

CHAPTER 6: IMPLEMENTATION

Once a potential project has been identified and given the approval of the community and City/County agencies, it is still far from a 'done deal'. This final chapter of the Canal Neighborhood 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 Canal Neighborhood 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. Adjustments to Bus Transit Service

Adjustments to local MCTD bus transit service began operation on September 10, 2006. Before these service changes were implemented, it was necessary to complete certain tasks including resigning bus stop locations for new or rerouted service (such as Route 29 through the Canal), developing and distributing informational materials, finalizing schedules, training drivers and moving bus signs and shelters. MCTD hosted open houses and Q&A tables throughout the County in late August and early September to help bus riders learn about the new routes and schedules. Printed and on-line schedules and maps for the new service were available in mid-August. Effectiveness of the new service will be monitored in the future.

2. Crosswalk and Lighting Improvements

The installation of a crosswalk does not guarantee a safe crossing. Pedestrians and motorists must both take care to watch and proceed with caution when crossing the street or driving through crosswalks or unmarked intersections. Because of the irregular layout of the streets in the Canal, crosswalks may not be feasible or may require relocation of bus stops or loss of street parking. It will be necessary that each potential location for a crosswalk be evaluated by the City of San Rafael Public Works Department and the City's Traffic Coordinating Committee. Lighting improvements may require only the replacement of broken fixtures or the clearing of vegetation that is blocking the light or may necessitate additional lighting fixtures that would entail more investment for engineering and construction.

3. Canal Crossing

Based upon the desires of the community, a new pedestrian/bicycle bridge located near the residential area of the neighborhood is the favored solution for connecting the Canal Neighborhood to destinations to the north. However, there are many issues to consider, with costs for construction and operation not the least important. Because of boating activity in the canal waterway, it is essential that any crossing would allow boats to pass. Other factors to consider will be the ensuing environmental impacts from a bridge, tunnel or ferry, ADA compliance, safety and geotechnical constraints, capital, maintenance and operation costs, visual impacts and availability of sites for bridge anchorage, water taxi loading docks or tunnel approaches.

4. Safe Routes to School (SR2S) Improvements

The plans for Bahia Vista School have been completed and the project has been funded for construction. Bahia Vista School will continue to participate in the SR2S program, with the question being what else can be done to increase safe walking and biking to school. The School Districts and the City are partnering to bring the Safe Routes to School program to the other schools serving Canal youth.

5. Bus Shelters

Because of the narrow sidewalk rights-of-way along many of the streets in the Canal, the addition of bus shelters may not be feasible or may require purchase of additional right-of-way, loss of street parking and/or reconfiguration of the street cross-section. ADA guidelines require that three feet of unobstructed sidewalk be available beyond the shelter for ADA compliance. Other improvements might include additional seating, trash receptacles, signage (bilingual) and Next Bus technology. In addition, a shelter must be located near an electrical source for lighting, on city-owned property and preferably in an appropriately visible location to attract advertisers. Where a shelter is not feasible, a bench or benches may be considered as an alternative.

6. Canal Neighborhood Safety and Streetscape Improvement Project

Traffic calming has become popular for cities and neighborhoods when addressing pedestrian and bicycle safety. There are many techniques currently being used in the Bay Area to slow traffic down, reduce traffic volumes and make the streets more attractive for non-motorized modes. Some of these techniques may be appropriate for use in the Canal. However, there are many factors that must be considered before constructing stop signs, bulbouts, speed humps, or sidewalk widening. For example, speed humps may successfully slow traffic but may also delay transit and increase response time for emergency vehicles. Or bulbouts can effectively reduce the crossing distance for pedestrians thereby minimizing their exposure to moving vehicles but may also result in the loss of street parking. A community-wide evaluation will be necessary to identify the improvements that will balance street safety for all users. In addition, many of the typical traffic calming features, such as bulbouts, traffic circles or sidewalk widening can be very costly to implement and very disruptive to the community during construction.

