

CITY OF SAUSALITO GENERAL PLAN



ADOPTED FEBRUARY 9, 2021



ACKNOWLEDGMENTS

A broad cross-section of the Sausalito community consistently participated in the process to update the General Plan. Their continued attendance, including written and oral comments at meetings, study sessions, and workshops is greatly appreciated.

CITY COUNCIL

*Jill James Hoffman, Mayor
 Janelle Kellman, Vice Mayor
 Melissa Blaustein
 Susan Cleveland-Knowles
 Ian Sobieski
 Joe Burns*
 Joan Cox*
 Ray Withy*
 Tom Reilly**

PLANNING COMMISSION

*Kristina Feller, Chair
 Richard Graef, Vice-Chair
 Jeffery Luxenberg
 Morgan Pierce
 Nastassya Saad
 Laurie Fried*
 Janelle Kellman*
 Vicki Nichols**

GENERAL PLAN ADVISORY COMMITTEE

<i>Joan Cox, Chair</i>	<i>Charles Kaufman</i>
<i>Bill Werner, Vice Chair</i>	<i>Janelle Kellman</i>
<i>Melissa Blaustein</i>	<i>Keith Kennedy</i>
<i>Susan Cleveland-Knowles</i>	<i>Kate Stohr</i>
<i>John DiRe</i>	<i>Peter Van Meter</i>
<i>Chris Gallagher</i>	<i>Ray Withy</i>
<i>Barbara Geisler</i>	<i>Pat Zuch</i>
<i>Bruce Huff</i>	

GENERAL PLAN WORKING GROUP

<i>Susan Cleveland-Knowles, Chair</i>	<i>Kristina Feller</i>
<i>Joan Cox</i>	<i>Janelle Kellman</i>

CITY COMMISSIONS AND COMMITTEES

<i>Community Safety/Disaster Preparedness Committee</i>	<i>Pedestrian and Bicycle Advisor Committee</i>
<i>Economic Development Advisory Committee</i>	<i>Sustainability Commission</i>
<i>Historic Preservation Commission</i>	<i>Age Friendly Task Force</i>
<i>Parks and Recreation Commission</i>	<i>Business Advisory Committee*</i>
	<i>Hospitality and Development Commission*</i>

COMMUNITY ORGANIZATIONS

Sausalito Beautiful

The Sausalito Historical Society

KEY CITY STAFF

*Adam Politzer, City Manager**

Marcia Raines, Interim City Manager

*Yulia Carter, Assistant City Manager/
Administrative Services Director*

*Heidi Scoble, Assistant to the City
Manager/City Clerk*

Brian Moura, Senior Advisor

Mary Wagner, City Attorney

*Lilly Whalen, Community Development
Department Director*

*Abbot Chambers, City Librarian/Director
of Communications*

*Mike Langford, Parks and Recreation
Director*

*Kevin McGowan, Public Works Director
and City Engineer*

John Rohrbacher, Police Chief

Bill Fraass, Police Captain

Andrew Davidson, Senior Civil Engineer

Christy Usher, Senior Planner

Michael Janusek, Assistant Planner

Larissa Alchin, Assistant Planner

Alaina Lipp, Assistant Planner

Ian Connolly, Assistant Planner

Maria Hernandez, Administrative Aide

Serge Avila, Administrative Aide

Russ Jaycox, Systems Technician

*Katie Faulkner, Associate Planner**

*Calvin Chan, Senior Planner**

*Danny Castro, Community Development
Department Director**

* Former

CONSULTANT TEAM

M-Group, Lead

FirstCarbon Solutions

Economic and Planning Systems

Parisi Transportation Consultants

BKF Engineers

Mott MacDonald

TABLE OF CONTENTS

Acknowledgments i

Introduction I-1

1. Land Use and Growth Management Element LU-1

 Introduction..... LU-1

 Background and Context LU-8

 Objectives, Policies, and Programs LU-31

3. Waterfront and Marinship Element..... W-1

 Introduction..... W-1

 Background and Context W-2

 Objectives, Policies, and Programs W-12

4. Community Design, Historic and Cultural Preservation Element..... CD-1

 Introduction..... CD-1

 Background and Context CD-2

 Objectives, Policies, and Programs CD-10

5. Circulation and Parking Element CP-1

 Introduction..... CP-1

 Background and Context CP-2

 Objectives, Policies, and Programs CP-14

6. Environmental Quality Element..... EQ-1

 Introduction..... EQ-1

 Background and Context EQ-2

 Objectives, Policies, and Programs EQ-21

7. Health, Safety, and Community Resilience Element HS-1

 Introduction..... HS-1

 Background and Context HS-2

 Objectives, Policies, and Programs HS-30

8. Sustainability – Climate Change Mitigation and Resiliency Element S-1

 Introduction..... S-1

 Background and Context S-2

 Objectives, Policies, and Programs S-10

9. Economic Element	E-1
Introduction.....	E-1
Background and Context	E-2
Objectives, Policies, and Programs	E-16
Implementation Plan	E-28

LIST OF FIGURES

Unless otherwise noted, all figures are located at the end of each Element.

Figure I-1: Regional Location.....I-6
 Figure I-2: Vision to Implementation.....I-7
 Figure I-3: Planning AreaI-12
 Figure I-4: City Form.....I-17

- Figure 1-1: Land Use Map
- Figure 1-2: Neighborhoods
- Figure 1-3: Sphere of Influence
- Figure 1-4: Downtown and Caledonia Area
- Figure 1-5: Sea Level Rise and Land Use Map
- Figure 1-6: Open Space

- Figure 3-1: Sea Level Rise
- Figure 3-2: Waterfront
- Figure 3-3: Navigational Channels
- Figure 3-4: Historic Marinship

- Figure 4-1: Existing Historic Structures
- Figure 4-2: Parcel Slope
- Figure 4-3: Urban Green Space
- Figure 4-4: Marinship Views

- Figure 5-1: Road Hierarchy
- Figure 5-2: Circulation
- Figure 5-3: Bicycle Paths
- Figure 5-4: Parking
- Figure 5-5: Bus Infrastructure
- Figure 5-6: North-South Greenway
- Figure 5-7: Sanitary Sewer

Figure 6-1: Ridgelines

Figure 6-2: Open Space & Conservation

Figure 6-3: Habitat Types & Known Occurrences

Figure 6-4: Recreation

Figure 6-5: Storm Drain

Figure 6-6: Water Facilities

Figure 6-7: Archaeological Sensitivity Zones

Figure 6-8: Wetlands & Creeks

Figure 7-1: Topography

Figure 7-2: Geologic Inventory

Figure 7-3: 100-Year Flood Map (Current)

Figure 7-4: Slope Stability

Figure 7-5: Wildland-Urban Interface and Fire Hazards

Figure 7-6: Emergency Resources

Figure 7-7: Noise Contours

Figure 7-8: Water-Deficient Areas

Figure 7-9: Hazardous Materials

Figure 8-1: Greenhouse Gas Emissions by Sector – Sausalito, 2018S-6

Figure 9-1: Age of Sausalito Residents Over TimeE-3

Figure 9-2: Worker Commute Distance Over Time.....E-5

Figure 9-3: General Fund Revenues Over TimeE-7

Figure 9-4: Geo Zones

Figure 9-5: Commercial Areas

LIST OF TABLES

Table I-1: General Plan Reference Guide	I-11
Table 1-1: General Plan Land Use Designations	LU-2
Table 1-2: Jobs-Housing Balance	LU-9
Table 1-3: Residential Development Potential	LU-10
Table 1-4: Non-Residential Development Potential.....	LU-11
Table 1-5: Maximum Floor Area Ratios and Lot Coverages.....	LU-18
Table 4-1: Sausalito Historic Landmarks	CD-8
Table 4-2: National Register Buildings	CD-9
Table 5-1: Streets and Highways Classification System	CP-3
Table 6-1: Listed Plant Species in the General Plan Planning Area.....	EQ-9
Table 6-2: Listed Animal Species in the General Plan Planning Area.....	EQ-10
Table 6-3: Acres per 1,000 Residents Over Time	EQ-14
Table 6-4: Air Quality Monitoring Summary	EQ-17
Table 7-1: Principle Active Faults	HS-5
Table 7-2: Modified Mercalli Intensity Scale	HS-5
Table 7-3: Day-Night Community Noise Levels.....	HS-24
Table 7-4: Land Use Compatibility.....	HS-26
Table 7-5: Interior Noise Levels by Land Use	HS-27

Table 9-1: Age of Sausalito Residents Over Time	E-3
Table 9-2: Household Median Income (HMI) Over Time	E-4
Table 9-3: Worker Commute Distance Over Time	E-4
Table 9-4: Residence of Sausalito Workers Over Time.....	E-6
Table 9-5: Employed Residents by Place of Work Over Time	E-6
Table 9-6: Property Tax Revenues (2018-2019 Tax Year).....	E-8
Table 9-7: Sales Tax Revenue by Geo Zone (2018-2019).....	E-9
Table 9-8: Sales Tax Producers of over \$1,000 in the Marinship-Inland by Use Type (2018-2019)	E-10
Table 9-9: Sales Tax Producers of over \$1,000 in the Marinship-Waterfront by Use Type (2018-2019)	E-10
Table 9-10: Business License Tax Revenues (2018-2019 Tax Year)	E-11
Table 9-11: General Plan Programs with Cost Implications.....	E-46
Table 9-12: Potential Funding Sources by Improvement Area	E-57



INTRODUCTION

This page intentionally left blank.

This chapter provides an overview of the General Plan, describing the purpose of the plan and its role for the City of Sausalito. The Introduction includes Sausalito’s Vision for 2040 and additional sections, including the Authority and Purpose, Organization of the Sausalito General Plan, Implementation of the Plan, Public Participation in Creating the Plan, Sausalito’s History, and Future Trends and Assumptions.

SAUSALITO’S VISION FOR 2040

VISION STATEMENT

Sausalito in 2040 is a thriving, safe, and diverse community that sustainably cultivates and celebrates its natural beauty, history, and its arts and waterfront culture. Our vision for the best quality of life for current and future members of the Sausalito community, including residents and workers, embraces and fosters racial, cultural, and economic diversity. As an Age-Friendly City and Livable Community, Sausalito aims to achieve a balance of the old and the new, maintaining traditions and respecting our elders while adapting to new needs and lifestyles. As a community, Sausalito is prepared to seize upon future opportunities.

Sausalito is a leader in environmental stewardship and climate change issues, while enhancing and sustaining the economy and financial well-being of the city. The city also acknowledges changing environmental and social conditions, and provides adaptations to global concerns such as pandemics, sea level rise, and changing economic conditions.

OVERALL COMMUNITY GOALS

The General Plan addresses the new and continuing issues confronting the city since the previous General Plan was adopted in 1995. The General Plan also responds to the many changing conditions of the region, county, and city since the beginning of the 21st century. The following 11 broad goals serve as the basis for more specific policies and implementation strategies.

1. Maintain Sausalito’s small-scale residential neighborhoods, recognizing their geographical, architectural, historical, and cultural diversity, while supporting a range of housing options.
2. Recognize and perpetuate the defining characteristics of Sausalito, including its aesthetic beauty, scenic features, natural and built environment, its history, and its diverse culture.

3. Recognizing their importance to Sausalito’s economic vitality, encourage businesses and activities that have high municipal revenue generation potential and low environmental impacts.
4. Preserve Sausalito’s waterfront as a natural resource while carefully balancing the needs and desires of water-dependent businesses, water-related activities, and amenities for the general public, including access to and from the bay.
5. Recognizing their role and importance to the Bay Area and the city’s cultural, historic, and economic diversity, and quality of life, encourage industrial, arts, and water-dependent or water-related activities in the Marinship. Support these activities through the inclusion of compatible businesses and uses along with other uses that can adapt to changing economic conditions.
6. Ensure fiscal sustainability to provide an appropriate level of public services including upgrading, modernizing, and maintaining Sausalito’s infrastructure.
7. Safeguard the natural environment and ensure community health, safety and resilience, including addressing the inherent risks of climate change, sea level rise, and subsidence.
8. Provide a variety of circulation options through and within Sausalito.
9. Manage tourism to minimize impacts on the community while supporting a quality visitor experience.
10. Engage proactively with regional and state-level policy efforts to ensure that Sausalito’s vision, goals, and quality of life are sustained in the long term.
11. Seek innovative and sustainable solutions to sea level rise in collaboration with county and regional agencies and innovators to sustain the quality of life in Sausalito and its active waterfront uses.

“We need smart, efficient, progressive updates that will help our community maintain its charm...and preserve its natural beauty!”

— Comment to Website: May 2, 2017

SOCIAL EQUITY, DIVERSITY, AND RACIAL JUSTICE

Sausalito is committed to social equity, diversity, and racial justice and will focus its efforts to meet these challenges. The ultimate goal of this work is to eliminate racial

inequities and improve outcomes for all racial groups, including removing barriers in policies and regulations that perpetuate inequity in our community.

Strengthening Sausalito's diversity will strengthen Sausalito. Communities with greater economic, racial, and social diversity are more resilient and sustainable, as well as more welcoming places to live and work. We will take action to ensure that Sausalito values and supports diversity and inclusion and will actively seek to develop a social and built environment that nurtures a diverse community, including providing attainable housing so that those who contribute to our community can also live in our community.

Sausalito recognizes that, like many other communities, its built environment reflects historic racial injustices. In order to move forward, we must acknowledge our privilege and our past, including recognizing that 1) Sausalito has been built on appropriated native (Miwok) land, and 2) redlining policies have prevented Black, Indigenous, and People of Color (BIPOC) communities from taking advantage of the housing boom after WWII and building intergenerational economic security – this has led to the current inequalities we see in Marin City.

The city must acknowledge this past and strive toward an equitable future as it implements solutions for transformative and permanent change for the better. This includes listening to the perspectives of those who have the experience of being the target of racism and working daily toward the goal of achieving racial justice.

An equitable future requires that Sausalito incorporate social equity and racial justice in all of its work. Another area of particular concern is Climate Justice. Climate Change and environmental pollution disproportionately affects disadvantaged communities. In order for Sausalito to address the climate crisis, it will require a persistent regional approach on climate mitigation and resiliency that is inseparable from a commitment to social justice and racial equity. For example, the creation of attainable homes for anyone who works in the city will reduce our largest contributor to GHG emissions, which is transportation.

Steps toward these goals include making social equity, diversity, and racial justice a normal part of the key values in Sausalito, building citywide competency, and implementing tools for decision-making and accountability. For example, training staff and other city officials on how to incorporate a "Justice Lens" into their everyday work. This will allow them to identify: 1) how an issue or problem has been influenced by any type of systemic oppression, 2) who is not at the table (i.e.: making decisions on the issue), and 3) what will be done to get all relevant parties at the table to ensure justice.

In accordance with the Toolkit published by the Government Alliance on Race and Equity, Sausalito is committed to taking steps to plan for transformative change throughout the implementation of its General Plan that would include the following:

1. **Normalize**—Establish racial equity as a key value by developing a shared understanding of key concepts across the entire jurisdiction and create a sense of urgency to make changes.
2. **Organize**—Build staff and organizational capacity, skills, and competencies through training while also building infrastructure to support the work, like internal organizational change teams and external partnerships with other institutions and community.
3. **Operationalize**—Put theory into action by implementing new tools for decision-making, measurement, and accountability like a Racial Equity Tool Kit and developing a Racial Equity Action Plan.

AGE-FRIENDLY COMMUNITY

Sausalito is the recipient of an Age-Friendly Designation from the World Health Organization and continues its dedication to supporting the city's senior community as part of its commitment to social equity, diversity, and racial justice. This dedication includes providing opportunities for meaningful involvement of all residents in local governance and policy making (discussed further in the Economic Element, Objective E-9). Inclusive and active participation from the Sausalito community is key to meaningful implementation of the General Plan, and outreach to communities such as Sausalito's older residents provides an essential part of our vision for the city because to be truly inclusive, Sausalito must consider the needs of residents across the whole life course.

AUTHORITY AND PURPOSE

All cities and counties in California are required by state law to prepare and adopt a General Plan that meets detailed legal requirements. The Sausalito General Plan goes beyond legal requirements; it is a statement of how the citizens of Sausalito view their community and how they envision the future of their community.

The California Government Code specifically defines the purpose and content of General Plans. Primarily, state law requires that the General Plan be an integrated, internally consistent document containing analysis and data supporting its proposed

objectives, policies, and programs. Subject areas that must be covered in the General Plan include:

1. Land Use
2. Circulation
3. Housing
4. Conservation
5. Open Space
6. Noise
7. Safety
8. Air Quality

Jurisdictions with disadvantaged communities as defined by the California Environmental Protection Agency must also include an Environmental Justice Element. This General Plan does not include an Environmental Justice Element as no legally defined disadvantaged community exists within Sausalito.

In addition to the mandatory elements, the Government Code permits local agencies to adopt optional elements to reflect and accommodate local conditions and circumstances. For example, the Community Design, Historic and Cultural Preservation Element, Economic Element, Waterfront and Marinship Element, and Sustainability – Climate Change Mitigation and Resiliency Element of the Sausalito General Plan are considered "optional" elements under state law but are key elements of Sausalito's General Plan.

FIGURE I-1: REGIONAL LOCATION



The broad purpose of the General Plan is to provide policies that will guide decisions on future development and resource conservation that is consistent with the vision of the community and in a sustainable manner. The goals in the General Plan are achieved in three ways:

1. **Policies and Standards** provide the basis for zoning, land subdivision, design, historic preservation, and other regulations;
2. **Findings of Consistency** with policies must be made when approving projects to assure that day-to-day decisions on development applications and capital improvements are consistent with the General Plan; and
3. **Implementing Programs** are identified when specific follow-up actions are needed.

RELATIONSHIP TO OTHER DOCUMENTS

A General Plan describes broad objectives and policies that will be implemented by other area plans, codes, ordinances, and policy documents. Under California state law, the General Plan is the policy foundation for all other planning documents. Many objectives and policies will be directly implemented by the General Plan. Others work in concert with existing regulations, plans, and regional and state directives.

FIGURE I-2: VISION TO IMPLEMENTATION



The General Plan must be integrated with local regulations and planning documents as well as their state and regional counterparts. The city is committed to periodically reviewing land use restrictions that may hamper the full implementation of this General Plan. The City Council should consider, as appropriate, examining voter initiatives periodically to determine if they impact the attainment of the objectives

and policies of the General Plan. Any desired changes would have to be evaluated to determine if they require voter approval.

The General Plan has been developed within the framework provided by several regulations and documents that help shape or interact with the goals, objectives, policies, and programs of the General Plan, including, but not limited to, the following:

- **City Voter Initiatives**
 - Ordinance 1022, the Fair Traffic Limits Initiative
 - Ordinance 1128
- **City Planning Documents**
 - Age-Friendly Sausalito Community Action Plan
 - Climate Action Plan
 - Low Emissions Action Plan
 - Sausalito Strategic Plan
- **Municipal Code**
 - Zoning Ordinance
- **General Plan-Related Documents**
 - General Plan Environmental Impact Report
- **State Regulations**
 - Assembly Bill 32 (California Global Warming Solutions Act)
 - McAteer-Petris Act
 - SB-330 (Housing Crisis Act of 2019)
- **Regional Planning Documents**
 - BAAQMD Clean Air Plan
 - Richardson Bay Special Area Plan
- **County Planning Documents**
 - Marin Climate Action Plan
 - Marin County General Plan
 - Marin County Multi-Jurisdictional Local Hazard Mitigation Plan
 - Plan Bay Area 2040
 - Regional Transportation Plan and Sustainable Communities Strategy

ORGANIZATION OF THE SAUSALITO GENERAL PLAN

The General Plan contains ten chapters. In addition to this introductory chapter, there are nine subsequent Elements. These generally follow the same structure with each containing four parts:

1. **Overview of Objectives and Policies.** This is a list of the objectives and policies contained within the Element.
2. **Introduction.** This is a one-page synopsis of the Element's purpose and relationship to the General Plan.
3. **Background and Context.** This provides relevant information on existing conditions and a frame of reference for objectives, policies, and programs to better illustrate their connections to each other and the General Plan as a whole.
4. **Objectives, Policies, and Programs.** The General Plan serves to translate the city's Vision into discrete objectives, policies, and programs that work together to implement the vision and serve Sausalito over the planning period. Implementation measures will guide city actions.

The General Plan Elements are:

- Element 1: **Land Use and Growth Management (LU).** Includes the mandatory land use element in addition to optional policies concerning the management of growth in the city.
- Element 2: **Housing (H).** Includes policies and background information required by the mandatory Housing Element. Additional information required by state law is contained in the Housing Element Technical Appendix. The Housing Element is updated on a separate cycle from the General Plan.
- Element 3: **Waterfront and Marinship (W).** Includes the optional information and policies concerning waterfront uses and environmental protection of the shoreline, including the Marinship.
- Element 4: **Community Design, Historic and Cultural Preservation (CD).** Includes the optional policies concerning the visual character of the community, cultural values, and the preservation of historical structures and sites.
- Element 5: **Circulation and Parking (CP).** Includes the mandatory circulation element, including roadway hierarchies, parking policies, and bicycle infrastructure.

- Element 6: **Environmental Quality (EQ).** Includes the mandatory conservation, open space, and air quality elements. In addition, this Element includes policies on parks and recreation facilities and programs, pathways and trails, vegetation and wildlife resources, waterfront and biotic resources, and air and water quality.
- Element 7: **Health, Safety, and Community Resilience (HS).** Includes the mandatory noise and safety elements, as well as policies on community resilience.
- Element 8: **Sustainability – Climate Change Mitigation and Resiliency (S).** Includes the optional information and policies on sustainable practices, including policies for residents, businesses, and city operations.
- Element 9: **Economic (E).** Includes the optional information and policies for the city’s business and commercial areas and economic objectives, including economic sustainability.

Appendices are also included to describe background data and information. In addition, an Environmental Impact Report (EIR) has been prepared for the General Plan.

The topics covered in the General Plan are interrelated and may apply to multiple Elements. The General Plan Reference Guide (Table I-1) provides an organizational framework showing the topics that are discussed in each Element, to improve the ease of using this document:

TABLE I-1: GENERAL PLAN REFERENCE GUIDE

Issues	Elements									
	Land Use	Housing	Waterfront	Community Design	Circulation	Environmental Quality	Health & Safety	Sustainability	Economic	
Circulation										
Conservation										
Housing										
Land Use										
Noise										
Open Space										
Safety										
Climate Change										
Disaster Preparedness										
GHG & Emissions										
Hazardous Materials										
Historic Preservation										
Infrastructure										
Marinship										
Particulate Matter										
Resiliency										
Sea Level Rise										
Stormwater Mgmt.										
Trails and Pathways										
Waterfront Access										
Waterfront Path										

Legend:
 Required by State
 Issues of Interest

Primary	Related

Element Key: Land Use = Land Use and Growth Management; Waterfront = Waterfront and Marinship; Community Design = Community Design, Historic and Cultural Preservation, Circulation = Circulation and Parking; Health & Safety = Health, Safety, and Community Resilience; Sustainability = Sustainability - Climate Change Mitigation and Resiliency

IMPLEMENTATION OF THE GENERAL PLAN

Implementation programs vital to achieving the goals of the General Plan are listed in each element under the appropriate policy topic. All the programs identified in the General Plan will require follow-up action, such as further study, ordinance adoption, special funding consideration, or other public review.

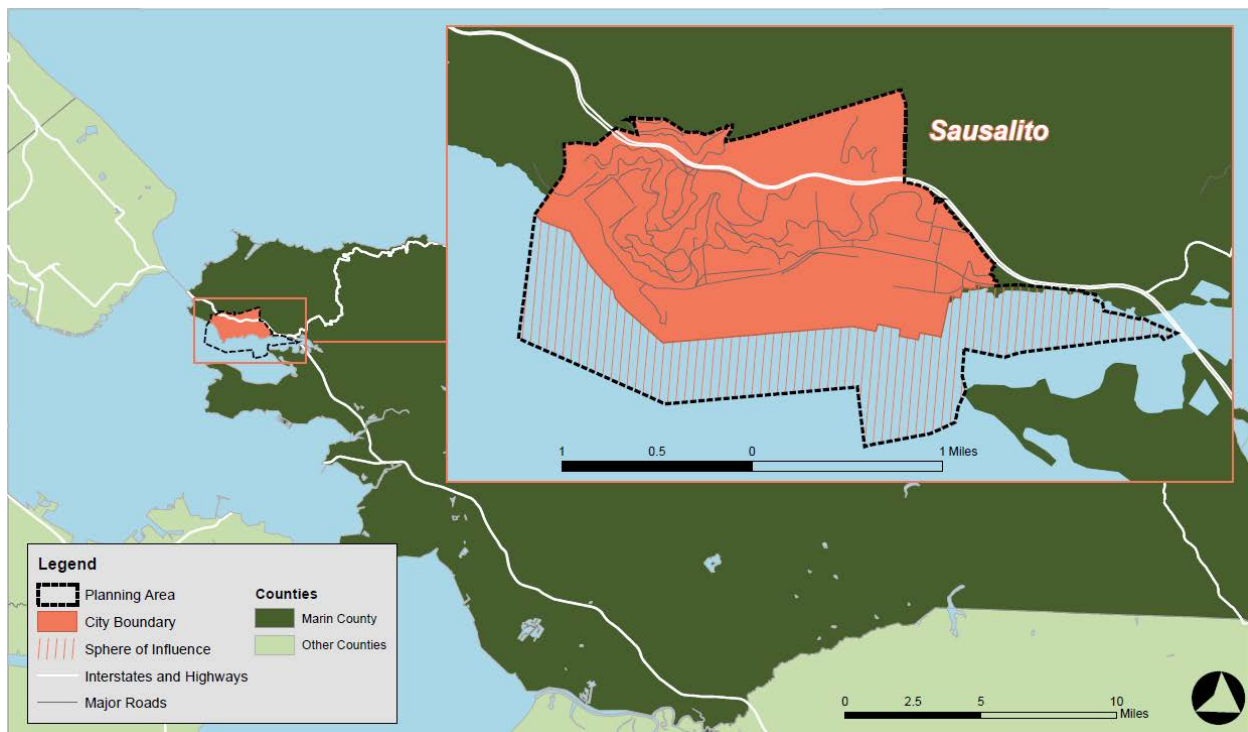
The Zoning Ordinance is the primary instrument for implementing the General Plan. Zoning regulations establish zoning districts, allowable uses, use standards, and development standards, such as minimum lot size, building height and setback

limits, lot coverage, lot to building floor area ratio (FAR), fence heights, parking, and other development parameters for each land use.

State law requires that the Zoning Ordinance be amended to be consistent with newly adopted General Plan policies within a reasonable period of time, generally considered to be two years.

An annual review should be prepared to evaluate the status of General Plan programs in order to establish each year's work priorities within the framework of other city needs.

FIGURE I-3: PLANNING AREA



PUBLIC PARTICIPATION IN CREATING THE PLAN

The city worked with the General Plan Advisory Committee (GPAC), which consisted of 13 members appointed by the City Council and represented a broad spectrum of community interests, to develop priorities and policies for this General Plan.

GPAC met 42 times from 2017-2020 to update the General Plan, giving their input and contributing to the crafting of the General Plan. In addition, there were:

- 7 General Plan Working Group Meetings
- 4 Community Workshops
- 3 City Council/Planning Commission Joint Study Sessions

- 3 Pop-Up Workshops
- 2 Walking Tours

A full list of city outreach efforts with dates, including the meetings noted above, is provided in Appendix A. Different parts of the General Plan were discussed at Council meetings throughout the process, and there were two Planning Commission hearings and Council hearings prior to adoption.

Individual statements and community aspirations received from public participation processes are integrated throughout the General Plan document to illustrate key points.

SAUSALITO'S HISTORY

Sausalito was built on Miwok land in the 1830s. It transitioned from a fishing village to a town in 1870, when the North Pacific Coast Railroad extended southward to the ferry terminal—which is still in use today for trips to San Francisco.

Pre-war Sausalito was small in scale but diverse, crowded with the San Francisco elite, smugglers from throughout the Pacific, fishermen, and craftswomen. The United States' entry into World War II changed the city by introducing industrial-scale shipbuilding. The Bechtel Corporation transformed 210 acres of railyards and wetlands into the Marinship, which employed around 20,000 men and women to construct nearly 100 ships over the course of the war—averaging more than two ships built every month.

Thousands of the Black workers at the Marinship were treated unequally by the segregated labor laws of the time. It took a lawsuit argued by future US Supreme Court Justice Thurgood Marshall to quash the segregation laws and make the Marinship one of the country's first integrated shipyards.

After the war, the Marinship was gradually converted to civilian industrial and marine-oriented use, except for the large Army Corps of Engineers facility that would eventually become home to the Bay Model. The Marinship's singular attributes add to the diversity of lifestyles within Sausalito. The city has retained its small-town character through its 1970 General Plan and its victory in the Marincello lawsuit the same year. Later voter initiatives—namely the Fair Traffic Limits Initiative (Ordinance No. 1022, 1985) and Ordinance No. 1128 (1997)—worked with the 1989 Marinship Specific Plan and 1995 citizen-authored General Plan to maintain Sausalito's desired character and its unique balance of industrial, tourist-facing, and local-serving economies.

This General Plan builds off these earlier planning successes and strives to manage new and familiar challenges. Sausalito is working collaboratively on finding solutions, adaptations, and mitigation strategies for climate change and sea level rise, as seen by the formation of new organizations like Sausalito Beautiful and city commissions such as the Sustainability Commission. The city also seeks ways to maintain its character, economy, and housing options as the San Francisco Metropolitan Area has transformed into a global capital of finance and technology. Sausalito is a city that is proud of how it has been shaped by its history, and this General Plan looks to respond to future challenges with the spirit of ingenuity and creativity as is the tradition of Sausalito.

TRIBAL RECOGNITION

The Federated Indians of Graton Rancheria is a federally recognized tribe of Coast Miwok and Southern Pomo. The Tribe's traditional and cultural territories are all of Sonoma and Marin counties. Restoration of Federal recognition of the Tribe and of all rights and privileges of the Tribe and its Citizens was official on December 7, 2000 pursuant to the Graton Rancheria Restoration Act.

With a population of approximately 1,438 Tribal Citizens, the Tribe is governed by a seven-member Tribal Council, duly elected by the General Council consisting of all adult Tribal Citizens. The Tribe's government offices are in Rohnert Park, California. Tribal government programs and services include housing, education, child welfare, cultural resource protection, economic development, Tribal TANF (Temporary Assistance to Needy Families) and the Tribe is a member of Sonoma County Indian Health Project, a tribal consortium providing tribal citizens with an array of health services and programs.

The Federated Indians of Graton Rancheria is a sovereign nation, with inherent tribal governmental functions. The City of Sausalito is committed to working on a government to government basis with the Tribe to address project-related and other matters of mutual interest.

FUTURE TRENDS AND ASSUMPTIONS

The General Plan contains the policies and actions to achieve the city's major goals and considers potential impacts that may affect the future of Sausalito. The following

reflections on current conditions, projections of future challenges, and assumptions are among the considerations that guided the development of the Plan.

SEA LEVEL RISE

Sea level rise is of significant concern to a coastal city such as Sausalito. Sea level rise is one aspect of a multifaceted issue that includes liquefaction, subsidence, and groundwater inundation. Sea level rise cannot be addressed by one singular “solution” that Sausalito can implement, but rather, it is addressed through a strategy that reflects on all facets of the issue and continually considers the emerging science and technology (contained in Sustainability – Climate Change Mitigation and Resiliency Element’s Objective S-3: “Increase resiliency by adapting to current and future climate change projections and impacts.”).

This Plan adopts the sea level rise trends and assumptions outlined in Marin County’s Bay Waterfront Adaptation and Vulnerability Assessment (BayWAVE). Sea level rise is a countywide and regional issue, and collaboration with county and regional leaders will be necessary to adapt to sea level rise and mitigate its effects.

LIMITED LAND SUPPLY/HIGH LAND PRICES

Limited supply of and high demand for land will keep the price of development sites and existing housing high. Sausalito’s ability to grow will remain restricted and housing costs will continue to remain high. The demand for buildable sites will create additional pressures for increased intensity of new and existing uses which, if unmanaged, could potentially affect existing residential neighborhoods, waterfront uses, environmental resources, community character, and the availability of local-serving commercial facilities. The Sustainability – Climate Change Mitigation and Resiliency Element of this plan contains the city’s approach to working locally and collaborating regionally to address the impacts of sea level rise.

PUBLIC FUNDING CAPABILITY

The city will have limited resources for services, capital improvements, and amenities due to past local tax initiatives (Propositions 13 and 4), reduced federal and state funding, and increased local responsibilities in state- and federally-mandated program implementation. The creation of reliable local funding sources will be essential to the implementation of the plan.

LIMITED INFRASTRUCTURE CAPACITY

Current road and water facilities have very limited capacity for expansion. Careful management of the amount and timing of development will be increasingly important. Aged infrastructure, much of which is affected by potential sea level rise and ground subsidence, may be subject to additional threats and constraints that must be considered by the General Plan.

HOUSEHOLD CHARACTERISTICS

There will be a continuing trend toward smaller households as Sausalito residents age. Sausalito has and will continue to have the smallest average household size in Marin County. The number of workers per household is expected to decrease commensurately. A general aging of the population will continue to occur as Marin County residents are expected to have the highest median age in the Bay Area by 2040.

CLIMATE CHANGE

A changing climate over the planning period will affect long-held assumptions about the environment in and around Sausalito. The city will have to adapt to sea level rise,

SUSTAINABILITY

Sustainability, understood as meeting the needs of the present without compromising the ability of future generations to meet their own needs,¹ is an overriding theme of the General Plan. The city will focus on sustainability, as seen in documents such as the city's Climate Action Plan. In addition to this focus, sustainability is incorporated into all aspects of how Sausalito will reach its goals and accomplish its objectives within the constraints dictated by a changing climate.

Economic Sustainability

In order for the city to accomplish these objectives within practical limitations, it will pursue a strategy of economic sustainability, "a dynamic process in which communities anticipate and accommodate the needs of current and future generations in ways that reproduce and balance local social, economic, and ecological systems, and link local actions to global concerns."²

1: *Our Common Future*, World Commission on Environment and Development (1987).

2: Philip Berke and Maria Manta, "Planning for Sustainable Development: Measuring Progress in Plans" *Lincoln Institute of Land Policy* (1999).

severe weather events, ground subsidence, and other environmental impacts as it pursues General Plan objectives and policies.

Sausalito’s climate change objectives are aligned with international goals to limit global temperature increase to less than 1.5-2 degrees Celsius. Sustainability in Sausalito is inextricably linked to sustainability practices across the globe.

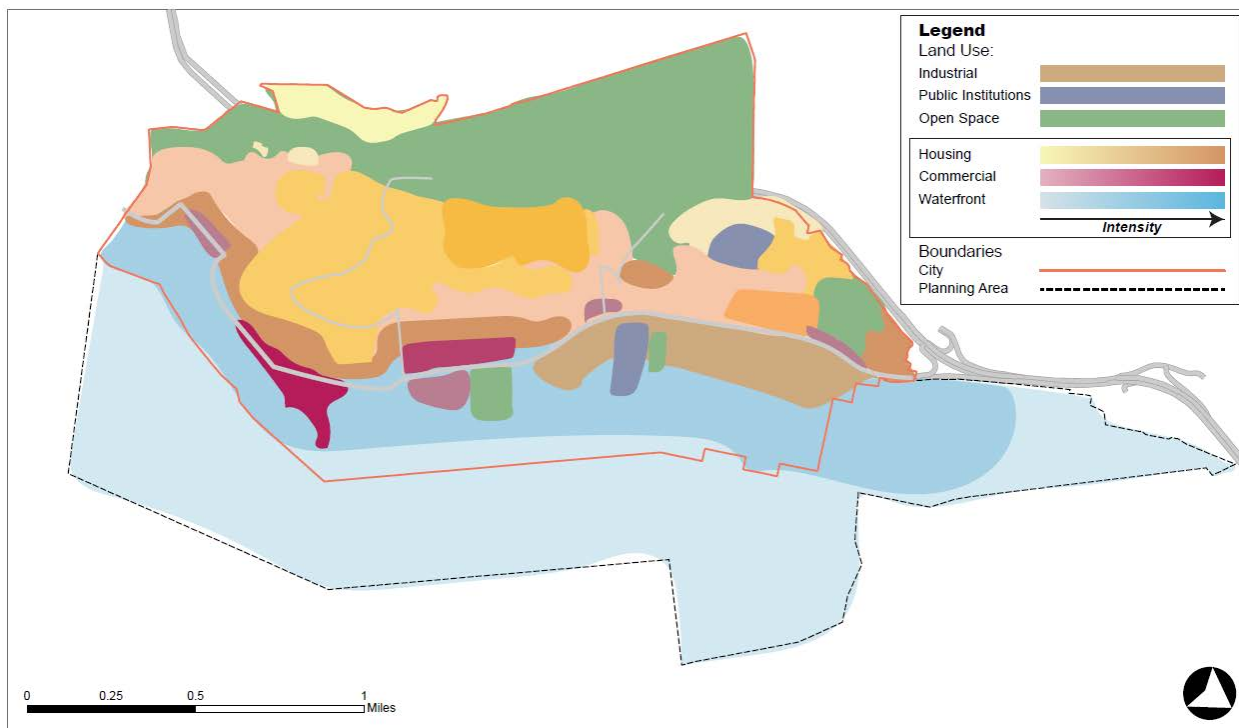
The Sustainability – Climate Change Mitigation and Resiliency Element has been included in this General Plan with the express focus of climate change. This focus by the city and the Sausalito community is reflected in this new Element and the climate-centered objectives it contains.

LANDSLIDES

Much of Sausalito consists of hilly terrain, and hillside slipping, including landslides, are sources of great risk in the city. Landslides in 2014 and 2019 highlighted the property damage and bodily harm that may result from these hazards.

The Landslide Task Force provided recommendations that were incorporated into the Health, Safety, and Community Resilience Element. These recommendations are prioritized in the Implementation Plan due to the risks to public safety.

FIGURE I-4: CITY FORM





LAND USE AND GROWTH MANAGEMENT

1

ELEMENT

This page intentionally left blank.

INTRODUCTION

Sausalito is one of the oldest communities in Marin with many special qualities and assets that are important to preserve. Its natural beauty and central location have created many pressures unique to the city. Sausalito is located between Richardson's Bay and the Marin Headlands, across the Golden Gate Bridge from San Francisco.

Much of the city has remained as it was 70 years ago, after World War II and the transition of the Marinship to civilian use. This continuation of a unique community identity is due to a strong commitment by residents to preserve the existing character and community assets. The current challenge is to retain Sausalito's community identity while pursuing sustainable strategies to slow climate change, adapt to sea level rise, meet housing needs, and build a resilient local economy.

Policies in the Land Use and Growth Management Element of the General Plan guide the direction of the physical and economic development of the city in a way that is sustainable. The city adopts land use controls to shape and moderate development so that the city retains its historic character, ensures appropriate infrastructure capacity, reduces public safety hazards, and retains resident-serving uses, its artist community, and essential marine related industrial uses. Environmental risks associated with sea level rise and flooding, subsidence, environmental contamination, urban wildfires, and geologic activity are acute dangers that require careful land use management.

A goal of the Sausalito General Plan is to maintain the variety of uses that exist in the community, while allowing changes in keeping with the existing community character and its needs.

TABLE 1-1: GENERAL PLAN LAND USE DESIGNATIONS

RESIDENTIAL

Land Use	Description
Very Low Density Residential	<p>Located only in the Wolfback Ridge area. Intended to be a transition area between the city and the Golden Gate National Recreation Area open space. Also intended to preserve hillsides and ridgelines from higher density development.</p> <p>Development under this category typically consists of construction of new single-family homes on large lots or minor expansion of existing single-family residences. Whenever possible, construction of new single-family homes should be clustered to maintain maximum open space.</p>
Up to 2.2 du/ac	
Avg. 4.12 persons/ac	
Low Density Residential	<p>Located on the higher slopes east of State Highway 101. Intended to protect and maintain the vegetated, scenic character of the City. Development under this category typically consists of single-family homes on parcels a minimum of 8,000 square feet.</p>
Up to 5.4 du/ac	
Avg. 7.98 persons/ac	
Medium Low Density Residential	<p>Located on the upper slopes of town above the primary commercial and high-density residential areas of the city. Development under this category is typical of Sausalito's character; single-family homes on parcels a minimum of 6,000 square feet.</p>
Up to 7.3 du/ac	
Avg. 16.38 persons/ac	
Medium Density Residential	<p>Developed during the 1960s and 1970s, this designation was intended to apply to large-lot planned development in the north end of town. The designation provides for two-family development with larger minimum lot sizes than other two-family areas.</p>
Up to 8.7 du/ac	
Avg. 19.32 persons/ac	
Medium High Density Residential	<p>This density begins to reflect the more urban parts of the city. Located throughout the city, this area is intended to provide a transition between the lower density uses</p>
Up to 17.4 du/ac	
Avg. 27.42 persons/ac	

	on the steep slopes and the higher density uses on the flat lands.
Planned Development – High Density Residential	This density applies to only two planned residential development areas known as Whiskey Springs and the Anchorage. This designation is intended to preserve the density now enjoyed by the properties.
Up to 22.3 du/ac	
Avg. 48.55 persons/ac	
High Density Residential	Surrounding the city's commercial areas, this density reflects the urban character to a greater extent than the Medium High Density Residential category. The multi-family category is envisioned to maintain a mix of single-family residences, condominiums and apartment buildings. The intent of this category is to accommodate housing locations that provide opportunities for residents to live within easy walking distance of commuter and shopping facilities.
Up to 29.0 du/ac	
Avg. 54.6 persons/ac	
Arks	This area is located on the waterfront of the New Town neighborhood. This specific location is a historical remnant of Sausalito's old waterfront. Accordingly, the seven existing arks have been designated Noteworthy Structures by the city. Because there are no vacant parcels, future development will likely only consist of repair or replacement of the existing arks.
Up to 0.35 du/ac	
Houseboats	Like the residential arks designation, this area is part of Sausalito's history. This area is located in the Marinship and other waterfront parts of the city. Subject to BCDC approval, new houseboats may be constructed in this area. Additional houseboat locations have been identified in the Shoreline area of the city's northern Sphere of Influence.
Up to 4.35 du/ac	

COMMERCIAL

Land Use	Description
Mixed Residential and Commercial FAR up to 1.00 Up to 29.0 du/ac	Located in the Caledonia Street area of the New Town neighborhood. Intended to be a local/resident serving area with a mix of residential and commercial uses. The commercial uses are intended to be of a type that will serve residents and local visitors. Commercial establishments on the ground floor should provide goods and services needed by residents and local visitors. Residential use is the preferred use on the upper levels of all structures. The residential component of the area is intended to serve as a location for high-density residential development with some affordable units due to its location near public transit and access to major roadways and public services. All existing residential structures are to remain in residential use pursuant to the direction of the 1985 Traffic Initiative. Historic and architecturally significant structures in this area are to be protected.
Central Commercial FAR up to 1.30 Up to 29.0 du/ac	Located along Bridgeway and a small portion of Princess Street. This designation describes the intense retail shopping area serving residents and visitors. First-floor uses should be retail commercial with general office and residential uses on the upper floors of buildings in this area. The vast majority of the parcels in this area are located within the city's Historical District and all development must respect its historic character.
Neighborhood Commercial FAR up to 0.50 Up to 29.0 du/ac	There are three neighborhood commercial areas in the city. One is located along Second Street in the Old Town neighborhood. The second is located along

<p>FAR up to 0.35</p>	<p>Bridgeway between Easterby and Olive Streets in the Spring Street Valley neighborhood. The third area is the commercial strip area north of Coloma Street and west of Bridgeway in the Nevada Street Valley neighborhood. The uses that are encouraged in these areas are resident serving commercial uses. Residential uses will also be permitted on upper levels of structures, with the exception of the Coloma/Nevada neighborhood at least until the Housing Element is next updated (see program LU-2.8.2).</p>
<p>Commercial Waterfront FAR up to 0.30</p>	<p>Located along the waterfront of the New Town neighborhood east of Bridgeway, between Dolphin Street to the south and Napa Street to the north. The commercial uses located on the water in this area are to be marine related or water-dependent. The uses in this area should be considered in the context of the nearby Mixed Residential and Commercial areas as well as expanding the lands of Dunphy Park.</p>
<p>Shopping Center FAR up to 0.20</p>	<p>Located in the Marinship area of the city. This designation is specific to the single site located west of the U.S. Post Office. The commercial use of the site is to serve the local community as well as areas in the city's sphere of influence.</p>

MISCELLANEOUS

Land Use	Description
<p>Industrial FAR up to 0.40</p>	<p>Located in the Marinship area of the city east of Bridgeway and between Napa Street to the south and the City limits to the north. Intended to maintain one of the last working waterfronts in Marin County, this area is intended to be an economically sustainable working waterfront maritime and industrial neighborhood with maritime, industrial, and arts uses and only under</p>

	<p>certain limited circumstances, supportive uses.</p> <p>There are several large underdeveloped parcels in this area. Any future development of these parcels should be respectful of potential impacts on surrounding parcels and the city as a whole.</p>
Waterfront	<p>Located in the Marinship and Central Waterfront areas of the City. This designation serves two distinct areas. The primary waterfront area is located in the Marinship. In the waterfront area of the Marinship, development will be limited to water-dependent uses and those that support marine industry. Marine service harbors, public access piers, and minor modifications to existing recreational marinas will be the only authorized use of the water, in addition to sea level rise, climate, and marine research uses.</p>
FAR up to 0.30	
Public Institutional	<p>Located throughout the city, this designation is applied to publicly-owned properties. Minor development may take place at these sites over time. The Martin Luther King, Jr. Campus may have commercial uses as a temporary condition (without any increase in land area or floor area devoted to commercial use) until the city is able to finance its permanent use as a public recreation facility, pursuant to Ordinance No. 1128.</p>
FAR will be based on use and the FAR of surrounding land use designations	
Public Parks	<p>Located throughout the city, this designation is specific to the 18 publicly-owned recreational areas such as parks and piers. Development is not to take place in these areas except for minor site improvements as deemed appropriate.</p>
Open Space	<p>This designation includes maintained natural recreation spaces as well as the</p>

	federally owned lands of the Golden Gate National Recreation Area (GGNRA). Development is not to take place in these area except for minor site improvements as deemed appropriate.
Open Area	This designation applies to the open water areas located on the eastern boundary of the City. The parcels found in this category are exclusively underwater parcels, most of which are owned by the City. Parcels that are not owned by the City have been identified as potential public open space acquisition sites. No development is anticipated for these open water areas.
FAR up to 0.10	

SPHERE OF INFLUENCE

Land Use	Description
General Commercial	A mix of office and retail uses are permitted in these areas at intensities consistent with the Marin Countywide Plan.
FAR 0.35	
Conservation Overlay	This designation is located in the Sphere of Influence to the north of the City limits. This designation is intended to protect unique and valuable natural resources such as the open shoreline. Development is to be avoided in this area, and every effort should be made to cluster the development to preserve the integrity of the surrounding natural resources.
FAR 0.00	

BACKGROUND AND CONTEXT

There have been few major land use developments since the previous General Plan was adopted in 1995. Twentieth-century land use patterns have been maintained, guided by the General Plan and the 1988 Marinship Specific Plan.

The City of Sausalito has nearly reached its maximum buildout potential based on the objectives of the General Plan. For the most part, future building will involve redevelopment or reuse of existing developed areas. In most residential neighborhoods, easily developed lots on the whole have been developed, and most remaining vacant lots have significant physical constraints. General Plan policies anticipate limited additional residential, commercial, and industrial development in the city. This is in keeping with the June 4, 1985, voter-approved Sausalito Fair Traffic Limits Initiative (Ordinance No. 1022), which established limits on the intensity of additional commercial and industrial development.

POPULATION, HOUSING, AND JOBS PROJECTIONS

The city's population has remained relatively constant since 1990, when it had a population of 7,193. In 2019, the city's population was 7,416 (a 3.1 percent increase over 29 years).

If the maximum development allowed by all the General Plan policies is achieved by 2040, the city could have approximately 5,134 dwelling units, an increase of 304 units over the total identified in 2017. Approximately 94 of these units are anticipated to be new accessory dwelling units to meet affordable housing demand within the severe development constraints that exist.

A large proportion of homes in Sausalito are single-family detached homes. In 1990, 34 percent of the homes in the city were single-family detached units and 66 percent were multiple-family and other types of units. By 2017, 40 percent of homes were single-family detached and 60 percent were multiple-family and other types of units.¹

Sausalito households averaged 1.78 persons per household in 2019, which is 27.4 percent smaller than the Marin County average of 2.48 persons per household.

Average household income in Sausalito-Marín City was estimated at \$110,385 in 2017. This is five percent greater than the Marin County median income of \$104,703.

In 2017, residential land uses comprised approximately 17 million square feet (398 acres). Sausalito commercial and industrial land uses covered approximately 6

¹ US Census data (from the 1990 Census and 2013-2017 5-Year American Community Survey)

million square feet (136 acres). Industrial and commercial buildings totaled approximately 2,131,088 square feet of space.

If the maximum General Plan limits concerning maximum commercial and industrial development are realized, a total of approximately 587,960 square feet of new commercial floor area and 146,124 square feet of new industrial floor area could be developed in Sausalito.

Jobs-Housing Balance

In 2017, there were 1.17 jobs for every housing unit in Sausalito. By 2040, there will be an estimated 1.35 jobs per every unit if Sausalito sees the forecasted buildout.

TABLE 1-2: JOBS-HOUSING BALANCE

	2017	2040 (projected)
Jobs-Housing Balance	1.17	1.35

*Source: Marin County Assessor (2017),
Longitudinal Employer-Household Dynamics, US Census (2017)*

LAND USE DESIGNATIONS

The General Plan Land Use Map, Figure 1-1, depicts 21 different land use designations within the City limits. Two additional land use designations are in the city's sphere of influence. The land use designation categories are defined in Table 1-1, along with allowable dwelling unit densities and building intensities. The definitions are intended to provide a broad description of desired uses; the Zoning Ordinance lists the specific allowed uses within each zoning district.

See Figure 1-1: Land Use Map

Table 1-3 delineates the amount of acreage in each residential land use category within the city as well as the existing and potential number of dwelling units.

TABLE 1-3: RESIDENTIAL DEVELOPMENT POTENTIAL

GP LU	Land Use Designation	EXISTING CONDITIONS			TOTAL GENERAL PLAN BUILDOUT		
		No. of Parcels	Acres	Existing Residential Units	Additional Residential Capacity	Total General Plan Units (Existing + Capacity)	Capacity Growth
A	Arks	7	0.3	6	0	6	0%
H	Houseboats	468	58.6	386	0	386	0%
VLR	Very Low Density Residential	64	25.1	40	16	56	40%
LR	Low Density Residential	127	34.4	124	3	127	2%
MLR	Medium Low Density Residential	833	135.5	913	19	932	2%
MR	Medium Density Residential	90	5.9	90	2	92	2%
MHR	Medium High Density Residential	982	85.0	1,366	29	1,395	2%
HR	High Density Residential	599	49.7	1,171	59	1,230	5%
PR	Planned Development Residential	281	3.7	281	0	281	0%
	Accessory Dwelling Units			36	94	130	261%
I	Industrial	59	65.4	9	0	9	0%
W	Waterfront*	44	42.3	146	31	177	21%
CS	Shopping Center	1	1.6	0	0	0	0%
PI	Public Institutional	26	64.7	7	0	7	0%
CC	Central Commercial	56	7.0	114	0	114	0%
CW	Commercial Waterfront*	18	6.6	0	0	0	0%
CR	Mixed Residential & Commercial	57	7.6	117	45	162	38%
CN	Neighborhood Commercial	32	5.5	16	6	22	38%
OA	Open Area†	73	788.1	0	0	0	0%
OS	Open Space	52	219.1	5	0	5	0%
PP	Public Parks	19	16.1	0	0	0	0%
	Conservation (SOI)	41	49.7	3	0	3	0%
	General Commercial (SOI)	3	1.0	0	0	0	0%
Totals		3,932	1,673	4,830	304	5,134	6%
Population: 2019 (CA State Finance)				7,416	2040 (Projected)	7,883	6%

Notes:

* = Only land acreage was calculated for "Acres" for these LU Designations.

