



**FINANCE & POLICY
EXECUTIVE COMMITTEE
MEETING**

MONDAY, MAY 8, 2017

3:30 PM

**TAM CONFERENCE ROOM
900 FIFTH AVENUE, SUITE 100
SAN RAFAEL, CALIFORNIA**

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AGENDA

1. Chair’s Report (Discussion)
2. Commissioners Comments (Discussion)
3. Executive Director’s Report (Discussion)
4. Open time for public expression, up to three minutes per speaker, on items not on the Board of Commissioners' agenda. (While members of the public are welcome to address the Board, under the Brown Act, Board members may not deliberate or take action on items not on the agenda, and generally may only listen.)
5. Approval of Meeting Minutes from April 10, 2017 (Action) – **Attachment**
6. Approve Letter to MTC on HOV Hours of Operation (Action) - **Attachment**
7. Accept 2017 Update to the OBAG Transportation Investment Strategy (Action) - **Attachment**



Late agenda material can be inspected in TAM's office between the hours of 8:00 a.m. and 5:00 p.m.
TAM is located at 900 Fifth Avenue, Suite 100, San Rafael.

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MEETING OF THE
TRANSPORTATION AUTHORITY OF MARIN
Finance & Policy Executive Committee
April 10, 2017
3:30 p.m.

TAM CONFERENCE ROOM
900 FIFTH AVENUE
SAN RAFAEL, CALIFORNIA

MEETING MINUTES

Members Present: Judy Arnold, County of Marin Board of Supervisors, TAM Vice Chair
Stephanie Moulton-Peters, Mill Valley, TAM Chair
Damon Connolly, County of Marin Board of Supervisors
Alice Fredericks, Tiburon Town Council
P. Beach Kuhl, Ross Town Council
Gary Phillips, San Rafael City Council

Members Absent:

Staff Members Present: Dianne Steinhauser, Executive Director
Bill Whitney, Deputy Executive Director
Dan Cherrier, Principal Project Delivery Manager
David Chan, Manager of Programming & Legislation
Derek McGill, Planning Manager
Li Zhang, Chief Financial Officer
Molly Graham, Public Outreach Coordinator
Nick Nguyen, Principal Project Delivery Manager
Scott McDonald, Senior Transportation Planner

Vice Chair Judy Arnold called the meeting to order at 3:50 p.m.

1. Chair's Report (Discussion)

Vice Chair Arnold indicated she had nothing to report.

2. Commissioner Comments (Discussion)

None given.

3. Executive Director's Report (Discussion)

Executive Director (ED) Dianne Steinhauser commented on the MTC (Metropolitan Transportation Commission) summary for SB1, which was passed by the Senate and the Assembly on Thursday on Friday and will now go into effect in November following the Governor's signature; and she discussed the provisions of the bill and anticipated implication for transit funding. She also discussed short-term and long-term solutions for Highway 37, expected costs, other fund sources, ongoing educational visits to the local City Councils regarding the potential renewal of

Measure A transportation sales tax, and an upcoming briefing by MTC/ABAG staff on Plan Bay Area 2040 for Marin elected officials just prior to the TAM Board meeting April 27th. She noted a more complete workshop will be held on Saturday May 20th as well.

Commissioner Phillips asked about impacts on TAM funding now that SB1 has passed, and he expressed concern that the public might not support the renewal of Measure A because other funding has been planned towards transportation needs but which add up to less than what the renewal of Measure A will provide. ED Steinhauser acknowledged his concerns and indicated this would need to be considered if TAM moves forward with the sales tax renewal.

4. Open Time for Public Expression

There was no one present to speak.

5. Approval of Meeting Minutes from March 13, 2017 (Action)

Commissioner Fredericks asked to clarify her comments about funding for the Bettini Transit Center, on page 5 of the minutes, and she suggested it should read: “She also noted that the Golden Gate Bridge District has already allocated money for the design *of the permanent facility.*”

Commissioner Fredericks moved to approve the minutes of March 13, 2017, as corrected, and Commissioner Phillips seconded the motion. It was unanimously approved.

6. Review of the Draft TAM FY2017-18 Annual Budget (Action)

ED Steinhauser introduced Chief Financial Officer Li Zhang to present the staff report which recommended that the Finance and Policy Executive Committee reviews the Draft TAM FY2017-18 Annual Budget and refers it to the TAM Board for further review and opening of the 30-day public comment period.

Ms. Zhang reviewed previous information provided at an earlier meeting and gave an overview of the budget development process, including review and comment by this Committee, the Citizens’ Oversight Committee, and finally a future public hearing to be conducted by the TAM Board of Commissioners. She discussed the components for consideration at this meeting – the Draft Budget showing all revenue and expenditure items; assumptions used for each budget line item included in the budget; the FY2017-18 Congestion Management Association (CMA) Fee Schedule, which shows the percentage share of each local jurisdiction’s contribution to the CMA fee TAM receives; and calculation of the FY2017-18 Appropriations Limit, which sets the cap for the Measure A Half-cent Transportation Sales Tax expenditure level for the upcoming fiscal year. Ms. Zhang also discussed specific proposed changes for the Revenue section, as well as highlights from each of the budget categories under the Expenditure section – Administration, Professional Services, Measure A Programs/Projects, Measure B Programs, Interagency Agreements, and TFCA Programs/Projects.

In response to a question from Chair Moulton-Peters regarding the proposed staffing changes and the three percent COLA increase the Board will be asked to approve for the upcoming fiscal year, Ms. Zhang confirmed the changes were reflected in the “Salaries & Benefits” Budget Line, under the Administration Category of the proposed budget. It was noted a part-time Senior Accountant position was to be converted to a full-time position.

Vice Chair Arnold asked about the “Crossing Guard Count Services” listed under the Crossing Guard Program. ED Steinhauser explained this expenditure is for the annual site evaluation.

Ms. Zhang reviewed Measure B Revenue and Expenditure budget highlights in the Local Streets & Pathways, Senior and Disabled Mobility, and Reduce Congestion and Pollution categories, including changes from previous years.

Ms. Zhang mentioned the Discretionary Fuel Program (EV), and Chair Moulton-Peters questioned the usage of the EV (Electrical Vehicle) in the name. ED Steinhauser said it was changed at the last Board meeting. After further discussion, the Committee supported staff to use Alternative Fuel instead of EV.

Commissioner Phillips asked about the line item on page 17 of the report, “*Realized Revenue Line Items for Prior Year*”, and Ms. Zhang explained she had wanted to include only items relevant to the current and upcoming year budget without carryover from previous years. She noted that the \$4.5 million he asked about was RM2 pass-through funding, from the Metropolitan Transportation Commission (MTC) to Marin County through TAM for the Central Marin Ferry Connector Project. She also explained there is a correlating line item on page 20, “*Expended Expenditure Line Items for Prior Year*”. She was hopeful that the project would be closed out this year, but if not, the item will need to be included in the next year’s budget.

Commissioner Phillips also questioned if the cost of the 0.2 accounting staff position increase would be offset by the \$200,000 for LGS Services that TAM is paying right now. Ms. Zhang discussed the temporary position that is currently in place at a much lower cost, and she explained that the whole amount will be offset by the \$200,000 savings to TAM when it terminates its relationship with LGS. She also indicated they hoped the situation will be resolved by the end of this calendar year. Commissioner Phillips asked about the salary/benefit budget item that is increasing, which Ms. Zhang discussed the salary survey done two years ago that demonstrates this proposed increase is consistent with the practices of similar agencies to address cost-of-living adjustments.

Commissioner Phillips asked about the “*Central Marin Ferry Connector - SMART Insurance Policy*”, which ED Steinhauser discussed, confirming that SMART required TAM to pay for this policy since the Connector was built entirely within the SMART right of way. However, that insurance will be terminated once SMART operates service to Larkspur Landing. Commissioner Phillips asked as well about Substrategy 1.4, the Bus Transit Facility, and ED Steinhauser explained it is for bus replacement needs, bus stop improvements and any other bus transit capital investments. Commissioner Phillips asked for a different title to this item as it might be confusing with the Bettini Transit Center also in the budget.

Commissioner Phillips indicated he had other questions, but he was willing to talk to staff separately later.

Commissioner Phillips moved to refer the FY2017-18 Budget to the TAM Board for further review and opening of the 30-day public comment period. Commissioner Fredericks seconded the motion, which was unanimously approved.

7. Review of the FY2016-17 Third Quarter Financial Report and Proposed Budget Amendments (Action)

Chief Financial Officer Li Zhang presented the staff report which requested that the Committee review the FY2016-17 Third Quarter Financial Report and proposed budget amendments and refer it to the TAM Board for acceptance.

She noted that revenue has come in as expected with expenditures still low as they wait for projects to be completed. She noted that on page 35, the amount shown for Interest Revenue, \$494,918, is actually the estimate for the whole year. As noted on page 46 elsewhere in the report, she indicated the amount should be \$377,000 at the end of the third quarter.

Ms. Zhang also indicated that a third budget amendment is necessary for the 580-101 connector feasibility study in the amount of \$100,000 which has already been expended for work. ED Steinhauser clarified that the budget amendments represent changes that have already been approved but not yet added to the budget.

Commissioner Moulton-Peters asked who is doing the design work on the 580-101 connector, and ED Steinhauser said HNTB was the project design consultant working under the Project Management Oversight (PMO) contract.

Commissioner Kuhl moved to recommend approval by the TAM Board. Commissioner Fredericks seconded the motion, which was unanimously approved.

ED Steinhauser asked if this item could be on Consent for the TAM Board meeting, to which Vice Chair Arnold agreed.

8. Approve Letter to MTC on HOV Hours of Operation (Action)

ED Steinhauser introduced this item which recommended that the Committee review and approve a letter to be sent to the Metropolitan Transportation Commission (MTC) on High Occupant Vehicle (HOV) hours of operation and forward the letter to the full TAM Board for approval. She noted that the Programming & Projects Executive Committee had looked at this in detail and MTC had agreed to come to the next TAM Board meeting on this item, followed by a revised letter as recommended by the other committee. In response to a question from the Committee, ED Steinhauser reviewed specifics of their recommended changes, in particular the recognition that Golden Gate Transit and Marin Transit support this action and the respective benefits and that TAM would like clarification as to how the HOV lanes will work given that they are full, already. She added that the previous committee made a strong recommendation that the change in hours not be a full 1.5-hour adjustment from 6:30-8:30 am southbound and 4:30-7:00 pm northbound. The MTC recommended change is to operate the HOV lanes in both directions from 6:30-10:00 a.m. and 3:00-7:00 p.m. The Programming & Projects Committee suggested the change be made in smaller time increments.

Principal Project Delivery Manager Dan Cherrier presented the staff report and discussed the history of HOV lanes in Marin, changes made to the program through the years, number of passengers allowed, etc., concern about potential impacts, and the recommendation to make the time changes gradually to assess any adverse effects. ED Steinhauser also noted that Hwy 101 is a local arterial, and she discussed other areas of concern including enforcement and messaging and marketing of the change in hours. She also expressed appreciation for a presentation by MTC, which hopefully will address all the issues.

Vice Chair Arnold suggested inviting the CHP, as well, for their input regarding the potential impacts.

Commissioner Moulton-Peters commented that driving up and down the coast shows many other communities that are bisected by Hwy 101. She wondered whether HOV lanes had been proposed for any of those areas and whether they have been successful. ED Steinhauser indicated that could be asked of MTC.

Commissioner Phillips questioned what the impacts will be on local traffic, especially considering there is no choice for many of our local jurisdictions. ED Steinhauser said that is a good question also, but she reminded him that it will only be for short periods of time, not all day, although she acknowledged that the community had valid concerns.

Commissioner Connolly agreed it is important to see what effect the ramp metering will have on those who use the freeway as a local arterial, as well as surface streets. He also commented on a letter he received from David Schonbrunn, expressing that getting people to carpool or take the bus and reduce single occupancy travel is a critical component in reducing congestion.

ED Steinhauser commented on Mr. Schonbrunn's contention that ramp metering and use of HOV lanes will allow more consistent and predictable travel times, which remains to be seen. She agreed with his comments regarding smart phone use for ride-sharing, transportation demand management (TDM), and promotion of other alternative modes as well.

