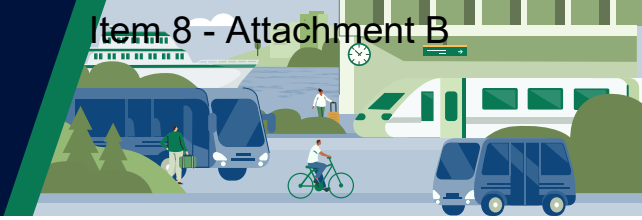
Transportation Authority of Marin

Marin County

Mobility Hub Plan

Draft Final Report - May 2026



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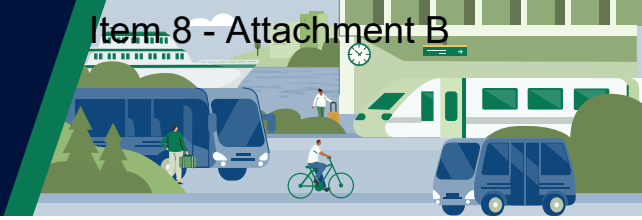

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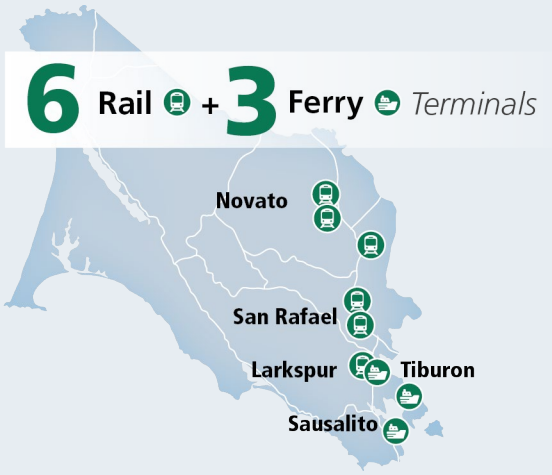
Mobility Hub Plan Overview

In 2022, the Metropolitan Transportation Commission (MTC) adopted the Transit-Oriented Communities (TOC) Policy, which identified nine rail and ferry terminals within Marin County as Tier 4 transit service areas. These locations—three in Novato, two in San Rafael, two in Larkspur, one in Tiburon, and one in Sausalito—are subject to the TOC Policy requirements related to station access, circulation, and identifying opportunities for mobility hub planning and implementation. Mobility hubs are defined in the MTC Mobility Hub Implementation Playbook (MTC, April 2021) as safe, comfortable, convenient, and accessible places where people can seamlessly transfer between travel modes.



To support implementation of the TOC Policy in Marin County, the Transportation Authority of Marin (TAM) secured an MTC Mobility Hubs Grant in 2023 to prepare the Marin County Mobility Hub Plan (Plan). The Plan focuses on improving access to Marin's nine rail and ferry terminals by identifying gaps in walking, biking, transit connections, and passenger amenities, and by defining projects that can be implemented by TAM, transit operators, and local jurisdictions. Six of the nine locations were selected for more detailed, advanced concept designs to help illustrate how improvements could function together to create a mobility hub.

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This Plan coalesces a gaps analysis and community input into a set of actionable projects for the six mobility hub locations that were advanced to concept design. For each recommended project, the Plan identifies a lead agency and stakeholder partners; provides a rough-order-of-magnitude (ROM) capital cost; and outlines key implementation considerations, next steps, and operational considerations. The implementation of the recommended improvements will support the vision of a well-connected network of mobility hubs that enhance mobility both within Marin County and to regional destinations via sustainable transportation modes.

Projects in this Plan are organized to support coordinated delivery across agencies and to position Marin jurisdictions and transit operators for future competitive funding opportunities. In particular, future One Bay Area Grant (OBAG) cycles are expected to prioritize investments in communities that are subject to, and compliant with, the TOC Policy. The completion of this Plan and its subsequent adoption and inclusion of recommendations in City-adopted Capital Improvement Programs (CIPs) is intended to achieve alignment and compliance with those MTC requirements.

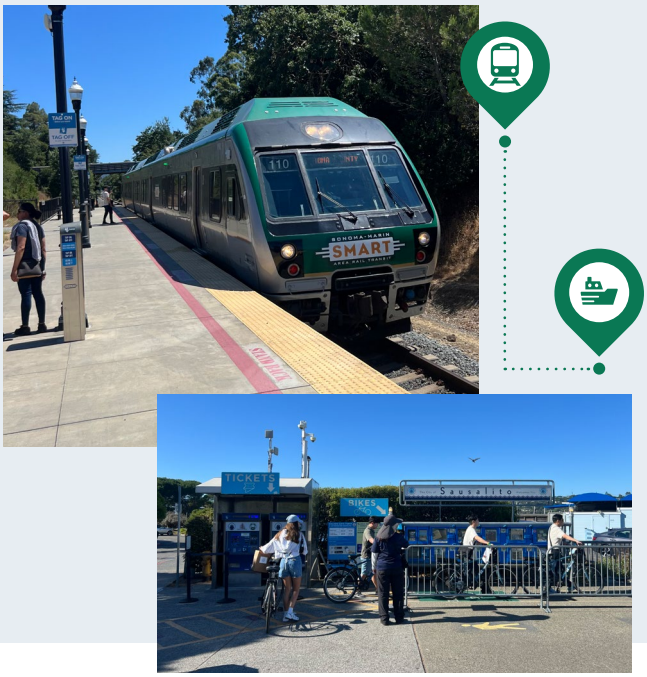
In addition to capital improvements at the mobility hub locations, this report also includes best practices and implementation approaches for integrating privately operated shared mobility services, such as carshare, bikeshare, e-bikes, scooters, and other micromobility, into mobility hubs and other areas within the public right-of-way. This guidance is intended to support consistent, scalable approaches for permitting, operations, and maintenance across Marin jurisdictions.

Next steps include continued coordination between lead and partner agencies to confirm project scope and phasing, refine cost estimates as needed, and identify near-term funding pathways to advance priority improvements. One such funding pathway is a tranche of Regional Measure 3 (RM3) funds allocated specifically for North Bay transit access improvements that is anticipated to support implementation of some of the identified improvements in this plan.

Introduction

Project Overview

The Marin County Mobility Hub Plan (Plan) was developed to support improved access, connectivity, and user experience at Marin County's nine rail and ferry terminal locations identified under the Metropolitan Transportation Commission's (MTC) Transit-Oriented Communities (TOC) Policy. Six of the sites are Sonoma-Marin Area Rail Transit (SMART) stations, with the remaining three being ferry terminals served by the Golden Gate Bridge Highway & Transportation District (GGBHTD). All sites are served, either directly or in close vicinity, by bus routes operated by one or both of Marin Transit and GGBHTD.



MOBILITY HUB

These sites represent the County's most significant regional transit gateways and play a critical role in supporting ridership, advancing climate goals, and improving multimodal access. By creating mobility hubs at these key transportation nodes, the countywide mobility network will become better connected through improved access and seamless connectivity between modes. These enhancements will help the region achieve goals identified in the Countywide Transportation Plan (CTP), including improving safety for all users, improving multimodal travel options, enhancing connections between communities and job centers, and encouraging mode shift to transit, biking, and walking.

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The nine mobility hub locations are listed below and shown in **Figure 1**. Six of the sites, indicated on **Figure 1**, were advanced to concept design.

Novato

San Marin SMART Station

Downtown SMART Station

Hamilton SMART Station

San Rafael


Marin Civic Center SMART Station

San Rafael SMART Station

Tiburon


Tiburon Ferry Terminal

Larkspur


Larkspur SMART Station

Larkspur Ferry Terminal

Sausalito

Sausalito Ferry Terminal

Most of the sites currently include surface vehicle parking lots. However, all of the sites are lacking in at least some critical amenities necessary to fully support access via walking, biking, or bus. By enhancing access to the sites and the seamless integration of modes at the sites, use of the sites is expected to increase, thereby improving mobility for nearby residents and workers and enhancing economic activity for nearby businesses.

Marin County
Mobility Hub Plan

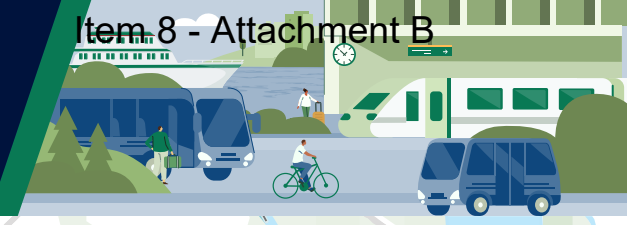
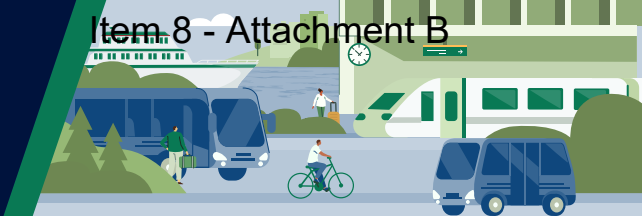


Figure 1: Plan Sites and Focus Areas

Burdell Mountain
Novato San Marin SMART
Novato
Novato Downtown SMART
Novato Hamilton SMART
Big Rock Ridge
101
St. Vincent
Marin Civic Center SMART
China Camp State Park
San Rafael SMART
San Rafael
Larkspur SMART
Larkspur Ferry Terminal
Richmond
Larkspur
Mt. Tamalpais
Mill Valley
Mt. Tamalpais State Park
El Campo
Tamalpais-Homestead Valley
Sausalito Ferry Terminal
Tiburon Ferry Terminal
Marin Penninsula

Legend
- Mobility Hub Site
- Advanced to Concept Design



Plan Development Process and Prior Deliverables

This Plan builds on four prior technical and outreach-focused deliverables, each of which is included as an appendix to this report.

Existing Conditions Report

The Existing Conditions Report, included in **Appendix A: Existing Conditions Report**, documented the current state of access and amenities at each of the nine sites based on existing data, operator interviews, and site visits. The report includes a review of land use context, existing and proposed pedestrian and bicycle networks, transit service, and relevant planned projects.

Mobility Hub Amenities Toolkit (Toolkit)

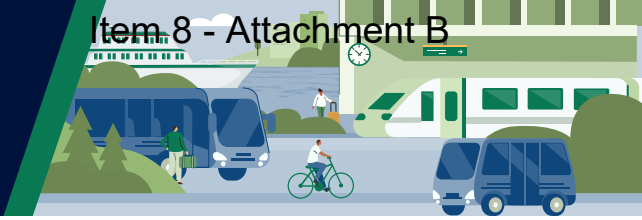
The Toolkit, included in **Appendix B: Mobility Hub Amenities Toolkit**, identified a menu of potential mobility hub amenities that could be implemented to enhance accessibility and community value at each site. The Toolkit provided a description, qualitative cost magnitude, features, implementation considerations, and examples for each amenity. The amenities were organized around four categories from the MTC Mobility Hub Implementation Playbook:

Round 1 Outreach Summary

The Outreach Summary, included in **Appendix C: Round 1 Outreach Summary**, documented feedback received through in-person engagement and an online survey in Fall 2024. It identified community priorities, access challenges, and desired improvements at each of the nine mobility hub sites. Outreach findings helped refine project recommendations and prioritize improvements.

Station Access Gap Analysis

The Station Access Gap Analysis, included in **Appendix D: Station Access Gap Analysis**, synthesized findings from the Existing Conditions Report and Round 1 Outreach to identify key access gaps and opportunities for improvements at each site. It translated high-level needs into recommended improvements informed by the Toolkit.



Purpose of this Plan

This Plan translates previously identified needs and conceptual improvements into discrete, implementable projects. For each of the nine mobility hub locations, this report documents recommended strategies to create mobility hubs and identifies key next steps to bring the recommended strategies to fruition.

Six of the nine sites include concept designs that illustrate how recommended improvements could function together to create a cohesive mobility hub environment. For these six sites, the following additional elements are included in the Plan:

- Description of discrete capital projects that can be included in jurisdictional Capital Improvement Plans (CIPs);
- Definition of a lead agency and stakeholder partners;
- Implementation and operational considerations; and
- Rough-order-of-magnitude (ROM) capital cost estimates.

This report is intended to serve as:

- A reference document to support TOC Policy compliance;
- A coordination tool among TAM, Marin jurisdictions, and transit operators;
- A strategic framework to guide refinement, phasing, and advancement of mobility hub improvements; and
- A funding strategy resource to position projects for competitive grant programs.

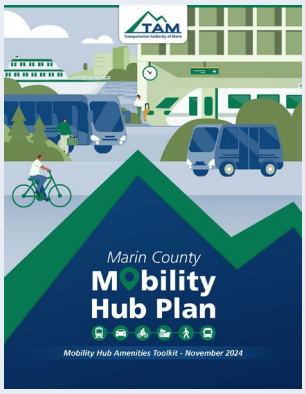
Improvement Definition

How Improvement Priorities Were Identified

Improvement priorities for the Plan were developed through a structured process that included:

Assessing existing pedestrian, bicycle, transit, and passenger amenity conditions

Appendix A:
Existing Conditions Report

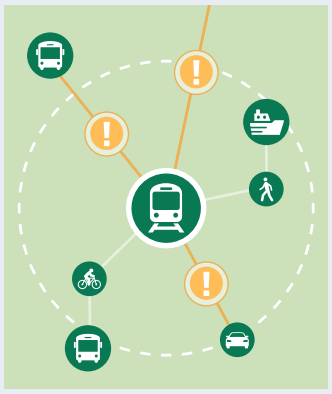


Developing a Mobility Hub Amenities Toolkit to define potential mobility hub features

Appendix B:
Mobility Hub Amenities Toolkit

Defining needs and priorities based on community feedback

Appendix C:
Round 1 Outreach Summary



Identifying first- and last-mile access gaps within a ½-mile walkshed

Appendix D:
Station Access Gap Analysis

This process ensured that recommendations are grounded in site conditions, community input, operational realities, and regional policy alignment.

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Improvement Priorities

Technical analysis and community input across the nine mobility hub locations revealed the following consistent themes for improvement needs.

Pedestrian and Bicycle Access

Improve Pedestrian and Bicycle Safety

Many sites lack continuous, well-lit sidewalks, all ages and abilities bicycle facilities, and comfortable pedestrian crossings. Improving safety and comfort for people walking and biking is foundational to increasing transit ridership and meeting TOC Policy objectives.

Improvements include:

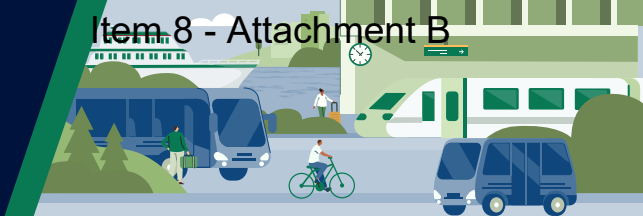
- Sidewalk gap closures
- Enhanced lighting
- High-visibility crosswalks
- Rectangular Rapid Flashing Beacons (RRFBs)
- Protected bicycle facilities

Strengthen Walking and Biking Connections

Several sites are separated from surrounding neighborhoods by major barriers such as US-101, rail corridors, or high-speed arterials. Closing network gaps and strengthening connections between stations and nearby land uses is a priority.

Improvements include:

- New or improved pathways
- Crossing enhancements at freeway interchanges
- Connections to SMART Pathway and regional bikeways



Transit Access and Operations

Enhance Transit Access and Integration

Improving transfers between SMART, bus, and ferry services is critical to creating cohesive mobility hubs. Several sites require more convenient, more comfortable, and more intuitive paths of travel between modes.