† = Open Area is used to designate parcels entirely over-water on Richardson's Bay.

Table 1-4 delineates the amount of acreage in each non-residential land use category within the city as well as the existing and potential amount of commercial square footage in each commercial category. The purpose of these two tables is to show the maximum development potential for each land use designation. For the purpose of establishing the General Plan buildout, the analysis undertaken for the 2015-2023 Housing Element was used as a baseline, with an increase in accessory dwelling units included throughout the plan period. Maximum allowable non-residential development was assumed, under both General Plan and zoning limits. The methodology used for reaching the maximum potential buildout numbers in Tables 1-3 and 1-4 is explained in Appendix B.

TABLE 1-4: NON-RESIDENTIAL DEVELOPMENT POTENTIAL

GP LU	Land Use Designation	EXISTING CONDITIONS			TOTAL GENERAL PLAN BUILDOUT			
		No. of Parcels	Acres	Existing Non-Residential Development (sf)	Max. FAR	Non-Residential Built Capacity (sf)	Max. Built Capacity (sf)	Capacity Growth
I	Industrial	59	65.4	1,119,836	0.40	146,124	1,265,960	13%
W	Waterfront*	44	42.3	271,869	0.30	340,061	611,930	125%
CS	Shopping Center	1	1.6	22,751	0.20	0	22,751	0%
PI	Public Institutional	26	64.7	213,871		0	213,871	0%
CC	Central Commercial	56	7.0	190,330	1.30	79,199	269,529	42%
CW	Commercial Waterfront*	18	6.6	50,029	0.30	56,823	106,852	114%
CR	Mixed Residential & Commercial	57	7.6	129,832	1.00	69,582	199,414	54%
CN	Neighborhood Commercial	32	5.5	110,248	0.50	33,762	144,010	31%
OA	Open Area [†]	73	788.1	0		0	0	0%
OS	Open Space	52	219.1	0		11,363	11,363	0%
PP	Public Parks	19	16.1	0		0	0	0%
	Conservation (SOI)	41	49.7	0		0	0	0%
	General Commercial (SOI)	3	1.0	18,593	0.35	8,534	27,127	46%
Totals		481	1,275	2,127,359		745,447	2,872,806	35%

Notes:

* = Only land acreage was calculated for "Acres" for these LU Designations.

† = Open Area is used to designate parcels entirely over-water on Richardson Bay.

Implementation of the Land Use and Growth Management Element and Housing Element policies and programs will result in the creation of new residential uses in the commercially designated areas. It is also recognized that maximum residential densities may not be achieved just through implementation of these policies. The Housing Element contains a breakdown of the potential housing units by each zoning category which considers these factors.

DESCRIPTION OF SAUSALITO'S EIGHT NEIGHBORHOODS

Sausalito has a varied and diverse character and has historically been comprised of eight neighborhoods: Old Town/Hurricane Gulch, Wolfback Ridge, The Hill, New Town, Monte Mar Vista/Toyon Terrace, Spring Street Valley, the Marinship, and Nevada Street Valley. The boundaries of the neighborhoods are shown in Figure 1-2.

See Figure 1-2: Neighborhoods

Old Town/Hurricane Gulch

Old Town/Hurricane Gulch extends from the southern city limits to North Street and Cable Roadway to the north. It is the oldest part of the city and is characterized by a mix of single-family, duplex, and multiple-family units with many small dwellings and rental units. Newer, larger units are located on steeper slopes.

There were an estimated 1,028 dwelling units in 2017. General Plan policies would allow infill and selective rebuilding at intensities compatible with existing neighborhoods. Assuming maximum potential development is realized in this neighborhood, an additional 27 dwelling units could be constructed.

Wolfback Ridge

The Wolfback Ridge area is a very low-density hillside and ridgeline residential neighborhood, which is physically separated from the rest of Sausalito by Highway 101. The neighborhood represents the western-most area in Sausalito and the area with the highest elevation. Some of the homes are either fully or partially visible from various vantage points throughout the city.

The area also contains some of the steepest slopes in the city, with slope stability a major concern. The very low-density land use designation has been applied to the ridge area to create a density transition area to the lands of the GGNRA, respond to topographic limitations, and preserve ridgeline open space and visual resources.

Wolfback Ridge has large expanses of open space, with over 8 acres of land designated as open space.

There were an estimated 40 dwelling units in 2017. State law and General Plan policies allow accessory dwelling units at many sites. Assuming maximum potential development is realized in this neighborhood, an additional 13 dwelling units could be constructed.

The Hill

The Hill remains much as it was shortly after the turn of the 20th century. It extends from Richardson's Bay to North Street and Cable Roadway on the southern border, Highway 101 on the westerly border and Santa Rosa Avenue on the northern border. The Hill contains large older homes, mixed with condominiums and apartment units near downtown.

There were an estimated 889 dwelling units in 2017. There are estimated to be a moderate number of existing accessory dwelling units. General Plan policies allow infill and some intensification of densities close to the commercial area as well as new accessory dwelling units at many sites. Assuming maximum potential development is realized in this neighborhood, an additional three dwelling units could be constructed.

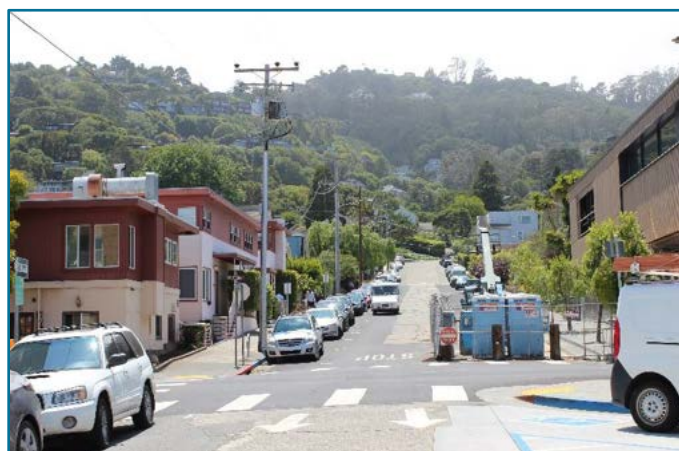
"We should encourage Hill people to go Downtown."

— Visioning Workshop Participant: June 23, 2018

New Town

New Town includes The Glen, the resident-serving commercial uses along Caledonia Street, and the central waterfront. It contains smaller bungalows, mixed age apartments, condominiums, and older small homes. The high-density residential

portions are near the Civic Center and Caledonia Street stores. The area extends on both sides of Caledonia Street from Johnson Street to Napa Street and also includes the frontage along Bridgeway in this area. The Caledonia Street area is intended to be the main shopping area for city residents, providing retail and office space.



Residential Streets in the New Town Neighborhood

There were an estimated 876 dwelling units in 2017. General Plan policies would allow residential and commercial infill, new second units and encourage new mixed-use development including housing above commercial stores. Assuming maximum potential residential development is realized in this neighborhood, an additional 58 dwelling units could be constructed.

Monte Mar Vista/Toyon Terrace

Monte Mar Vista includes Toyon Terraces and is located north of The Glen, with Highway 101 as its westerly border. Monte Mar Vista contains a mix of units including single-family, duplexes, and condominiums. There were an estimated 226 dwelling units in 2017. There are estimated to be a moderate number of existing accessory dwelling units. State law and General Plan policies allow accessory dwelling units at many sites. Assuming maximum potential development is realized in this neighborhood, an additional five dwelling units could be constructed in addition to accessory dwelling units.

Spring Street Valley

Spring Street Valley is bordered by the New Town to the south, Nevada Street Valley to the north, Bridgeway to the east, and Highway 101 to the west. It is a mix of more recently constructed multiple units and older single-family homes. The bulk of the development in this area occurred during the late 1950s and early 1960s. There were an estimated 367 dwelling units in 2017. General Plan policies allow infill and a limited number of new accessory dwelling units. Assuming maximum potential development is realized in this neighborhood, an additional 46 dwelling units could be constructed.

Nevada Street Valley

Nevada Street Valley is located in the northerly part of the city bordering Bridgeway to the east and Highway 101 to the west and north. This is the newest area of Sausalito, much of which was annexed to the city in 1981. It contains a mixture of older small single-family homes and large multiple-family projects mostly built in the 1960s and 1970s when the area was under county jurisdiction. There were an estimated 841 dwelling units in 2017. Assuming maximum potential development is realized in this neighborhood, an additional 27 dwelling units could be constructed.

Marinship

The Marinship, located east of Bridgeway and north of Napa Street, represents the city's only industrial and working waterfront area. The majority of the area is comprised of fill which was created in 1942 by the US Army Corps of Engineers to construct a shipyard. A large portion of the Marinship consists of the original buildings associated with the shipyard. These buildings are an important element of the area since they are a defining characteristic unique to Sausalito.

Houseboats and liveaboards are permitted subject to San Francisco Bay Conservation and Development (BCDC) approval. As of 2017, there were 154 units (houseboats and liveaboards) in the Marinship. As shown in the General Plan Residential Buildout Table (Table 1-3), an additional 31 units could be permitted as liveaboards.

RESIDENTIAL POLICIES AND PROGRAMS BACKGROUND

Single-Family

The General Plan is not recommending any significant changes to the policy direction of the previous General Plan for the single-family areas of Sausalito. Sausalito's guiding development principles have included the concept of locating higher density and intensity uses on the relatively flatter parcels in the city, including more commercial and industrial areas on these flat lands while maintaining the city's residential character.

“We recognize that one of the major factors that makes Sausalito such a desirable place to live is the diversity of life styles and occupations it has derived through a rich and colorful history. We want to preserve this diversity.”

— Lore Phillips: 1995 General Plan

Generally, density and intensity should decrease—while heightened review due to safety, as described in programs CD-2.2.2 and HS-1.2.5 should increase—as the parcel slopes increase. At the same time, the Plan continues to recommend mechanisms to allow for the maintenance of the existing diversity of housing types. The most likely type of addition residential units in single-family residential areas of the city consist of accessory dwelling units.

The single-family residential densities range from a low of two units per acre in Wolfback Ridge to a high of seven units per acre in The Hill. The densities established on the Land Use Map (Figure 1-1) reflect actual densities of existing single-family neighborhoods. It is intended that infill development maintain similar densities and the single-family character that has been established in the various neighborhoods.

Although the majority of the structures in the low-density residential areas are single-family homes, two-family and multiple-family residential buildings are also found in these areas. The predominantly single-family character can be maintained while allowing for continued maintenance of the existing two-family and multiple-family residential buildings. New development of accessory dwelling units may be allowed.

Two-Family

As with the single-family areas, densities allowed in the two-family residential areas continue to reflect what previous General Plans allowed. Permitted two-family densities shown on the Land Use Map range from 8 to 17 units per acre. The majority of the two-family residential areas shown on the map allow development at the higher end of the range. Even though many parcels with this designation are steeply sloped, this density has been maintained. New development of accessory dwelling units may be allowed.

Many properties within the Medium High-Density Residential area have been developed at or near the density of 17 units per acre. There are properties built at even higher densities, particularly in Old Town, which pre-dated the 1963 zoning regulations and are currently non-conforming.

The approach of the Plan is to continue to permit densities up to 17 units per acre but to carefully review future development to reflect topography, vegetation, street capacity, and neighborhood character. Densities at the upper end of the two-family range are not guaranteed and can only be achieved if site constraints and zoning regulations can be satisfied.

Planned Development

This land use category recognizes the residential density of two existing residential projects which were developed as planned unit developments: Whiskey Springs and

the Anchorage. Additional planned developments may be considered in a public process to change land use designations, but none are currently being considered. These two neighborhoods are developed at 22.3 units per acre. No additional residential units are projected for these areas, but existing densities can be maintained.

Multiple-Family Residential

Multiple-family residential densities are permitted in this plan up to 29 units per acre. These high-density areas generally surround the downtown and Caledonia Street commercial districts. They are close to shopping, services, and transportation. The one exception is the Sausalito Towers apartment site in Spring Street Valley. This is a single parcel developed to its fullest potential and no additional units are projected. The southeastern vacant portion of the site has been designated private open space and may be used for recreational facilities for the residents of Sausalito Towers.



Multiple-Family Residential in Sausalito

As with the two-family residential areas, densities established by this plan have been permitted since 1963. This density has been maintained to avoid rendering existing properties developed to the maximum density non-conforming. Future multiple-family residential development may be permitted, although maximum density may not be achievable in every instance. To allow for the continued diversity in housing type and variety in sizes of structures, emphasis will be placed on project design.

In Old Town, much of the multiple-family residential areas consist of relatively small parcels that can only support single- and two-family residences. Existing parcel sizes and the uses located on these smaller parcels are vital contributions to the character of the city and shall be preserved. New development of accessory dwelling units may be allowed.

Special Residential

The houseboats found along the shoreline of Richardson's Bay have become a defining characteristic of Sausalito. These residences symbolize the artistic and colorful recent past of the city. Since their establishment in the Bay, the state has created the BCDC to regulate development in and around the Bay.



Houseboats Along the Shoreline

In 1984, the Richardson's Bay Special Area Plan was adopted by BCDC, Marin County, Belvedere, Mill Valley, Tiburon, and Sausalito. A joint powers authority was established to implement the plan. Consistent with that plan, it is the intent of the city to define allowable uses and to promote the protection of the Bay.

This General Plan echoes the issues and policies identified in the Richardson's Bay Special Area Plan by allowing limited houseboat uses (subject to BCDC approval) and liveaboard uses of recreational vessels only in identified marinas. Further, the city will require that any new residential uses located on Richardson's Bay be equipped with appropriate water, sewer, electrical, and fire protection services.

The vast majority of the houseboats found in Richardson's Bay waters are outside the city's limits, but city policies and programs extend to the shoreline area in Sausalito's Sphere of Influence where the houseboats are located.

Residential Development Intensity

Many residential sites have developed at less than the maximum lot coverage in order to provide for acceptable on-site parking, open space setbacks, and tree and view preservation.

The policies in the Plan attempt to balance the property owner's need for some certainty concerning allowed building intensity with the community's desire to address other development concerns and specific site constraints. Plan policies make clear that proposals at the upper end of the maximum allowable floor area and coverage undergo heightened review. However, all new development projects should balance a property owner's plans with the community's desires.

Although it is recognized that maximizing bulk allowances and developing to the limits calculated from development standards may be desirable to applicants of proposed projects, maximizing bulk and building to the limits may not be appropriate

in every case given the specific constraints and characteristics unique to each site and its surrounding area. The Plan envisions the establishment of a predictable procedure for project review and decision-making.

To this end, the following factors will be considered alongside the mitigation measures identified as part of program HS-1.2.5 in the development of design standards and objective standards that implement this Plan:

1. Tree preservation
2. Lot configuration
3. View preservation
4. Public safety
5. Required grading, including average gradient and potentially other safety measures
6. Parking
7. Landscaping
8. Slope/Topography

The following floor area ratio and lot coverage allowances listed in Table 1-5 are the General Plan residential land use intensity standards. These standards are also included in the current Zoning Ordinance regulating residential bulk allowances and are the maximum permitted unless variance findings can be made.

TABLE 1-5 MAXIMUM FLOOR AREA RATIOS AND LOT COVERAGES

Residential Land Use and Zoning Categories			Max. FAR	Max. Coverage (%)	Max. DU/Ac
Very Low Density	VLR	R-1-20	0.35	30	2.2
Low Density	LR	R-1-8	0.40	30	5.4
Medium Low Density	MLR	R-1-6	0.45	35	7.3
Medium Density	MR	R-2-5	0.40	35	8.7
Medium High Density	MHR	R-2-2.5	0.65	50	17.4
Planned Development - High Density	PR	PR	0.65	50	22.0
High Density	HR	R-3	0.80	50	29.0
Arks	A	RA	0.30	30	29.0

Houseboats	H	H	0.25	25	4.36
------------	---	---	------	----	------

RESIDENTIAL MASTER PLANS

The city is not expecting to add new master-planned residential communities to those that already exist: Whiskey Springs and the Anchorage. Although the development standards adopted for each planned community will remain unchanged, there are no specific policies for new master-planned residential communities.

NON-RESIDENTIAL FACILITIES

Throughout Sausalito’s residential neighborhoods, non-residential uses are permitted. Typically, these are low intensity uses that operate only during specific times, such as places of public assembly. The following are examples of such uses in Sausalito: the Sausalito Woman's Club, Star of the Sea Catholic Church, Sausalito Presbyterian Church, Christ Episcopal Church, and the First Baptist Church.

The city wishes to provide for diverse uses that serve a community need. In order to ensure that any one neighborhood, or portion of a neighborhood, not be unduly impacted, the Plan calls for the establishment of siting criteria for new non-residential uses.

CHILD CARE AND RESIDENTIAL CARE FACILITIES

In compliance with California Health and Safety Code, family daycare homes that provide care for up to 14 children are required to be treated as a residential use of property for purposes of all local ordinances and shall be treated as a permitted use. Family daycare homes are defined by the California Health and Safety Code, and include a detached single-family dwelling, a townhouse, a dwelling unit within a dwelling, or a dwelling unit within a covered multifamily dwelling in which the underlying zoning allows for residential uses (or as otherwise defined by the most recent Health and Safety Code). State licensing regulations would continue to apply to the review and licensing of family daycare homes.

Residential care facilities and day care centers other than family day care homes will be evaluated through the city’s review process.

NON-CONFORMING USES/STRUCTURES

The Plan establishes policies that address both existing non-conforming uses and non-conforming structures. Policies reflect the city's desire to require a greater level of discretionary review for non-conforming uses than for non-conforming structures.

Non-conforming uses can only be reinstated through the approval of a discretionary permit if the cessation of the use was involuntary. A non-conforming use which was voluntarily discontinued for an extended period of time, as detailed in the Zoning Ordinance, may not be reinstated.

Because the maintenance of existing diversity of building size and type in residential areas is desired, the Plan allows for additions and alterations to all residential structures provided the change does not increase or exacerbate the non-conformity.

The Plan also allows for the reconstruction of any non-conforming residential structure voluntarily or involuntarily demolished. Nonconforming structures may be replicated if involuntarily demolished and may be replicated if voluntarily demolished and reconstruction takes place within a specified time period as detailed in the Zoning Ordinance.

Procedures for establishing a record of what exists on residential parcels will be developed in order to identify and maintain non-conforming residential structures (program LU-1.17.2).

Historic Designations

Unique to the residential areas of the city, there are four properties that are located on the National Register of Historic Places as of 2020. These four properties are:

- Casa Madrona Hotel (156 Bulkley - 801 Bridgeway)
- Griswold House (639 Main Street)
- Machine Shop (25 Liberty Ship Way)
- Sausalito Woman's Club (San Carlos and Central Avenues)

The Sausalito Woman's Club and the Casa Madrona Hotel are unique in that they are non-residential uses located within residential land use areas and would be considered non-conforming uses.

Because these four properties are important to the character of Sausalito and are designated as sites of national significance, the General Plan establishes a policy by which the structures and their uses can be reinstated in the event of involuntary destruction of the structures (program LU-1.18.1). The intent of the policy is to assure that the affected properties maintain their historic use and assure that they are authentically replicated in the event of demolition. It is not envisioned by this policy that there will be an expansion of commercial uses on Bulkley Avenue, which is a high-density residential area.

COMMERCIAL POLICIES AND PROGRAMS BACKGROUND

Downtown Central Commercial

In the 1950s, the downtown was filled with resident-serving stores. Gradually, resident-serving stores have moved out or changed their focus to cater to the large numbers of day visitors. Today, only a few resident oriented stores remain in downtown, and Sausalito residents are concerned that visitor-serving businesses that do not have goods and services for local residents will force out the neighborhood stores along Caledonia Street as well.



Downtown Sausalito

Business revenues in Sausalito make up more than half of the city's General Fund revenues. The downtown and Marinship areas in Sausalito are the main source of city business revenues and jobs in the city. Each of these two areas accounts for approximately 30 percent of sales tax revenue that helps to fund city services (Police, Library, Parks and Recreation, Community Development and other services.)

In recent years, the number of visitors and tourists visiting downtown Sausalito has been declining. Since tourism is one of the city's key business sectors, the city and visitor-oriented businesses (hotels, restaurants, downtown retailers) will need to work together to address and reverse this trend.

The downtown area includes housing units and the potential for more housing units. These residences could help support resident-serving business downtown. In addition, these residences could include affordable housing, supporting the city's social equity goals.

General Plan policies for the downtown commercial area have been designed to enhance the economic diversity and vitality of the uses in the downtown for both visitors and residents. Furthermore, the policies have been designed to minimize the impacts of this intensely-used commercial area on the surrounding neighborhoods.

Uses in the Downtown

The citizens of Sausalito have expressed a desire for increased usability of the downtown commercial area by residents. In order to accomplish this goal, the city

will work with the downtown businesses to develop a program that will enhance the existing retail environment. Programs focusing on downtown revitalization and economic development incentives will be pursued. Business Assessment Districts will also be investigated as a means of providing funding for physical improvements and assistance in tenant enhancement.

The city recognizes the importance of the visitor serving commercial area of downtown to the health and vitality of the local economy, but at the same time recognizes the importance of assuring a mix of retail activity serving both the visitor and resident market. Merchants are encouraged to enhance the quality and reduce the redundancy of the merchandise available in the downtown. Goods and services that are demanded by both residents and visitors are encouraged. Unique goods, particularly goods which have some connection to the local area, will also be encouraged.

In the interest of assuring the economic health of the downtown while encouraging desired uses, the Plan proposes to continue annual updates of the Shared Parking Model, including revisions as necessary (program CP-2.4.4).

The Plan encourages developers and property owners to retain existing residential dwelling units in the downtown (program LU-2.1.2). By maintaining residential units, the downtown ensures nighttime usage while also benefiting from the continuation of much needed affordable housing.

Downtown Economic Strengths and Challenges

Downtown Sausalito is an iconic destination in the San Francisco Bay Area, home of an eclectic blend of restaurants, boutiques, and galleries along a picturesque waterfront. The downtown has ample parking, multiple ferry lines, and is highly accessible by visitors and tourists.

The downtown faces several challenges. Most of downtown is visitor-serving, with congested areas during peak tourist-season. However, there are limited hotel rooms and a large proportion of visitors come on day trips, leading to a limited customer base in evening hours and a dependency on travel trends outside of local control. These can be exacerbated by shifting economic trends that have impacted even the most popular shopping districts, leading to concerns that the current resident and visitor populations may not be able to sustainably support the independent and eclectic retailers in the downtown area.

Potential improvements could include increasing downtown capacity for overnight guests and evaluating experiential attractions, such as increased outdoor dining and potentially formula retail establishments. Downtown's unique architecture, including

the former Bank of America property, could be used to activate the downtown area with uses such as a local artist collective, food hall, or engaging pop-up spaces. In addition, the city should develop a theme of making downtown Sausalito more engaging for the Sausalito community and not only local visitors.

Historic Character

The downtown is unique in that it has been designated by the city as a Historic District. As such, it is important to preserve the historical character of the downtown structures as they are remodeled or redeveloped over time. Strategies to promote preservation of the historic buildings shall be explored to assist property owners in these efforts (program LU-2.9.1). For additional historic preservation discussion, refer to the Community Design, Historic and Cultural Preservation Element.

Neighborhood Impact

The minimization of the impact of visitor uses on the surrounding neighborhoods is addressed in several ways. One is to buffer the Caledonia Street area from the downtown visitor serving area with the existing residential properties located between the two areas (policy LU-2.3). These buffering properties should be preserved as residential.

Uses which result in noise levels unacceptable to residents surrounding the downtown will not be allowed. Transportation programs which encourage multi modal travel including greater use of public transit by visitors, efforts by employers to encourage employees to carpool, bicycle, walk, or use transit, and expanded use of the resident only parking programs will continue to attempt to address the parking problems residents in these areas face.

Caledonia Street-Residential Commercial

Mixed Residential and Commercial Focus

The Caledonia Street area includes both sides of Caledonia Street and the west side of Bridgeway from Johnson Street to Napa Street. It also includes the Police Station, the Fire Station and the retail shops between Johnson Street and the intersection of Bridgeway and Caledonia Street. It is in this area that resident serving uses such as community gathering spaces, medical offices, a gas station, markets, and dry cleaners are located. Residents have expressed the need for more local oriented stores, especially food, drugs, apparel, and variety stores and services such as full-service gas stations or repair garages.

“We should support and encourage locally-owned businesses.”

— Visioning Workshop Participant: June 23, 2018

Residents have also expressed a desire to maintain the mix of residences and commercial establishments through the adoption of the 1985 Fair Traffic Limits Initiative. This Plan continues to implement the objectives of the 1985 Initiative by having a policy to enforce its prohibition against the conversion of residential uses to commercial uses (program LU-2.8.1). In addition, the Plan encourages considering new upper-floor housing (program LU-2.8.2).

Caledonia Street Economic Strengths & Challenges

Caledonia Street is well-enjoyed by Sausalito residents as a resident-serving main street with restaurants and independent retailers. It is well-positioned near community amenities (City Hall, the Police Department, and several parks) and well-located between the downtown and Marinship business areas.

However, the Caledonia Street area may need improvements to overcome challenges with circulation, parking, vacancies, and online retail. Potential strategies for further consideration may include wayfinding and connectivity.

Architectural and Historical Character

As with the case of the downtown area, Caledonia Street is an area of local historic importance. Although the area is not a historic district, there are several structures of historical and/or architectural importance located within its boundary. It is important to preserve the historical and architectural character of these structures as they are remodeled or redeveloped over time.

“Preserve the historical character, diversity, and small-town scale of Sausalito.”

— Visioning Workshop Participant: June 23, 2018

To assist property owners in preservation of historic buildings, incentives such as intensity credits or transfer of development rights should be considered (program LU-2.9.1). Furthermore, it is equally important to review construction of neighboring buildings for compatibility with the identified historic buildings. For specific historic preservation discussion, refer to the Background section in the Community Design, Historic and Cultural Preservation Element.

Neighborhood Commercial

The neighborhood commercial areas in Old Town, Spring Street Valley, and Nevada Street valley are intended to provide needed goods and services within walking distance of residents and employees in those areas. Uses that create excessive employee parking demand should be limited.

Marinship Commercial

The Marinship commercial area in Sausalito (consisting of the Industrial and most of the Waterfront land use designations) is one of the main sources of city business revenues (sales tax, property tax, and business license tax. See the Economic Element for more detail). The Marinship area features a diverse mix of business uses including Maritime, Applied Arts, Industrial, Business Commercial, Restaurant, Grocery Store, Financial, and Other uses.

The Plan establishes a policy precluding development of new commercial office space in the Marinship except for necessary ancillary and accessory office space for permitted uses (program LU-2.16.3). The Plan provides for continued use of existing office buildings (program LU-2.16.2) and for limited commercial uses that support this industrial area and support an innovative network of skilled artisans, builders and inventors (program LU-3.1.2). The only other commercial designation within the Marinship is the Shopping Center designation, which allows the continued use of a full-service supermarket (policy LU-2.17).

Special Commercial Issues

Hotels

Hotels attract additional visitors to Sausalito, but can generate nuisances related to overnight parking, employee parking, noise generation, and lighting associated with night operations. If a restaurant is connected to the hotel, the potential for additional impacts exist. However, hotels can have minimal impact on nearby residential areas with good location, management and adequate parking.

Hotel transient occupancy taxes provide significant revenues to the City of Sausalito (over \$1.8 Million in the 2019-20 fiscal year). Sausalito's historical setting could also make bed & breakfast inns natural attractions. These inns could serve economic uses in some areas.

Hotel and bed & breakfast uses should be located in the downtown Central Commercial land use designation. All new hotel and bed & breakfast uses should be small scale and compatible with the character of the existing structures in the downtown (program LU-2.4.3).

Non-Conforming Structures and Uses

Like the policies for residential non-conforming structures and uses, the Plan establishes policies which address existing non-conforming structures and uses in commercial areas (policy LU-2.18). These existing structures and uses will be retained in the event of any potential involuntary loss.

PUBLICLY-OWNED PROPERTIES POLICIES AND PROGRAMS BACKGROUND

The General Plan distinguishes between public recreational uses and public institutional uses. This allows for the regulation of land uses on publicly-owned properties with different purposes. Special public zoning categories regulate uses on parcels owned by public entities.

Many publicly-owned parcels in the city could be redeveloped to serve the city's housing needs. The city should consider housing development, including affordable senior housing or other affordable housing, on publicly-owned properties (policy LU-5.4).

Martin Luther King, Jr. Campus (MLK Site)

The Martin Luther King, Jr. Campus (MLK Site) is a 17.4-acre parcel surrounded by residential development except for the commercial frontage along Bridgeway. The site contains about 10 acres of open fields (playing fields, basketball and tennis courts) and about 7.4 acres devoted to what comprised the former school and bus storage facility.



Martin Luther King, Jr. Campus

Unused space was rented by the school district to low intensity commercial and light industrial uses in 1981. In 1986, the school district discontinued school use entered into a purchase agreement with the City of Sausalito. At present, the existing school buildings are being used for schools as well as a variety of small-scale industries including art studios, repair shops, and marine equipment manufacture.

The Plan envisions the MLK site as a park and recreational area for residents and the Sausalito community. In order for maximum usage as a public park to be accomplished, additional considerations need to be explored in more detail. One consideration includes some reassessment of the current financing mechanism which uses approximately \$600,000 per year of revenues from leases of the MLK Site through May 2031 to pay the debt service payments of Certificates of Participation (COPs) used to improve three city parks. Another consideration is the availability of the MLK Site. Possible changes to the school and commercial uses now permitted on

the site would need to be considered, subject to the limitations contained in program LU-5.2.1.

SPHERE OF INFLUENCE POLICIES AND PROGRAM BACKGROUND

Marin County, the Marin County Open Space District, the Local Agency Formation Commission (LAFCO), the utility districts, Golden Gate National Recreation Area (GGNRA) and other agencies provide planning or project review for areas outside of the Sausalito corporate limits. It is the City of Sausalito's desire to review and comment on all projects within the area of interest designated on General Plan Figure 1-3.

See Figure 1-3: Sphere of Influence

Marin City

Marin City consists of broad coverage of residential developments, including large number of multifamily buildings, and a large commercial shopping mall on Donahue Street, located west of Highway 101. The Marin City Community Plan (1992) currently governs land use in Marin City. However, there are discussions as of 2020 for new development and potentially a new community plan.

The General Plan contains a policy to consider whether to expand the city's sphere of influence to include Marin City (LU-6.2). This is in part because Sausalito shares a school district and sewer infrastructure with Marin City, and in part because Marin City was previously in Sausalito's sphere of influence until it was removed in 2010.²

Shoreline

The shoreline area is a commercial area located east of Highway 101 stretching from the Stinson Beach/Highway 1 exit to the northern city limits. Land use issues in the area relate to the intensity of uses allowed on undeveloped parcels if undeveloped parcels are not obtained as open space. About 40 percent of the designated waterfront along Richardson's Bay identified in the Marin Countywide Plan has been publicly acquired as open space. The city supports additional open space purchase of lands in this area. Future uses, if not in open space, should be consistent with the policies in the Marin Countywide Plan. Constraints on roadway traffic and peak hour capacity, combined with wetland and wildlife protection and the need for strong design controls to avoid view-blocking development would be needed for this very visible area.

² Marin County Local Agency Formation Commission Periodic Update (2010)

Golden Gate National Recreation Area

The Golden Gate National Recreation Area (GGNRA) forms the city's boundary on much of the west and south of the city. This National Recreation Area forms an excellent natural greenbelt, defining the city and clearly separating it from its neighboring communities. The city intends to coordinate with GGNRA on an ongoing basis to resolve questions of slope stability and landslide potential, watershed management, viewsheds, development of parcels adjacent to the park uses and future park facilities and uses.

GROWTH MANAGEMENT BACKGROUND

Fire Service

There is one fully-staffed fire station located within city limits, located at 333 Johnson Street, across Caledonia Street from the police station. This fire station supports fire protection in Sausalito. The Southern Marin Fire Protection District (SMFD) owns a second fire station at 300 Spencer Avenue that is not currently in use. Program CD-1.4.4 in the Community Design, Historic and Cultural Preservation Element encourages a proactive approach to the reuse of this second fire station.

With the assumption of very limited growth within the city, SMFD does not anticipate the need for any further space or additional stations within the city. SMFD has a robust marine program that provides fire protection and water rescue services for the waterfront areas of the city as well as the entire Richardson's Bay area, and are further supported through automatic and mutual aid agreements by fireboats from the Tiburon Fire District, and San Rafael Fire Department. If needed, SMFD can call upon other fireboat resources from neighboring cities across the San Francisco Bay.

The SMFD is equipped with a dedicated fireboat that has fire-fighting and water/dive rescue capabilities, as well as other water vessels (rigid hull inflatable, Rescue Water Craft and other) primarily dedicated to water rescue. The SMFD fireboat is moored at the end of Johnson Street, in close proximity to the fire station at 333 Johnson Street.

Police Service

The Sausalito Police Department is located at the corner of Caledonia and Johnson Streets in a building that was completed in September 2010. The police building, just as with the fire station across the street, was built to meet earthquake seismic standards for modern public safety buildings. The 9,000 square-foot police station is of adequate size for current staffing for a city of Sausalito's size and potential growth and contains the features and capabilities expected in a new law enforcement facility with the exception of parking. There is limited parking for law enforcement vehicles

and no parking for police employees. PD Support Services vehicles and police employee vehicles park two blocks away in a city-owned municipal parking lot.



Fire and Police Stations

Prior to 2002, the Police Department was staffed with 24 full-time sworn police personnel. From 2002-2005 the Police Department staffing was reduced to 18 full-time sworn personnel due to city budget cuts. In 2015 the Commission on Peace Officer Standards and Training (POST) agreed to conduct a management and workload study of the Police Department. Due in part to that study, the Police Department

was authorized to add two full-time police officers back to the department staffing. Also contained in that study was a caution to consider the need to add an additional patrol beat and officers to staff that beat, at least in day time hours, to patrol the Marinship and waterfront to adequately respond to calls for service on land and on the water.

The City’s Emergency Operations Center (EOC) is located in the Fire Department building across the street from the police station. The EOC is not set up permanently but is able to be made ready with a minimum of preparation for emergency situations. The police station’s Briefing Room serves as the secondary EOC and the primary Department Operations Centers as needed.

Library Services

The Sausalito Public Library is located on the main floor of Sausalito City Hall at 420 Litho Street. Normally open seven days a week, it provides one of the most highly-used public services in Sausalito. In addition to an extensive collection of books and other media for adults and children, the library offers comfortable seating and free high-speed Wi-Fi, making it popular with casual readers, telecommuters, and everyone in between. It is also a crucial resource for vulnerable populations and an emergency gathering spot during power shutdowns and other hazard events.

The library also has extensive program offerings for all ages, including museum docent lectures, book groups, story times, and an annual summer reading program for children. Mobile shelving in the library “living room” makes it possible to transform the central area into a program space capable of seating 100 people for Friday evening programs and special events.

Public Schools

Sausalito is served by two public school districts. The Sausalito Marin City School District educates children from kindergarten through eighth grade at two schools: the Bayside Martin Luther King, Jr. Academy public school and the Willow Creek Academy public charter school. Tamalpais Union High School District serves grades 9 through 12 at Tamalpais High School. Alternative public schools for students grades 9 through 12 with special learning needs are available at San Andreas School in Larkspur.

In 2019, the Sausalito Marin City School District stipulated to a desegregation order with the State of California, which is expected to take five years to complete. The desegregation order is currently being enacted with an implementation plan that will be in effect in time for the 2020-2021 school year. The city will work with the school district to implement programs as necessary to remedy segregation.

Tamalpais High School is the public high school serving the Sausalito area. The school had a population of 1,584 at the start of the 2017-18 academic year. The school district has experienced a steady growth of 24 percent over 1,281 students at the start of the 2013-2014 academic year.

Telecommunications

There are currently seven internet providers in Sausalito. As telecommunication services continue to expand and evolve, including the emerging 5G technology being deployed nationwide, the city continues to consider how this infrastructure would be implemented in Sausalito, in compliance with all regulatory frameworks governing their installation and in consideration of the opportunities they can provide.

The city should work with telecommunication providers to ensure service is maintained in the case of emergency and that infrastructure will not be drastically affected by sea level rise, ground subsidence, or liquefaction (program LU-7.2.2).

OBJECTIVES, POLICIES, AND PROGRAMS

Objective LU-1 Protect and Maintain the Character of Residential Neighborhoods

Policy LU-1.1 Very Low, Low, and Medium Low Density Residential. Protect and preserve the existing single-family areas as described in Table 1-1.

PROGRAMS

LU-1.1.1 Very Low, Low, and Medium Low Density Designation. Apply the land use densities as shown on the General Plan Land Use Map (Figure 1-1).

LU-1.1.2 Community Design Policies. Review all proposed development in accordance with city design policies and background discussed in the Community Design, Historic and Cultural Preservation Element.

Policy LU-1.2 Medium and Medium High Density Residential. Allow a mix of single- and two-family structures as described in Table 1-1.

PROGRAMS

LU-1.2.1 Medium and Medium High Designation. Apply land use densities as shown on the General Plan Land Use Map (Figure 1-1).

LU-1.2.2 Community Design Policies. Review all proposed development in accordance with city design policies and background discussed in the Community Design, Historic and Cultural Preservation Element.

LU-1.2.3 Objective Standards. Develop objective standards for multi-family projects in Medium and Medium High Density Residential areas.

Policy LU-1.3 Planned Development High Density. Allow clustered high-density housing which provides on-site amenities and is located near transportation, commercial and public services as described in Table 1-1.

PROGRAM

LU-1.3.1 Planned Development Overlay. Provide a Planned Development overlay zone which establishes standards for Planned Development high density areas.

Policy LU-1.4 High Density Residential. Allow a mix of high-density housing types in areas that are located a half-mile from a major transportation stop and commercial and public services as described in Table 1-1, while recognizing that the maximum number of units may not be achieved on all sites due to parcel configuration and other site constraints.

PROGRAMS

LU-1.4.1 High Density Designation. Apply land use densities as shown on the General Plan Land Use Map (Figure 1-1).

LU-1.4.2 Minimum Parcel Area Standards. Review the minimum parcel area and density standards as identified in the Zoning Ordinance in order to achieve Housing Element objectives.

LU-1.4.3 Objective Standards. Develop objective standards for multi-family projects in High Density Residential areas.

Policy LU-1.5 Houseboats. Maintain and enhance the city's diverse housing stock by continuing to allow houseboat uses on the city's waterfront.

PROGRAM

LU-1.5.1 Houseboat Designation. Allow houseboats only in specifically designated area(s) as shown on the General Plan Land Use Map (Figure 1-1), subject to BCDC approval. Approved locations must be consistent with the Richardson's Bay Special Area Plan and support the local and state regulations governing the use of houseboats as primary residences.

Policy LU-1.6 Residential Arks. Preserve the existing residential arks where designated by the General Plan Land Use Map (Figure 1-1).

PROGRAMS

LU-1.6.1 Design and Historic Preservation Policies. Enforce all design and historical preservation policies and programs as identified in the Community Design, Historical and Cultural Preservation Element that relate to the arks.

LU-1.6.2 Arks Retrofitting. Consider promoting retrofitting existing arks to floating hulls that can rise with sea levels if sea level rise threatens the residential arks.

Policy LU-1.7 Liveaboards. Allow limited residential use of pleasure boats in the marinas located throughout the city for both housing and security

purposes while prohibiting the multi-family or commercial use of liveaboard recreational boats.

PROGRAMS

LU-1.7.1 Liveaboard Use Criteria. Maintain liveaboard use criteria, in accordance with area plans, which marinas and navigable vessels must satisfy.

LU-1.7.2 Zoning Ordinance (Liveaboards). Encourage marinas to allow limited residential use of marina berths up to BCDC limits.

Policy LU-1.8 Traffic Impacts. Consider the impact of traffic on the city street system for development located in residential zoning districts.

PROGRAM

LU-1.8.1 Project Review. Review the traffic generation impact of future development applications by appropriate project specific traffic studies and consider transportation demand management approaches and other innovative ways of reducing single-use occupancy automobile trips.

Policy LU-1.9 Residential Development Intensity. Regulate balance between the amount of lot coverage and floor area ratio (FAR) of structures located on any site designated for residential use. Regulation could include requiring heightened review of proposals at the upper end of the maximum allowances in the Zoning Ordinance.

PROGRAM

LU-1.9.1 Zoning Ordinance (Design Factors). Review and revise the Zoning Ordinance to make the findings necessary to approve a project less subjective and more objective, including revisions for heightened design review findings that are more directly linked to whether a larger structure is appropriate for the setting.

Policy LU-1.10 Open Space Requirement. Recognize the irregular nature of the development pattern in Sausalito when designing open space requirements.

PROGRAM

LU-1.10.1 Zoning Ordinance (Setbacks). Maintain the Zoning Ordinance implementation of flexible setback requirements.

Policy LU-1.11 Planned Unit Development. Maintain the intent and purpose of all existing Planned Unit Developments when proposals for plan revisions are submitted to the city.

PROGRAM

LU-1.11.1 PUD Zoning. Amend the zoning maps to include an overlay designation identifying existing Planned Unit Developments, the housing type intended, and number of units originally approved.

Policy LU-1.12 Accessory Dwelling Units. Provide opportunity for owners to legalize and construct accessory dwelling units if specified standards can be met.

PROGRAMS

LU-1.12.1 Accessory Dwelling Ordinance. Maintain an Accessory Dwelling Unit Ordinance that encourages such units and conforms to state standards.

LU-1.12.2 Amnesty Accessory Dwelling Unit Periods. Consider, from time to time, amnesty periods to allow for accessory dwelling units established prior to January 1, 2012 to receive reprieve and legalization.

Policy LU-1.13 Non-Residential Facilities. Permit places of public assembly including houses or places of worship, private schools and private clubs in residential areas where such non-commercial uses will have minimal impact on the surrounding neighborhood.

PROGRAM

LU-1.13.1 Short-term Rentals. Consider adopting a city strategy for short-term rentals in residential areas, including enacting a specific prohibition on them.

Policy LU-1.14 Concentration of Non-Residential Facilities. Control the over-concentration of permitted non-residential uses in all residential neighborhoods.

PROGRAMS

LU-1.14.1 Zoning Ordinance (Non-Residential Criteria). Amend the Zoning Ordinance to establish locational criteria for new non-residential uses.

Policy LU-1.15 Child Care and Residential Care Facilities. Permit childcare facilities and residential care facilities as required by state law, ideally where such uses will have minimal impact on the surrounding neighborhood.

PROGRAM

LU-1.15.1 Conditional Use Permit (Child Care). Remove city requirements for conditional use permits for small and large family child care homes in order to comply with state regulations.

Policy LU-1.16 Non-Conforming Uses (Residential). Allow property owners to apply for discretionary permits for the reinstatement of use or expansion of uses that are not consistent with the permitted uses in residential areas.

PROGRAM

LU-1.16.1 Review of Non-Conforming Uses. Continue to implement the Zoning Ordinance standards as they apply to non-conforming uses in residential areas.

Policy LU-1.17 Non-Conforming Structures (Residential). Recognize the importance of maintaining the existing character of Sausalito neighborhoods by limiting the types of changes to non-conforming structures so that changes would not increase the degree of non-conforming conditions.

PROGRAMS

LU-1.17.1 Zoning Ordinance. Amend the Zoning Ordinance to clarify the Zoning Ordinance standards as they apply to non-conforming residential structures.

LU-1.17.2 Inventory of Structures. Consider developing an inventory of residential structures so non-conforming structures can be identified and developed pursuant to the Zoning Ordinance.

Policy LU-1.18 Historic Properties. Promote the preservation and continued use of structures that are listed on the National Register of Historic Places.

PROGRAMS

LU-1.18.1 Involuntary Demolition. Continue to implement the Zoning Ordinance standards as they apply to properties on the National Register of Historic Places, California Register of Historical Resources, and Sausalito Historic Landmarks that are involuntarily demolished.

Policy LU-1.19 Affordable Housing and Senior Housing. Consider areas for affordable housing (including very low income, low income, and moderate income housing), affordable senior housing, senior housing, workforce housing, live/workspace for artists, and maritime workers, as well as opportunities for water-based housing, keeping the goal of long-term affordability.

PROGRAMS

LU-1.19.1 Housing Element. Identify locations city-wide (including those on the water) and funding sources to produce housing for Very Low, Low, and Moderate Income households in each Housing Element cycle.

LU-1.19.2 Zoning Overlays. As part of the 2023-2031 Housing Element process, evaluate the feasibility of overlay zones as a potential residential planning tool in light of Housing Accountability Act, SB 35, and other recent relevant housing legislation.

Policy LU-1.20 Age-Friendly Community. Promote residential land uses and policies that support Sausalito's senior community, including those with mobility, sensory and other limitations or who need assistance with activities of daily living.

PROGRAMS

LU-1.20.1 Age-Friendly Plan. Maintain and update as necessary the Age Friendly Sausalito Community Action Plan. Periodically monitor progress on plan implementation to be consistent with World Health Organization and Livable Communities principles and best practices.

LU-1.20.2 Aging in Place. Identify, support, and promote programs and services that facilitate home modifications supporting older residents who remain in their homes. These may include (but are not limited to) low-fee home adaptation work permits, online-only permit processing, and promoting governmental and non-governmental assistance programs to senior residents.

LU-1.20.3 Aging in Community. Support residential land uses and circulation policies that will allow Sausalito residents to maintain community ties while moving to a more age-friendly

residence. These may include (but are not limited to) accessory dwelling units (policy LU-1.12) and senior housing (policy LU-1.19), as well as equitable transportation (policy CP-7.4) and senior transportation (program CP-2.6.5).

LU-1.20.4 Long Term Home-Sharing. Promote long-term home sharing, potentially with a non-profit partner, as a practical solution to limited housing availability and full usage of existing housing stock. Such programs match homeowners with extra bedrooms with individuals seeking affordable housing in exchange for rent and/or services.

LU-1.20.5 Residential Care Facilities. Encourage the creation of residential care facilities which can use existing or new housing stock to support seniors aging in place in small group homes with six or fewer residents and other traditional and innovative communal living models for seniors to age in community.

Policy LU-1.21 Welcoming Community. Make land use decisions to support a diverse, inclusive, and welcoming community to reduce the impact and mitigate for past exclusionary outcomes.

PROGRAMS

LU-1.21.1 Housing Opportunities. When updating the Housing Element, consider regulatory reforms that would create more housing opportunities for low-income households and apply the same standards to market rate and affordable housing and to rental and ownership units.

LU-1.21.2 Age-Friendly Homes. Expand the Age-Friendly Home Adaptation Grant Program to low income households for energy-efficiency projects.

LU-1.21.3 Housing and Access. When updating the Housing Element, consider zoning incentives for proposed developments that incorporate walkability, access to fresh foods, and access to services, all of which are needed to achieve an equitable built environment.

LU-1.21.4 Tenant Disputes. Publicize resources for free tenant/landlord mediation services.

Objective LU-2 Promote and Enhance Commercial Diversity

Policy LU-2.1 Downtown Land Use. Retain the boundaries of the visitor-serving commercial area in the downtown to provide a clear distinction between the visitor-serving commercial activities and neighboring residential uses.

PROGRAMS

LU-2.1.1 Land Use Designations. Maintain a zoning map which reflects the General Plan land use designations for the area.

LU-2.1.2 Residential Use (Downtown). Maintain Zoning Ordinance standards that allow residential dwelling units in the downtown.

Policy LU-2.2 Downtown Economic Diversity. Work with affected downtown businesses to enhance the economic diversity of the area.

PROGRAM

LU-2.2.1 Funding Downtown Enhancement. Investigate potential funding programs that will assist in the enhancement of the downtown.

Policy LU-2.3 Tourist/Residential Serving Buffer. Provide a buffer so that the downtown visitor commercial area and the Caledonia Street residential serving commercial areas remain distinct.

PROGRAM

LU-2.3.1 Buffer Zone. Retain the existing residential properties located between the downtown and the Caledonia Street areas as a buffer between the two commercial locations.

Policy LU-2.4 Visitor-Serving Uses in Downtown. Emphasize visitor-serving commercial uses in the downtown area while also encouraging uses that also serve the needs of residents and local and regional visitors.

PROGRAMS

LU-2.4.1 Zoning Ordinance (Mix of Downtown Businesses). Consider changes to the permitted uses in the Zoning Ordinance to encourage a desired mix of local-serving businesses.

LU-2.4.2 Parking Standards (Downtown). Continue annual updates of the Shared Parking Model, including revisions as necessary.

LU-2.4.3 Hotels. Revise and update the Zoning Ordinance so that all new hotel and bed & breakfast uses should be in the downtown (Central Commercial Land Use Designation) small in size and maintain the same scale and character as nearby existing structures.

Policy LU-2.5 Commercial/Residential Compatibility. Encourage rebuilding and reuse of commercial space in a manner which minimizes conflict with adjacent residential uses.

PROGRAMS

LU-2.5.1 Zoning Ordinance (Uses and Standards). Review the existing Zoning Ordinance use restrictions and development standards to ensure conflicts are minimized.

LU-2.5.2 Market Study. Conduct, as necessary, marketing and feasibility studies of commercial areas in order to inform potential changes to use or development standards.

Policy LU-2.6 Public Art. Encourage local artists to exhibit their works in Sausalito through the development of a Public Art Policy.

PROGRAMS

LU-2.6.1 Artists' Showcase. Work with interested parties, such as the Chamber of Commerce, local artist groups (including ICB and other Marinship artists) and other interested parties to investigate the possible locations for an artists' showcase.

LU-2.6.2 Arts Commission. Study viability of development of a public art policy.

Policy LU-2.7 Visitor Information. Provide for the dissemination of visitor-serving information to enhance the economic sustainability of the downtown.

PROGRAMS

LU-2.7.1 Visitor Information Center. Work with the Chamber of Commerce and other interests to investigate possible locations and funding mechanisms for operating a visitor information center.

LU-2.7.2 Increased Outreach. Work with the Chamber of Commerce and other interested parties to increase the city's and

businesses' digital presence using social media and marketing to reach younger visitors and tourists.

Policy LU-2.8 Upper Floor Residential Uses. Encourage residential use on the upper levels of commercial structures.

PROGRAMS

LU-2.8.1 Zoning Ordinance (Upper Floor Residences). Maintain the Zoning Ordinance regulations to preclude conversion of upper-floor residential to commercial uses due to the importance of housing retention in addressing the housing crisis.

LU-2.8.2 CN-2 Residential. Consider amending the Zoning Ordinance to allow upper-floor residential in CN-2 or convert the CN-2 designation to CN-1 in order to meet future housing needs.

Policy LU-2.9 Downtown Historic Character. Protect the historic character of the downtown area.

See Figure 1-4: Downtown and Caledonia Area

PROGRAMS

LU-2.9.1 Zoning Ordinance (Historic Preservation Incentives). Consider amending the Zoning Ordinance to provide incentives to property owners for preservation of historic structures. Incentives may include intensity credits for FAR, parking, lot coverage, or transfer of development rights to the historic structures.

LU-2.9.2 Design Guidelines. Consider establishing streetscape and/or neighborhood guidelines for the purpose of protecting the historic character of the area.

Policy LU-2.10 Caledonia Street's Role. Enhance Caledonia Street's role as a mixed residential and commercial area by encouraging commercial uses that serve locals, residents, and local and regional visitors and the preservation of housing as described in Table 1-1, General Plan Land Use Categories, and shown on the General Plan Land Use Map (Figure 1-1).