Commissioner Phillips said it shouldn't take long to discover which times work better or what adjustments need to be made to make it more effective.

ED Steinhauser summarized the conclusion, that the Committee will postpone its action on the letter until after a presentation by MTC at the April meeting.

9. Strategic Vision Plan Overview (Discussion)

Planning Manager Derek McGill presented this discussion item, discussing comments made at the Programming & Projects Executive Committee including the language of the Vision Statement and the categorization of the programs and projects that are being considered for the Plan. He provided background information including the Agency's original Vision Plan from 2003, implementation of Measure A, the ½-cent transportation sales tax, and Measure B, the \$10 vehicle registration fee, transportation projects completed, and programs implemented. He also discussed public outreach for the Strategic Vision Plan, TAM mission statement – "*TAM is dedicated to making the most of Marin county transportation dollars and creating an efficient and effective transportation system that promotes mobility and accessibility by providing a variety of high quality transportation options to all users*" adopted five years ago, 2013 Principles of the Three E's (Equity, Environment, Economy), transportation setting, on-going challenges, and future funding. Mr. McGill explained that the Vision Plan is grounded in the vision statement and organized around the Three E's. ED Steinhauser noted that the previous committee (Programming & Projects) had asked that the vision statement read, "...through strong *multi-modal* neighborhood, local and countywide connections."

Mr. McGill then reviewed each of the three strategies and the proposed projects/programs under each, as well as funding sources and recommendations from the previous committee.

Vice Chair Arnold asked if SMART was included under innovations, and Mr. McGill said he thought it fit best under the second group.

In the interest of time, ED Steinhauser suggested that the group review and consider the Plan individually and ask any questions/comments to staff by the end of this week since the final Plan will be on the agenda for the April

TAM F & P Executive Committee Meeting
April 10, 2017

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TAM Board meeting. She also pointed out the table of contents for more information on the framework of the document.

Commissioner Moulton-Peters asked about the revenue considerations planned for each of the three elements of the Plan. Staff directed the group to the Report Outline document distributed at the outset of the meeting and specification to the section on “How Do We Get There”?

Commissioner Moulton-Peters summarized the comments made by Mr. Schonbrunn at the earlier Committee meeting, specifically that he is used to seeing a Vision Document as a response to problem statements, how to solve those problems, and what strategies are being employed to solve them.

Commissioner Arnold said that she looks at a Vision Plan as more futuristic.

ED Steinhauser provided the funding totals Commissioner Phillips had asked about earlier and noted that the City of San Rafael currently receives Measure A funding in the amount of \$650,000 annually and state gas tax funding in the amount of \$1.1 million annually.

10. Overview of the New TAM Website (Discussion)

Public Outreach Coordinator Molly Graham presented information on the new website. She noted that changes can still be made, but she hopes the website will go live within the next few weeks. She reviewed the more visual, simplified layout, and accessibility. She also indicated she would send a copy of a link to the site to each Committee member for personal review and comment.

Commissioner Phillips asked what a visitor to the website can do if he/she has a question, and staff discussed options.

Vice Chair Arnold said she thought the new website is cleaner and more “techie.”

The meeting was adjourned at 5:10 p.m.



DATE: May 8, 2017

TO: Transportation Authority of Marin Finance and Policy Executive Committee

FROM: Dianne Steinhauser, Executive Director
Dan Cherrier, Principal Project Delivery Manager

SUBJECT: Approve Letter to MTC on HOV Hours of Operation, (Action), Agenda Item 6

RECOMMENDATION

Recommend review and approval of the attached letter to be sent to the Metropolitan Transportation Commission (MTC) on High Occupant Vehicle (HOV) hours of operation and forward the letter to the full TAM Board for approval.

BACKGROUND

High Occupancy Vehicle (HOV) Lanes began operation in Marin in 1976 with an occupancy requirement of three people. In 1988 the occupancy requirement was reduced to two persons. The hours of operation in July 1998 were changed to 5 to 9 am and 3 to 7 pm Monday through Friday. After much community pressure the Highway 101 HOV hours were returned to 6:30 to 8:30 am in the southbound direction and 4:30 to 7:00 in the northbound direction. Since that time, the existing gaps in the carpool lanes have been closed by constructing new HOV Lanes resulting in continuous HOV lanes through much of Marin.

The MTC Managed Lanes Implementation Plan (MLIP) was conducted in 2016 to identify projects that can be easily implemented to better manage the freeways in the region. The MLIP recommendations included potential locations for new HOV Lanes, HOV Lane conversion to Express Lanes, Express Buses, Park & Ride Lot Improvements, and extended or regionally consistent HOV hours.

As part of the MLIP recommendation for Marin, MTC is proposing revised HOV hours of 6:30 to 10:00 am and 3:00 to 7:00 in the afternoon. These changes would be implemented in two six-month Pilots. The first would change the hours in the Southbound direction this summer. After evaluating the impacts of this change the Northbound direction hours are proposed to be changed in early 2018.

DISCUSSION/ANALYSIS

Highway 101 in Marin acts in several locations as a local arterial due to the lack of parallel routes. As such, much of the traffic only travels a short distance before exiting and is not able to utilize the HOV Lanes. Longer HOV hours would reduce the capacity of the highway for residents during those longer hours. A reduction of the available capacity, except during the peak of the commute, could be detrimental to the Marin traveling public. Caltrans acknowledged these local impacts and returned the HOV Lanes to the previous hours of use.

TAM remains committed to moving people through Marin as efficiently and effectively as possible. With over 50 percent of our local sales tax dedicated to transit options, with our Safe Routes and Employer/Employee support programs, all supported through public votes of approval, TAM is supporting options to driving, and particularly, options to single-occupancy driving.

MTC presented their recommendation to adjust hours at the April 27 TAM Board Meeting. It was presented that Golden Gate buses are unable to make a run from Santa Rosa to San Francisco and travel in HOV Lanes in both counties. MTC in response to concerns previously raised by TAM staff and others are intending to implement the new hours in phases with before and after studies to look at total person throughput and Express Bus travel times. TAM staff feel that before and after studies of the congestion in the mixed flow lanes should be added to the data collected, and if incremental changes in the hours, 30-minute additions, would better serve the needs of all the users of the highway.

TAM is in the process of working with Caltrans and MTC to locate funding to complete the Highway 101 ramp metering project and have been seeking approval from Caltrans to pilot a bus on shoulder concept. Staff feel that these additional traffic management strategies should ideally be implemented simultaneously with the change in HOV Lane hours.

The response from Marin highway users during the last attempt to change HOV hours was negative and lead Caltrans to a swift reversal. The potential negative impact associated with a change, now, that would reduce available lane-miles in Marin for solo drivers must be considered. The California Highway Patrol has stated that the changes may lead to increased congestion in the mixed flow lanes and a greater number of incidents.

The process of changing the HOV lane hours of operation is made by a Committee consisting of representatives from Caltrans, MTC and the California Highway Patrol. MTC has asked the Committee to meet and consider the change to HOV lane hours of operation.

Travelers in Marin would also be well served by an informational campaign on the change in hours. Our residents, employers, employees, and recreational visitors should all be afforded an opportunity to plan their trips knowing these restrictions on Highway 101 are going to occur.

FISCAL CONSIDERATION

None

NEXT STEPS

The Committee should assist TAM staff in setting direction regarding HOV hour of operation changes. The Committee may review the attached letter to MTC and recommend changes and approval by the full Board. Alternatively, provide additional direction to staff.

ATTACHMENTS

Draft Letter to Steve Heminger dated June 2, 2017



June 2, 2017

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Judy Arnold

Mr. Steve Heminger
Executive Director
Metropolitan Transportation Commission
375 Beale Street #800
San Francisco, CA 94105

Dear Mr. Heminger:

The TAM Board is aware of the intended actions by MTC to modify the operating hours of the HOV lanes within Marin County on Highway 101, to allow transit trips to-and-from Sonoma County to operate more effectively and create a common standard around the Bay Area. The TAM Board appreciates your potential plan to phase the introduction of the change in hours, starting with the Southbound Highway 101 changes. While the TAM Board supports HOV Lane hours that support transit, it will be in the best interest of Marin commuters to not suddenly introduce these changes as a stand-alone effort. We believe a broader approach to managing traffic, specifically the implementation of ramp metering, a commitment of funds supporting additional HOV Lane enforcement of violators, and support for a Bus-on-shoulder lane would result in more complementary operational improvements.

There are currently over 125,000 daily users on the section of Highway 101 in northern Marin, and 160,000 daily users in southern Marin. Because the HOV Lane is already full, it is imperative that there is a clear assessment of benefit when the restrictions are put in place - including how many additional transit user trips occur - and what is the resulting additional congestion affecting our residents and businesses. The area served by Highway 101 uniquely lacks a strong local road network, as such Highway 101 serves as Main Street, often with intra-county trips that stay on the highway for just one or two interchanges before exiting. These short trips preclude the use of the HOV lanes by many of our residents. Longer HOV hours would reduce the capacity of the highway for residents by 25% during those longer hours. The benefits of your proposal should clearly outweigh potential impacts, or a way to mitigate those impacts should be considered and implemented if the changes in hours remain after the pilot period.

When Caltrans tried to modify the hours of operation in July of 1998 there was significant public concern eventually leading to a return of the current hours a few months later. The underlining concerns of Marin residents have not changed during the intervening years. A reduction of 25% of the available capacity, could be detrimental to our businesses who rely on workers travelling into Marin every day, as well as our residents using Highway 101 as an urban arterial.

Requests for the change in hours have been received from Golden Gate and Marin Transit. Each feel that the extended hours can allow their transit system to operate more efficiently and effectively attract additional transit users. TAM actively supports the use of transit, vanpools, and carpools on our busiest highway. We recognize the importance of providing alternatives to driving alone.

The California Highway Patrol has raised concerns regarding increased incidents from the added congestion that will occur due to compressing the users into fewer general purpose travel lanes. A gradual approach where changes to the hours are made in 30 minute increments may be a more suitable approach. Additional metrics should be added to the Pilot evaluation. The congestion in the mixed flow lanes should be carefully monitored and recorded and if incremental changes in the hours, such as 30 minute changes, would better serve the needs of all users.

Travelers in Marin would also be well served by an informational campaign on the change in hours. Our residents, employers, employees, and recreational visitors should all be afforded an opportunity to plan their trips knowing these restrictions on Highway 101 are going to occur.

Thank you for hearing our concerns at the TAM Board meeting of April 27. We look forward to continuing to work with you on this valuable effort.

Please contact TAM's Executive Director, Dianne Steinhauser, with any questions.

Sincerely,

Stephanie Moulton-Peters
TAM Chair

cc: Mike McGuire, California State Senator, Senate District 2
Marc Levine, California State Assemblymember, District 10
Bijan Sartipi, Caltrans Director, District 4
Robert Mota, California Highway Patrol



DATE: May 8, 2017

TO: TAM Board of Commissioners Finance and Policy Executive Committee

FROM: Dianne Steinhauser, Executive Director
Derek McGill, Planning Manager
Scott McDonald, Senior Transportation Planner

SUBJECT: Accept 2017 Update to the OBAG Transportation Investment Strategy (Action), Agenda Item 7

RECOMMENDATION

Recommend the TAM Board accept the 2017 Update to the OBAG Transportation Investment Strategy.

BACKGROUND

MTC and ABAG adopted the One Bay Area Grant (OBAG) program as Resolution 4035 on May 17, 2012, and the subsequent One Bay Area Grant Cycle 2 Program (OBAG 2) as resolution 4202 on July 27, 2016. OBAG is designed to support the implementation of Plan Bay Area, the region's first Sustainable Communities Strategy (SCS) required under Senate Bill 375, Steinberg, 2008), which integrates land use and transportation planning activities in order to reduce automobile travel and greenhouse gas emissions. OBAG funds are each counties' share of federal gas tax, passed through MTC, who has authority to direct the use of the funds.

