to identify their favorites being allowed to cast all votes for one solution or divide them up accordingly. This ranking of the solutions from the community was used in the prioritization of the solutions discussed in the following chapter. 26 community members attended the Open House. The voting results from the Open House can be found in **Table 26** on the following page.

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**Table 26: Open House Voting Results**

# Votes	Solution	# Votes	Solution
27	1. Community Loop Shuttle	3	7. Pedestrian/Bicycle Improvements
7	2. Shuttle to Marin General Hospital and Medical Offices	4	8. Taxi Voucher Program
4	3. Volunteer Driver Program	2	9. Car Share Program
8	4. Improvements to the Highway 101 Underpass	6	10. Subsidy for Transit/Paratransit Service
9	5. Shuttle to Marin County Health and Wellness Center in San Rafael	3	11. Assistance with Purchase, Operation and Maintenance of a Personal Automobile
14	6. Marin City Travel Center	15	12. Alternative Vehicle Access Route to/from Marin City



## Chapter 5: Transportation Solutions

The following list of 12 transportation solutions is recommended for the Marin City neighborhood addressing the transportation gaps identified by the community. The improvements listed below were reviewed and prioritized based upon project support, potential for implementation and effectiveness in mitigating transportation gaps. Description of the methodology utilized and results of that analysis are included at the end of this chapter.

To be realized, some of these projects will require a significant commitment by the community members, community organizations, County and regional agencies. Others will be easier to implement.

Estimated cost, potential lead agency(s), funding sources, and timeframe for implementation are described for each solution. Some solutions represent improvements to existing facilities or programs; others are unique to the neighborhood. The timeframe for implementation is described as Short-Term (1-3 years), Medium-Term (3-8 years) or Long-Term (8 years or more). Evaluation and prioritization of the recommended solutions follows the project descriptions. The recommended solutions, in order of priority, are:

1. Community Loop Shuttle
2. Shuttle to Marin General Hospital and Medical Offices
3. Volunteer Driver Program
4. Improvements to the Highway 101 Underpass
5. Shuttle to Marin County Health and Wellness Center in San Rafael
6. Marin City Travel Center
7. Pedestrian/Bicycle Improvements
8. Taxi Voucher Program
9. Car Share Program
10. Subsidy for Transit/Paratransit Service
11. Assistance with Purchase, Operation and Maintenance of a Personal Automobile
12. Alternative Vehicle Access Route to/from Marin City

## 1. COMMUNITY LOOP SHUTTLE

<b>Estimated Cost:</b>	\$195,000 (\$110,000 annual operating costs; \$85,000 one-time cost for vehicle purchase)
<b>Lead Agency:</b>	Community organization in conjunction with Marin Transit
<b>Potential Funding:</b>	Lifeline Transportation Program, Access to Jobs and Reverse Commute Program (JARC), Community Development Block Grants, Measure A Sales Tax Funds, Transportation for Livable Communities, Transportation Fund for Clean Air, private foundations
<b>Timeframe:</b>	Short-Term

### Project Purpose

Marin City is well served by transit connecting south to San Francisco and north to San Rafael particularly during peak travel times. Most buses, however, only serve the Transit Hub. Only two routes, Route 2 providing peak hour service between San Francisco and the Marin Headlands and Route 143 providing school day service to Tamalpais High School, actually travel on other Marin City streets. Off-peak transit riders or transit patrons traveling in the off-peak direction have no option but to use the Marin City Transit Hub for service. For some residents this may require only a short walk; for others, this walk may present a significant barrier to using transit and greatly limit their ability to travel outside the home. The Community Loop Shuttle, as shown in Figure 3, would provide access to key destinations in the community (such as the Senior Center, Health Clinic, Martin Luther King Academy, library and churches) as well as access to the Transit Hub for connection to local and regional transit service outside the community. This need was most often selected in the community survey.

### Project Description

The shuttle would operate every 30 to 60 minutes through the community connecting the residents to services within the community as well as providing a more convenient connection to the regional transit service available at the Marin City Transit Hub. It is expected that the shuttle would run from 8 a.m. to 5 p.m., Monday through Friday. Evening and weekend service could be added in the future. The service would operate counter-clockwise, as shown on the diagram to the left starting at the Transit Hub. The shuttle would run on Donahue Street to the end of the street and return on Donahue to make a right on Buckelew Street. It would continue to the end of Buckelew and turn right on Drake Avenue passing by Martin Luther King Academy and the Senior Center, Health Clinic and Community Services District offices. From Drake Avenue, the shuttle would turn right on Cole Drive, right again on Drake Avenue before returning to the Transit Center. This loop took approximately 10 minutes without stops to complete at a speed of 20 mph. With additional time for loading and unloading of passengers and driver rest periods, it is expected that the shuttle could run on 30 to 60 minute headways.

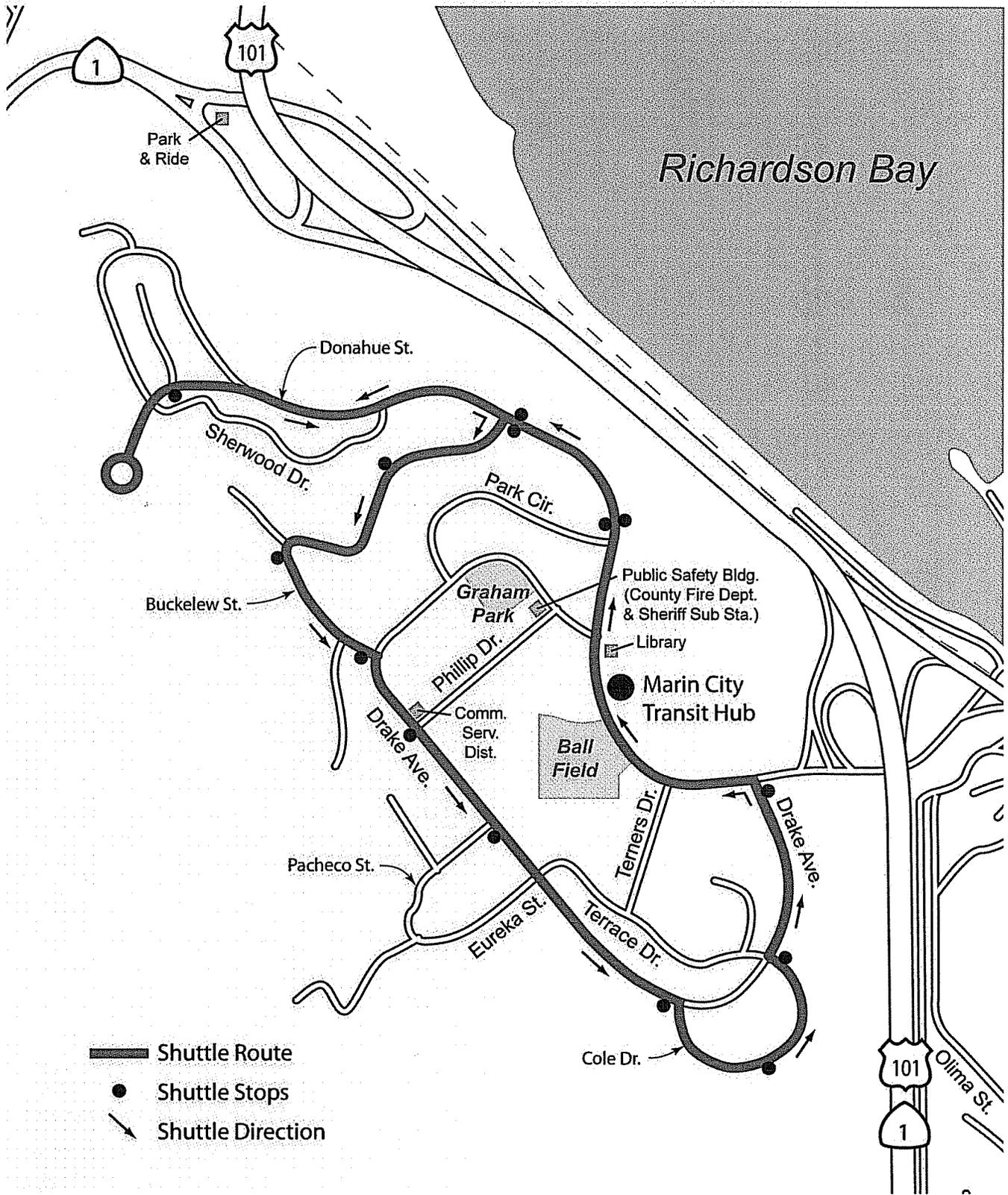


Figure 3  
COMMUNITY LOOP SHUTTLE

## 2. SHUTTLE TO MARIN GENERAL HOSPITAL AND MEDICAL OFFICES

<b>Estimated Cost:</b>	\$195,000 (\$110,000 annual operating costs for service 5 days/week. Less cost for service 1-2 days per week; \$85,000 one-time cost for vehicle purchase)
<b>Lead Agency:</b>	Community organization in conjunction with Marin Transit and County of Marin Health and Human Services
<b>Potential Funding:</b>	Lifeline Transportation Program, Access to Jobs and Reverse Commute Program (JARC), Community Development Block Grants, Measure A Sales Tax Funds, Transportation for Livable Communities, Transportation Fund for Clean Air, private foundations
<b>Timeframe:</b>	Short-Term

### Project Purpose and Description

The need for better transportation to medical services was highly ranked on the community survey. This project would provide more convenient transit access for Marin City residents to needed medical services at Marin General Hospital and the medical offices on Sir Francis Drake Boulevard, Bon Air Road, and S. Eliseo Drive. Currently, it is necessary to make a transfer to reach these destinations. This service would not provide emergency service.