PROGRAMS

LU-2.10.1 Zoning Ordinance (Commercial Uses). Periodically review and update as necessary the list of commercial uses that are local/resident serving and appropriate for the Caledonia Street area.

LU-2.10.2 Zoning Ordinance (Street Activation). Consider allowing co-working spaces to encourage trip generation on Caledonia Street.

LU-2.10.3 Street Level Uses. Amend the Zoning Ordinance to require that commercial parcels locate local/resident serving retail and personal service at the street level.

LU-2.10.4 Traffic Initiative. Continue to implement the requirement of the 1985 Fair Traffic Limits Initiative pertaining to the prohibition of conversion of existing residential uses to commercial uses in the CR zone.

LU-2.10.5 Caledonia Commercial District. Consider forming a “Caledonia Commercial District” which would contribute to the beautification of the district’s shops and streetscape, direct economic studies, and oversee retail mix to promote economic prosperity. This scope may include a Caledonia Area Historic District or a Music/Arts Discontiguous Historic District, if feasible.

LU-2.10.6 Commercial Design Standards. Establish design standards for new and remodeled stores.

LU-2.10.7 Caledonia Street Promotion. Improve signage around Sausalito directing pedestrian traffic to Caledonia Street and promoting its use among residents.

Policy LU-2.11 Caledonia Street Parking. Adapt new parking approaches and other infrastructure modifications to support the residential and commercial activities in the Caledonia Street area without excessive impairment to the quality of life for New Town residents.

PROGRAMS

LU-2.11.1 Locust Street Parking Lot. Integrate the Locust Street parking lot (Lot #5) into Caledonia Street parking needs.

LU-2.11.2 Parking Standards. Consider the establishment of an appropriate common parking standard for all principally permitted uses in the Caledonia area.

LU-2.11.3 Zoning Ordinance (Shared Parking). Amend the Zoning Ordinance to streamline shared parking for residential and commercial uses on the same lot.

LU-2.11.4 Evolving Parking Patterns. Continue to revisit parking standards on Caledonia Street to align with evolving parking

patterns for commercial and residential areas and provide better resident and local-oriented bike parking.

Policy LU-2.12 Caledonia Street Historic Character. Protect the historical character and the architecturally significant structures of the Caledonia Street area.

PROGRAMS

LU-2.12.1 Zoning Ordinance (Historic Preservation

Incentives). Consider amending the Zoning Ordinance to provide incentives to property owners for preservation of historic structures. Incentives may include intensity credits for FAR and lot coverage or a transfer of development rights program.

LU-2.12.2 Design Guidelines. Consider establishing streetscape and/or neighborhood guidelines for the purpose of protecting the historic character of the area.

Policy LU-2.13 Neighborhood Commercial Uses. Only promote uses that will increase the diversity and economic sustainability and viability of local neighborhood commercial areas that serve immediate neighborhoods as described in Table 1-1, General Plan Land Use Categories, and shown on the General Plan Land Use Map, Figure 1-1.

PROGRAMS

LU-2.13.1 Zoning Ordinance (Neighborhood Commercial

Uses). Periodically review the current lists of principally and conditionally permitted uses and the parking requirements for those uses in the Zoning Ordinance to reflect the desire of maintaining and encouraging local neighborhood commercial uses.

LU-2.13.2 Community Amenities. Consider creating and maintaining an inventory of desired community amenities and defining incentives to establish amenities in Neighborhood Commercial areas.

Policy LU-2.14 Neighborhood Commercial Areas. Limit neighborhood commercial areas in Sausalito to those that currently exist.

PROGRAM

LU-2.14.1 Neighborhood Commercial Designation. Enforce the land use types as shown on the General Plan Land Use Map (Figure 1-1).

Policy LU-2.15 Existing Marinship Office Uses. Recognize all office buildings and office uses built or established prior to April 5, 1988 (adoption date of Marinship Specific Plan) and the office uses contained within as permitted legal conforming office uses in the Marinship.

PROGRAM

LU-2.15.1 Identification of Existing Office Uses. To implement the policy of the 1988 City Council intent to allow that the square footage of existing office uses could be transferred within a given parcel but not exceed the amount that existed at MSP adoption, maintain an inventory of location and square footage information of office uses in the Marinship as of April 5, 1988. This inventory will also include field verification of existing uses and identification of any uses that have been established without appropriate approvals.

Policy LU-2.16 Marinship Office Uses Impacts. Continue to ensure that office uses do not adversely affect the desired continuance of maritime, industrial, and other waterfront-related uses in the Marinship area.

PROGRAMS

LU-2.16.1 Adequate Parking. Continue to require adequate parking for existing office uses through the occupancy permit process or reduce the need for parking by enforceable transportation demand management plans that reduce single occupancy vehicle trips.

LU-2.16.2 New Marinship Office Uses. Limit office uses in the Industrial and Waterfront Land Use Designations to those offices that existed prior to or on April 5, 1988 and the new ancillary/accessory office space referenced in program LU-2.16.3.

LU-2.16.3 Ancillary/Accessory Office Space. Revise the Zoning Ordinance section 10.28.050(D)(2) to specify the maximum percentage of building area that can be considered ancillary/accessory office space (i.e. the small amount of office activity needed to administer the operations of an approved use).

Policy LU-2.17 Supermarket Use. Maintain a full-service regional serving supermarket on Harbor Drive in the Marinship.

PROGRAMS

LU-2.17.1 Shopping Centers. Continue to apply Zoning Ordinance standards as they pertain to the Shopping Center Land Use Designation.

LU-2.17.2 Harbor Drive Intersection Improvements. Pursue the Harbor Drive Intersection improvements identified in the Circulation and Parking Element, refer to Program CP-1.1.2, and the description in the Background section of the Circulation and Parking Element.

Policy LU-2.18 Non-Conforming Commercial Uses and Structures. Maintain replication rights for non-conforming structures and uses in non-residential areas.

PROGRAMS

LU-2.18.1 Zoning Ordinance (Non-Conformities). Continue to implement the Zoning Ordinance requirements for non-conforming structures and uses in non-residential areas.

Objective LU-3 Promote and Enhance Industrial Economic Viability

Policy LU-3.1 Marinship Industrial. Encourage industrial use of the Marinship as described in General Plan Land Use Categories, Table 1-1, and shown on the General Plan Land Use Map, Figure 1-1.

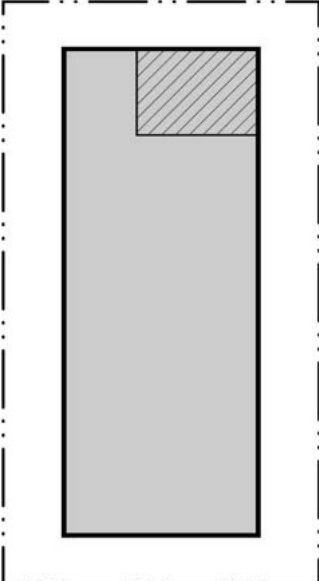
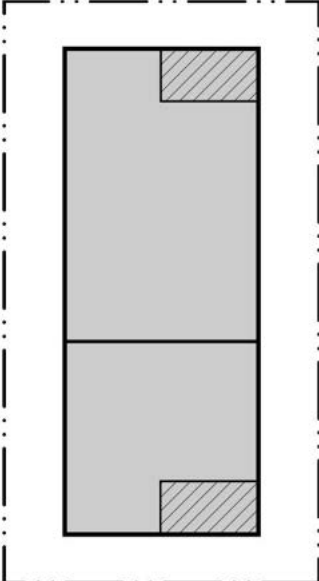
PROGRAMS

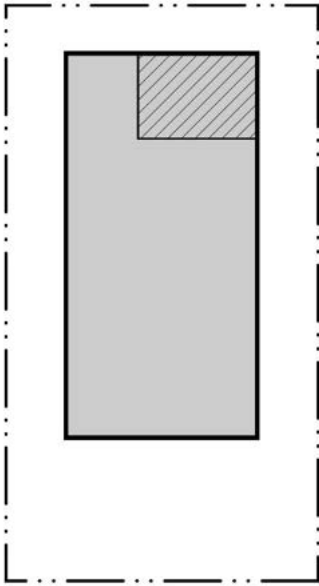
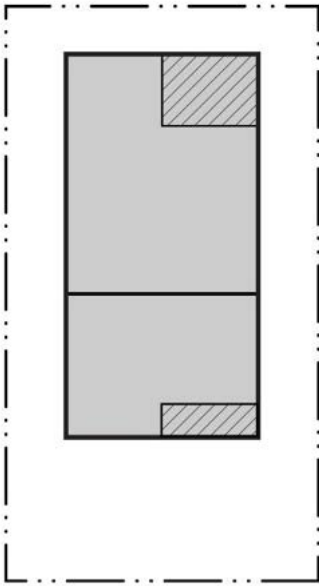
LU-3.1.1 Zoning Ordinance (Marinship Uses). Update and revise the list of permitted uses in the Zoning Ordinance to be consistent with the Land Use designations and the Marinship Vision, provided in the Waterfront and Marinship Element. Define conditions under which conditional uses will be permitted.

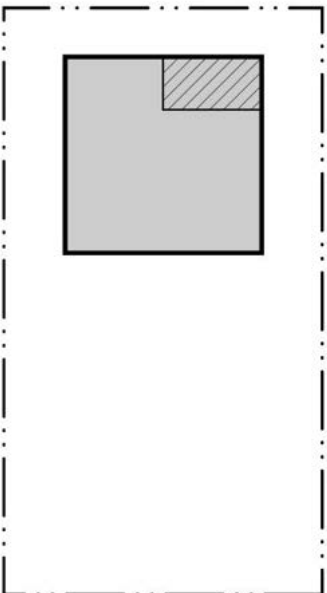
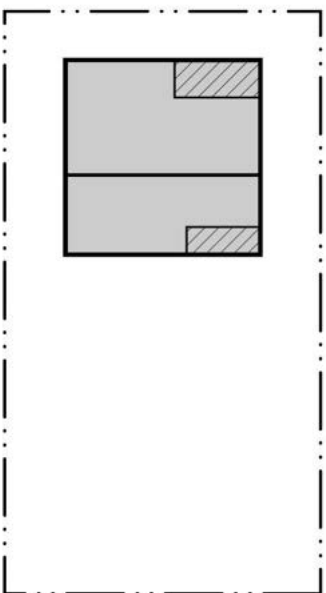
LU-3.1.2 Commercial Uses in the Industrial Zone. Consistent with the Fair Traffic Initiative, revise the zoning requirements for the Industrial Marinship District to limit inclusionary commercial uses to 15 percent Floor Area Ratio on the parcel (instead of 40 percent of the FAR which results in 16 percent non-industrial FAR). Inclusionary commercial uses are limited to commercial office, commercial services, restaurants and food services that

provide needed support to the primary industrial uses, and only when developed with approved non-commercial uses.

LU-3.1.3 Accessory Uses. Revise the existing Zoning Ordinance limitation of accessory (the small amount of office or retail activity needed to support the operations of an approved use) commercial and office uses within the Industrial Marinship District from 0.15 of the total permitted floor area ratio on the parcel to 15 percent floor area maximum of the tenant space, not to exceed 0.15 of the total permitted floor area ratio for accessory uses of the parcel.

Industrial Zoned Properties in the Marinship: Accessory Office Use Parcel Size: 10,000 square feet Industrial Zone Maximum Permitted FAR: 0.40							
Scenario A: Non-Conforming Building Size (Over-Developed) Single-Tenant Scenario				Scenario AA: Non-Conforming Building Size (Over-Developed) Multi-Tenant Scenario			
		15% floor area maximum of the tenant space	15% of the total permitted floor area ratio			15% floor area maximum of the tenant space	15% of the total permitted floor area ratio
Existing Building Size and Tenant Space (sf)	5,000	750	600	Existing Building Size (sf)	5,000	450	600
				Tenant Space A (sf)	3,000		
Existing Building Size and Tenant Space (sf)	5,000	750	600	Tenant Space B (sf)	2,000	300	600
Maximum Permitted Accessory Office Use (sf) (lesser of 15% of permitted FAR or 15% of Tenant Space)		600 sf max		600 sf max, with no more than 15% of the floor area of either tenant space dedicated to accessory office, not to exceed 600 sf total for the site.			
<h3 style="text-align: center;">Scenario A</h3> 				<h3 style="text-align: center;">Scenario AA</h3> 			

Industrial Zoned Properties in the Marinship: Accessory Office Use Parcel Size: 10,000 square feet Industrial Zone Maximum Permitted FAR: 0.40							
Scenario B: Conforming Building Size (At Maximum) Single-Tenant Scenario				Scenario BB: Conforming Building Size (At Maximum) Multi-Tenant Scenario			
		15% floor area maximum of the tenant space	15% of the total permitted floor area ratio			15% floor area maximum of the tenant space	15% of the total permitted floor area ratio
Existing Building Size and Tenant Space (sf)	4,000	600	600	Existing Building Size (sf)	4,000		
				Tenant Space A (sf)	2,500	375	600
				Tenant Space B (sf)	1,500	225	
Maximum Permitted Accessory Office Use (sf) (lesser of 15% of permitted FAR or 15% of Tenant Space)		600 sf max		600 sf max, with 375 max sf for Tenant A and 225 max sf for Tenant B.			
<p style="text-align: center;">Scenario B</p> 				<p style="text-align: center;">Scenario BB</p> 			

Industrial Zoned Properties in the Marinship: Accessory Office Use Parcel Size: 10,000 square feet Industrial Zone Maximum Permitted FAR: 0.40							
Scenario C: Conforming Building Size (Underdeveloped) Single-Tenant Scenario				Scenario CC: Conforming Building Size (Underdeveloped) Multi-Tenant Scenario			
		15% floor area maximum of the tenant space	15% of the total permitted floor area ratio			15% floor area maximum of the tenant space	15% of the total permitted floor area ratio
Existing Building Size and Tenant Space (sf)	2,000	300	600	Existing Building Size (sf)	2,000		
				Tenant Space A (sf)	1,250	188	600
				Tenant Space B (sf)	750	113	
Maximum Permitted Accessory Office Use (sf) (lesser of 15% of permitted FAR or 15% of Tenant Space)		300 sf max		300, with 188 max sf for Tenant A and 113 max sf for Tenant B.			
Scenario C 				Scenario CC 			

Policy LU-3.2 Marine Industrial Uses. Promote and encourage new marine industrial uses.

PROGRAM

LU-3.2.1 Zoning Ordinance (Marine Industrial Uses). Update and revise the list of permitted uses in the Zoning Ordinance and define conditions under which conditional uses will be permitted.

Policy LU-3.3 New General Industrial Uses. Promote new general industrial uses that are small scale, low traffic generating, non-polluting, and contribute to the economic sustainability of the Marinship.

PROGRAMS

LU-3.3.1 Zoning Ordinance (General Industrial Uses). Update and revise the list of permitted uses in the Zoning Ordinance and define the conditions that permit conditional uses.

LU-3.3.2 Industrial Study. Conduct study on strategies to retain existing industrial businesses and what new industrial or industrial-related uses would suit the Marinship. Implement the study through an action plan, as appropriate.

Policy LU-3.4 Marinship Preservation. Preserve the heritage, history, and existing vibrant industrial community.

PROGRAMS

LU-3.4.1 Zoning Ordinance (Marinship Preservation). Update and revise the list of permitted uses in the Zoning Ordinance and define conditions under which conditional uses will be permitted.

LU-3.4.2 Restaurant Restriction. Limit the amount of new restaurant and food services uses in the Waterfront and Industrial Land Use designations to those that provide unique local neighborhood-serving services and amenities, and consider encouraging mobile food vendors rather than brick-and-mortar uses.

LU-3.4.3 Design Guidelines. Consider the development of Marinship design guidelines that maintain an urban rather than suburban character for building style, landscaping and supporting elements.

LU-3.4.4 Sense of Place. Development plans should recognize the aesthetic and social value of small-scale, individual activities as a vital component in the overall composition of the Marinship.

Objective LU-4 Preserve Sausalito's Waterfront

Policy LU-4.1 Marinship Waterfront Uses. Promote marine industrial oriented uses that require waterfront locations and strongly encourage the success of the existing general industrial uses found in the Marinship waterfront area.

PROGRAMS

LU-4.1.1 Zoning Ordinance (Marinship). Utilize a public process to revise the Zoning Ordinance to incorporate land use policies and development regulations contained in the 1989 Marinship Specific Plan. The revised Zoning Ordinance should implement the Marinship Vision, as provided in the Waterfront and Marinship Element. Specifically, the revised ordinance should achieve the following (including but not limited to):

- a. Zoning shall be in conformance with the land use designations and policies contained in this General Plan and facilitate the interrelated nature of the Marinship's maritime, light industrial, and artist communities.
- b. Any FAR modifications must accommodate the stipulations of Ordinance 1022, the Fair Traffic Limits Initiative.
- c. On any specific parcel, office use should be allowed only as an accessory use to an allowed use.
- d. On any specific parcel, commercial service use should be significantly limited in comparison to industrial use.
- e. On any specific parcel applied arts use should be regulated through a Conditional Use permitting process and may not exceed 50 percent of arts usage.
- f. Transition detailed View Corridor provisions, including any updates deemed necessary, into the Zoning Ordinance.
- g. The Marinship Specific Plan contains detailed descriptions and tailored land use requirements on a parcel by parcel basis. This guidance should be carefully evaluated and updated into a reader-friendly format that presents the information clearly. To

avoid confusion in the future this should be done without reference to business or property owner names. Consideration should be given to consolidating land use requirements.

h. Zoning should be considered with the necessary infrastructure improvements and impacts of sea level rise, subsidence, and liquefaction in mind.

LU-4.1.2 Retire Marinship Specific Plan. Upon adoption of the revised Zoning Ordinance implementing the Marinship Vision, discontinue use of the Marinship Specific Plan as a regulatory document.

Policy LU-4.2 New Recreational Marinas. Prohibit the creation of new shoreline recreational marinas along the Marinship waterfront.

PROGRAM

LU-4.2.1 Zoning Ordinance (Recreational Marinas). Amend the Zoning Ordinance to prohibit the construction of any new recreational marinas along the Marinship waterfront.

Policy LU-4.3 Existing Recreational Marinas and New Marine Service Boatyards. Provide opportunities to build new marine service boatyards, encourage upgrading and allow expansion of existing marine service boatyards and maritime construction and repair facilities, and allow for minor expansion of existing recreational marinas in the Marinship.

PROGRAM

LU-4.3.1 Zoning Ordinance (Boatyards). Continue to apply the provisions of the Zoning Ordinance as they pertain to boatyards in the Waterfront land use designation.

Policy LU-4.4 Central Waterfront Uses. Promote commercial uses that maximize open water and view corridors in the Commercial Waterfront area as described in General Plan Land Use Categories, Table 1-1, and shown on the General Plan Land Use Map, Figure 1-1.

PROGRAMS

LU-4.4.1 Master Plan for Underdeveloped Properties. Encourage preparation of a master plan for the currently underdeveloped properties in the central waterfront area.

LU-4.4.2 Zoning Ordinance (Recreational Marinas). Amend the Zoning Ordinance to allow new recreational marinas only if

development is part of a master plan for properties in the central waterfront area.

Policy LU-4.5 Central Waterfront Open Water Areas. Preserve the total acreage of existing open water areas in the central waterfront.

PROGRAMS

LU-4.5.1 Dunphy Park Open-Water Properties. Maintain city ownership of open-water properties for Earl F. Dunphy Park.

LU-4.5.2 Retire Other Open Water Properties. Explore processes, such as conservation easements, to retire other open water properties in order to maintain views and provide ecological value.

Policy LU-4.6 Downtown Waterfront. Maintain and enhance the existing character of the downtown waterfront with a mixture of open vistas and commercial uses.

PROGRAMS

LU-4.6.1 Tourism Plan. Support the development of a Tourism Plan (objective E-7) that focuses on the downtown waterfront area and implements the Plan's land use recommendations.

LU-4.6.2 Zoning Ordinance (Over Water Uses). Review the Zoning Ordinance to allow the continued use of existing structures located over water even in the event of catastrophic damage.

LU-4.6.3 Existing Ferry Terminal. Maintain existing ferry terminal that serves visitors and commuters, benefitting the quality of life of Sausalito residents, workers, and community members.

LU-4.6.4 Improved Access. Improve public access by implementing policies W-1.4 and CP-5.8.

LU-4.6.5 Terminal Signage. Identify financing to improve signage directing pedestrians and bicyclists to the ferry terminal, and automobiles to municipal parking lots.

LU-4.6.6 Municipal Parking Lots. Consider innovative uses of parking lots, including exploring opportunities for open space or other public space while staying within requirements of Ordinance 1128 regarding municipal parking lots 1, 2, 3, and 4.

LU-4.6.7 Design Guidelines. Implement design guidelines and objective standards which support the existing character of downtown.

LU-4.6.8 Waterfront Gathering Spaces. In line with programs LU-4.6.3 (Existing Ferry Terminal) and LU-4.6.6 (Municipal Parking Lots), consider developing waterfront gathering spaces that can increase resident and community-serving focus on the downtown (supporting local businesses) as well as emphasize pedestrian and bicycle uses in the downtown waterfront.

Policy LU-4.7 Sea Level Rise. Consider land use and development in the context of a changing shoreline due to sea level rise, related subsidence and erosion.

See Figure 1-5: Sea Level Rise and Land Use Map

PROGRAMS

LU-4.7.1 Development. Continue to update uses and development standards throughout the city, and particularly in the Waterfront land use designation, to align with the city's sea level rise adaptation plan (program S-3.2.1) and the best available climate and sea level rise science.

LU-4.7.2 Environmental Cleanup. Conduct as required federal, state, and locally-mandated environmental cleanup operations for land projected to be inundated by Richardson's Bay to mitigate runoff issues.

LU-4.7.3 Habitat Restoration. Consider the sustainability of the Richardson's Bay biome when permitting projects on Sausalito's shoreline.

Objective LU-5 Preserve Sausalito's Publicly Owned Lands

See Figure 1-6: Open Space

Policy LU-5.1 City-Owned Open Space and Parks. Maintain existing city-owned lands as public open space or recreational parks.

PROGRAMS

LU-5.1.1 Municipal Parks. As required by Ordinance 1128, the city shall retain ownership of Gabrielson Park and Plaza Vina Del Mar and shall not sell, lease, or otherwise dispose of such parks without voter approval. Such areas shall not be used for any

purpose other than public parks without voter approval. Such areas shall not be changed from their presently existing condition with the exception of minor maintenance and upkeep necessary to maintain such areas in their presently existing condition without voter approval.

LU-5.1.2 Construction Within Public Open Space. Only allow construction within public open space areas that will maintain public services and enhance public enjoyment of recreational facilities.

Policy LU-5.2 Martin Luther King, Jr. Campus. Provide greater opportunity to utilize the Martin Luther King, Jr. Campus site for recreational uses for the Sausalito community and local visitors.

PROGRAMS

LU-5.2.1 MLK Solvency. Examine new financing and development possibilities to ensure solvency and a reasonable debt retirement schedule on the MLK site provided, however, that the City shall retain ownership of the MLK site and shall not sell, lease, or otherwise dispose of such property without voter approval (as required by Ordinance 1128). No part of the MLK site shall be used for purposes other than park and recreation purposes without voter approval provided, however, that the land area of said property currently devoted to school and commercial purposes may continue in such use on temporary basis. Without voter approval there shall be no increase in the land area of said site, or the floor area situated thereon, which is devoted to commercial use.

LU-5.2.2 MLK Site Master Plan. Consider preparation of a Master Plan for the development of Martin Luther King, Jr. Campus.

Policy LU-5.3 Federal Government Facilities. Protect and maintain the existing federal government facilities and encourage additional facilities as needed.

PROGRAM

LU-5.3.1 Coordination with Agencies. Maintain open communication with representatives of the Army Corps of Engineers and the Post Office Department to ensure the

continued existence of the Bay Model and the main Post Office in Sausalito.

Policy LU-5.4 Housing Opportunities. Consider whether any publicly-owned parcels would be suitable to address Sausalito's housing needs.

PROGRAM

LU-5.4.1 Housing Needs. Examine affordable senior housing, affordable housing, or workforce housing on select parcels of publicly-owned land during Housing Element cycles.

Objective LU-6 Establish a Sphere of Influence and Designate Desired Land Uses

Policy LU-6.1 Sphere of Influence Boundaries. Establish Sphere of Influence boundaries for areas which may annex in the future without eroding services now being provided within the current city limits.

PROGRAMS

LU-6.1.1 LAFCO. Work with LAFCO to assure that adequate studies are done prior to the establishment and any amendments to the Sphere of Influence boundaries.

LU-6.1.2 Sphere of influence Designations. Support land use designations shown on the Sphere of Influence Map (Figure 1-3).

Policy LU-6.2 SOI Expansion. Consider whether to expand the city's Sphere of Influence, including Marin City, Waldo Point, or houseboat areas in a collaborative process with the county and the communities of these areas.

PROGRAM

LU-6.2.1 Establish SOI. Examine feasibility and appropriateness of expanding the Sphere of Influence to include Marin City, Waldo Point, or houseboat areas.

Policy LU-6.3 Shoreline Houseboats. Enhance and maintain the diverse housing stock outside the city's immediate jurisdiction by continuing to allow houseboat uses on Richardson's Bay.

PROGRAMS

LU-6.3.1 Houseboat Designation. Encourage Marin County to require houseboats to be located in specifically designated areas as shown on the General Plan Land Use Map (Figure 1-1) and as authorized by the Richardson's Bay Special Area Plan.

LU-6.3.2 Local and State Houseboat Regulations. Coordinate with and support Marin County and BCDC in the enforcement of local and state regulations governing the use of houseboats as primary residences.

LU-6.3.3 Floating Homes. Consider working with Marin County to annex the floating home communities, already in Sausalito's sphere of influence, into the boundaries of Sausalito dependent upon an agreement with residents.

Policy LU-6.4 Richardson's Bay Shoreline. Preserve the existing shoreline of Richardson's Bay as open shoreline and natural habitat.

PROGRAMS

LU-6.4.1 Environmental Conservation Designation. Maintain the Land Use Map (Figure 1-1) that specifies the lands of the shoreline and open water as environmental conservation areas.

LU-6.4.2 Coordination with Marin County and BCDC. Take an active role in reviewing proposed uses of the shoreline lands with RBRA, Marin County, and BCDC to ensure compatible waterfront land uses.

Policy LU-6.5 Shoreline. Continue to include the Shoreline area, as shown on Figure 1-3, as a part of Sausalito's Sphere of Influence.

PROGRAMS

LU-6.5.1 Review of Development Proposals. Take an active role in coordinating with Marin County in reviewing development proposals to ensure the preservation of the environmental and aesthetic integrity of the Shoreline area.

LU-6.5.2 Bothin Marsh and Hillside. Consider the environmental and aesthetic importance of Bothin Marsh and the hillside on the southern side of the Shoreline Highway when making land use decisions in the city and its sphere of influence together with the county and other communities.

Objective LU-7 Ensure Sufficient Infrastructure Capacity for Present and Future Uses

Policy LU-7.1 Service Standards. Promote a Vehicle Miles Traveled (VMT) standard while maintaining a level of service standard of the letter grade "D"

during P.M. peak hour for the signalized intersections along Bridgeway except for Johnson, Bay, and Princess Streets.

PROGRAMS

LU-7.1.1 VMT Transition. Transition from Level of Service (Level of Service) to VMT (Vehicle Miles Traveled) standards, as described in program CP-1.4.1.

LU-7.1.2 Circulation and Parking Policy CP-1.2. Comply with the policies and supporting programs of policy CP-1.2.

LU-7.1.3 Traffic Impacts. Consider the impact of future development proposals on vehicle miles travelled and current infrastructure.

LU-7.1.4 Transportation Demand Management. Consider transportation demand management, encouraging non-automotive transportation choices, in land use decisions.

Policy LU-7.2 Adequacy of Services. Strive to achieve and maintain a high level of service for the Police, Library, Parks and Recreation, Community Development and other city departments.

PROGRAMS

LU-7.2.1 Level of Service Standards. Establish minimum level of service standards in the City's annual budget review process in order to ensure prompt service and adequate facility space.

LU-7.2.2 Telecommunications Service. Work with telecommunication providers to ensure a high level of service is maintained, even in case of emergency. Telecommunications service should not be drastically affected by sea level rise, ground subsidence, or liquefaction.

Policy LU-7.3 Encroachments. Manage encroachment on public street rights-of-way by private development.

PROGRAMS

LU-7.3.1 Encroachment Permits. Continue to require Encroachment Permits for private use of public rights-of-way.

LU-7.3.2 Right-of-Way Fees. Investigate appropriate fees for constructing structures within the right-of-way where it is found to be appropriate through the encroachment permit process.

LU-7.3.3 Review of Encroachments. Develop a consistent policy for addressing encroachment permit and agreement applications.

Policy LU-7.4 Procedural Changes. Strive to streamline and improve the development review procedures.

PROGRAM

LU-7.4.1 Zoning Administrator. Continue to utilize the Zoning Administrator position to review and decide on specified discretionary permit applications and consider opportunities for streamlining.

Objective LU-8 Protect and Enhance the Historic Marinship

Policy LU-8.1 Marinship Development. Limit deterioration of the Marinship historic assets, incompatible uses that are not ancillary, and collocation of incompatible uses in order to preserve the marine, industrial, and arts uses of the Marinship and the historical significance of the Marinship, ensure the health and safety of the waterfront and boating community, for future members of the Sausalito community.

PROGRAMS

LU-8.1.1 Discontiguous Historic District. Collaborate with the Marin City community to document the historical significance of the Marinship and explore the creation of a Discontiguous Historic District that incorporates all remaining elements of shipyard related uses, including worker housing, the recruitment center, and cafeteria, as well as the shipyard itself. The historic district would exist across jurisdictions and potentially receive state or national recognition.

LU-8.1.2 Marine Rails (“Shipways”). Encourage the repair and maintenance of the Marinship Shipways to allow for continued use and ensure compliance with environmental regulations and other regulatory requirements. Such encouragement could include (but is not limited to) the consideration of:

- a. Designating the Shipways as a national, state, or local landmark if possible.
- b. Creation of a zoning overlay designation to protect shipyards and resources, including buildings that already have been designated as historically significant.

LU-8.1.3 Critical Maritime Services and Business. Create a list of Critical Services and Businesses that are required to maintain the well-being and safety of Sausalito’s waterfront community. As part of Maritime-Industrial Study (program E-8.1.1), develop programs to prioritize these businesses as critical to the health and safety of floating homes and commercial and recreational vessels.

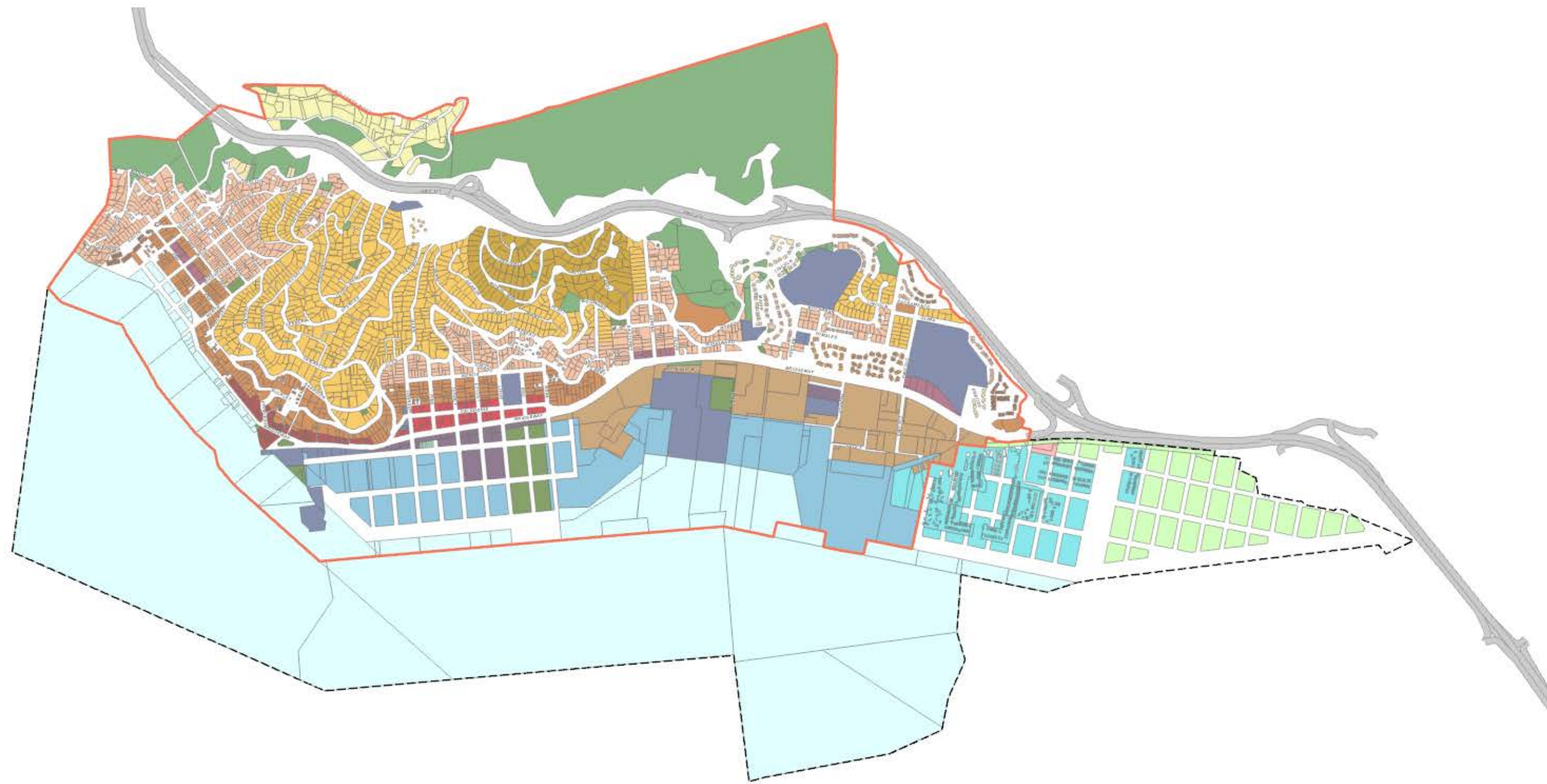
Objective LU-9 Implement Land Use Policies

Policy LU-9.1 Municipal Code Enforcement. The Land Use policies and programs will be implemented mainly through the city’s Zoning Ordinance to promote a desired array of land uses in appropriate areas of Sausalito. Enforcement of Zoning Ordinance regulations contributes to the implementation of land use policies.

PROGRAMS

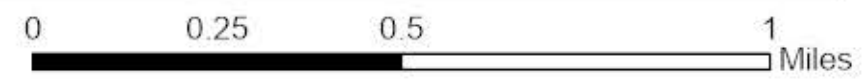
LU-9.1.1 Enforcement Staffing. Establish, maintain and fund an appropriate level of staffing to enforce the Municipal Code including zoning regulations throughout the city.

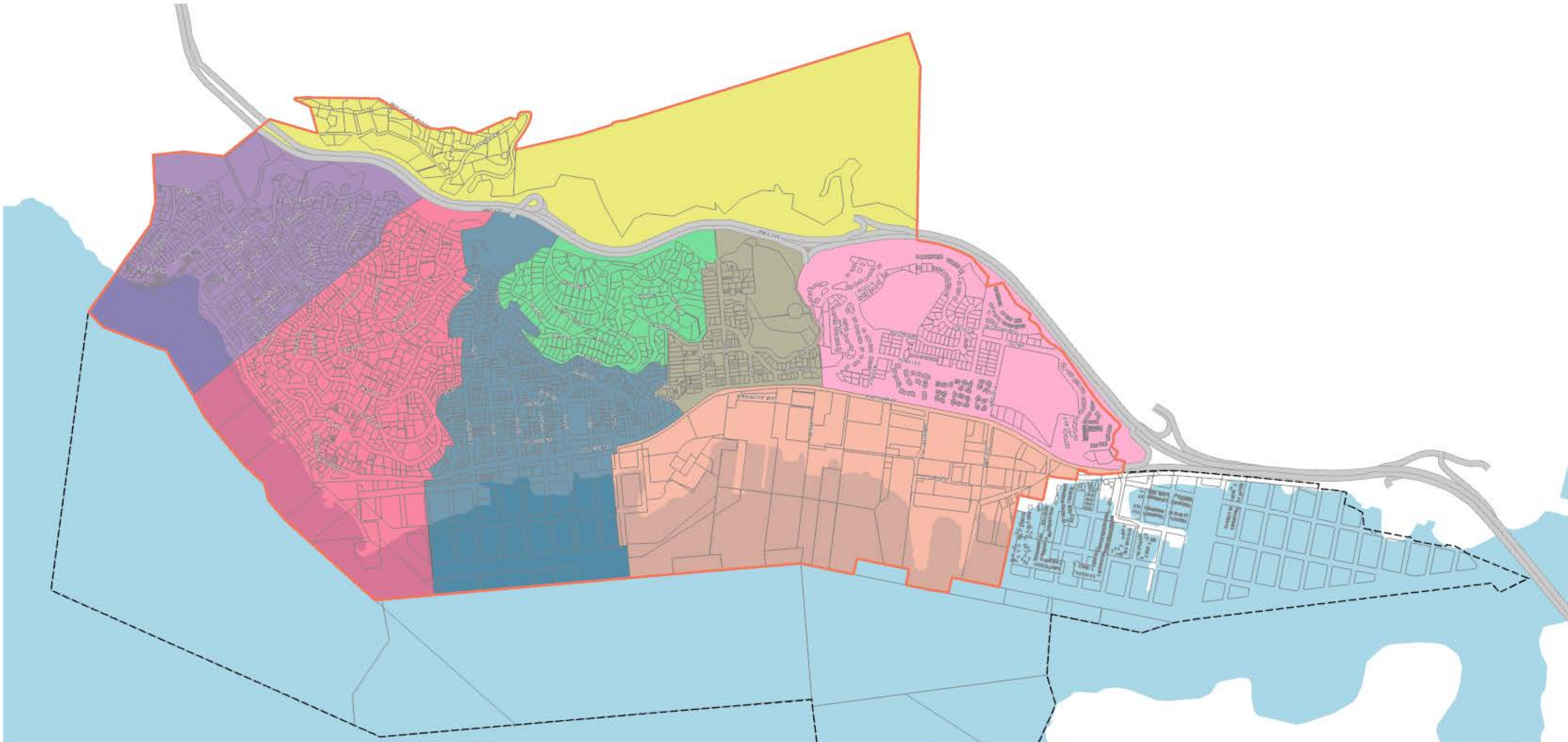
LU-9.1.2 Zoning Update. Update the Zoning Ordinance to reflect General Plan land uses.



Legend

Land Use	Neighborhood Commercial	Houseboats	Medium High Density Residential	Open Area	Boundaries
Public Institutional	Shopping Center	Very Low Density Residential	High Density Residential	Conservation	
Industrial	Commercial Waterfront	Low Density Residential	Planned Development Residential	General Commercial	Sphere of Influence
Waterfront	Mixed Residential & Commercial	Medium Low Density Residential	Public Parks		
Central Commercial	Arks	Medium Density Residential	Open Space		





Legend

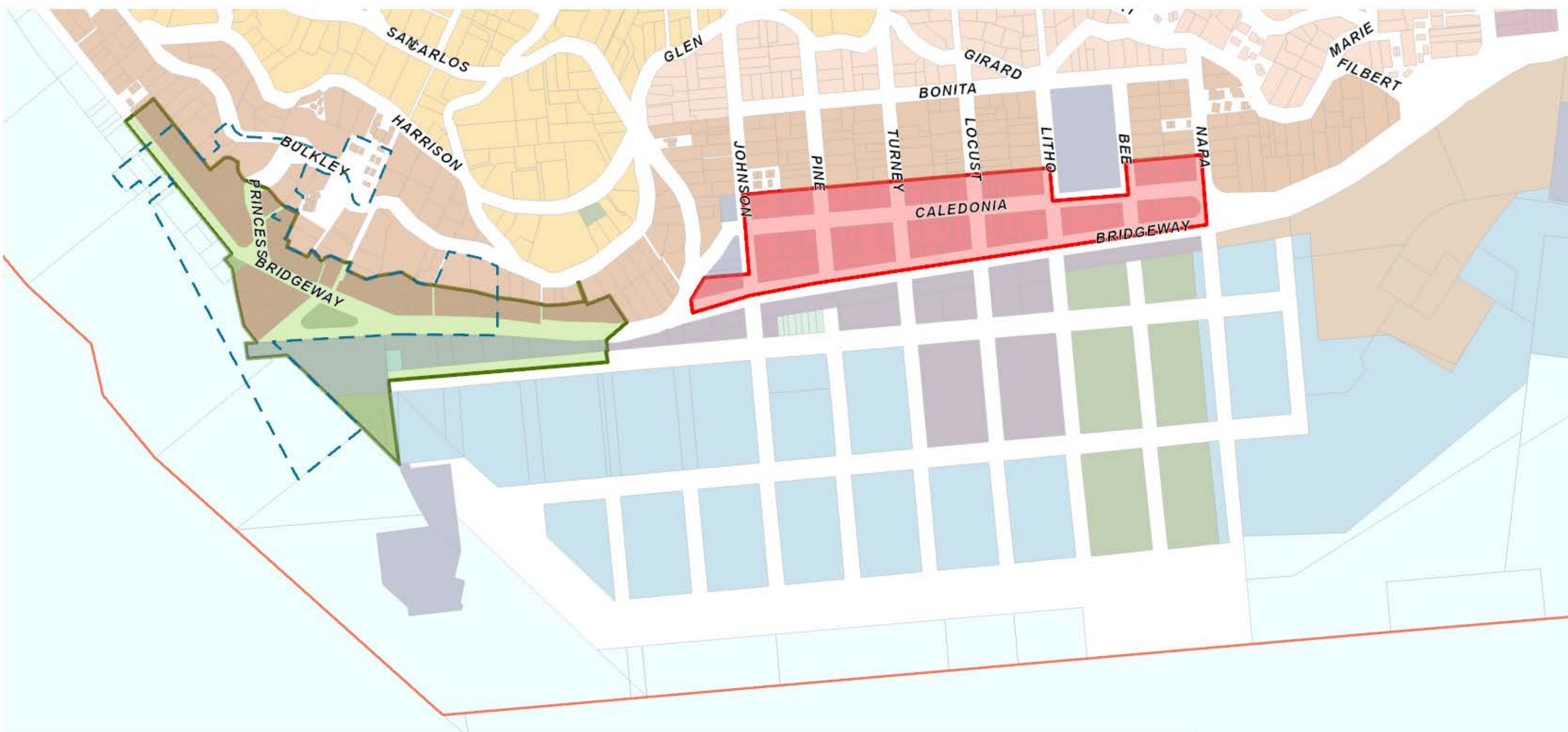
Neighborhoods		Boundaries	
Nevada Street Valley	Spring Street Valley	The Hill	City Boundary
Marinship	New Town	Wolfback Ridge	Sphere of Influence
Monte Mar Vista/Toyon Terraces	Old Town/Hurricane Gulch		





Legend
City Limits Sphere of Influence

0 0.25 0.5 1 Miles



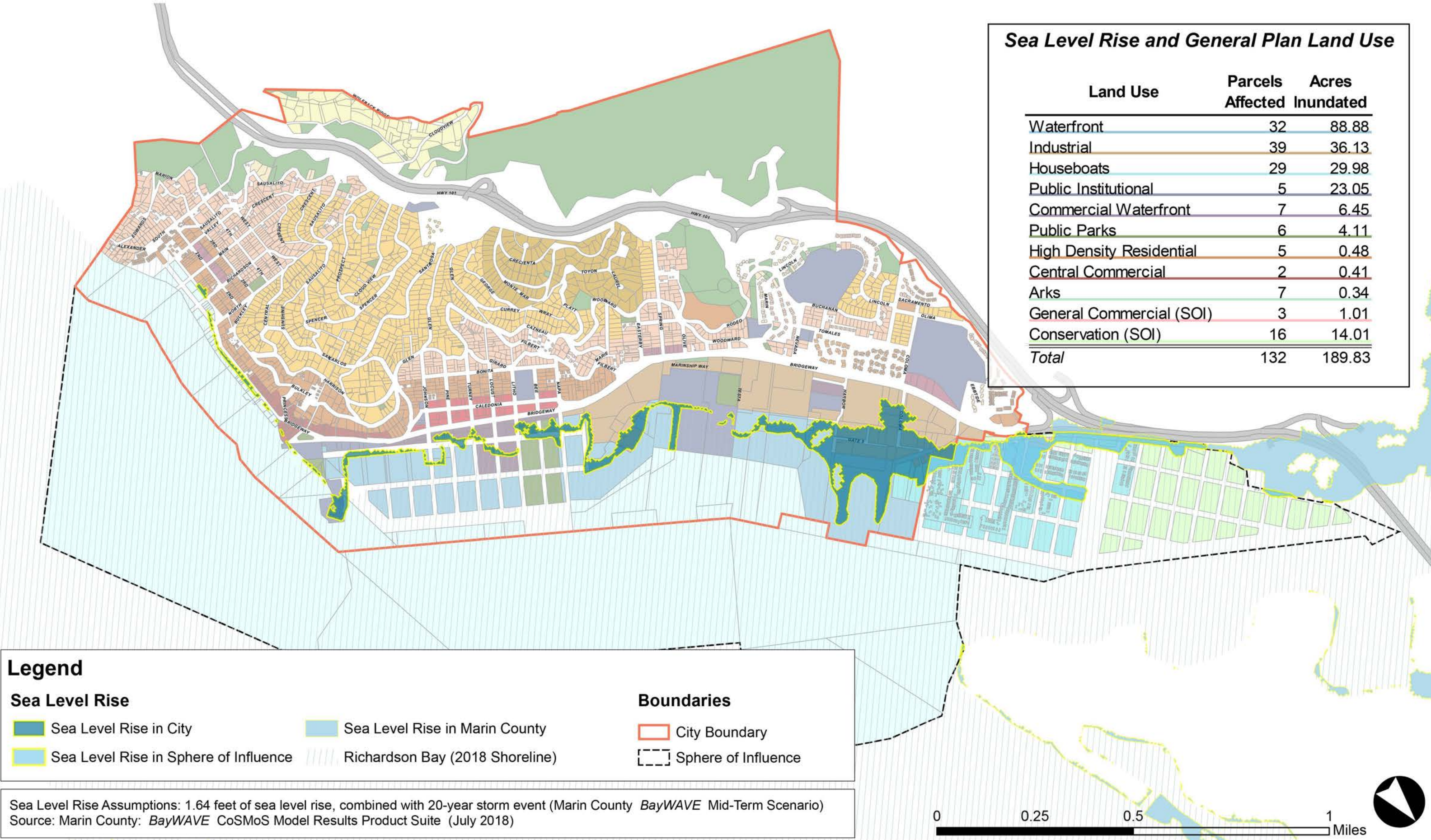
Legend

Areas	Land Use	SOI Land Uses	Boundaries
Downtown	Public Institutional	Central Commercial	City Boundary
Caledonia	Industrial	Neighborhood Commercial	
Historic District	Waterfront	Commercial Waterfront	
		Mixed Residential & Commercial	
		Arks	
		Medium Low Density Residential	
		Medium High Density Residential	
		High Density Residential	
		Public Parks	
		Open Area	



Sea Level Rise and General Plan Land Use

Land Use	Parcels Affected	Acres Inundated
Waterfront	32	88.88
Industrial	39	36.13
Houseboats	29	29.98
Public Institutional	5	23.05
Commercial Waterfront	7	6.45
Public Parks	6	4.11
High Density Residential	5	0.48
Central Commercial	2	0.41
Arks	7	0.34
General Commercial (SOI)	3	1.01
Conservation (SOI)	16	14.01
Total	132	189.83



Legend

Sea Level Rise

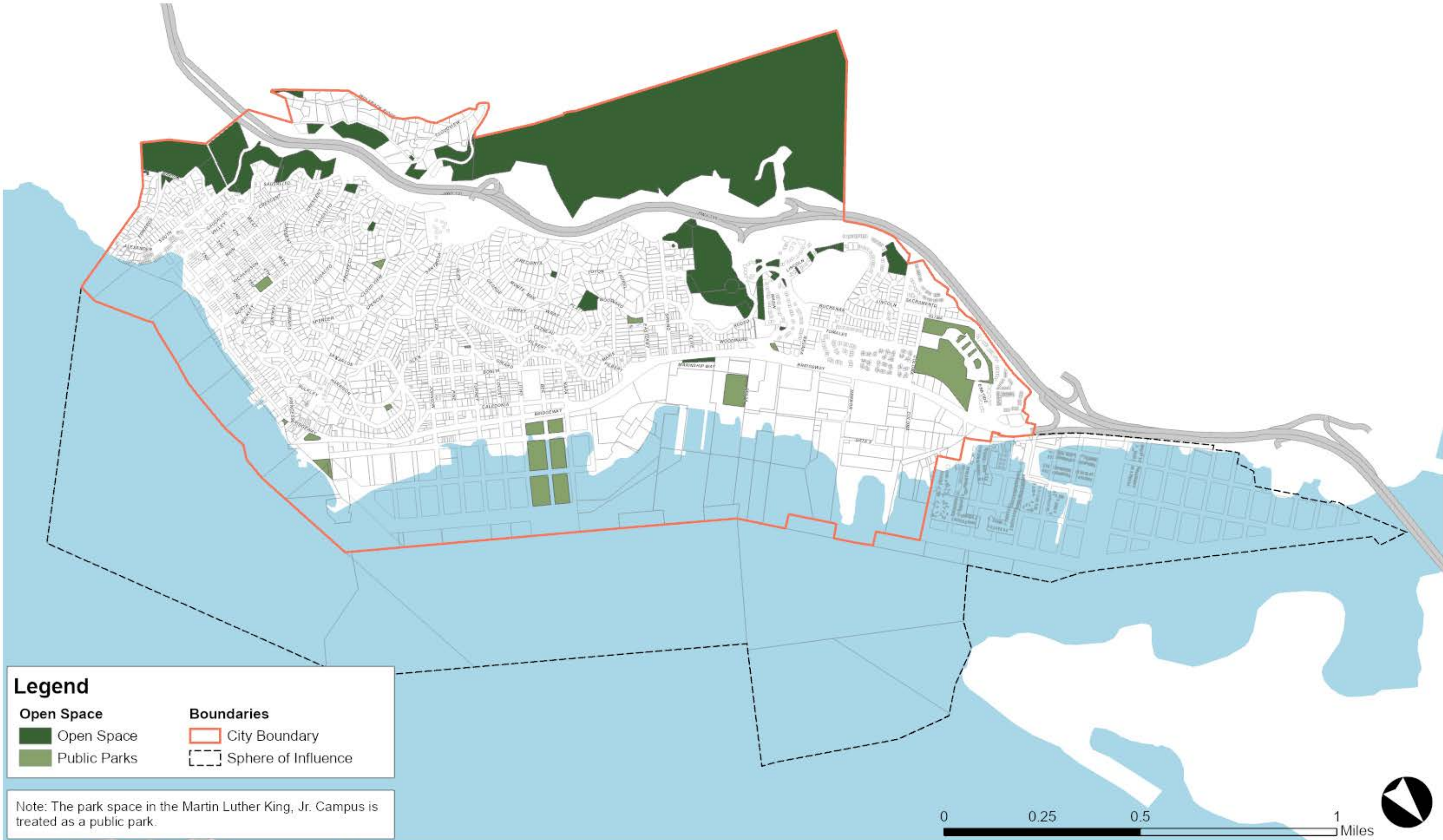
- Sea Level Rise in City
- Sea Level Rise in Marin County
- Sea Level Rise in Sphere of Influence
- Richardson Bay (2018 Shoreline)

Boundaries

- City Boundary
- Sphere of Influence

Sea Level Rise Assumptions: 1.64 feet of sea level rise, combined with 20-year storm event (Marin County BayWAVE Mid-Term Scenario)
 Source: Marin County: BayWAVE CoSMoS Model Results Product Suite (July 2018)

0 0.25 0.5 1 Miles



This page intentionally left blank.