OBAG and OBAG 2 include specific policy objectives and implementation requirements that CMAs must meet as a condition of the receipt of OBAG funds. Included in these requirements is the development of a Priority Development Area (PDA) Growth and Investment Strategy, presented by TAM staff herein as the 'OBAG Transportation Investment Strategy.' As required by MTC, the purpose of the 2017 Update to the OBAG Transportation Investment Strategy is to assess local jurisdictions success in approving sufficient housing at all income levels and assess local jurisdiction policies where appropriate for PDA's in Marin County. Identifying barriers to affordable housing in each PDA will assist the regional entities in understanding local needs.

The purpose of the overall MTC strategy is to encourage CMAs to engage with regional and local agencies in their county, support jurisdictions in meeting their adopted housing goals, and to prioritize investments in transportation that improve connections between housing and jobs, particularly in areas planned for future growth in the PDAs. Marin has submitted the previous report, known as the Marin Transportation Investment Strategy in 2014 and an update in 2015. TAM staff have changed the name of this report for clarity during this update.

DISCUSSION

In August of 2016, MTC revised its OBAG 2 program to require CMA's update their PDA Growth and Investment Strategy to identify jurisdictions challenges in providing housing to meet the regional housing crisis. MTC released a technical memorandum in October of 2016, providing data and further guidance for the development of the strategy, including information on affordability, risk of displacement and information on best policies from around the Bay Area on addressing these on-going challenges.

The guidance provided by ABAG and MTC requested that CMAs assess the local community needs within each PDA. Marin has two PDA's:

- The San Rafael Transit Center PDA, centered around the Downtown San Rafael SMART Station
- Marin County Unincorporated 101 Corridor PDA, including the communities of Marin City and California Park near San Rafael

Data on affordability and displacement was provided by MTC and ABAG to assess these areas and includes the following sources of information:

- RHNA performance for 1999-2006 and 2007-2014
- DRAFT 2015 Housing Permit Information
- Current affordability data
- Displacement risk information (UC Berkeley)
- Low-wage worker in-commute data (UC Davis)
- Share and number of renters by city
- Expiring affordable units

The technical guidance from MTC requires CMAs to identify the local policies related to housing, including policies that meet the following categories:

- Produce housing for the full range of workers within your communities
- Protect existing residents from displacement
- Preserve existing affordable units

Both San Rafael and the County of Marin have a number of policies relevant to these categories, as detailed in the report. TAM staff met with respective local planning directors to ensure that policies relevant to these areas were identified and included in the report.

Report Summary

As the data provided by MTC/ABAG includes multiple previously published data sources, TAM staff have reported on many of the findings in the past, including RHNA progress. In the previous RHNA cycle of 2007-2014, Marin County met 32% of its forecasted growth, and the current RHNA cycle (2015-2023) was revised substantially downward by 53% compared to the previous cycle due to detailed public land use discussions across Marin County. Under the current RHNA cycle, less than 1% of the growth experienced in Marin County (267 permits overall for year 2015) is within the two Marin PDAs. Marin City has not added any housing stock during the time period of 2000-2013, and San Rafael has issued 100 units in the downtown area, with limited production. Marin's PDA's are at low risk overall for displacement, and both PDAs reflect overall more affordable housing than the county as a whole. The County of Marin and San Rafael have a number of local policies that are identified as supportive to the regional goals, and opportunities to support growth in PDA's include supporting San Rafael's upcoming general plan update.

Strategy Summary

TAM meets monthly with local planning directors and plays a role in encouraging local jurisdictions to meet regional housing goals, as required under the OBAG 2 process. TAM and the jurisdictions of Marin

County have successfully supported Priority Conservation Areas, and continue to partner and support regional policies related to greenhouse gas emission reductions and open space goals. To support Marin's two PDA's, local funding and federal funding have resulted in a number of projects being funded and implemented in our PDAs.

NEXT STEPS

Submit the 2017 Update to the OBAG Transportation Investment Strategy to MTC.

ATTACHMENT

Attachment A: OBAG Transportation Investment Strategy for OBAG Funding

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Marin Transportation Investment Strategy 2017 Update

A Report Documenting Marin's
Priority Development Area Investment Strategy



Prepared by the Transportation
Authority of Marin
May 8, 2017

DRAFT

Acknowledgements

TAM Board

James Campbell, Belvedere
Diane Furst, Corte Madera
John Reed, Fairfax
Dan Hillmer, Larkspur
Stephanie Moulton-Peters, Chair; Mill Valley
Eric Lucan, Novato
P. Beach Kuhl, Ross
Tom McInerney, San Anselmo
Gary Phillips, San Rafael
Ray Withy, Sausalito
Alice Fredericks, Tiburon
Damon Connolly, County of Marin
Judy Arnold, Vice-Chair; County of Marin
Dennis Rodoni, County of Marin
Katie Rice, County of Marin
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Derek McGill AICP, Planning Manager
Scott McDonald AICP, Senior Transportation Planner

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Introduction

MTC and ABAG adopted the One Bay Area Grant (OBAG) program as Resolution 4035 on May 17, 2012, and the subsequent One Bay Area Grant Cycle 2 Program (OBAG 2) as resolution 4202 on July 27, 2016. OBAG is designed to support the implementation of Plan Bay Area, the region's first Sustainable Communities Strategy (SCS) required under Senate Bill 375, Steinberg, 2008), which integrates land use and transportation planning activities in order to reduce automobile travel and greenhouse gas emissions. The funding cycle for OBAG 2 covers the five-year period from FY 2017-18 to FY 2021-22. The Bay Area's congestion management agencies (CMAs, The Transportation Authority of Marin (TAM) in Marin County) are responsible for distribution of these Federal Surface Transportation Program (STP) and Congestion Mitigation and Air Quality (CMAQ) funds to local jurisdictions and other eligible project sponsors.

OBAG includes specific policy objectives and implementation requirements that CMAs must meet as a condition of the receipt of OBAG funds. Included in these requirements is this Priority Development Area (PDA) Growth and Investment Strategy, presented by TAM as the 'OBAG Transportation Investment Strategy' and known previously as the 'Marin Transportation Investment Strategy'. The purpose of the OBAG Transportation Investment Strategy is to assess local jurisdictions success in approving sufficient housing at all income levels and assess local jurisdiction policies where appropriate for PDA's in Marin County. Identifying barriers to affordable housing in each PDA will assist the regional entities in understanding local needs. TAM recognizes that the diversity of PDAs will require a range of different strategies. This document is a requirement under MTC's Resolution 4202.

Background

Transportation Authority of Marin

The Transportation Authority of Marin (TAM) is designated as both the CMA and the Transportation Sales Tax Authority for Marin County. TAM is responsible for managing a variety of transportation projects and programs in Marin County; receiving federal, state, regional, and local funds; and working closely with all eleven cities and towns as well as the county. The 16-member TAM Board of Commissioners includes representatives from each of the 11 cities and towns in Marin County, plus the five members of the County Board of Supervisors.

As the CMA, TAM addresses Marin's unique transportation issues, fulfilling the legislative requirements of Propositions 111 and 116, approved in June 1990. TAM was designated the sales tax authority in 2004, for the purpose of administering the ½-cent transportation sales tax in Marin County, passed by voters in November 2004 as Measure A. In November 2010, Marin residents voted to pass Measure B which increased the annual vehicle registration fee by \$10 to help fund transportation improvements. In 2011, the TAM Board adopted the Measure B Strategic Plan to explain how the funds will be distributed to each of the elements.

TAM as the CMA for Marin County is responsible for distribution of these Federal Surface Transportation Program (STP) and Congestion Mitigation and Air Quality (CMAQ) funds to local jurisdictions and other eligible project sponsors through the OBAG process, and to produce this associated report, the OBAG Transportation Investment Strategy 2017 Update.

History of Transportation/Land Use Planning In Marin

Marin has a 50 year history of protecting agricultural lands and open space, careful consideration of land use, and sustaining well established growth limits.

Marin County is located to the north of the Golden Gate Bridge, across from San Francisco. Marin is renowned for its natural beauty, diverse communities, and progressive attitudes. With a population of 260,651 (est. 2016) living in 11 cities and towns along Highway 101 and the San Francisco Bay, and in rural communities along the Pacific coast, Marin is the second smallest county in the Bay Area. According to the 2010 census, the county has a total area of 828 square miles, of which 520 square miles (or 63%) is land. Additionally, 58% of the counties 333,000 acres are protected from development and much of this land is preserved as park, recreational or public open space areas, or treasured as an agricultural resource for the North Bay.¹

¹ <http://www.greenbelt.org/downloads/at-risk-the-bay-area-greenbelt-2017/>



The central part of Marin is largely agricultural and open space, protected with zoning, agricultural easements and public stewardship. West Marin along State Highway 1 on the California coast has seven small rural communities that depend in part on tourism.

Plan Bay Area: Regional Transportation Plan and Sustainable Community Strategy

The need for integrated land use and transportation planning acquired new urgency upon passage of two landmark pieces of State legislation that mandate reductions in greenhouse gas emissions:

- **California Assembly Bill 32 (AB 32), the Global Warming Solutions Act of 2006** mandates a reduction in California's greenhouse gas emissions to 1990 levels by 2020.
- **Senate Bill 375 (SB 375), the Sustainable Communities and Climate Protection Act of 2008** defines more concrete implementation requirements to achieve the emissions reductions expected from the land use sector under AB 32. SB 375 aims to reduce greenhouse gas emissions from passenger vehicles through better coordination between transportation investments and land use decisions.

One key mechanism that is being used to achieve these reductions is to directly connect the region's primary transportation funding instrument with regional growth projections. SB 375 requires every regional Metropolitan Planning Organization (MTC in the Bay Area) to adopt a Sustainable Communities Strategy (SCS), along with the Regional Transportation Plan (RTP). The SCS is a regional land use strategy that illustrates how to house all projected population growth within the region across all income levels. The RTP must accommodate this growth and invest in transportation projects that will reduce greenhouse gas emissions. The SCS and RTP are incorporated into *Plan Bay Area*, the Bay Area's first comprehensive land use/transportation planning document.

Priority Conservation Areas & Priority Development Areas

The land use element from the Plan Bay Area, Adopted in 2013, called the Jobs-Housing Connection Strategy of *Plan Bay Area* describes Marin as follows:

Located north of San Francisco and south of Sonoma County, Marin County is recognized for its natural and agricultural landscapes, which support local farming and ranching, tourism, recreation, wildlife habitat, and water supply. More than 50 percent of the county is protected open space and the Marin Agricultural Land Trust and the Marin County Department of Parks and Open Space have worked for decades to protect and preserve the county's iconic landscapes. Plan Bay Area will support continued protection of the many Priority Conservation Areas in Marin County.

The Jobs-Housing Connection Strategy recognizes Marin County's relatively limited role in the region's growth and focuses Marin's growth along the already urbanized Highway 101 corridor. Marin County takes one percent of the regional housing growth by 2040, or 7,510 homes, and two percent of the region's job growth, with 18,390 jobs. Growth will be managed through city-centric policies around Golden Gate Transit bus service along Highway 101, future Sonoma-Marín Area Rail Transit (SMART) stations such as Novato and San Rafael, and in ferry-served locations like Larkspur and Sausalito.