It is expected that the shuttle would operate from the Marin City Transit Hub once every hour on weekdays from 8 a.m. to 5 p.m. Initially, this shuttle may be operated 1-2 days per week in combination with the Community Loop Shuttle and/or the shuttle to Marin County Health and Wellness Center in San Rafael. Service frequency could be expanded as demand increases. Travel time between the Transit Hub and Marin General Hospital is estimated at 15 minutes one-way without stops.

### 3. VOLUNTEER DRIVER PROGRAM

<b>Estimated Cost:</b>	\$20,000 - \$200,000 per year (depending upon option)
<b>Lead Agency:</b>	Community organizations in conjunction with County of Marin Health and Human Services
<b>Potential Funding:</b>	Lifeline Transportation Program, Access to Jobs and Reverse Commute Program (JARC), Community Development Block Grants, Federal Section 5310 Capital Grants - Elderly and Disabled; Private Foundations
<b>Timeframe:</b>	Short-Term to Medium-Term (depending upon option)

#### Project Purpose and Description

This program would match available drivers with persons needing transportation when transit service or other options are unavailable or if persons have limited mobility and are not able to use traditional transit. Based upon the expressed need for better options for seniors and the disabled, the Volunteer Driver Program may be able to fill this need at a lower cost to the individual and the community than is available through taxis or paratransit. This program would also provide more personalized door-to-door service for those who need it.

Similar programs in other communities are generally targeted to seniors or the disabled and are used for medical appointments, shopping, and entertainment. The program for Marin City would be designed to meet the specific needs of the community and may include other trip purposes or destinations such as job training or child care. The Marin City community already does a good job of ‘neighbor helping neighbor’. This program would enhance those efforts by providing a subsidy for the cost of providing trips or even vehicles and paid drivers. Options for how the program may be conducted included:

Option A: Participants recruit their own drivers. The program gives funds to the participant who then reimburses the driver for mileage. This is the lowest cost alternative and could be implemented first until funding for a more extensive program could be secured.

Option B: Participants and drivers are matched through a centralized service. This would be helpful for those who do not know their neighbors or who are tentative about driving with strangers. Drivers could be reimbursed directly through the matching service or paid in the same way as Option A.

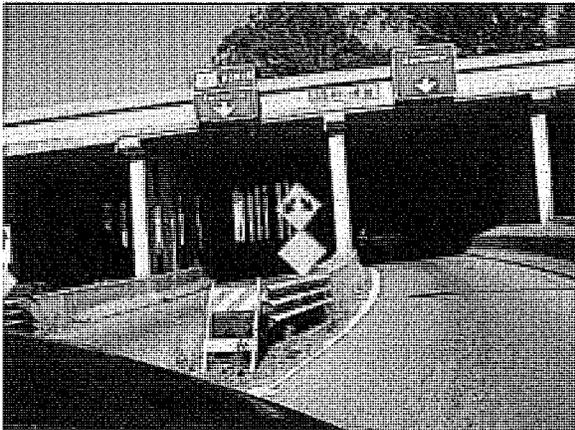
Option C: The program would purchase and maintain specially outfitted vehicles that drivers would use for their ‘rounds’. These vehicles could also be used for other community functions. On the downside, drivers may need training to operate these vehicles. This would be the most expensive option.

#### 4. IMPROVEMENTS TO THE HIGHWAY 101 UNDERPASS

<b>Estimated Cost:</b>	\$2,000 - \$30,000
<b>Lead Agency:</b>	County of Marin Public Works and Caltrans
<b>Potential Funding:</b>	Community Development Block Grants, Transportation for Livable Communities, Safe Routes to School, Private Foundations
<b>Timeframe:</b>	Short-Term

#### Project Purpose and Description

The pedestrian underpass to Highway 101 is dark and foreboding for pedestrians. While pedestrians are well protected from traffic, the tunnel created by the freeway is dark, dirty and noisy. Little can be done about the traffic noise and fumes but the passageway itself could be improved. There are lights along the pedestrian pathway; these should be kept on at all times, even during the day. If necessary, additional lighting should be added. Painting the interior concrete walls would also brighten the area. Murals, perhaps featuring local artists or themes, would further enhance the pathway.



## 5. SHUTTLE TO MARIN COUNTY HEALTH AND WELLNESS CENTER IN SAN RAFAEL

<b>Estimated Cost:</b>	\$195,000 (\$110,000 annual operating costs for service 5 days/week. Less cost for service 1-2 days per week; \$85,000 one-time cost for vehicle purchase)
<b>Lead Agency:</b>	Community organization in conjunction with Marin Transit and County of Marin Health and Human Services
<b>Potential Funding:</b>	Lifeline Transportation Program, Access to Jobs and Reverse Commute Program (JARC), Community Development Block Grants, Measure A Sales Tax Funds, Transportation for Livable Communities, Transportation Fund for Clean Air, private foundations
<b>Timeframe:</b>	Short-Term to Medium-Term

### Project Purpose and Description

The community has expressed a need for better transportation to medical and social services in the Community Survey the College of Marin and the Marin County Health and Wellness Center in San Rafael.

This project would provide more convenient transit access for Marin City residents to needed services at Marin County Health & Wellness Center in San Rafael. Currently, peak hour bus service is available to the Center via Marin Transit route 36. At other times it is necessary to make a transfer at the San Rafael Transit Center. It is expected that this shuttle would run from the Marin City Transit Hub once every hour on weekdays from 8 am to 5 pm.

Initially, this service may be operated 1-2 days per week at two hour intervals in combination with the Community Shuttle and/or shuttle to Marin General Hospital. The shuttle frequency could be expanded as demand increases.

## 6. MARIN CITY TRAVEL CENTER

<b>Estimated Cost:</b>	\$10,000 - \$60,000 per year depending upon scale of program
<b>Lead Agency:</b>	Marin City Community Services District with support from Marin Transit and County of Marin Health and Human Services. (Marin Transit in partnership with Health and Human Services is looking at creating a countywide mobility manager position that may cover some of these duties and/or support Marin City's Travel Center.)
<b>Potential Funding:</b>	Transportation Fund for Clean Air, Development Act Funds (TDA), Lifeline Transportation Program, Access to Jobs and Reverse Commute Program (JARC), private foundations
<b>Timeframe:</b>	Short-Term to begin program. Expansion in the Medium-Term

### Project Purpose and Description

The Marin City Travel Center would provide the administrative component for implementation of many of the programs discussed here (transit subsidy, taxi voucher, volunteer driver program, car share program). By consolidating these administrative services, it is hoped that there would be efficiency-of-scale on the administrative costs to each program. In addition, the Center would serve as a 'one stop shop' for information about all transit and transportation related programs available to Marin City residents.

Serving as the center for community services available in Marin City, the Marin City Community Services District (CSD) would be the likely candidate to house the Center. One responsibility of the Center staff would be to secure funding for the programs to be provided.

## 7. PEDESTRIAN/BICYCLE IMPROVEMENTS

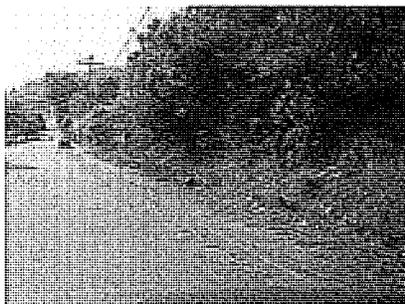
<b>Estimated Cost:</b>	\$200,000 to \$300,000
<b>Lead Agency:</b>	County of Marin Public Works
<b>Potential Funding:</b>	Bicycle Transportation Account; Community Development Block Grants; Hazard Elimination Safety Program; Lifeline Transportation Program; Safe Routes to Schools; Transportation Fund for Clean Air; Transportation for Livable Communities; Congestion Management and Air Quality Program (CMAQ); Transportation Enhancements (TE); Transportation Development Act, Article 3, Pedestrian/Bicycle Projects; Regional Measure 2 (RM2) Safe Routes to Transit; and Private Foundations.
<b>Timeframe:</b>	Short-Term to Medium-Term

### Project Purpose and Description

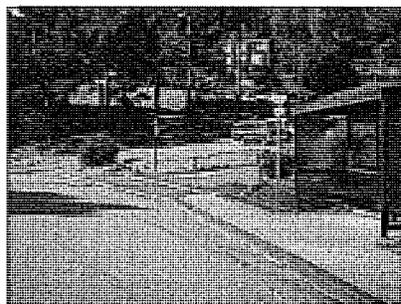
The need for ~~better~~ improved pedestrian/bicycle facilities ranked high in the Community Survey. The issues most identified were ~~misaligned/uplifted~~ discontinuous sidewalks and lack of facilities for disabled access. These improvements range from sidewalk maintenance, sidewalk replacement, crosswalks, new curb ramps and bicycle lanes.