7. Highway Crossing

Based upon the desires of the community, a new pedestrian crossing in the vicinity of Harbor Street is the preferred alternative to provide access from the Canal Neighborhood to Francisco Blvd. West and Andersen Dr. However, there are many issues to consider with the costs for construction, visual impacts and ADA access not the least important. One option is for TAM and City staff to pursue the issue of pedestrian and bicycle access during the design of ongoing Highway 101/Interstate 580 interchange studies.

8. 'Street Smarts' Program

The program currently targets primarily driver behaviors. For the Canal Neighborhood, additional materials would be beneficial to address unsafe pedestrian and bicyclist behaviors such as jaywalking, riding against traffic or crossing streets without looking. The program would require a commitment from either a public agency or community group to implement and maintain the program. In the experience of communities who have instituted the 'Street Smarts' program, it takes approximately 3 years to affect the targeted behavioral changes.

9. Rides to School for Parents Program

Currently, no staff or funding is available from the San Rafael City School District to design and implement the Rides to School for Parents Program. Although the School District recognizes that the need exists for this service and has, in the past through the school's PTA and/or site funding, provided shuttle transportation for various school events, the funds for an ongoing program have not been identified or secured. One potential alternative would be to encourage MCTD to provide Local Initiative Service which is being considered for locations where expected patronage does not warrant traditional transit service. Recently, MCTD implemented their *Short Range Transit Plan* which included the restructuring of many bus routes and schedules. Many of these changes benefited the Canal Neighborhood but do not provide access to those schools identified by the community, particularly San Pedro Elementary School. The opportunities for expanding future Local Initiative Service may not be considered until current new services are established.

The provision of subsidized taxi vouchers poses other problems. If funded by public monies, the taxi service must be ADA accessible. This requirement can be met with the use of private funds for the subsidies or by contracting with a paratransit service, such as Whistlestop Wheels, to provide ADA accessible transportation when needed. The program for distribution of vouchers and regulations for use would need to be developed to insure that the vouchers are not misused and could require significant staff time.

10. Neighborhood Transportation Information Kiosk

The initial consideration will be to identify a location(s) that would be the most effective. A location within a public facility, such as the Pickleweed Community Center, would help prevent vandalism of the kiosk and would possibly provide a responsible party for kiosk's upkeep. However, a location indoors would also limit when the kiosk would be available for viewing. Information provided on the kiosk must be kept updated and distributed items, such as route schedules or informational flyers, must be kept stocked.

11. Canalfront Paseo

The Canalfront Paseo would provide access along the waterfront, connection to the Canal Crossing project and closure of an existing gap in the Bay Trail between Pickleweed Park, Downtown and Pt. San Pedro Road. In addition, the Paseo has the potential to revitalize a decaying vintage World War II industrial area for the enjoyment of both residents and visitors. However, there may be significant environmental and engineering constraints associated with construction of the Paseo. Because it may be considered more a recreational facility than a pathway specifically for commuting, the Paseo might not be eligible for many of the funding sources which can be used for the development of transportation bicycle facilities. The Paseo should be closely coordinated with the Canal Crossing project.

12. Modified Transit Fare to Downtown

Currently transit riders from the Canal Neighborhood pay a cash fare of \$2.00 to board Route 35/36 buses to travel about one mile to the San Rafael Transit Center, Downtown San Rafael and locations between these destinations (Montecito Shopping Center or San Rafael High School). Many riders will make a transfer at the Transit Center to travel to further destinations. A Modified Transit Fare to Downtown Program would provide a reduced transit fare for riders traveling only between the Canal Neighborhood and Downtown and would not affect the fare for riders making connections at the Transit Center. To implement such a program, it would be necessary to (1) establish what subsidy would be provided, (2) determine who would be eligible for the subsidy and (3) determine how that subsidy would be distributed.

MCTD is implemented their *Short Range Transit Plan* which included several service improvements for the Canal (See Project #1). Consequently, they are not able to fully evaluate and consider a Modified Transit Fare Program. However, staff realizes that a \$4.00 round trip fare is a burden to many riders between the Neighborhood and the Transit Center. In addition, MCTD does not currently administer transit subsidy programs in the County. However, MCTD could partner with an agency which provides social services, such as Marin County Health and Human Services, to develop eligibility requirements and administer the program. Other issues to consider would be the potential for increased usage of the routes serving the Canal Neighborhood resulting in overcrowding on buses at certain points or times of the day.