3

**WATERFRONT AND
MARINSHIP
ELEMENT**

This page intentionally left blank.

INTRODUCTION

Sausalito has evolved along the water's edge to be a hillside community with a strong, interconnected relationship with Richardson's Bay. This relationship is key to the image both residents and visitors have of Sausalito. Maintaining a waterfront in the face of the future challenges of sea level rise is fundamental to Sausalito's vision.

The waterfront serves as a spine that runs the length of Sausalito. At the south, unencumbered views of San Francisco and East Bay cities and hills can be seen all along the Bridgeway corridor in the downtown area. Visitors and residents alike can explore a sidewalk view of the waterfront and enjoy dining on the bay shores. Further north in the vicinity of Caledonia Street, the waterfront hosts a variety of local businesses, marinas, and docks. The waterfront is generally accessed directly from the Bridgeway sidewalk, but can also be accessed by alleys alongside and behind buildings. The waterfront then extends into the historic Marinship area, where working maritime businesses haul out boats and houseboat docks mark an iconic stretch of Sausalito shoreline. At the Marinship's western edge, Bridgeway provides elevated views across Richardson's Bay to Tiburon and Belvedere; closer to the water's edge, a meandering pedestrian path weaves along the shore, past structures and businesses, providing a contemplative waterfront experience.

The State of California does not require a Waterfront and Marinship Element, but the shoreline that runs the length of the city's extent, with its multiple and varied settings, is so tied to the city's image that inclusion of the Waterfront and Marinship Element provides the General Plan with policy guidance to protect and strengthen that image of Sausalito. The objectives, policies, and programs in the Waterfront and Marinship Element accentuate the interplay between waterborne and landside activities of all types—live, work, and play—that provide a defining characteristic of Sausalito.

BACKGROUND AND CONTEXT

As a waterfront community, Sausalito has a strong cultural and historical relationship with the water and the maritime industry. The Marinship waterfront is an expression of this relationship and contains key cultural and historical features that should be acknowledged in future planning decisions and communicated to the public through educational programs. Sausalito supports a diversity of lifestyles, including artists and owners of innovative small businesses. Preservation of this cultural diversity should be prioritized as the city adapts to changing conditions in the future.

SEA LEVEL RISE BACKGROUND AND CONTEXT

Sea level rise is an urgent issue for the city, and one in which actions taken (or not taken) in the near term could have extreme long-term effects on the quality of life and ability to do business. According to the California Climate Change Research Center, rising sea levels along with higher temperatures and more extreme rain/drought cycles will negatively affect human habitation by straining infrastructure and increasing hazard risk in areas where people live and work.¹ These stressors are exacerbated in cities like Sausalito with large proportions of at-risk populations (in Sausalito's case, seniors).

See Figure 3-1: Sea Level Rise

Sausalito will work towards California's state goal, as stated in the California Global Warming Solutions Act of 2006 (AB32), of reaching 80 percent below 1990 greenhouse gas emissions levels by 2050. The city must do this while collaborating with local and regional agencies to maintain the quality of life as well as architectural and natural characteristics of the city in a time of changing climate. City policies are informed by the Marin Bay Waterfront Adaption and Vulnerability Evaluation (BayWAVE), which also notes that sea level rise may combine "with typical hazards that already exist (e.g. liquefaction and ground shaking near fault lines, erodible soils, and heavy rainfall) to contribute to a city's vulnerability."

As Richardson's Bay encroaches on the city, the risk of subsidence exacerbates Sausalito's vulnerability. Areas of the city built on fill in Richardson's Bay are particularly vulnerable to the sudden or gradual sinking of land. The risk of leaching would be mitigated by improved and localized subsidence data (program HS-1.9.1) and detailed liquefaction data (program HS-1.2.1). This action of rising seas and shifting land increases the risk that industrial materials—particularly in the Marinship Waterfront—may leach into the water and negatively affect water quality.

¹ "The Impacts of Sea Level Rise on the California Coast" (California Climate Change Center: May 2009)



Sea Level Rise Evident Along the Shoreline

This hazard is linked to the possibility that industrial work may be precluded from the Marinship Waterfront if land in the neighborhood floods. Sea level rise and climate change, therefore, are global phenomena with particularly acute effects in Sausalito. The General Plan has disaster preparedness policies (programs under objective HS-2, policy S-3.6,

and policy S-3.7) that mitigate these risks to the social fabric, the environment, and economic sustainability in the city.

“The shoreline of the City is legendary.”

— Comment to General Plan Website: May 16, 2017

Waterfront Resiliency

The city’s waterfront is a core piece of its infrastructure. The waterfront is not only environmental infrastructure, connecting the land to sea, but also social infrastructure, in that the Sausalito community often interacts with each other through their interactions with the shoreline.

As Sausalito strives towards its vision for 2040, it must work to ensure its waterfront and the city’s waterfront assets are resilient in the face of sea level rise and other hazards. This General Plan contains many programs that implement this work, particularly program W-5.2.1.

SAUSALITO'S WATERFRONT AREAS

Fishing and the railroad ferry which operated along the waterfront were the original economic base of Sausalito. The railroad ferry no longer exists and the commercial fishing industry is now a much smaller contributor to the city's economy. The city's water-related uses are now mostly oriented to the berthing and servicing of private pleasure boats and other water-enjoyment uses, while in the Marinship maritime businesses restore wooden boats and service critical vessels such as the San Francisco Fire Boat. Marinship beach access provides for a range of water-based activities including open-water rowing.

WATERFRONT USES

The General Plan broadly promotes water-dependent uses that definitionally require water access on shoreline parcels. Uses that are not water-dependent or water-related (meaning "a use or portion of a use not intrinsically dependent on a waterfront location but whose economic viability is dependent upon its location near the waterfront.") should be located on upland lots to optimize shoreline use and access. The General Plan also promotes water enjoyment uses that facilitate public access of the shoreline in certain areas of the waterfront.

In order to preserve the maritime industry in Sausalito, policies for the waterfront area protect and enhance uses that rely on waterfront locations. They also encourage a continuous system of trails for cyclists and pedestrians along the city's waterfront.

See Figure 3-2: Waterfront

Southern Waterfront

The southern waterfront extends from the downtown to the southern city limits. This is the location of the prime waterfront views across the Bay to San Francisco. There are no constructed features along this shoreline into the water except for some buildings that project out over the water, the public pedestrian walkway along the underwater section of Bridgeway, and some minor private docks and landings at the southern city limits. No new development is envisioned along this southern waterfront, and the open, unobstructed visual character of this area will be maintained.

Downtown Waterfront

The downtown waterfront, from Spinnaker Point to the historic 558 Bridgeway property, defines the character of Sausalito as perceived by both residents and visitors. The sweeping views of the Bay, Angel Island, Alcatraz, and San Francisco are unique to Sausalito. As discussed in the Land Use and Growth Management Element, the downtown is the focal point of the tourist industry. Water-based recreation (policy W-1.7) that is currently based in the Marinship can also bolster tourism and local enjoyment of the downtown waterfront.



Downtown Waterfront Abutting Bridgeway

The ferry terminal is a major entry point into Sausalito and stimulates activity in the downtown. Maintaining the ferry terminal at its current location ensuring safe access for ferries is key to the continued use of the ferry terminal. Enhancements to the land-side area around the terminal that maintain its visual attractiveness, connectivity, and safety are included in this General Plan (program W-2.2.1 and policy CP-4.1).

Another characteristic of the area is the location of three restaurants and the yacht club entirely over the bay waters. Because these are attractive tourist destinations and involve two structures of local historic importance, these structures will be kept in their current locations despite their vulnerability to environmental forces.

Central Waterfront

The central waterfront extends from Napa Street in the north to Spinnaker Point at the south.

Development potential exists in the central waterfront where several large privately-held parcels are under-developed. Additional commercial development must be sensitive to the impacts of sea level rise and consider potential impacts to the aesthetic and fragile environmental quality of this area. It is a goal of the city to expand and maintain Dunphy Park as well as preserve the open water and views of Richardson's Bay.

Marinship Waterfront

The Marinship waterfront should promote the waterfront area and diversified water-dependent uses. More details on land uses allowed in the Marinship waterfront are included in the General Plan Land Use Designations table (Table 1-1) in the Land Use and Growth Management Element, under the Industrial and Waterfront land use designations.

"The Marinship contains the culture of this town."
— Marinship Workshop Participant: September 7, 2019

New development should not crowd out traditional uses in the neighborhood. Liveboards on Marinship waterfront berths are welcomed as part of Sausalito's housing strategy.

More details of the General Plan's policies regarding the Marinship are included in the "Marinship Vision" section.

MARINSHIP VISION

The Marinship is recognized by this General Plan as a key area of Sausalito. With a rich history and a diverse present, but at heightened risk due to sea level rise, the Marinship is a unique area not just for Sausalito but for the San Francisco Bay Area. In 2019, the City Council recommended a vision to guide the future of the Marinship:

The Marinship is an economically sustainable working waterfront maritime and industrial neighborhood that is planned and developed with innovative solutions to sea level rise combined with regional and global sea level rise reduction and management programs.

The Marinship welcomes residents of houseboats and liveaboards while providing safe and convenient public access to transit, the shore and parks with a low-impact and functional vehicular and pedestrian circulation network. The neighborhood is supported by updated infrastructure, has unique local neighborhood-serving services and amenities, and is home to a thriving community of artists and innovators.

The Marinship neighborhood respects and protects water-dependent uses as well as the neighborhood's historical maritime and industrial nature and character.

- Economic sustainability, defined as “a dynamic process in which communities anticipate and accommodate the needs of current and future generations in ways that reproduce and balance local social, economic, and ecological systems, and link local actions to global concerns,” will be considered throughout Sausalito, including, but not limited to, the Marinship. Economic Sustainability will also be a theme noted in each element of the General Plan Update. There should be a financial underpinning to ensure that the vision for each area of the city may be achieved.
- Subareas may be considered as a planning tool in the General Plan Update, but they need not specifically be part of the Marinship vision nor align with the subareas designated in the Marinship Specific Plan.
- Opportunities should be sought for more senior and live/work housing throughout the city, and not to the detriment of the viability of industrial business operations or viability in the Marinship. The General Plan Update should give the city flexibility to pursue aging-in-place and industrial workforce housing strategies.
- A waterfront path should be functional and serve residents and workers in the Marinship. It would ideally promote accessibility and prioritize the working waterfront, serving everyone from children getting to school to senior citizens in wheelchairs and including those who bicycle or walk to work. A separate Bridgeway-adjacent path should safely separate bicyclists from vehicles.
- Environmental remediation should be a strong factor in the General Plan Update's environmental policies and implementation programs, but it is not specifically part of the Marinship vision.

- The General Plan Update should identify both unique infrastructure challenges and mechanisms to finance their solutions in all areas of Sausalito due to the interconnectedness of infrastructure issues throughout the city.

HISTORY OF THE MARINSHIP²

The area of today's Marinship, as with the city, is Coast Miwok land. Native people relied on the marshes for food and building material. The land was taken from the Coast Miwok by colonizers and eventually granted to William Richardson, an English-born Mexican citizen, in 1838. Richardson died bankrupt, and much of his land, including what would become the Marinship, was sold in 1868 to the Sausalito Land and Ferry Company in order to settle his debts.

The company built the Sausalito Ferry Terminal. This served as a hub for development in Marin, particularly as the booming railroad industry brought first timber and later passengers into San Francisco. In 1879, repair yards for servicing engines were constructed on the site that would become the Marinship. Rails were built over marshy soil and even, at times, over Richardson's Bay itself.

In 1942, less than three months after the bombing of Pearl Harbor, the W.A. Bechtel Company worked with the U.S. Maritime Commission to take possession of the land in order to develop a shipyard similar to the company's facility in Southern California, Calship. They selected the tract of marshland because it was level, largely undeveloped, and had deep-water access close to the mouth of San Francisco Bay. Just as important, it had excellent rail and highway access due to the Northwestern Pacific Railroad and the Redwood Highway, both of which ran through the site. On March 10th, 1942—just ten days following the Commission's request—Bechtel signed a contract with the Maritime Commission to build and operate the Marinship shipyard.

² Sources include: Community Development Department, City of Sausalito, *Historic Context Statement: Marinship* (Knapp & VerPlanck: 2011); Randal Millken, "Ethnohistory and Ethnography of the Coast Miwok and their Neighbors, 1783-1840" (National Park Service, Golden Gate NRA: 2009); Charles Wollenberg, "James v. Marinship: Trouble on the New Black Frontier" in *Working People of California*, Danial Conford, ed. (University of California Press: 1995); Jim Wood, "100 Years of Railroads in Marin" *Marin Magazine* (April 16, 2007); Bill Van Niekerken, "Sausalito's houseboat wars: Decades of bay battles" (*San Francisco Chronicle*: September 6, 2016); Larry Clinton, "Piro Caro and the Houseboat Wars" (*Sausalito Historical Society*: April 5, 2017). The Sausalito Historical Society assisted with the editing of this subsection.

The first Liberty ship, the *William H. Richardson*, was launched from the Marinship 51 days ahead of schedule and delivered in just 126 days—half the average time of other Bay Area shipyards. Although the Maritime Commission had requested only three Liberty Ships by the end of 1942, five were built in the Marinship. By the end of the war, Marinship facilities were even more efficient. The *Sun Yat Sen*—the last Liberty ship built at Marinship—only took 63 days to build.



Joseph James and other Black workers at Marinship

For many African Americans, work in the Marinship was an opportunity to achieve “Double Victory”: victory against Fascism and Nazism abroad, and victory against segregation and discrimination at home, including obstacles posed by racial covenants on housing throughout the Bay Area. One of the larger issues relating to racial tensions in the Marinship centered on the exclusion of African Americans from full union

membership, a pre-requisite of employment at Marinship. Journeyman welder Joseph James led the fight against union discrimination as the head of the Committee Against Segregation and Discrimination.

James organized a strike that concluded with the federal Fair Employment Practices Commission condemning “practices which discriminate against workers because of race or color.” The victory for African Americans in this case was an important and little-known precursor to the Civil Rights movement in the 1960s and an important historic event that grew out of the Marinship.

After World War II, the Marinship was parceled off. Some of the land was retained by the Army Corps of Engineers, including piers and a warehouse. The warehouse would eventually become home to the Bay Model, which was initially built to test an audacious plan to fill in much of San Francisco Bay for industrial shipping, called the Reber Plan after its proponent John Reber. The Bay Model demonstrated that the concrete barriers crisscrossing the Bay would likely collapse and the plan was scuttled.

Other portions of the Marinship were sold into private hands, such as the Arques Shipyard and Clipper Yacht Harbor. These shipyards, much smaller in scale than the World War II-era Marinship, continue to represent the site’s maritime heritage to this day.

Throughout the 1950s and 1960s, the Marinship’s semi-abandoned waterfront became home to a vibrant houseboat community – part of the Bay Area’s rapidly expanding counterculture scene. Artists such as Jean Varda and Shel Silverstein made their homes and hosted parties on houseboats on the waterfront.

From the 1950s into the 1970s, tensions between the houseboat dwellers and city and county authorities escalated into the “Houseboat Wars,” a series of standoffs that at times became violent. In the late 1970s, houseboat residents successfully stopped the redevelopment of the Sausalito waterfront and formed communities at Galilee Harbor and Waldo Point Harbor. These still exist as homes for maritime workers, artists, and devotees of the houseboat lifestyle alongside the maritime and industrial businesses that make up the Marinship today.

INDUSTRIAL POLICIES

The character of Sausalito, throughout its history, has been defined by its marine industrial uses along the waterfront. In 1942, the industrial character became more prominent with the creation of the Marinship boat works during World War II. Since the late 1950s, this large-scale industrial influence has given way to smaller scale industrial uses and other marine-related use.

With the influx of commercial and office uses in the late 1970s and early 1980s, retaining the marine industrial focus of the area and minimizing traffic impacts on Bridgeway were major concerns of the city. Planning documents focused on preserving the area for continued marine industrial use to mitigate these concerns.

The strong market demand for land in Sausalito creates pressures for more intensive development in the Marinship area. The existing industrial and maritime uses are mostly small and are considered by the city to be low intensity. These uses could be forced out by larger, more intensive retail and office uses.

While existing offices and retail that existed at the time of adoption of the Marinship Specific Plan in 1989 will be allowed to remain in the Marinship, new office or retail uses, including restaurants, will only be permitted if they support the working waterfront maritime, industrial, and arts neighborhood of the Marinship. Permitted uses include those that focus on innovative sea level rise industrial research, are water dependent, and are industrial or compatible with industrial uses.

The 1985 Fair Traffic Limits Initiative established specific limits on the intensity of development for most of the city's commercial and industrial areas. In the Marinship, the result of these regulations is that new buildings will be smaller than many which currently exist.

RICHARDSON'S BAY



Richardson's Bay as Seen From Bridgeway

The Richardson Bay Special Area Plan was adopted in 1984 to address these concerns. Sausalito was previously a major participant on the Richardson's Bay Regional Agency (RBRA), which was established in July 1985 to implement the Special Area Plan. Sausalito withdrew from the RBRA in 2017 but continues to collaborate and cooperate with the agency. The

General Plan incorporates the policies of the Richardson's Bay Plan and the city will continue to support implementation efforts.

Shoreline

Future development must also be sensitive to the unique natural terrain and vegetation of the shoreline and Richardson's Bay. The General Plan calls for the preservation of existing wetlands and best efforts to preserve aquatic plant and animal life in Richardson's Bay.

OBJECTIVES, POLICIES, AND PROGRAMS

Objective W-1 Promote Public Access and Enjoyment of the Waterfront

Policy W-1.1 Sausalito Waterfront. Leverage Sausalito’s greatest asset, its waterfront, with careful consideration of pedestrian engagement, floating homes, and maritime lifestyles.

PROGRAM

W-1.1.1 Industrial Neighborhood. In the public process to update the Zoning Ordinance described in program LU-4.1.1, consider land uses and development regulations that promote alternatives to automobile travel, including walking commutes and consideration of live/work sites focusing on maritime occupations.

Policy W-1.2 Waterfront Access. Promote and enhance public access and enjoyment of the Sausalito waterfront from both land and water approaches.

PROGRAMS

W-1.2.1 Shoreline Access. Maintain and enhance water view corridors and walking paths to and along the shoreline where compatible with private development.

W-1.2.2 Anchoring Sites. Implement findings of Mooring Feasibility study by focusing mooring sites for visiting boats.

Policy W-1.3 Waterfront Path. Provide functional access to the waterfront for bicyclists and pedestrians that promotes accessibility and prioritizes the working waterfront.

PROGRAMS

W-1.3.1 Waterfront Bicycle and Pedestrian Plan. Implement a plan for a waterfront bicycle and pedestrian path system, as shown in Figure 5-2, that prioritizes the working waterfront and safely serves people of all ages and abilities. This plan could use paths that identify landmarks, trivia, photos, and stories that have historic importance.

W-1.3.2 Path of Honor. Promote a low-impact pedestrian path with bicycle usage and educational signage that highlights areas

of historical significance in the Marinship and is consistent with active working waterfront and industrial businesses where feasible.

Policy W-1.4 Public Access Standards. Promote public enjoyment of the waterfront through public access standards that require improvements to be safe, well-designed, and with adequate wayfinding that promotes access to the water.

PROGRAMS

W-1.4.1 Objective Standards. Include safe public access standards in objective standards for waterfront areas.

W-1.4.2 Public Easements. Consider implementing public easement policies that would encourage public easements for paths and water access on private waterfront parcels.

W-1.4.3 Public Safety. Work with property owners to ensure public access to waterfront is safe and maintained.

Policy W-1.5 Waterfront Parks. Waterfront parks should promote public access, enjoyment of waterfront area, and a healthy environment.

PROGRAMS

W-1.5.1 Sea Level Rise. In keeping with Sausalito's goal of sea level rise adaptation leadership (see objective S-3), waterfront parks should be designed with sea level rise in mind.

W-1.5.2 Landscaping and Identity. The landscape and maintenance of waterfront parks should reflect Sausalito's identity and local plants, in compliance with Sausalito's policy to protect threatened and endangered wildlife and plant species native to Sausalito and the southern Marin area (see policy EQ-1.4).

Policy W-1.6 Shoreline Streets. Design street ends to enhance rather than reduce public access and environmental health in recognition that shoreline street ends and underwater streets are valuable resources for public use, access, and shoreline restoration.

PROGRAM

W-1.6.1 Street Ends. Assess viability of using street ends and underwater streets as park spaces with environmental benefits. These spaces should be treated similarly to public parks,

minimizing public nuisances, while promoting a healthy sea floor that does not disturb marine life.

Policy W-1.7 Recreational Diversity. Work with local, regional, and state agencies as well as local organizations to encourage, promote, and provide a diversity of water-dependent recreational uses, including those unique to Sausalito.

PROGRAMS

W-1.7.1 Water Recreational Inventory. Create an inventory of existing recreational uses of Sausalito's waterfront and the agencies or organizations that manage these uses.

W-1.7.2 Water Recreation Plan. Create a water recreation plan that provides support for the maintenance and growth of water recreation activities in Sausalito, including implementation steps and potential funding opportunities. The water recreation plan should include small craft recreation (e.g. kayaks, sculls, shells, and paddle boards) and identify public access sites in Richardson's Bay.

Policy W-1.8 Waterfront Access. Provide safe public access to and from the water where possible, including limited amounts of temporary public small boat tie-up space.

PROGRAMS

W-1.8.1 Enforce Public Access. For developments that required public access to the water as a condition for a permit, enforce the public access requirement.

W-1.8.2 New Developments. Include public access to water requirements for new developments and substantial remodels, including small boat tie-up space when feasible, or potential in-lieu fees.

W-1.8.3 Publicly Owned Parcels. If feasible, include water access and small boat tie-up space on publicly-owned parcels.

W-1.8.4 Public Access Location. If feasible, promote public access to and from water in areas where essential services (such as water, groceries, and gasoline) are located.

W-1.8.5 Access Management. Consider access management techniques (such as, but not necessarily, time limits) for boat

access to ease circulation. Consider working with the Harbormaster to develop these techniques.

Objective W-2 Encourage Safe Usage of Water for Transportation

See Figure 3-3: Navigational Channels

Policy W-2.1 Navigational Channels. Preserve and maintain public navigational channels in Sausalito waters.

PROGRAM

W-2.1.1 Harbormaster Compliance. Maintain navigational channels in compliance with Harbormaster policies.

Policy W-2.2 Support Water-Based Transportation. Use existing waterfront infrastructure to promote water-based trips.

PROGRAMS

W-2.2.1 Ferry Terminal. Support ferry services in maintaining ferry service at the Sausalito ferry terminal, providing an enjoyable non-automotive route to San Francisco and potentially additional locations. Ease connections to transit and micro-mobility services for ferry commuters.

W-2.2.2 Water-Based Shared Mobility. Consider the feasibility of supporting small-craft shared mobility platforms and transportation network companies that connect to Sausalito.

Policy W-2.3 Water Circulation Patterns. Support the maintenance and enhancement of the existing circulation patterns on the water in Richardson's Bay.

PROGRAMS

W-2.3.1 Breakwaters. Revise the Zoning Ordinance to review and control the construction of breakwaters along the Richardson's Bay waterfront.

W-2.3.2 Richardson's Bay Regional Agency. Continue to collaborate with the Richardson's Bay Regional Agency to implement the policies of the Richardson Bay Special Area Plan.

W-2.3.3 Bay Management. Work with San Francisco Bay Conservation and Development Commission (BCDC) and other agencies to manage and maintain Bay waters.

W-2.3.4 Visiting Vessel Management. Implement BCDC Vessel Management policies as they are developed and modified.

Objective W-3 Promote Safe Residences and Private Enjoyment of Waterfront

Policy W-3.1 Residential Uses. Houseboats, arks, and liveboards should be maintained for residential use and as potential affordable and marine-related workforce housing.

PROGRAMS

W-3.1.1 Houseboats. Houseboats should be encouraged along the waterfront in line with Policy LU-1.5.

W-3.1.2 Residential Arks. Residential arks should be maintained in the proper land use designation, in accordance with policy LU-1.6.

W-3.1.3 Liveboards. Berths for residential use should be maintained in compliance with BCDC permits and in line with Policy LU-1.7.

Policy W-3.2 Vessel Pollution. Evaluate water-dependent developments with regard to pollution control and sea level rise.

PROGRAMS

W-3.2.1 Code Enforcement (Marinas). Support BCDC enforcement of marina requirements to provide restrooms and pump-out facilities connected to sewers where liveboards are allowed and where transient dock space is available.

W-3.2.2 Houseboat Requirements. Continue to require that all houseboats be served by sewer connections and provide for the inspection of vessels.

W-3.2.3 Hull Requirements. Consider amending the Zoning Ordinance to require that any new or reconstructed houseboats be constructed incorporating the best practices for hull materials.

W-3.2.4 Boat Hull Requirements. Support the Regional Water Quality Control Board's (RWQCB) requirement that boat hulls be painted with non-toxic materials.

W-3.2.5 Zoning Ordinance Amendment (Liveboards). Amend the Zoning Ordinance to require the installation of sanitation facilities in all marinas that permit liveboards.

W-3.2.6 Pump-Out Stations. Require permit approvals for new and existing harbors to include pump-out stations.

Objective W-4 Maintain and Sustain Health of the Waterfront Ecosystem

Policy W-4.1 Ecological Functions. Require that no net loss of ecological functions occur as a result of uses, development, shoreline modifications, or expansion of existing uses.

PROGRAM

W-4.1.1 Mitigation Sequencing. If a loss of ecological function (including stormwater management) is foreseeable, use mitigation sequencing steps in the following order to mitigate the loss: avoid, rectify, minimize, and/or compensate for loss.

Policy W-4.2 Bay Waters. Preserve and enhance the wetlands, open waters, and ecosystem of Richardson’s Bay and San Francisco Bay and utilize these landscapes for sea level rise mitigation.

PROGRAMS

W-4.2.1 Bay Waters Review Agencies. Support the goals and policies of BCDC, RBRA, and the State Lands Commission.

W-4.2.2 Marine Life. Create development policies that support the retention of Richardson’s Bay’s aquatic ecosystem, particularly the eelgrass beds.

W-4.2.3 Sea Level Rise. Identify ways in which wetlands and open waters may be utilized in accordance with Sustainability – Climate Change Mitigation and Resiliency Element objective S-3.

Policy W-4.3 Shoreline Areas. Preserve the undeveloped open shoreline, shoreline habitat, and public access in waterfront development consistent with public trust and private ownership purposes.

PROGRAMS

W-4.3.1 Dunphy Park Master Plan. Promote the development of a master plan for the property surrounding Dunphy Park to provide more public access to the waterfront, including boat access.

W-4.3.2 Zoning Ordinance Amendment (Open Shoreline). Revise the Zoning Ordinance to require retention and/or

restoration of substantial portions of open shoreline as shown in Figure 6-2.

W-4.3.3 Zoning Ordinance (Improved Access). Revise the Zoning Ordinance to require that new development projects improve public access to the shoreline and views.

W-4.3.4 BCDC. Support BCDC in maintaining, enhancing, and expanding the total wetland areas located within the Sausalito planning area.

W-4.3.5 Wetlands Preservation Strategy. Review federal, state, regional, and local policies, principles, and guidelines to develop a consistent wetland preservation strategy.

W-4.3.6 Wetland Purchase. Establish a program that enables the City to purchase or assist in purchase of development rights for the purpose of preserving and enhancing wetland and other conservation resources.

W-4.3.7 Maintain Open Area. Continue to prevent new development on wetlands and in over-water parcels.

Policy W-4.4 Long-Term Benefits. Encourage shoreline uses that prioritize long-term benefits over short-term benefits.

PROGRAM

W-4.4.1 Beneficial Uses. Uses in the waterfront area should be considered for their long-term as well as short-term benefits, considering long-term consequences of current land uses to ensure sustainable uses.

Policy W-4.5 Sea Level Rise. Research and adapt to sea level rise in Sausalito's waterfront.

PROGRAM

W-4.5.1 Sea Level Rise and the Waterfront. Consider Sausalito's unique waterfront concerns when developing the Sea Level Rise Assessment (policy S-3.1) and Sea Level Rise Adaptation Plan (program S-3.2.1).

Policy W-4.6 Waterfront Protection. Develop a multifaceted strategy to protect Sausalito's waterfront from environmental damage and adapt to sea level rise.

PROGRAMS

W-4.6.1 Shifting Waterfront Boundary. Encourage floating structures and temporary buildings as an adaptation measure for a shifting waterfront boundary.

W-4.6.2 Nature-Based Adaptation. Explore nature-based frameworks for adaptation to changing environmental conditions along the shoreline.

W-4.6.3 Low-Impact Infrastructure. Minimize financial risk exposure to the city and members of the Sausalito community by encouraging low-impact development strategies per EPA Guidance.

Objective W-5 Respect the Character of Sausalito's Working Waterfront

Policy W-5.1 Marinship Character. Preserve and enhance the maritime history and character of the Marinship, including giving preference to marine uses and maritime industries where feasible.

PROGRAMS

W-5.1.1 Permitted Use. In the public process described in program LU-4.1.1, expand permitted water-dependent and maritime-related uses in the Marinship.

W-5.1.2 Maritime Hub. Promote a maritime hub (policy E-8.2) in the Marinship. Consider sustainability, climate change, and the working waterfront in the implementation of the policy.

W-5.1.3 On-site Reuse. Encourage on-site reuse of materials during renovations or changes in use.

W-5.1.4 Zoning Ordinance to Allow Sea Level Rise Research. Consider an ordinance to allow sea level rise research uses as described in policy E-6.5.

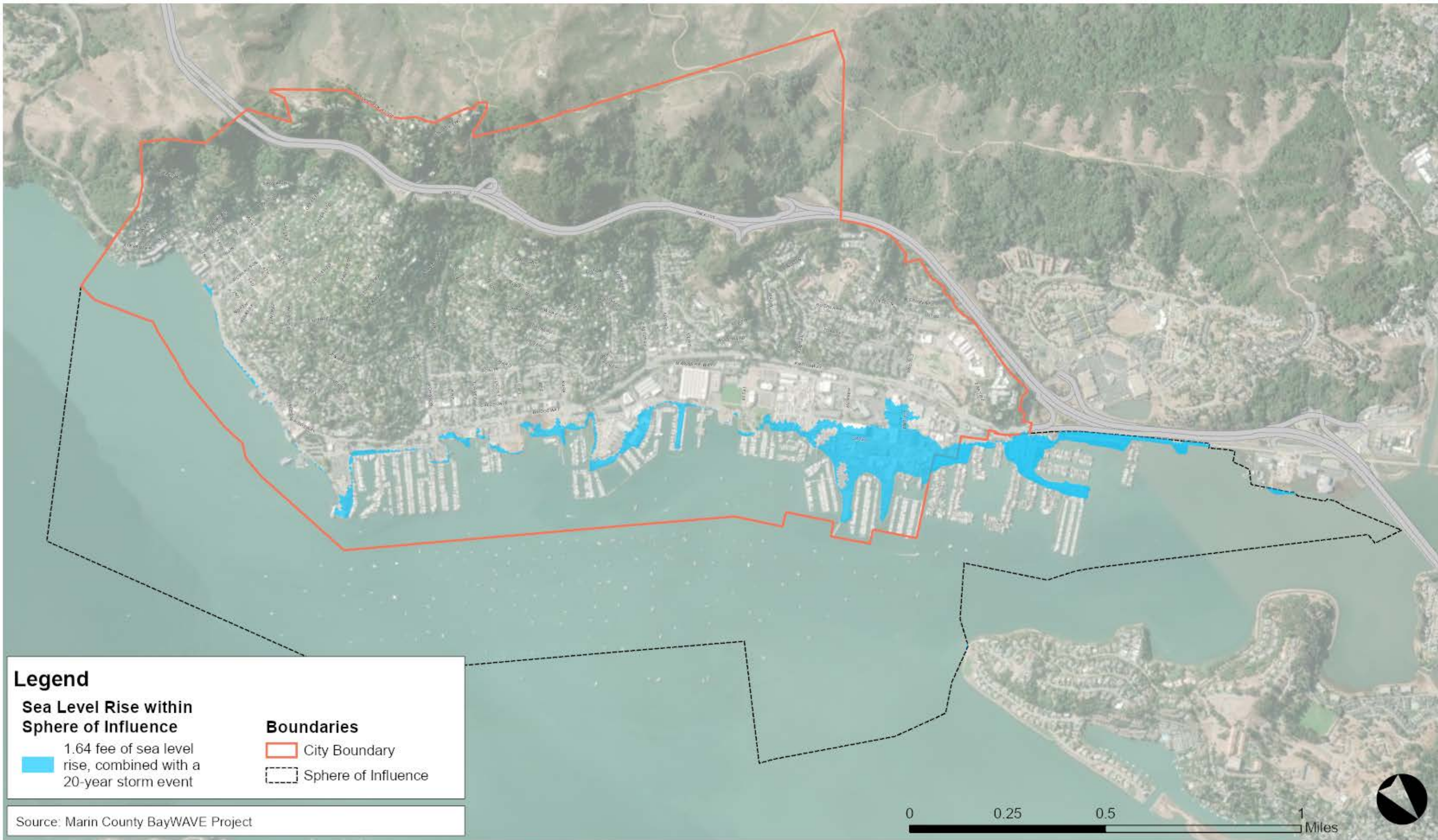
Policy W-5.2 Protect Historic Resources from Sea Level Rise. Provide recommended actions for resilience to sea level rise for each historic resource, including those in the Marinship.

See Figure 3-4: Historic Marinship

PROGRAMS

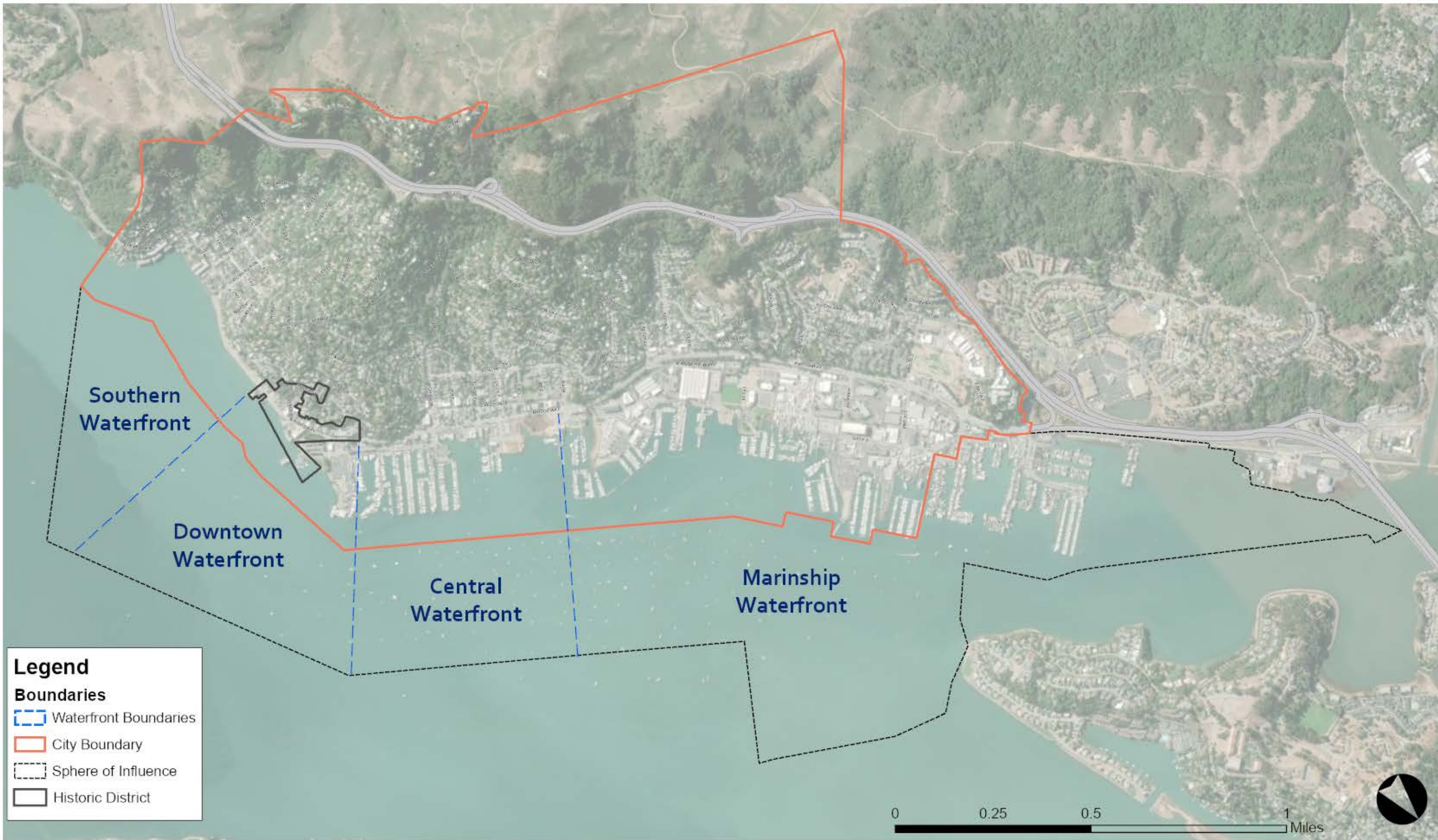
W-5.2.1 Define Alternative Scenarios. Identify and pursue strategies to increase the city's resilience to sea level rise, floods, seismic events, and emergencies/disasters, while protecting the city and particularly the Marinship's unique historic, maritime, and cultural assets and environment to the maximum feasible extent.

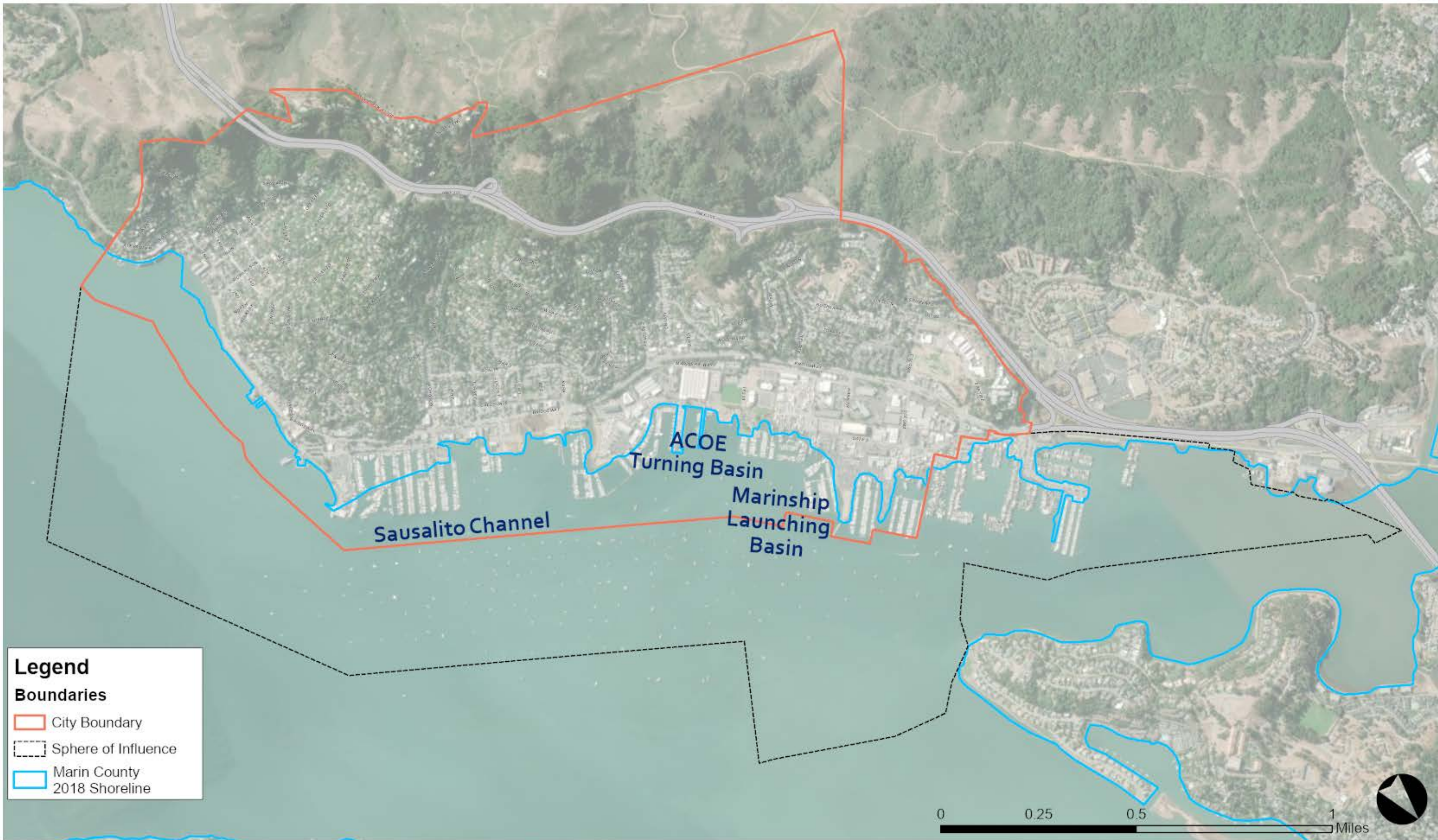
W-5.2.2 Sea Level Rise and the Marinship. Consider the city's—and particularly the Marinship's—historic assets when developing scenarios for the city's sea level rise strategy.



SAUSALITO GENERAL PLAN UPDATE
FIGURE 3-1 : SEA LEVEL RISE



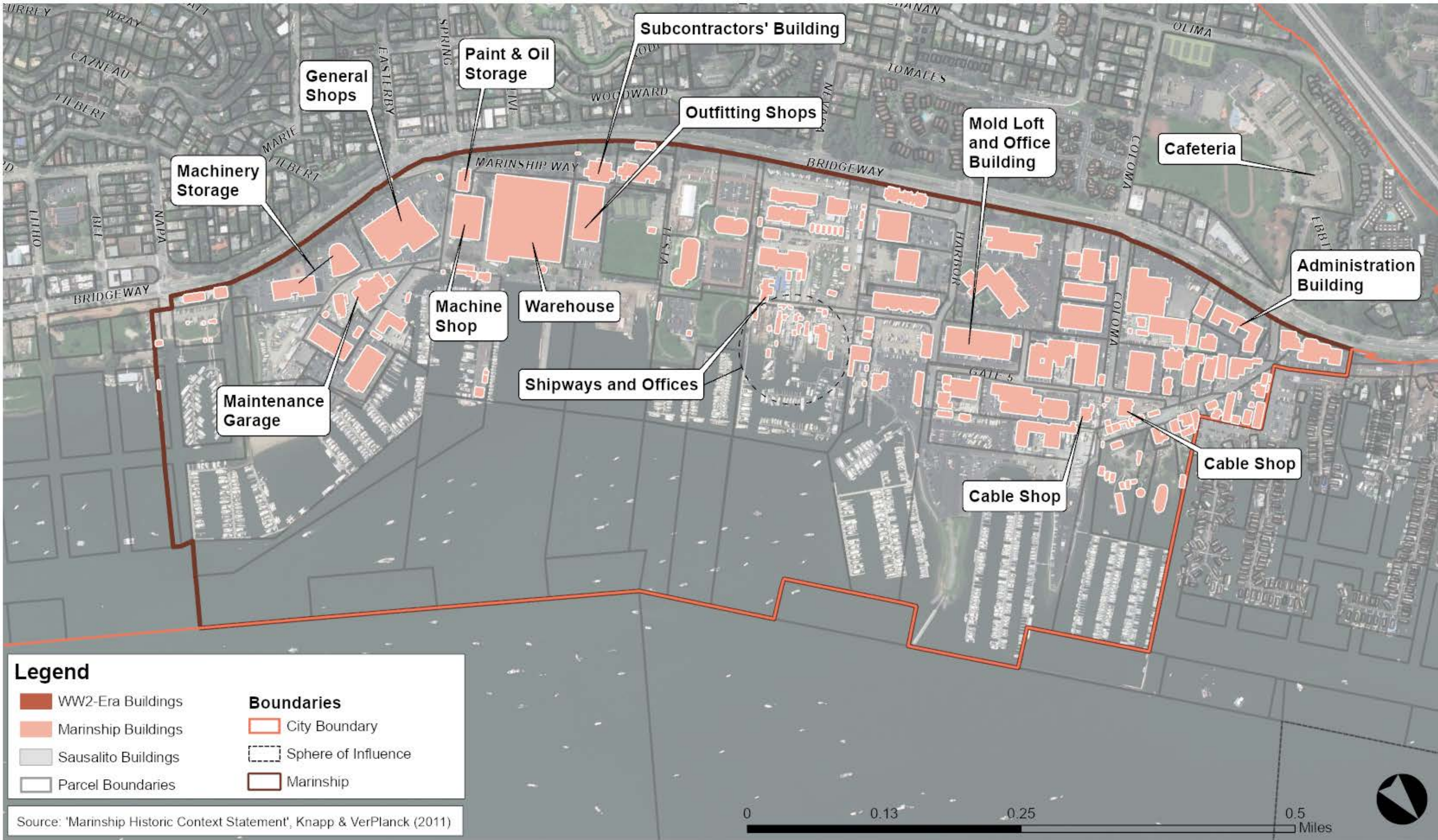




Legend

Boundaries

- City Boundary
- Sphere of Influence
- Marin County 2018 Shoreline





**COMMUNITY DESIGN,
HISTORIC AND CULTURAL
PRESERVATION**

4

ELEMENT

This page intentionally left blank.

INTRODUCTION

The goals and policies of the Community Design, Historic and Cultural Preservation Element reinforce the identity and delicate beauty of Sausalito. The city's setting defines its special character: a community nestled into the wooded hillsides, bordered by Richardson's Bay on one edge and by Wolfback Ridge and the lands of the Golden Gate National Recreation Area on the other with remarkable views of the Bay and its landmarks from throughout the city. The aesthetic quality of Sausalito's public landscapes is one of the city's most defining features and should be preserved for the enjoyment of future generations.

Sausalito's views of the water are part of what makes the city special, and the scenic qualities of Sausalito are further exemplified by the garden atmosphere of the hillside residential areas. Small landscaped parks and neighborhood greenbelts are found throughout Sausalito. The diverse though harmonious architectural style is a major attribute of this evolution. The public realm, including lighting, landscaping, medians, and sidewalks are all vital to the ambiance of the city.

Sausalito has a rich history tied to its waterfront and vibrant art community. The city's history and culture are unique aspects that set it apart from other Bay Area cities. One of the priorities of the General Plan is to highlight and preserve these distinct components of Sausalito.

This Element ensures that as Sausalito continues to evolve, the diversity of design will continue to be harmonious with the existing character of the city in a way that is sustainable. The preservation of historic buildings will be balanced with the incorporation of new buildings that respect the existing scale and diverse architectural character of the community. It is also aimed at maintaining and enhancing the relationship between the city's natural features, including the water and existing vegetation, and the built environment.

The policies contained in this Element ensure that future design and development are well-integrated into Sausalito's existing design style, the city's history is preserved and honored, the distinct culture of Sausalito is supported, and the iconic views of the natural landscape are maintained.

BACKGROUND AND CONTEXT

The Community Design, Historic and Cultural Preservation Element is not mandated by the state. It is included in the Sausalito General Plan because of the local importance of community appearance and livability. The background section describes the city's design and historic preservation goals and proposed measures to achieve those goals. A major factor in achieving the desired appearance is promoting the city's rich architectural history, its existing character, and the scale of development in Sausalito.

DESIGN GOALS

Size and location of structures are important factors in considering new development proposals, including accessory dwelling units, renovations, additions to existing structures, and teardowns (see Table 1-3 in the Land Use and Growth Management Element) and projected potential industrial and commercial development (see Table 1-4 in the Land Use and Growth Management Element). There will also be limited infill development of the remaining vacant parcels, but few cases of major development on large pieces of vacant land. Since Sausalito is nearly built out, new development will have an impact on surrounding properties.

Maximum bulk limits shall be placed on new development to minimize potential negative impacts. Designs of new development should also be considerate and compatible with surrounding properties. Design policies encourage a level of quality, compatibility, and diversity in new designs that will help maintain Sausalito's identity.

Other considerations that promote quality design include, but are not limited to, views, privacy, light and air, landscaping, topography, and scale.

Diversity and Compatibility

As the city has developed over time, both unique designs and those that are visually similar to neighboring structures have characterized new development. Variety in architecture, including innovative building styles and materials, is highly encouraged in new designs and need not be homogenous with the established character defined by structures in the surrounding area.

“It is this eclectic assemblage of old and new, land based and floating structures, and hillside neighborhoods looking down on a bustling harbor that makes Sausalito such a delightful place for people to visit and residents to enjoy.”

— Phil Frank: 1995 General Plan

The character of the city's design has evolved slowly without major shifts in community or neighborhood character. Policies in this Element will ensure that diversity of architecture and neighborhood compatibility will be observed in the future.

Specifically, the intent of this Element is to allow for creativity in diverse design proposals that would also be considerate of the established character of a given neighborhood. The result will be the continued evolution of the city's character.

DESIGN REVIEW APPROACH

The Zoning Ordinance establishes standards for the general location of a structure on a site and the maximum size of that structure. City design policies recognize that these standards by themselves do not assure high-quality design. In response to this, the Plan calls for the establishment of design guidelines (program CD-4.2.1) and objective standards (program CD-4.2.2) that continue to give the Planning Commission (program CD-4.5.1) and, when relevant, the Historic Preservation Commission (program CD-6.1.1) a role in design review.

New development would be considered under existing design review procedures that promote high-quality designs compatible with the existing architecture and aligned with the community's goals. The design review procedures should be incorporated into design guidelines and objective standards.

Design Guidelines and Objective Standards

The General Plan proposes design guidelines and objective standards to provide clarity in the development process. Design guidelines provide flexibility for architects, designers, and engineers, while assuring conformance to Sausalito's vision and goals for development. The purpose is to provide design guidance for new development that takes place in the city, including the maintenance and renovation of historic structures.

The design guidelines are accompanied by objective standards. Objective standards provide a baseline level of guidance for particular developments according to state laws. Design guidelines will provide general design recommendations for proposed

development, while allowing for flexibility within individual designs. Objective standards bring clarity to the development process while design guidelines will provide suggestions as to how to minimize the aesthetic impact that development may have on the surrounding area. The State of California’s Housing Accountability Act (65589.5) states that only objective standards can be used to regulate the appearance and bulk of certain multifamily and mixed-use projects.

Design guidelines are primarily implemented through program CD-4.2.1 (under policy CD-4.2, “Neighborhood Character” and are discussed in the following programs (policy titles are provided in parenthesis.):

- CD-1.1.1 (Architectural Innovation)
- CD-1.4.1 (Commercial, Industrial, and Institutional Uses)
- CD-2.2.2 (Steep Sloping Sites)
- CD-4.6.1 (Working Waterfront)
- CD-4.7.1 (Marinship Character)
- CD-4.7.3 (Marinship Character)
- CD-6.2.9 (Historic Guidelines)

Objective standards are implemented through program 4.4.1 (under “Objective Standards”) and program CD-4.2.2 (under policy CD-4.2, “Neighborhood Character”).

NATURAL FEATURES

One of the most defining features of Sausalito is its natural landscape. With Richardson’s Bay to the east and the Marin Headlands Hills to the west, the city is distinct in its diversity of views and publicly accessible outdoor spaces.



A Deck to Observe Natural Features on the Waterfront

Sausalito’s landscape, however, also poses several environmental concerns that existing and future development should address in the design process. Much of Sausalito’s waterfront properties, including the Marinship and the Downtown Historic District, is vulnerable to sea level rise, subsidence, and flooding. Subsidence, or the sinking of land, in particular can have serious effect on structures.