~~The County of Marin has an ADA Transition Plan that identifies specific locations and projects to meet ADA requirements. Implementation of this plan should address many of the pedestrian issues raised through this process. The streets most often identified as needing improvement were Drake Avenue and Donahue Street. Particularly along Drake Avenue, many of the sidewalks have become misaligned and uplifted from the trees planted nearby. This creates a hazard for pedestrians, particularly those with mobility or vision impairments. In addition, many intersections and driveways do not meet ADA codes for wheelchair access.~~

A preliminary pedestrian audit of the neighborhood identified key locations for improvement. These are specifically adjacent to proposed shuttle stops and major community destinations. As presented in **Figure 4** below, pedestrian improvements include curb ramps, crosswalks, sidewalk improvements and a bus shelter. A bicycle lane is also proposed for Donahue Street between Highway 101 and Drake Avenue.



Sidewalk along Drake Avenue



Curb ramps needed at ~~Buckelew Street and Drake Avenue~~ various locations



~~No curb ramps and uplifted sidewalk at Eureka Street and Drake Avenue~~ Curb ramps needed at various locations

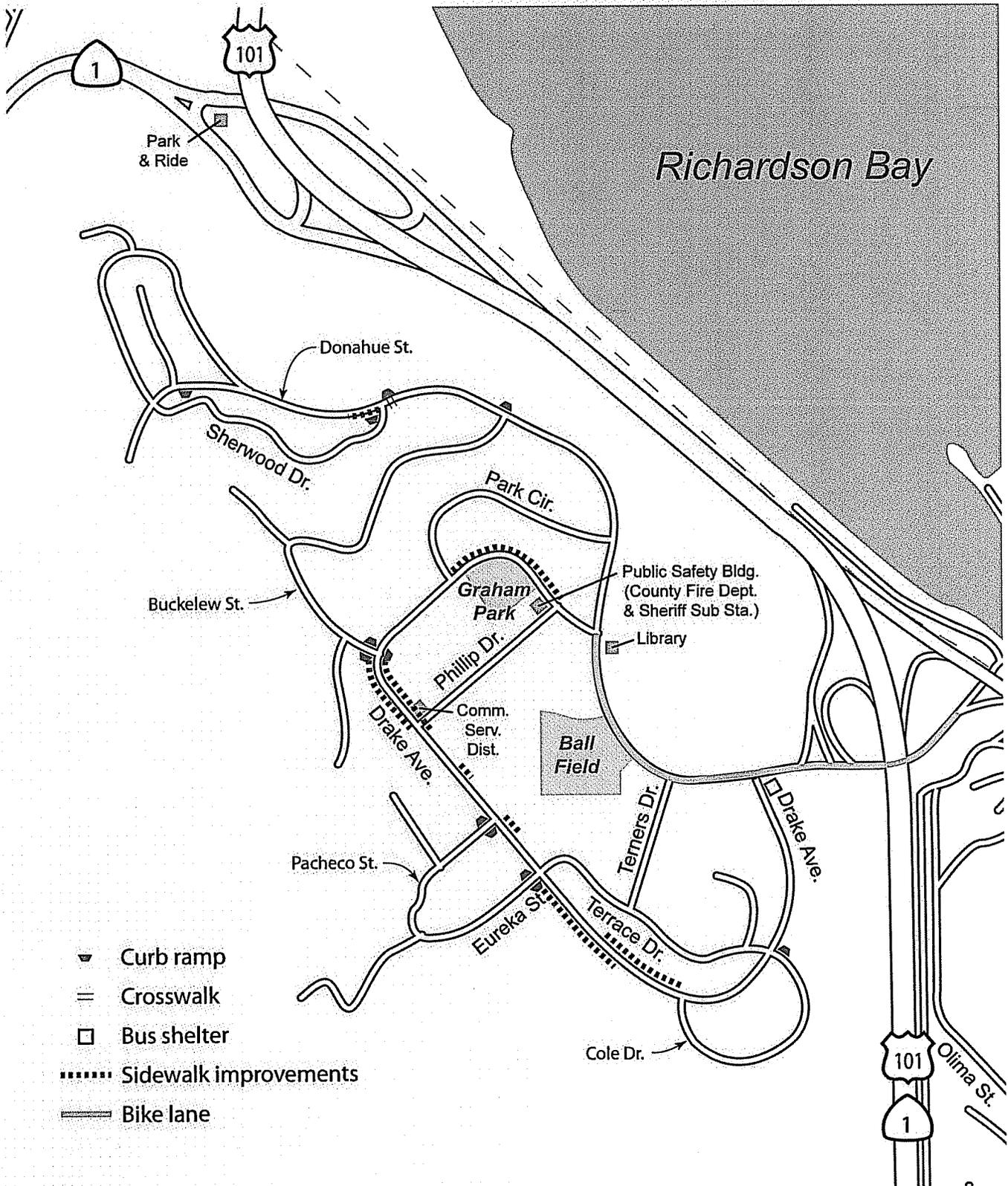


Figure 4  
PEDESTRIAN/BICYCLE IMPROVEMENTS

## 8. TAXI VOUCHER PROGRAM

<b>Estimated Cost:</b>	\$20,000 - \$100,000 per year (depending on number of vouchers provided and administration costs)
<b>Lead Agency:</b>	Community Organization in conjunction with Marin Transit and County of Marin Health and Human Services
<b>Potential Funding:</b>	Transportation Development Act Funds (TDA), Transportation Fund for Clean Air, State Transit Assistance Funds (STA), Access to Jobs and Reverse Commute Program (JARC), Measure A Sales Tax Funds, Lifeline Transportation Program, Property Taxes (used primarily for paratransit), private foundations
<b>Timeframe:</b>	Short-Term

### Project Purpose and Description

This project would provide an alternative transportation option for transit-dependent residents when (i.e. late night) and/or where transit is not available. Taxi vouchers could also be used for one-time trips or occasional situations when regular transportation is not available. Lower taxi fares were cited in the community survey as one of the most important transportation needs and beneficial transportation solutions by all respondents. Taxi vouchers would be made available to qualified individuals for taxi trips supplementing their regular travel options. While the taxi voucher program could be used for regular commuting, generally these programs are intended for occasional use such as when a car has broken down or is otherwise not available, when it is necessary to work late, or when other types of emergencies arise. Regular commuting may be better served by other shuttles or carpooling alternatives.

## 9. CAR SHARE PROGRAM

<b>Estimated Cost:</b>	\$20,000 per vehicle per year
<b>Lead Agency:</b>	Community Organization
<b>Potential Funding:</b>	Lifeline Transportation Program, Access to Jobs and Reverse Commute Program (JARC), Community Development Block Grants, Marin Community Foundation
<b>Timeframe:</b>	Short-Term

### Project Purpose

Driving is the most convenient way to make some trips but many residents in Marin City do not have access to a car. Residents in Marin City have expressed interest in having occasional access to an automobile for making trips to locations that are not easily accessible by walking or transit. According to the 2000 census, 16% of households in Marin City do not own a car while almost ½ of households share one car. A car sharing program would provide flexible, convenient transportation without the cost of owning and maintaining a private vehicle.

### Project Description

City car sharing programs offer the use of an automobile on an hourly basis to members. Unlike standard car rental agencies, city car share programs are located in the community; consequently, cars can usually be accessed by walking without the need to travel to the airport or other distant car rental location. A central location and convenient to transit such as in the Gateway Shopping Center would be preferred for the car share 'pod'. In addition, car share facilities are open 24 hours a day/7 days a week. There are two city car share programs currently available in the Bay Area (City CarShare and ZipCar) and their requirements for membership do vary. In general, to qualify for car share membership, the driver must be at least 21 years of age, have a credit card or ATM, and have 2-5 years of driving experience. Participants must have no more than 2 incidents or violations on their driving record; drivers with an egregious violation such as DUI do not qualify. Individuals with international licenses may apply for the program allowing for slightly longer processing times.

Once the driver is registered with the car sharing program, they are able to reserve a car for use either through the internet or phone reservation service. Cars are then picked up and returned to the same location. The cost of rental is approximately \$9/hr with unlimited mileage<sup>2</sup>. The rental fee includes insurance and gasoline.

Car sharing programs within low income communities can include subsidies to reduce the rental costs and make it a more attractive option for residents. ZipCar currently operates a program in Seattle funded with JARC (Job Access and Reverse Commute) funds that offers for qualified individuals a \$2/hr rate for trips related to job seeking and \$5/hr for all other trips.