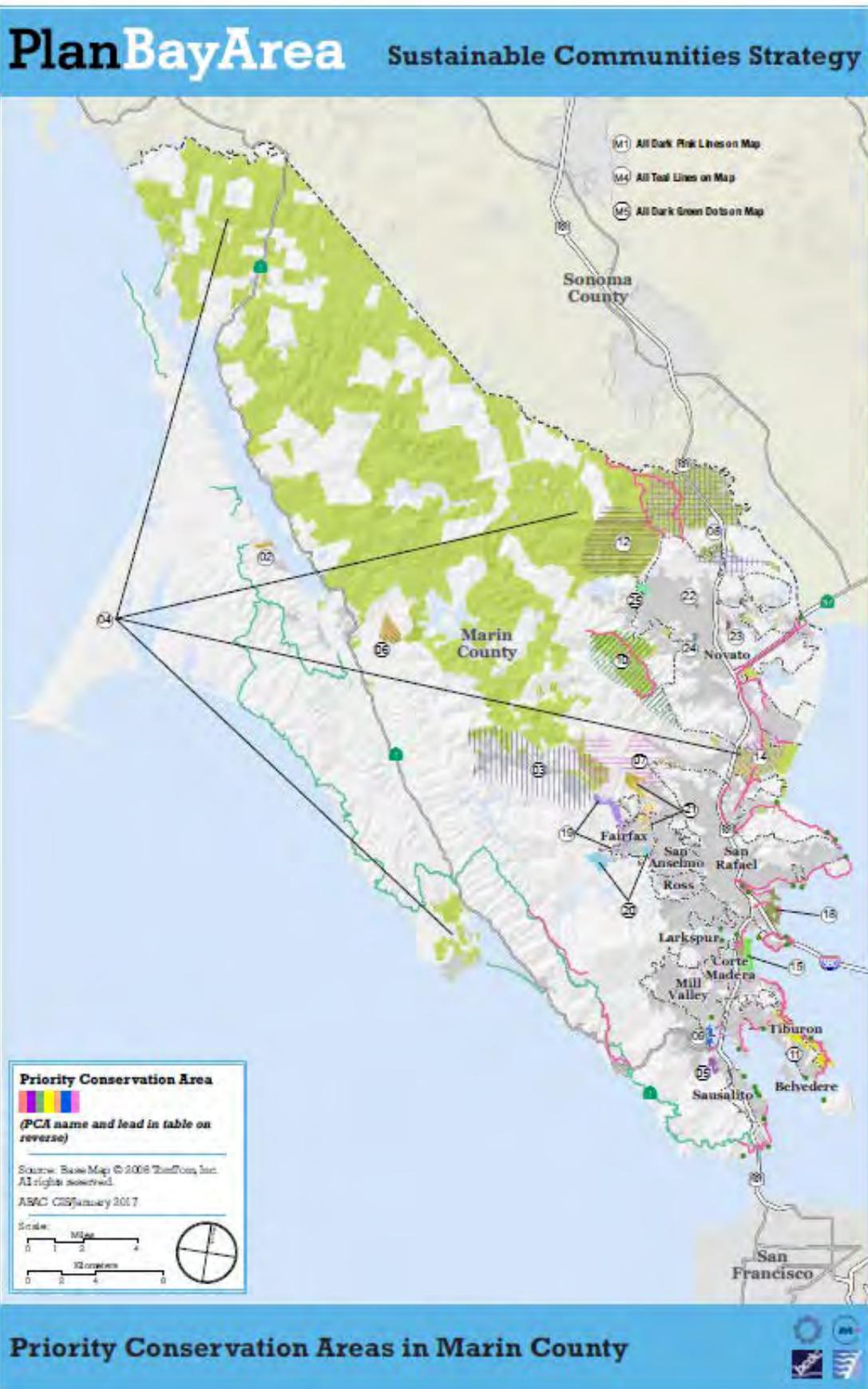
As part of the strategy to protect and conserve the natural areas critical to the vitality of Marin County, funding support focused in Priority Conservation Areas (PCAs) and Priority Development Areas (PDAs) has been an important strategy in carrying out the One Bay Area Grant Program associated with Plan Bay Area.

Marin's Priority Conservation Areas (PCAs)

Priority Conservation Areas (PCAs) were defined as part of the regional FOCUS program in 2007. PCAs are areas of regional significance that have broad community support and an urgent need for protection. Land trusts, open space districts, parks and recreation departments, local jurisdictions and other organizations were all involved in the designation of PCAs. The goal of designating PCAs was to accelerate protection of key open space areas, agricultural resources, and areas with high ecological value to the regional ecosystem. Historical, scenic, and cultural resources were also considered.

The following tables display the 24 designated PCAs as of September 2015:

Area ID	Area Name
MR2	3rd Valley Creek/Chicken Ranch Beach Conservation Area
MR3	San Geronimo Valley headwaters of the Lagunitas Watershed and shore of Tomales Bay
MR4	Marin County Agricultural Lands
MR5	Marin City Ridge
MR6	North GGNRA Lagunitas Creek Parcels
MR7	Central Marin Ridge lands
MR8	North County Gateway
MR9	Bothin Waterfront
MR10	Big Rock Ridge Lands
MR11	Tiburon Ridge Lands
MR12	Bowman Canyon
MR14	St. Vincent's and Silveira Properties
MR15	Central Marin Bayfront, Madera Bay Park
MR18	Central Marin Bayfront, Canalways
MR19	Fairfax Zone 1 - Western Fairfax/Tamarancho/ Cascade
MR20	Fairfax Zone 2 - Southern Fairfax/Bald Hill
MR21	Fairfax Zone 3 - Northern Fairfax/Sleepy Hollow/Oak Manor/Wall
MR22	Carmel Open Space
MR23	Davidson Hill Area
MR24	Hill Recreation and Arroyo Avichi Creek Area
MR25	O'Hair Park
MULTI1	San Francisco Bay Trail - Bay Area Ridge Trail
MULTI2	California Coastal Trail
MULTI3	San Francisco Bay Trail - Bay Area Ridge Trail



Marin's Priority Development Areas (PDAs)

A PDA is a place connected to transit or is a town center with walkable or bikeable connections. Each PDA has a 'place type' designation, determined by the nominating jurisdiction, with a range of potential jobs and household growth. Originally, PDAs focused on housing production but were later defined to include jobs, a critical element in the success of PDA development. Research shows that increasing a community's density and its accessibility to job centers are the two most significant factors for reducing vehicle miles travelled (VMT). MTC and ABAG offer seven place types that provide a general set of guidelines for the character, scale, and density of future growth and best matches the local vision for the areas:

- Regional Center
- City Center
- Suburban Center
- Transit Town Center
- Urban Neighborhood
- Transit Neighborhood
- Mixed-Use Corridor
- Rural Town Center/Rural Corridor
- Employment Center

The PDAs in the Bay Area represent a wide range of places. Some accommodate a few additional stores and services, while others are expected to accommodate high rise office buildings. The level of growth in each PDA reflects its role in achieving regional objectives and how it fits into local plans. All communities with PDAs are seeking to move toward the creation of compatible, attractive complete communities that meet the needs of existing and new residents and workers.

According to the Association of Bay Area Government's "Application Guidelines for Priority Development Area Designation," to qualify to be a PDA an area must meet these definitions:

Area - The recommended area size is 100 acres, which is approximately a ¼ mile radius.

Existing Community - The PDA is within an existing urbanized area, lies within an urban growth boundary or limit line if one is established, and has existing or planned infrastructure to support development that will provide or connect to a range of services and amenities that meet the daily needs of residents making non-motorized modes of transportation an option.

Housing - The PDA has plans for an increase in housing units, consistent with the selected place type from the *Station Area Planning Manual*, including affordable units,

which can also be a part of a mixed use development that provides other daily services, maximizes alternative modes of travel, and makes appropriate land use connections.

Near Transit –

- (1) the area around an existing rail station or ferry terminal (typically a half-mile around the station),
- (2) the area served by a bus or bus rapid transit corridor with minimum headways of 20 minutes during peak weekday commute periods, or
- (3) the area defined as a planned transit station by MTC's Resolution 3434.

Since the development of the 2013 Marin Transportation Investment Strategy Report, there remain two PDA's in Marin County. These include:

- San Rafael Transit Center PDA
- Marin County Unincorporated 101 Corridor PDA

Within the Marin County Unincorporated 101 Corridor PDA, Marin City and California Park near San Rafael remain as PDA locations based on extensive community input. The following changes have occurred since the 2013 Marin Transportation Investment Strategy Report was prepared:

- The communities of Marinwood, Tamalpais Valley, Almonte, and Strawberry, were deleted from the Marin County Unincorporated 101 Corridor PDA.
- The Civic Center PDA designation has been removed as well.

The characteristics of Marin's remaining PDAs vary in population densities, land use patterns, and employment opportunities and differ in terms of the income, age and race of their populations. Marin's PDAs (with the exception of California Park within the Marin County Unincorporated 101 Corridor PDA) are both near transit hubs, and both are aligned along within the suburban footprint of Highway 101.



PDAs within Marin County (PCAs are identified as the Smaller dots in the graphic)

San Rafael Transit Center PDA



Source: Plan Bay Area 2040

The San Rafael Transit Center PDA is the heart of downtown San Rafael and provides residential, commercial and mixed use neighborhoods, as well as numerous public facilities. The area is served by both local and regional bus service. SMART service is also planned for operations in 2017. This area provides a healthy economic center, offers residential areas to live and serves as a social, cultural, recreational and entertainment center, among many others uses. This PDA is classified as a planned PDA.

In August 2008, the City of San Rafael applied for PDA status for a ½ mile diameter area around the SMART station at Fourth and Tamalpais streets, adjacent to the existing Bettini Transit Center, serving over 9,000 transit trips per day. In 2012, the San Rafael City Council accepted a Station Area Plan developed for the Downtown San Rafael PDA. The purpose for the plan was to create a land use “vision” for the area that would surround the proposed Downtown SMART station. The plan defined a vision from which future land use, parking, transit center, pedestrian access, bicycle connectivity, and street network improvement decisions can be analyzed, studied and considered by the City.



Source: Downtown San Rafael Station Area Plan

The *San Rafael Downtown Station Area Plan* (June 4, 2012) includes a number of potential implementing projects, from zoning changes to parking recommendations. In February 2017, the City of San Rafael approved a preliminary work program for an update for the San Rafael General Plan. This work program includes detailed planning efforts for the downtown area including opportunities for a specific plan or form based code for the downtown area.

Additionally planning work for the downtown area includes the *San Rafael Transit Center Relocation Study (March 2017)*, to look at the interim and permanent relocation of the Bettini Transit Center due to the disruption of the existing facility from the SMART extension to Larkspur and the Downtown Parking and Wayfinding Study, also expected to be completed in 2017.

Marin County Unincorporated 101 Corridor PDA

Unincorporated Marin County, though largely rural, has a handful of communities located near the US 101 corridor with accessible transit services, including Marin City. This unincorporated community, and California Park near San Rafael are the two remaining communities among six initial communities that comprised the 101 Corridor PDA. Based on the development of Plan Bay Area, many neighborhood groups began a public discussion about land use in their local communities and support for the PDA designations and resulting transportation funds were ultimately withdrawn.



Photo Credit: Transportation Authority of Marin

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.

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. The Gateway Shopping Center located 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, a drug store and other limited services. The Marin City public library also is located at the Gateway Shopping Center. This PDA is classified as a potential PDA.

In 2015 the County of Marin and TAM accepted an update to the Marin City Community Based Transportation Plan, resulting from extensive public outreach and engagement with the general public and the Marin City Community Service District Board. TAM and Marin County have funded a number of transportation improvements resulting from this planning process.

Funding Better Development – The Path to the One Bay Area Grant (OBAG) Program

Prior to the passage of AB 32 and SB 375, MTC encouraged Transit Oriented Development (TOD)-type developments through funding incentives such as the Transportation for Livable Communities (TLC) and housing Incentive programs (HIP). The program offered technical assistance and capital grants for projects that supported developments that encourage non-auto travel, more livable neighborhoods and mixed-use town centers. Marin successfully competed for and secured grants under the TLC/HIP program for a number of projects that created walkable/bikeable/transit friendly corridors in and around several of Marin's downtowns. The projects included improving a range of transportation choices in support of high density housing or mixed use developments well served by transit, such as:

- Mahon Creek path in San Rafael, providing a critical gap closure linking to the downtown San Rafael/Golden Gate Transit Center
- San Anselmo received a grant for revitalizing its downtown with pedestrian improvements, bicycle racks, transit shelters, and lighting

Through the Housing Incentive Program (HIP), TAM supported transportation and land use connections through funding of multiple projects, including:

- **Unincorporated Kentfield Toussin Senior Affordable Housing.** The County of Marin Community Development Agency (CDA) submitted the Toussin Senior Affordable Housing project, which consisted of 100% affordable (very-low income) senior housing development on an infill site in Kentfield adjacent to public transportation. With the project completed in 2011, the HIP funds were applied to the Toussin Avenue Sidewalk Improvement Project which installed an Americans

with Disabilities (ADA) accessible sidewalk on Geary and Toussin Avenues to connect the qualifying housing project to the bus stop on Sir Francis Drake Boulevard.