Additionally, the city is surrounded by forested hills which pose wildfire and landslide risks to hillside properties. Rising temperatures and unpredictable precipitation

patterns heighten the risk of more frequent and higher intensity wildfires in the future, which may also have air quality implications.

“Green the city, protect trees, add trees, remove weeds, and encourage pollination.”

— Visioning Workshop Participant: June 23, 2018

Design should help mitigate potential environmental hazards. The Landslide Task Force provided a list of recommendations in 2019 that included design guidelines to increase safety on hillside development sites (program HS-1.2.5). In general, the priority in design should be placed on creating structures that fit the site rather than significantly altering the site more than necessary to fit the design of a structure. Since Sausalito is a hillside community, the majority of residential development in the city is located on steeply sloping sites. As a result, excavation and grading will be necessary to accommodate development.

Past development in the city is characterized by structures that "bunker" into hillsides. The result of this style of development is massive excavation and large retaining walls. Another characteristic of development on steep slopes is the appearance of looming structures. This is frequently due to structures projecting out from the slope of the site and is further exacerbated using unbroken walls that extend from the lowest point of the slope up to the lowest point of habitation of the structure. This Plan will balance these two development characteristics by encouraging new development to integrate a site's topography with the design of any project proposal.

TREE PRESERVATION

The removal or alteration of trees to accommodate new development is an important factor in the review of a proposed design. Trees provide shade and privacy, enhance the general appearance of Sausalito, maintain slope stability, reduce erosion and are an important part of the ecosystem. However, they can also result in the blockage of scenic views. Poorly maintained trees may exacerbate wildfire risks, as discussed in the Health, Safety, and Community Resilience Element.

The city has a tree preservation ordinance which provides protective measures for certain types of trees while encouraging the removal of others. It also establishes mechanisms for dispute resolution where disagreement between property owners concerning the benefit of maintaining existing trees. Trees that are within the public realm are the responsibility of the city to maintain.

VIEWS

It is important that views be considered when reviewing development applications and implementing the provisions of this Element. View corridors from streets and paths, special vantage points, and views from private properties will all be considered in the development review process.



Views from Sausalito's Hills

Defining criteria for the preservation of views from private property is one of the most difficult design issues facing Sausalito. Spectacular views of the waterfront, the open waters of the Bay, and land masses beyond are a treasured amenity of many properties in Sausalito. The policies in the Plan recognize both the importance of maintaining views

and the obligations of residents and owners to use their property in a manner deemed appropriate in the Land Use and Growth Management Element, and consistent with more specific restrictions of the Zoning Ordinance. View conflicts will be resolved on a case-by-case basis.

COMMUNITY SUB-AREAS – NEIGHBORHOODS

While Sausalito has a unique identity as a city, Sausalito is comprised of many different sub-areas and neighborhoods which have unique characteristics of their own. The General Plan has identified eight neighborhoods in the Land Use and Growth Management Element:

1. Old Town
2. The Hill
3. New Town
4. Monte Mar Vista/Toyon Terraces
5. Spring Street Valley
6. Nevada Street Valley
7. Wolfback Ridge
8. The Marinship

The descriptions of each neighborhood are in the Land Use and Growth Management Element's Background and Context section (see "Description of Sausalito's Eight Neighborhoods.")

This General Plan clearly delineates boundaries in order to better implement objective standards and design guidelines (see Figure 1-2 in the Land Use and Growth Management Element). Specific sub-areas within neighborhoods can be defined through objective standards and design guidelines, which will describe the distinct characteristics and qualities of the area. These sub-areas may also include sub-areas that require heightened design review due to geologic hazards.

“The Marinship contains the culture of this town.”
— Marinship Workshop Participant: September 7, 2019

In addition, there are eight commercial sub-areas that should be considered in the development of objective standards and design guidelines:

1. 2nd Street (Old Town/Hurricane Gulch)
2. Bridgeway and Easterby Street (Spring Street Valley)
3. Bridgeway and Coloma Street (Nevada Street Valley)
4. Caledonia Street (New Town)
5. Commercial Waterfront (New Town)
6. Downtown (The Hill)
7. Marinship – Inland (Marinship)
8. Marinship – Waterfront (Marinship)

Objective standards and design guidelines for subareas should be considered in the context of their neighborhoods.

HISTORIC AND CULTURAL PRESERVATION

An important defining characteristic of Sausalito is the age range of its buildings. About half of the city's buildings were constructed before 1950, some as early as the late 1800s. Policies that respect the existence of these structures serve as a reminder to all the city's rich and colorful history.

There is a keen recognition in the community of the importance of preserving these links with the past. In response to this community recognition, the city adopted Ordinance 901 in June 1976, which established the Historical Landmarks Board and the procedure that designates areas or structures as historic landmarks. It also provided for official recognition of other historically noteworthy structures which did not qualify for landmark status. In July 2018, the Historical Landmarks Board was renamed as the Historic Preservation Commission.

Historic Preservation Commission

The role of the Historic Preservation Commission (HPC) is to promote the preservation of historic sites, landmarks, and other features associated with the city's history. The HPC reviews proposals for development in historic districts and renovations to existing historic or noteworthy structures, historic sites, and landmarks in Sausalito. The HPC may also work with property owners, the city, or other interested parties in identifying potential historic structures and landscapes.

The HPC also advises owners of such properties of the benefits and responsibilities of historic property ownership and, additionally, advises City Council and the Planning Commission on issues concerning the identification and designation or acquisition of historic resources in Sausalito.

Historic Structures

Since 1976, eight structures have been given local landmark status and one Historic District has been designated. The city has also designated many structures and sites throughout the city as Noteworthy Structures and Sites. The city-designated Downtown Historic District has been placed on the eligibility list of the National Register of Historic Places.

The original Casa Madrona Hotel at 156 Bulkley Avenue, the Sausalito Woman's Club at 120 Central Avenue, the Griswold House at 639 Main Street, and the Machine Shop at 25 Liberty Ship Way have been placed on the National List of Historic Places. The Machine Shop is on the National Register and is also a Sausalito Landmark.

See Figure 4-1: Existing Historic Structures

TABLE 4-1: SAUSALITO HISTORIC LANDMARKS

	Address	Name
1)	168 Harrison Ave.	The Bungalow/Tanglewood
2)	221 Bridgeway Blvd.	Castle by the Sea
3)	Santa Rosa & San Carlos	Christ Episcopal Church
4)	76 Cazneau Ave.	Madrona Cottage/Ritchie House
5)	300 Main St.	NWPRR Freight Depot
6)	625 Locust Rd.	Elderberry Cottage
7)	780 Bridgeway Blvd.	Ice House
8)	25 Liberty Ship Way	Machine Shop

TABLE 4-2: NATIONAL REGISTER BUILDINGS

	Address	Name
1)	801 Bridgeway Blvd.	Casa Madrona/Barrett House
2)	639 Main St.	Griswold House/Economo
3)	120 Central Ave.	Sausalito Woman’s Club
4)	25 Liberty Ship Way	Machine Shop

Noteworthy Structures and Sites

A current list of the designated Noteworthy Structures and Sites, as prepared by the Sausalito Historical Society and local architects, is available at the Community Development Department and the Sausalito Historical Society archives in City Hall.

OBJECTIVES, POLICIES, AND PROGRAMS

Objective CD-1 Scale and Architectural Diversity

Policy CD-1.1 Architectural Innovation. Encourage projects that promote architectural quality and innovative solutions rather than conformity to standard designs while honoring the distinctive neighborhood characteristics, density, and mass.

PROGRAM

CD-1.1.1 Design Guidelines. Prepare design guidelines that support positive, creative, and/or innovative design solutions for appropriate development.

Policy CD-1.2 Construction Near Historic District or Landmarks. Enhance the historic quality of established districts and landmark structures by encouraging any new development in the general vicinity to demonstrate compatibility with them.

PROGRAMS

CD-1.2.1 Historic Compatibility. Consider updating the Historic Design Guidelines to include a definition of historic compatibility and a measurement for “near” for construction near the historic district or landmarks.

CD-1.2.2 Historic Character Compatibility. In a public process, amend the Zoning Ordinance to require consideration of historic compatibility as part of the design approval by the Historic Preservation Commission and Planning Commission.

Policy CD-1.3 Maximum Height Limit. Establish a maximum height limit for all structures in Sausalito while recognizing that maximum height is not guaranteed for development proposals where view preservation, shadow impact, and scale are an issue.

PROGRAMS

CD-1.3.1 Zoning Ordinance (Height Limit). Continue to permit the 32-foot maximum height limit for residential and commercial zones.

CD-1.3.2 Height Limits and Sea Level Rise. Consider allowing flexibility for height limits on parcels affected by sea level rise, in

conformance with Objective S-3 in the Sustainability- Climate Change Impact and Resiliency Element.

Policy CD-1.4 Commercial, Industrial, and Institutional Uses. Develop all commercial, industrial, and institutional sites in a balanced composed manner consistent with those uses contemplated in specific areas.

PROGRAMS

CD-1.4.1 Non-Residential Design Criteria. Prepare design guidelines for non-residential areas that provide guidance on type of building materials, signage, interaction with pedestrian, bicycle and vehicular circulation, location of utilities, screening of trash collection and loading areas, and appropriate landscaping of parking lots.

CD-1.4.2 Sign Ordinance. Review and update the sign ordinance to establish size, location, and types of signs allowed for each commercial and industrial area.

CD-1.4.3 Zoning Ordinance (Recycling Areas). Assure compliance with state law by amending the Zoning Ordinance to require the inclusion of adequate areas for the collection and loading of recyclable materials in all development projects.

CD-1.4.4 Fire Station 2 Reuse. Encourage a proactive approach to the reuse of Fire Station 2 through a community process to examine appropriate uses, including for response to wildfire and mutual aid to nearby communities and facilities.

Policy CD-1.5 Landscaping. Emphasize the importance of landscaping to any design and the role of landscaping as a complement to the streetscape and the neighborhood.

PROGRAMS

CD-1.5.1 Landscape Plans. Continue to require landscape plans for new construction and major modification of existing structures and site improvements.

CD-1.5.2 Water Conservation. Continue to require that new landscaping plans be reviewed to assure compliance with the Water Conservation Ordinance. (See program EQ-4.4.2)

Policy CD-1.6 Public Realm. Promote a positive relationship between a structure and the adjoining public realm.

PROGRAMS

CD-1.6.1 Geographic Constraints. In order to enable safe use of buildings, use design guidelines discussed in program HS-1.2.5 to ensure that new developments and substantial remodels work within the geographic constraints of its parcel.

CD-1.6.2 Structure-Street Relationship. If a public-facing structure, new development and substantial remodels should include safe access for pedestrians, bicycles, and automobiles.

CD-1.6.3 Outdoor Lighting. Encourage the installation of LED fixtures or other equivalent energy efficient technology on streets in parking lots and for other outdoor lighting needs.

Objective CD-2 Integrate Structures with the Natural Environment and Protect Natural Features

Policy CD-2.1 Natural Features. Maintain and enhance natural site features and minimize disturbance to the natural terrain to the extent possible, consistent with permitted densities.

PROGRAMS

CD-2.1.1 Tree Removal. Require city approval for the proposed removal of any Protected Tree and enforce penalties for tree removal without approval.

CD-2.1.2 Design Review Considerations. Consider how each proposed project integrates with its natural environment through the design review process.

CD-2.1.3 Green Building Ordinance. Adopt a green building ordinance that requires green building strategies and provides targets for energy efficiency savings that meets or exceeds state building and energy codes.

Policy CD-2.2 Steep Sloping Sites. Give special attention to the design considerations for proposed development on steeply sloped sites.

See Figure 4-2: Parcel Slope

PROGRAMS

CD-2.2.1 Topography Study. Conduct a study of available topographic materials to develop a citywide slope survey and assist in the definition of steep slopes. Obtain LIDAR data and additional data from the United States Geological Survey as

needed to create mapping zones to identify where heightened review should be required due to slopes in excess of 30 percent, sea level rise, flood plains, and other natural hazards that present risks to health and safety.

CD-2.2.2 Design Standards. Develop illustrative design guidelines to provide general guidance for construction on steep slopes, including considering design review when the average gradient of a property exceeds 40 percent.

Policy CD-2.3 Challenged Sites. Consider long-term risks when developing property that is or could potentially be at risk.

PROGRAM

CD-2.3.1 Sea Level Rise Standards. When developing the sea level rise vulnerability and risk assessment (policy S-3.1) and sea level rise adaptation plan (program S-3.2.1), both of which have considerations for land subsidence, include recommendations for management of developed and undeveloped parcels at risk of sea level rise.

Policy CD-2.4 Urban Green Space. Expand and maintain urban green space throughout the city in order to moderate surface temperatures, improve environmental quality, and maintain the quality of life for the Sausalito community.

See Figure 4-3: Urban Green Space

PROGRAMS

CD-2.4.1 Tree Canopy. Identify opportunities to expand the tree canopy along city streets and in parking lots.

CD-2.4.2 Green Space Maintenance. Identify strategies to help private green space owners maintain environmentally beneficial spaces.

CD-2.4.3 Urban Farming. Identify opportunities and expand resident/business outreach to promote urban farming, community gardens, and pollinator habitats throughout the city.

Objective CD-3 Balance View Protection with Property Rights

Policy CD-3.1 Private Views. Locate and design new and significantly remodeled structures and landscape improvements to minimize the interference with primary views from structures on neighboring properties.

Some minor loss of view may be consistent with this policy if necessary to protect a property right.

PROGRAMS

CD-3.1.1 Design Review of Private View Impacts. Analyze project submittals for impacts on views from adjacent properties through Design Review.

CD-3.1.2 Fences. Continue to enforce Zoning Ordinance provisions that require fence heights to consider view blockage on adjacent properties.

Policy CD-3.2 Public Views. Locate and design new and significantly remodeled structures and other private and public improvements with consideration for their impact on significant public views and view corridors.

See Figure 4-4: View Corridors

PROGRAMS

CD-3.2.1 Design Review of Public View Impacts. Through Design Review, analyze project submittals for new and significantly remodeled structures and landscaping for their impact on views from major public vantage points.

CD-3.2.2 Map of Public Views. Develop and maintain a citywide map that identifies priority public viewpoints that should be considered for mandatory preservation.

Objective CD-4 Preserve the City's Identity and the Character of Its Communities

Policy CD-4.1 City Identity. Develop a prominent city identity.

PROGRAMS

CD-4.1.1 Identity Development. Develop a city identity that connects Sausalito's diverse neighborhoods and identities to each other.

CD-4.1.2 Identity Implementation. Use the city identity as a basis for developing design guidelines for the city's neighborhoods and sub-areas.

Policy CD-4.2 Neighborhood Character. Maintain the uniqueness of Sausalito's neighborhoods by protecting and enhancing desired attributes.

PROGRAMS

CD-4.2.1 Design Guidelines. Prepare design guidelines for commercial and residential sub-areas that provide general guidance for development proposals, but that do not limit possible design solutions.

CD-4.2.2 Objective Standards. Prepare objective development standards for commercial and residential sub-areas.

CD-4.2.3 Environmental Resilience and Adaptation. Consider incorporating principles of resilient green design in the design guidelines for new developments, as well as for outdoor spaces, public facilities, and sidewalks that support neighborhood activities described in HS-2.8.3. This may include incorporating weather shelters, water caches and emergency coordination centers in residential neighborhoods. This may also include adaptive architecture such as flood protection and backup power sources, shared food gardens, recycling spaces, and communal outdoor gathering places.

CD-4.2.4 Historic Preservation Commission. Work with the HPC to define neighborhood characteristics through design guidelines and standards, which would provide greater clarity on alterations that could be determined to constitute excessive change to historic structures.

CD-4.2.5 Universal Access. Consider incorporating principles of universal access in the design guidelines for new developments, as well as for outdoor spaces, public facilities, and sidewalks. This may include improved lighting, no-step entry, and other safety measures for individuals with mobility, sensory, and other limitations.

Policy CD-4.3 Sub-Area Qualities. Maintain the uniqueness of community sub-areas and assure that sub-area attributes are protected and enhanced.

PROGRAM

CD-4.3.1 Sub-Area Design. Design standards and objective guidelines for the commercial sub-areas should be guided by the following:

- a. **Caledonia Street:** Maintain and enhance the pedestrian streetscape and promote design compatibility with existing historical, commercial, and residential structures.
- b. **Central Waterfront (Napa Street to Spinnaker Point):** Balance commercial structures with recreational facilities and open space (water/view) enjoyment; encourage enlargement and enhancement of Dunphy Park; and expand public access to waterfront sites.
- c. **Downtown:** Maintain and enhance the pedestrian oriented streetscape, promote design compatibility with historical structures, and recognize the needs of retailers in making design decisions.
- d. **Downtown Waterfront (Spinnaker Point to Princess Street):** Balance the open water views with public amenities, provide efficient and continuous pedestrian access along and to the water, and investigate the enlargement and enhancement of the Vina Del Mar Park area.
- e. **Marinship:** Encourage the development of all industrial, commercial, and institutional sites to be as visually attractive as possible consistent with functionality.
- f. **Southern Waterfront (Princess Street to City Limits):** Maintain a primarily open, unobstructed visual character of this area.

Policy CD-4.4 Objective Standards. Establish and utilize objective standards to set required standards for development in Sausalito's communities.

PROGRAM

CD-4.4.1 Objective Standards. Develop new standards for multi-family, mixed-use, or transitional/supportive housing development that minimize personal or subjective judgment by a public official. The standards shall be uniformly verifiable by reference to an external and uniform benchmark or criterion and knowable by both development applicants and public officials.

Policy CD-4.5 Sausalito Identity. Enhance Sausalito's architectural quality and diversity, general city characteristics, and historical legacy via a design review process that has careful consideration of objective development standards and design guidelines.

PROGRAMS

CD-4.5.1 Planning Commission. Continue to give the Planning Commission a design review role.

CD-4.5.2 Design Review Findings. Continue to conduct design review through the Planning Commission according to newly developed objective standards.

CD-4.5.3 Study Session. Consider the use of study sessions for major development applications that could benefit from general design discussion to provide applicants with design directions early in the application process.

CD-4.5.4 Historic Data. Publish relevant historic data for developers and/or owners of registered historic landmarks through the City website, the Historic Preservation Commission, and the Sausalito Historical Society. Historic data should identify properties in historic districts and other properties designated as historically noteworthy.

CD-4.5.5 Streamline Process. Seek ways to streamline application process, including improved outreach, permit tracking technology, and online information and access.

Policy CD-4.6 Working Waterfront. Emphasize the Marinship's working waterfront and cultural landscape.

PROGRAM

CD-4.6.1 Marinship Design Guidelines. Design guidelines for the Marinship area should acknowledge the Marinship as an economically sustainable working waterfront maritime and industrial neighborhood.

Policy CD-4.7 Marinship Character. Promote industrial development in the Marinship.

PROGRAMS

CD-4.7.1 Design Guidelines (Marinship Character). Consider design guidelines that promote mixed use developments that retain an industrial character in the Marinship.

CD-4.7.2 Marinship Shoreline. Development in the Marinship should encourage safe public access and use of the water, maximizing the amount of real and effective shoreline area.

CD-4.7.3 Design Guidelines (Marinship Shoreline). Consider design guidelines that improve circulation, public access and use of the water, and maximize appearance of shoreline (while deferring to sea level rise policies) in the Marinship.

Objective CD-5 Enhance Public Improvements

Policy CD-5.1 Public Projects. Assure that community design considerations are carefully included in any decision involving public projects.

PROGRAMS

CD-5.1.1 Public Views. Locate and design public improvements in order to minimize their impact on public vantage points and view corridors.

CD-5.1.2 Encroachments. Consider the balance between parking, traffic congestion, and right-of-way beautification when reviewing encroachment requests on public rights-of-ways for private benefit.

CD-5.1.3 Street Landscaping. Maintain and enhance landscaping and hardscaping on major arteries, as well as at main city entrances and exit points.

CD-5.1.4 Public Spaces. Maintain and enhance public spaces, including landscaping and lighting, throughout the city.

Policy CD-5.2 Undergrounding Utilities. To alleviate public safety concerns, particularly during hazard events, reduce or eliminate overhead utilities.

PROGRAMS

CD-5.2.1 Utility Funding of Undergrounding Utilities. Continue to work with neighborhoods to facilitate local and utility company funding to underground overhead utilities.

CD-5.2.2 Citywide Assessment District. Investigate funding alternatives for undergrounding overhead utilities including the establishment of a citywide assessment district, or the combined use of public and private funds.

CD-5.2.3 Undergrounding of Utilities. Continue to enforce the municipal code requirements for undergrounding of utilities.

CD-5.2.4 Work with Utility Companies. Work with utility companies to find surface or subsurface alternatives to increasing pole heights, adding equipment, and increasing the size and

number of overhead wires. When utilities must install or replace equipment, work with utility provider to maximize equipment installation at or below ground to the extent possible.

CD-5.2.5 Prioritize Undergrounding. Investigate the possibility of prioritizing specific areas for utility undergrounding as funding becomes available. Prioritizing of undergrounding should be coordinated with Southern Marin Fire Protection District and consider the primary arteries and egresses from the city.

CD-5.2.6 Health and Safety. Refer to policy HS-2.5.

Policy CD-5.3 Signage. Enhance the appearance of main thoroughfares by reducing the visual clutter of signage while improving business vitality.

PROGRAMS

CD-5.3.1 Signage Inventory. Inventory current signage citywide and recommend measures for consolidation with funding for remediation.

CD-5.3.2 Non-Commercial Signage Regulations. Adopt and enforce a signage ordinance that regulates the number, type, location, arrangement, and appearance of non-commercial signs required by municipal, state, and federal jurisdictions to avoid duplicate signage and arbitrary placement in order to achieve an organized, visually pleasing hierarchy.

CD-5.3.3 Commercial Signage Regulations. Explore modifications to commercial signage regulations by streamlining the process in order to assist businesses in attracting customers while enhancing the appearance of the streetscape.

Policy CD-5.4 Public Improvements Coordination. Coordinate utility work with utilities, property owners, businesses, developers, and other public agencies to increase cost-sharing opportunities by minimizing the amount of necessary excavation.

PROGRAM

CD-5.4.1 Operating Public Improvements. When developing the General Fund budget and the Capital Improvement Program budget, identify ways to work with utilities, property owners, businesses, developers, and other agencies to coordinate work, share costs, and identify additional funding sources.

Objective CD-6 Respect and Maintain the Exterior Integrity of Historic Structures and Sites

Policy CD-6.1 Historic Character. Continue the city's effort to retain and enhance its historical legacy in the review of proposed projects in historic districts and of individual structures and sites with historic significance as shown on Figure 4-1.

PROGRAM

CD-6.1.1 Historic Preservation Commission Review. Maintain the city's policy to require review for a Certificate of Appropriateness by the HPC for any restoration, rehabilitation, alteration, development or demolition of projects involving historically significant structures and sites.

Policy CD-6.2 Historic Preservation Commission. Clarify the responsibilities and authority of the Historic Preservation Commission in design and construction activities that impact historic properties and sites.

PROGRAMS

CD-6.2.1 Historic Features. Continue HPC listing and documentation of Sausalito's historical features as an important reference source for new and significant remodel development proposals.

CD-6.2.2 Historic Property Ownership. Support the HPC in the publication of a compendium of the responsibilities and benefits of ownership of properties on the National Register of Historic Places, within historic districts, or otherwise designated as historically noteworthy.

CD-6.2.3 Publication. Consider a city supported pictorial publication of significant Sausalito historical structures.

CD-6.2.4 Historic Identification. Continue to assign the responsibility for identification of historic districts, historic landmarks, and noteworthy structures to the HPC.

CD-6.2.5 Historic Resources Inventory. Prepare a historic context and citywide historic resources survey so that historical consideration can be given appropriate consideration in proposed projects on historic structures.

CD-6.2.6 Period Structures. Facilitate the preservation of any period structure regardless if it is on the list of noteworthy structures by preparing advisory historic preservation guidelines for owners, architects, and contractors.

CD-6.2.7 HPC Guidelines. Recommend the general guidelines for the preservation, restoration, and rehabilitation of Sausalito's historic properties as incorporated in "The Secretary of the Interior's Standards for Historic Preservation and Guidelines for Applying the Standards."

CD-6.2.8 Mid-Century Modern Architecture. Recognize the city's mid-century modern architecture in Historic Context Statement and citywide historic resources survey.

CD-6.2.9 Historic Guidelines. Incorporate Historic Design Guidelines into appropriate sub-area design guidelines.

CD-6.2.10 Historic Context Statement. Complete the city's context statement and inventory of noteworthy structures and historic resources.

CD-6.2.11 Civic Center. Complete a Historic Structure Report for the civic center.

CD-6.2.12 Marinship Shipways. Study feasibility of preserving and maintaining the Marinship Shipways, including but not limited to giving structure historic designation as being historically significant and eligible to be listed on the California Historic Register Criteria 1 and 3 and National Register A and C.

Policy CD-6.3 Public Education. Educate and advocate for historic preservation among residents of and visitors to Sausalito.

PROGRAMS

CD-6.3.1 Sausalito Historical Society Education Programs. Cooperate with the Sausalito Historical Society to provide educational programs.

CD-6.3.2 Sausalito Historical Museum. Cooperate with the Sausalito Historical Society to maintain the Ice House as a museum and maintain archives in City Hall.

Policy CD-6.4 Mills Act. Consider adoption of the Mills Act for property tax reductions to encourage maintenance and improvements to historic properties.

PROGRAM

CD-6.4.1 Mills Act Implementation. Consider whether the Mills Act is desirable for Sausalito and develop an ordinance to implement the Mills Act if determined suitable.

Policy CD-6.5 Preservation and Resiliency. Consider historic preservation in the context of sustainability and resiliency.

PROGRAMS

CD-6.5.1 Adaptive Reuse. Promote adaptive reuse of existing historic structures and the salvage of discarded parts as a sustainable practice.

CD-6.5.2 Mitigation Plans. Incorporate mitigation measures regarding historic structures in future updates to the Climate Action Plan.

CD-6.5.3 Recovery Plans. Integrate preservation policies into recovery plans for hazardous events.

Policy CD-6.6 Tribal Consultation with Federated Indians of Graton Rancheria. Consult with the Federated Indians of Graton Rancheria on issues of mutual concern such as the continued preservation of Native American cultural resources, as well as when amending the General Plan, adopting or amending a Specific Plan, designating open space, significant development projects, review of historical tributes through public names and monuments, and at any other time as required by state law. Proactively seek to maintain communication and information exchange to foster effective government-to-government relations.

PROGRAMS

CD-6.6.1 Consultation Protocols. Develop and implement consultation protocols with the Federated Indians of Graton Rancheria (FIGR) for the early review of development proposals that meet an agreed upon criteria for review. The protocols will include criteria and thresholds for requiring FIGR project review and monitoring.

CD-6.6.2 Referral of Development Proposals. The city shall continue to require that development proposals be referred to the Northwest Information Center of the California Archaeological Inventory, Native American Heritage Commission (NAHC), local Native American Tribes, and Sonoma State University, for review

and recommendations regarding supplemental field investigation.

CD-6.6.3 Compliance with SB18 and AB52. The city shall continue to comply with SB18 and AB52 by consulting with local Native American tribes on potential disturbance, recovery, and preservation of tribal cultural resources, including development of strong consultation protocols with appropriate Native American tribe(s).

Policy CD-6.7 Equity in Preservation. Encourage the preservation of histories and the celebration of narratives of Sausalito's communities of color and other traditionally unrecognized members of the community.

PROGRAMS

CD-6.7.1 Building Preservation. Amend the Zoning Ordinance to encourage the preservation of buildings and spaces designed by architects and designers of color, women, immigrants, and other historically underrecognized members of the community.

CD-6.7.2 Resource Preservation. Amend the Zoning Ordinance to encourage preservation of historic resources connected to the history of people of color, women, immigrants, and other historically underrecognized members of the community.

Objective CD-7 Create, Enhance, and Protect Sausalito's Landscapes and Infrastructure.

Policy CD-7.1 Public Stairs. Preserve and enhance public stairs and pathways for purposes of pedestrian safety and enjoyment, as well as for emergency evacuation.

PROGRAMS

CD-7.1.1 Stairway Fee. Consider requiring a stairway fee from new development or substantial remodels to help cover the cost of development and maintenance of stairways.

CD-7.1.2 Stairway Maintenance. Consider including funding for stairway maintenance in the General Fund budget.

CD-7.1.3 Stairway Private Maintenance. Encourage property owners adjacent to public paths and volunteers to maintain and enhance public stairs and pathways.

CD-7.1.4 Stairway Program Model. Develop a model Sausalito stairs program.

CD-7.1.5 Stairway Inventory. Maintain a city inventory of stairways, including an identification system that includes, when applicable, the name and historic reference of the stairway. This inventory will be developed in partnership with the Historic Preservation Commission, the Community Safety and Disaster Preparedness Committee, the Sausalito Historical Society, and other community groups.

Policy CD-7.2 Landscape Partnerships. Encourage and support community partnerships aimed at assisting the city with landscape beautification, care, and maintenance.

PROGRAMS

CD-7.2.1 Community Partnerships. Continue to encourage the public/private partnership model by providing resources, supporting residents, businesses, and community organizations in creating, enhancing, protecting, and maintaining Sausalito's public spaces.

CD-7.2.2 Partnership Formation. Encourage residents, businesses and community sponsors and adoption programs that assist the city in providing ongoing care.

CD-7.2.3 Landscape Maintenance. Include landscaping and maintenance of landscaping as part of the infrastructure budget as a necessary and basic community service.

Policy CD-7.3 Public Realm Maintenance and Expansion. Encourage creation and enhancement of a sustainable, beautiful, and well cared for public realm, including landscaping.

PROGRAMS

CD-7.3.1 Inventory of Property. Publish an inventory of all city-owned properties and leases to aid transparency and involve community members in discussions of the public realm.

CD-7.3.2 Maintenance Budgets. Consider multi-year budgets for landscape and hardscape maintenance.

CD-7.3.3 Assessment Districts. Consider creation of assessment districts, green benefit districts, or special improvement districts to create and enhance local landscapes.

CD-7.3.4 Horticulturist Responsibilities. Consider broadening services of the consulting horticulturist to lead landscape management of the public realm in the city.

CD-7.3.5 Identifiable Landscapes. Promote and support landscapes that enhance the city identity and suit the neighborhood character.

CD-7.3.6 Climate-Appropriate Landscaping. Encourage the use of plant materials that are drought tolerant, climate appropriate, low maintenance, and fire resistant. Encourage best practices at all levels, including soil management.

CD-7.3.7 Landscaping Fees. Consider requiring fees from new development or substantial remodels to help cover the cost of landscaping and maintenance of proximate public spaces.

CD-7.3.8 Long-Term Maintenance Plans. Consider requiring that new large-scale landscape improvement projects, whether public or private, include a long-term maintenance plan.

CD-7.3.9 Strategic Plans (Public Realm). Consider including landscape improvement, other improvements to the public realm, and maintenance components in strategic plans that accompany annual budgeting process.

CD-7.3.10 Sustainable Public Realm. Consider developing an adaptation plan to incorporate sustainable practices in the growth and maintenance of a beautiful public realm.

City Landmarks and Buildings on the National Register of Historic Places

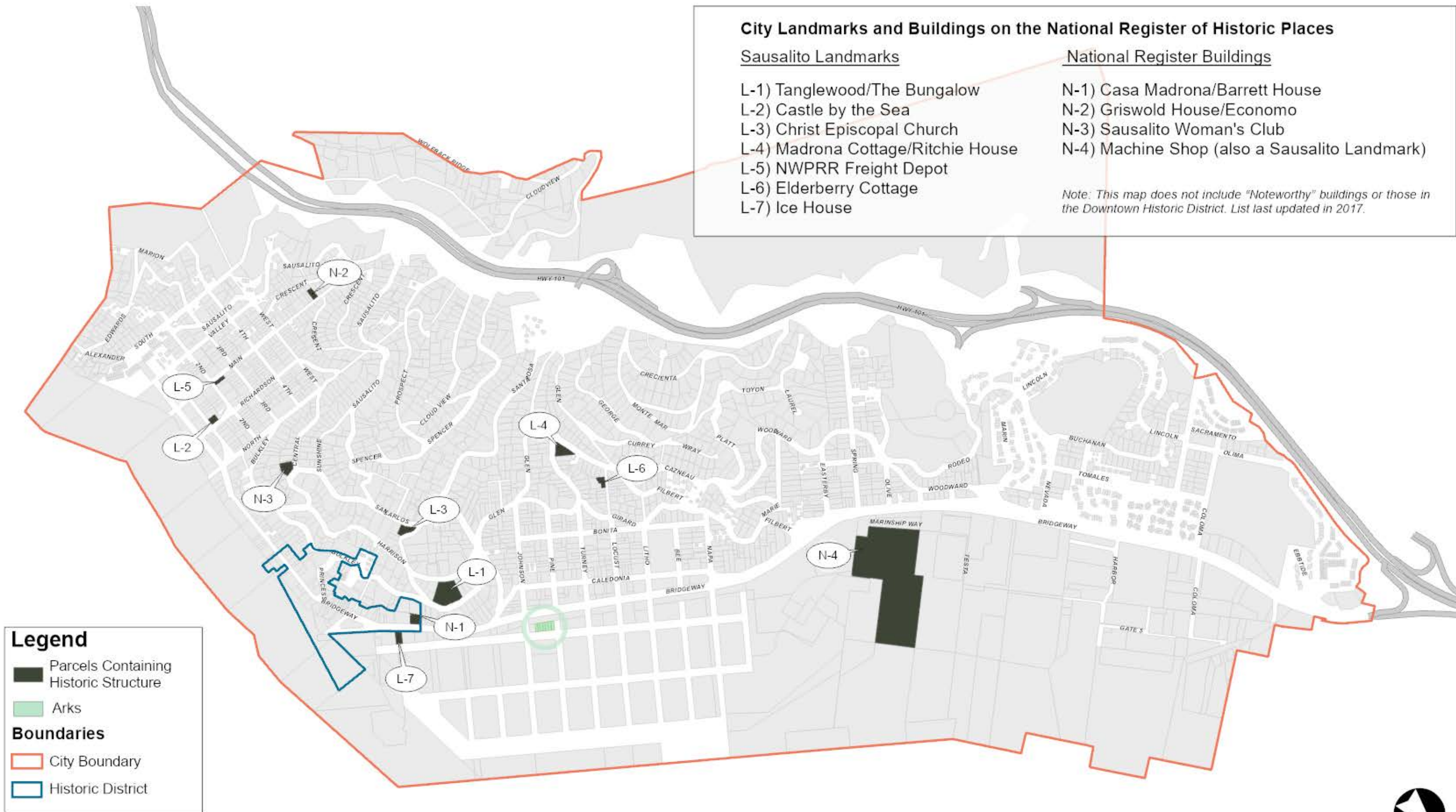
Sausalito Landmarks

- L-1) Tanglewood/The Bungalow
- L-2) Castle by the Sea
- L-3) Christ Episcopal Church
- L-4) Madrona Cottage/Ritchie House
- L-5) NWPRR Freight Depot
- L-6) Elderberry Cottage
- L-7) Ice House

National Register Buildings

- N-1) Casa Madrona/Barrett House
- N-2) Griswold House/Economos
- N-3) Sausalito Woman's Club
- N-4) Machine Shop (also a Sausalito Landmark)

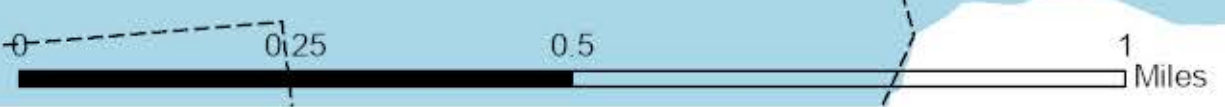
Note: This map does not include "Noteworthy" buildings or those in the Downtown Historic District. List last updated in 2017.





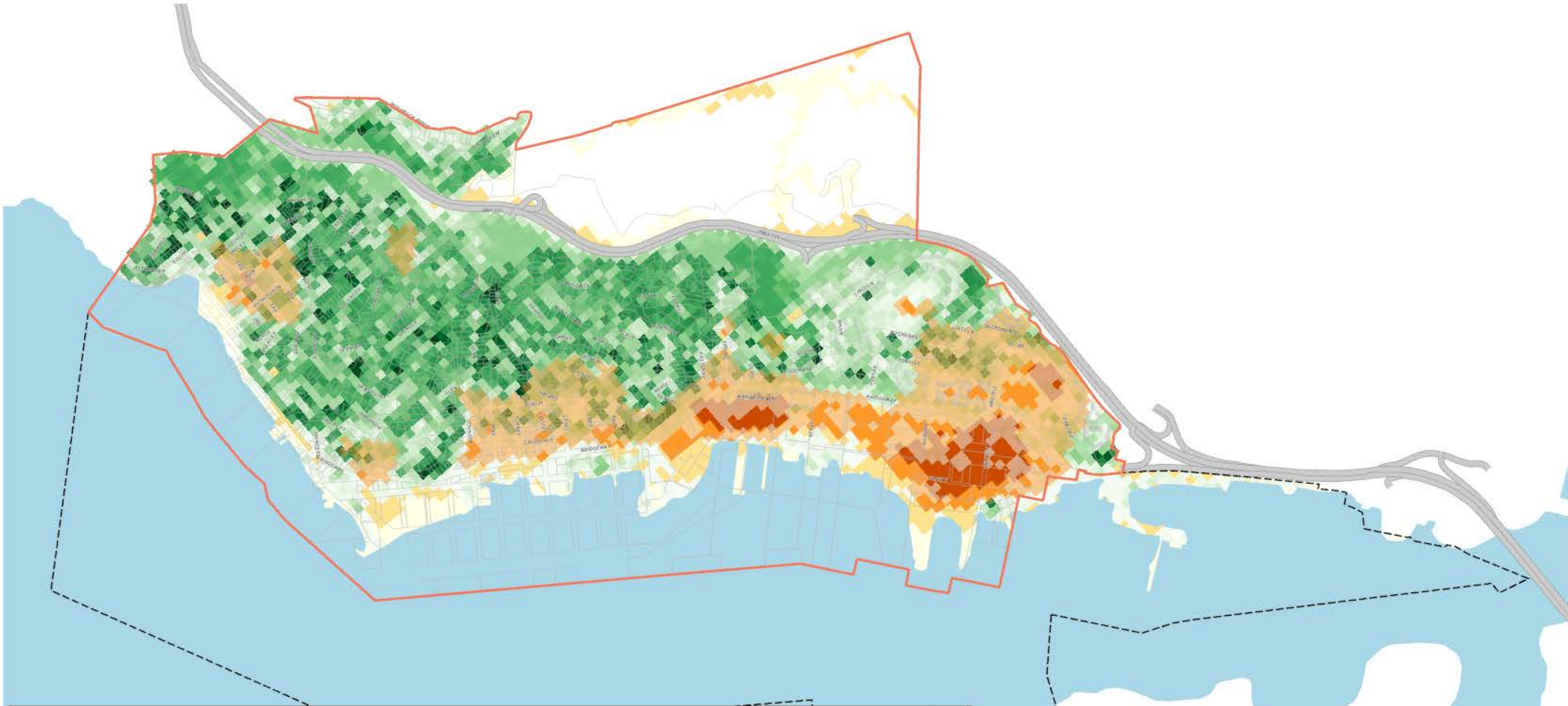
Legend

Average Slope	25° - 40°	Boundaries	Sphere of Influence
0° - 10°	40° - 66°	City Boundary	Sphere of Influence
10° - 25°	66°+		



SAUSALITO GENERAL PLAN UPDATE
FIGURE 4-2: PARCEL SLOPE





Legend

<p>Urban Tree Carbon Storage</p> <p>60 Metric Tons of CO2 Equivalent, 2010</p> <p>0</p>	<p>Urban Heat Island Effect</p> <p>Land Surface Temperature (F), 2010</p> <p>≤89.6</p> <p>≤102.2</p> <p>≤109.4</p> <p>≤116.6</p>	<p>Boundaries</p> <p>City Boundary</p> <p>Sphere of Influence</p>
------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------

Sources: Carbon Storage: Biomass, Carbon Sequestration, and Avoided Emissions: Assessing the Role of Urban Trees in California; Urban Heat Island: University of California, Berkeley. Mapping Climate Change Exposures, Vulnerabilities, and Adaptation to Public Health Risks.





SAUSALITO GENERAL PLAN UPDATE
FIGURE 4-4: VIEW CORRIDORS

This page intentionally left blank.



5

CIRCULATION AND PARKING ELEMENT

This page intentionally left blank.

INTRODUCTION

The purpose of the Circulation and Parking Element is to provide policies that implement a safe and efficient transportation system for the movement of people and goods, which is fully coordinated with the other elements of the General Plan. This Element establishes objectives, policies, and implementation programs for the circulation network that will accommodate and support the land use and economic activities planned for Sausalito through 2040.

The city seeks to lower emissions and minimize traffic congestion and promote alternative modes of travel, such as walking and biking. This will maintain mobility across mode shares and assure that future growth and change does not increase either motorist delay at intersections or vehicle miles traveled (VMT). In order to achieve this, this Element includes policies and programs to improve public transit, pedestrian and bicycle facilities, and parking and transportation management programs.

A key benefit of these improvements is making the pedestrian and bicycle experience in Sausalito more enjoyable. This includes emphasizing the city's pathways, stairways, and trails as circulation infrastructure and implementing complete streets where feasible. The experience of walking through Sausalito is as important to the city as the experience of driving through the city.

This Element recognizes that traffic and emissions are not only local issues but regional issues as well. The city will participate in countywide transportation efforts.

BACKGROUND AND CONTEXT

The Circulation and Parking Element Background describes the transportation and parking conditions and the impact of plan policies on future conditions. It outlines needed improvements to the roadway network to accommodate anticipated changes in the community. Finally, it describes the need for and intent behind other circulation and parking policies and their implementing programs.

EXISTING TRANSPORTATION CONDITIONS

Roadway Traffic System Classification

The city street system is composed of a hierarchy of streets which serve different functions in the collection and movement of traffic. Pavement width, sight distance, and travel speed generally increase as one moves from local streets to collector streets and arterials. Steep slopes and rough terrain limit street capacity due to narrow pavement width and short sight distance.

The classification of streets and highways along with typical standards and functions are described in Table 5-1 and shown on Figure 5-1. Note that many streets in Sausalito do not conform with typical standards due to their age and slope.

See Figure 5-1: Roadway Hierarchy

TABLE 5-1: STREETS AND HIGHWAYS CLASSIFICATION SYSTEM

Category	Typical Standards for Type of Street		Functions
Local Street	No. of Lanes	2	Provide access to property and carry local traffic.
	ROW Width	≤ 40'	
	Daily Traffic	≤ 500 vehicles	
Minor Collector Street	No. of Lanes	2	Provide access to property and carry traffic to arterials.
	ROW Width	40' – 60'	
	Daily Traffic	500 – 2,000 vehicles	
Major Collector Street	No. of Lanes	2	Carry local traffic to the arterial system.
	ROW Width	40' – 60'	
	Daily Traffic	2,000 – 5,000 vehicles	
Secondary Arterial Street	No. of Lanes	2+	Connect major activity centers and important traffic routes.
	ROW Width	60'+	
	Daily Traffic	5,000 – 20,000 vehicles	
Primary Arterial Street	No. of Lanes	4+	Connect the most important activities and travel routes.
	ROW Width	60'+	
	Daily Traffic	20,000 – 50,000 vehicles	
Requires limits on driveways, separate turning lanes, and are usually divided.			
Freeway	No. of Lanes	4+	Carry regional, interurban, and interstate traffic.
	ROW Width	100'+	
	Daily Traffic	50,000 – 100,000 vehicles	
Limited access, divided roadways.			

Most of the city street system is classified as local streets. The city has one freeway within its boundaries, Highway 101, which is operated by Caltrans, and one primary arterial street, Bridgeway north of Napa Street. Bridgeway from Napa Street south to Richardson Street and the continuation of the through traffic route via Richardson, Second and South Alexander Avenue are secondary arterial streets. The city's

collector street system includes Harbor Drive, Marinship Way, Caledonia Street, Spencer Avenue, and Monte Mar Drive. Specific street elements of the system include:

- 1. Freeways:** Freeways are limited access facilities designed with four to ten travel lanes for routing traffic through the county (Highway 101).
- 2. Arterials:** Arterials carry large volumes of traffic between concentrated traffic generators in the city (Bridgeway).
- 3. Local Collectors:** Typically, local collectors are two lanes with improvements and width depending on age and terrain. Local streets feed into local collectors which, in turn, lead to arterials.
- 4. Local Residential Streets:** Other streets in Sausalito serve only specific residential areas. Since the city extends up steep slopes and drainage ravines, topography creates the most serious circulation constraint. The strong desire to preserve native trees and brush cover and avoid erosion problems also discourage the construction of other than minor access ways with narrow roadbed benching and minimal cuts and fills in steeper slope areas.

Existing Transportation System

The Sausalito transportation network consists of one freeway (Highway 101), one arterial street (Bridgeway), several collector streets that connect Highway 101 with Bridgeway which primarily serve the hillside residential areas, and many residential serving streets. In addition, Sausalito is served by bus and ferry public transit systems and by several private tour bus operators. The city also has developed an extensive system of bicycle and pedestrian paths and routes.

There are no freight routes through Sausalito besides Highway 101. Commercial transportation in the city must follow local ordinances regarding circulation and loading zones.

See Figure 5-2: Circulation

Highway 101

Sausalito provides regional access through Highway 101. Highway 101 is an eight-lane freeway located along the western edge of the city and provides a bypass for traffic destined from the North Bay Area to the Golden Gate Bridge around Sausalito. Four interchanges on Highway 101 serve Sausalito including from south to north: Alexander Avenue, Spencer Avenue, Rodeo Avenue (northbound only), and the Marin City interchange which connects with Bridgeway at Gate 6 Road. The Rodeo Avenue interchange is accessible via northbound US Highway 101, the other interchanges are accessible from both the southbound and northbound directions of US Highway 101.

Bridgeway Corridor

Bridgeway is the major arterial city street in Sausalito and is located generally along or near the waterfront from south of downtown to the north city limits, where it connects with Highway 101. Between Napa Street and Richardson Street, Bridgeway is classified as a secondary arterial. For about one-half mile to the south and north of downtown, Bridgeway is a two-lane street (one lane in each direction) with a center mountable median lane for much of its length. From Napa Street to the north city limit, Bridgeway is a four-lane divided street with separate left-turn lanes at most intersections. The speed limit along Bridgeway ranges from 25 to 35 miles per hour (mph).

Public Transit

The major transit service in Sausalito is provided by Golden Gate Transit (GGT), which provides bus and ferry service between the City of Sausalito and San Francisco; and Marin Transit, which provides both local and regional bus service within Marin County. Marin Transit also operates the seasonally variable Muir Woods Shuttle, which includes a stop in Sausalito.

The use of public transit for commuting and other daily trips is higher in Sausalito than in any other Marin County community. The city does not directly provide any public transit services but works with GGT to provide necessary support infrastructure, such as transit shelters.

The tradition of higher public transit use is based on the city's pre-World War II history, when it served as the transfer point between the Marin County commuter railroad and the ferry system.



Bus Transit on Bridgeway

Golden Gate buses operate at a minimum of 30-minute headways throughout the day on Bridgeway and provide service along Highway 101, stopping at the Spencer Avenue interchange bus stops. A major transit transfer facility is operated by Golden Gate Transit just north of town at Marin City. Downtown Sausalito also functions as a transfer facility between buses and as the location where ferry feeder buses meet ferry passengers.

Bus service to the San Francisco International Airport is provided by the Marin Airporter, which stops at the Spencer Avenue interchange bus stop on 30-minute headways throughout the day.

Golden Gate Transit lines average about 32,000 riders every month. Marin Transit lines average around 44,000 riders every month.

Ferry Transit

Ferry service to and from Sausalito is accessible via the Ferry Landing located in downtown Sausalito. Ferry service at the terminal provides a connection between Sausalito and San Francisco. There are nine scheduled departures and arrivals from Sausalito to and from San Francisco on weekdays. The Blue & Gold Fleet also provides ferry service connecting Sausalito with Pier 41 in San Francisco and is frequently utilized by bicyclists. A portion of these bicyclists consists of visitors that ride their bikes to Sausalito and take the ferry back to San Francisco.

Average ferry ridership is about 64,000 per month, with seasonal fluctuations. The Golden Gate Ferry may expand service during this General Plan planning period, and the city will work collaboratively to encourage increased use of the ferry system, as discussed in policy CP-4.1.

Pedestrian Circulation

Pedestrian access within Sausalito is facilitated via sidewalks and multi-use pathways adjacent to major roadways. Along Bridgeway and Caledonia Street, sidewalks of varying widths and cross-slopes are provided along both sides of the street.

Pedestrian access to Sausalito is also linked to hiking trails to the west of the city and at the downtown Ferry Terminal, where the city is committed to improving the circulation pattern and pedestrian experience (as discussed in program CP-4.1.4).

Curb ramps are provided throughout the city to facilitate accessibility for persons with impaired mobility, persons using a stroller, or persons using other wheeled devices. Pedestrian volumes during summer months and on weekends are higher than during non-summer months and weekdays. Outside of Bridgeway and Caledonia Street, particularly on the sloping streets of Sausalito's residential neighborhoods, there are limited sidewalks. There are, however, several stairways and pathways that generally run perpendicular to streets. Maintaining, improving, and extending these pathways, as discussed in policy CP-5.7, would create a safe pedestrian alternative for circulation in Sausalito's residential neighborhoods. This could prove to be especially useful if nationwide increases in home delivery services and home health worker visitations seen due to internet commerce and residents

aging in place, respectively, occur in Sausalito and cause increases in automobile traffic congestion on residential streets.

Bicycle Circulation

See Figure 5-3: Bicycle Paths

Regional bicycle access to and from the City of Sausalito occurs via three main gateways:

1. Mill Valley – Sausalito Path (Class 1 Bikepath) (via Bridgeway/Gate 6 intersection)
2. Alexander Avenue (Class 3 Pathway) (to and from Fort Baker and the Golden Gate Bridge)
3. Ferry Landing (via Ferry Service)

Sausalito’s bicycle network currently encompasses approximately 3.6 miles of bikeways. Throughout the city, the bicycle network runs almost exclusively in a north-south direction. Bridgeway is a major bicycle route for commuters, tourist cyclists, and recreational cyclists. Many of the neighborhood streets west of Bridgeway and east of Highway 101 are extremely narrow and lack dedicated bicycle and pedestrian facilities; thus, bicyclists and pedestrians are forced to share the roadway with motor vehicles.

***“Please make Sausalito more walkable and more bike-friendly!
More park space, more green space.”***

— Marinship Workshop Participant: September 7, 2019

Steady increases in bicycle tourism has led to a demand for bicycle parking that exceeded the downtown supply. Bicycle visitors tend to park their bicycles by attaching them to or leaning them against structures not intended for bicycle parking (e.g. street sign poles, parking meters, trees). The prevalence of this practice results in hindered pedestrian access along city sidewalks and has resulted in legislation and increased bicycle parking regulation enforcement under both the Vehicle Code (California Vehicle Code Section 21211) and the Sausalito Municipal Code. Creative systems have been set up in the busy tourist months to designate a specific area near the ferry terminal where bicycles usually utilized by tourists can be deposited in an organized manner. This has helped to decrease bicycle parking violations and reduce sidewalk obstructions.

The City of Sausalito periodically updates its Bicycle and Pedestrian Master Plan, a document that sets policies, programs, and priorities for the maintenance and improvement of bicycle and pedestrian access within the city.