<sup>2</sup> ZipCar

## 10. SUBSIDY FOR TRANSIT/PARATRANSIT SERVICE

- Estimated Cost:** \$42,000 to \$84,000 (for 200 users with 25% to 50% subsidy - estimate for 150 adult and 50 youth monthly passes)
- Lead Agency:** Community organization in conjunction with Marin Transit and County of Marin Health and Human Services
- Potential Funding:** Transportation Development Act Funds (TDA), State Transit Assistance Funds (STA), Measure A Sales Tax Funds, Community Development Block Grants, C/CAG Local Transportation Support program, Transit Fares, Lifeline Transportation Program, Property Taxes (used primarily for paratransit)
- Timeframe:** Near-Term

### Project Purpose and Description

Lower or discounted transit/paratransit fares ranked high in the community survey as an important transportation need and beneficial transportation solution. This program would provide the opportunity for eligible Marin City residents to purchase Marin Local Transit ticket books, Marin Local Passes, or Ride Value Discount ticket books at a discount making transit more affordable and improving mobility for certain members of the community. Marin Transit already has a program for students whose household incomes qualify them as low-income making them eligible for free Youth Passes. Additional outreach and marketing of this program may be necessary to increase awareness and use of this program.

## 11. ASSISTANCE WITH PURCHASE, OPERATION AND MAINTENANCE OF A PERSONAL AUTOMOBILE

<b>Estimated Cost:</b>	\$150,000 per year (could be less or more depending upon number and size of grants awarded)
<b>Lead Agency:</b>	Community organization in conjunction with County of Marin Health and Human Services
<b>Potential Funding:</b>	Lifeline Transportation Program, Community Development Block Grants, Private Foundations
<b>Timeframe:</b>	Medium-Term

### Project Purpose and Description

The purpose of this assistance program is to facilitate car ownership for low-income drivers whose transportation needs cannot be met by transit. Assistance with purchasing, operating and maintaining an automobile was rated 4<sup>th</sup> among all respondents to the community survey. Looking at the breakdown between respondents by car ownership, this project ranked 2<sup>nd</sup> for car owners and 12<sup>th</sup> for those without a car.

### Existing Relevant Programs

The first two programs described here would be available to Marin City residents if they meet the listed requirements. These programs would assist buying insurance and maintaining an automobile. The Contra Costa County KEYS Program is included here to illustrate the type of program that might be considered for Marin City.

#### **California Low Cost Automobile Insurance Program (CLCA)**

The primary goal of the California Low Cost Automobile Insurance Program (CLCA) is to provide an affordable auto insurance option to low-income good drivers.

To be eligible for the CLCA program: you must meet the following requirements:

- Be able to meet low-income requirements (1 person = \$26,000, 2 persons = \$35,000, 4 persons = \$53,000, 8 persons = \$89,000)
- Meet the good driver standard (no more than one at-fault property damage only accident or more than one point for moving violation in the past three years)
- Applicant has not had an at fault accident involving bodily injury or death in the past 3 years.
- Be at least 19 years old
- Have been continuously licensed to drive for the past three years
- Have a vehicle valued at less than the \$20,000

#### **CalWORKS Employment Services Automotive Program, Marin County Health and Human Services**

CalWORKS participants are eligible to attend this program requiring a five hour Auto Basics workshop held one Saturday each month. Participants who successfully complete the program receive a certificate for four oil changes and vehicle inspections. Graduates are eligible for auto services, such as safety related auto repairs, a maximum of three months auto insurance, SMOG assistance, registration fees or tires.

#### **Contra Costa County KEYS Program**

KEYS is an Auto Loan Program that assists the Contra Costa County's CalWORKs population in obtaining a low interest loan to purchase an automobile. (KEYS stands for "Keeping Employment Equals Your

## MARIN CITY COMMUNITY-BASED TRANSPORTATION PLAN

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Success".) In its first year, 17 CalWORKs participants received KEYS Auto Loans averaging \$2,725 each. Once approved for a KEYS Loan, KEYS can help the recipient select a car and will pay for a diagnostic report on the selected automobile. In addition, the recipient must attend classes on budget management and basic automobile maintenance.

To qualify, the applicant must have a valid driver's license with no more than one point on his/her driving record. He/she must be working fulltime with the same employer for the last (3) months. A KEYS Loan can be for up to \$4,000 and must be paid back by making monthly payments over a two-year period.

## 12. ALTERNATIVE VEHICLE ACCESS ROUTE TO/FROM MARIN CITY

<b>Estimated Cost:</b>	\$5 million - \$20 million
<b>Lead Agency:</b>	County of Marin Public Works and Caltrans
<b>Potential Funding:</b>	To be determined
<b>Timeframe:</b>	Long-Term

### Project Purpose

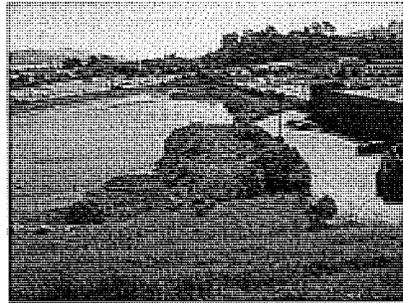
The purpose of this project would be to provide an alternative vehicular access route for the Marin City community in case of emergency and/or if the sole access route (via Donahue Street and the Highway 101 underpass) is somehow compromised. Currently, it is only possible to enter or exit Marin City by any mode by using Donahue Street with the exception of the trail connection from Donahue Street to the Golden Gate National Recreation Area.

### Project Description

Several alignment alternatives were evaluated to provide this additional access to Marin City. Option 1 would provide a connection to Tennessee Valley Road from Donahue Street or Bay Vista Circle. Options 2 and 3 would connect from the Gateway Shopping Center parking lot closest to Highway 101. Option 2 would connect over the highway and drop down in the vicinity of Gate 6 1/2 Road. Option 3 would stay on the Marin City-side of the highway and connect to Shoreline Highway in the vicinity of the Buckeye Roadhouse.



Location for potential Option 1 connection



Location for potential Option 2 connection across protected wetlands between parking lot and Highway 101



Location for potential Option 3

## PRIORITIZATION OF SOLUTIONS

The 12 projects recommended in the CBTP would improve access and mobility for the Marin City community. However, there are limited funds and County agency and community organization staff time to implement these projects at one time. Consequently, it is necessary to prioritize solutions to make the best use of limited funds and staff time to implement these projects and give the community the most ‘bang for the buck’.

Criteria used in the evaluation were categorized by ‘Effectiveness’ and ‘Feasibility’ at the request of the Stakeholders and with the goal to 1) identify the solutions that would most benefit the community as described by ‘Effectiveness’ and 2) identify the solutions that would be the easiest to implement as described by ‘Feasibility’. By this approach, solutions that would have the most benefit to the community but may be difficult to implement would not lose their high importance; conversely, solutions that may not be most important to the community but could be easily implemented would not be overlooked. These categories are described by:

- **Effectiveness** – The first two criteria (Community and Transportation) reflect the relative effectiveness of the solution in meeting the transportation needs of the community.
- **Feasibility** – The remaining two criteria (Funding & Cost and Implementation) assess the feasibility or potential for implementation of the solution.

Four criteria were selected to be used in the prioritization. These criteria further describe the relative effectiveness of the project and the project’s probability for implementation. Each potential solution was evaluated by these criteria with a ranking of High (H), Medium (M) or Low (L) with High reflecting the best scoring for that criteria. For the purposes of quantifying the results, High was given a value of 3 points, Medium a value of 2 points, and Low a value of 1 point. The evaluation was based upon input from the Stakeholder Committee, Marin City community through both the survey and Open House, discussions with public agency staff, the overriding goals of the community-based planning process, and existing County planning documents. The criteria used for this evaluation were:

### **Community**

- **Has community support** – The success of any project requires that it has the support of the community not only for calculation of potential usage but also to support agency staff or community leaders in their efforts to make the project a reality. Does the solution have the support necessary for success?
- **Impacts population with the greatest need** – Does this solution target the population with the greatest barriers to mobility?
- **Benefits a large portion of the community** – Does this solution benefits a large portion of the community rather than a select few?

### **Transportation**

- **Solves multiple transportation gaps** – Does this solution address many transportation gaps?
- **Benefit extends beyond the community** – Do the benefits of this solution extend beyond Marin City and also benefit other residents of neighboring communities and/or Marin County?
- **Easy to use** – Will potential patrons of this solution find it understandable and accessible?
- **Emergency Access** – Does this solution provide alternative access options in the case of emergency?

### **Funding and Cost**

- **Cost effective** – Is the cost reasonable as compared to the number of people who would benefit?
- **Funding secured** – Has funding been dedicated for implementation?
- **Low-cost or no-cost** – Can the project be implemented for less than \$50,000?

### **Implementation**

- **Ease of Implementation** – Does this project involve the cooperation of many jurisdictions and agencies? Does this project trigger various compliance requirements that would result in adherence to state, federal and local regulations?
- **Potential for champion** – Is there a group or individual in either the public or private sector that might champion this project? Can a project champion or sponsor be identified?
- **Compatible with existing plans** – Is this solution directly identified in an agency planning document or is it supportive of existing local, county or regional plans?