- **Corte Madera's San Clemente Family Housing** (Bayside Trail Improvements). The Town of Corte Madera applied for funds to support their mixed-use development which consisted of the 100% affordable (low- and very low-income family housing), 79-unit San Clemente Family Housing apartment complex, and a 68,665 square foot self-storage facility. Both parts of the project broke ground on May 19, 2006 and were newly open for occupancy by residents as of early 2008. The companion TLC project, the Bayside Trail Park Improvement Project completed a partially developed segment of the San Francisco Bay Trail. This trail segment now provides bicycle and pedestrian transportation and recreation options for residents of the San Clemente Family Housing development directly across the street from the facility.



View Looking North from the BaySide Trail

In Plan Bay Area, MTC has replaced incentives with regulatory planning and development requirements outlined in the new One Bay Area Grant (OBAG) Program. The OBAG Program is a funding approach intended to integrate the region's federal transportation program with California's climate law (Senate Bill 375, Steinberg, 2008) and the SCS mandated by that legislation. The OBAG program was established in 2012 by MTC's resolution 4305, which includes the requirement that countywide transportation agencies, such as TAM, create PDA Investment and Growth Strategy. Currently, TAM is prioritizing investments for OBAG 2, a five year program (FY 2017-18 to FY 2021-22), outlined in MTC's Resolution 4202. Region-wide the County Program has a total of \$385 million over the 5 years. Marin County's share of OBAG 2 is \$10,870,000 along with an additional \$2,050,000 for OBAG PCA Projects.

The OBAG 2 funding distribution to the nine Bay Area counties is linked to progress toward achieving local land-use and housing policies by:

-
- Rewarding jurisdictions through transportation incentives that accept higher housing allocations through the Regional Housing Need Allocation (RHNA) process in particular low and very low income housing.
 - Providing additional flexibility by eliminating required program targets (the OBAG program allows each county the flexibility to invest in transportation categories such as Transportation for Livable Communities, bicycle and pedestrian improvements, local streets and roads preservation, and planning activities, while also providing specific funding opportunities for Safe Routes to School (SR2S) and PCAs).

Under OBAG 2, project sponsors must adhere to specific requirements such as the Complete Streets Act of 2008 and the Housing Element Annual Report. In addition to these requirements, under OBAG 2, project sponsors must also adhere to the Surplus Land Act Requirement. This requirement states that cities and counties receiving funds through the County OBAG Program must adopt a surplus land act resolution by the date the CMAs submit their project recommendations to MTC (July 31, 2017). The resolution must verify that any disposition of surplus land undertaken by the jurisdiction complies with the State Surplus Land Act, amended by AB 2134, 2014. This requirement does not currently apply to charter cities.

Also new to OBAG 2 is a specific requirement for project scoring and evaluation. Under the project selection process MTC has added language related to affordable housing and anti-displacement:

CMAs must adopt a specific scoring methodology for funding allocation to projects within PDAs or Transit Priority Areas (TPAs) that rewards jurisdictions with the most effective housing anti-displacement policies

Marin County Overview

Marin has a 50 year history of protecting agricultural lands and open space, careful consideration of land use, and sustaining well established growth limits.

County Demographics

With a population of 261,221 (2015) living in 11 cities and towns along Highway 101 and the San Francisco Bay, and in rural communities along the Pacific coast, Marin is the second smallest county in the Bay Area.

Draft Plan Bay Area 2040 forecasts for housing and employment confirm that Marin is the second smallest county in Bay Area for households and for employment.

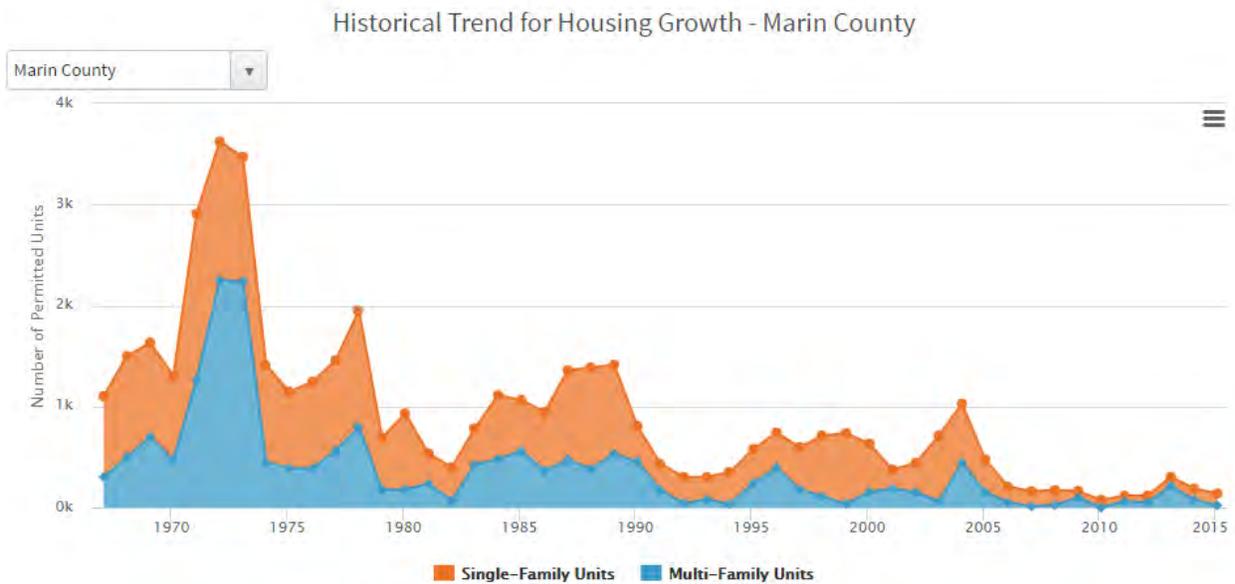
County	Households 2010	Households 2040 (Forecast)	Employment 2010	Employment 2040 (Forecast)
Alameda	548,000	725,000	706,000	978,000
Contra Costa	376,000	491,000	360,000	473,000
Marin	104,000	116,000	121,000	138,000
Napa	49,000	56,000	71,000	79,000
San Francisco	347,000	476,000	577,000	888,000
San Mateo	257,000	316,000	343,000	475,000
Santa Clara	597,000	847,000	912,000	1,270,000
Solano	142,000	170,000	130,000	157,000
Sonoma	187,000	231,000	203,000	241,000
Total	2,607,000	3,427,000	3,422,000	4,699,000

Marin is forecasted to accommodate approximately 12,000 households from 2010 to 2040, representing a 3.4% change for an average household growth of 400 households per year. During the life of these projections, Marin's household growth as a share of the regional total is expected to decline from 4.0% to 3.4%.

Marin's economic growth is forecasted to continue, with approximately 16,800 jobs added over the 30 year forecast period, reflecting a 6.5% change or 560 jobs per year. Marin's employment rate as a share of the regional total moves from 3.5% to 2.9% over this forecast year. These projections contrast with the State Employment Development Department, an agency who tracks observed employment, which shows 122,600 jobs in 2010, and 136,100 jobs in 2015. This observed growth shows 13,500 jobs added over the

last 5 years, and indicates the majority of Marin’s forecasted employment growth has already occurred in the county.

MTC’s vital signs website also reflects Marin’s historical housing growth, showing the decline in housing growth since the boom years of the seventies and late 1980’s.



Countywide RHNA Performance

The Association of Bay Area Governments reports on housing permits issued during the last regional housing needs assessment cycle of 2007-2014. Performance of permitting varies substantially across jurisdictions, and is summarized below. It is important to note that local jurisdictions do not control the actual construction of projects, but do control the zoning, planning approval and land use approvals. Project applicants who are responsible for actual construction of projects are subject to market forces including construction funding outside of local jurisdiction control. Overall the county permitted approximately 32% of its RHNA numbers.

Jurisdiction	2007-2014 RHNA	Permits Issued	Percent of RHNA Met
Belvedere	17	20	118%
Corte Madera	244	263	108%
Fairfax	108	13	12%
Larkspur	382	136	36%

Mill Valley*	292	163	56%
Novato	1,241	322	26%
Ross	27	8	30%
San Anselmo**	113	36	32%
San Rafael	1,403	167	12%
Sausalito	165	48	29%
Tiburon*	117	12	10%
Marin County*	773	355	46%
County Totals	4,882	1,543	32%

*Jurisdiction opted to have 2014 permits counted towards its 2014-2022 RHNA allocation.

**Data is available only for 2014

ABAG also reports details regarding the RHNA growth allocation differentiated by affordability for the area median income by very low, low, moderate and high categories. For low and moderate income housing the county's average performance drops from 32% to 26% for these categories indicating a larger amount of moderate and above moderate permits being issued.

Jurisdiction	Low and Moderate Income Housing		
	RHNA	Permits Issued	% of RHNA
Belvedere	13	9	69%
Corte Madera	152	98	64%
Fairfax	54	5	9%
Larkspur	220	44	20%
Mill Valley	196	96	49%
Novato	667	203	30%
Ross	19	7	37%
San Anselmo*	66	28	42%
San Rafael	757	58	8%
Sausalito	109	28	26%
Tiburon	84	3	4%
Marin County	489	146	30%
County Totals	2,826	725	26%

*Data is available only for 2014

When the previous RHNA cycle ended, RHNA allocations were the subject of extensive local debate in Marin County as part of the Plan Bay Area Process. Due to extensive local input, RHNA allocations or growth rates were reduced significantly countywide. RHNA for cycle 2015-2023 shows a reduced number of permits expected. San Rafael particularly the downtown San Rafael PDA, maintains the highest level of expected housing in the county, followed by Novato and the unincorporated County. The unincorporated county also took the largest reduction between RHNA cycles, reducing their expected growth by 76.07% reflective of the fact that projected growth is expected to occur within incorporated cities and towns.

	2007-2014 RHNA	2015 -2023 RHNA	% Change
Belvedere	17	16	-5.88%
Corte Madera	244	72	-70.49%
Fairfax	108	61	-43.52%
Larkspur	382	132	-65.45%
Mill Valley	292	129	-55.82%
Novato	1,241	415	-66.56%
Ross	27	18	-33.33%
San Anselmo	113	106	-6.19%
San Rafael	1,403	1,007	-28.23%
Sausalito	165	79	-52.12%
Tiburon	117	78	-33.33%
Marin County Unincorporated	773	185	-76.07%
County Totals	4,882	2,298	-52.93%

Progress on the current RHNA cycle is reported below. The following summary compiled by the Association of Bay Area Governments of housing permits issued for all Marin jurisdictions for the period between 2015 and 2023. This data was compiled primarily from the permitting information sent to ABAG by local planning staff. When permit data was not available, ABAG used information from the Annual Housing Element Progress Reports (APRs) filed by jurisdictions with the California Department of Housing and Community Development (HCD). San Rafael and the County of Marin have issued the most permits to date under this RHNA cycle, and the county has reached 44% of their 185 housing unit allocation already.