Obviously, a Modified Transit Fare would result in loss of revenue to MCTD. Although Routes 35 and 36 are among the most productive in the county, more than half of these riders do not transfer to another route in the system; with a reduction in transit fare, significant farebox revenue would no longer be collected. Alternatively, a Modified Transit Fare could actually increase revenue by generating enough additional ridership to compensate for the fare reduction.

Other concerns are who would be eligible for this subsidy and how the subsidy would be distributed. There are considerations of equity between residents of Marin County. For example, if a subsidy program was instituted in the Canal, shouldn't a similar program be instituted for residents of other low income, transit-dependent communities in Marin? And how can the modified fare program be implemented without the potential for misuse?

One option used in many communities, college campuses or by employers is to provide a subsidy for transit distributed in the form of a monthly pass. In that way, the distribution of the subsidy becomes the responsibility of one agency and makes it possible to effectively administer the program. MCTD will review their fare structure in the near future including the possibility of a monthly pass. At that time, a Modified Transit Fare Program may be considered in conjunction with County Health and Human Services Agency or other social services provider. In addition, to fully assess the feasibility and effectiveness of the Modified Transit Fare Program, it may be prudent to develop a 'Pilot Program' in the Canal Neighborhood before offering the program elsewhere in Marin County.

13. Car Share Program

Before a car share program can be implemented in the Canal Neighborhood, it would be necessary to gauge the level of interest and potential participation by the community. The requirements for participation, as discussed above, may limit many residents from joining. Without a strong and interested population, car share programs cannot be successful. Simply, the high cost of the program must be reflected in the number of people it can benefit. In addition, the reservation process either via the internet or by phone is currently available in English only; the language barrier and access to the internet may preclude participation by many Canal residents. A car share survey was conducted at the Community Workshop #2 to assess the level of interest and qualification for the program. The results of the survey were inconclusive. Consequently, it would be necessary to conduct a more comprehensive survey of the community to estimate how many residents would qualify to participate or how many would have an interest in the program. If it was determined that a Canal location might not be feasible, the car share program could be located in Downtown near the San Rafael Transit Center with access to a potentially larger market.

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 2.

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.

Recreational Trails Program (RTP) - This program provides funds to develop and maintain recreational trails for motorized and non-motorized recreational trails users. Funds are distributed through California State Parks. Uses can include maintenance, new trail development, purchase of right-of-way and education programs. A local match of 12% is required for these funds.

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).

Nonmotorized Transportation Pilot Program - SAFETEA-LU established a new program, authorizing a total of \$100 million through 2009, to fund pilot projects to construct a network of nonmotorized transportation infrastructure facilities in 4 designated communities including Marin County. The purpose is to demonstrate the extent to which walking and bicycling can represent a major portion of the transportation solution in certain communities to improve the environment, decrease traffic congestion and benefit public health.

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.

FTA Section 5303 Technical Assistance

Federal Transit Administration (FTA) Section 5303 funds are used to support planning activities in metropolitan areas. These funds are distributed by MTC and are available to all transit operators within the Bay Area. Eligible projects include the development of short range transit plans, route restructuring studies, technical assistance for implementing technology upgrades and similar projects. Section 5303 Grants require a 20% local match.

FTA Section 5307 Capital Grants

Federal Transit Administration (FTA) Section 5303 funds are used to support planning, engineering design and evaluation of transit projects and other technical transportation-related studies; capital investments in bus and bus-related activities such as replacement of buses, overhaul of buses, rebuilding of buses, crime prevention and security equipment and construction of maintenance and passenger facilities; and capital investments in new and existing fixed guideway systems including rolling stock, overhaul and rebuilding of vehicles, track, signals, communications, and computer hardware and software. All preventive maintenance and some Americans with Disabilities Act complementary paratransit service costs are considered capital costs. Section 5307 Grants require a 20% local match.