From 2016 through 2019, the Sausalito Police Department conducted annual reports on summer bicycle seasons.¹ According to these reports, there has been a gradual decline in bicycle traffic coming into Sausalito from the south end of the city each year. While many of the patrons that utilize Sausalito's different bicycle paths may not be residents of the city, Sausalito's bicycle systems are part of a larger regional bike system which is expected to grow in the future with the introduction of alternative modes of travel such as electric bicycles.

The city should consider whether the decrease in bicycle traffic is a goal in light of the city's objectives to enhance bicycle and pedestrian circulation (objective CP-5), reduce emissions (objective S-1), and promote economically-sustainable tourism (objective E-7).

School Traffic

In addition to public transit bus systems, bus transit connects students to schools both within Sausalito and outside city limits. The city supports these buses as well as the Safe Routes to School (program CP-5.2.2).

Tourist Traffic

A substantial share of traffic in Sausalito is associated with the tourism industry. The worst traffic problems occur on weekends in the downtown area. The rest of the city street system has relatively little traffic congestion aside from some weekday traffic around the Marinship. There were 12 percent more weekend trips than weekday trips on Alexander Avenue into Sausalito (8,066 to 7,200 trips). In addition, tourist bicycles made up half of bicycle trips at the South Gateway corridor in summer 2015 and 40 percent of bicycle trips in January 2016.² The data is based on citywide trip making. The visitor trips as a share of total would be much higher if just the downtown area were considered.

"We should require clean air tour buses!"
— Visioning Workshop Participant: June 23, 2018

¹ As of July 2020, the City's Bicycle Management reports are available at:
<https://www.sausalito.gov/city-government/hot-topics/bicycle-management>

² Transportation Authority of Marin (2016)

Bicycle volumes also increase at Sausalito's South Gateway.³ 5,500 bicyclists use the South Gateway on an average Saturday, 130 percent more than the 2,400 bicyclists on an average Saturday.⁴ Bus ridership on Golden Gate Transit bus and ferry use also peak in summer months.⁵ The heavy reliance by visitors on the automobile as the primary mode of access to Sausalito is a major contributor to the traffic and parking problems experienced in the downtown area during peak season weekends.

Parking Needs

Parking availability has been identified by both residents and business owners as a serious concern with two separate components:

1. Visitor parking demand in the downtown area can overload the existing supply, making local resident and worker parking difficult.
2. Demand for parking in residential areas exceeds supply due to the existing narrow street system.

See Figure 5-4: Parking

There are about 1,600 parking spaces, both public and private, in the downtown area.⁶ There are more weekend spaces available because some of the spaces reserved on weekdays for long-term use by employees are not needed on the weekends.

In the downtown area on busy weekend days, there are periods of time when parking demand exceeds the available parking supply. Visitor parking demand in the downtown area on typical summer weekend days is estimated to exceed 300 spaces at certain times.⁷ This leaves virtually no parking available on summer weekends in the downtown area for residents. On weekdays in the summer and on mild clear weekend days in the winter, the demand for visitor parking occasionally threatens to overwhelm the capacity of the existing parking supply. However, during all other parts of the year and on weekdays, visitor parking demand is less than the total supply.

³ *City of Sausalito South Gateway Complete Street Study* (Parisi and Associates: 2016)

⁴ *Comprehensive Existing Conditions Report Chapter 4: Circulation and Parking Management* (2019). P. 52

⁵ *Comprehensive Existing Conditions Report Chapter 4: Circulation and Parking Management* (2018). P. 59

⁶ Table 1, *Sausalito Downtown Shared Parking Model Update* (Robert I Harrison: 2015). P. 5

⁷ Summary, *Sausalito Downtown Shared Parking Model Update* (Robert I Harrison: 2015). P. 2



On-street Parking in a Residential Neighborhood

The problems of parking in residential areas stem from the fact that many of the hillside streets that serve these areas are narrow and do not have adequate space for safe on-street parking. Extensive on-street parking can make it difficult for fire and police vehicles, as well as disaster preparedness and pedestrian circulation. In addition, some of the older developments in hillside areas do not provide adequate off-street

parking, forcing residents and visitors to seek parking on nearby streets.

In the Marinship area, Schoonmaker Beach provides an opportunity for public access to a beach and shoreline pathway. When the property on which the beach is located was developed, only six public parking spaces were required and provided. Due to the popularity of the beach area, the public parking that is provided has proved to be inadequate. In the interest of pursuing alternative modes of transportation while ensuring that there is adequate public parking in this area over the life of this Plan, opportunities to facilitate travel to and from Schoonmaker Beach should be explored.

Parking management is changing broadly due to changing circulation patterns and rapidly developing vehicle technology. As part of this General Plan's objective to manage parking demand (objective CP-2), there are several policies and programs to develop innovative parking management systems that work within neighborhood circulation patterns to minimize vehicle miles traveled and parking-related congestion.

Vehicular Traffic Volumes

Since the 1995 General Plan was developed, there has not been a substantial increase in daily motor vehicle trips.⁸ Motor vehicle traffic volumes have slightly decreased over the last 22 years.⁹

⁸ Comprehensive Existing Conditions Report Chapter 4: Circulation and Parking Management (2018). P. 37

⁹ Comprehensive Existing Conditions Report Chapter 4: Circulation and Parking Management (2018). P. 37

Level of Service

The 1995 General Plan evaluated intersection traffic operations based on the motor vehicle volume to capacity (V/C) ratio for each of the signalized intersections in Sausalito and established a level of service (LOS) C as the desired level of service for intersections along Bridgeway. At the time the 1995 General Plan was developed, V/C ratio was the standard used in evaluating intersection operating conditions. However, the industry standard has since shifted to the evaluation of motorist delay at intersections. The General Plan measures motorist delay and provides for a transition to the new state standard of vehicle miles traveled for California Environmental Quality Act (CEQA) purposes as discussed below, however, LOS thresholds should be maintained for evaluation of some projects, separate from CEQA purposes.

Vehicle Miles Traveled

Signed into law in 2013, SB 743 required the Office of Planning and Research (OPR) to update the existing methods for evaluating transportation impacts under CEQA to achieve the state's greenhouse gas reduction targets. In response, OPR established a VMT metric to assess traffic impacts instead of the prevailing LOS standard, which represents a significant shift. VMT is a performance measure that relates motor vehicle trip mobility to the performance of traffic facilities within a predefined location. While VMT only includes vehicle trip counts, the metric inherently accounts for the benefits of transit and active transportation trips that reduce motor vehicle travel.

VMT allows for the evaluation of traffic impacts associated with greenhouse gas emissions (GHG). For example, increases in VMT for gasoline-powered vehicles would cause an increase in the GHG emissions from vehicles making these trips. OPR established a VMT metric, a performance measure that relates motor vehicle trip mobility to the performance of traffic facilities within a predefined location, to assess traffic impacts. VMT policies have been incorporated into the General Plan. VMT data can help in evaluating policies and strategies that support improved public health outcomes related to air quality, road traffic injuries and fatalities, and physical activity from transportation. The Circulation and Parking Element considers travel, traffic, and commute factors that are unique to Sausalito that should be factored into the future conditions traffic analysis and assessment of VMT. Previous examination of these types of impacts included LOS analysis at intersections. While the traffic industry is moving away from this type of analysis on some occasions a LOS analysis may be relevant to examine all impacts related to circulation.

The City of Sausalito, along with the rest of Marin County, uses the Transportation Authority of Marin Demand Model (TAMDM) as its VMT model. TAMDM was published in April 2019 to serve as a uniform database on traffic impacts.

This General Plan considers travel, traffic, and commute factors that are unique to Sausalito that should be factored into the future conditions traffic analysis and assessment of VMT.

Greenhouse Gas Emissions

Transportation decisionmakers can use VMT data to track the effects of implemented policies and strategies on the reduction of traffic on local roadways. VMT data can also help in evaluating policies and strategies that support improved outcomes related to air quality, road traffic injuries and fatalities, and health benefits of active transportation.

VMT differs from V/C and LOS in that, the former focuses on reducing overall congestion systemwide, and the latter focuses on reducing congestion at individual intersections. The use of VMT as a performance measure allows for the evaluation of traffic impacts associated with greenhouse gas emissions. It can be measured as a total or on a per-capita basis and can be used to estimate fuel consumption by motor vehicles for distances traveled. Increases in VMT for gasoline-powered vehicles corresponds to increases in the GHG emissions from vehicles making these trips.

Trends in Transportation

Advances in transportation technology and shifting attitudes towards automobile-centered travel has given rise to new trends in transportation.

Car-sharing (e.g. Zipcar, GetAround) and Transportation Network Companies (TNC) (e.g. Uber and Lyft) continue to gain popularity in place of vehicle ownership. The average annual vehicle miles traveled by young people (16- to 34- year-olds) in the U.S. has decreased by more than 23 percent over the last 20 years.

“Ease of movement throughout one's hometown is certainly a priority in the fast-paced and shrinking world.”

— Billie L. Anderson: 1995 General Plan

Micro-mobility devices, such as bicycle and scooter sharing, are also gaining popularity. By 2040, the number of hybrid and electric vehicles is expected to increase to about 50 percent of private motor vehicles.¹⁰ Furthermore, trends

¹⁰ *Global EV Outlook 2019* (International Energy Agency: May 2019)

towards autonomous vehicles (i.e. self-driving cars) is expected to continue. In the future, cities may need to consider autonomous vehicles when planning infrastructure improvements.

Transportation technology includes parking technology. Electric vehicles (EV) often require EV charging stations available as part of parking services, and electric bicycles and micro-mobility devices may require more complex parking than traditional bicycle parking installations. In addition, automated parking systems such as car elevators or for traditional vehicles can help intensify parking density in high-demand areas.

OBJECTIVES, POLICIES, AND PROGRAMS

Objective CP-1 Design the Street Network to Accommodate Future Needs

Policy CP-1.1 Street Network. Emphasize maintenance and improvements to the street network that will not require construction or major roadway widening.

PROGRAMS

CP-1.1.1 Budget for Roadway Improvements and Maintenance. Maintain an annual Capital Improvement Program (CIP) which funds necessary roadway improvements and maintenance.

CP-1.1.2 Roadway Improvements. Implement the roadway improvements as described in the Circulation and Parking Element Background and Context.

CP-1.1.3 Downtown Circulation. Consider exploring and developing an implementation strategy describing methods to fund public access improvements, including pedestrian, bicycle, and vehicular circulation, in the downtown.

CP-1.1.4 Marinship Infrastructure Needs. Consider coordinating with the county and other stakeholders to commission an Engineering Analysis to examine the infrastructure costs and scenarios across the Marinship area to better inform the cost/benefit choices available to the city, property owners, and businesses in the Marinship. This analysis would establish goals and identify funding sources for a study to address public access improvements (including pedestrian, bicycle, and vehicular circulation); roadway, sidewalk, and drainage improvements; and sea level rise adaptation needs, challenges and solutions. The analysis would also take into consideration the unique needs of industrial businesses in the Marinship, including heavy equipment and deliveries.

Policy CP-1.2 Local Resident Streets. Discourage through traffic on residential streets, including by establishing a community relationship with navigation software companies.

PROGRAMS

CP-1.2.1 Commuter Through Traffic. Investigate methods to minimize commuter through traffic in residential areas including the consideration of expanding existing regional bike facilities through Sausalito.

CP-1.2.2 Navigation Company Outreach. Research and implement best practices to work with network software companies to minimize through traffic on residential streets in the city.

Policy CP-1.3 On-Street Parking. Only allow on-street parking that does not significantly interfere with through traffic.

PROGRAMS

CP-1.3.1 On-Street Parking Restrictions. Consider restricting on-street parking on primary arterial roadways in order to maintain the desired VMT standards and provide safer bicycling facilities.

CP-1.3.2 On-Street Parking Prohibition. Consider prohibiting on-street parking where traffic conditions warrant such prohibition.

CP-1.3.3 On-Street Parking (New Development). Provide for additional on-street parking as a condition of approval for new development where right-of-way exists, parking can be provided without serious environmental degradation, and on-site parking is provided.

CP-1.3.4 Signal Timing. Optimize the timing of signalized intersections and install necessary equipment.

Policy CP-1.4 Traffic Report Card. Produce an annual traffic report showing traffic conditions during the transition from a level of service method of analysis to a vehicle miles travel method of analysis.

PROGRAMS

CP-1.4.1 VMT Standard. Transition to a citywide VMT standard when considering traffic impacts of new development, in keeping with CEQA requirements.

CP-1.4.2 VMT Transition. Fund and maintain a program that supplies an annual Traffic Report Card with both level of service and vehicle miles traveled data throughout the LOS-to-VMT Transition process.

Policy CP-1.5 Underground Infrastructure. When possible, synchronize the timing of street improvements with infrastructure improvements, such as utilities, sewers, and green infrastructure.

PROGRAM

CP-1.5.1 Undergrounding Sequencing. Attempt to sequence CIP and other infrastructure projects to align street repair with utility undergrounding and green infrastructure installation.

Policy CP-1.6 Level of Service (LOS) Standard. Maintain a letter grade level of service of "D" for signalized intersections during the P.M. weekday peak hour except on Johnson, Bay, and Princess Streets (which are not given an LOS Standard).

PROGRAMS

CP-1.6.1 Periodic Monitoring. Establish and maintain a monitoring system that would perform periodic traffic counts to determine the operating level of service status for the city's signalized intersections.

CP-1.6.2 Roadway Improvements. Implement the roadway improvements as described in the Circulation and Parking Element Background when the monitoring program identifies any signalized intersection along Bridgeway that is approaching a level of service of LOS E or lower.

CP-1.6.3 State or Federal Funding. Investigate whether state or federal funds may be utilized to help maintain roadway functionality.

Objective CP-2 Manage Parking Demand

Policy CP-2.1 Parking Standards. Establish parking standards for uses citywide that will reduce emissions, enhance streetscapes, manage parking demand, enhance economic development needs, and advance design, historic preservation, and safety policies. Consider increasing price of residential parking permits.

PROGRAMS

CP-2.1.1 Zoning Ordinance (Parking). Periodically review and revise the citywide parking standards to balance parking demand with sustainability goals and best practice standards.

CP-2.1.2 Neighborhood Parking Needs. Consistent with policy LU-1.9, review neighborhood parking needs to ensure that on-site parking is addressed.

CP-2.1.3 Garages. Consider Zoning Ordinance amendments that would require garages be used for parking purposes.

CP-2.1.4 Alternative Caledonia Parking Designs. Explore alternative designs for on-street parking, such as diagonal parking, public meter parking, or other alternatives along Caledonia Street and its feeder streets.

CP-2.1.5 Accessory Unit Ordinance (Parking). Include parking standards in the development or revision of an accessory dwelling unit ordinance to the extent that such standards maintain consistency with state law.

CP-2.1.6 Zoning Ordinance (Parking). Maintain and update parking requirements to allow liveaboards in recreational marinas.

CP-2.1.7 Public Access. Provide dedicated public parking spaces where development applications are required to provide public access.

CP-2.1.8 Electric Vehicle Plan. Implement the Electric Vehicle sections of the Low Emissions Action Plan and the Climate Action Plan, including installation of electric vehicle charging stations where appropriate.

Policy CP-2.2 Downtown Parking. Limit new land area for parking in city-owned lots in the downtown area in order to beautify Sausalito, considering parking management strategies and high-density parking. The land area now occupied by Municipal Parking Lots 1, 2, 3, and 4 shall not be used for purposes other than public parking lot uses without voter approval, per Ordinance 1128 (1997).

PROGRAMS

CP-2.2.1 Downtown Parking. Periodically review the parking dimensions of spaces in the downtown parking lots and re-stripe spaces to reflect best practices.

CP-2.2.2 Downtown Curb Management. Develop curb management policies that reflect the growth in micro-mobility devices and transportation network company drop-offs and pick-ups, as appropriate.

Policy CP-2.3 Commercial Area Parking. Improve signage and adjust parking restrictions in commercial areas to reduce emissions, improve streetscapes, and manage parking demand.

PROGRAMS

CP-2.3.1 Commercial Area Parking. Incorporate safe streetscapes, bicycle facilities, and improved signage into commercial area design guidelines where feasible.

CP-2.3.2 Low Emissions Implementation. Incorporate implementation measures contained in the Low Emissions Action Plan and Climate Action Plan.

CP-2.3.3 Charging Station Mandate. Update the Zoning Ordinance to require the provision of charging stations and bicycle parking at new commercial buildings.

CP-2.3.4 Centralized Bicycle Parking. Encourage a centralized bicycle parking area during the tourist season to minimize impact on the community. Encourage bicycle parking year-round for residents who commute, including the potential for bike lockers.

CP-2.3.5 Parking Demand Management. Reevaluate parking needs periodically, including during peak demand periods, to determine if further parking demand management strategies and capital improvements are needed to accommodate parking demand.

Policy CP-2.4 Cooperation with Local Businesses. Work cooperatively with local business interests in developing programs to reduce traffic, emissions, and vehicle miles traveled, as well as to minimize parking impacts.

PROGRAMS

CP-2.4.1 Employee Parking Program. Consider the feasibility of employee parking programs in worker-rich areas of the city (downtown and the Marinship) to reduce employee parking impacts on neighboring residential and commercial areas.

CP-2.4.2 Employer Outreach. Develop a list of commuter VMT reduction strategies and share with city businesses.

CP-2.4.3 Trip Reduction Ordinance. Continue to update and enforce the adopted Trip Reduction Ordinance, which requires employers with 50 or more employees to provide incentives for employees to use transportation alternatives in their commute.

CP-2.4.4 Downtown Shared Parking Model. Continue to update and implement the Downtown Shared Parking Model.

Policy CP-2.5 Residential On-Street Parking. Manage the supply of on-street parking in residential areas.

PROGRAMS

CP-2.5.1 Residential Parking Goals. Develop goals for parking on residential streets that include preserving neighborhood character, promoting circulation safety, and potentially managing household delivery and home health services.

CP-2.5.2 Residential Parking Permits. Reevaluate the residential parking permit programs in residential neighborhoods in light of the goals developed as part of program CP-2.5.1.

CP-2.5.3 Residential Permit Prices. Consider increasing the prices of residential parking permits.

Policy CP-2.6 Vehicle Technology. Apply relevant implementation measures to ensure the city's streetscape designs support the needs of new vehicular technology.

PROGRAMS

CP-2.6.1 Reduce Emissions. Incorporate best practices, including those described in policy S-1.1, to promote low-emission and zero-emission transportation alternatives over gas-powered automobiles in the city.

CP-2.6.2 Charging Stations. Identify and implement ways to increase availability of electric vehicle charging stations at city facilities and encourage charging stations at key privately-owned locations.

CP-2.6.3 Circulation Study. Conduct a study of how changing trends in transportation, including micro-mobility, transportation network companies, increased home delivery of goods and services, and other technology trends affect Sausalito, and implement its findings, as appropriate.

CP-2.6.4 Circulation Safety. Consider developing and maintaining curbside management and parking demand management policies, as well as other circulation policies that promote safe application of emerging technology, including transportation network companies.

CP-2.6.5 Senior Transportation. Consider promoting improvements to on-demand transportation options, including volunteer driver programs such as Call A Ride for Sausalito Seniors (CARSS) and transportation network company programs, to senior adults as appropriate.

Objective CP-3 Maximize Public Transit Service

Policy CP-3.1 Public Bus Service. Encourage the maintenance of a safe, efficient, and reliable bus service.

See Figure 5-5: Bus Infrastructure

PROGRAMS

CP-3.1.1 Downtown Transfer Station. Investigate ways to improve the downtown transit stop to be a full-service transfer station, if possible and desirable by the city.

CP-3.1.2 Enhance Bus Stops. Work with the GGT and Marin County Transit District (MCTD) to provide bus stop amenities that facilitate greater use by Sausalito transit riders.

CP-3.1.3 Direct Commuter Service. Work with GGT and MCTD to provide direct (no transfer) commuter service for people employed in Sausalito.

CP-3.1.4 Bus and Ferry Service Levels. Continue to work with the Golden Gate Bridge, Highway and Transportation District when proposals for change from existing bus and ferry service levels are received.

Policy CP-3.2 Alternative Transportation. Improve the efficiency of the existing transportation system and reduce the reliance on the private automobile by emphasizing alternative transportation modes.

PROGRAMS

CP-3.2.1 Shuttle Service. Explore alternative forms of transit service, including recommendations from the Low Emissions Action Plan and Climate Action Plan, such as shuttle service from remote parking sites and local shuttle bus service throughout the community.

CP-3.2.2 School Bus System. Promote school bus usage by school systems and families.

CP-3.2.3 Information on Transit. Work with local businesses to provide information on transit alternatives for distribution at local stores and hotels.

CP-3.2.4 Carbon-Free Sausalito. Encourage that all transit options in Sausalito be carbon-free by 2040 without reducing local transit services that are relied upon by low-income transit riders.

Policy CP-3.3 First/Last Mile Programs. Expand first- and last-mile programs to connect transit to destinations, aligning with Metropolitan Transportation Commission goals.

PROGRAMS

CP-3.3.1 Multimodal Considerations. Identify and implement best practices to link public transit to rideshare and micro-mobility platforms.

CP-3.3.2 Caltrans Park-and-Ride. Work with Caltrans to encourage safe park and ride areas at the Spencer Avenue and Marin City freeway interchanges.

CP-3.3.3 Transit District Park-and-Ride. Work with GGT and MCTD to coordinate the level of bus services provided with the amount of parking available. Monitor the use of public parking by commuters.

Objective CP-4 Provide for Water-Based Transportation

Policy CP-4.1 Ferry System. Promote increased patronage of the ferries while protecting the area near the ferry terminal from overly intensive use.

PROGRAMS

CP-4.1.1 Improved Service. Support the efforts of ferry service providers to improve passenger service and more efficient loading areas.

CP-4.1.2 Information on Ferry Service. Encourage the ferry service providers to prepare information about the ferry as an alternative to the automobile. Assist with distributing this information to the local and San Francisco visitor industry.

CP-4.1.3 Bus/Ferry Connections. Encourage the transit district to improve the ferry and bus connection points as well as timing of the schedules.

CP-4.1.4 Pedestrian Circulation. Encourage safe and enjoyable pedestrian circulation surrounding the ferry terminal.

CP-4.1.5 Multimodality. Improve rideshare, bicycle parking, and micro-mobility staging near the ferry terminal.

Policy CP-4.2 Water-Based Circulation. Leverage existing waterfront infrastructure to support potential small-craft transportation services.

PROGRAM

CP-4.2.1 Small-Craft Shared Mobility. Consider the feasibility of small-craft shared mobility platforms in Sausalito (see program W-2.2.2).

Objective CP-5 Enhance Bicycle and Pedestrian Circulation

Policy CP-5.1 Bicycle Master Plan. Plan, design, implement, and maintain bicycle infrastructure in Sausalito according to the Bicycle Master Plan.

PROGRAMS

CP-5.1.1 Master Plan Updates. Continue to update, implement and maintain the Sausalito Bicycle Master Plan.

CP-5.1.2 Community Involvement. Maximize community involvement in the Bicycle Master Plan planning process through workshops, surveys, public hearings, and coalitions with local businesses, clubs, and organizations served by the bicycle system.

CP-5.1.3 Local Bicycle Trips. Promote local bicycle trips by Sausalito residents and workers when updating the Bicycle Master Plan, including encouraging trips to commercial areas of the city.

CP-5.1.4 Bicycle Coordinator. Appoint a City Bicycle Coordinator to volunteer as a liaison between city staff and local bicyclists, clubs, organizations, businesses, the media, and the general community. The Bicycle Coordinator will support staff in identifying funding opportunities and coordinating discussions with interested parties to improve bicycle infrastructure connectivity within the city and between the city and neighboring jurisdictions.

CP-5.1.5 Update Plan. Review and update the Bicycle Master Plan on a regular basis, consistent with Caltrans and General Plan Standards.

Policy CP-5.2 Bicyclist Safety. Provide a safe environment for bicycling along city streets and bicycle trails.

PROGRAMS

CP-5.2.1 Bicycle Trail Maintenance. Include bicycle trail maintenance in the infrastructure budget to maintain trails, especially for lighting and in response to the projected impacts of sea level rise and ground subsidence.

CP-5.2.2 Safe Routes to School. Support the Safe Routes to School Program.

Policy CP-5.3 North-South Greenway. Link Sausalito to countywide bicycle routes such as the North-South Greenway.

See Figure 5-6: North-South Greenway

PROGRAMS

CP-5.3.1 Bridgeway Bikeway South. Consider installation of a Class IV Bike facility along portions of Bridgeway. Install new lane striping, signing, and other improvements to enhance the Bridgeway corridor (Alexander Avenue, South Street, Second Street, Richardson Street, and Bridgeway) from the south city limits to Johnson Street as a largely Class III Bike facility with Class II facilities where feasible.

CP-5.3.2 Bridgeway Bikeway North. Consider modifying the street alignment on Bridgeway to include a Class IV Bikeway, if feasible.

CP-5.3.3 North-South Family Bikeway. Complete and enhance the existing off-street bike path to provide a largely Class I Bike facility parallel to Bridgeway from Johnson Street, through the Marinship area, and to the northern city limits.

CP-5.3.4 Bicycle Parking in Public Areas. Install bicycle parking specifically for Sausalito community members when where feasible, and provide other bicycle infrastructure facilities in public areas, parks, institutions, and commercial and transportation centers, particularly in the downtown and ferry landing area after appropriate public hearing and design review approval.

CP-5.3.5 Bicycle Parking Standards. Amend the Zoning Ordinance to require bicycle parking facilities and standards for new development, redevelopment, and/or intensification of existing developed sites.

CP-5.3.6 Shoreline Pathways. Encourage the construction of segments of a shoreline shared pedestrian/bicycle pathway that support a Path of Honor as described in program W-1.3.2.

CP-5.3.7 Fort Baker Shuttle. Consider working with the National Park Service to develop a shuttle system between Fort Baker and Sausalito that, aside from reducing automobile trips in Sausalito, can be used by bicyclists to bypass the most constrained portions of the Bridgeway corridor from the downtown to the southern city limits.

CP-5.3.8 Electric Bike Charging Stations. Consider installation of electric bike charging stations, safe bicycle parking (including lockers), and other bicycle infrastructure in key areas of the city to support alternative modes of travel.

Policy CP-5.4 Bridgeway Bikeway South: Long-Term Solutions. Investigate and study long-term solutions to either ameliorate or bypass the most constricted and/or congested conditions at Alexander Avenue, South Street, and Bridgeway south of the downtown.

PROGRAM

CP-5.4.1 Class I, II or IV Bike Route Alternatives. Seek funding to study the feasibility of developing Class I, Class II, or Class IV bike facilities along the North-South bicycle route system, south of downtown through cooperative efforts with the County of Marin, Golden Gate National Recreation Area (GGNRA), Caltrans, GGT, MCTD, and other relevant agencies.

Policy CP-5.5 Bicycle Route Design and Standards. Ensure that all existing and proposed bike routes, lanes, paths, and intersections are compliant with the most up-to-date standards to reduce conflicts between bicyclists, vehicles, and pedestrians, promote safety, and encourage the use of nonmotorized travel modes.

PROGRAM

CP-5.5.1 Bike Route Design. Develop definitions and standards for bicycle routes, lanes, paths, and intersections in the Bicycle Master Plan to comply with the design standards of Caltrans and the Metropolitan Transportation Commission.

Policy CP-5.6 Regional Bicycle and Pedestrian Trails. Continue to support the San Francisco Bay Trail, Bay Area Ridge Trail, and other agencies and jurisdictions in their efforts to provide bicycle and pedestrian trails throughout the nine counties of the San Francisco Bay Area.

PROGRAMS

CP-5.6.1 Signage Program. Work with the Association of Bay Area Governments (ABAG) and the San Francisco Bay Trail Project to establish a signage program for the portion of the Bay Trail that currently runs through the city. Consider the development of

a wayfinding signage program to direct members of the public to specific areas of the city.

CP-5.6.2 South Connector Trail. Work with ABAG and the San Francisco Bay Trail Project to provide a connector trail from the Ferry Terminal south to East Fort Baker.

CP-5.6.3 Regional Bike Route Alternative. Work with the County of Marin, GGNRA, Caltrans, GGT, MCTD, and other relevant agencies to establish an alternate north-south connector bike route to bypass the urbanized areas of Sausalito and alleviate bicycle through-traffic on Bridgeway, particularly in the south corridor.

CP-5.6.4 Vista Point Trail. Work with regional partners to establish Vista Point bike trail from Vista Point to Fort Baker.

Policy CP-5.7 Pedestrian Trails and Paths. Maintain, improve, and extend existing public paths and stairways for safe use by residents and establish new pathway connections to complete the system as shown on Figure 5-2.

PROGRAMS

CP-5.7.1 Priority Segments. Implement a study of all existing stair systems and public easements to identify the priority stair connectors that can be utilized as emergency exits and implement improvements to these systems.

CP-5.7.2 Connector Segments. Consider purchasing connector segments to complete the pedestrian trail and pathway system.

CP-5.7.3 Access Easements. Require new projects, as appropriate, to dedicate access easements.

CP-5.7.4 Paper Streets. Investigate the use of existing unimproved portions of public rights-of-way as new pathway connectors.

CP-5.7.5 Private Encroachments. Identify private encroachments onto trail and pathway easements and restore those trails and pathways wherever possible.

CP-5.7.6 Trail Maintenance Coordination. Establish a maintenance program, in coordination with private property

owners and other public agencies, for the regular maintenance of pathways and walkways.

Policy CP-5.8 Pedestrian Safety. Provide a safe walking environment along city streets and pathways.

PROGRAMS

CP-5.8.1 Coordination with School District. Coordinate with the School District and the Transit Agency of Marin to identify Safe Routes for children on the way to school.

CP-5.8.2 Lighting. Study options to provide unobtrusive lighting on pathways and steps such as along Bridgeway and the waterfront (see program HS-1.5.1).

CP-5.8.3 Regular Maintenance. Schedule regular maintenance of the city's pathways and steps in the General Fund budget whenever feasible (see program EQ-3.5.1).

CP-5.8.4 Pedestrian/Bicycle Information. Establish outreach campaign on the benefits of walking and/or biking for residents and workers.

Policy CP-5.9 Accessibility. Ensure city sidewalks and pathways are accessible for people of all abilities.

PROGRAMS

CP-5.9.1 Review of New Projects. Continue to review all projects, including installations of ramps and curb cuts, for compliance with accessibility standards in accordance with Title 24 of the California Administrative Code and the Americans with Disabilities Act of 1991.

CP-5.9.2 Sidewalk Repair Program. Develop a sidewalk repair program to assist residents with repair of their sidewalks to minimize hazards to pedestrians.

Policy CP-5.10 Complete Streets. Implement complete streets to improve the safety and connectivity of walking and cycling in the city where feasible.

PROGRAM

CP-5.10.1 Complete Streets Implementation. Implement a complete streets policy to include multi-modal aspects of access

improvements, including but not limited to bicycle access, pedestrian improvements, and accessibility improvements, to all capital projects wherever practical.

Policy CP-5.11 Development Plan Review. New development and substantial remodels in the Marinship should give special attention to the establishment and enhancement of pedestrian and bicycle pathways.

PROGRAM

CP-5.11.1 Marinship Pedestrian Incentives. Prioritize the creation and maintenance of pedestrian and bicycle paths as part of new development or substantial remodeling projects in the Marinship.

Objective CP-6 Implement Local Infrastructure Improvements

See Figure 5-7: Sanitary Sewers

Policy CP-6.1 Development Requirements. Require developers of new and redevelopment projects to contribute to the cost of needed traffic and transit improvement.

PROGRAMS

CP-6.1.1 Assessment Districts. Investigate the creation of assessment districts in commercial and industrial areas.

CP-6.1.2 Maximize Transit Ridership. During review of proposed development, encourage improvements that will maximize ridership of public transit, such as those recommended by the Low Emissions Action Plan and Climate Action Plan.

Policy CP-6.2 Open Data. Consider open data initiatives to improve decision-making and aid transparency.

PROGRAMS

CP-6.2.1 Marin Data Portal. Consider working with Marin County Open Data to expand open data opportunities for the city.

CP-6.2.2 City Data. Consider the cost and feasibility of a program to identify data sources under city maintenance which can be made available to the public and consider the cost and feasibility of a program to publish these sources on the city's website.

Policy CP-6.3 Marinship Circulation. Promote functional circulation improvements in the Marinship.

PROGRAM

CP-6.3.1 Circulation Coordination. Consider a strategy to improve circulation on public and privately-owned rights-of-way in the Marinship as part of a potential Marinship Infrastructure Needs Analysis (see program CP-1.1.4).

CP-6.3.2 Pedestrian/Bicycle Marinship Circulation. Encourage development of bicycle and pedestrian-oriented circulation that does not interfere with the economic sustainability of the working waterfront maritime and industrial neighborhood character (described in program LU-3.4.3) of the Marinship.

Policy CP-6.4 Explore Funding Methods. Seek outside funding sources for infrastructure improvements.

PROGRAM

CP-6.4.1 Funding Inventory. Consider a strategy to maintain an inventory of funding opportunities and pursue them as appropriate.

Objective CP-7 Support a High-Quality Regional Transportation System

Policy CP-7.1 Regional Transportation. Support the preparation of a regional transportation plan for the Highway 101 Corridor, which includes projects that divert traffic from Sausalito streets.

PROGRAM

CP-7.1.1 Highway 101 Corridor Study. Continue to participate in the Highway 101 Corridor Study Committee.

Policy CP-7.2 Regional Funding. Support regional funding for expanded transportation projects if such a proposal contains mass transit projects and adequate growth management controls.

PROGRAM

CP-7.2.1 Regional Traffic Mitigation Fee. Consider adopting an ordinance which permits collection of regional traffic mitigation fees from local development when a model ordinance is proposed by the county.

Policy CP-7.3 Caltrans. Continue cooperative review of projects outside the city with Marin County and Caltrans.

PROGRAMS

CP-7.3.1 Marin City Development Improvements. In the short term, work with Marin County and Caltrans to ensure that the signals at the Highway 101 southbound off-ramp and Bridge Boulevard intersection and the Bridge Boulevard and Bridgeway intersection are coordinated to provide congestion relief on Bridgeway both north and south bound throughout the day.

CP-7.3.2 Marin City Interchange Bridge Structure. Continue to work with Marin County and Caltrans to maintain the Marin City Interchange bridge structure.

CP-7.3.3 Highway 101. Work collaboratively with Caltrans and other parties to mitigate flooding on Donahue Street and Highway 101.

Policy CP-7.4 Equitable Transportation. Integrate equity into Sausalito's circulation and parking projects, working with Caltrans and other agencies to strive towards meeting the transportation needs of all households and community members, including those with limited mobility and/or travel options. Explore ways to increase the scope of equitable transportation in Sausalito.

PROGRAMS

CP-7.4.1 Transit Improvements. Work with Marin Transit, Caltrans, and other relevant organizations to better connect Sausalito residents to their workplaces and Sausalito workers to their residences, including optimizing transit routes and schedules. This strategy should promote car-free transportation and it may include data collection and analysis improvements.

CP-7.4.2 Pedestrian Improvements. Promote safe pedestrian walkways throughout the city, including paths, stairways, sidewalks, and crosswalks. This may include maintenance as well as the creation of new walkways where appropriate.

CP-7.4.3 Innovative Transportation. Consider support for existing innovative car-sharing programs (such as CARSS) and

new transportation methods that will increase equitable access to the city for members of the Sausalito community, particularly those with lower incomes or mobility issues.

CP-7.4.4 Supported Services. Consider community-supported (i.e. cooperative) services as an alternative to bring small infrastructure improvements and/or service upgrades to neighborhoods.

Objective CP-8 Create a Path of Honor

Policy CP-8.1 Contemplative Path. Identify a contemplative, predominantly pedestrian, pathway through the Marinship for interpretive, educational, and celebratory purposes to memorialize the historic events that occurred in the Marinship as provided for in program W-1.3.2.

PROGRAM

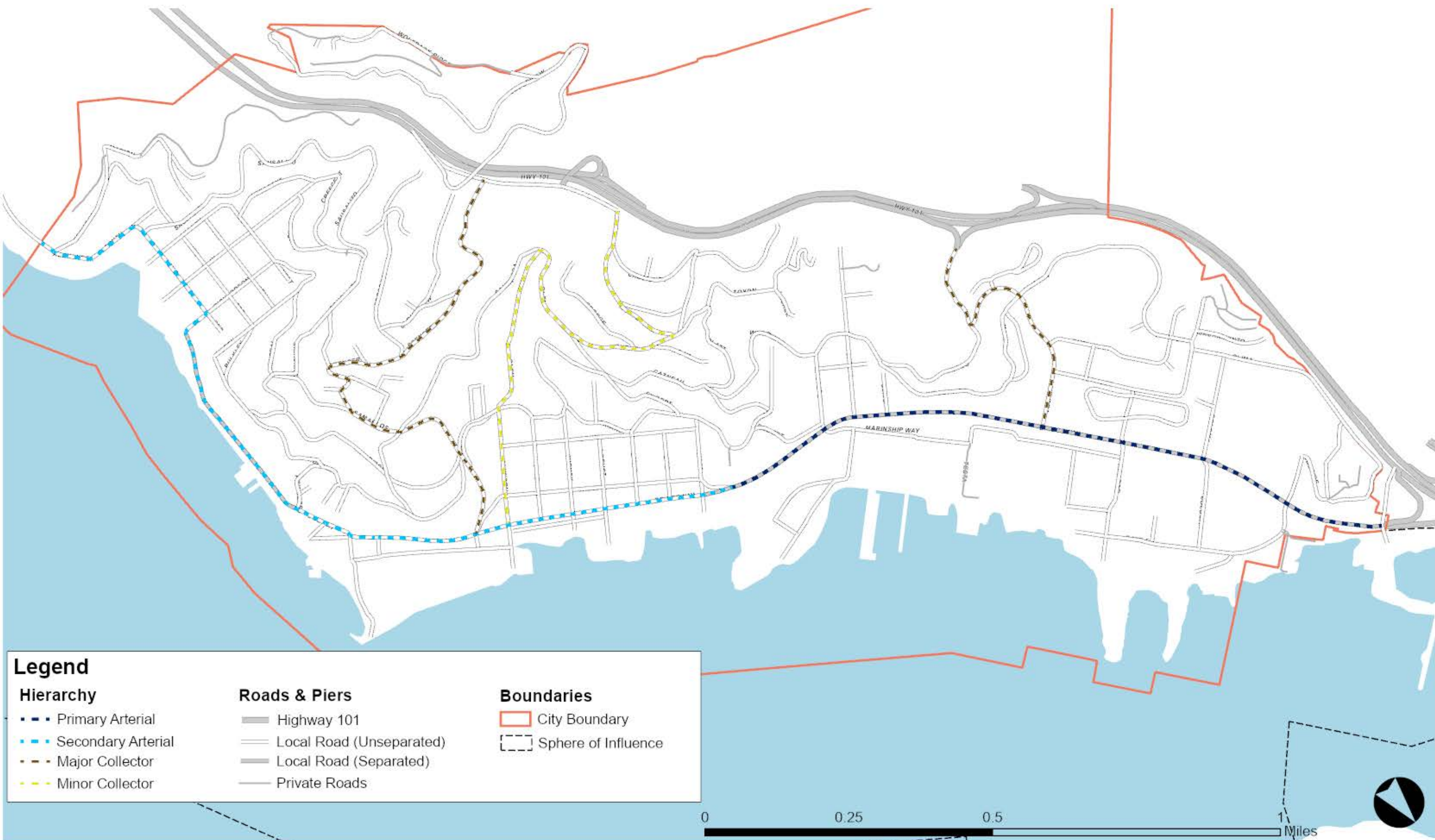
CP-8.1.1 Path Identification. Develop and implement a proposal to identify a Marinship path for interpretive, educational, and celebratory purposes to memorialize the historic events that occurred in the Marinship which also emphasizes the waterfront character and community aspects of Sausalito.

Policy CP-8.2 Pedestrian Access. Promote and enhance safe public access to the Marinship without compromising the operations of industrial and maritime businesses.

PROGRAMS

CP-8.2.1 Path Maintenance. Maintain the contemplative path for pedestrian access while prioritizing the working waterfront aspects of the Marinship.

CP-8.2.2 Private Path Maintenance. Encourage property owners to ensure the pedestrian safety of their properties when necessary to maintain safe pedestrian access to the Path of Honor (described in program W-1.3.2).



Legend

Hierarchy	Roads & Piers	Boundaries
<ul style="list-style-type: none"> ■ ■ ■ Primary Arterial ■ ■ ■ Secondary Arterial ■ ■ ■ Major Collector ■ ■ ■ Minor Collector 	<ul style="list-style-type: none"> — Highway 101 — Local Road (Unseparated) — Local Road (Separated) — Private Roads 	<ul style="list-style-type: none"> □ City Boundary □ Sphere of Influence



Legend

Roads & Piers		Trails		
— Highway 101	— Piers	— Combined Use Trail (Open)	● Ferry Terminal (Major Transit Stop)	Boundaries
— Local Road (Unseparated)	— Truck Routes	— Combined Use Trail (ROW Secured)	● Transit Priority Area (.5 mile radius of Terminal)	
— Local Road (Separated)		— Hiking/Equestrian (Open)		— City Boundary
— Private Roads		— Hiking (Open)		— Sphere of Influence
— Service Paths		— Hiking (Proposed)		
		— Paved Path	◆ Trailhead	

Source: Trails data: Marin County Parks & Open Space (2011); City Stairs & Paths data: Aaron Roller/Google Maps (2019) & Sausalito PBAC (6/2020); Truck Routes: Caltrans (2020).





Legend		Bikeways		Roads		Boundaries	
		Existing	Proposed				
	Safe Routes to School				Highway 101		City Boundary
					Local Road (Unseparated)		Sphere of Influence
					Local Road (Separated)		
					Private Roads		

Source: Data from Sausalito Bicycle Master Plan (2008), Marin County Community Development Agency (2014), with input from Sausalito PBAC (6/2020).



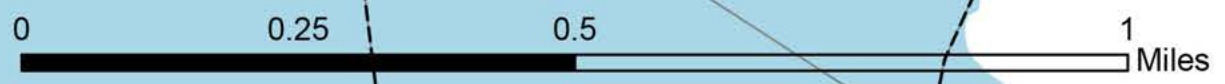


Legend

- Public Parking Lots
- Residential Permit Parking Area**
- Area B
- Area C
- Area H

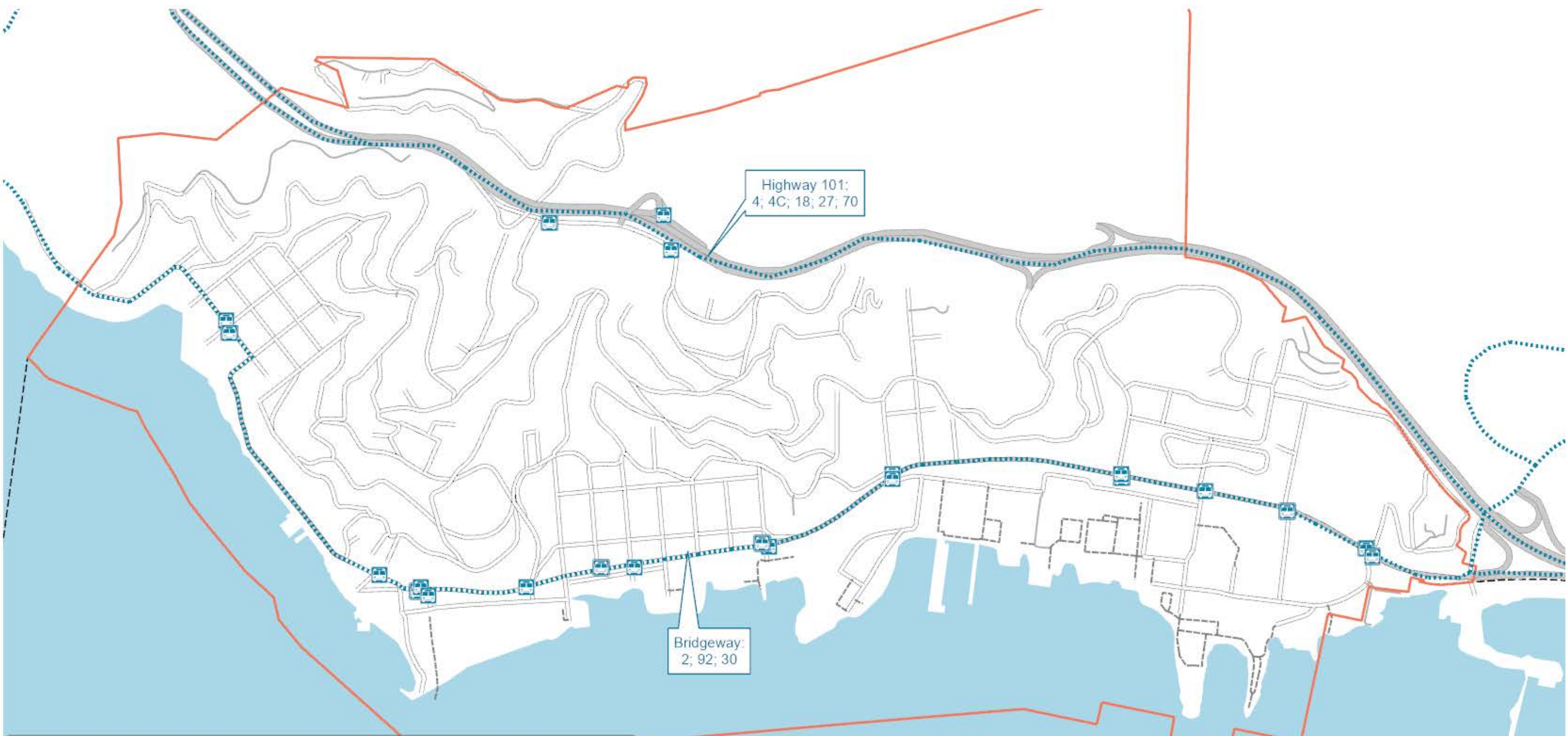
Boundaries

- City Boundary
- Sphere of Influence



SAUSALITO GENERAL PLAN UPDATE
FIGURE 5-4: PARKING





Legend	Roads	Boundaries
Bus Stops	Highway 101	City Boundary
Bus Routes	Local Road (Unseparated)	Sphere of Influence
	Local Road (Separated)	
	Private Roads	

Source: Bus data from Metropolitan Transportation Commission (2003)



SAUSALITO GENERAL PLAN UPDATE
FIGURE 5-5: BUS INFRASTRUCTURE

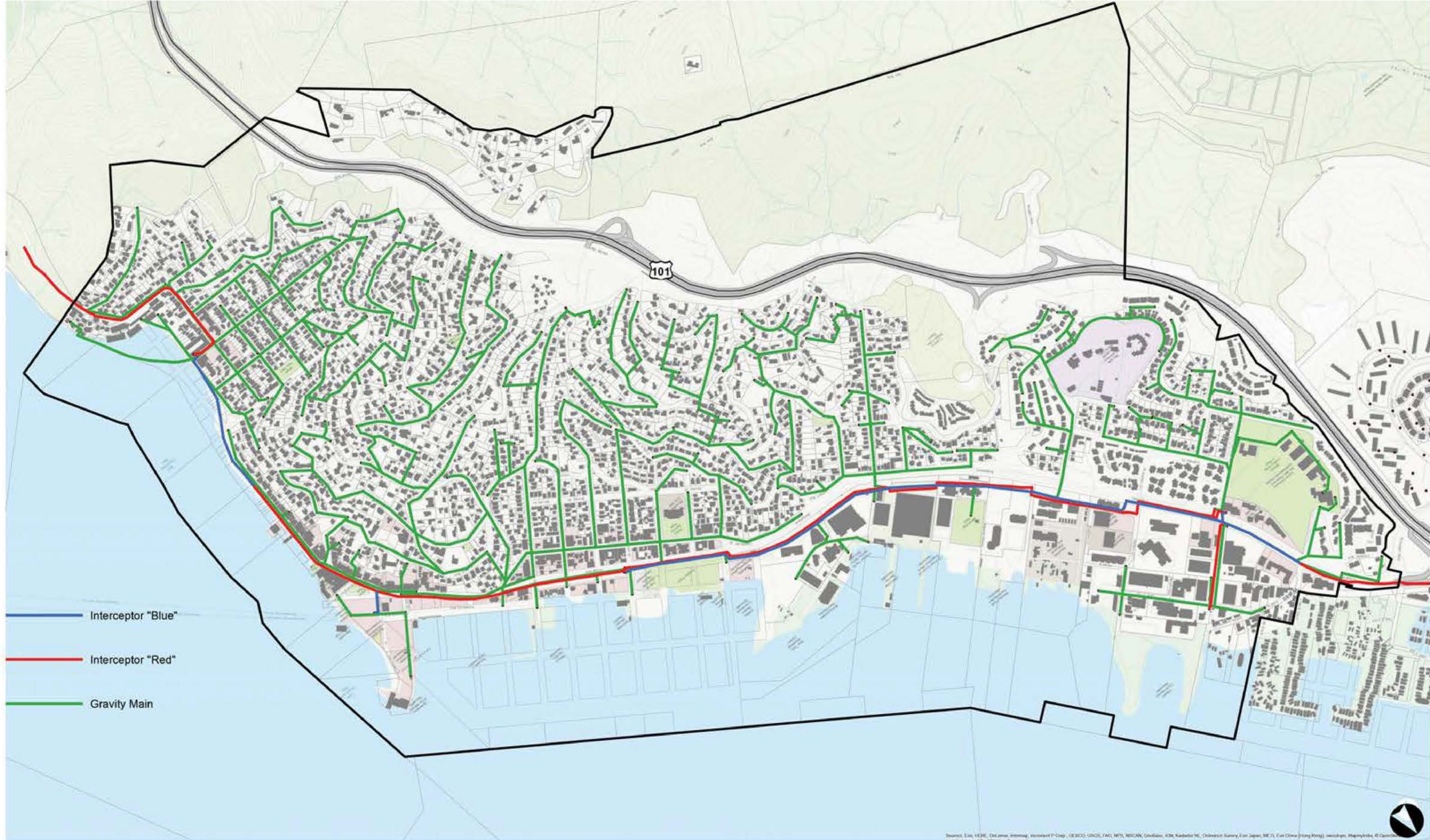




Legend		Roads		Boundaries	
North-South Greenway		Highway 101		City Boundary	
— Existing	— Proposed	— Local Road (Unseparated)	— Local Road (Separated)	— Sphere of Influence	
— On-Street Connection		— Private Roads			

Data from Marin County Bicycle Coalition (2020).





Source: Esri, HERE, DeLorme, Intermap, iPlanet, P-Corp., GEBCO, USGS, FAO, NPS, NRCAN, GEBCO, IGN, Kadaster NL, Ordnance Survey, Esri Japan, Swisstopo, Mapbox, © OpenStreetMap contributors, and the GIS User Community

This page intentionally left blank.



6

**ENVIRONMENTAL
QUALITY
ELEMENT**

This page intentionally left blank.

INTRODUCTION

Natural features and resources have shaped the growth, form, and character of the City of Sausalito. A priority of the General Plan, therefore, is to build upon current city policies and continue to protect the city's natural resources and open space areas.

This Environmental Quality Element covers three state-mandated Elements of the General Plan: Open Space, Conservation, and Air Quality. The intent of the policies in this Element is to maintain and restore natural resources, including native vegetation and wildlife habitats that exist within the developed portions of Sausalito, to maintain and expand opportunities for quality recreation, and to protect and manage undeveloped open space areas.

Policies reflect Sausalito's role as an environmental steward in response to climate change. This General Plan will guide the city's work to manage its shoreline and improve regional air quality through strategies that include conserving water, decreasing emissions, and reducing solid waste in a way that is economically sustainable.

BACKGROUND AND CONTEXT

The General Plan includes policies that continue to preserve and enhance local open space while incorporating new policies that are responsive to the impacts of climate change on Sausalito.