Jurisdiction	Total		
	RHNA	Permits Issued	Percent of RHNA Met
Belvedere	16	0	0%
Corte Madera ²	72	1	1%
Fairfax	61	N/R	
Larkspur	132	7	5%
Mill Valley*	129	25	19%
Novato	415	32	8%
Ross ²	18	1	6%
San Anselmo	106	4	4%
San Rafael	1,007	102	10%
Sausalito ¹	79	6	8%
Tiburon*	78	8	10%
Marin County* ¹	185	81	44%
County Totals	2,298	267	12%

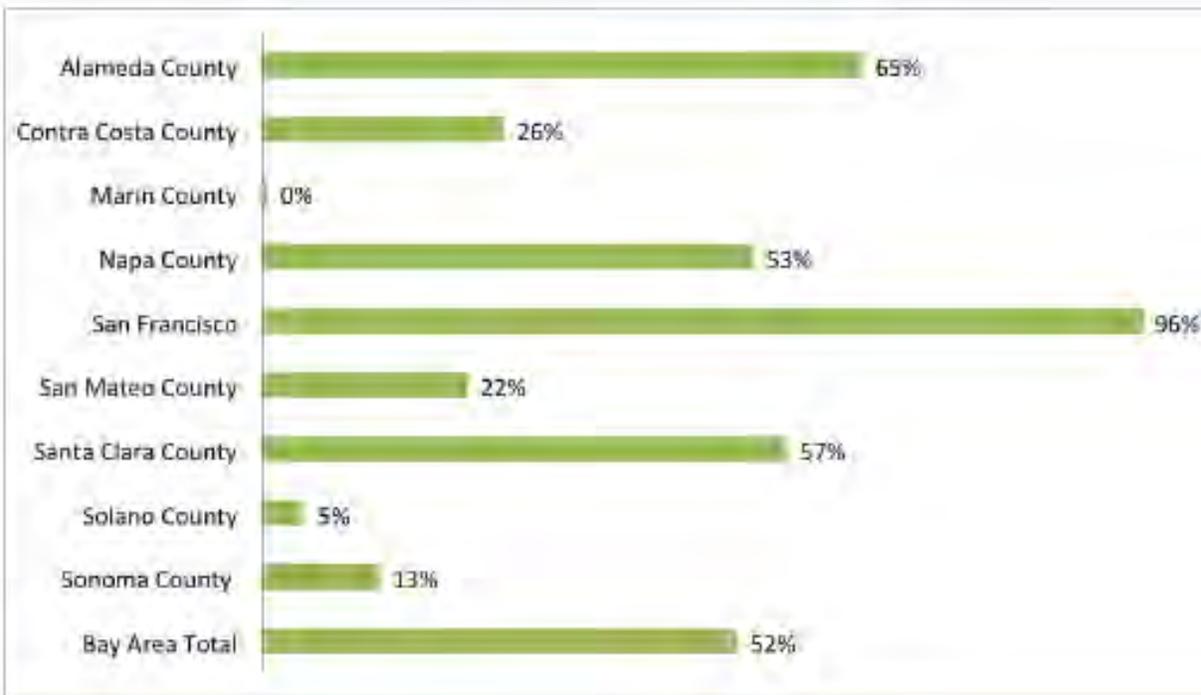
1 Still in the discussion process of data compilation

2 Data from 2015 APR

N/R: No data available for this jurisdiction

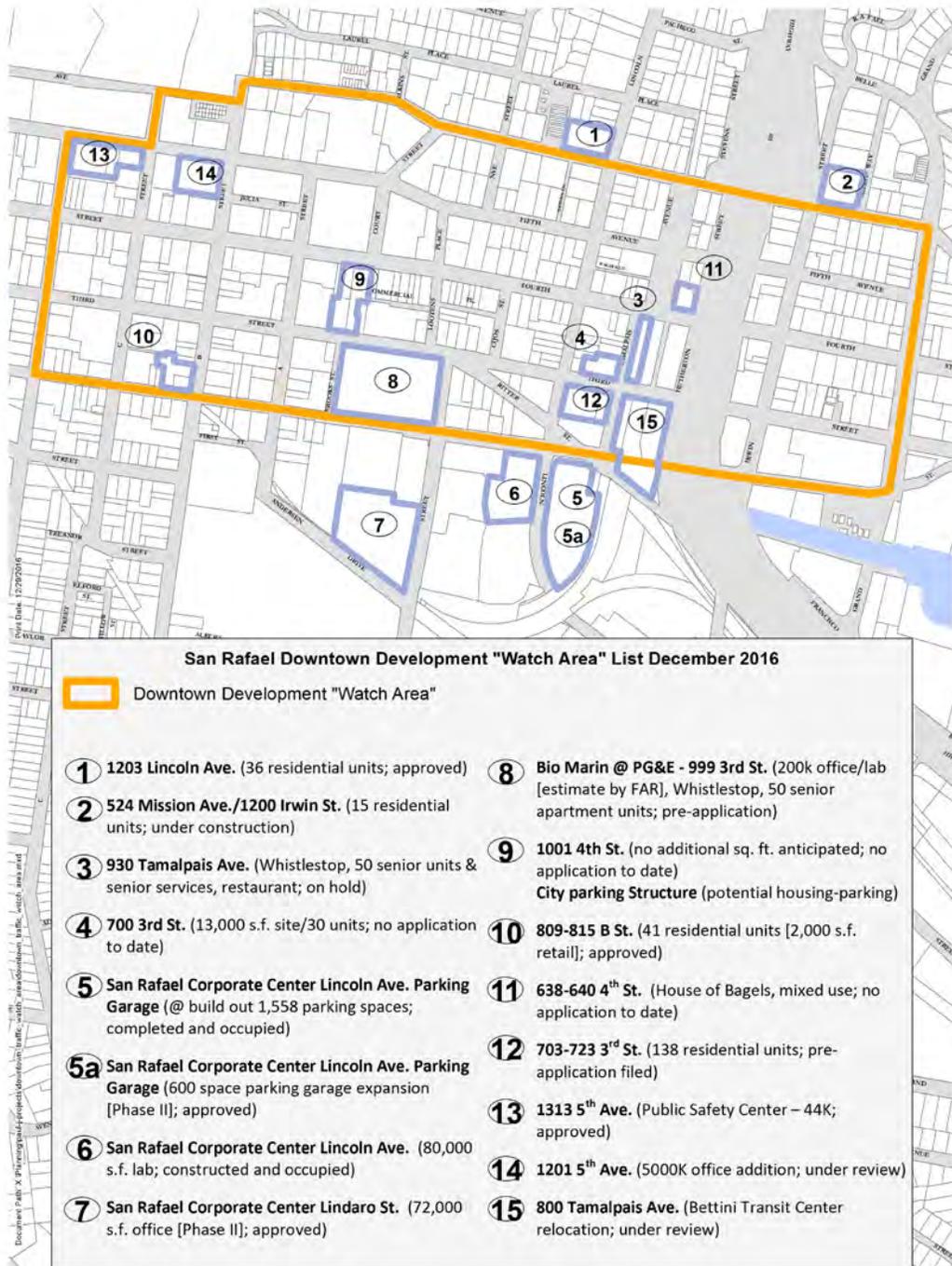
* Jurisdiction opted to have 2014 permits counted towards its 2015-2023 RHNA allocation.

In summary, Marin County through extensive public discourse has revised its housing growth projections downwards from the 2007-2014 RHNA cycle to the current RHNA cycle.. The County of Marin is currently on target to meet its current RHNA allocation with over 44% permitted within the first year of the current 8-year cycle. San Rafael is only slightly behind the current target.



Percentage of the 2015-2023 permitted growth within respective Counties PDA

As shown above, in April 2017, ABAG released its analysis of permits issued within PDAs for all of the Bay Area counties within the single calendar year of 2015. Marin’s permitting for PDA’s is less than 1% permitted within the two PDAs in the County. Based on discussions with local staff, there is a backlog of approximately 100 units that have received planning approvals within the San Rafael PDA that have not begun construction or requested building permits. Local jurisdictions are limited in their ability to address the need for housing in these areas due to market factors and construction financing. The City of San Rafael Downtown Development Watch List is shown below:



Displacement Risk

Under MTC’s Resolution 4202, MTC and ABAG staff distributed a technical memo to guide the development of this report including data to identify jurisdictions’ challenges and a listing of the Bay Area’s best housing policies that are intended to address a range of

housing challenges. Using this data set², based on an analysis from UC Berkeley, displacement risk was assessed for Marin's two PDA's.

Overall, the data indicates that the Marin City portion of the Unincorporated 101 Corridor PDA is at a very low risk of displacement with a rating from the UC Berkley study of the lowest risk (level 1 of 5) identified as "in the very early stages of displacement and is not losing low income households" and California Park is located within a census tract identified as risk level 2 (of 5) or "at risk of displacement." The San Rafael Transit Center PDA (comprised of 3 census tracts) has a rating for each census tract, and two of them are identified as risk level 2 (of 5), or "at risk of displacement", with one census tract being at a lowest risk of displacement, level 1.

To further understand this baseline affordability and displacement data, the data provided by the UC Berkley study were arranged by TAM into population, housing, and income tables for clarity. The data is arranged by census tract, and in the case of San Rafael does not correspond with the PDA boundary. The data is shown for the entire census tract, and California Park is within a census tract share with a portion of the San Rafael Transit Center PDA.

Population factors for Displacement Risk

The population data set shows that for the census tracts associated with the San Rafael PDA, a population growth rate (2000-2013) of 9.4% was experienced, significantly more growth than the county as a whole at 2.8%. Marin City lost 7.2% of its population during that same time period, while California Park grew 21.8%. Marin City has a non-white population rate that is growing at the same rate as the rest of the county, but is significantly higher than the county's 2013 rate of 26.3%, at 3/4ths non-white.

Employment density in the downtown San Rafael PDA is over 3 times higher than the average density of the county, and Marin City's employment density is 40% of the county average.

Housing Factors for Displacement Risk

The Housing information data set shows that Marin City housing units were mostly built after 1950, compared to San Rafael's and California Park housing stock which 1/3 is from before 1950. No new market rate homes were built in Marin City during this time period, Cal Park added and San Rafael added 343 units combined. (Cal Park census tract is shared with the San Rafael Transit Center PDA census tract).

Both of these PDA's had higher than average rentals households at over 50%, and market rate units as a percentage of new building was lower than the county average in the San Rafael PDA (Marin city added no new market rate units). San Rafael PDA's rent rose 2.0%, slower than the counties 8.1% and the Marin City rate of 13.1% between the years 2000-2013.

² <http://www.urbandisplacement.org/>

Looking at the years 2000 and 2013 the median home price remained consistent throughout the county, noting that the economy underwent a tech boom and bust cycle in the early 2000's and a recession in 2009 resulting in cyclical fluctuations during this time period. Both Marin City and the San Rafael PDA had lower median sale prices over this time frame.

Income Factors in Displacement Risk

Between 1990 and 2013, households with low incomes remained consistent at approximately 50% near the San Rafael PDA, however Marin City grew in low income households from 60% to 73%. The county total of households with low income rose slightly from 38% to 40% as a comparison.

During this same time period of 1990-2013 median household incomes reduced dramatically in Marin City from \$50,963 to \$34,457, while the San Rafael PDA grew slightly from \$66,431 to \$72,333 and the county grew slightly from \$90,323 to \$93,424. Low income migration to these areas grew higher than the county average.

Population Information for Marin's PDA's

	Population (2013)	Population growth (% , 2000-2013)	Adults (25+) with college degree (% , 1990)	Adults (25+) with college degree (% , 2000)	Adults (25+) with college degree (% , 2013)	Non-white population (% , 1990)	Non-white population (% , 2000)	Non-white population (% , 2013)	Change in college-educated adult population (% , 1990-2000)	Change in college-educated adult population (% , 2000-2013)	Employment density: jobs per square mile (2011)
County Total	254,643	2.8%	44.3%	51.9%	54.8%	15.2%	20.3%	26.3%	7.6%	2.9%	1,734
San Rafael PDA	16,389	9.4%	40.4%	47.5%	48.3%	16.0%	24.2%	34.3%	7.1%	0.8%	4,909
Cal Park	4,881	21.8%	38.9%	46.4%	38.1%	16.9%	24.2%	47.1%	7.5%	-8.3%	3,246
Marin City	2,320	-7.2%	36.2%	29.8%	32.5%	64.5%	66.4%	75.4%	-6.4%	2.7%	715

Housing Information for Marin's PDAs

	Housing units in pre-1950 buildings (% , 2013)	Change in median home sale price (% , 2000-2013)	Change in rent (% , 2000-2013)	New market-rate units (# , 2000-2013)	Renter households (% , 1990)	Renter households (% , 2000)	Renter households (% , 2013)	Market-rate units as % of new building (1990-2000)	Market-rate units as % of new building (2000-2013)	Change in median home sale price (% , 1990-2000)	Change in median home value (% , 1990-2000)	Change in median home value (% , 2000-2013)
County Total	19.2%	1.1%	8.1%	6539	38.9%	37.5%	36.6%	9.4%	5.4%	23.9%	11.8%	11.7%
San Rafael PDA	33.8%	-8.9%	2.0%	343	51.6%	52.7%	50.5%	4.1%	4.8%	10.8%	10.5%	7.1%
Cal Park	34.0%	-2.4%	1.2%	124	46.9%	47.1%	44.9%	0.0%	6.2%	11.8%	11.0%	15.9%
Marin City	6.5%	-3.4%	13.1%	0	69.6%	76.4%	77.8%	28.4%	0.0%	5.9%	-4.0%	-8.0%

Income Information for Marin's PDA's.