Improvements include:

- Bus stop consolidation or relocation
- Improved passenger loading areas
- Shorter and more comfortable paths of travel between modes

Optimize Transit Performance and Reliability

In certain locations, transit delays and inefficient bus circulation limit operational efficiency. Transit priority treatments and circulation refinements can improve reliability and reduce transfer times.

Improvements include:

- Dedicated bus or right-turn lanes
- Transit signal priority
- Bus loop reconfiguration

Station Access and Circulation

Expand Hub Access Options, Improve User Experience, and Increase Ridership

Many sites lack essential passenger amenities that influence rider comfort and the perception of safety.

Improvements include:

- Shelters and seating
- Lighting
- Real-time arrival information for bus services
- Secure bike parking, e-bike charging, and bike repair stations
- Drinking fountains
- WiFi and device charging

Create Cohesive and Intuitive Wayfinding

Wayfinding upgrades consistent with MTC's Regional Mapping and Wayfinding Project will help create a unified regional identity and simplify navigation.

Improvements include new wayfinding to support intuitive site circulation and connectivity to nearby destinations.

Increase Vibrancy of Station Areas and Improve Sustainability

Mobility hubs are not only transfer points but public spaces. Enhancements that strengthen connections to surrounding land uses and incorporate sustainability features can increase ridership and community value.

Improvements include:

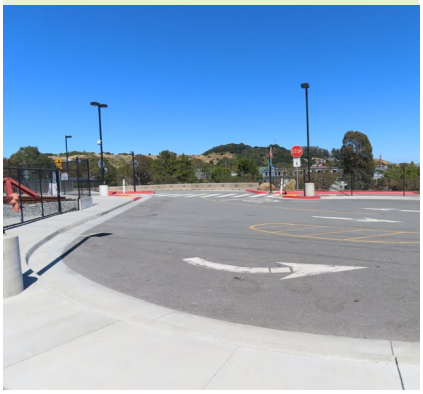
- Solar canopies
- Landscaping enhancements
- Integration with planned transit-oriented development (TOD)
- Public realm activation

Project Development

For each of the six sites advanced to concept design, individual improvements were grouped into up to three projects. Typically, one project related to mobility hub amenities, another related to site circulation and motorized access, and a third related to bicycle and pedestrian access/improvements.

Mobility hub amenities

Site circulation and motorized access



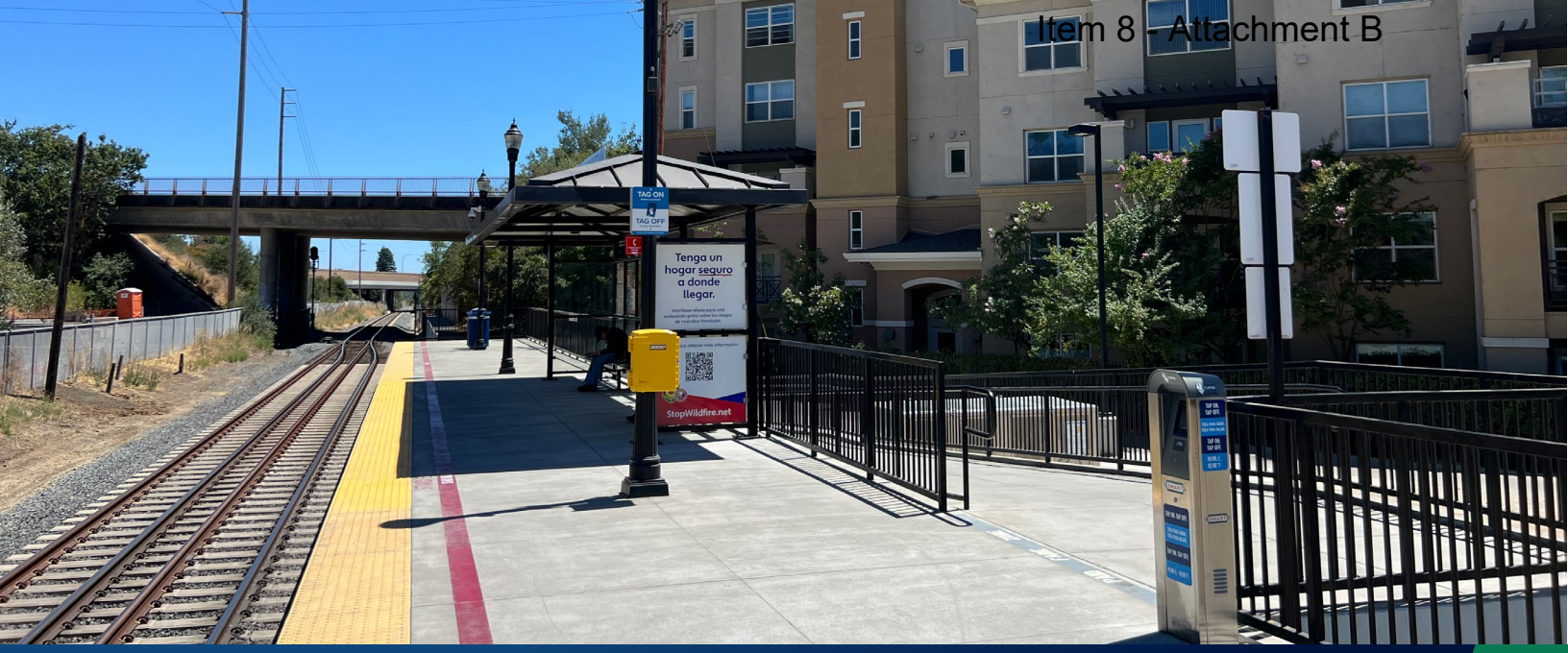
Bicycle and pedestrian access

Implementation of mobility hub improvements will require coordination among multiple agencies, including:

- Transportation Authority of Marin (TAM)
- SMART
- Marin Transit
- GGBHTD
- Local jurisdictions
- Caltrans (where applicable)
- Private property owners (where applicable)

For each project, a lead agency is identified; however, successful implementation will require early coordination to define ownership, cost-sharing arrangements, and operations and maintenance responsibilities.

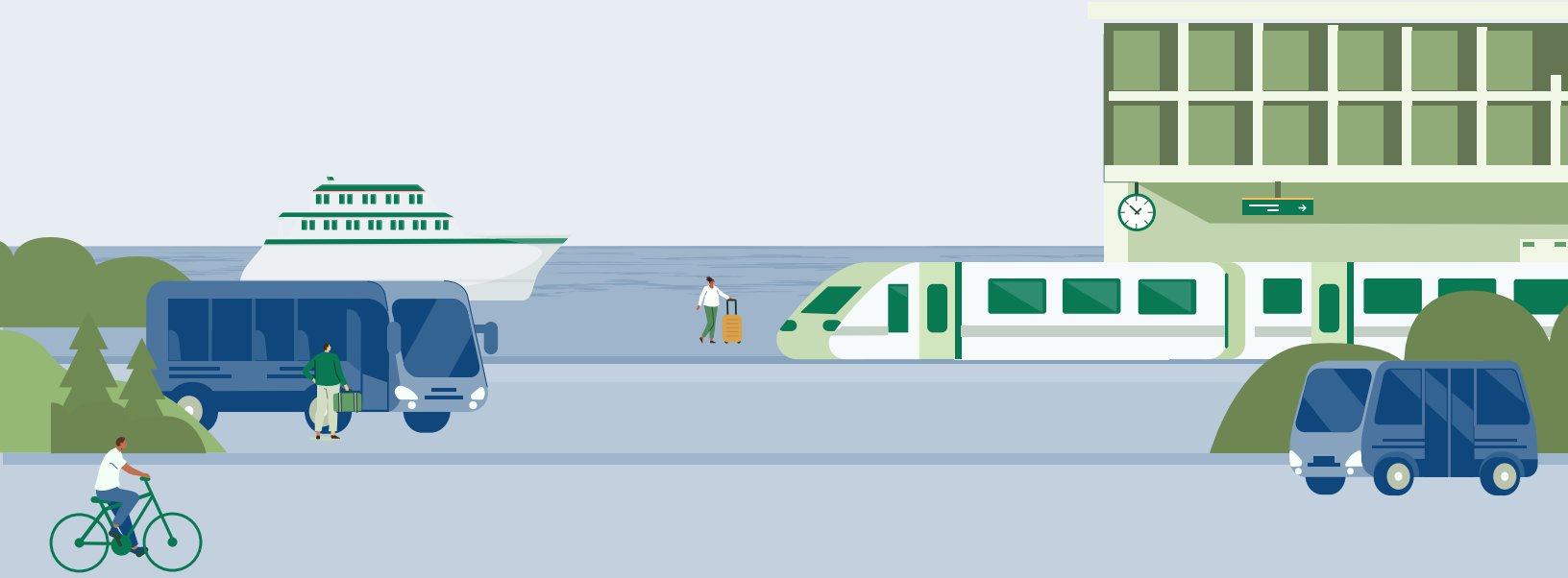
A rough-order-of-magnitude (ROM) capital cost, implementation considerations, operational considerations, and next steps are also provided for each project.



Mobility Hub Gap Assessment and Improvement Opportunities

This chapter provides an overview of gaps and improvement opportunities within the walkshed of all nine mobility hub sites. Each site is discussed in terms of its context within the transportation network and priority improvements are identified within a 0.5-mile area of the hub. Improvements are categorized according to the MTC Mobility Hub Implementation Playbook classification.

Note that Public Realm and Customer Experience improvement categories were considered at the mobility hub sites themselves and thus are not depicted at the walkshed level, but are considered in the subsequent chapter with detailed hub concepts.



Novato San Marin SMART Station

At a Glance

Role

Northernmost rail station in the county, serving residential and employment areas in northern Novato and capturing trips from the US-101 corridor; primary connection to Sonoma County via transit; proximate to major redevelopment and growth opportunities

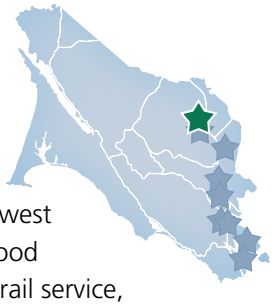
Primary Challenges

Limited site amenities and aesthetic treatments for users; gaps in pedestrian and bicycle connectivity across Redwood Boulevard and the US-101 interchange

Focus of Improvements

Strengthen first-/last-mile access and enhance passenger comfort

Site Context



The **Novato San Marin SMART Station** is located north of downtown Novato, just west of US-101 and adjacent to Redwood Boulevard. In addition to SMART rail service, the station is served by Marin Transit bus routes. The surrounding area includes residential neighborhoods and the former Fireman's Fund office campus, which is planned for redevelopment into a master planned residential community. The station also functions as a key transfer point between Marin Transit and SMART, supporting regional connections to Sonoma County.

The station currently functions primarily as a park-and-ride facility. While rail access is convenient for drivers, walking and biking connections to nearby neighborhoods and bus stops are constrained by wide roadways, limited crossings, and the physical barrier created by the US-101 interchange. The site currently offers very limited shade and no landscaping.

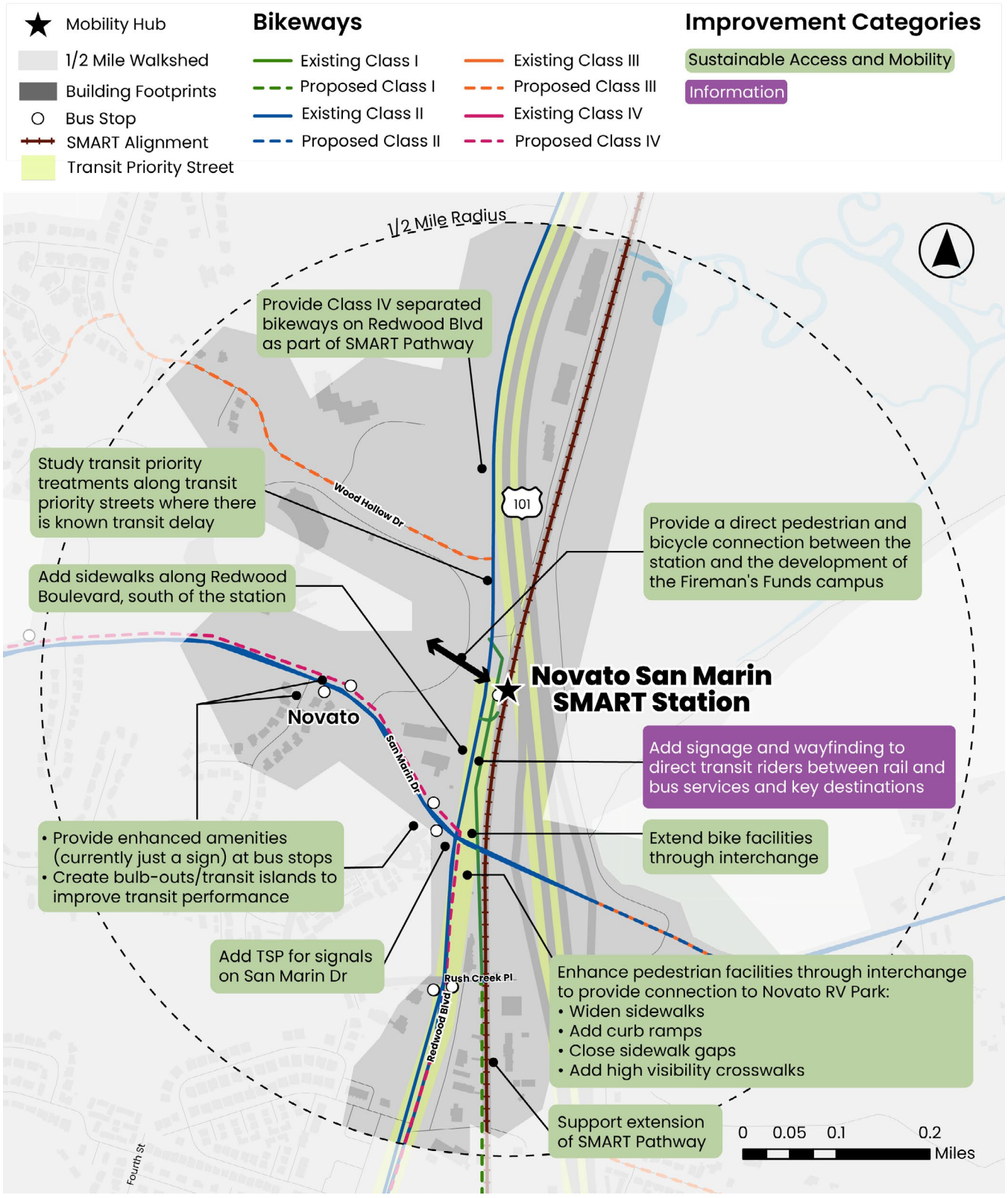
Proposed Improvements

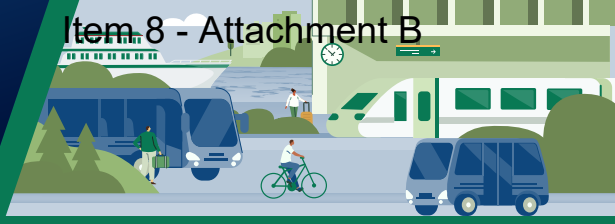
Improvements within the walkshed of this site focus on:

- **Improving pedestrian and bicycle safety and comfort**, including sidewalk gap closures, enhanced lighting, and high-visibility crosswalks
- **Strengthening pedestrian and bicycle connections** across Redwood Boulevard and the US-101 interchange to better link the station with nearby neighborhoods and planned redevelopment
- **Enhancing passenger amenities** at bus stops to support user comfort and ridership growth
- **Improving transit reliability and performance** for bus connections to the station, including transit priority treatments and intersection modifications

The opportunities and constraints within a 0.5-mile radius of the site are shown in **Figure 2**.