Sausalito’s 1995 Environmental Quality Element used open space acquisition as the primary strategy to achieve its environmental protection goals. It built off the successes of the 1975 Open Space Element with the acquisition of Cypress Ridge, the South Ridge Lands, and Dunphy Park. Historically, the Environmental Quality Element’s focus has been supplemented by conservation and recreation policies.

This Environmental Quality Element expands the scope of issues addressed by incorporating sea level rise and greenhouse gas emissions into new policies that safeguard the natural environment and prepare the city for climate change.

NATURAL TERRAIN AND VEGETATION

Respect for the natural environment is a guiding philosophy for the development of Sausalito. Protecting and preserving the unique environmental characteristics of a



A Distant Sausalito Ridgeline

project site, including its slope and native vegetation, is essential.

Ridgelines

See Figure 6-1: Ridgelines

To maintain the integrity of the natural terrain on a broader scale, the Plan calls for the preservation of ridgelines and the upper slopes of ridges. No structure shall break the view of the natural ridgeline as seen

from city vantage points below. The following ridges should be preserved in Sausalito:

1. **Cypress Ridge.** Protect the ridge and ensure that any utilities are consistent with city policy.
2. **Wolfback Ridge.** Ensure that no new silhouette can be seen from public right-of-way in Old Town and the Spencer Avenue exit from Highway 101.
3. **South Ridge (Edwards Avenue).** Ensure minimal impact on ridgeline views from Bridgeway.

4. **Caltrans Property Right-of-Way.** As much as practicable and where under the purview of the city, limit development along the Caltrans right-of-way to improvements that do not impact ridgeline views from Bridgeway or neighboring public rights-of-way.

Creeks and Streams

The city can also work with private landowners and organizations to daylight streams and improve open drainage ways in Sausalito. This would include daylighting Willow Creek as well as converting stormwater drainage into community assets. As a green infrastructure program, this can both alleviate flooding in low-lying areas of Sausalito and improve water quality in Richardson's Bay.

Shoreline

The unique natural terrain and vegetation of the shoreline and Richardson's Bay must also be respected by future development. The General Plan calls for the preservation of existing wetlands and aquatic plant and animal life in Richardson's Bay.

RICHARDSON'S BAY

Water quality affects various aspects of Sausalito's character due to the city's location on Richardson's Bay. Clean estuarine and marine water are critical to the quality of life in Sausalito. Clean water provides the city with a healthy habitat for aquatic life and wildlife and a stunning backdrop for hiking and picnicking, as well as, recreational activities such as swimming, stand up paddle boarding, sailing, and windsurfing.

Richardson's Bay is particularly susceptible to water pollution because of its enclosed shape, shallowness, and minimal tidal flushing action. Major pollution sources in Richardson's Bay have been:

1. Treated municipal wastewater
2. Wet weather overflows from municipal treatment plants
3. Untreated wastewater from unsewered houseboats, liveboards, and anchor-outs
4. Urban water runoff, including waste deposited in roadways
5. Sedimentation and erosion
6. Dredging and dredged material disposal

Another important concern to Sausalito, and the other cities surrounding Richardson's Bay is the preservation of valuable wildlife habitats such as open water areas, mud flats, and marshes. Of particular importance are eel grass beds due to

their role as herring habitat. Maintaining high water quality includes the maintenance of navigation ways, the restoration of tidal action and enhancement of marsh areas, the limitation of bay fill, the monitoring and abatement of contamination, and the control of residential vessels and floating structures on public trust lands.

BIOTIC RESOURCES

Sausalito has four main habitats with native plants and/or animals. Some of these species are threatened with extinction and require special attention and management. The main habitats within the city fall within the broad categories of Open Bay Waters, Shoreline, Urban, and Coastal Scrub/Woodland.

Open Bay Waters

This habitat supports a wide variety of fish, of which some come close enough to the shoreline to be considered part of that biotic community as well. Because of Sausalito's proximity to the Pacific Ocean, almost all of the over 100 marine species of fish in the San Francisco Bay likely pass through this habitat. The most notable fish species include salmon, striped bass, sturgeon, shad, and herring. The first four fish were once heavily fished commercially in the Bay, but a 1957 ban on certain nets largely ended the practice. Today, Pacific Herring fishing is restricted by the 2019 Pacific Herring Fishery Management Plan.

“Especially here in Sausalito, we must be mindful, protective, be firm in our commitment to protect the environment.”

— Dorothy Gibson: 1995 General Plan

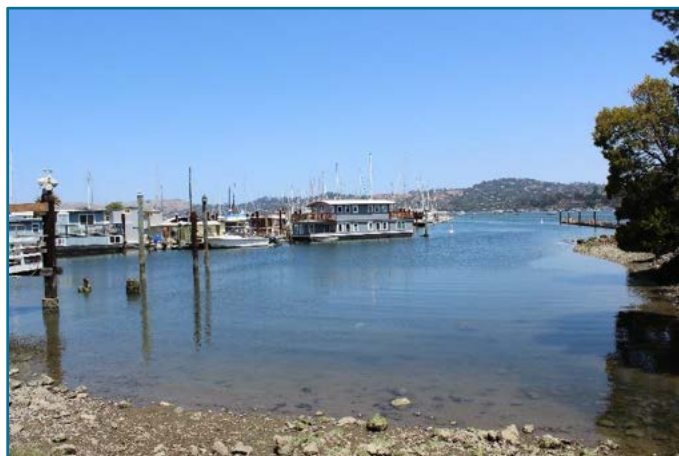
On the surface of the Bay, and often diving to the depths below, are a great variety of birds. Cormorants, brown pelicans, diving ducks (scaup, canvasbacks), and grebes are often present. Terns, in season, dive from the air to the surface waters to catch fish.

Plant life abounds in the shallow waters of Richardson's Bay. The most important plant resource in the waters is eelgrass, which is both a food source and a habitat. Richardson's Bay's eelgrass has high genetic diversity and serves as a nursery for Pacific herring.

Shoreline

The plants and animals on the shoreline largely depend on the substrate and the tidal inundation of bay waters. Given a mid-tide elevation, a substrate that is soft (mud/sand) may house marine worms and clams, while rip rap or piling (hard) will

attract mussels and barnacles that attach and hold onto the substrate. Many plants find a solid substrate vital for their attachment, especially the seaweeds which serve as the base for numerous food chains. Oysters, particularly the native Olympia oyster, are the subject of restoration efforts and reef construction in Richardson’s Bay.



The Shoreline at Low Tide

Wetlands are also located in this habitat zone and provide the most diverse habitat for animals. Wetlands are fragile natural resources to be preserved for safety reasons since they are subject to flooding, erosion, soil-bearing capacity limitations and other hazards. They are also resources of special significance due to their functions for wildlife habitat, pollution control, floodwater

passage, groundwater recharge, erosion control, education, scientific study, open space, and recreation. Where possible, buffers shall be provided between development projects and adjacent wetlands consistent with San Francisco Bay Conservation & Development Commission (BCDC) standards.

Urban

Although the plants in urban areas exist because they were planted, some are native to the region and support wildlife. Sausalito’s residential areas support small birds such as chickadees, jays, hummingbirds, and certain sparrows flourish. Lawns provide habitat for robins, brown towhees, blackbirds, and starlings.

Coastal Shrub/Woodland

The lands west of Highway 101 in the city, much of which are part of the Golden Gate National Recreation Area, contain a mixture of native and non-native species of plants. There is the possibility that a few endangered plant species exist in this habitat. They are discussed under the section on endangered species below.

The woodland communities are closely related and are distinguished by the amount of tree coverage. Oak savanna comprises open grasslands with isolated or scattered oak trees. The oak woodland community has 30 percent or greater tree cover, which may include coast live oak, bay oak, California bay, madrone, and buckeye trees. The understory includes different herbaceous species such as miner’s lettuce, wild iris, wild strawberry, and grasses, depending on the amount of sun exposure. Common

shrubs include California toyon and poison oak. The oak savanna and oak woodland communities provide habitat for diverse populations of insects, mammals, predatory animals, and songbirds. In addition to their wildlife habitat value, oak woodlands are important in soil development and watershed protection.

NATURAL RESOURCE CONSERVATION AND ENHANCEMENT

The natural resources that the city seeks to protect and conserve include scenic hillsides, ridgelines, creeks, drainageways, bay waters, bay biotic resources, wetlands, natural shoreline, trees and other vegetation, rock outcroppings, air quality, water quality, and wildlife habitats.

The natural environment also serves a key role in Sausalito's sea level rise mitigation and adaptation strategy. Wetlands, as well as other resources that serve as drainage systems, will help the city adapt to sea level rise and its effects.

“Green the city, protect trees, add trees, remove weeds, and encourage pollination.”

— Visioning Workshop Participant: June 23, 2018

Development proposals will be required to retain or restore the natural environment to the greatest extent possible. The city will continue to implement the Tree Ordinance and review and modify the ordinance as needed to assure appropriate procedures for protection of existing natural vegetation. The ordinance protects desired trees, removes undesired trees, and balances tree trimming and removal with fire safety and the protection of views and privacy.

Open Space

As is the case with many other cities in Marin County, Sausalito enjoys a large amount of open space within its jurisdiction. Sausalito is exceptionally fortunate to have the Golden Gate National Recreation Area (GGNRA) to the west and south of the city. Within Sausalito's jurisdictional boundaries, the GGNRA holds title to approximately 182 acres of open space. Open space owned by the City of Sausalito totals 16.85 acres. Below is a summary of city-owned open space lands.

See Figure 6-2: Open Space & Conservation

1. **Shelter Cove.** A 1.95-acre waterfront tidelands area, including underwater lots preserved as open space, on the southern waterfront.
2. **Cypress Ridge.** A 14.9-acre open space and view area located north and east of Highway 101 and south and west of Rodeo Avenue.

3. **Wolfback Ridge.** A 0.36-acre open space area west of Highway 101 on the south of Sausalito.
4. **Saucelito Creek Wildlife Refuge.** A 2-acre hillside wildlife refuge east of Highway 101 in the north end of the city.

The city recognizes that enlarging the public parks and open space holdings is a long-term commitment that must be balanced with managing fire risk. Sausalito currently has an abundance of open space. This, along with the difficulties of acquiring desired areas, leads the city to a strategy of identifying opportunities to expand open space through restoring existing resources, such as over vegetated natural drainage courses, while managing and improving existing open space assets.

The maintenance of existing open space, therefore, is the focus of General Plan's open space management strategy.

Open space expansion will be considered, especially as a potential sea level rise mitigation measure (see Sustainability – Climate Change Mitigation and Resiliency Element objective S-3) serving as wave attenuation and wetlands.

One method of open space expansion is to require the developers of parcels to dedicate heavily vegetated or visually significant portions of parcels to remain as open space. A second method would be the purchase of significant parcels by the city. There are several specific sites the city could consider acquiring:

1. **Utility Easements.** Totalling approximately 2.1 acres located throughout the city.
2. **Underwater Parcels.** Approximately 1.44 acres of privately held underwater parcels located along the city's waterfront.
3. **855 Bridgeway.** A 0.30-acre site located between the Caledonia Street area and the downtown area.
4. **Waterfront Parcels Between Pine and Litho Streets.** A 2.20-acre portion of the total central waterfront area that would be annexed by the neighboring Dunphy Park.
5. **Southern Clipper Peninsula.** A 2.17-acre site along the northern city limits that has sweeping views and fishing access.
6. **Marin Municipal Water District (MMWD) Sites.** Totalling approximately 2.0 acres located throughout the city, these are sites that could be developed as neighborhood parks and playgrounds.

In order to assess the risk to the city of acquiring open space lands, there will be a thorough analysis of potential safety hazards prior to the acquisition or acceptance of said lands. Hazards to be investigated include slope stability, seismic hazards,

flooding, and fire hazards. The potential for geologic hazards will be assessed by a California Certified Geological Engineer or an Engineering Geologist before the city takes title. If safety hazards are discovered, improvements to mitigate hazards may be required prior to the purchase or acceptance of the open space.

The city strives to maintain existing public recreational facilities at the highest standard possible. This will require the periodic replacement of equipment and continuous maintenance of existing landscaping and infrastructure. The city will continue to identify improvement projects and consider funding them in the General Fund and Capital Improvement Program (CIP) to support the recreational aspect of open space areas. It may also be necessary to recruit individual volunteers to assist with the maintenance of the city's recreational facilities. This program could be run by a non-governmental organization in conjunction with the Parks and Recreation Department and the Public Works Department. Other support resources may be achieved through the Urban Wildland Interface which would address fire fuel issues in the area.

OPEN SPACE MANAGEMENT

With the expansion of the city's open space stock and the increased potential fire risks to these lands, there is a specific need for a maintenance program to ensure the safety of private lands neighboring these open space areas. In response to this potential threat to public welfare and safety, the city will develop an open space management plan.

The open space management plan will promote the reduction of fire hazards through the periodic maintenance of the open space and by identifying funding sources for this effort. Maintenance will include the removal of fuel materials. The management plan will also include an abatement of exotic and invasive (non-native) plant materials and programs that foster the reintroduction of native vegetation to open space areas.

In addition, the city and some private landowners hold land in Sausalito's offshore coastal area. Development is forbidden on this land to protect the natural shoreline ecology and to mitigate damage and risk due to flooding and sea level rise.

In the case of privately held open space, the city will consider requiring the establishment of a long-term management program as a condition of approval for areas preserved through easements or other development restrictions. This is to

ensure the proper maintenance by the property owner to protect environmental resources and community safety.

ENDANGERED OR THREATENED SPECIES

The state and federal governments have established lists of special status plant and animal species that may be threatened or endangered based on population scarcity, reduction of habitat or range, disease or predation, jeopardy to reproduction, or inadequacy of regulatory protection. Both the state and federal government use the term endangered to denote species in greatest danger of extinction. Threatened is a lesser category. There are also lists of species which have the potential to be elevated to endangered or threatened status. The California Department of Fish and Game publishes the Natural Diversity Database (NDDDB) which lists the state's sensitive species, including threatened and endangered plants and animals. According to the NDDDB, there are five sensitive plant species and twelve sensitive animal species located within the Sausalito planning area.

See Figure 6-3: Habitat Types & Known Occurrences

TABLE 6-1: LISTED PLANT SPECIES IN THE GENERAL PLAN PLANNING AREA

Common Name <i>Scientific Name</i>	Listing Status			General Habitat Requirements
	USFWS	CDFW	CNPS	
Point Reyes salty bird's-beak <i>Chloropyron maritimum</i> <i>ssp. Palustre</i>	None	None	1B.2	Annual hemiparasitic herb found in coastal swamp marshes and swamps. 0–10 m.
Dark-eyed gilia <i>Gilia millefoliata</i>	None	None	1B.2	Annual herb found in coastal dunes along the North Coast of California. 2–30 m.

Common Name <i>Scientific Name</i>	Listing Status			General Habitat Requirements
	USFWS	CDFW	CNPS	
White-rayed pentachaeta <i>Pentachaeta bellidiflora</i>	Endangered	Endangered	1B.1	Annual herb found in open dry rocky slopes and grassy areas in cismontane woodlands and grasslands. Often on soils derived from serpentine bedrock. 35-610 m.
Hairless popcornflower <i>Plagiobothrys glaber</i>	None	None	1A	Annual herb found in coastal salt marshes and alkaline meadows. 5-125 m.
Oregon polemonium <i>Polemonium carneum</i>	None	None	2B.2	Perennial herb found in coastal prairies, coastal scrub, lower montane coniferous forests. 0-1830 m.

Notes: Source: CDFW CNDDDB 2020. CNPS Inventory of rare and endangered plants of California 2020. Abbreviations: FE–Federal Endangered; CE–California Endangered Species; USFWS–United States Fish and Wildlife Service; CDFW–California Department of Fish and Wildlife; CNPS–California Native Plant Society
CNPS Rankings: List 1a– Plants Presumed Extirpated in California; List 1b–Plants rare, threatened, or endangered in California and elsewhere; List 3–Plants about which more information is needed (a review list); List 4–Plants of limited distribution (a watch list); 0.1–Seriously threatened in California; 0.2–Moderately threatened in California; 0.3–Not very threatened in California

TABLE 6-2: LISTED ANIMAL SPECIES IN THE GENERAL PLAN PLANNING AREA

Common Name <i>Scientific Name</i>	Listing Status		General Habitat Requirements
	USFWS	CDFW	
<i>Birds</i>			
American Peregrine Falcon <i>Falco peregrinus anatum</i>	None	CFP	Found near wetlands, lakes, rivers, or other water. Nests on cliffs, banks, dunes, mounds; also, human-made structures. Nest consists of a scrape or a depression or ledge in an open site.

Common Name <i>Scientific Name</i>	Listing Status		General Habitat Requirements
	USFWS	CDFW	
California Black Rail <i>Laterallus jamaicensis coturniculus</i>	None	CT	Nests in marshes and wet meadows across North America, including riparian marshes, coastal prairies, saltmarshes, and impounded wetlands. All its habitats have stable shallow water, usually just 1.2 inches deep at most.
California Ridgeway's Rail <i>Rallus obsoletus</i>	FE	CP	Found in salty and brackish water marshes with pickleweed and cordgrass. Restricted almost entirely to the marshes of the San Francisco estuary, where the only known breeding populations occur.
San Pablo Song Sparrow <i>Melospiza melodia samuelis</i>	None	CSC	Inhabits tidal, brackish or salt marshes bordering San Pablo Bay.
California Brown Pelican <i>Pelecanus occidentalis californicus</i>	None	CFP	Non-breeding CA Brown Pelicans range from the Gulf of California to southern British Columbia. They nest on islands in the Gulf of California and along the coast to West Anacapa and Santa Barbara Islands. They build nests of sticks on the ground. All courtship happens at the nest site.
<i>Fish</i>			
Longfin Smelt <i>Spirinchus thaleichthys</i>	FC	CT	A small anadromous fish historically abundant in the San Francisco Estuary and the Sacramento/San Joaquin Delta (Bay-Delta). This species can tolerate a wide range of salinity and will utilize a variety of habitats from nearshore waters, to estuaries and lower portions of freshwater streams.

Common Name <i>Scientific Name</i>	Listing Status		General Habitat Requirements
	USFWS	CDFW	
Winter-Run Chinook Salmon <i>O. tshawytscha</i>	FC	CE	Winter-run Chinook enter the San Francisco Bay for migration upstream from November through June. Since spawning occurs during the warmest time of the year, adult spawners require stream reaches with plentiful cold, clean water that will protect embryos and juveniles from the warm ambient summer conditions.
Spring-Run Chinook Salmon of the Sacramento River Drainage <i>Oncorhynchus tshawytscha</i>	FT	CT	Spring-run Chinook enter the San Francisco Bay for migration upstream from mid-February through July. Spawning typically begins in late August and may continue through October. Juveniles emerge in November and December in most locations but may emerge later when water temperature is cooler.
Pacific Herring <i>Culpea pallasii</i>	None	None	Pacific Herring typically form large schools from the water's surface to depths of 1,300 feet. In addition to schooling, they use countershading for protection from predators. They are dark blue to olive on their backs and silver on their sides and belly, which makes them hard to see from above and below.
<i>Invertebrates</i>			
Mission Blue Butterfly <i>Icaricia icarioides missionensis</i>	FE	None	The Mission blue requires a larval host plant and appropriate nectar plants in a coastal grassland habitat. The host plants include silver lupine (<i>Lupinus albifrons</i>), summer lupine (<i>Lupinus formosus</i>), and varicolor lupine (<i>Lupinus variicolor</i>). Nectar plants are varied, and often grow in association with the lupine host plants.

Common Name <i>Scientific Name</i>	Listing Status		General Habitat Requirements
	USFWS	CDFW	
Marin Hesperian <i>Vespericola marinensis</i>	None	None	Terrestrial species of snail, largely confined to Marin County, little is currently known about its habitat preferences, life history and biology.
Western Bumble Bee <i>Bombus occidentalis</i>	None	CC	Western bumble bees use a wide variety of natural, agricultural, urban, and rural habitat types. Western bumble bees require suitable nesting sites, overwintering sites for the queens, and nectar and pollen resources throughout the spring, summer, and fall. Once common and widespread, species has declined precipitously from Central California to southern British Columbia.
<i>Mammals</i>			
Southern Sea Otter <i>Enhydra lutris nereis</i>	FT	CFP	Considered a keystone species, sea otters play a significant role in nearshore marine ecosystems of the North Pacific Ocean, including kelp forests but also seagrass beds where they forage for crustaceans, mollusks, urchins and other invertebrates.

Notes: Source: CDFW CNDDDB 2020.

Abbreviations: USFWS–United States Fish and Wildlife Service; CDW–California Department of Fish and Wildlife. FE–Federal Endangered; FT–Federal Threatened; FC–Federal Candidate for listing ; CE–California Endangered Species; CT–California Threatened; CFP–California Fully Protected; CC–California Candidate for listing; CSC–California Species of Special Concern (CDFW); WL–Watch List.

NON-THREATENED SPECIES

In addition to the endangered and threatened species listed above, there are also several species of flora and fauna that provide environmental benefits to Sausalito. The protection of these species is crucial to ensure that they do not fall onto the endangered or threatened species lists and to improve environmental quality in Sausalito.

PARKS AND RECREATION

Sausalito has 19 parks, playgrounds, and recreation facilities (Figure 6-4) within its boundaries in addition to the public and private open space areas. While Sausalito

has an impressive number of small, intensely used mini-parks and playgrounds, the city does not have many large parks or playing fields for active recreation. Joint programming with Marin County and the GGNRA will be pursued to address this need.

The overall acreage of total parks and recreational facilities in Sausalito is approximately 34.95 acres. This includes Sausalito parks and beach facilities, the Martin Luther King, Jr. Campus, and Schoonmaker Beach. The total acreage of parks and recreational facilities does not include GGNRA land.

“We should ensure safety and cleanliness of parks for kids and families.”

— Visioning Workshop Participant: June 23, 2018

Through the Quimby Act,¹ the state allows municipalities to require dedication of land or impose park fees in order to increase park space to up to 5 acres per 1,000 residents. Sausalito does not currently have a Quimby Act ordinance in place. The General Plan does not include a program to enact such an ordinance because the city is focused on open space management over open space acquisition. If the amount of park land remains constant at 34.95 acres, the acres of park land per 1,000 Sausalito residents is projected to decrease slightly by 2040 (using the General Plan Buildout estimates contained in Table 1-3 in the Land Use and Growth Management Element).

TABLE 6-3: ACRES PER 1,000 RESIDENTS OVER TIME

Year	Acres	Population	Acres/ 1,000 People
1995	34.87	7,109	4.91
2017	34.95	7,327	4.77
2040	34.95	7,883	4.43

Below is an inventory of existing parks and open space areas:

See Figure 6-4: Recreation

1. **Bolinar Plaza.** A small landscaped median with a public sculpture located at the intersection of Napa Street, Caledonia Street, and Bridgeway.
2. **Cazneau Playground.** A small children's playground of 0.09 acres on Cazneau Avenue near Girard.

¹ AB 1191 (2015)

3. **Cloudview Park.** A 0.52-acre park located on Cloud View Road west of Booker Avenue that includes a children's play area, restroom, and a meeting room.
4. **Dunphy Park.** A 1.78-acre park (land area) and waterfront beach along the east side of Bridgeway between Napa and Litho Streets. Including the underwater portions of the park, the total acreage of Dunphy Park is 9.89 acres.
5. **Gabrielson Park.** A 0.59-acre waterfront park located east of the municipal parking lot at Anchor Street, that consists of lawn, trees, benches, and a sculpture.
6. **Langendorf Playground.** A 0.35-acre park/playground on Easterby Street at Woodward Avenue that contains a small children's play area with a slide and play equipment.
7. **Martin Luther King, Jr. Campus (MLK Park).** A 17-acre site including approximately 12 acres of open space acquired by the city from the Sausalito School District in 1987 through a lease/purchase agreement. The site includes a children's play area, two basketball courts, two pickleball courts, adult exercise equipment, a 1/3-mile path, and a grass area that can host one softball game and one soccer game at the same time or two soccer games. At present, the existing school buildings are being used by two private schools as well as by "cottage industries," including art studios, repair shops, and marine equipment manufacture. The General Plan provides a program to develop a recreational master plan to guide maintenance and development for the campus.
8. **Marinship Park.** An approximately 2.67-acre park in the heart of the Marinship, located north of the U.S. Army Corps of Engineers Bay Model building. It includes tennis courts, restrooms, and a grassy park area.
9. **Mary Ann Sears Park.** A 0.14-acre playground located on Harrison Avenue opposite Star of the Sea Church that contains children's playground equipment.
10. **O'Donnell Seat (Poet's Bench).** A marble bench and small garden area at the corner of Harrison and Bulkley Avenues.
11. **Plaza Vina Del Mar.** A 0.19-acre park in the heart of the downtown at the intersection of Bridgeway, Anchor, and El Portal Streets that has abundant and lush landscaping, fountains, and sculptures.
12. **Robin Sweeny Park.** A 0.88-acre park/playground located at the Civic Center on Caledonia Street at Litho Street.

13. **Schoonmaker Beach.** A 1.1-acre site located on Schoonmaker Peninsula in the Marinship area that has a beach and open water area for swimming, sailing, and other water related recreational activities.
14. **Southview Park.** A 0.61-acre park with bay views on North Street between Third and Fourth Streets that consists of a three-level recreational facility that includes a playground, tennis court, and basketball court on the site of the former South School.
15. **Swede's Beach.** A 0.12-acre sandy beach at the end of Valley Street.
16. **Tiffany Beach.** A small sandy beach east of Bridgeway and North Street directly across from Tiffany Park.
17. **Tiffany Park.** A 0.21-acre park located on the west side of Bridgeway at the east end of North Street.
18. **Turney Street Ramp.** A boat launching area located at the end of Turney Street.
19. **Yee Tock Chee Park.** A 0.12-acre downtown waterfront park on the east side of Bridgeway at Princess Street.

In addition, the city may consider the viability of rebuilding the municipal pier, as discussed in program EQ-3.1.5. Park programming, outreach, and use should consider current and future demographics with a focus on senior citizens and families with young children.

AIR QUALITY

While ocean winds maintain air circulation over Sausalito, increased wildfires and automobile congestion have negative impacts on air quality in the city. The Bay Area Air Quality Management District (BAAQMD) monitors air quality throughout the region through its network of BAAQMD stations. In 2020, there are no BAAQMD air quality monitoring stations in the City of Sausalito, thus the city's air quality data is provided by the closest monitoring station, which is 6.6 miles away in San Rafael.

TABLE 6-4: AIR QUALITY MONITORING SUMMARY

Air Pollutant	State Attainment		
	2016	2017	2018
Ozone	Yes	Yes	Yes
Fine Particulate Matter (pm2.5)	Yes	No	No
Inhalable Coarse Particles (pm10)	Yes	No	No
Carbon Monoxide (CO)	Yes	Yes	Yes
Nitrogen Dioxide (NO2)	Yes	Yes	Yes
Sulfur Dioxide (SO2)	*	*	*
<p>* Insufficient data available to determine the value</p> <p>The information in the above table is generalized. A detailed analysis is provided in the Comprehensive Existing Conditions Report (Chapter 5: Environment and Infrastructure, Table AQ-3: Air Quality Monitoring Summary).</p>			

Particulate matter concentration in 2017 and 2018 was closely related with increased wildfire activity in the areas surrounding Sausalito. Wildfire mitigation measures will be key in bringing the area into air quality attainment for those two categories in the future.

Heavy automotive congestion along Bridgeway and Highway 101 could cause a localized problem of carbon monoxide build-up. Traffic congestion has been linked to a decrease in localized air quality. Actions to reduce congestion on Bridgeway and to reduce fumes from buses could help improve air quality. Exploration of alternatives to auto use, such as promoting bicycle and scooter use or a shuttle service along Bridgeway, are encouraged by the BAAQMD along with other plan-level mitigation measures.

Since the Bay Area has not attained state and federal air quality standards, BAAQMD and the Metropolitan Transportation Commission (MTC) are continuing to promote more effective air quality measures. The city will continue to participate in that effort, and traffic control efforts that reduce vehicular emissions will be pursued (objective S-1 in the Sustainability – Climate Change Mitigation and Resiliency Element).

WATER CONSERVATION

Conserving the quantity and quality of the city’s water is key to quality of life in Sausalito and maintaining a healthy ecosystem in the region. This requires regulation

of both surface water and groundwater resources through coordination with the Marin Municipal Water District (MMWD) along with other agencies.

Development policy, infrastructure improvements, and regional collaboration are key to water management. Individual landscape plans must comply with the current water conservation regulations of the MMWD and should include water-conserving irrigation systems, such as drip irrigation, low flow sprinklers, and automatic controls. Use of turf should be minimal.

See Figure 6-5: Storm Drains

The city has adopted a local water conservation ordinance in coordination with MMWD. The city will also continue to require a permit to drill a well and a MMWD hook-up when one is available. The well owner is responsible for capping and abandonment of the well will after hook-up.

See Figure 6-6: Water Facilities

ARCHEOLOGICAL RESOURCES

Sausalito was founded in 1838 on Coast Miwok lands, near the village of Liwanelowa. Evidence of habitation could probably at one time have covered the entire coastline of the Bay, extending from the shore to the level terraces at the base of the hills. By the 1870s, much of the remains of the original and now abandoned villages were likely covered by fill as the bay margin was developed by railroad companies. The Coast Miwok were not granted Federal Recognition as a tribe until 2000, after the 1995 General Plan was published.

The first systematic inventory of prehistoric site locations occurred in 1907, when N.C. Nelson of the University of California, Berkeley started the process of recording archaeological sites along the entire San Francisco Bay shore. A total of four sites were recorded for the area of Sausalito, three of which fall within the borders of the present city. As noted above, these are probably not the only three sites which exist in Sausalito.

Protected under provisions of the California Environmental Quality Act (CEQA) and under state-wide law protecting the locations of Native American burial grounds, the General Plan must consider the presence or absence of prehistoric cultural resources inside the city borders and must have guidelines in place concerning the identification, evaluation, and mitigation of impacts to these resources. In addition, the General Plan must provide opportunities for tribal involvement, refer proposed actions of General Plan adoption or amendment to tribes, and conduct meaningful

consultation with tribes. The Native American Heritage Commission maintains a contact list to facilitate these communications.

The most effective method of addressing the issue of archaeological sites inside the city borders is to define a zone of sensitivity where it must be assumed that the potential of discovering archaeological materials would be very high. Three sensitivity zones have been identified and are listed below:

See Figure 6-7: Archaeological Sensitivity Zones

- **Zone 1.** This area consists of the shoreline starting at Vina del Mar Park and extending south to South Street. Prehistoric sites could be found extending from the shoreline itself up to and into the mouths of the drainages at approximately Third Street.
- **Zone 2.** This is an area running from Vina del Mar Park to the west, approximately ending at Napa Street. Archaeological site placement could again range from the old shoreline to the upper reaches of the drainages running down from the south; Bonita Street, at least on its eastern end, probably marked the line of extension. Further to the west the actual toe of the hills drops lower down to the vicinity of Caledonia Street near Bee Street.
- **Zone 3.** This includes the original shoreline between Dunphy Park and the Martin Luther King, Jr. Campus. The construction of the Marinship facility to build supply ships during World War II caused a massive filling of the marshlands found on the bay side of Bridgeway in this area. Bridgeway, which occupies high ground from its intersection with Napa Street to the west as far as approximately the intersection of Bridgeway and Nevada Street probably marked the extension of any indigenous site placement. From Nevada Street to the Martin Luther King, Jr. Campus, archaeological site placement may have continued in as far as Tomales Street behind the former distillery, now a residential area (Willow and Cypress Lanes).

Any future development on recorded archaeological sites identified by the California Historical Resources Information System's Northwest Information Center which requires sub-grade excavation will also require subsurface archaeological testing as a part of the permitting process. A program will consider requiring some degree of subsurface testing inside the remainder of the zones of sensitivity to gain information about the presence or absence of unrecorded archaeological materials.

CEQA not only requires environmental assessment of historical archaeological resources but also the assessment of potential impacts that development may have

on prehistoric archaeological resources (such as Native American burial grounds). The city's environmental review procedures include an analysis of historic resources. The city currently has a Historic Preservation Commission and Historical Society to make recommendations based on the research and analysis provided by staff.

OBJECTIVES, POLICIES, AND PROGRAMS

Objective EQ-1 Conserve Natural Resources

Policy EQ-1.1 Preservation Strategy. Utilize the development review process to protect natural areas in private ownership.

PROGRAMS

EQ-1.1.1 Conditions of Approval. Identify and protect natural resources as conditions of project approval.

EQ-1.1.2 Property Owner Coordination. Work with property owners and non-profit conservation organizations to preserve and enhance special natural resource sites.

Policy EQ-1.2 Natural Terrain and Native Vegetation. Protect the natural terrain and native vegetation and recognize the role of natural terrain and native vegetation in landslide mitigation and management.

PROGRAMS

EQ-1.2.1 Erosion Control. Develop a list of plants that provide erosion control benefits and promote their usage in landscapes.

EQ-1.2.2 Tree Ordinance. Continue to implement the Tree Ordinance and provide support for the maintenance and protection of appropriate vegetation in order to protect desired trees, remove undesired trees, and balance tree maintenance with fire safety, views, and privacy.

EQ-1.2.3 Mapping Ridgelines. Initiate a mapping program, working with the county to identify sensitive ridgeline areas in concert with updating the Zoning Ordinance.

Policy EQ-1.3 Wetlands Restoration. Restore Sausalito's wetlands to improve environmental quality and mitigate sea level rise.

PROGRAMS

EQ-1.3.1 Wetlands Identification. Identify existing, previously existing, and potential new wetlands in Sausalito and its sphere of influence.

EQ-1.3.2 Restoration Strategy. Develop a strategy to improve wetland resources while balancing needs of land uses.

Policy EQ-1.4 Threatened and Endangered Species. Protect threatened and endangered wildlife and plant species native to Sausalito and the Southern Marin area.

PROGRAMS

EQ-1.4.1 Special Studies (Threatened and Endangered Species). Require special studies for projects proposed in areas that could potentially impact threatened or endangered species habitat as identified in the Endangered Species Act.

EQ-1.4.2 Catalogue Threatened and Endangered Species. Continue to catalogue and update information on threatened and endangered species and locally scarce species or habitats. This catalogue will be used to review project proposals.

EQ-1.4.3 Botanical Reports. Require detailed botanical reports for new development projects that are located within threatened plant habitat areas as identified on the Natural Diversity Data Base maps according to the Endangered Species Act.

EQ-1.4.4 Invasive Plant Materials. Discourage the use of invasive non-native shrubs by landscapers, nurseries, and homeowners in landscaped areas. Species that are undesirable because of their susceptibility to spread into natural habitats of native species are identified by the California Invasive Plant Council (Cal-IPC) in their Invasive Plant Inventory.

EQ-1.4.5 Eradication. Attempt to eradicate broom populations in open space areas where the plant serves as a fuel in the Wildland-Urban Interface (WUI) or threatens important native plants or wildlife habitats.

Policy EQ-1.5 Non-Threatened Species. Protect flora and fauna that provide an environmental benefit to Sausalito.

PROGRAM

EQ-1.5.1 Ecosystem Services. Consider developing an ecosystems services plan that links benefits to plant and animal species, particularly oysters, eelgrass, herring, and pollinators, to benefits to the Sausalito community. This ecosystem services plan could also link these benefits to sea level rise adaptation and the health of the Richardson's Bay environment.

Policy EQ-1.6 Archeological Factors and History. Respect and be sensitive to the native and early history of the Southern Marin area.

PROGRAMS

EQ-1.6.1 Sausalito Historical Society. Encourage the Sausalito Historical Society to gather information on the early history and sites of the native inhabitants of the area.

EQ-1.6.2 Project Referral. Refer projects proposing new construction to the California Historic Resources Information System's Northwest Information Center to determine whether they are in a zone of archaeological and/or historical sensitivity.

EQ-1.6.3 Archaeological Surveys. Require archaeological surveys on properties near known archaeological sites prior to excavation that establish the limits of those sites, evaluate their importance, and detail measures to protect archaeological resources.

EQ-1.6.4 Construction Mitigation. Halt all activity until the site is examined by a city-approved archaeologist and appropriate mitigation measures have been identified and implemented should an archaeological site be uncovered during any phase of construction.

Objective EQ-2 Preserve Public Open Space

Policy EQ-2.1 Open Space System. Establish and maintain a system of city-owned and privately-owned open space areas as identified on Figure 6-2.

PROGRAMS

EQ-2.1.1 Open Space Map. Work with Marin County as well as the state and federal government to maintain an up-to-date Open Space Map that identifies existing public sites, private sites, pathways, easements, and trails.

EQ-2.1.2 Open Space Coordination. Coordinate city-owned open space with privately owned areas, open space owned by other public entities, and the city's pathways and trails system.

EQ-2.1.3 Review of Open Space Proposals. Review on an ongoing basis any improvements or changes to the open space system proposed by other jurisdictions and agencies for consistency with Environmental Quality Element policies.

Policy EQ-2.2 Open Space Acquisition. If feasible, expand the total acreage of passive and recreational open space areas through public agency purchase or private dedication of lands.

PROGRAMS

EQ-2.2.1 Open Space Committee. Appoint, as a sub-committee of the Parks and Recreation Commission, an Open Space Committee to recommend a specific acquisition program that will include the acquisition of potential sites as designated on the Open Space and Conservation Map (Figure 6-2) and listed in the Background section.

EQ-2.2.2 Evaluation of Potential Acquisition Sites. Assist the Open Space Committee in the evaluation of potential acquisition sites with an emphasis on the potential for seismic or other safety hazards.

EQ-2.2.3 Up-to-Date Open Space Plan Map. Maintain an up-to-date Open Space Plan map which identifies potential sites or areas for acquisition.

EQ-2.2.4 Financing Public Acquisition. Work with the Open Space Committee in investigating means to finance public acquisition of potential open space areas that would include special taxes, donations, state bond issues, private foundations, and personal bequests.

Policy EQ-2.3 Public Open Space Use. Maintain public open space areas in a natural state compatible with the preservation of environmental resources, views, and surrounding area uses.

PROGRAMS

EQ-2.3.1 Review of Plans. Coordinate the review of plans of other public jurisdictions and utilities within and adjacent to the city on an ongoing basis to assure that any proposed improvements are consistent with the city's environmental policies.

EQ-2.3.2 Aesthetics. Encourage aesthetically designed public facilities (e.g. power lines, water lines, water tanks) with appropriate placement, adequate setbacks, and proper landscaping to reduce aesthetic impacts and impacts on views of hillsides, ridgelines, open space, and the bay.

Policy EQ-2.4 Open Space Management. Maintain habitat and scenic value of open space and ensure the protection of public health and safety through the well-planned management of open space lands.

PROGRAMS

EQ-2.4.1 Open Space Management Plan. Develop an open space management and maintenance plan in coordination with neighboring jurisdictions.

EQ-2.4.2 Management of Private Open Space. Consider requiring the establishment of a long-term management program for areas preserved through easements or other development restrictions, as a condition of approval.

EQ-2.4.3 Urban Wildland Interface. Work with local agencies to address hazards within existing and proposed open space areas related to wildfire prevention.

Objective EQ-3 Maintain and Expand the Parks and Recreation System

Policy EQ-3.1 Parklands and Open Recreation Areas. Preserve and improve existing parks, parklands, and recreation areas for passive and active recreation use by residents.

PROGRAMS

EQ-3.1.1 Continual Maintenance. Develop a regular maintenance program for parks and open space to proactively maintain these areas for passive and active recreation use. The city's budgetary process may have to accommodate this new program.

EQ-3.1.2 Capital Improvement Program. Develop a robust capital improvement program that addresses short and long term improvement to parks and open space areas that benefit the community.

EQ-3.1.3 Private Funding. Continue to encourage private groups in the community to raise funds for park maintenance or establish programs such as adopt-a-park.

EQ-3.1.4 Volunteer Maintenance Programs. Promote a program of individual volunteers to assist in the maintenance of city parks, pathways, trails, and median strips.

EQ-3.1.5 Municipal Pier. Consider the viability of reconstructing the Municipal Fishing Pier, which may include collaboration with a non-profit organization.

EQ-3.1.6 Welcoming Parks. Promote park designs and equipment that support safe and healthy activity for residents of all ages and abilities, including senior residents.

Policy EQ-3.2 Special Events. Permit safe special events in specific sites, managing the potential impacts of parking, noise, congestion, and lighting.

PROGRAMS

EQ-3.2.1 City Permit (Special Events). Continue to require that special events obtain a city permit (see policy HS-3.4).

EQ-3.2.2 Special Event Promotion. Promote use of park space for community events and other opportunities that provide a welcoming atmosphere to members of the Sausalito community in order to promote social connections and community involvement.

Policy EQ-3.3 Martin Luther King, Jr. Campus. Maintain the Martin Luther King, Jr. Campus to suit the community's recreational and educational needs.

PROGRAM

EQ-3.3.1 Park and Recreation Facilities Master Plan. Prepare a Park and Recreation Facilities Master Plan to guide the maintenance and development of the Martin Luther King, Jr. Campus (see program LU-5.2.2).

Policy EQ-3.4 Recreation Programs. Maintain recreational programs that are responsive to the assessed need.

PROGRAMS

EQ-3.4.1 Recommendations to City Council. Provide recommendations to the City Council by the Parks and Recreation Commission after review of city-sponsored programs.

EQ-3.4.2 Outreach. Continue to publicize information on city parks and recreation programs to encourage increased use by residents. Outreach methods should be reflective of Sausalito's demographics and their consumption of information.

EQ-3.4.3 Marin City Joint Use. Pursue cooperation and joint use of recreational facilities in Sausalito and Marin City and conduct a

preliminary investigation into working with the Marin City Community Services District.

Policy EQ-3.5 Trails and Pathways. Include the recreational trails and pathways system in the city in the inventory of city recreation resources.

PROGRAM

EQ-3.5.1 Trails and Pathway Maintenance. Consider scheduling maintenance and improvement projects for the city's bicycle trails and pathways. Consider funding of maintenance in the General Fund budget. Maintenance could include plants abutting the trails, pathways, and steps.

Objective EQ-4 Maintain High Water Quality Standards

Policy EQ-4.1 Regional Collaboration. Work together with regional, county, state, and federal actors on water quality and sea level rise issues of common concern.

PROGRAMS

EQ-4.1.1 Stormwater Pollution Prevention Program. Continue to participate in the Marin County Stormwater Pollution Prevention Program (MCSTOPPP).

EQ-4.1.2 Well Ordinance Review. Work with the county and other regional agencies to periodically review and update the Well Ordinance as new technical and environmental information becomes available.

EQ-4.1.3 Richardson's Bay Regional Agency. Coordinate with the Richardson's Bay Regional Agency (RBRA) or successor agency in implementing the adopted water pollution control program contained in the Richardson's Bay Special Area Plan.

EQ-4.1.4 Monitoring Bay Water Quality. Coordinate with the Richardson's Bay Regional Agency to assist the RWQCB and BCDC in the regular monitoring of Bay water quality.

EQ-4.1.5 Greywater Improvements. Work with Marin Municipal Water District to encourage greywater recycling systems and irrigation with linkages to available recycled water facilities.

EQ-4.1.6 Flood Insurance. Continue participation in FEMA's National Flood Insurance Program (NFIP) and the Community Rating System to improve resilience and reduce flood damage.

EQ-4.1.7 Water Resilience. Work with MMWD to form a contingency plan to maintain water service in case of flooding or other emergency situations.

EQ-4.1.8 Discharge Monitoring. Comply with National Pollutant Discharge Elimination System (NPDES) and state pollution discharge programs by implementing programs and projects that address filtration of storm water systems prior to discharge into the Waters of the United States.

EQ-4.1.9 Contaminants Monitoring. Consider developing a program to track contaminants and fund implementation measures to minimize contaminants in Richardson's Bay, which could be linked to the Harbor Maintenance Tax.

Policy EQ-4.2 Stormwater Management. Manage flooding, mitigate hazardous runoff from stormwater, and mitigate landslides.

PROGRAMS

EQ-4.2.1 Hazardous Materials Dumping. Continue painting no hazardous materials dumping symbols next to storm drain catch basins within the city limits.

EQ-4.2.2 Storm Drain System Improvements. Improve the existing storm drain system by considering funding improvements and maintenance in the Capital Improvement Program and through requirements imposed on private development.

EQ-4.2.3 Pervious Surfaces. Encourage pervious surfaces in new developments or major renovations to the maximum extent feasible to percolate stormwater runoff into groundwater without impacting subsurface stability.

EQ-4.2.4 Ordinance Amendment (Impervious Surfaces). Consider modifications to the definition of impervious surface regulations in the Zoning Ordinance to ensure that pervious surfaces are encouraged.

EQ-4.2.5 Toxin-Free Landscape. Increase outreach on the use of toxin-free landscape management practices to residents and landscape businesses.

EQ-4.2.6 Runoff Discharge. During permitting processes for new development or substantial remodels, ensure that post-

development peak stormwater runoff discharge rates do not exceed the estimated pre-development rate. In addition, dry weather runoff from these projects should not exceed the pre-development baseline flow rate.

EQ-4.2.7 Landslide Mitigation. Align stormwater management programs with geological hazard mitigations policy HS-1.2 in the Health, Safety, and Community Resilience Element as appropriate.

EQ-4.2.8 Subterranean Stormwater Management. Consider an inventory and potential expansion of subterranean stormwater management facilities to improve citywide stormwater management.

EQ-4.2.9 Sea Level Rise. Align stormwater management programs with sea level rise adaptation policy S-3.2 in the Sustainability – Climate Change Mitigation and Resiliency Element.

Policy EQ-4.3 Creeks and Drainage Ways. Promote the natural integrity of creeks and/or drainageways as riparian habitat and wildlife corridors to protect residents from flooding and other hazards.

See Figure 6-8: Wetlands & Creeks

PROGRAMS

EQ-4.3.1 Creek Clean-up. Initiate creek clean-up activities through appropriate noticing and swift enforcement actions.

EQ-4.3.2 Public Information. Initiate public information programs to stress the importance of keeping privately-owned creeks and drainageways clear of debris for proper drainage and enhancement of wildlife habitat.

EQ-4.3.3 Riparian Areas. Discourage any construction proposed in riparian areas identified in Figure 6-8.

EQ-4.3.4 Daylighting Creeks. Initiate or support daylighting projects to increase riparian habitat and reduce runoff.

Policy EQ-4.4 Water Conservation. Promote and encourage water conservation measures to assure that an adequate and safe supply of high-quality water is available for residents.

PROGRAMS

EQ-4.4.1 Marin Municipal Water District. Coordinate development review with the Marin Municipal Water District (MMWD) to ensure adequate water supplies.

EQ-4.4.2 Local Water Conservation Ordinance. Continue to implement the local water conservation ordinance in coordination with MMWD.

EQ-4.4.3 Future Water Supply Planning. Continue to implement programs from MMWD's Water Resources Plan 2040.

EQ-4.4.4 Rainwater Catchment. Implement rainwater catchment systems, including rain barrels, on city-owned land and promote their use on residential properties.

EQ-4.4.5 Conservation Outreach. Collaborate with MMWD to inform water customers on water conservation techniques, services, devices, and rebates (including greywater use) through online and in-person community outreach.

Objective EQ-5 Maintain a Safe and High Air Quality Standard

Policy EQ-5.1 Implement Research. Incorporate the growing body of climate change research to improve air quality in Sausalito due to the negative impact of air pollutants and greenhouse gas emissions on both local air quality and global climate.

PROGRAMS

EQ-5.1.1 Update CAP. Continue to update Sausalito's Climate Action Plan (CAP) with new data as well as updated policies and programs (see program S-1.1.9 in the Sustainability – Climate Change Resiliency and Mitigation Element).

EQ-5.1.2 Update LEAP. Continue to update Sausalito's Low Emissions Action Plan (LEAP) with new data as well as updated policies and programs (see program S-1.1.10 in the Sustainability – Climate Change Resiliency and Mitigation Element).

EQ-5.1.3 Emissions Targets. Update city targets for Greenhouse Gas emissions to align with the most ambitious county, state, or federal targets.

EQ-5.1.4 Urban Form. Encourage land use policies that promote pedestrian and bicycle uses to reduce automobile use, improve air quality, and reduce impacts of climate change.

EQ-5.1.5 Clean-Burning Fuels. Encourage commercial and residential use of clean-burning fuels.

EQ-5.1.6 Odor-Emitting Uses. Continue to investigate the need for special conditions for potential odor-emitting uses through the environmental review process.

Policy EQ-5.2 Community Action. Collaborate with city employees, residents, and businesses to improve air quality.

PROGRAMS

EQ-5.2.1 Air Quality Outreach. Distribute to residents and businesses an air quality public information handout prepared by the Bay Area Air Quality Management District (BAAQMD) identifying common hazardous materials and materials whose emissions are regulated.

EQ-5.2.2 Circulation and Parking Element Programs. Implement programs identified in the Circulation and Parking Element which could reduce vehicular emissions.

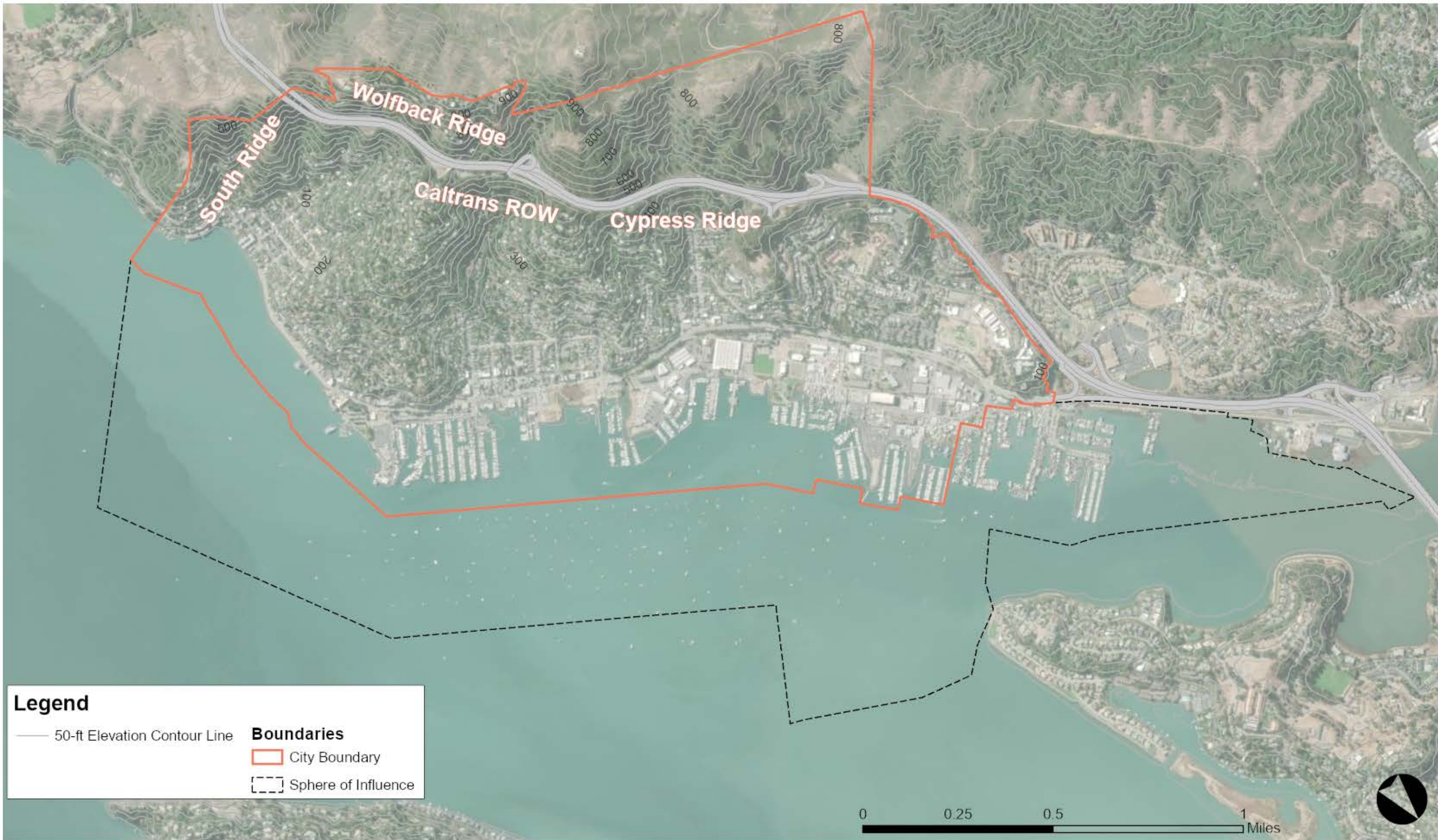
EQ-5.2.3 Toxic Chemicals. Initiate public awareness programs to minimize the use of toxic garden and lawn sprays for both public and private purposes (see program HS-1.4.5).