### **Results**

The results of the solution prioritization are shown in **Table 27** below. The proposed solutions and rationale behind prioritization include:

1. **Community Loop Shuttle** – This solution was well-received as is reflected by its overall ranking. The one concern was whether an hourly shuttle was adequate to meet the needs of the community. It was suggested that shuttle be provided every 30 minutes to better serve the regional transit services stopping at the Marin City Transit Hub.
2. **Shuttle to Marin General Hospital and Medical Offices** – This solution would provide approximately hourly service. While it would fill an important need, this service would likely not benefit as large as segment of the Marin City population as Solution #1. It could be more viable if combined with Solution #5.
3. **Volunteer Driver Program** – This service is already occurring in the community on an ad-hoc basis. There is interest to formalize the program which could provide funding support to defray the costs to drivers and riders. The biggest challenge will be to identify a program coordinator particularly to secure funding.
4. **Improvements to the Highway 101 Underpass** – This is viewed as a solution that can be implemented easily and inexpensively. The community has expressed an interest in using this space for murals or other community identification artwork.
5. **Shuttle to Marin County Health and Wellness Center in San Rafael** – This solution was evaluated similarly to Solution #2. Both these medical destinations are important for Marin City residents; service may be combined with the same shuttle vehicle either with longer headways or with service on alternating days.
6. **Marin City Travel Center** – This solution would be used to administer, promote and monitor other recommended solutions. A travel center would bring all transportation programs for Marin City under one umbrella. The difficulty will be to identify the appropriate program coordinator and secure necessary funding.
7. **Pedestrian/bicycle Improvements** – Some improvements can be made by the County without the need to secure additional funding.
8. **Taxi Voucher Program** – This program would provide a significant benefit to those who cannot be served by other recommended shuttle services because they are not physically able to take transit or paratransit, their destinations are not served by transit or their trips are made outside of regular transit hours. There is concern about how and by whom the program would be monitored. There is a

great potential for misuse of a subsidy program; methodology for determining eligibility, distribution, and monitoring of the program would need to be developed as well as identification of an administrator of the program.

9. **Car Share Program** – There is interest in this program both from Marin City residents and the Car Share providers. Once initial funding has been secured, the program would be monitored by the Car Share provider and would only require the community to provide parking for the vehicles.
10. **Subsidy for Transit/paratransit Service** – While this program would benefit a large segment of the population in Marin City, it was felt that the ability to pay the fare was not as great a barrier to using transit and paratransit as was available service to needed destinations. There are, however, similar concerns for administering and monitoring the program as discussed in Solution #8, above.
11. **Assistance with Purchase, Operation and Maintenance of a Personal Automobile** – This solution would provide a great benefit to those that qualify but would have limited impact on the community at-large. In addition, it contradicts with local and regional goals of reducing auto use.
12. **Alternative Vehicle Access Route to/from Marin City** – As important as this solution is to the Marin City community, it is an expensive and complex alternative. It did not rank highly as an important need by community members. Implementation of Solution #12 will require significant support from the community and great effort of the part of a project sponsor. It likely would take many years to implement.

## Summary

**Effectiveness Ranking** – Community support was assessed through combination of the responses in the Community Survey (See Appendix C) and by votes cast at the Open House (See Table 26 on page 34). As shown in **Table 27**, two of the shuttle solutions (#1 and #2) ranked highest in their ability to provide a necessary service and to benefit a significant portion of the Marin City community. The Marin City Travel Center (Solution #6) also ranked highest for effectiveness. The Shuttle to Marin County Health and Wellness Center (Solution #5), Volunteer Driver Program (Solution #3), the Taxi Voucher Program (Solution #8) and Pedestrian/Bicycle Improvements (Solution #7) also ranked relatively high because of their ability to provide an important solution for trips that could not be made otherwise (Solutions #3, #5, and #8) and because an ad-hoc volunteer driver program already exists in the community (Solution #3). It was felt that formalizing this program would enhance the service currently available. Solution #7 was highly rated because of the number of people that would be benefited as well as the relatively lower cost for implementation relative to other solutions.

**Feasibility Ranking** - Improvements to the Highway 101 Underpass (Solution #4) and Volunteer Driver Program (Solution #3) ranked highest in the Feasibility category because of their low cost and, in the case of Solution #3, the fact that the program is being done by the community already. This would provide a strong foundation for securing funding to formalize the program. The Community Loop Shuttle (Solution #1) ranked high also since it was felt to be a great asset to the community and would be a cost effective solution based upon the number of community members it would benefit. While the Marin General Hospital (Solution #2) and Marin County Health and Wellness Center (Solution #5) ranked slightly lower, they were also seen as important assets to the community.

**Overall Ranking** – As to be expected, the Community Loop Shuttle (Solution #1), Marin General Hospital Shuttle (Solution #2), Volunteer Driver Program (Solution #3), Improvements to the Highway 101 Underpass (Solution #4), and Marin County Health and Wellness Center Shuttle (Solution #5), ranked the highest overall. As discussed above, these projects represent the greatest benefit to the community both for their ability to benefit a large segment of the population and/or for their ease of implementation.

MARIN CITY COMMUNITY-BASED TRANSPORTATION PLAN

**Table 27: Solutions Prioritization Matrix**

	Community Loop Shuttle	Shuttle to Marin General Hospital and Medical Offices	Volunteer Driver Program	Improvements to the Highway 101 Underpass	Shuttle to b) Marin County Health and Wellness Center in San Rafael	Marin City Travel Center	Pedestrian/bicycle Improvements	Taxi Voucher Program	Car Share Program	Subsidy for Transit/paratransit Service	Assistance with Purchase, Operation and Maintenance of a Personal Automobile	Alternative Vehicle Access Route to/from Marin City
<b>Solution #</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>EFFECTIVENESS CRITERIA</b>												
<b>Community</b>												
Has community support	3	3	2	2	3	3	3	3	2	3	3	2
Impacts population with the greatest need	3	3	3	1	3	3	2	2	2	1	1	1
Benefits a large portion of the community	3	3	2	2	3	3	2	2	2	1	1	1
<b>Transportation</b>												
Solves multiple transportation gaps	3	3	3	1	2	3	1	2	3	1	3	1
Benefits extend beyond the community	1	1	1	2	1	1	1	1	1	1	1	1
Easy to use	3	3	2	3	2	3	3	2	1	2	1	3
Emergency Access	1	1	1	1	1	1	1	1	1	1	1	3
<b>Effectiveness Subtotal</b>	<b>17</b>	<b>17</b>	<b>14</b>	<b>12</b>	<b>15</b>	<b>17</b>	<b>13</b>	<b>13</b>	<b>12</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>FEASIBILITY CRITERIA</b>												
<b>Funding and Cost</b>												
Cost effective	3	2	3	3	2	2	2	2	2	2	1	1
Funding identified	2	2	1	2	1	1	2	1	1	1	1	1
Low-cost or no-cost	1	1	2	3	1	1	1	1	1	1	1	1
<b>Implementation</b>												
Ease of Implementation	3	2	3	2	2	2	2	2	3	2	3	1
Potential for project champion	3	3	3	3	3	2	3	3	2	3	1	1
Compatible with existing Plans	3	3	2	3	3	2	3	2	1	2	1	1
<b>Feasibility Subtotal</b>	<b>15</b>	<b>13</b>	<b>14</b>	<b>16</b>	<b>12</b>	<b>10</b>	<b>13</b>	<b>11</b>	<b>10</b>	<b>11</b>	<b>8</b>	<b>6</b>
<b>TOTAL POINTS</b>	<b>32</b>	<b>30</b>	<b>28</b>	<b>28</b>	<b>27</b>	<b>27</b>	<b>26</b>	<b>24</b>	<b>22</b>	<b>21</b>	<b>19</b>	<b>18</b>
<b>Ranking</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>

H (3 points) = Solution was best for this criteria; M (2 points) = Solution was average for this criteria; L (1 point) = Solution scored poorly for this criteria

## Chapter 6: Implementation

Once a potential project has been identified and given the approval of the community and County agencies, it is still far from a 'done deal'. This final chapter of the Marin City CBTP discusses many of the stumbling blocks that may be encountered during the implementation process. In addition, a listing of potential funding sources is included followed by a discussion of Next Steps to be taken for implementation of the transportation solutions of the Marin City CBTP.

### CONSIDERATIONS FOR IMPLEMENTATION

There were many issues to consider when evaluating the various proposed solutions, not the least being the potential for implementation. Regardless of how beneficial a project might be for improving access for a community, it is necessary to include in that evaluation what stumbling blocks will be faced during the implementation process. These deterrents can take the form of environmental or engineering constraints, lack of funding resources and/or community or political opposition to the project. The potential for implementation was included as part of the prioritization evaluation in Chapter 5; however, it is important to highlight some of the potential challenges that might be encountered during the implementation process.

#### 1. COMMUNITY LOOP SHUTTLE

As popular as this particular solution may be to the community, the following issues must be considered during the implementation process.

- Testing of the route and travel times would be necessary before implementation of service.
- Funding sources would need to be secured as well as determination of fare structure, if any, for use of the shuttle.
- Determination of service hours and service headways will be based upon expected demand and funding and upon the potential for incorporating this shuttle with Shuttle to Marin General Hospital and Medical Offices (Solution #2) or Shuttle to Marin County Health and Wellness Center in San Rafael (Solution #5).
- Selecting the appropriate equipment to 1) accommodate expected demand and 2) navigate the neighborhood streets.
- Who will operate and/or manage the service?