Figure 2: Novato San Marin SMART Station Access Gaps and Improvement Opportunities





Novato Downtown SMART Station

At a Glance

Role

Rail station serving Downtown Novato with easy access to US-101

Primary Challenges

Lack of wayfinding for pedestrian connections to Downtown and nearby transit stops; existing gap in SMART Pathway

Focus of Improvements

Strengthen connections to Downtown and activate station site

Site Context

The **Novato Downtown SMART Station** is located on the eastern edge of Downtown Novato between Grant Avenue to the north and De Long Avenue to the south. While the station is within walking distance of commercial and civic destinations, it is not directly served by any bus routes, with the nearest bus stops being 0.2 miles away.

Although the station benefits from its proximity to Downtown, pedestrian and bicycle connections between the station, nearby bus stops, and surrounding streets lack clarity and cohesion. The currently unpaved station parking lot presents opportunities to improve accessibility and create a stronger sense of place. The historic Novato railroad depot building sits on the site but is currently unused.

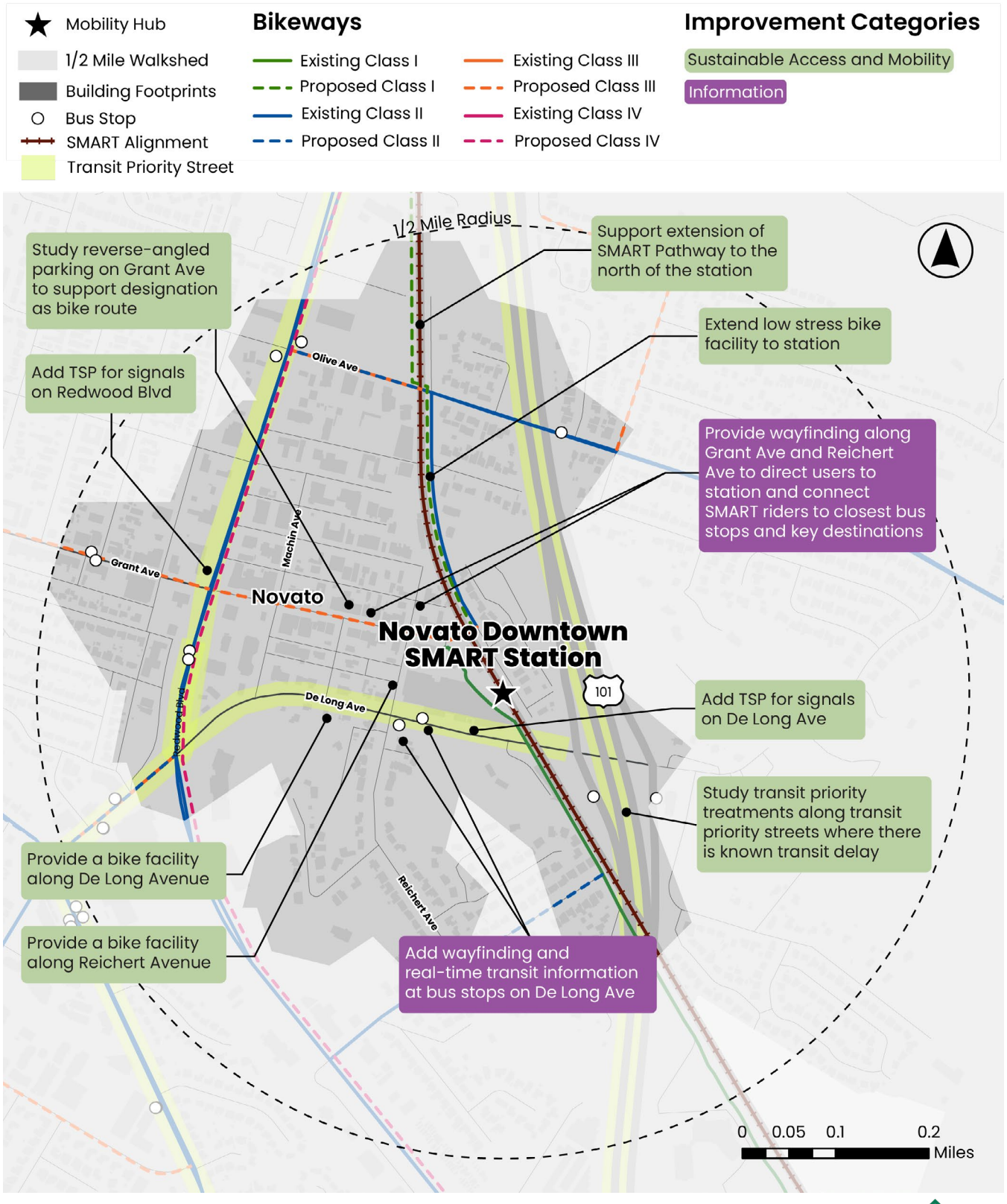
Proposed Improvements

Improvements within the walkshed of this site focus on:

- **Strengthening pedestrian and bicycle connections** between the station, Downtown Novato, the Redwood and Grant Transit Center, and nearby bus stops on De Long Avenue
- **Improving transit reliability and performance for bus connections** in the station vicinity, including transit priority treatments and intersection modifications
- **Strengthening bicycle connections** by providing bicycle facilities to key destinations and closing gaps in the bicycle network

The opportunities and constraints within a 0.5-mile radius of the site are shown in **Figure 3**.

Figure 3: Novato Downtown SMART Station Access Gaps and Improvement Opportunities



Novato Hamilton SMART Station

At a Glance

Role

Neighborhood rail station serving the Hamilton community; currently the southern terminus of a segment of the SMART Pathway and thus heavily used by cyclists

Primary Challenges

Limited bus integration and underutilized parking lot

Focus of Improvements

Improve bus transfers, enhance walking and biking connections, and enhance site comfort

Site Context

The **Novato Hamilton SMART Station** is located approximately four miles southeast of the Novato Downtown SMART Station along Main Gate Road. The station primarily serves the surrounding residential neighborhood but is not directly integrated with bus service, with the closest bus stops located 0.3 miles away. The current parking lot configuration does not permit bus circulation. One segment of the SMART Pathway currently ends at the station, although design is ongoing to extend it further south. The site provides very limited shade and landscaping.

While the station includes parking and rail access, opportunities exist to support bus transfers, enhance connectivity to the SMART Pathway, and create a more comfortable and desirable user experience.

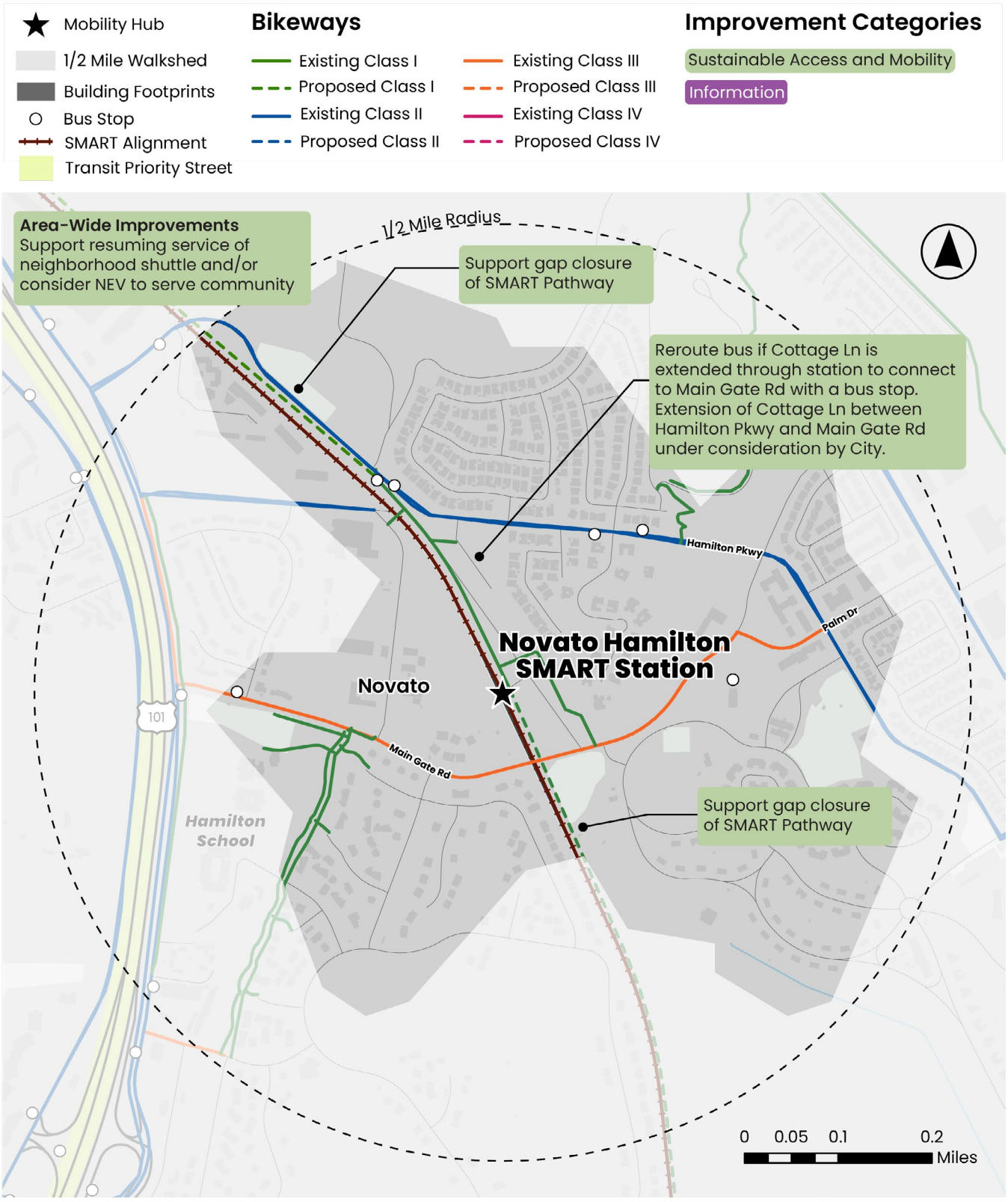
Proposed Improvements

Improvements within the walkshed of this site focus on:

- **Providing convenient bus/Neighborhood Electric Vehicle (NEV) transfers** by accommodating bus stops
- **Strengthening pedestrian and bicycle connections**, particularly between the station, Main Gate Road, and the SMART Pathway

The opportunities and constraints within a 0.5-mile radius of the site are shown in **Figure 4**.

Figure 4: Novato Hamilton SMART Station Access Gaps and Improvement Opportunities



Marin Civic Center SMART Station

At a Glance

Role

Rail station serving regional entertainment, civic, and employment destinations

Primary Challenges

A portion of the station is beneath a US-101 viaduct, with gaps in connections to surrounding land uses

Focus of Improvements

Improve station environment and support planned projects to create new connections to and through the station area

Site Context

The **Marin Civic Center SMART Station** is located underneath a US-101 viaduct, approximately 0.5 miles northwest of the Marin County Civic Center. In addition to SMART rail service, this station is also served by Marin Transit bus routes on Civic Center Drive. A project is currently advancing to provide pick-up/drop-off (PUDO) space and bike facilities on Civic Center Drive, just north of the station. The City of San Rafael also has walking and biking projects planned along Merrydale Road (Multi-Use Path Civic Center SMART Station to Northgate) and a new path south of and parallel to the SMART tracks (South Merrydale Road – Civic Center Connector [Rafael Meadows] Project).

Proposed Improvements

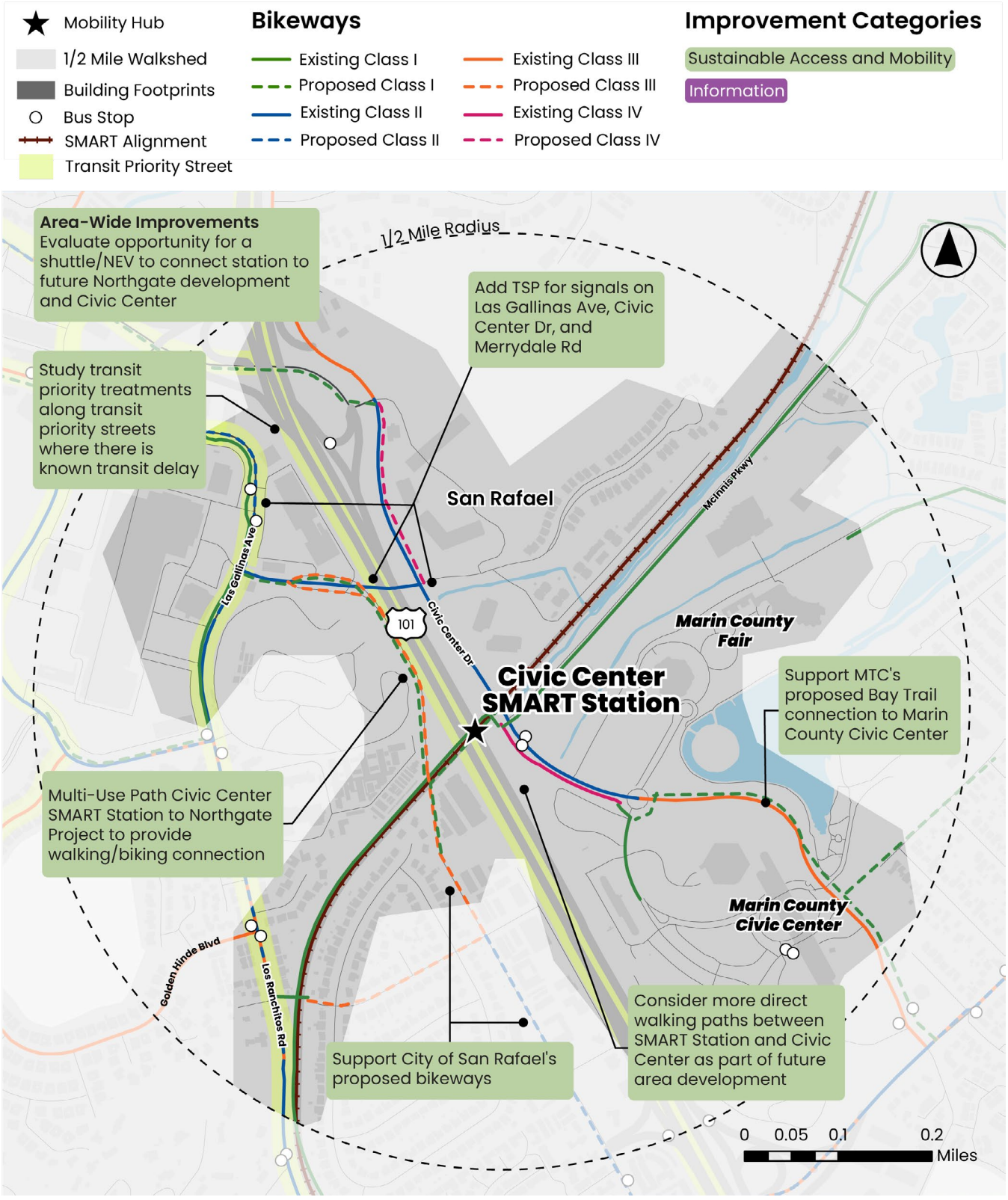
Improvements within the walkshed of this site focus on:

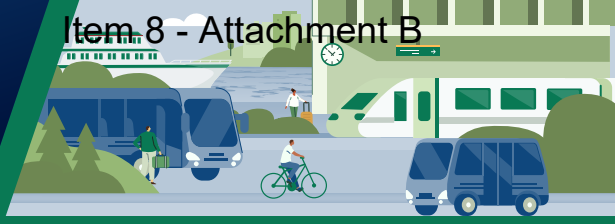
- **Integrating planned projects to support multi-modal connectivity** within the vicinity of the station
- **Improving transit reliability and performance** for bus connections to the station, including transit priority treatments and intersection modifications

Planned improvements should be reviewed to ensure they support transit access, circulation, and reliability.