	Change in LI households w/ low rent burden (#, 2000-2013)	Change in low-income households (#, 2000-2013)	Change in % low-income in-migration (2009-2013)	Low-income households (% , 1990)	Low-income households (% , 2000)	Low-income households (% , 2013)	Median household income (1990)	Median household income (2000)	Median household income (2013)	Change in median household income (% , 1990-2000)	Change in median household income (% , 2000-2013)	Low-income in-migration (% , 2009)	Low-income in-migration (% , 2013)
County Total	-46	30	-1.6%	38.6%	39.9%	39.8%	90,323	101,179	93424	12.3%	-6.4%	7.4%	5.8%
San Rafael PDA	-141	40	-3.9%	50.9%	49.7%	49.7%	66,431	79,175	72333	20.0%	-8.8%	11.7%	7.8%
Cal Park	-120	64	-0.6%	49.3%	52.9%	54.1%	69,393	69,221	62632	-0.2%	-9.5%	9.8%	9.2%
Marin City	-45	20	1.6%	60.2%	62.7%	73.3%	50,963	50,344	34457	-1.2%	-31.6%	12.5%	14.1%

Low Wage Workforce and Affordability

Included in the technical memorandum MTC provided, ABAG has prepared estimates of affordability including the number of low wage workers and affordable housing units. Using this dataset³ based on an analysis from ABAG staff, affordability was assessed for Marin's PDA's.

San Rafael has the highest number of jobs of any jurisdiction with 37,361 total jobs, and 8,167 (21.85% of the total workforce) are reported as low-wage defined as under \$15,000. The Marin County Unincorporated Area has 12,395 total jobs with 3,183 (25.67% of the total workforce) reported as Low-Wage. ABAG's data set compares these low wage jobs to affordable rental and owned units.

In San Rafael the percent of units affordable to the lowest wage workers is less than 10%, and is higher than the county as a whole. In Marin County Unincorporated Area the percent of units affordable to the lowest wage workers is 7%, less than the county average. In both of these areas low wage workers make up over 20% of the total number of jobs. This data is not split out by census tracts, and thus is difficult to compare directly to the displacement risk assessment for PDA's.

	% of Housing Units Affordable to Low-Wage Workers (LWW) ^{***}						
	Total Jobs (#)	Low-Wage Jobs (<\$15K) (#)	Affordable Rental	Affordable Owned	All HUs	Affordable (renter+owner) (#)	Affordable to LWW (%)
			<\$750/m	<\$150K			
San Rafael	37,361	8,167	1,587	667	23,493	2,254	9.6%
Marin County UI	12,395	3,183	1,172	269	20,614	1,441	7.0%
County Totals	102,894	23,799	4,762	2,518	100,148	7,280	7.3%

Additionally, ABAG and MTC provided UC Davis's assessment of jobs and housing fit. An imbalance in low-wage jobs and affordable housing is of concern not only for those low-wage workers who face challenges in finding affordable housing near work, but is of concern for regions as a whole, since it makes it more difficult to reduce overall vehicle miles travelled and potentially contributes to an excess fiscal burden on those jurisdictions with higher proportions of affordable apartments and houses.

The excel sheet provided data on the ratio of low-wage jobs to affordable housing units, for every jurisdiction and Census Designated Place (CDP) in the State of California. The

³ <http://abag.ca.gov/planning/housing/research.html>

information below represents data from the spreadsheet related to the two jurisdictions with PDAs:

Place Name	Marin City CDP	San Rafael City
Low-Wage Jobs-Housing Fit Ratio	0.61	4.91
95%CI Margin of Error JHFIT Ratio	0.19	0.64
Affordable Rental (Deficit) or Surplus (to reach JHFIT Ratio of 2.00)	223	-2,343
Total Jobs Housing Balance Ratio	0.31	1.59
Total Jobs	411	37,311
Low-wage Jobs (<\$1250/mo)	194	7,901
Affordable Rental Units (<\$750/mo)	320	1,608
Affordable Owned Units (<\$150,000)	26	884
All Affordable Units	346	2,492
All Housing Units	1,317	23,500
Percent Affordable Housing	26.30%	10.60%

Shown in the above table, Marin City has more affordable housing units (320 affordable rentals, and 26 affordable owned units) than low-wage jobs (194 low wage jobs under \$1250/month). San Rafael has fewer affordable housing units (1,608 affordable rentals, and 884 affordable owned units) than low-wage jobs (7,901 low wage jobs under \$1250/month). This results in a jobs housing balance ratio of 0.31 and 1.59 for Marin City and San Rafael respectively. Overall the percentage of affordable housing for Marin City is 26.3% and 10.6% in San Rafael.

Housing Policies

A variety of tools and strategies are available to jurisdictions to address the challenge of the regional housing crisis. Local impacts from this housing crisis vary greatly amongst the counties of the bay area, and vary greatly amongst each city. As such, ABAG tracks local housing policies that represent prevalent strategies for fostering affordable housing units, recognizing the need for flexibility to adapt these strategies to local conditions. It is important to recognize that jurisdictions each have a role to in addressing the housing crisis, however this role should reflect the local conditions detailed in the sections above. Having policies to address issues not experienced in local communities does not serve greater regional goals, however supporting local jurisdictions in offering flexible and creative solutions can vastly influence supportable regional policies.

Of the 30 policies tracked by ABAG, the City of San Rafael and Marin County have supported policies regarding affordable housing, reduced parking requirements, homeowner rehabilitation programs and inclusionary zoning. TAM staff meet regularly with local planning staff to discuss these policies and exchange information about how the policies in

each of the jurisdictions compare with one another. It is important to note that the applicability of the policies may vary among jurisdictions in Marin given differences in land use patterns and thus not all jurisdictions are likely to have a number of these policies. The number of total policies does not correspond to a better or worse performance of local jurisdictions in meeting regional housing goals, and is more reflective of the conditions or challenges each jurisdiction face.

Affordable Housing Policies and Programs	Marin County	San Rafael
Reduced Parking Requirements	Y	Y
Streamlined Permitting Process	Y	N
Graduated Density Bonus (parcel assembly)	N	N
Form-based codes	N	N
Mixed Use Zoning	Y	Y
Housing Overlay Zone	Y	N
Density Bonus Ordinances	Y	Y
Inclusionary/Below Market Rate Housing Policy	Y	Y
Condominium Conversion Ordinance	Y	Y
Just Cause Evictions	N	N
Rent Stabilization	N	N
Acquisition/Rehabilitation/ Conversion Program	Y	N
Preservation of Mobile Homes (Rent Stabilization ordinances)	N	Y
SRO Preservation Ordinances	N	Y
Homeowner Rehabilitation program	Y	Y
Other Anti-Displacement Strategies	N	N
Reduced Fees or Waivers	Y	Y
General Fund Allocation Incl. former RDA "Boomerang" Funds	N	N
In-Lieu Fees (Inclusionary Zoning)	Y	Y
Housing Development Impact Fee	Y	N
Commercial Development Impact Fee	Y	N
Other taxes or fees dedicated to housing	N	N
Locally Funded Homebuyer Assistance Programs	N	N
Tenant-Based Assistance	N	N
Home sharing programs	N	Y
Has Public Housing? (Y/N)	Y	Y
Has Group Homes? (Y/N)	Y	Y
Has a Second Unit Ordinance? (Y/N)	Y	Y
Has Emergency Shelters? (Y/N)	N	Y
Has Affordable Housing Complexes? (Y/N)	Y	Y

MTC and ABAG in its technical guidance identified 3 distinct areas of local policy related to the regional housing crisis including:

- Policies that promote production of housing at all income levels
- Policies to Support Funding for and Construction of Affordable Housing
- Policies to Protect Existing Residents

In the case of San Rafael and Marin County, the local jurisdictions regularly assess their community needs and respond with policies that address the needs of the citizens. Both of these jurisdictions have policies that support these housing considerations.

Policies that promote production of housing at all income levels

Although Marin is a slow growth suburban county, both San Rafael and Marin County have policies that promote the production of housing at all income levels. These policies include:

- *Reduced parking requirements.* Parking spaces are expensive to build, costing from \$15,000 - \$75,000 per space depending on the type of construction (surface, underground, or garage) and location within the region, costs that inflate housing costs. In addition, excess parking increases auto ownership and neighborhood travel impacts. Reducing minimum parking requirements is a way to reduce development costs and increase housing supply by making more projects financially feasible. These policies also encourage the use of public transit, put lower cost units into the supply of housing, and reflect numerous recent studies showing lower auto ownership among households living near transit. Both San Rafael and the County have this policy.
- *Accessory Dwelling Units.* The county of Marin has a range of policies to support accessory dwelling units known as junior second units. These include development Code amendments to improve and enhance the implementation of existing regulations allowing room rentals, and information presented in sections below.
- *Multi family Land Use designations.* The county of Marin is evaluating multi-family land use designations (Housing Element Program 1.b, scheduled for 2016). Marin County CDA staff have been directed to analyze existing multi-family land use designations in unincorporated Marin County, consistent with Housing Element Program 1.b. If opportunities for rezoning are identified, then any proposed changes are anticipated to be presented in June 2017.
- *Housing Overlay Designation.* The county of Marin is in the process of re-evaluating the Housing Overlay Designation (HOD) policy (Housing Element Program 1.c, scheduled for 2016). CDA staff will analyze the effectiveness of the Housing Overlay Designation (HOD) in the unincorporated county, consistent with Housing Element Program 1.c. If opportunities for amending the HOD policy are identified, then any proposed changes are anticipated to be presented in June 2017.

The City of San Rafael's general plan identifies local policies that promote production of housing at all levels including the following:

- H-1, Housing Distribution. Promote distribution of new and affordable housing throughout the City to meet local housing needs.
- H-17, Regulatory Processes and Incentives for Affordable Housing. Administers a density bonus ordinance, which permits a developer to propose a bonus above the 35% bonus limit set by State law. Number of development projects approved with a density bonus.
- H-10, Innovative Housing Approaches. Promote SROs and live/work

Policies to Support Funding for and Construction of Affordable Housing

Affordable housing continues to be a challenge for all of Marin communities. As a low growth county, construction of new units and housing growth remains a challenge for local jurisdictions. Marin City currently has higher levels of affordable housing compared to the county as a whole. San Rafael and the County of Marin both have policies to support funding for and construction of affordable housing through inclusionary zoning and housing impact or commercial linkage fees. In addition to these policies the county has set aside \$1million dollars specifically for the development and acquisition of family rental housing in 2016. The County of Marin's Housing Impact Fees generates funds from the development of new large homes and remodel permits for affordable housing. Additionally the County of Marin is currently conducting a parking needs analysis for a variety of housing types and land uses to consider amending the county parking standards in the interest of facilitating housing development and reducing vehicle dependence.

Policies to Protect Existing Residents

In the Marin City PDA and parts of the San Rafael PDA there is currently low displacement risk. However the county of Marin has embarked on policies to protect existing residents including the following programs.

- *Acquisition of multi-family rental properties for preservation as affordable housing.* The city of San Rafael and the county of Marin Community Development Agency (CDA) is collaborating on a task force with the Marin Community Foundation, Marin Housing Authority, and the Tamalpais Pacific Foundation, to seek out opportunities for acquisition of multi-family rental properties in Marin's cities and the unincorporated area. Since February 2016, the Housing Trust Fund has contributed financing for the following projects:
 - Piper Court Apartments. In February 2016, the Board of Supervisors approved a \$675,000 loan to finance the acquisition of 49% of a twenty-seven unit property in Fairfax. This loan contributed to the conversion of twenty-seven multi-bedroom homes into units affordable to low-income

families. Located near a high performing school and close to public transit, this agreement furthers a County Fair Housing goal of providing affordable housing to families in areas of opportunity.