#### 2. SHUTTLE TO MARIN GENERAL HOSPITAL AND MEDICAL OFFICES

Demand for this service would need to be determined before committing limited resources considering that the Volunteer Driver Program (Solution #3) or the Taxi Voucher Program (Solution #8). On the other hand, this solution may provide a cost-effective fit with Shuttle to the Marin County Health and Wellness Center in San Rafael (Solution #5). Also, it is not intended for this service to duplicate services provided by paratransit but would be aimed at those not eligible for paratransit.

### **3. VOLUNTEER DRIVER PROGRAM**

Each of the potential options for the Volunteer Driver Program would require similar steps for implementation including:

- Determination of an appropriate project sponsor to develop and operate the program.
- Insurance for the organization, vehicles and volunteers.
- How to process payments to participants and drivers including other service-related expenses that the driver may accrue.
- Establish eligibility requirements and assess potential users of the service.
- Develop a process to select, train, and review volunteer drivers to ensure performance standards.

### **4. IMPROVEMENTS TO THE HIGHWAY 101 UNDERPASS**

This project should be relatively easy to implement but would require coordination between the County of Marin Public Works, Caltrans and potentially the City of Sausalito and Marin City community.

### **5. SHUTTLE TO MARIN COUNTY HEALTH AND WELLNESS CENTER IN SAN RAFAEL**

Before starting this service, it must be considered if:

- The Center may be too far away to be effectively served by a special shuttle from Marin City. During peak hours, the Wellness Center can be accessed from directly from Marin City via Marin Transit Route 36. At other times the trip would require a transfer. These occasional trips would be better served through the taxi voucher, volunteer driver or car share programs.
- Existing transit service to the Center may adequately serve the community's needs but they may be unaware of this service. Increased outreach on existing service may address this transportation issue.
- Demand for this service would justify committing limited resources.

### **6. MARIN CITY TRAVEL CENTER**

Housing and staffing the Travel Center will put an additional burden on the resources of the Marin City CSD. It will be their responsibility to find the initial funding to adequately staff the Center.

### **7. PEDESTRIAN/BICYCLE IMPROVEMENTS STUDY**

This project would require funding to make the improvements. However, improvements can be made piecemeal as money becomes available.

### **8. TAXI VOUCHER PROGRAM**

An organization interested in developing a taxi voucher program would need to consider:

- Eligibility requirements
- Subsidy available for each trip

- Maximum number (or cost) of trips per rider
- Would need a structure for administration to target the program to those in need and insure that vouchers are not misused

## 9. CAR SHARE PROGRAM

Before a car sharing program can be implemented in Marin City, it would be necessary to gauge the level of interest and potential participation by the community. The requirements for participation may limit many residents from joining. Without a strong and interested population, car share programs cannot be successful. Since Marin County is not currently within the service area of either car share provider, and this would represent a new market for car share, a guaranteed revenue would most likely be required by the car share company to provide this service. Specific costs would be dependent upon number and types of vehicles being provided.

## 10. SUBSIDY FOR TRANSIT/PARATRANSIT SERVICE

Community-based organizations or public agencies interested in developing a pass subsidy program would need to consider

- The level of subsidy including whether the passes would be provided at a discounted cost or for free
- A distribution plan
- Standards for determining eligible pass recipients
- How to administer the program to insure that the discounted passes reach those in need and that the program is not misused

## 11. ASSISTANCE WITH PURCHASE, OPERATION AND MAINTENANCE OF A PERSONAL AUTOMOBILE

While owning a car provides the most comprehensive and flexible solution to meeting the transportation needs of much of the community, there are many issues to consider with such a program. Some considerations are:

- The cost of assisting one person or family does not directly help the rest of the community. In addition, the current environmental focus is on getting people out of cars rather than creating a new group of car drivers. In other words, it may be better ways to spend limited funds on more socially and environmentally equitable solutions (i.e. transit).
- Car ownership programs entail a complex set of procedures for administrative functions including vehicle processing, client screening and loan processing, if financing is made available through the program. If a non-profit or social service agency chooses to administer a program, depending on the breadth of the program, these functions may need to be outsourced to other firms if the agency does not possess the necessary industry-related knowledge.
- The planning for a car ownership program should be based on an inventory and evaluation of existing transportation programming and a solid understanding of the target community's needs. It is necessary to determine whether a car ownership program is the best way to fill the transportation gaps in Marin City, is it a feasible strategy for Marin City and is there an organizational structure available to take on this program once funding can be found? A document prepared by the National Economic Development and Law Center (Shifting into Gear: A Comprehensive Guide to Creating a Car Ownership Program) provides a thorough instruction manual on the do's and don'ts.

## 12. ALTERNATIVE VEHICLE ACCESS ROUTE TO/FROM MARIN CITY

Several access points were examined for Option 1 but the topography in this area proved to be too steep and the geology too fragile to support a roadway. Options 2 and 3 also involved some serious environmental and engineering drawbacks. First, there are protected wetlands at the end of the parking lot adjacent to the highway. It would be difficult to build even an elevated structure through this area without causing irreparable damage to the wetlands. Option 2 would require a landing on the bayside of the highway and suitable connection to Bridgeway Avenue or Donahue Street. Gate 6 ½ Road may not be adequate to provide this connection and the needed landing may be difficult to accommodate given the limited land area and environmental concerns surrounding development on the bay shoreline. While Option 3 could possibly be engineered to avoid impact to the wetlands (depending upon the setback needed between this construction and the wetlands), further study will be needed to determine if there is adequate width to accommodate the roadway; it is likely that significant cut-and-fill will be necessary.

There are other issues to consider before moving forward with this project. First, based on the community survey, this project does not have sizable community support; only 19 percent of respondents selected this as an important project. Higher interest in this project was received at the Open House. However, to have any chance of success, the project will need strong support from the community over a significant period of time. Second, the project will require support and commitment from many different groups such as Caltrans, County of Marin Public Works, City of Sausalito, Tamalpais Valley community, residents of Waldo Point, Gateway Shopping Center and community and county government decision-makers and elected officials. Finally, this access route will be very expensive to implement including both the engineering studies necessary to determine feasibility and for the construction itself.

## FUNDING

The following funding sources were identified as potential resources for implementation of the proposed solutions of the CBTP. The competition for these funds is fierce; to compete, a project must be well-defined, be included in local plans for the jurisdiction and have the support of the community and public agencies. In addition, funding sources will change over time; while some grant programs may end, other new programs and sources of funding will be instituted. The following list provides current funding sources that may be utilized. Following the list, the funding sources appropriate to each solution are summarized in **Table 28**.

### Federal

#### ***Safe, Accountable, Flexible, Efficient Transportation Equity Act (SAFETEA-LU)***

Signed into law in August 2005, SAFETEA-LU authorizes more than \$250 billion in funding for federal surface transportation programs over the next five years. Replacing TEA-21, SAFETEA-LU maintains many of the same programs including Transportation Enhancements, Congestion Management and Air Quality and Recreational Trails while introducing several new programs described below.

**Transportation Enhancements (TE)** - Transportation Enhancement funds are to be used for transportation-related capital improvement projects that enhance quality-of-life in or around transportation facilities. Projects must be over and above required mitigation and normal transportation projects, and the project must be directly related to the transportation system. The projects should have a quality-of-life benefit while providing the greatest benefit to the greatest number of people. Projects include facilities for pedestrians and bicycles, safety and educational activities for pedestrians and bicyclists, acquisition of scenic easements and scenic or historic sites, and landscaping and other scenic beautification. A 20% local match is required in most instances.

**Congestion Management and Air Quality Program (CMAQ)** - This program will fund the construction of bicycle and pedestrian facilities as well as bicycle safety programs such as brochures, maps and public service announcements. The projects must be mainly for transportation rather than recreation and included in Transportation Improvement Projects (TIP). It requires a 20% local or state match.

**Safe Routes to School** - The goal of this new program is to enable and encourage primary and middle school children to walk and bicycle to school by making it a safer and more appealing alternative and also to facilitate planning, development and implementation of projects and activities that will improve safety and reduce traffic, fuel consumption, and air pollution in the vicinity of schools. Eligible projects include those related to infrastructure (planning, design, and construction) and non-infrastructure (such as public awareness campaigns).

#### ***Access to Jobs and Reverse Commute Program (JARC)***

JARC funds are primarily distributed through MTC's Lifeline Program although certain grants may be available directly from the Program. The federal Access to Jobs and Reverse Commute Program (JARC) is a discretionary funding source that funds projects and services designed to transport low-income persons to work, training and child care and supports development of transportation services between urban centers and suburban employment opportunities. Funds can be used for capital improvements or operating expenses requiring a 20% local match for capital projects and 50% local match for operating expenses. Eligible projects include:

- New or expanded transportation projects or services that provide access to transportation;
- Promoting public transportation by low-income workers, including the use of public transportation by workers with nontraditional work schedules;
- Promoting the use of transit vouchers for welfare recipients and eligible low-income individuals;

- Promoting the use of employer-provided transportation, including the transit pass benefit program under section 132 of the Internal Revenue Code of 1986;
- Subsidizing the costs associated with adding reverse commute bus, train, carpool, van routes, or service from urbanized areas and other than urbanized areas to suburban workplaces;
- Subsidizing the purchase or lease by a nonprofit organization or public agency of a van or bus dedicated to shuttling employees from their residences to a suburban workplace; or
- Facilitating public transportation services to suburban employment opportunities.