The opportunities and constraints within a 0.5-mile radius of the site are shown in **Figure 5**.

Figure 5: Marin Civic Center SMART Station Access Gaps and Improvement Opportunities





San Rafael SMART Station

At a Glance

Role

Downtown rail hub, serving as a major transfer point between SMART, local and regional bus service, and adjacent employment, civic, and residential destinations

Primary Challenges

Congested auto-oriented street network with significant modal conflicts creates pedestrian crossing barriers and affects bus-rail connections and transit operations; opportunity to better integrate surrounding redevelopment and transit priority corridors

Focus of Improvements

Improve multimodal circulation and safety in the downtown core, prioritize reliable bus operations and seamless bus–rail transfers, and enhance wayfinding and public realm amenities

Site Context

The **San Rafael SMART Station** is located in downtown San Rafael, across 3rd Street from the San Rafael Transit Center. This connection is challenging for riders given heavy traffic volumes on 3rd Street and a history of severe fatal injuries for pedestrians in this area.

The San Rafael Transit Center Relocation Project will relocate bus bays, the customer service building, and other supporting uses one block to the north, immediately adjacent to the SMART station. The station is a key transfer point between SMART, GGBHTD, and Marin Transit services.

The North-South Greenway is planned to pass through the station area, although currently there is a several block gap in Downtown San Rafael between the Mahon Creek Path and the Lincoln Path at Mission Avenue. The gap is planned to be closed through the San Rafael Transit Center Relocation Project and future City-led improvements on Tamalpais Avenue. Transportation projects in Downtown San Rafael should include coordination with transit agencies to improve station access for all modes, facilitate bus maneuvers, and optimize transit travel time and reliability to support connectivity to the San Rafael Transit Center and SMART Station.

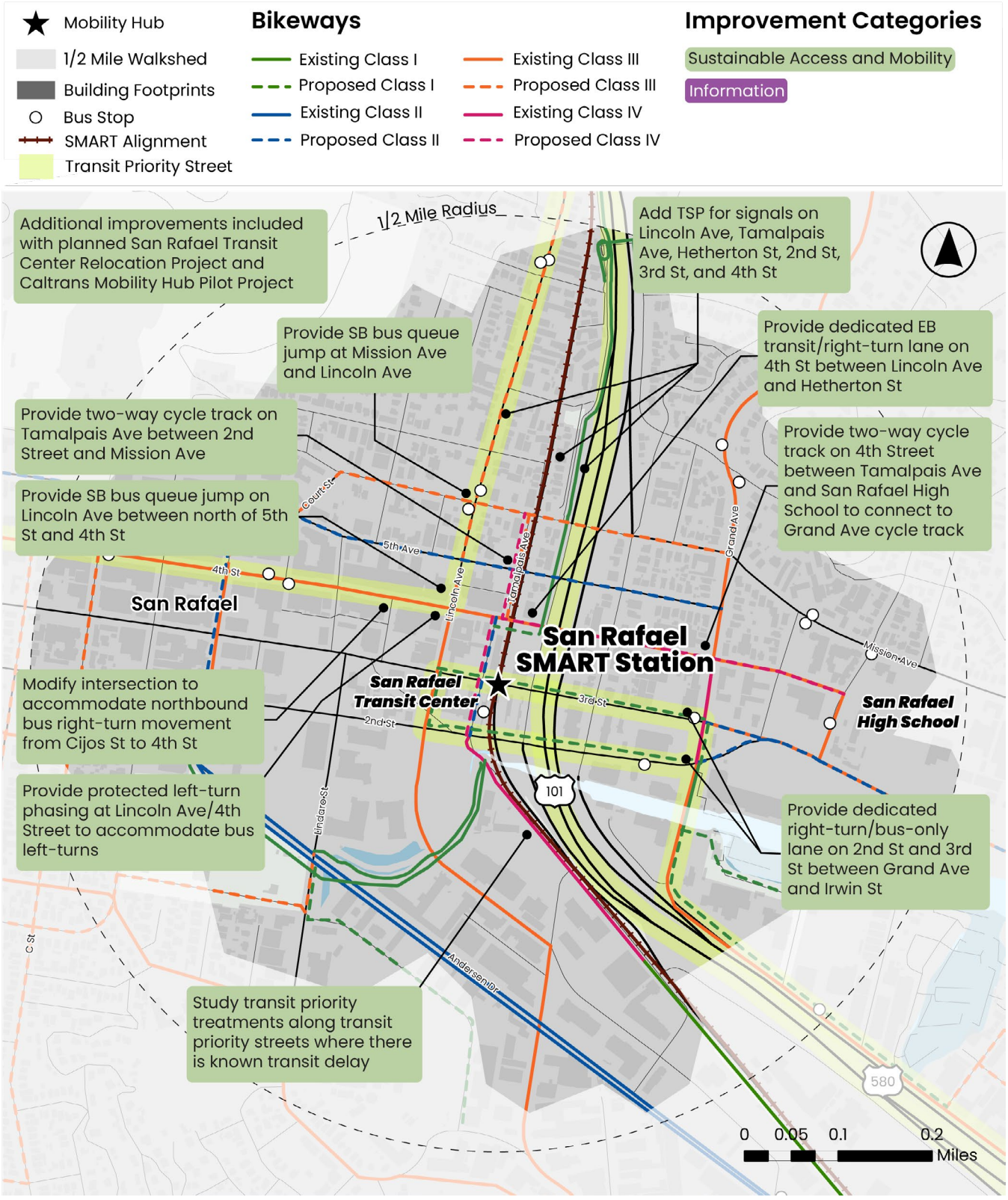
Proposed Improvements

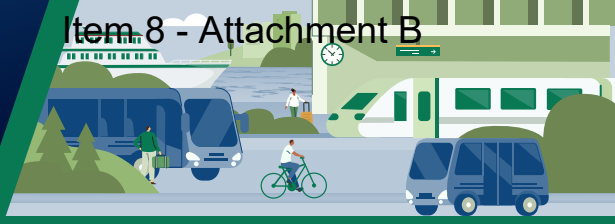
Improvements within the walkshed of this site focus on:

- **Improving transit reliability and performance for bus connections** to the station, including transit priority treatments and intersection modifications
- **Closing gaps in the existing bicycle network** to improve connections to nearby trails and destinations

The opportunities and constraints within a 0.5-mile radius of the site are shown in **Figure 6**.

Figure 6: San Rafael SMART Station Access Gaps and Improvement Opportunities





Larkspur SMART Station

At a Glance

Role

Southern terminus of SMART and connection to ferry service to San Francisco; connections to adjacent regional retail center and other nearby employment areas

Primary Challenges

Indirect and long-distance connection between SMART and ferry; lack of convenient bus connections; incomplete pedestrian network to nearby land uses

Focus of Improvements

Improve rail-ferry connectivity

Site Context

The **Larkspur SMART Station** is the southern terminus of SMART and is located approximately 0.3 miles northwest of the Larkspur Ferry Terminal. It is adjacent to the Marin Country Mart regional shopping center, but there is no direct pedestrian connection between the station and Larkspur Landing Circle. Marin Transit buses operate on nearby streets, including Larkspur Landing Circle and Sir Francis Drake Boulevard. The Larkspur SMART Station is a pilot site for the MTC Regional Mapping and Wayfinding Project, which aims to make it easier for travelers to navigate and explore the Bay Area using public transit.

The bicycle connection between the SMART Station and Ferry Terminal was improved through the Central Marin Ferry Connection (CMFC) project. While that project greatly improved the comfort of the bicycle connection, it is not the most direct path, resulting in pedestrians choosing between a very long connection or a shorter, but much less comfortable street-level connection across major streets without wayfinding guidance. A shuttle is currently used to overcome the long transfer distance and challenging pedestrian connection between the SMART Station and Ferry Terminal.

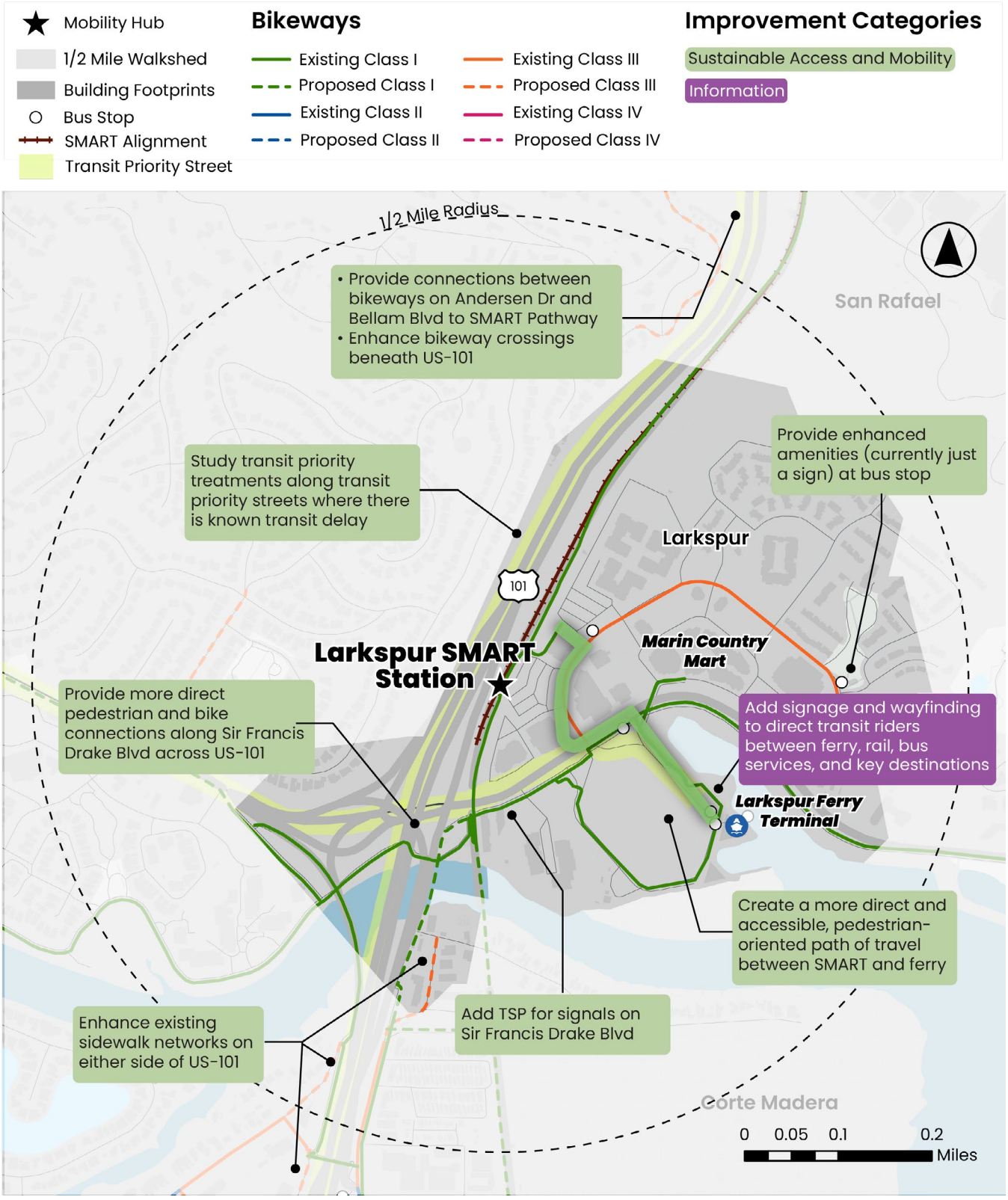
Proposed Improvements

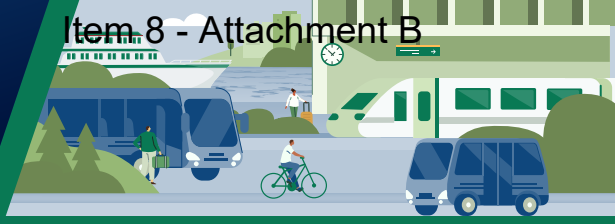
Improvements within the walkshed of this site focus on:

- **Strengthening pedestrian connectivity** between the Larkspur SMART Station and Larkspur Ferry Terminal, including safer and more direct pedestrian routes
- **Enhancing crossings and bikeway connections** across major barriers
- **Improving transit reliability and performance for bus connections** to the station, including transit priority treatments and intersection modifications

The opportunities and constraints within a 0.5-mile radius of the site are shown in **Figure 7**.

Figure 7: Larkspur SMART Station Access Gaps and Improvement Opportunities





Larkspur Ferry Terminal

At a Glance

Role

Regional gateway connecting GGBHTD ferry, SMART, and US-101 corridor transit, serving commuters traveling between Marin and San Francisco

Primary Challenges

Fragmented pedestrian connections between ferry, rail, and bus facilities; constrained curb space and circulation; limited amenities to serve high passenger volumes during peak periods

Focus of Improvements

Strengthen seamless transfers between ferry, rail, and bus services; formalize transit operations; and enhance passenger comfort, wayfinding, and active transportation connectivity

Site Context

The **Larkspur Ferry Terminal** is located approximately 0.3 miles southeast of the Larkspur SMART Station. The terminal is served by GGBHTD and Marin Transit bus routes. The Larkspur Service Expansion and Parking Study is currently underway to identify and evaluate improvements to the terminal, including expanding ferry service and parking. Along with the Larkspur SMART Station, the Larkspur Ferry Terminal is also a pilot site for the MTC Regional Mapping and Wayfinding Project.