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.

Caltrans Transportation Planning Grants

The Caltrans Transportation Planning grant program is primarily used to seed planning activities that encourage livable communities. These grants assist local agencies to better integrate land use and transportation planning, to develop alternatives for addressing growth and to assess efficient infrastructure investments that meet community needs. These planning activities are expected to help leverage projects that foster sustainable economies, increase available affordable housing, improve housing/jobs balance, encourage transit oriented and mixed use development, expand transportation choices, reflect community values, and include non-traditional participation in transportation decision making. Transportation planning grants are awarded by Caltrans and require a 20% local match.

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.

California Office of Traffic Safety (OTS)

California Office of Traffic Safety distributes funds to mitigate traffic safety program deficiencies, expand ongoing activities or develop new programs. Traffic safety priority areas include projects related to police traffic services, alcohol and other drugs, emergency medical services, traffic records/roadway safety, occupant safety and pedestrian and bicycle safety. Included within these definitions are projects related to safety programs, education, enforcement, traffic safety and bicycle rodeos, and bicycle helmet distribution. OTS funds are one of the few sources that will support programs, such as bicycle rodeos and education, in addition to capital projects. Eligible applicants are governmental agencies, state universities and colleges, school districts, fire departments and public emergency service providers.

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 1/2 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.

Regional Bicycle and Pedestrian Program

In December 2003, as part of the development of the long-range Transportation 2030 Plan, the Metropolitan Transportation Commission (MTC) created the Regional Bicycle and Pedestrian Program to fund construction of the Regional Bicycle Network, regionally significant pedestrian projects as well as bicycle/pedestrian projects serving schools or transit. Furthermore, the Commission committed \$200 million in the Transportation 2030 Plan to support the regional program over a 25-year period with yearly allocations of \$8 million. These funds are distributed through the county's Congestion Management Agency and can be used to provide bicycle and/or pedestrian access to regional activity centers, major transit stations, schools and facilities on the regional bicycle network.

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.

ABAG Bay Trail Grants

Funds are available for development of the San Francisco Bay Trail through the Association of Bay Area Governments (ABAG) Bay Trail Grant Program. These funds can be used for acquisition, planning, design, and construction. The current funding cycle is complete; the program will resume in the future.

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/. 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.

Kodak American Greenways Awards Program - Through the support of Eastman Kodak, The Conservation Fund, and the National Geographic Society, small grants are available to stimulate the planning and design of greenways in communities throughout the United States. Community organizations are given priority in awarding of these grants although public agencies may apply. Grant applications are selected according to the importance of the project to local greenway development efforts, community support for the project and likelihood of tangible results. Funds can be used for the planning and technical assistance needed to complete a greenway project.

Adopt-A-Trail/Path Programs - Modeled upon the Southern California program of highway maintenance contributions, this program would post signs to indicate which individual or group has contributed to the development, installation or maintenance of a particular bike facility. Trail construction can also be considered by school or civic groups as a year-long project.

Memorial Funds - These programs are advertised as potential donor projects to be funded via ongoing charitable contributions or funds left to a particular project through a will. Most memorial projects include the location of a memorial plaque at a location specific to the improvement or at a scenic vista point.

Revenue-Producing Operations - As part of the development of a trail or bike path, plans can specifically include the location of a revenue-producing operation adjacent to the proposed improvement. For example, bicycle rental facilities, food and drink establishments, bike storage facilities and equipment centers, and/or equestrian centers would be appropriate uses. The on-going lease revenues from these operations could then be used for trail/path maintenance.