**Community Development Block Grants (CDBG)**

The Community Development Block Grants (CDBG) program is a federal program of grants to larger cities and urban counties, administered by the U.S. Department of Housing and Urban Development (HUD). CDBG funds allocate annual grants to develop viable communities by providing decent housing, a suitable living environment, and opportunities to expand economic opportunities, principally for low- and moderate-income persons. CDBG funds may be used for:

- acquisition of real property;
- relocation and demolition;
- rehabilitation of residential and non-residential structures;
- construction of public facilities and improvements, such as water and sewer facilities, streets, neighborhood centers, and the conversion of school buildings for eligible purposes;
- public services, within certain limits;
- activities relating to energy conservation and renewable energy resources; and
- provision of assistance to profit-motivated businesses to carry out economic development and job creation/retention activities.

**Hazard Elimination Safety Program (HES)**

The Hazard Elimination Safety Program (HES) is a federal safety program monitored by Caltrans that provides funds for safety improvements on any public road, any public surface transportation facility, any publicly-owned bicycle or pedestrian pathway or trail, and for any traffic calming measure. These funds serve to eliminate or reduce the number and severity of traffic accidents at locations selected for improvement. Activities that are eligible include preliminary engineering, right-of-way costs and construction expenses. Any local agency may apply for these safety funds for up to 90% of project costs requiring a local match of 10%.

**State**

**Safe Routes to School Program**

The Safe Routes to School (SR2S) program, originally designated for five years, was recently extended for three more years until January 1, 2008. This program is administered by Caltrans using funds from the Hazard Elimination Safety program. Projects must be on a route to school and must improve bicycle and pedestrian travel. Eligible projects are rehabilitation, new bikeways and sidewalks, and traffic calming. Grants are allocated competitively. A 10% match for most projects is required. Applications are typically due in May or June of each year.

***Bicycle Transportation Account (BTA)***

The Bicycle Transportation Account (BTA) is a competitive grant program run by the Caltrans Bicycle Facilities Unit. The projects funded by this program are those that promote or otherwise benefit bicycling for commuting purposes. The fund has grown dramatically in recent years from \$360,000 per year to the current \$7 million dollars. Local agencies must provide a 10% match of the project cost from sources other than the BTA. To be eligible for BTA funds, the jurisdiction must have an adopted Bicycle Transportation Plan (BTP) that meets the requirements of Section 891.2 of the Streets and Highways Code, complies with the regional transportation plan and has been adopted no earlier than four years prior to July 1 of the fiscal year in which BTA funds are granted. A minimum local match of 10% of total project cost is required.

**Regional / Local**

***Local Lifeline Transportation Program***

MTC's Transportation 2030 Plan seeks \$216 million over the next 25 years to address mobility needs for residents of low income communities. In response to this need, MTC has instituted the Lifeline Transportation Program to distribute this program including JARC and STA funds. It is anticipated that these funds will be available starting in the Fiscal Year 2008, In the interim, MTC has launched the Lifeline Program with an additional \$18 million for the region through a combination of CMAQ, JARC and STA funds. It is estimated that Marin County will receive \$492,290 for the 3-year period of FY 2005 – 2008. The Lifeline Program replaces the Low Income Flexible Transportation Program (LIFT) grants previously distributed by MTC. Lifeline monies can be used for capital or operating purposes for projects which are developed through a collaborative process between public agencies, transit operators, community-based organizations and other community stakeholders including outreach to unrepresented stakeholders. Lifeline funds are earmarked for projects that address transportation gaps and/or barriers identified through a Community-Based Transportation Plan (CBTP), countywide or regional Welfare-to-Work Transportation Plan or are otherwise documented as a need within the community and that improve a range of transportation choices by adding new or expanded services. Eligible operating projects include enhanced fixed route transit services, shuttles, children's programs, taxi voucher programs, improved access to autos, and capital improvement projects. Capital projects that do not require ongoing funding are encouraged and may include the purchase of vehicles, the provision of bus shelters, benches, lighting, sidewalk improvements or other enhancements to improve transportation access for residents of low-income communities. Strategies specific to meeting the transportation needs of elderly or disabled residents of low-income communities may also be considered for Lifeline funds. Lifeline funding requires a 20% local match.

***Measure A Sales Tax Funds***

Transportation Sales Tax Expenditure Plan (Measure A) defines how a ½ cent sales tax increase approved by voters on November 2, 2004 will be spent. The purpose of the plan is to improve transportation in Marin by expanding bus service, completing the Highway 101 carpool lane through San Rafael, and providing roadway improvements and safer access to schools. The four key strategies include:

- A seamless local bus system that serves community needs, including special services for seniors and those with disabilities
- Fully fund and accelerate completion of the Highway 101 Carpool Lane Gap Closure Project through San Rafael
- Improve, maintain, and manage Marin's local transportation infrastructure, including roads, bikeways, pathways, and sidewalks
- Reduce school-related congestion and improve safe access to schools.

***Transportation Development Act, Article 3, Pedestrian/Bicycle Projects***

Transportation Development Act (TDA) Article 3 funds are return-to-source funds generated from the sales tax on gasoline. They are returned to the source county for local transportation projects; two percent of these funds are set-aside for bicycle and pedestrian projects. These funds can be used for engineering, right-of-way acquisition, construction, retrofitting to comply with American Disabilities Act (ADA), route improvements, and purchase and installation of facilities such as parking, benches, rest rooms, changing areas, showers which are adjacent to bicycle trails, bicycle traffic generators and are accessible to the general public. Each county decides its own formula for allocating the funds to the local jurisdictions within that county. These funds can be used directly for bicycle and pedestrian projects or as the local match for competitive State and Federal sources. Projects must be approved by a local Bicycle Advisory Committee and be included in the bicycle plan, transportation element or other adopted plan.

***Transportation for Livable Communities (TLC)***

The purpose of this funding source is to support community-based transportation projects that bring new vibrancy to downtown areas, commercial cores, neighborhoods, and transit corridors. TLC provides funding for projects that are developed through an inclusive community planning effort, provide for a range of transportation choices, and support connectivity between transportation investments and land uses. Three TLC funds are available. Regional TLC funds are regionally competitive and can be used for planning or capital improvements. Local TLC and Local HIP funds are available for projects within Marin County and can only be used for capital improvements.

The capital program will fund transportation infrastructure improvements to pedestrian, bicycle and transit facilities. The key objectives of this program are to encourage pedestrian, bicycle and transit trips; support a community's larger infill development or revitalization effort; and provide for a wider range of transportation choices, improved internal mobility, and stronger sense of place. Project activities eligible for funding include bicycle and pedestrian paths and bridges; on-street bike lanes; pedestrian plazas; pedestrian street crossings; streetscaping such as median landscaping, street trees, lighting, furniture; traffic calming design features such as pedestrian bulb-outs or transit bulbs; transit stop amenities; way-finding signage; and gateway features. Funds can be used for preliminary engineering (design and environmental), right-of-way acquisition, and/or construction. TLC capital grants allocate federal Surface Transportation Program (STP) or Congestion Mitigation and Air Quality (CMAQ) Improvements Program Funds with grants ranging from \$500,000 to \$3 million per projects. A local match of 11.5 percent of the total project is required. The most recent call for projects were due on June 23, 2006.

Projects in the early or conceptual stage of their development are eligible for Transportation for Livable Communities (TLC) planning grants of up to \$75,000, which are awarded to help sponsors refine and elaborate promising project ideas.

***Regional Measure 2 (RM2) Safe Routes to Transit***

The \$22.5 million Safe Routes to Transit (SR2T) Program received Bay Area voter approval in March 2004 through Regional Measure 2, the \$1 bridge toll to implement the Regional Traffic Relief Plan. Of the SR2T funds, \$2.5 million are allocated directly to City CarShare projects (with \$750,000 already encumbered) and the remaining \$20 million will be allocated on a competitive grant basis. To be eligible, projects must have a "bridge nexus," that is, reduce congestion on one or more state toll bridges by facilitating walking or bicycling to transit services or City CarShare pods. Specific projects can be funded under SR2T for:

- Secure bicycle storage at transit stations/stops/pods;
- Safety enhancements for ped/bike station access to transit stations/stops/pods;
- Removal of ped/bike barriers near transit stations; and
- System wide transit enhancements to accommodate bicyclists or pedestrians.