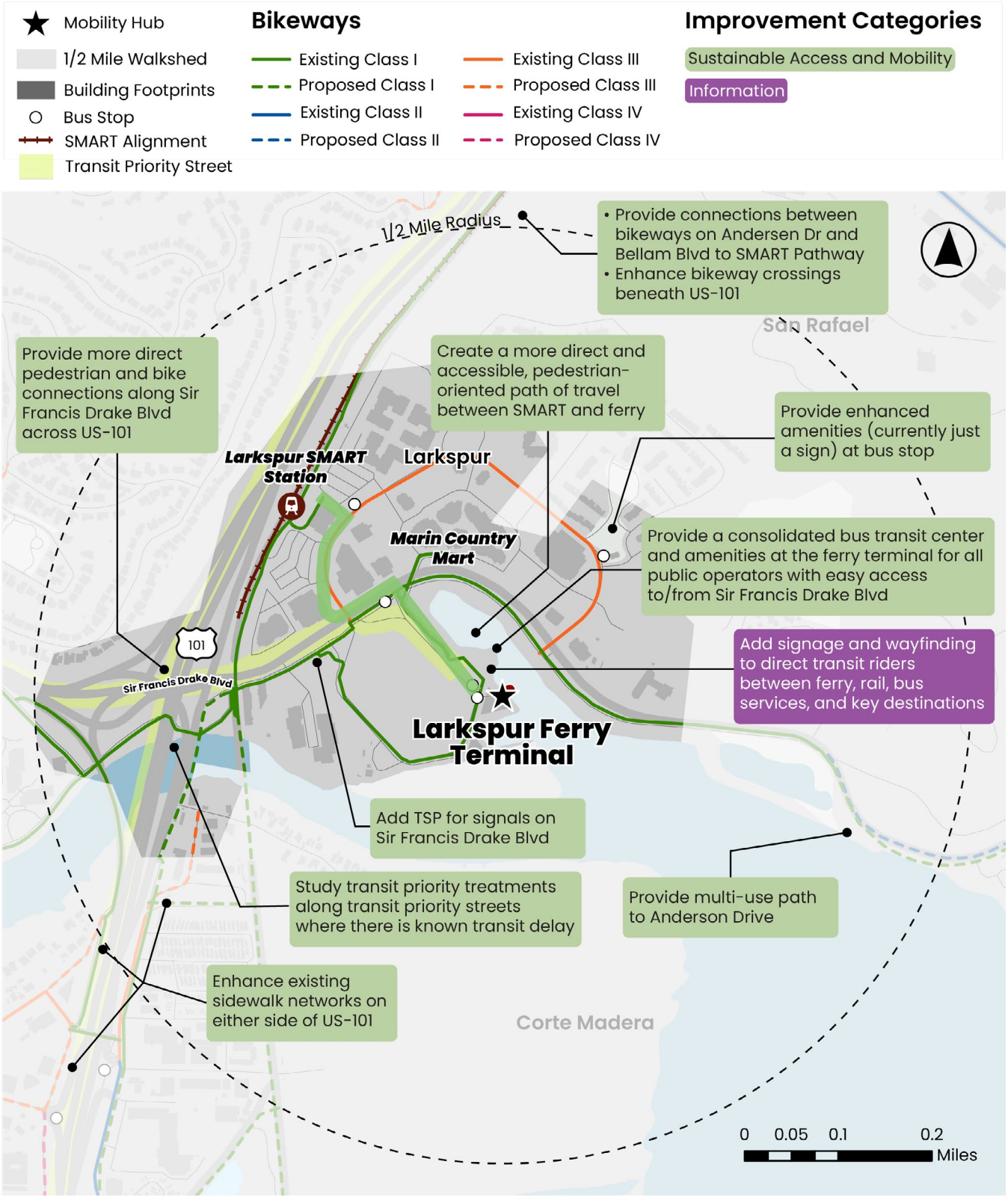
Proposed Improvements

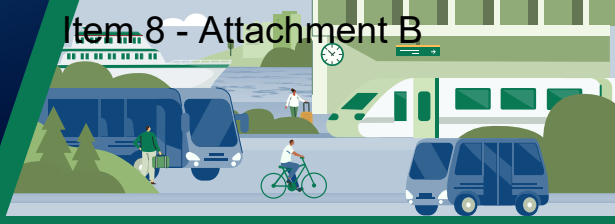
Improvements within the walkshed of this site focus on:

- **Strengthening connectivity between the Larkspur SMART Station and Larkspur Ferry Terminal**, including safer and more direct pedestrian routes
- **Enhancing crossings and bikeway connections** across major barriers
- **Improving transit reliability and performance for bus connections** to the terminal, including transit priority treatments and intersection modifications

The opportunities and constraints within a 0.5-mile radius of the site are shown in **Figure 8**.

Figure 8: Larkspur Ferry Terminal Access Gaps and Improvement Opportunities





Tiburon Ferry Terminal

At a Glance

Role

Ferry terminal serving regional commute trips and visitor travel, supporting access between Tiburon, Angel Island, and San Francisco

Primary Challenges

Constrained street network and limited curb space; privately owned ferry dock with limited space for improvements; need for clearer wayfinding and organized pick-up/drop-off activity

Focus of Improvements

Improve curb management and pedestrian circulation, enhance safety and comfort in the terminal area, and strengthen first-/last-mile connections to local destinations

Site Context

The **Tiburon Ferry Terminal** is located near the intersection of the southern terminus of Tiburon Boulevard/SR 131 and Main Street. Both GGBHTD and Marin Transit bus routes use an on-street bus stop on Tiburon Boulevard to serve the terminal. Caltrans currently has an ongoing project for improvements along Tiburon Boulevard, including enhanced pedestrian crossings. The ferry terminal, used by GGBHTD service, is privately owned, which limits opportunities for improvements at the terminal.

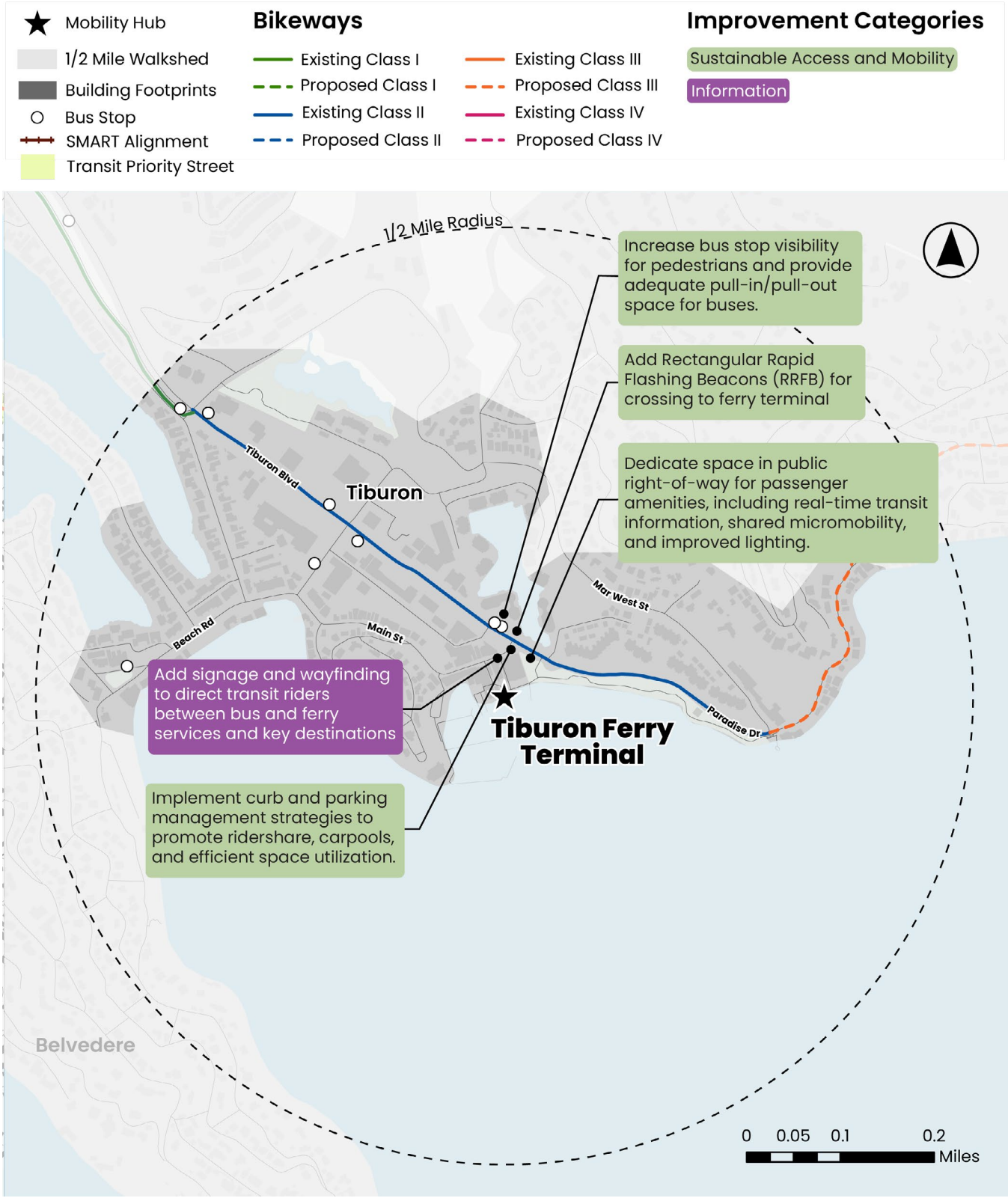
Proposed Improvements

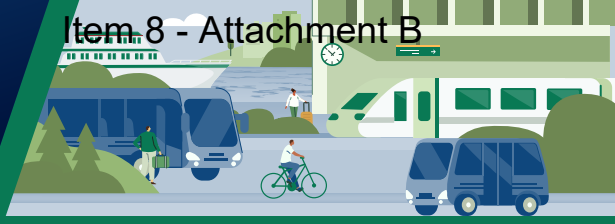
Improvements within the walkshed of this site focus on:

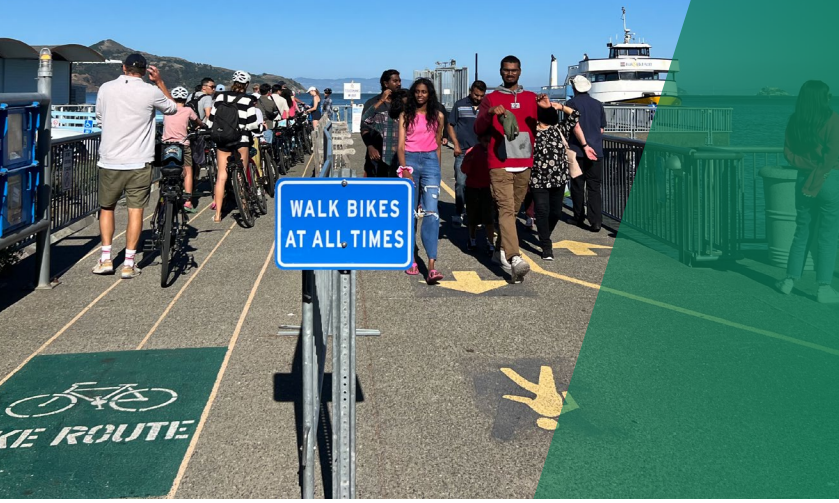
- **Enhancing pedestrian crossings** to the ferry terminal
- **Increasing bus stop visibility** along Tiburon Boulevard
- **Utilizing wayfinding** to improve connections between the ferry terminal and bus stops

The opportunities and constraints within a 0.5-mile radius of the site are shown in **Figure 9**.

Figure 9: Tiburon Ferry Terminal Access Gaps and Improvement Opportunities







Sausalito Ferry Terminal

At a Glance

Role

Downtown ferry terminal serving Sausalito, Marin City, and other nearby destinations; heavily used by tourists and recreational cyclists, many of whom bicycle across the Golden Gate Bridge

Primary Challenges

Scattered bus facilities and lack of wayfinding hinder bus-ferry and bus-bus transfers; lack of mobility hub amenities to encourage access beyond highly-utilized parking lots

Focus of Improvements

Consolidate bus boarding areas, improve safety and comfort of pedestrian crossings, provide convenient connections for nearby equity priority communities, and enhance passenger amenities

Site Context

The **Sausalito Ferry Terminal** is located in Downtown Sausalito and is served by Marin Transit and GGBHTD bus routes. Both landside (Ferry Landside Improvement Project) and waterside (Sausalito Ferry Dock Replacement Project) improvement projects are currently underway or were recently completed at the terminal. Surface parking lots are very well utilized, particularly on weekends. The area has significant tourist activity, including for-profit bike rentals, tour buses, and tourist-oriented businesses.

Opportunities remain to strengthen pedestrian crossings along Bridgeway and improve bus waiting areas and public bicycle facilities.

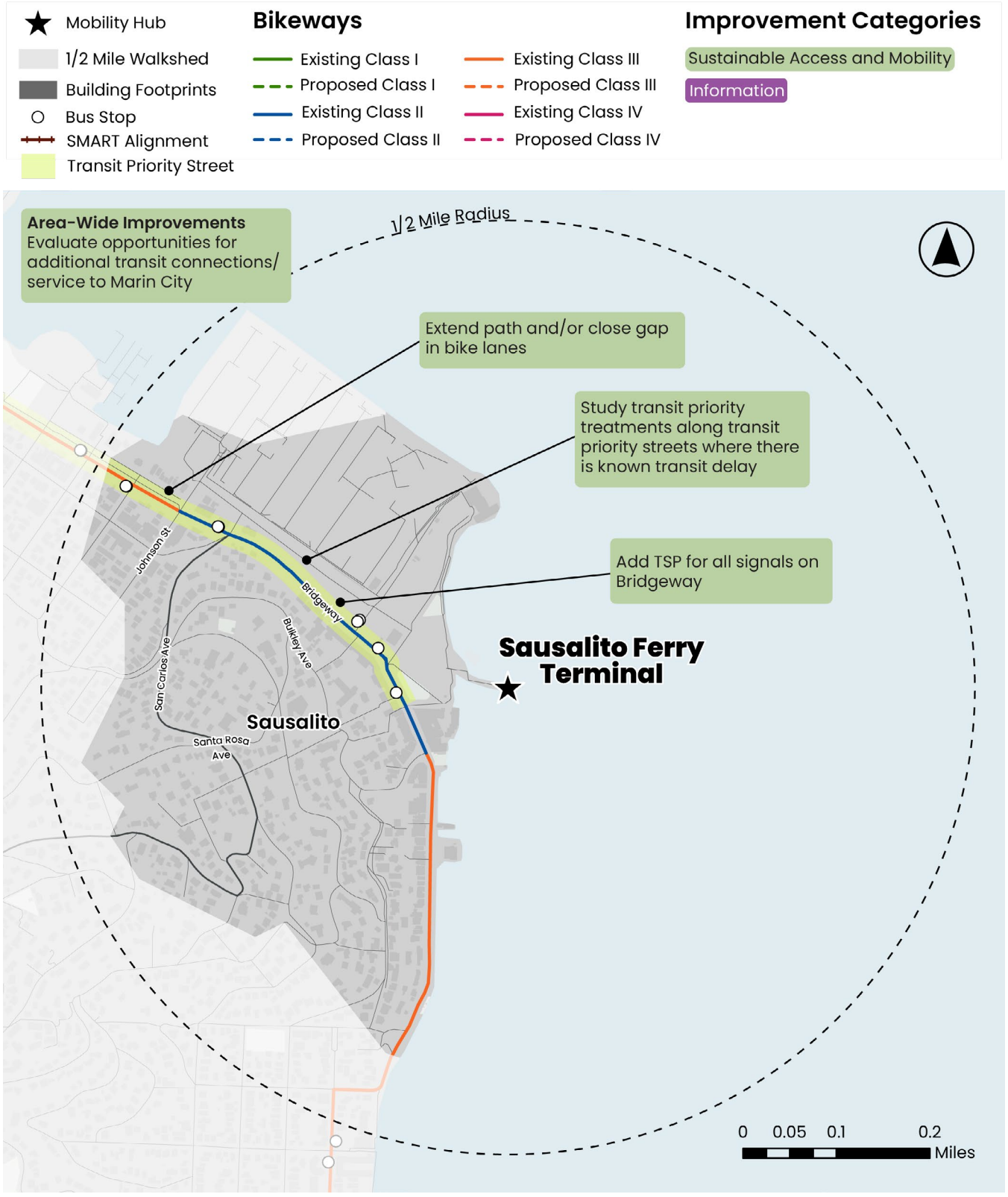
Proposed Improvements

Improvements within the walkshed of this site focus on:

- **Closing gaps in the existing bicycle network** on Bridgeway
- **Improving transit reliability and performance for bus connections** to the ferry terminal, including transit priority treatments and intersection modifications

The opportunities and constraints within a 0.5-mile radius of the site are shown in **Figure 10**.