Canal Neighborhood Community-Based Transportation Plan

Table 2: Potential Funding Sources	
1. Adjustments to Golden Gate Transit Service	Transportation Development Act Funds (TDA), State Transit Assistance Funds (STA), Measure A Sales Tax Funds, Fares, Local Lifeline Transportation Program, Property Taxes (used primarily for paratransit)
2. Crosswalk and Lighting Improvements	City of San Rafael, Local Lifeline Transportation Program, Transportation for Livable Communities (TLC), Hazard Elimination Safety Program (HES), Measure A Sales Tax Funds
3. Canal Crossing	City of San Rafael, ABAG Bay Trail Grants, Measure A Sales Tax Funds, Local Lifeline Transportation Program, Transportation Enhancements (TE), Recreational Trails Program (RTP), Congestion Management and Air Quality Program (CMAQ), Nonmotorized Transportation Pilot Program, Local Lifeline Transportation Program, Transportation for Livable Communities (TLC), Community Development Block Grants (CDBG), Hazard Elimination Safety Program (HES), Caltrans Transportation Planning Grants, Bicycle Transportation Account (BTA), Transportation Development Act Article 3, Regional Bicycle and Pedestrian Program, RM2 Safe Routes to Transit, Transportation Fund for Clean Air (TFCA), ABAG Bay Trail Grants, California Conservation Corps (CCC), Marin Community Foundation, Surdna Foundation, Bikes Belong Coalition, Kodak American Greenways Awards Program
4. Safe Routes to School (SR2S) Improvements	Caltrans Safe Routes to School Program, City of San Rafael, TAM Measure A Sales Tax Funds, Local Lifeline Transportation Program, Transportation for Livable Communities (TLC), Bicycle Transportation Account, and Non-motorized Transportation Pilot Program
5. Bus Shelters	Advertising agency, Local Lifeline Transportation Program
6. Canal Neighborhood Safety and Streetscape Improvement Project	Transportation Enhancements (TE), Congestion Management and Air Quality Program (CMAQ), Safe Routes to School, Local Lifeline Transportation Program, Measure A Sales Tax Funds, Transportation for Livable Communities (TLC), Hazard Elimination Safety Program (HES), California Office of Traffic Safety (OTS), RM2 Safe Routes to Transit, The Mello-Roos Community Facilities Act of 1982, California Conservation Corps (CCC)
7. Highway Crossing	Transportation Enhancements (TE), Congestion Management and Air Quality Program (CMAQ), Nonmotorized Transportation Pilot Program, Local Lifeline Transportation Program, Transportation for Livable Communities (TLC), Community Development Block Grants (CDBG), Hazard Elimination Safety Program (HES), Safe Routes to School Program (SR2S), Caltrans Transportation Planning Grants, Regional Bicycle and Pedestrian Program, Bicycle Transportation Account (BTA), Transportation Development Act Article 3, Transportation Fund for Clean Air (TFCA), Bikes Belong Coalition

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8. Street Smarts	Safe Routes to School, TAM Measure A Sales Tax, California Office of Traffic Safety (OTS), Zellerbach Family Foundation, Bikes Belong Coalition
9. Rides to School for Parents Program	Local Lifeline Transportation Program, Access to Jobs and Reverse Commute Program (JARC), Marin Community Foundation, Zellerbach Family Foundation
10. Neighborhood Travel Information Kiosk	Local Lifeline Transportation Program, Access to Jobs and Reverse Commute Program (JARC), Transportation Fund for Clean Air (TFCA)
11. Canalfront Paseo	City of San Rafael, ABAG Bay Trail Grants, Measure A Sales Tax Funds, Transportation Enhancements (TE), Congestion Management and Air Quality Program (CMAQ), Recreational Trails Program (RTP), Nonmotorized Transportation Pilot Program, Caltrans Transportation Planning Grants, Transportation Development Act Article 3, California Conservation Corps (CCC), Marin Community Foundation, Surdna Foundation, Bikes Belong Coalition, Kodak American Greenways Awards Program
12. Modified Transit Fare to Downtown	Local Lifeline Transportation Program, Access to Jobs and Reverse Commute Program (JARC), Caltrans Transportation Planning Grants, Marin Community Foundation
13. Car Sharing Program	Local Lifeline Transportation Program, RM2 Safe Routes to Transit, Access to Jobs and Reverse Commute Program (JARC), Marin Community Foundation

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 and City of San Rafael. 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.