### ***Transportation Fund for Clean Air (TFCA)***

The Transportation Fund for Clean Air (TFCA) is a grant program funded by a \$4 surcharge on motor vehicles registered in the Bay Area. This generates approximately \$22 million per year in revenue. TFCA's goal is to implement the most cost-effective projects in the Bay Area that will decrease motor vehicle emissions, and therefore improve air quality. Projects must be consistent with the 1988 California Clean Air Act and the Bay Area Ozone Strategy. TFCA funds covers a wide range of project types, including purchase or lease of clean fuel buses; purchase of clean air vehicles; shuttle and feeder bus service to train stations; ridesharing programs to encourage carpool and transit use; bicycle facility improvements such as bike lanes, bicycle racks, and lockers; arterial management improvements to speed traffic flow on major arterials; smart growth; and transit information projects to enhance the availability of transit information. Applications are submitted through the Bay Area Air Quality Management District or through the County Congestion Management Agency.

### **Non-Traditional**

In addition to the sources listed above, there are several non-traditional funding sources that are available for the implementation of project and program recommendations. The following paragraphs briefly describe several of the innovative ways that communities have funded similar projects.

#### ***The Mello-Roos Community Facilities Act of 1982***

In 1978 Californians enacted Proposition 13, which limited the ability of local public agencies to increase property taxes based on a property's assessed value. In 1982, the Mello-Roos Community Facilities Act of 1982 (Government Code §53311-53368.3) was created to provide an alternate method of financing needed improvements and services. The Act allows any county, city, special district, school district or joint powers authority to establish a Mello-Roos Community Facilities District (a "CFD") which allows for financing of public improvements and services. The services and improvements that Mello-Roos CFDs can finance include streets, sewer systems and other basic infrastructure, police protection, fire protection, ambulance services, schools, parks, libraries, museums and other cultural facilities. By law, the CFD is also entitled to recover expenses needed to form the CFD and administer the annual special taxes and bonded debt.

#### ***California Conservation Corps (CCC)***

The program provides emergency assistance and public service conservation work for city, county, state, federal and non-profit organizations. Both urban and rural projects are eligible and are selected on the basis of environmental and natural resource benefits and public use and on-the-job training opportunities. Use of the CCC would be effective at reducing project costs.

#### ***Grant and Foundation Opportunities***

Private foundations provide excellent opportunities for funding specific capital projects or single event programs. Generally to qualify for these types of funds, a Bicycle Advisory Committee or established non-profit group acting in its behalf must exist. In general, private foundations are initially established for specific purposes, e.g. children and youth need, promotion of certain professional objectives, educational opportunities, the arts, and community development. An excellent source of information about foundations and their funding potential can be found in the Foundation Directory, available at many public libraries or on-line at [www.fconline.fdncenter.org/](http://www.fconline.fdncenter.org/). Several foundations to consider are:

**Marin Community Foundation (MCF)** – The MCF was established in 1986 with the assets of a trust created by Leonard and Beryl H. Buck, long-time residents of Marin County. Since that time, over 300 additional funds have been created at the Foundation. Grants made from these funds support a wide range of issues within Marin County, the United States and around the world. The mission of the Marin Community Foundation is to encourage and apply philanthropic contributions to help improve the human condition, embrace diversity, promote a humane and democratic society, and enhance the community's quality of life, now and for future generations. The Foundation's Discretionary Grants program supports efforts that are conducted in Marin County or that benefit the residents of the County. Support is given for

general operating support, special projects and initiatives, and ongoing programs—depending on the focus and goals within each of the Foundation’s program areas which include the Arts, Community Development, Education and Training, Environment, Human Needs, and Religion, Ethics and Conscience.

**Surdna Foundation** - The Community Revitalization program of the Surdna Foundation seeks to transform environments and enhance the quality of life in urban places, increase their ability to attract and retain a diversity of residents and employers, and insure that urban policies and development promote social equity.

**Zellerbach Family Foundation** - The Mission of the Zellerbach Family Foundation is to be a catalyst for constructive social change by initiating and investing in efforts that strengthen families and communities. The areas focusing on improving human service systems and strengthening communities would support local community improvement efforts.

**Bikes Belong Coalition** - Bikes Belong is the national coalition of bicycle suppliers and retailers working together to put more people on bicycles more often. Through national leadership, grassroots support, and promotion, we work to make bicycling safe, convenient, and fun. Bikes Belong Coalition will support non-profit organizations and public agencies with development of facilities, education programs and advocacy efforts.

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<b>1. Community Loop Shuttle</b>	Lifeline Transportation Program, Access to Jobs and Reverse Commute Program (JARC), Community Development Block Grants, Measure A Sales Tax Funds, Transportation for Livable Communities, Transportation Fund for Clean Air, private foundations
<b>2. Shuttle to Marin General Hospital and Medical Offices</b>	Lifeline Transportation Program, Access to Jobs and Reverse Commute Program (JARC), Community Development Block Grants, Measure A Sales Tax Funds, Transportation for Livable Communities, Transportation Fund for Clean Air, private foundations
<b>3. Volunteer Driver Program</b>	Lifeline Transportation Program, Access to Jobs and Reverse Commute Program (JARC), Community Development Block Grants, Federal Section 5310 Capital Grants - Elderly and Disabled; Private Foundations
<b>4. Improvements to the Highway 101 Underpass</b>	Community Development Block Grants, Transportation for Livable Communities, Safe Routes to School, Private Foundations
<b>5. Shuttle to Marin County Health and Wellness Center in San Rafael</b>	Lifeline Transportation Program, Access to Jobs and Reverse Commute Program (JARC), Community Development Block Grants, Measure A Sales Tax Funds, Transportation for Livable Communities, Transportation Fund for Clean Air, private foundations
<b>6. Marin City Travel Center</b>	Transportation Fund for Clean Air, Development Act Funds (TDA), Lifeline Transportation Program, Access to Jobs and Reverse Commute Program (JARC), private foundations
<b>7. Pedestrian/Bicycle Improvements</b>	Bicycle Transportation Account; Community Development Block Grants; Hazard Elimination Safety Program; Lifeline Transportation Program; Safe Routes to Schools; Transportation Fund for Clean Air; Transportation for Livable Communities; Congestion Management and Air Quality Program (CMAQ); Transportation Enhancements (TE); Transportation Development Act, Article 3, Pedestrian/Bicycle Projects; Regional Measure 2 (RM2) Safe Routes to Transit; and Private Foundations.
<b>8. Taxi Voucher Program</b>	Transportation Development Act Funds (TDA), Transportation Fund for Clean Air, State Transit Assistance Funds (STA), Access to Jobs and Reverse Commute Program (JARC), Measure A Sales Tax Funds, Lifeline Transportation Program, Property Taxes (used primarily for paratransit), private foundations
<b>9. Car Share Program</b>	Lifeline Transportation Program, Access to Jobs and Reverse Commute Program (JARC), Community Development Block Grants, Marin Community Foundation
<b>10. Subsidy for Transit/Paratransit Service</b>	Transportation Development Act Funds (TDA), State Transit Assistance Funds (STA), Measure A Sales Tax Funds, Community Development Block Grants, C/CAG Local Transportation Support program, Transit Fares, Lifeline Transportation Program, Property Taxes (used primarily for paratransit)
<b>11. Assistance with Purchase, Operation and Maintenance of a Personal Automobile</b>	Lifeline Transportation Program, Community Development Block Grants, Private Foundations
<b>12. Alternative Vehicle Access Route to/from Marin City</b>	To be determined

## **NEXT STEPS**

The effectiveness of this CBTP will be measured by the success in moving forward to implement the recommended solutions to close transportation gaps. The responsibility for implementation of the CBTP will primarily fall on the shoulders of MTC, TAM, County of Marin, MCCSD, and community organizations. Their commitment will determine whether this plan sits on the shelf or becomes an active and effective planning tool. The community will also share some of this responsibility; they will be charged with reminding public officials of the importance of these projects and making the commitment to work closely with the lead agencies.

Now that the CBTP is completed, what are the next steps to be taken to insure implementation of the plan? Tasks would need to be refined by staff and additional steps may be necessary depending on the funding source(s) or how the various lead agencies choose to implement the recommendations in the report. The length of time it may take to fully implement the recommendations for each solution may vary depending on capital acquisitions, staffing, participation from local jurisdictions, and funding. The following four steps will assist in directing a plan of action.

### **1. CONTINUE COMMUNITY INVOLVEMENT**

The planning process for the CBTP was designed to ensure participation by members of the community and appropriate public agencies. Although the bulk of the implementation process will be the responsibility of public agencies, the public should continue to be involved to monitor progress and lobby for results.

### **2. FIND A CHAMPION**

The project will have the greatest possibility of success if a project champion can be found. This can be a person, public agency, community group or public official. Their task will be to keep the project alive and to remind the responsible party of the importance of the project when interest or progress starts to fade.

### **3. DEFINE WORK PLAN AND TIMELINE**

Starting with the high priority projects, it will be necessary to develop a work plan and timeline for each solution. A clear understanding of the steps needed for implementation will make it easier to focus on each task and know what needs to be accomplished and who is the best person to lead the task. Major milestones should be set to gauge the effectiveness of the effort.

### **4. SECURE FUNDING**

The most significant barrier to implementing any of the recommended solutions is, of course, the lack of available funds. Although grants are difficult to get without a well-defined project, it is in everyone's best interest to identify and secure funding (even partial funding) as soon as possible.