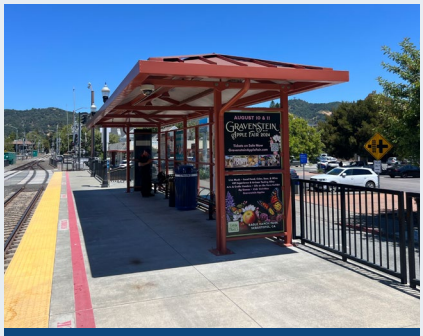
Figure 10: Sausalito Ferry Terminal Access Gaps and Improvement Opportunities



Design Concepts and Implementation Strategies

This chapter presents detailed concept plans and implementation strategies for the six mobility hub locations that were selected for more detailed consideration. Each site includes an illustrative concept and a table summarizing project details including recommended improvements, the lead and partner agencies, ROM cost, and implementation considerations. Some sites were also selected for 3D illustrations.

Design concepts were not developed for the remaining three locations due to the following reasons:

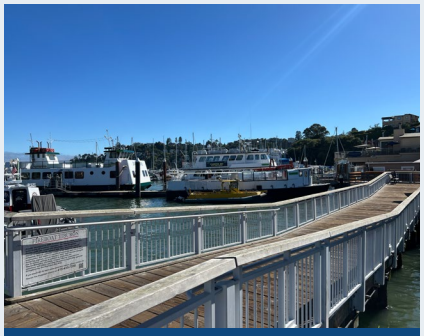


San Rafael SMART Station

Major site modifications, including mobility hub amenities, are included in the San Rafael Transit Center Relocation Project, currently in development by GGBHTD.

Larkspur Ferry Terminal

A separate GGBHTD project is currently advancing both landside and waterside improvements at this location, including planned increases in ferry service and modifications to the parking area.



Tiburon Ferry Terminal

The ferry dock is privately owned and due to the configuration of transportation facilities there are limited opportunities for mobility hub amenities and improved site access relative to the other hub locations.

Novato San Marin SMART Station

Design Concept Priorities

The Novato San Marin SMART Station has limited pedestrian connectivity, constrained circulation, and minimal mobility hub amenities. Three improvement projects with a total cost of $8.7 Million have been identified to enhance site access and safety, improve bus and curb operations, and provide additional amenities.

Proposed Improvement Projects

NSM1: Pedestrian Access and Related Improvements on Rush Landing Road and Redwood Boulevard

Improve pedestrian safety and connectivity along Rush Landing Road and Redwood Boulevard through bulbouts, refuge islands, high-visibility crosswalks, curb ramps, and bikeway markings to strengthen access to surrounding land uses.

NSM2: Site Circulation and Motorized Access

Improve transit access and reliability by reconfiguring station access and circulation to separate bus and general vehicle traffic and provide rider amenities to improve transit user experience.

NSM3: Mobility Hub Amenities

Provide additional user amenities, including lighting, wayfinding, bike repair stations, EV charging, and landscaping to expand ridership by enhancing the customer experience and improve access via a variety of modal options.

A proposed concept design is depicted in **Figure 11**. The proposed improvements are distributed into three projects, with costs, implementation considerations, and operational considerations shown in **Table 1**. Further information on improvement costs is provided in **Appendix E: Mobility Hub Cost Estimates**. All costs are in Year 2026 dollars.

Figure 11: Novato San Marin SMART Station Concept Design

Table 1: Novato San Marin SMART Station Project List

Project #	**NSM1:** Pedestrian Access and Related Improvements on Rush Landing Road and Redwood Boulevard	**NSM2:** Site Circulation and Motorized Access	**NSM3:** Mobility Hub Amenities
Project Description	• Bulbouts, medians, pedestrian refuge islands, RRFBs, high vis crosswalks, and curb ramps along Redwood Blvd • Curb ramps, bike ramp, shark teeth road markings, and landscaping along Rush Landing Rd	• New station entry from Rush Landing Rd • Shelters, benches, and trash cans on station platform • Solar canopy over parking lot • PUDO spaces in parking lot • Concrete bus pad • Bus stop amenities, including real-time signage • Bus only markings • PUDO along Redwood Blvd	• Wayfinding and signage • Landscaping • Drinking fountain • Larger bike lockers • Bike repair station • Lighting • EV and e-bike charging
Lead Agency	City of Novato	SMART	TAM, SMART
Stakeholder Partners	SMART	City of Novato, Marin Transit	City of Novato
Capital Cost	$1.9 Million	$3.5 Million	$3.2 Million
Implementation Considerations	• Opportunity to implement in conjunction with development on the west side of Redwood Blvd if that project advances • Need to investigate potential for utility conflicts • Assess opportunity for landscaping in median and bulbouts	• Solar canopy requires electrical capacity and utility connection • Reduction in standard parking supply with addition of PUDO • Real-time signage requires electrical and broadband access/capacity	• May be phased depending on funding availability and demand • Wayfinding should align with MTC regional wayfinding standards • Landscaping should be designed to be easily maintained and to not diminish safety and security • Reduction in standard parking supply with EV parking added • Lighting, WiFi, and device charging requires electrical and broadband access/capacity • EV and e-bike charging requires electrical capacity and utility connection
Next Steps to Implementation	• Include in City CIP • Advance design incl. drainage and utility review • Coordinate with emergency services and transit operators	• Validate bus loop design, turning radii, layover, and future service expansion needs with Marin Transit • Advance site design • Coordinate with Marin Transit on bus stop amenities • Conduct solar feasibility assessment	• Prepare amenity layout plan with required utility connections and ADA clearances • Validate bike parking and e-bike charging demand • Evaluate electrical capacity and advance design • Develop cohesive signage and wayfinding plan for site • Identify utility tie in for drinking fountains (water) • Evaluate broadband and electrical capacity
Operational Considerations	• City maintains improvements	• Marin Transit maintains bus stop and amenities (shelters, benches, real-time signage, trash) • SMART maintains other on-site elements including pavement, striping, and solar canopy • Assess systemwide solar business models	• SMART and TAM to develop maintenance agreement to cover on-site amenities • Assess bike lockers management system • Assess systemwide EV charging and carshare business models

Novato Downtown SMART Station

Design Concept Priorities

The Novato Downtown SMART Station is currently an unimproved parking lot with minimal user amenities and includes a gap in the SMART Pathway. Two improvement projects with a total cost of $3.0 Million have been identified to activate the site, provide additional amenities, and eliminate the SMART Pathway gap.

Proposed Improvement Projects

ND1: Site Access and Circulation Improvements

Close the gap between existing and planned SMART Pathway segments, improve pedestrian safety crossing Grant Avenue and Scott Court, and formalize PUDO space to improve multimodal access.

ND2: Mobility Hub Amenities

Provide additional user amenities, including lighting, wayfinding, bike repair stations, EV charging, and landscaping to expand ridership by enhancing the customer experience and improve access via a variety of modal options.

A proposed concept design is depicted in **Figure 12**. An illustration of the proposed re-purposing of the existing depot building and parking lot into a mobility hub is provided in **Figure 13**. The proposed improvements are distributed into two projects, with costs, implementation considerations, and operational considerations shown in **Table 2**. Further information on improvement costs are provided in **Appendix E: Mobility Hub Cost Estimates**. All costs are in Year 2026 dollars.

Figure 12: Novato Downtown SMART Station Concept Design

Figure 13: Novato Downtown SMART Station 3D Rendering

Table 2: Novato Downtown SMART Station Project List

Project #	**ND1:** Site Access and Circulation Improvements	**ND2:** Mobility Hub Amenities
Project Description	• Pathway from Shared-Use Path at northern end of station to existing SMART Pathway south of station • RRFBs at Grant Ave and Scott Ct • PUDO on Grant Ave	• EV and e-bike charging • Wayfinding and signage • Bike repair station • Landscaping • Larger bike lockers
Lead Agency	City of Novato, SMART	TAM, City of Novato
Stakeholder Partners	-	SMART
Capital Cost	$0.7 Million	$2.3 Million
Implementation Considerations	• May not be need for PUDO on Grant Ave until after site is redeveloped • Assess implementation timing of pathway with respect to site redevelopment	• Assess implementation timing with respect to site redevelopment • Wayfinding should align with MTC regional wayfinding standards • Validate bike parking and e-bike charging demand • EV charging requires electrical capacity and utility connection • Consider developing a station area parking management plan as part of redevelopment of existing parking area • Landscaping should be designed to be easily maintained and to not diminish safety and security
Next Steps to Implementation	• Include in City CIP • Advance design	• Prepare amenity layout plan with required utility connections and ADA clearances • Validate bike parking and e-bike charging demand • Evaluate electrical capacity and advance design • Develop cohesive signage and wayfinding plan for site • Identify utility tie in for drinking fountains (water) • Evaluate broadband and electrical capacity
Operational Considerations	• Determine maintenance responsibility for pathway • City responsible for PUDO curb enforcement	• City, SMART, and TAM to develop maintenance agreement to cover on-site amenities • Opportunity to place maintenance responsibility on developer • Assess bike lockers management system • Assess systemwide EV charging and carshare business models

Novato Hamilton SMART Station

Design Concept Priorities

The Novato Hamilton SMART Station is currently inaccessible by bus and the SMART Pathway terminates at the station. Three improvement projects with a total cost of $14.8 Million are proposed to accommodate transit connections on-site, strengthen active transportation linkages, and provide amenities that support long-term hub activation.

Proposed Improvement Projects

NH1: Bus Loop, PUDO, and Parking Reconfiguration

Establish a one-way bus loop with furnished bus stops and provide a separate PUDO space to formalize circulation and support efficient and safe operations.

NH2: Pedestrian and Bicycle Access Improvements

Provide a pathway connection between Main Gate Road and the SMART Pathway and install a RRFB at Main Gate Road to improve safe and direct first/last-mile access.

NH3: Mobility Hub Amenities

Provide additional user amenities, including lighting, wayfinding, bike repair stations, and landscaping to expand ridership by enhancing the customer experience and improve access via a variety of modal options.

A proposed concept design is depicted in **Figure 14**. An illustration of the proposed on-site bus circulation and solar canopy is provided in **Figure 15**. The proposed improvements are distributed into three projects, with costs, implementation considerations, and operational considerations shown in **Table 3**. Further information on improvement costs are provided in **Appendix E: Mobility Hub Cost Estimates**. All costs are in Year 2026 dollars.

Figure 14: Novato Hamilton SMART Station Concept Design

Figure 15: Novato Hamilton SMART Station 3D Rendering

Table 3: Novato Hamilton SMART Station Project List

Project #	**NH1:** Bus Loop, PUDO, and Parking Reconfiguration	**NH2:** Pedestrian and Bicycle Access Improvements	**NH3:** Mobility Hub Amenities
Project Description	• One way bus loop • Stormwater treatment area and landscaping • PUDO area • Bus stops with shelters • ADA parking • EV charging • Carshare parking • Carpool/vanpool parking • Solar canopy	• Pathway from SMART Pathway to Main Gate Rd • RRFB across Main Gate Rd	• Lighting • Landscaping • Drinking fountain • Wifi and device charging • Wayfinding and signage • Bike repair station • Larger bike lockers • e-bike charging
Lead Agency	SMART	City of Novato, SMART	TAM, SMART
Stakeholder Partners	TAM, City of Novato, Marin Transit	-	City of Novato
Capital Cost	$13.2 Million	$0.4 Million	$1.3 Million
Implementation Considerations	• Reduction in standard parking supply with reconfiguration and addition of EV, carshare, and carpool/vanpool parking • ADA parking placement must meet path-of-travel and slope standards • EV charging and solar require electrical capacity and utility connection • City to evaluate future roadway connection to Hamilton Pkwy or Cottage Ln	• May trigger drainage, grading, or retaining improvements	• May be phased depending on funding availability and demand • Wayfinding should align with MTC regional wayfinding standards • e-bike charging requires electrical capacity • Drinking fountain requires water tie-in • Lighting, WiFi, and device charging requires electrical and broadband access/capacity • Landscaping should be designed to be easily maintained and to not diminish safety and security
Next Steps to Implementation	• Validate bus loop design, turning radii, layover, and future service expansion needs with Marin Transit • Advance site design • Coordinate with Marin Transit on shelter standards and bus stop placement • Conduct solar feasibility assessment	• Include in City CIP • Advance design	• Prepare amenity layout plan with required utility connections and ADA clearances • Validate bike parking and e-bike charging demand • Evaluate electrical capacity and advance design • Develop cohesive signage and wayfinding plan for site • Identify utility tie in for drinking fountains (water) • Evaluate broadband and electrical capacity
Operational Considerations	• Marin Transit maintains bus stop and amenities (shelters, benches, real-time signage, trash) • SMART maintains pavement and striping • City responsible to enforce HOA shuttle program TDM requirement • Assess systemwide EV charging and carshare business models • Assess systemwide solar business models	• City maintains RRFB • SMART maintains pathway as part of SMART Pathway maintenance	• SMART and TAM to develop maintenance agreement to cover on-site amenities • Assess bike lockers management system

Marin Civic Center SMART Station

Design Concept Priorities

The Marin Civic Center SMART Station can be accessed from both Civic Center Drive and Merrydale Road, both of which have planned projects to improve station access. Three improvement projects with a total cost of $2.7 Million are proposed to accommodate the planned improvement projects and improve safety and comfort.

Proposed Improvement Projects

MCC1: Mobility Hub Amenities

Provide additional user amenities, including lighting, wayfinding, bike repair stations, and landscaping to expand ridership by enhancing the customer experience and improve access via a variety of modal options.

MCC2: Civic Center Bicycle and Pedestrian Access

Implement safety treatments including bulbouts, curb ramps, two-stage bike boxes, and intersection modifications to calm traffic and improve access to the station from the Marin Civic Center, the SMART Pathway, a separate City of San Rafael Civic Center Connector Project, and bus bays on Civic Center Drive.

MCC3: Merrydale Road Access

Establish a defined PUDO area on the west side of the station with supporting lighting and seating to formalize curb activity and improve safe passenger loading and unloading. In conjunction with the Multi-Use Path Civic Center SMART Station to Northgate Project, a separate City of San Rafael project, this project enhances connectivity to the station from the Northgate Town Square redevelopment area. The Multi-Use Path Civic Center SMART Station to Northgate Project should be reviewed to ensure it does not negatively impact transit access.

A proposed concept design is depicted in **Figure 16**. An illustration of the proposed PUDO area at the end of Merrydale Road is provided in **Figure 17**. The proposed improvements are distributed into three projects, with costs, implementation considerations, and operational considerations shown in **Table 4**. Further information on improvement costs are provided in **Appendix E: Mobility Hub Cost Estimates**. All costs are in Year 2026 dollars.