- Ocean Terrace Apartments. In June 2016, the Board of Supervisors approved a \$500,000 grant and a \$500,000 loan to support the acquisition of an eight-unit apartment complex in the coastal community of Stinson Beach.
- *Landlord incentives program.* Approved in July of 2016, the Marin Housing Authority (MHA) have developed a “landlord incentives” program offering a variety of incentives to landlords who rent to low income tenants, including those with Section 8 vouchers. These incentives including payment of lost rent, higher security deposits and funding for damaged units.
- *Ordinance to establish source of income protection.* The county of Marin has an ordinance passed in November 2016 and affirmed in March 2017 establishing source of income protection for renters with third-party rental subsidies, including section 8 voucher holders. The proposed ordinance will be presented to the Board of Supervisors for consideration.

The city of San Rafael’s General Plan also identifies policies to protect existing residents. These include:

- H-7, Protection of Existing Housing Stock. Below market rate resale restrictions; mobile home rent control ordinance; relocation assistance for low-income residents displaced by redevelopment or housing renovation.
- H-8, Housing Conditions and Maintenance. Apartment inspection program conducted by Code Enforcement Division.

Transportation Investment Strategy

PCA Strategy

For MTC's North Bay PCA program encompassing Marin, Sonoma, Napa and Solano counties the goal is to support *Plan Bay Area* by preserving and enhancing the natural, economic and social value of rural lands in the Bay Area for residents and businesses. The PCA program is linked to SB 375 goals which state that the *SCS/Plan Bay Area* must consider resource areas and farmland in the region.

As part of the North Bay PCA program, TAM is charged with taking the lead to develop its own program building on MTC's PCA planning to date, and to select PCA projects for funding. Project eligibility is limited by the eligibility of federal surface transportation funding (or by exchange with other funds or by leveraging new fund sources).

To help identify appropriate criteria for the pilot program, TAM has held workshops and review sessions with community stakeholders about potential criteria. Participants commented on the goals, criteria and guidelines of the program, on the draft guidelines including eligibility and match requirement. The final guidelines for Marin's PCA program for cycle 1 were adopted spring 2013 and subsequently Cycle 2 program guidelines in March 2016. As described in previous sections of this report there are 24 designated PCAs either fully or partially in Marin County.

PCA Program Cycle 1

The goal of the PCA Program is to support Plan Bay Area by preserving and enhancing the natural, economic and social value of rural lands in the Bay Area, for residents and businesses.

TAM staff issued a Call for Projects for Marin PCA funds in May 2013 and received six applications that have met the preliminary requirements. These were further reviewed by an Evaluation Committee, ultimately five of the six projects were recommended for funding. With \$1.25 million available, the four applications were funded at 100% of the requested amounts and one project was funded with the remaining available funds. The programming of PCA funds supported a range of projects including both land acquisition and easement projects.

Project Sponsor	Project	Amount Programmed
MALT	Thacher Ranch Easement Acquisition	\$250,000
Novato	Pacheco Hill Parkland Acquisition	\$500,000

Mill Valley	Bayfront Park Recreational Bay Access Pier Rehabilitation	\$100,000
San Anselmo	Sunny Hills Ridge Trail	\$80,000
Marin County	Mill Valley-Sausalito Pathway Rehabilitation	\$320,000

Total: \$1,250,000

PCA Program Cycle 2

MTC allocated \$16.4 million for the Priority Conservation Area (PCA) Program under OBAG 2. The four North Bay counties of Marin, Napa, Sonoma and Solano received \$8.2 million (\$2.05 million each). On March 24, 2016, the TAM Board approved Marin PCA Guidelines which directed TAM's \$2.05 million in PCA funds will be programmed. Guidelines were similar to those adopted in Marin's OBAG1 program. The TAM Board approved the PCA program of projects in Marin on February 23, 2017.

Below is the following PCA Program list of projects adopted by TAM:

Sponsor	Project	Amount Requested	Amount Programmed
NPS	Fort Baker's Vista Point Trail	\$500,000	\$500,000
Corte Madera	Paradise Drive Multiuse Pathway	\$312,000	\$312,000
Marin County	Wilson Road Rehabilitation Project	\$500,000	\$500,000
Marin County	Hicks Valley Road Rehabilitation Project	\$369,700	\$369,700
Novato	Carmel Open Space Land Acquisition	\$103,950	\$103,950
Novato	Hill Recreation Area Bike/Ped Improvements	\$331,000	\$264,350
Total		\$2,363,650	\$2,050,000

OBAG 2 Funding

In November 2015, MTC adopted guidelines for funding distribution from OBAG Cycle 2 that covers another five-year period from FY 17/18 to FY 21/22. Based on a distribution formula, Marin received \$10,870,000 in OBAG 2 funds. The MTC set aside for CMA

planning and administrative activities for the five-year period was \$3,822,000, leaving \$7,048,000 for projects and programs.

At the end of March 2016 TAM put out a call for projects, with OBAG funding as the significant source, along with some non-federal funds, and by the deadline of May 6, 2016, TAM received 42 applications from 15 applicants. The total request amount was nearly \$50 million. The applications were ranked in accordance to criteria from OBAG 2 Guidelines and factors, including PDA projects. By the time of OBAG 2, Marin had two locally selected PDAs – Marin County Unincorporated 101 Corridor along with San Rafael Transit Center PDA.

The TAM Board adopted funding recommendations in July 2016, and then readopted a program of projects in September 2016 based on new policies and requirements affecting OBAG 2 funding, revised by MTC in July 2016 through revisions to the OBAG 2 Guidelines including consideration of affordable housing/anti-displacement policies. Specifically MTC adopted revisions to the project selection requirements that require Congestion Management Agencies (CMAs) to adopt a specific scoring methodology for selecting projects within PDAs that rewards jurisdictions with the most effective housing anti-displacement policies.

Based on discussions with local jurisdictions and MTC staff, TAM reviewed ABAG's Bay Area Housing Policy Database for local jurisdictions with a PDA, and identified the following eight policies related to anti-displacement and affordable housing policies for considered in the project scoring shown below:

Affordable Housing Policies and Programs*	Marin County	San Rafael
Inclusionary/Below Market Rate Housing Policy	Y	Y
Condominium Conversion Ordinance	Y	Y
Just Cause Evictions	N	N
Rent Stabilization	N	N
Acquisition/Rehabilitation/ Conversion Program	Y	N
Preservation of Mobile Homes (Rent Stabilization ordinances)	N	Y
SRO Preservation Ordinances	N	Y
Housing Development Impact Fee	Y	Y**
Commercial Development Impact Fee	Y	Y**

* Data compiled by ABAG staff

** ABAG data corrected by TAM staff review (<http://docs.cityofsanrafael.org/CommDev/planning/handouts-and-forms/development-impact-fees-handout.pdf>)

Based on this review of local housing policies, TAM staff developed a scoring methodology that assigned a “low” score to the jurisdictions with 0-3 policies, a “medium” to jurisdictions with 4-6 policies and a “high” score for 7-8 policies. Both jurisdictions were

awarded a “medium” ranking to the projects that benefit the PDA’s within these jurisdictions. At this juncture, TAM was able to communicate the critical nature of housing policies in the context of OBAG with local jurisdictions, as required of TAM.

The TAM board reconsidered OBAG2 funding of projects specifically in the San Rafael Transit Center PDA, however staff’s recommendation of funding from July previously within this PDA was confirmed when considering the affordable housing policies and programs as noted above.

OBAG 2 Projects

Of the \$10,870,000 available through OBAG Cycle 2, MTC set aside a minimum amount for each county for CMA planning and administrative activities. These are primarily activities that MTC requires CMAs to perform. The MTC set aside for CMA planning and administrative activities for the five-year period is \$3,822,000, leaving \$7,048,000 for projects and programs.

OBAG 2 Guidelines require minimum amounts to be programmed for Safe Routes to School (SRTS) projects and projects in Priority Development Areas (PDAs) for each CMA. Of the \$7,048,000 available, TAM is required to program a minimum of \$864,000 to SRTS projects or programs and \$3,092,000 to projects in PDAs. Marin City and Downtown San Rafael are the two PDAs in Marin.

In July, September and October of 2016 the TAM Board considered and approved the following list of OBAG Projects:

Sponsor	Application	Amount Requested	Amount
Novato	Downtown Novato SMART Station	\$2,990,000	\$1,450,000
San Anselmo	Sir Francis Drake Boulevard Pavement Rehabilitation and Crossing Improvements	\$1,141,000	\$1,134,000
TAM	Marin Sonoma Narrows (MSN) A2 & A3 Contract Costs	\$167,000	\$167,000
Marin Transit, GGBHTD, SMART	Design and Environmental Clearance for San Rafael Transit Center Permanent Relocation	\$1,500,000	\$833,000
TAM	Marin Sonoma Narrows (MSN) B1 Phase 2 and A4 Design Plans, Specifications and Estimates (PS&E)	\$500,000	\$500,000
San Rafael	Francisco Boulevard East Sidewalk Improvements	\$5,483,000	\$2,100,000
			\$6,184,000

Commitment to support Marin's PDAs

TAM is committed to supporting Marin's PDAs and fulfilling the requirements of MTC Resolution 4202. The overall goal of MTC's PDA Growth and Investment Strategy program is to ensure that transportation investments are most effectively targeted to catalyze new housing and jobs in areas with multimodal transportation options. In addition, improving coordination between land use and transportation is one of the goals of TAM.

There are many issues that impact PDA development that are outside the influence of TAM. For example, the authority to establish land use policy and approve development projects lies with local jurisdictions. Further, there is not a "one size fits all" housing policy that will support the various PDAs in Marin; every community will develop in a different way and have different housing needs. In policy areas such as this, TAM's role will primarily be one of assistance and support. Finally, changes in the local economy and society are affected by business and political decisions made at the state, national and international levels.

Over time, the PDA support efforts will assist TAM and Marin communities in furthering the following objectives:

- Continue to identify and quantify transportation infrastructure needs and costs within and in proximate access to PDAs: Support the ongoing development of PDAs by:
 - Investing in transportation infrastructure that improves transportation choices for all income levels and provides multi-modal connections between housing, jobs and commercial activity
 - Supporting the expansion of PDAs in Marin through local planning efforts, such as ongoing Community Based Transportation Planning program managed by TAM, and the development of local planning like San Rafael's General Plan Update and potential Specific Plan development for the downtown area anticipated to begin in 2017. This support is both professional, financial, and policy level support.
 - Supporting PDAs in disadvantaged communities that are striving to achieve growth and economic development, but where the market for new market-rate development may be weak.
- Assess progress towards meeting RHNA goals and assist jurisdictions in creating a mix of income levels within PDAs
- Define new PDAs as they become identified by local jurisdictions

Successful implementation and evolution over time will require coordination and cooperation among numerous public, private and non-profit partners. Carefully monitoring the changes that take place in the County's PDAs over the next four years, continuing to support the necessary multi-modal access improvements, and assisting in marketing the sites to the development community when appropriate will enable TAM and its members and partners to strengthen the linkages between transportation investments real estate development, and consumer choices (e.g., market demand and occupancy of units and commercial properties in PDAs).

TAM successfully supported the Priority Development Areas in Marin through programming of OBAG funds along with programming of other TAM funds. However, TAM's goal is to support PDA development over a longer time horizon beyond the current 2017-2018 to 2021-2022 funding cycle.

Supporting Jurisdictions in Defining and Refining PDAs

PDAs were originally established as part of the FOCUS program. TAM will continue to work with member jurisdictions over the coming years to update existing PDAs to ensure they are reflective of realities on the ground today, as well as define new PDAs, as needed. As Marin's PDAs evolve over time, the boundaries, growth projections, place types and other aspects of a PDA may need to be updated as the economic environment and other changes in a community occur. Additionally, TAM will work closely with local jurisdictions to support efforts to define new PDAs as appropriate in support of community visions for more sustainable transportation and land use patterns.