Figure 16: Marin Civic Center SMART Station Concept Design

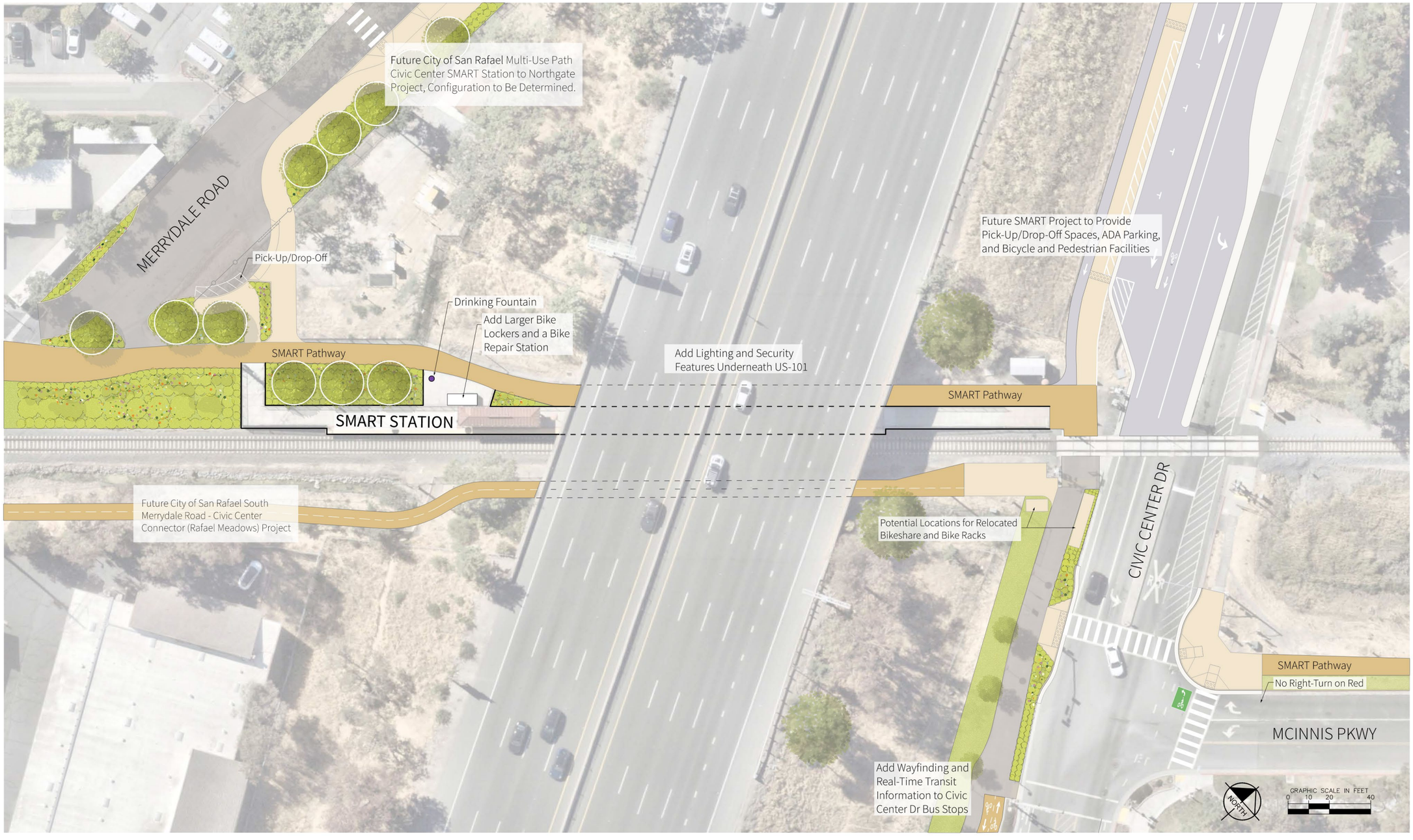


Figure 17: Marin Civic Center SMART Station 3D Rendering

Table 4: Marin Civic Center SMART Station Project List

Project #	**MCC1: Mobility Hub Amenities**	**MCC2:** Civic Center Bicycle and Pedestrian Access	**MCC3:** Merrydale Road Access
Project Description	• Lighting • Security • Drinking fountain • Larger bike lockers • Bike repair station • Landscaping adjacent to tracks • Relocate bikeshare and bike racks • Wayfinding and real-time transit information at Civic Center Dr bus stops • e-bike charging	• No RTOR from McInnis Pkwy • Two-stage left turn bike box • Bulbout • Landscaping along Civic Center Dr • Curb ramps	• PUDO area on Merrydale Rd (just paint and path) • Include lighting and bench around PUDO area
Lead Agency	TAM, SMART, City of San Rafael	City of San Rafael	City of San Rafael
Stakeholder Partners	Caltrans, Marin Transit	Marin Transit	Las Gallinas Valley Sanitary District, Marin Transit
Capital Cost	$2.1 Million	$0.4 Million	$0.2 Million
Implementation Considerations	• May be phased depending on funding availability and demand • Wayfinding should align with MTC regional wayfinding standards • e-bike charging requires electrical capacity • Drinking fountain requires water tie-in • Lighting, WiFi, and device charging requires electrical and broadband access/capacity • Real-time transit information must integrate with operator data feeds • Landscaping should be designed to be easily maintained and to not diminish safety and security	• No RTOR and bike box may require signal timing updates • Bulbouts may impact drainage • Improvements must maintain emergency access	• To be implemented along with future City of San Rafael Multi-Use Path Civic Center SMART Station to Northgate Project • Lighting and bench placement must maintain ADA clear path • Coordinate with Sanitary District on maintaining access and ROW needs
Next Steps to Implementation	• Prepare amenity layout plan with required utility connections and ADA clearances • Validate bike parking and e-bike charging demand • Evaluate electrical capacity and advance design • Develop cohesive signage and wayfinding plan for site • Identify utility tie in for drinking fountains (water) • Evaluate broadband and electrical capacity • Coordinate with Marin Transit on real-time information hardware	• Include in City CIP • Conduct traffic operations and signal analysis • Advance roadway design including drainage review	• Incorporate changes into design for future City of San Rafael Multi-Use Path Civic Center SMART Station to Northgate Project • Coordinate with Marin Transit on transit access
Operational Considerations	• City, SMART, and TAM to develop maintenance agreement to cover on-site amenities • Marin Transit to maintain real-time signage • Assess bike lockers management system	• City maintains improvements	• City maintains improvements

Larkspur SMART Station

Design Concept Priorities

The Larkspur SMART Station serves as a critical connector between the Larkspur Ferry Terminal, regional transit services, and the US-101 corridor but currently lacks direct and intuitive pedestrian and transit access. Three improvement projects with a total cost of $13.3 Million are proposed to strengthen connectivity and introduce mobility hub features that support multimodal access. All three projects include significant landscaping improvements to provide shade and enhance the aesthetics of the station area.

Proposed Improvement Projects

LS1: Connectivity to Larkspur Ferry

Provide a pedestrian ramp from Larkspur Landing Circle and improve sidewalks and curb ramps to create a direct, continuous, and accessible connection between the SMART Station, adjacent land uses, and the Larkspur Ferry Terminal. The ramp is located on a parcel that is being studied as part of The Larkspur Service Expansion and Parking Study. That Study has not been approved and the inclusion and footprint of the ramp will depend on the ultimate project determined by GGBHTD.

LS2: New Bus Stop on US-101

Construct bus-only treatments, a bus pad, shelter, and pedestrian access improvements to allow for buses on US-101 to avoid deviating into the station area, improving operational efficiency and connectivity to the SMART station.

LS3: Mobility Hub Amenities

Provide additional user amenities, including lighting, wayfinding, bike repair stations, EV charging, and landscaping to expand ridership by enhancing the customer experience and improve access via a variety of modal options.

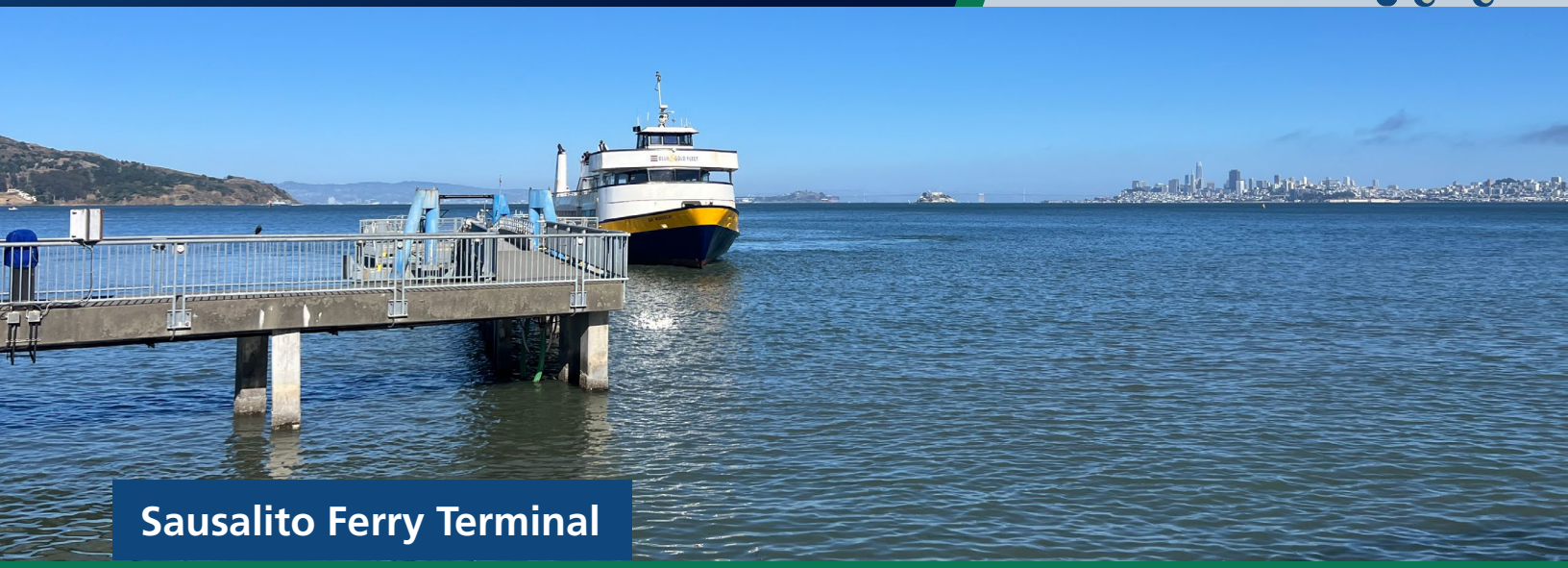
The proposed concept design is depicted in **Figure 18**. An illustration of the proposed pedestrian connection ramp, TOD, and solar canopy over the parking lot is provided in **Figure 19**. The proposed improvements are distributed into three projects, with costs, implementation considerations, and operational considerations shown in **Table 5**. Further information on improvement costs are provided in **Appendix E: Mobility Hub Cost Estimates**. All costs are in Year 2026 dollars.

Figure 18: Larkspur SMART Station Concept Design

Figure 19: Larkspur SMART Station 3D Rendering

Table 5: Larkspur SMART Station Project List

Project #	**LS1:** Connectivity to Larkspur Ferry	**LS2:** New Bus Stop on US-101	**LS3:** Mobility Hub Amenities
Project Description	• Improvements along Larkspur Landing including sidewalk, landscaping, bus stop, curb ramps, etc • Ramp between Larkspur Landing and Cal Park Hill Pathway	• Bus only markings on US-101 off ramp • Bus pad • Shelter and bench • Sidewalk from Sir Francis Drake Blvd to bus stop • Bulbout at Sir Francis Drake Blvd and US-101 on ramp including landscaping	• Larger bike lockers • Bike repair station • Drinking fountain • Wayfinding and signage • Landscaping • Solar canopy • EV and e-bike charging • Shelter and bench (for shuttle/PUDO)
Lead Agency	City of Larkspur, TAM	TAM	TAM, SMART
Stakeholder Partners	Golden Gate Transit, Marin Transit, SMART	Marin Transit, GGBHTD, Caltrans, City of Larkspur	-
Capital Cost	$4.0 Million	$0.8 Million	$8.5 Million
Implementation Considerations	• Requires use of GGBHTD overflow parking lot and reduces available existing parking • Coordinate with GGBHTD on potential TOD redevelopment of overflow parking lot. Opportunity to integrate vertical circulation into a TOD, if advanced	• Requires Caltrans approval	• May be phased depending on funding availability and demand • Wayfinding should align with MTC regional wayfinding standards • EV and e-bike charging requires electrical capacity • Drinking fountain requires water tie-in • Lighting, WiFi, and device charging requires electrical and broadband access/capacity • Shelter at shuttle/PUDO must maintain SMART service access • Landscaping should be designed to be easily maintained and to not diminish safety and security
Next Steps to Implementation	• Include in City CIP • Advance design • Coordinate with GGBHTD on ramp configuration and ROW • Coordinate with Marin Transit on relocation of bus stop	• Advance design • Conduct operations analysis • Determine Caltrans approval process • Confirm shelter placement and ADA accessibility	• Prepare amenity layout plan with required utility connections and ADA clearances • Validate bike parking and e-bike charging demand • Evaluate electrical capacity and advance design • Develop cohesive signage and wayfinding plan for site • Identify utility tie in for drinking fountains (water) • Evaluate broadband and electrical capacity
Operational Considerations	• Marin Transit maintains bus stop and amenities (shelters, benches, real-time signage, trash) • City maintains sidewalks and landscaping • Memorandum of understanding may be needed for construction and maintenance of ramp	• Marin Transit maintains bus stop and amenities (shelters, benches, real-time signage, trash) • Caltrans maintains pavement and markings	• SMART and TAM to develop maintenance agreement to cover on-site amenities • Assess bike lockers management system • Assess systemwide EV charging and carshare business models



Sausalito Ferry Terminal

Design Concept Priorities

The Sausalito Ferry Terminal encompasses multiple streets serving as gateways to regional transit and waterfront destinations but currently lacks pedestrian safety treatments and mobility hub amenities. Three improvement projects with a total cost of $6.5 Million are proposed to improve corridor safety and connectivity between the ferry and bus services and add amenities to improve access for transit users.

Proposed Improvement Projects

S1: Pedestrian Improvements on Bridgeway

Install bulbouts, high-visibility crosswalks, RRFBs, and bike markings to improve safety on Bridgeway, especially for transit riders connecting via bus stops on southbound Bridgeway.

S2: Bus Facility Improvements and Related Improvements on Anchor Street and Humboldt Avenue

Consolidate bus stops closer to the Ferry Terminal for more convenient connections and wayfinding and provide shelter and seating to support safe and convenient access and user comfort.

S3: Parking Area and Mobility Hub Amenities

Reconfigure the parking area to support EV charging, carshare, and vanpool spaces. Provide additional user amenities, including lighting, wayfinding, bike repair stations, and landscaping to expand ridership by enhancing the customer experience and improve access via a variety of modal options.

A proposed concept design is depicted in **Figure 20**. The proposed improvements are distributed into three projects, with costs, implementation considerations, and operational considerations shown in **Table 6**. Further information on improvement costs is provided in **Appendix E: Mobility Hub Cost Estimates**. All costs are in Year 2026 dollars.

Figure 20: Sausalito Ferry Terminal Concept Design

Table 6: Sausalito Ferry Terminal Project List

Project #	**S1:** Pedestrian Improvements on Bridgeway	**S2:** Bus Facility Improvements and Related Improvements on Anchor Street and Humboldt Avenue	**S3:** Parking Area and Mobility Hub Amenities
Project Description	• Bulbouts and high vis crosswalks at Bay St and Bridgeway • Bulbouts, RRFBs, and bus stop with shelter at Anchor St and Bridgeway • RRFBs and bus stop with shelter at El Portal and Bridgeway • Parking along Bridgeway • Bike markings along Bridgeway	• Bulbouts and bus stops with shelters along Anchor St • Bulbouts and bus stops with shelters along Humboldt St • PUDO area on Bay St • Seating on Bay St	• EV charging • Carshare parking • Carpool/vanpool parking • Larger bike lockers • e-bike charging • Lighting • Landscaping • Drinking fountain • Wifi and device charging • Wayfinding and signage • Bike repair station
Lead Agency	City of Sausalito	TAM, City of Sausalito	TAM, City of Sausalito
Stakeholder Partners	Marin Transit, GGBHTD	Marin Transit, GGBHTD	GGBHTD
Capital Cost	$1.4 Million	$3.0 Million	$2.1 Million
Implementation Considerations	• Assess parking capacity changes due to bulbouts and bus stop relocation • Relocated bus stops require coordination with transit operators • Bulbouts may impact drainage	• Confirm relocation of PUDO and private shuttles to Bay St • Relocated bus stops require coordination with transit operators • Bulbouts may impact drainage	• May be phased depending on funding availability and demand • Wayfinding should align with MTC regional wayfinding standards • EV and e-bike charging requires electrical capacity • Drinking fountain requires water tie-in • Lighting, WiFi, and device charging requires electrical and broadband access/capacity • Landscaping should be designed to be easily maintained and to not diminish safety and security • Assess area-wide bike parking needs, including relationship to private operators
Next Steps to Implementation	• Include in City CIP • Advance roadway design • Coordinate with transit operators on bus stop placement and shelter siting	• Include in City CIP • Advance roadway design • Coordinate with emergency services	• Prepare amenity layout plan with required utility connections and ADA clearances • Validate bike parking and e-bike charging demand • Evaluate electrical capacity and advance design • Develop cohesive signage and wayfinding plan for site • Identify utility tie in for drinking fountains (water) • Evaluate broadband and electrical capacity • Develop parking management plan
Operational Considerations	• City maintains curb extensions, striping, RRFBs • Transit operators maintain bus stops and amenities (shelters, benches, real-time signage, trash)	• City maintains curb extensions, striping, and public area seating • Transit operators maintain bus stops and amenities (shelters, benches, real-time signage, trash) • City enforces PUDO zone • Coordinate changes with private operators	• City, TAM, and GGBHTD to develop maintenance agreement to cover on-site amenities • Assess area-wide bike storage management solutions • Assess systemwide EV charging and carshare business models

Funding Considerations

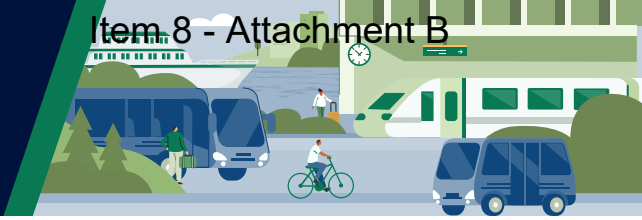
Advancing mobility hub improvements will require a layered funding approach. Potential funding sources include:

- Regional Measure 3 (RM3)
- One Bay Area Grant (OBAG)
- MTC Transit-Oriented Communities (TOC) Planning and Implementation Grants
- Active Transportation Program (ATP)
- Senate Bill 1 (SB1) competitive programs
- State Transit Assistance (STA)
- Transit Intercity Rail Capital Program (TIRCP)
- Ferry capital funding programs
- Local transportation sales tax revenues
- FTA Section 5307 / 5339 (Transit Capital)
- Congestion Mitigation and Air Quality (CMAQ)
- California Energy Commission (CEC) / California Air Resources Board (CARB) Programs
- Public-private partnerships

Near-term improvements may be delivered through local and regional funding programs. The aggregation of multiple projects into a program of improvements may support competitiveness for state or federal grants.

Importantly, future OBAG cycles are expected to prioritize investments in TOC Policy compliant station areas, strengthening the competitiveness of these recommended projects.

TAM
Transportation Authority of Marin



Funding Sources

Regional Measure 3 (RM3)

RM3 is a voter-approved toll supplement on the seven state-owned bridges in the Bay Area, approved in 2018. The allocation of funds is prescribed in its expenditure plan and it includes funding North Bay Transit Access Improvements in the amount of $100 Million. MTC has programmed these funds to be split equally among the County Transportation Agencies (CTAs) in five counties, including Marin. Of Marin's $20 Million allocation, $10 Million has been set aside to fund mobility hub improvements identified in this Plan.

One Bay Area Grant (OBAG)

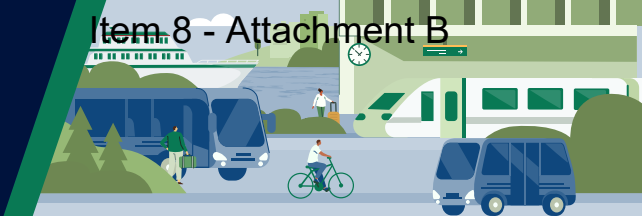
OBAG funds regional and county-priority transportation projects that advance Plan Bay Area 2050+ goals. Eligible activities include complete streets, transit access, station-area improvements, and active transportation projects. Future OBAG cycles are expected to prioritize investments in TOC-compliant station areas, positioning mobility hub access, safety, and integration improvements for competitiveness. The next funding cycle, OBAG 4, is anticipated to have a call for projects in 2026.

MTC Transit-Oriented Communities (TOC) Planning and Implementation Grants

MTC's TOC Planning and Implementation Grants support projects that advance compliance with the TOC Policy, including station access, circulation, and multimodal improvements. Mobility hub projects that improve pedestrian and bicycle connectivity, enhance transit integration, or implement shared mobility elements within TOC-designated areas may be strong candidates for this program.

Active Transportation Program (ATP)

ATP funds projects that improve pedestrian and bicycle safety and connectivity. Sidewalk gap closures, bikeways, Safe Routes to Transit improvements, and station-area crossing enhancements are strong candidates. Mobility hub projects that demonstrate safety benefits and equity outcomes may be particularly competitive. The ATP program includes requirements to prioritize funding to disadvantaged communities.



$ SB1 Competitive Programs

SB1 programs such as the Solutions for Congested Corridors Program (SCCP) and Local Partnership Program (LPP) support multimodal corridor improvements and congestion relief. Larger-scale hub projects such as transit priority lanes, bus circulation improvements, or multimodal access enhancements, may align with these programs when tied to system performance benefits.

$ State Transit Assistance (STA)

STA formula funds can support transit capital and operating improvements. Transit agencies may use STA funds for eligible mobility hub elements such as bus stop enhancements, passenger amenities, and minor capital improvements that improve transit access and integration.

$ Transit Intercity Rail Capital Program (TIRCP)

TIRCP funds transformative rail and transit projects that reduce greenhouse gas emissions and increase ridership. Rail station integration improvements, bus-rail transfer enhancements, and larger mobility hub capital projects may align with TIRCP objectives when tied to measurable climate and mobility outcomes.

$ Ferry Capital Funding Programs

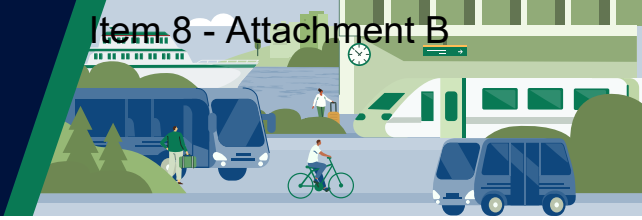
Federal and state ferry programs may support terminal modernization, ADA upgrades, electrification infrastructure, and landside access improvements. Mobility hub projects at ferry terminals that enhance multimodal connectivity and passenger experience may be eligible when coordinated with ferry operators.

$ Local Transportation Sales Tax Revenues

TAM currently collects a ½ cent transportation sales tax, approved as Measure AA in 2018. Every six years, TAM is required to review and approve an updated Expenditure Plan. The sales tax revenue is allocated to specific buckets, including local transit services and maintaining roadways, by the Expenditure Plan. Programs funded by the sales tax include Safe Routes to School and expanded transit services for seniors and rural areas. Some mobility hub improvements may align with applicable funding categories.

$ FTA Section 5307 / 5339 (Transit Capital)

Urbanized Area Formula and Bus and Bus Facilities funds may support passenger amenities, bus stop improvements, and station-area transit integration elements when programmed by transit operators. Bus and Bus Facilities grant funds are highly competitive at the federal level and are commonly used for bus purchases.



Congestion Mitigation and Air Quality (CMAQ)

CMAQ is a federal transportation grant program that funds projects that reduce emissions and vehicle miles traveled (VMT). It is administered by the Federal Highway Administration (FHWA) and distributed to regions by metropolitan planning organizations (MPOs), such as the MTC. Shared mobility pilots, transit priority treatments, and micromobility integration could be eligible if tied to air quality benefits.

California Energy Commission (CEC) / California Air Resources Board (CARB) Programs

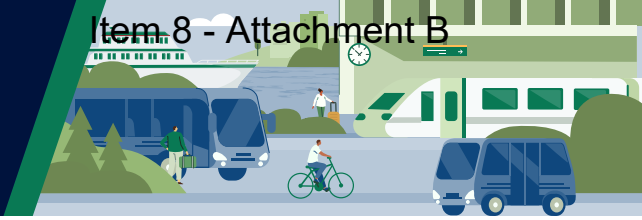
CEC and CARB provide state-level funding and regulatory programs to support transportation, zero-emission vehicles, and greenhouse gas reductions. The two agencies often coordinate but have different roles; CEC focuses on energy infrastructure and technology deployment while CARB focuses on air quality regulation and emissions reduction programs. These grants can be used to fund many mobility hub type improvements as they contribute to the reduction of greenhouse gas emissions from autos. CARB often funds local community shuttle programs that connect residents and workers to mobility hubs. Among other improvements, solar canopies, EV charging, and electrification infrastructure well align with the goals of these funding programs.

Public-Private Partnerships

Public-private partnerships may support elements such as shared micro-mobility, EV charging, solar canopies, parking reconfiguration, and amenities integrated with adjacent development. Opportunities may be particularly strong at sites with planned transit-oriented development or privately owned ferry facilities.

Shared Mobility Policy Development

Many shared mobility services are provided and operated by the private sector. While this may result in lower costs and faster implementation for public agencies, it raises additional challenges around data management, equity, and access. Recommended strategies for agencies in Marin County to effectively deploy and manage privately operated shared mobility services are included in **Appendix F: Shared Mobility Policy Development**. That appendix includes a summary of emerging and current best practices that cities, regions, and transit agencies are using to implement privately-operated shared mobility services (for example, carshare, bikeshare, e-bikes, scooters, and other shared micromobility) at mobility hubs and other areas within the public right-of-way (ROW). The focus is on how agencies move beyond one-off encroachment permits to more comprehensive, programmatic tools that can be applied consistently across a jurisdiction or series of jurisdictions.



As further described in that appendix, an implementation pathway for TAM and its partner jurisdictions could include the following steps:

Adopt a program-level shared mobility in the ROW policy or resolution that establishes goals, authority to permit and revoke operators, and the relationship between shared mobility and mobility hubs.

Create standard terms and conditions for shared mobility permits that cover safety, equity, operations, data, and communications, using MTC, SFMTA, Berkeley, and San José examples as templates.

Establish an annual, revocable street-use or vehicle-area permit template that local jurisdictions can use for shared micromobility and carshare spaces in the public ROW, drawing on examples from San Francisco, Berkeley, San José, Denver, Columbus, Washington, D.C., Salt Lake City, and Seattle.

For hub locations on or adjacent to transit property, **develop template license agreements or longer-term leases or easements** that can be used when longer-term investments in infrastructure are needed, referencing MTC's Mobility Hub Implementation Playbook and local carshare precedents.

Coordinate through MOUs among TAM, Marin cities and towns, and transit agencies to clarify who issues which permits at each mobility hub and how monitoring and enforcement will be handled.

Launch one or more pilots at priority hubs using pilot permits or MOUs, with a clear evaluation framework and decision points for transition to ongoing permits.

Update permit conditions, fee structures, and curb allocation over time based on performance data and feedback from users and partner agencies.

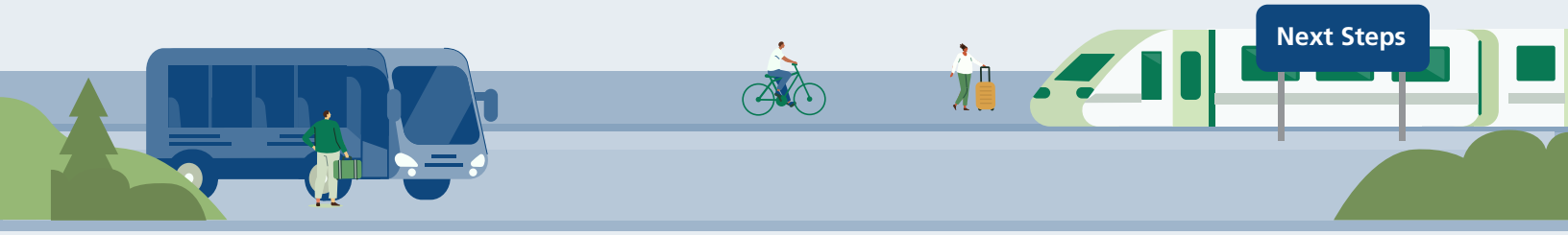
Next Steps

Immediate Actions to Advance Implementation

This Plan provides a roadmap but does not represent final design or secured funding commitments. To move from planning to delivery, TAM and partner agencies should:

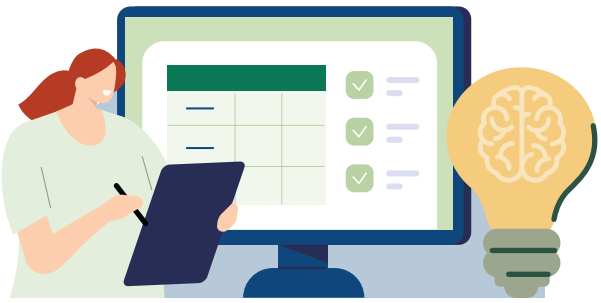
- Confirm priority projects, scope, and phasing
- Incorporate relevant improvements into CIPs and Bicycle and Pedestrian Plans
- Ensure consistency with TOC Policy requirements to strengthen competitiveness for future OBAG and discretionary funding
- Coordinate with related capital projects already underway
- Refine cost estimates and conduct feasibility or preliminary engineering studies, as needed
- Identify and pursue grant opportunities

Early integration of recommended projects into adopted plans and funding strategies will improve readiness and accelerate implementation.



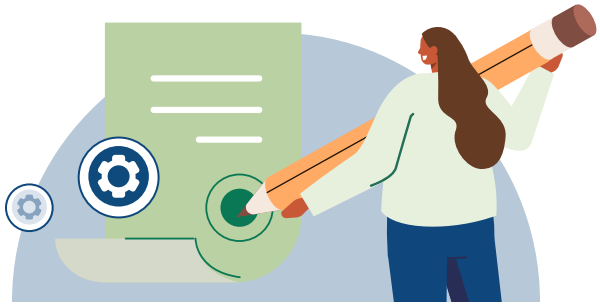
Shared Mobility Policy and Pilot Advancement

To position TAM and its partner jurisdictions to implement shared mobility services at mobility hubs, the following steps are recommended:



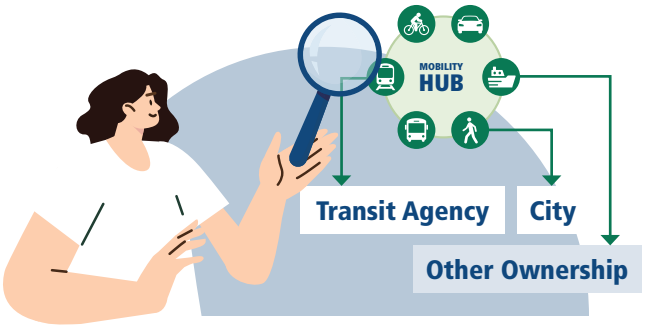
Partner workshop

Convene a workshop with Marin jurisdictions and transit agencies to review the models and identify local priorities and constraints.



Draft policy and permit package

Prepare draft shared mobility policy language, standard terms and conditions, and permit templates for annual, revocable ROW permits and, where appropriate, longer-term license or lease agreements.



Site-specific application

For each priority hub, identify which parts of the site fall under city, transit agency, or other ownership, and outline which approval instruments are needed.

Pilot design

Define pilot locations, participating operators, evaluation metrics, data requirements, and decision points.

By taking these steps, TAM and its partners can transition from planning to coordinated implementation and position mobility hub projects for near-term advancement.