EQ-5.2.4 Dust Mitigation. Require that developers prepare a dust mitigation plan that identifies strategies for reducing particulate emissions.

EQ-5.2.5 Electrify Equipment. Require city usage and promote resident usage of electric landscape equipment where possible, for example replacing gasoline-powered leaf blowers with electric blowers.

EQ-5.2.6 Reduced-Emission Equipment. Give preference to contractors and contracts for services to firms that use reduced-emission equipment and/or practice sustainable operations.

EQ-5.2.7 Climate Change Education. Promote local, county, state, and federal climate regulation standards among Sausalito residents and businesses, informing them of the short- and long-term effects of reducing emissions and improving air quality.



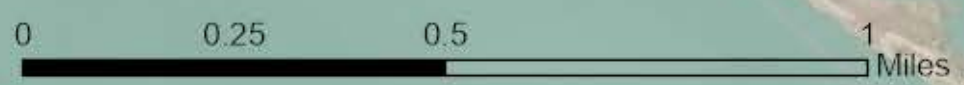
Legend

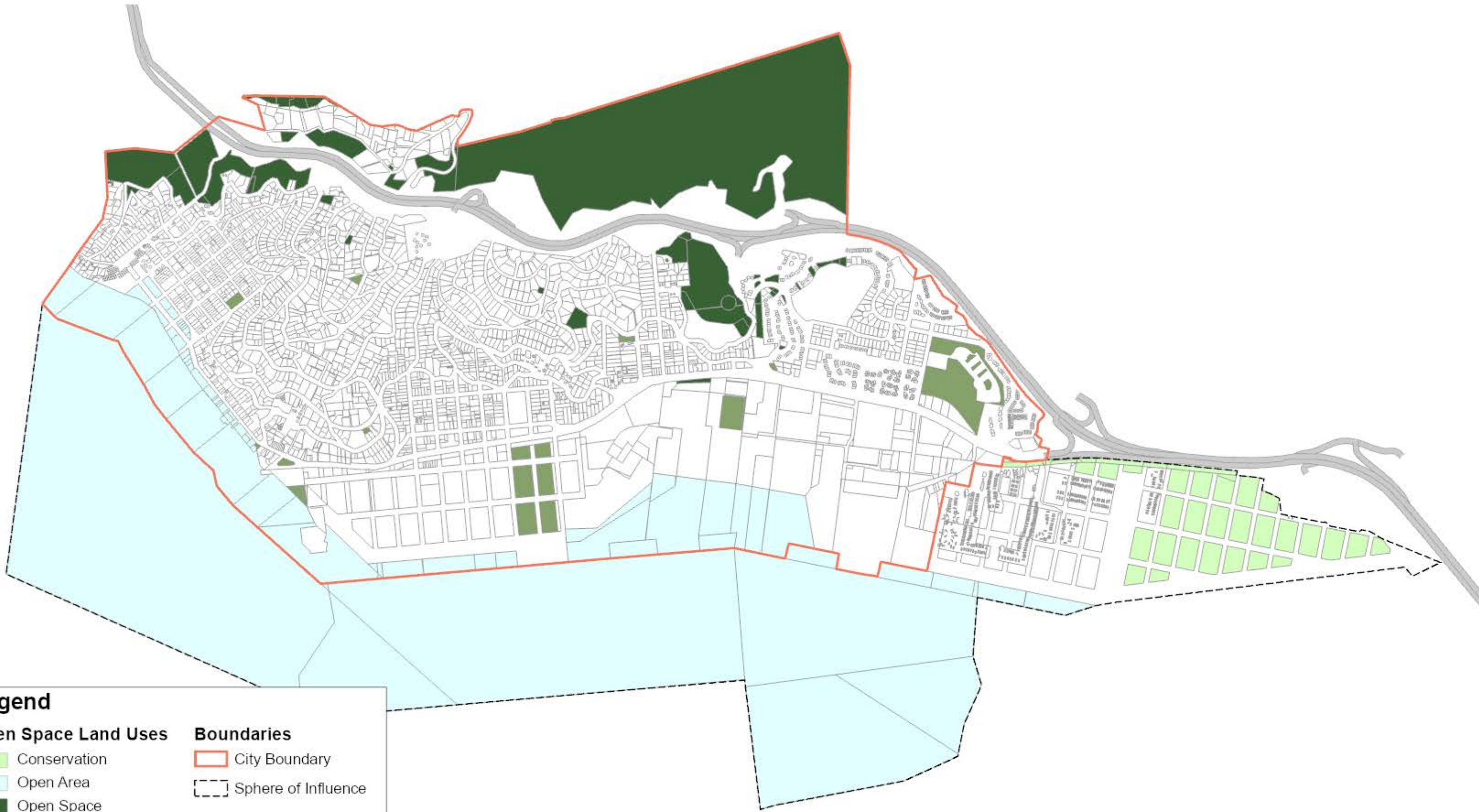
— 50-ft Elevation Contour Line

Boundaries







City Boundary

Sphere of Influence





Legend

Open Space Land Uses	Boundaries
 Conservation	 City Boundary
 Open Area	 Sphere of Influence
 Open Space	
 Public Parks	

Note: The Martin Luther King, Jr. Campus is treated as a park.





Legend

Known Occurances

- American peregrine falcon
- California black rail
- longfin smelt
- southern sea otter
- western bumble bee

- Mission blue butterfly
- Marin hesperian
- white-rayed pentachaeta
- hairless popcornflower
- dark-eyed gilia
- Oregon polemonium

Vegetation Types

- Barren / Rock
- California Bay Forest
- Coast Live Oak Forest / Woodland
- Coastal Scrub
- Point Reyes salty bird's beak

Essential Habitat

- Essential

- Cool Grasslands
- Eucalyptus
- Non-Native Ornamental Conifer / Hardwood Mixture

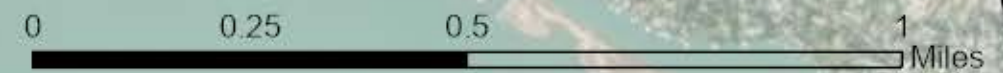
Boundaries

- City Boundary

Sphere of Influence

- Sphere of Influence

Source: California Department of Fish and Wildlife



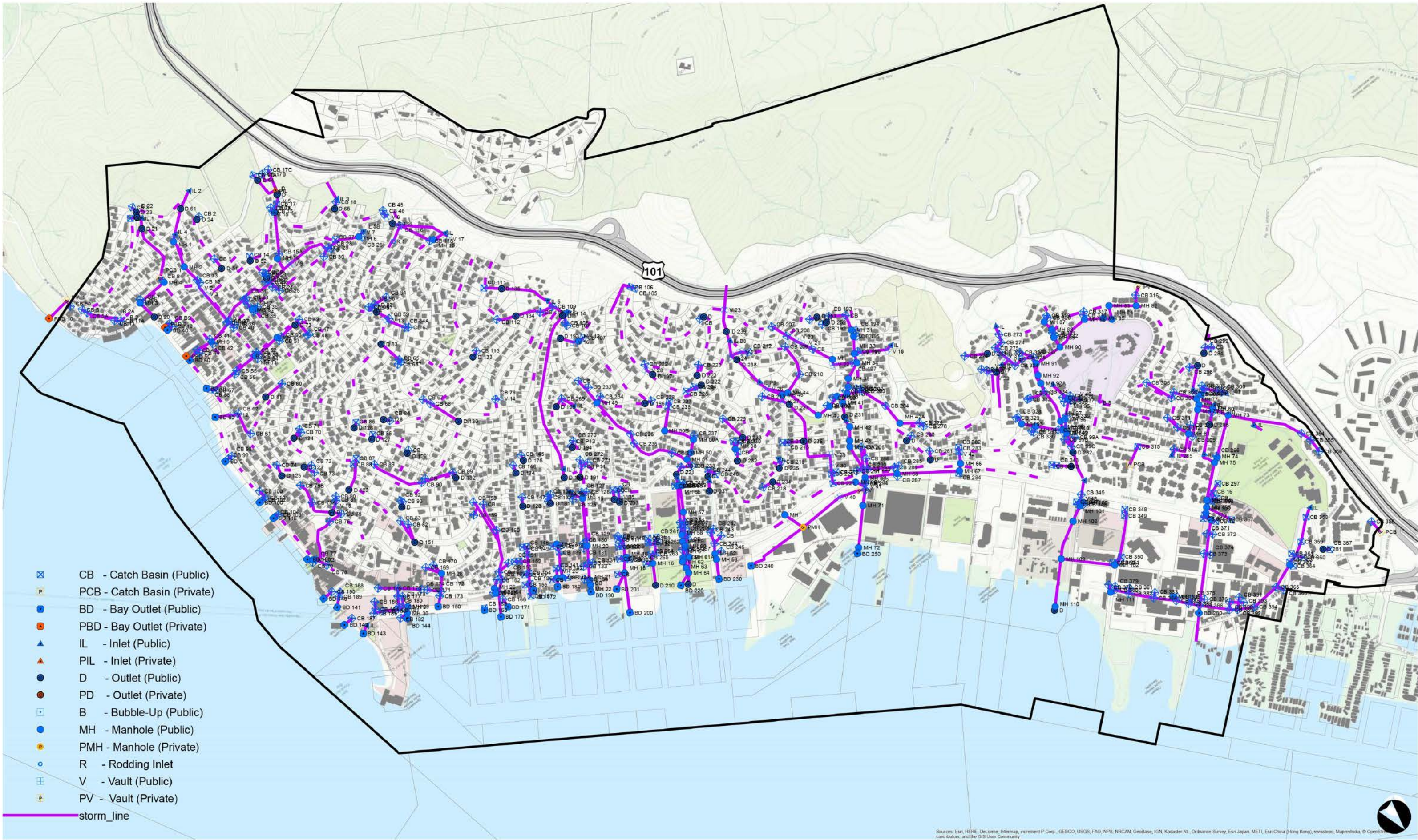
- Sausalito Parks**
- 1) Bolinar Plaza
 - 2) Cazneau Playground
 - 3) Cloudview Park
 - 4) Dunphy Park
 - 5) Gabrielson Park
 - 6) Langendorf Playground
 - 7) Martin Luther King, Jr. Campus
 - 8) Marinship Park
 - 9) Mary Ann Sears Park
 - 10) O'Donnell Seat (Poet's Bench)
 - 11) Plaza Vina Del Mar
 - 12) Robin Sweeny Park
 - 13) Schoonmaker Beach
 - 14) Southview Park
 - 15) Swede's Beach
 - 16) Tiffany Beach
 - 17) Tiffany Park
 - 18) Turney Street Ramp
 - 19) Yee Tock Chee Park
- Note: The Martin Luther King, Jr. Campus is treated as a park.
Source: Trails data, Marin County Parks and Open Space (2011);
City Stair and Paths, Aaron Roller/Google Maps (2019), .*



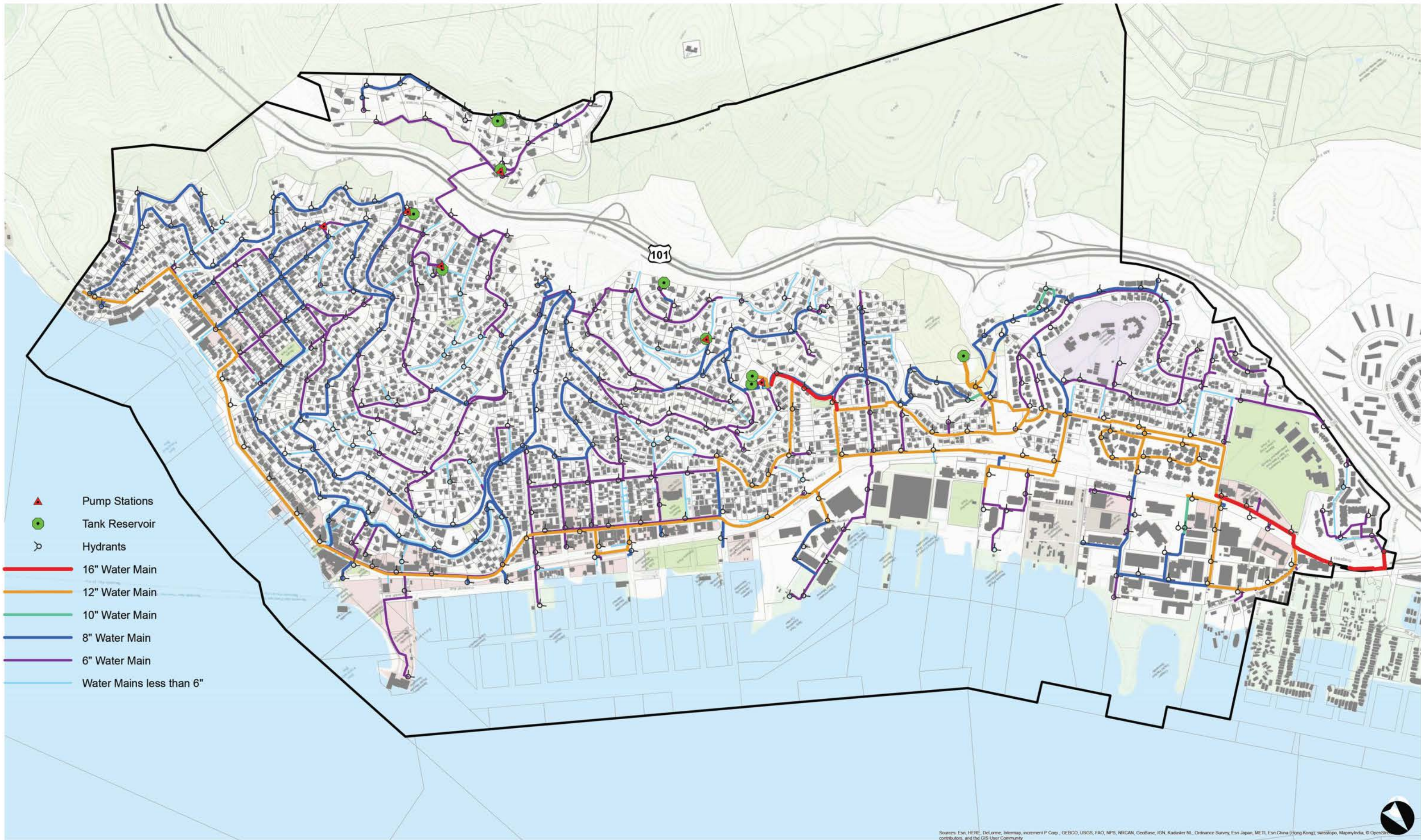
Legend

Trails	— Hiking/Equestrian (Open)	Open Space Land Uses	SF Bay Trail
City Stairs and Paths	— Hiking (Open)	Conservation	Existing
Paved Path	— Hiking (Proposed)	Open Area	Proposed
Combined Use Trail (Open)		Open Space	
Combined Use Trail (ROW Secured)		Public Parks	
	SF Bay Area		Boundaries
	Water Trail		City Boundary
	Existing		Sphere of Influence
	Destination & Launch		

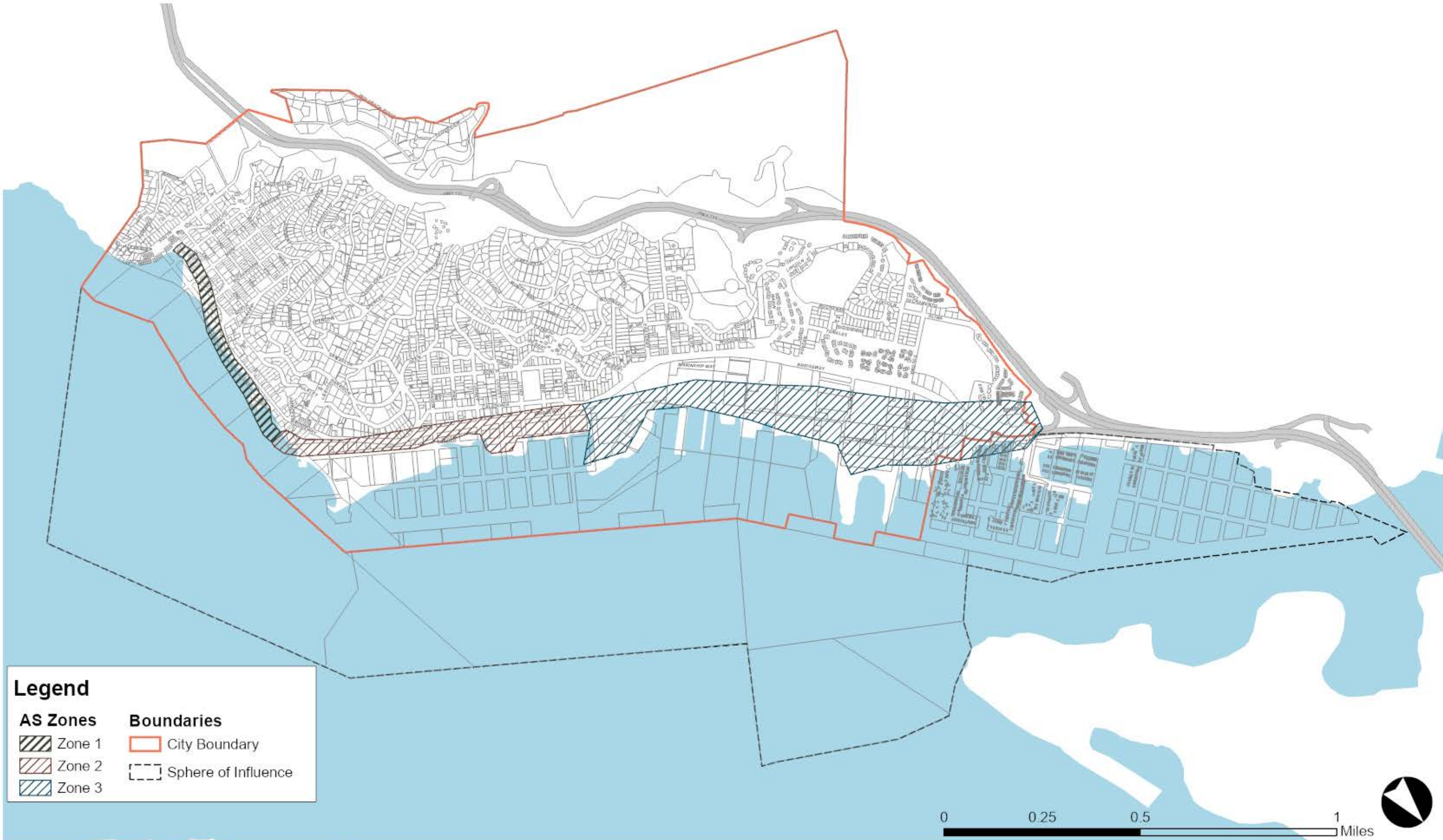




Sources: Esri, HERE, DeLorme, Intermap, increment P Corp., GEBCO, USGS, FAO, NPS, NRCAN, GeBCo, IGN, Kadaster NL, Ordnance Survey, Esri Japan, METI, Esri China (Hong Kong), Swisstopo, Mapbox, OpenStreetMap contributors, and the GIS User Community



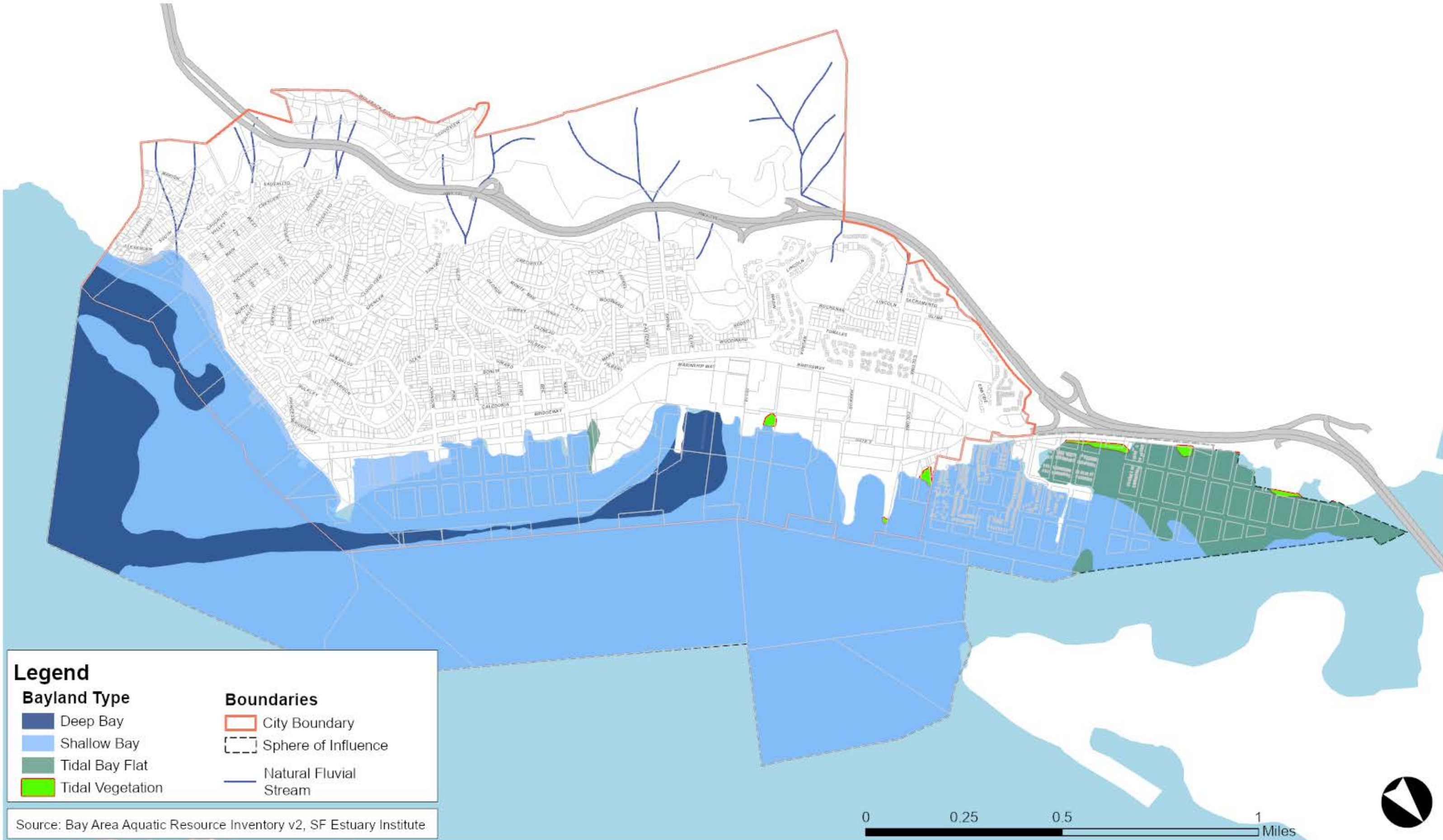
Sources: Esri, HERE, DeLorme, Intermap, increment P Corp., GEBCO, USGS, FAO, NPS, NRCAN, GeBCO, IGN, Kadaster NL, Ordnance Survey, Esri Japan, METI, Esri China (Hong Kong), Swisstopo, MapmyIndia, © OpenStreetMap contributors, and the GIS User Community



Legend

AS Zones	Boundaries
Zone 1	City Boundary
Zone 2	Sphere of Influence
Zone 3	

0 0.25 0.5 1 Miles



This page intentionally left blank.



HEALTH, SAFETY, AND COMMUNITY RESILIENCE

7

ELEMENT

This page intentionally left blank.

INTRODUCTION

A significant amount of the land within the Sausalito planning area is subject to a variety of natural hazards. The intent of the General Plan is to reduce the potential for injury, property damage, and public expense due to natural and human-made hazards. In order to protect the public, the Health, Safety, and Community Resilience Element identifies areas where hazards to life and property may occur and sets forth protective measures to reduce risk and mitigate damage in a way that is economically sustainable.

This Element combines two state-mandated elements of the General Plan: Safety and Noise.

On May 14, 2019 the Sausalito City Council adopted the 2018 Marin County Multijurisdictional Local Hazard Mitigation Plan (MLHMP), which will serve as the city's Local Hazard Mitigation Plan, in accordance with the Disaster Mitigation Act of 2000. The Plan was conditionally approved by the Federal Emergency Management Agency (FEMA) on November 21, 2018.

The MLHMP provides guidance and insight into the hazards that exist within the City of Sausalito and suggests possible mitigation projects. The MLHMP shall be consulted when addressing known hazards to ensure the general health, safety, and welfare of residents of the City of Sausalito.

The potential hazards discussed in the Element and covered by the MLHMP are:

- Debris Flow (Landslides)
- Flooding
- Severe Storm
- Wildfire
- Earthquakes and Liquefaction
- Post-Fire Debris Flow
- Tsunami
- Wind

Additional hazards described in future local hazard mitigation plans will be covered in this Element by reference. In addition, this Element discusses sea level rise and climate change hazards, infectious diseases, exposure to noise, and exposure to hazardous materials.

This Element also includes objectives, programs, and policies concerning community resilience, emphasizing a maintenance of social and environmental bonds through and after hazardous events. The General Plan incorporates resiliency measures in order to sustain Sausalito and meet health and safety goals in current times and for future generations of Sausalitans, particularly for vulnerable populations.

BACKGROUND AND CONTEXT

The Health, Safety, and Community Resilience Background describes the existing and projected hazards in Sausalito. The discussion covers environmental conditions, particularly in the context of the climate crisis. Potential health and safety hazards must be considered in planning the location, design, density, intensity and type of land use in each area.

Many of the environmental hazards identified in this Element will be exacerbated by the impacts of climate change, increasing the risk to the health and safety of residents, workers, and visitors in the city. Policies and implementing programs within this Element are intended to prepare, mitigate, and adapt for the impacts of natural and anthropogenic risks and disasters.

A key component of this Element is the emphasis on community resilience. Community resilience is the maintenance of social and environmental bonds through and after hazardous events. The General Plan's objectives focus not only on the immediate impacts of hazards on individuals and properties, but also impacts to infrastructure, social ties, and the community's ability to respond and adapt to emergency conditions.

GENERAL GEOLOGICAL CONDITIONS

The City of Sausalito is located along the eastern shore of Marin County, at the base of the foothills southeast of Mount Tamalpais. Marin County lies within the central portion of the Coast Range Geomorphic Province of California, a region characterized by northwest-trending valleys and mountain ranges. These topographic features are generally parallel to the major geologic structures such as the San Andreas system of active faults.

See Figure 7-1: Topography

Bedrock in the area consists mainly of the Franciscan Assemblage, a diverse and structurally complex group of igneous, metamorphic, and sedimentary rocks of Upper Jurassic to Cretaceous age (140 to 65 million years old). These rocks underlie most of the Coast Ranges east of the San Andreas fault, which is located approximately 6.5 miles southwest of Sausalito. In southern Marin County, the Franciscan rocks are overlain by alluvium, colluvium and bay mud deposits of Plio-Pleistocene to Holocene age (less than 2 million years ago).

Sausalito is underlain by bedrock units of the Franciscan Assemblage. Three major bedrock units are exposed within the city: the southwestern end of the city is underlain by Franciscan greenstone, an altered volcanic rock, and chert, a fine-

grained siliceous rock. Chert is also the dominant rock type approximately above the 100-foot contour in the southern part of the city. Mélange, a mixture of shale, is the dominant bedrock type in the northern half of the city.

Colluvium, found in many of the hillside swales and small valleys in the city, is a thick soil deposit that forms as the result of erosion, soil creep, and sloughing of the adjacent slopes. The relatively flat land along the bay margin is formed by a combination of natural bay mud and man-made fill and contains deposits of alluvium (stream sediments). There are also several large fills along Highway 101. Many smaller fills are also present in the developed hillside areas throughout the city.

Several areas fronting Richardson's Bay are also located on Bay Mud colluvium material with some engineered fill material. These areas such as the Marinship area and areas that front the Bay are subject to subsidence and other seismic and geological movement.

Faults

Sausalito is located in a seismically active region with several major active fault systems capable of producing large ground-shaking earthquakes, including the San Andreas, Rodgers Creek, and Hayward Faults. The San Andreas, Hayward, and Rodgers Creek Faults are located 6.5 miles southwest, 13 miles east, and 22 miles northeast of Sausalito, respectively. Other more distant, active faults in the region include the San Gregorio, Calaveras, West Napa, Greenville, Concord, and Green Valley faults.

The most significant geologic structure in the region is the active San Andreas fault, which trends northwestward through western Marin County and the adjacent Pacific Ocean. At its nearest point, the fault lies approximately 6.5 miles southwest of Sausalito in the Pacific Ocean. The fault comes on land at Bolinas Lagoon, about 9.5 miles northwest of Sausalito. The San Andreas is an active right-lateral strike-slip fault (i.e. the land west of the fault generally moves north with respect to the land east of the fault during large earthquakes) and has been the source of many earthquakes in the past. The San Andreas is the only active fault known to be present in southern Marin County.

The San Andreas and Hayward Faults are the only faults in the area that have been zoned by the California Division of Mines & Geology under the Alquist-Priolo Earthquake Fault Zoning Act of 1972.

Seismicity

The San Francisco Bay Area has been affected by several large earthquakes in the past two centuries. The largest of these was the San Francisco earthquake of

April 18, 1906 that occurred on the San Andreas Fault near San Francisco. This earthquake caused strong to violent ground shaking throughout much of west central California and caused widespread damage. Ground shaking intensities in Sausalito were approximately VIII-IX on the Modified Mercalli Scale (see Table 7-2). In southern Marin County, extensive damage was done to the poorly engineered structures of that time.¹ Other large earthquakes occurred in 1836 and 1868 on the Hayward Fault in the East Bay. The most recent large earthquake to affect the area was the Loma Prieta earthquake, which occurred on October 17, 1989 on the San Andreas Fault near Santa Cruz and registered 7.1 on the Richter scale. Although ground shaking and associated structural damage occurred in the other parts of the San Francisco Bay Area, little damage occurred in Sausalito.

The recent increase in earthquake activity in the San Francisco Bay Region suggests that the region is entering a period of increased seismic activity that could include one or more large and destructive earthquakes. The U.S. Geological Survey has indicated that there is a 72 percent probability an earthquake with a magnitude of 6.7; and also a 51 percent probability an earthquake with a magnitude of 7.0 will occur in the Bay Area by 2045.

Seismic events such as earthquakes have substantial residual impacts, including erosion, massive tidal swings, fallen trees, damaged utilities (such as power lines, sewer pipes, and gas lines), landslides, and fires.

Earthquakes are considered most likely to occur on the San Andreas, Rodgers Creek, or Hayward fault lines. Although less information is available for the San Gregorio Fault, it is also considered active and capable of generating large earthquakes. Assuming the earthquake epicenter is located on a nearby segment of one of the principal active faults, ground shaking intensities of approximately VIII-X (Severe through Extreme on the Modified Mercalli Scale, as shown in Table 7-2) could be expected in Sausalito.

¹ Lawson, A.C., chairman, "The California Earthquake of April 18, 1906: Report of the State Earthquake Investigation Commission" (Carnegie Institution of Washington: 1908)

TABLE 7-1: PRINCIPLE ACTIVE FAULTS

Fault	Distance (Miles)	Largest Historical Earthquake (Year)	Maximum Credible Earthquake^{1,2} (MCE)	Peak Bedrock Acceleration at Sausalito³
San Andreas	6.5	8.3 (1906)	8.5	1.00
San Gregorio - Seal Cove	9.0	-	7.5	0.40
Hayward	13.0	7.0 (1836)	7.5	0.35
		6.7 (1868)		
Rodgers Creek	2.0	5.7 (1969)	7.5	0.20

1. Expressed as Richter Scale Magnitudes.
 2. The Maximum Credible Earthquake is the largest earthquake considered possible under present geological conditions.
 3. Rock accelerations expressed as a fraction of g. acceleration due to gravity; values are approximate.

TABLE 7-2: MODIFIED MERCALLI INTENSITY SCALE

Intensity	Shaking	Description/Damage
I	Not felt	Not felt except by a very few under especially favorable conditions.
II	Weak	Felt only by a few persons at rest, especially on upper floors of buildings.
III	Weak	Felt quite noticeably by persons indoors, especially on upper floors of buildings. Many people do not recognize it as an earthquake.
IV	Light	Felt indoors by many, outdoors by few during the day. At night, some awakened. Dishes, windows, doors disturbed; walls make cracking sound. Sensation like heavy truck striking building. Standing motor cars rocked noticeably.
V	Moderate	Felt by nearly everyone; many awakened. Some dishes, windows broken. Unstable objects overturned. Pendulum clocks may stop.

Intensity	Shaking	Description/Damage
VI	Strong	Felt by all, many frightened. Some heavy furniture moved; a few instances of fallen plaster. Damage slight.
VII	Very Strong	Damage negligible in buildings of good design and construction; slight to moderate in well-built ordinary structures; considerable damage in poorly built or badly designed structures; some chimneys broken.
VIII	Severe	Damage slight in specially designed structures; considerable damage in ordinary substantial buildings with partial collapse. Damage great in poorly built structures. Fall of chimneys, factory stacks, columns, monuments, walls. Heavy furniture overturned.
IX	Violent	Damage considerable in specially designed structures; well-designed frame structures thrown out of plumb. Damage great in substantial buildings, with partial collapse. Buildings shifted off foundations.
X	Extreme	Some well-built wooden structures destroyed; most masonry and frame structures destroyed with foundations. Rails bent.

Source: USGS

GEOLOGIC HAZARDS

Within Sausalito, the most significant geologic hazards are those associated with landslides, debris flows, and ground shaking during earthquakes. Other significant hazards include the potential for settlement of structures constructed on filled bay land, expansive soils, and flooding. These and other possible hazards are discussed below.

See Figure 7-2: Geologic Inventory

Landslides

Landslides in Sausalito tend to be characterized by slow-moving slump or earthflow movement that is confined to the soil mantle and shallow weathered bedrock. They typically occur during the winter or spring as a result of rainfall. Landslides can cause extensive damage to buildings, roadways, and underground infrastructure which can often result in large property losses and can block emergency routes. Because these types of landslides are slow moving, people are rarely injured or killed by landslide

movement. However, landslide activity could increase as extreme weather events, such as heavy precipitation in winter months, become more common due to the climate crisis. Landslides can also be triggered by earthquakes, soil water content, and hillside excavations. Mudslides developing from rapid accumulation of water in soil may occur on steep slopes and may be activated by an earthquake or other natural disaster.

Hillside excavations have caused instability in the past along several segments of Highway 101 in Marin County. All significant cut slopes would be investigated by a qualified engineering geologist or geotechnical engineer prior to grading to determine if the planned site modifications will be stable.

Several landslides have been recorded within the city in the recent past. In February 2017, a landslide on San Carlos Avenue near Bridgeway caused city power outages. Another landslide occurred on Alexander Avenue located south of the city's limits, which forced the closure of a major roadway. In February 2019, a significant landslide resulted in the loss of three housing units, the loss of a carport, and severe damage to other houses and private property between Sausalito Boulevard and Crescent Avenue.

In 2019, the Landslide Task Force developed a report that identified Sausalito's needs and assessed its vulnerabilities to future mudslides and landslides.² This report included several recommendations that were incorporated into the General Plan, including a program (HS-1.2.6) to maintain a hillside ordinance that would mitigate landslide risks due to projects built on a parcel at a certain slope. A full list of Landslide Task Force recommendations, including how they have been integrated into the General Plan, is located in Appendix C.

Debris Flows

Debris flows are fast-moving, highly fluid landslides that typically occur during periods of intense rainfall. Debris flows originate most commonly on steep slopes, within hillside swales consisting of filled with unstable colluvium and move rapidly down the swales or ravines coming to rest in the near-level valley bottom areas. Within Sausalito, many of the swales or ravines that occupy the steep hill slopes may be capable of generating debris flows. The central and southern parts of the city underlain by chert, greenstone, and sandstone tend to be more susceptible to debris flows.

² "Landslide Task Force Report and Recommendation to Sausalito City Council" (Report to Council: September 24, 2019)

Structures located in debris flow paths can be severely damaged or destroyed. More than 100 Californians have been killed since the intense storms of January 1982, caused several fatalities in the Bay Area.

The risk of loss of property or life as a result of debris flows can be reduced in several ways. The most effective strategy is to avoid placing structures or facilities in debris flow paths. Where structures exist within areas at risk of debris flows, several measures can be taken to reduce the risk. These measures generally involve storm water control; stabilization of debris flow source areas through regrading, sub-drainage or retaining walls; and construction of structures to retain debris or divert debris away from structures.

Detailed geologic mapping (further described in program HS-1.2.1), adequate stormwater system mapping, and subsurface exploration are required to evaluate debris flow risk and provide recommendations for mitigation measures. Within developed areas, debris flows are sometimes triggered by concentrated runoff being discharged onto natural slopes, manmade slopes, or swales filled with unstable deposits. This risk can be minimized through construction of appropriate storm drainage facilities in these areas, among other mitigation measures that can be found in the Multi-Jurisdictional Local Hazard Mitigation Plan.

SEISMIC HAZARDS

In the event of an earthquake, seismic risk to a structure will depend on the distance to the earthquake epicenter, the characteristics of the earthquake, the subsurface conditions underlying the structure and its immediate vicinity, and the characteristics of the structure. The intensity of ground shaking can be amplified by local geologic conditions. Areas most susceptible to a significant amplification of ground shaking are areas underlain by soft sediments such as bay mud.

Earthquakes may also cause water displacement and tidal abnormalities, which can greatly affect a waterfront community like Sausalito. In addition, aftershocks can put first responders and disadvantaged community members at great risk.

In several areas along the Sausalito waterfront, fill has been placed over bay mud as a part of site development. These areas are likely to experience substantially stronger ground shaking and liquefaction than nearby areas built on bedrock. The magnitude of ground shaking amplification will depend on many factors including earthquake characteristics and location and the engineering characteristics of the site. Careful geotechnical analysis, potentially incorporating data from the United States Geological Survey (USGS) is required to provide an estimate of the amount of amplification that can occur. Ground shaking amplification observed along San

Francisco Bay during the Loma Prieta earthquake suggests that amplifications could be as large as a factor of two.

Experience gained during previous earthquakes has shown that the structures most susceptible to earthquake damage are older structures constructed before 1950 and unreinforced masonry buildings (URMs). Within older wood frame structures, structural damage occurs most frequently as a result of poorly designed foundations or a lack of structural bonding between the foundation and the building.

During the Loma Prieta earthquake, many such structures in Los Gatos and Santa Cruz were thrown from their foundations and received moderate to severe structural damage as a result. The risk of structural damage can often be significantly reduced by securely attaching the structure to the foundation. Shear walls or other structural reinforcements within the building can improve resistance to earthquakes. Unreinforced masonry chimneys often collapse during earthquakes. Collapse may occur during earthquakes of moderate magnitude where the attached building receives little or no damage. The risk of collapse of unreinforced masonry chimneys can be reduced by adding structural supports to existing chimneys or incorporating steel reinforcement into new chimneys.

A large number of URM buildings (those constructed with brick, cinder block or stone without steel reinforcement) were constructed in California in the early part of the 20th century. Structures of this type are prone to collapse during large earthquakes. Unreinforced masonry buildings can often be brought up to acceptable earthquake design standards by adding structural reinforcement.

Given the high risk of large earthquakes in the Bay Area and in Sausalito, URM structures should be considered a significant risk to public safety. The city has conducted an inventory of all URM buildings in Sausalito in response to requirements of SB 547 (Government Code § 8876), which deals with the reduction of seismic hazards in existing buildings. The city has also passed an ordinance that requires the submittal of structural analyses of all the URM buildings identifying the extent of the work needed to strengthen them.

Within the city limits, there are unreinforced masonry buildings located in the downtown and Caledonia Street areas. In response to this current situation, the Plan proposes that the city periodically update the URM Ordinance (program HS-1.1.2).

Sausalito also contains many older structures, which share similar seismic vulnerabilities with URM buildings. In the event of an earthquake, these older structures could potentially slip off their foundations or suffer chimney damage. To increase public awareness of the risks, the Plan provides for the city to make people

aware of risks of URM buildings and methods of mitigation or remediation (program HS-1.1.3).

Fault Rupture

Ground rupture tends to occur along lines of previous faulting. Because there are no known active faults within Sausalito, fault-related ground rupture is unlikely. The closest known active fault is the San Andreas Fault which is located approximately 6.5 miles southwest of the city along the western coast of Marin County. However, Sausalito is susceptible to seismic shaking in the event of a rupture at the San Andreas Fault.

Earthquake-Related Ground Failure

Various forms of ground failure often occur during or immediately following an earthquake as a result of seismic shaking. The nature and severity of these effects are determined by the magnitude and duration of shaking and the local geologic and groundwater conditions. Some localized ground cracking was noted in Sausalito after the 1906 earthquake.³ There are several types of earthquake-related ground failures including lateral spreading, lurch cracking, and liquefaction.

Lateral spreading is the movement of loose surface materials over gentle slopes during an earthquake. This phenomenon occurs most often in areas underlain by thick soils or unconsolidated sediments adjacent to a slope such as a creek channel. Movements of up to several feet are possible. The risk of lateral spreading is moderate to low in the low-lying coastal areas and very low in upland areas.

Lurch cracking is the formation of various types of fissures or cracks in the ground surface resulting from the oscillatory motion of the ground during an earthquake. This usually occurs in relatively flat areas underlain by loose, unconsolidated materials, and is exacerbated by the presence of shallow groundwater. The risk of lurch cracking is moderate to low in the low-lying coastal areas and very low in upland areas.

Liquefaction

Liquefaction results from ground shaking and is often followed by local settling or slope failure. The potential for liquefaction is highest in areas underlain by saturated, unconsolidated, granular sediments. Within Sausalito, the areas most at risk for liquefaction are located in the flat-lying valley bottoms and along the bay margin, especially the areas that are built on fill in Richardson's Bay.

³ T.L. Youd and S.N. Hoose, "Historic Ground Failures in Northern California Triggered by Earthquakes" (U.S. Geological Survey: 1978).

Slope failure and landslides most frequently occur under non-seismic conditions but can be triggered or accelerated by ground shaking. In southern Marin County, the potential for seismically-induced landslides depend upon a number of factors, including the nature of bedrock, nature and depth of soils, angle and direction of the slope, and moisture content. The most common type of earthquake-induced ground failure is small sloughs or rockslides in steep cut slopes. Movement can also occur in pre-existing landslides. Small rockslides and larger landslides are most likely to occur during earthquakes along steep cut slopes such as those found along roadways.

Tsunamis and Seiches

Tsunamis are a series of large long period sea waves generated by earthquakes. The highest recorded tsunami wave in San Francisco Bay resulted from the 1964 Alaskan earthquake. This wave reached about 7.5 feet at Fort Point and achieved a maximum height within Richardson's Bay of 3.75 feet above mean high tide level. During the 1964 event, successive waves and associated currents caused damage to harbors in Sausalito.⁴

Damaging tsunamis typically result from earthquakes located far from California in places such as Alaska or the western margin of the Pacific basin. Earthquakes occurring on strike slip faults, common on the central California coast, do not typically produce large tsunamis. The coastal low-lying portions of Sausalito along Richardson's Bay and most of the area east of Bridgeway are susceptible to inundation from severe storm waves, very high tides, storm flooding, and tsunamis (Figure 7-3).

Seiches are water oscillations, including an earthquake-induced wave, in a lake, reservoir, or harbor. Tidal impacts due to earthquakes are largely expected to come from the Bay and affect the coastal portions of the city. The city does not contain large standing bodies of water inland that may be affected by seiches.

See Figure 7-3: 100-year Flood (Current)

Dams

Sausalito is unlikely to be directly impacted by the effects of hypothetical dam failure and inundation impacts resulting from an earthquake. The Department of Water Resources: Division of Dam Safety maintains the California Dam Breach Inundation Maps resource identifying the location of dams, the level of hazard, and inundation boundaries. The dams located nearest to the city are Phoenix Lake, Lake Lagunitas,

⁴ Salem J. Rice, Theodore C. Smith, and Rudolph Strand, "Geology for Planning: Central and Southeast Marin County, California" (California Department of Conservation, Division of Mines and Geology: 1976).

Bon Tempe, and Alpine, all of which are located more than six miles from the city limits. Phoenix Lake is identified as having an extremely high hazard classification for downstream impact. The extent of inundation, however, is not expected to impact the city as the closest extent of the inundation boundaries were mapped at locations approximately three miles north of the city. Lake Lagunitas, Bon Tempe, and Alpine dam inundation boundaries extend northwest and travel in a direction away from Sausalito due to their location and the topography.

EXPANSIVE SOILS

Expansive soils are soils that are susceptible to significant volume change as a result of changes in water content. Such volume changes can cause damage to improperly designed structures. Sources of moisture that can trigger this shrink-swell phenomenon include seasonal rainfall, landscape irrigation, utility leakage, and perched groundwater. Although the exact extent of expansive soils is not known, such soils occur most frequently in areas underlain by Franciscan *mélange* bedrock. The impacts of expansive soils can be mitigated through special foundation or pavement design and soil treatment.

There is moderate to high risk of damage from expansive soils in the low-lying areas along Richardson's Bay. All other parts of the city have low to moderate risk of damage.

FOUNDATION CONSIDERATIONS

Much of the developed portion of Sausalito is in steep hillside areas. Typically, structures constructed on slopes steeper than approximately 7:1 (horizontal to vertical) are constructed on pier and grade beam foundations or use deepened spread footings extending down to the bedrock. These types of foundations are also generally suitable for areas underlain by expansive surface soils.

Geotechnical Hazard Zones

The City of Sausalito has been divided into five geotechnical hazard zones based on the existing and potential geologic and seismic hazards present in each area.⁵ These zones are described below and their distribution on the site is shown on Figure 7-4. The boundary lines between the various zones are approximate demarcations. The zones are intended for planning purposes only and should not be used as a substitute for detailed geologic or soils studies. As noted by the Landslide Task Force, these zones should be updated by the geologic map detailed in program HS-1.2.1.

See Figure 7-4: Slope Stability

⁵ Rice, et al, "Geology for Planning"

- **ZONE mu:** This zone corresponds to the low-lying margin of Richardson's Bay that is underlain by a combination of man-made fill and bay mud. The slope stability hazards are low due to the lack of relief. The potential for secondary seismically-induced ground failures, including liquefaction, lurch cracking, lateral spreading, and settlement, is moderate to high. This is due to the relatively unconsolidated nature of the sediments, some of which may be granular, and the very low elevation of this area. Portions of this area may undergo long term settlement as a result of consolidation of the bay mud or fill. The potential for inundation of this area from stream flooding, high tides, storm waves, or tsunamis is high. The potential for the presence of expansive soils is moderate to high.
- **ZONE 1:** This zone includes gently sloping terrain in both ridge and valley areas. It includes ridge tops and gentle slopes that are underlain by relatively stable, hard bedrock and valley bottoms that are underlain by colluvium and alluvium. Slope stability hazards are low in this zone due to the low relief. The potential for flooding or secondary, seismically-induced ground failures is low to moderate.
- **ZONE 2:** This zone includes moderately steep slopes underlain by bedrock. Slope stability hazards are slightly higher in this zone due to the increase in slope. The lack of thick soils or colluvium makes the potential for secondary seismically-induced ground failures low. The elevation and relief indicate that the potential for flooding is low. The potential for the presence of expansive soils is low to moderate.
- **ZONE 3:** This zone includes moderately steep to steep slopes underlain by bedrock, colluvium and man-made fill. Slope stability hazards are moderate to high in this zone due to the steep topography and the presence of potentially unstable colluvium and fill. The presence of thick colluvial soils makes the potential for secondary seismically-induced ground failures low to moderate. The elevation and relief indicate that the potential for flooding is low. The potential for the presence of expansive soils is moderate.
- **ZONE 4:** This zone includes existing landslides and steep slopes that are considered to be prone to instability. Except for a low flooding hazard, all other hazards in this area are high. The potential for continued or reactivated slope failure to occur in this area is high. The potential for other secondary seismically-induced ground failures to occur is also high.

The geologic feasibility of all projects involving new buildings or significant additions to existing structures must be assessed during the discretionary permit stage of project approval. For properties in Zone mu, this evaluation should be performed by a geotechnical engineer. Properties located in Zones 1 to 4 should be evaluated by an engineering geologist. Subsurface investigations will be required within Zones 3 and 4 prior to granting of discretionary approvals and will be required for all zones prior to issuance of a grading or building permit (see program HS-1.2.3).

Detailed geologic mapping of the entire city should be conducted to verify and refine the geotechnical hazard zone map. Such mapping could be done either as a one-time large-scale mapping effort or over a longer period, utilizing the results of detailed geologic reports for development. Such a map would provide better information to the city and the public concerning the potential for geologic hazards on specific sites. The map would be accompanied by a geotechnical report or reports describing geologic conditions and hazards discovered in the city and recommendations on the need for additional site-specific engineering geologic and geotechnical reports.

HYDROLOGICAL HAZARDS

Drainage

Within hillside developments, proper drainage is an important factor in controlling the potential for instability such as landslides and debris flows. Managing runoff is also important for controlling erosion and flooding. Because of its steep terrain and proximity to the bay, Sausalito does not depend on a large storm drain network for flood control. The city's drainage system consists primarily of catch basins, inlets and outlets, vaults, and storm drainage lines. Runoff from the hillside is captured and diverted through curbs and gutters, culverts, and smaller storm drainpipes. All of the city's stormwater is discharged into Richardson's Bay or San Francisco Bay.

Much of the grading done within Sausalito does not include drainage improvements that would be employed today. Furthermore, much of the storm drainage infrastructure within Sausalito is dated and beyond its reasonable life expectancy. New drainage infrastructure (including green drainage infrastructure) and maintenance of existing culverts (through mitigating erosion and silt buildup) is key to reducing the risk of soil instability. Where possible, new lots should be graded to drain towards the street at a minimum of two percent. Water from down spouts and impervious surfaces should be collected and piped to the storm drain system. Where this is not possible, such as in areas of old construction, efforts should be made to collect down spout water, lot runoff, and other excess water and discharge them into improved drainage channels.

Coastal Erosion

Coastal erosion can be a significant consideration for development along the coastline. Generally, the coastline of Sausalito is protected from large ocean waves and the potential for coastal erosion is moderate to small. The majority of the Sausalito coastline has been improved and erosion protection measures have been installed. It is likely that coastal erosion can be controlled through normal engineering practices and nature-based frameworks, such as using oyster reefs as wave attenuators to mitigate tidal action. Coastal erosion from wave and tidal activity may accelerate with the onset of projected sea level rise in the Bay Area.

Flooding

The 2016 FEMA Flood Insurance Maps indicate that the city's entire shoreline is a Special Flood Hazard area with high risk of flooding. The National Flood Insurance Program indicates that the risk of flooding is high in the low-lying portion of Sausalito, generally east of Bridgeway (Figure 7-3) Another area at risk of flooding is along Coloma Street. The remaining portions of the city are generally at higher elevations and the risk of flooding in these areas is low.



Flooding During a 2020 King Tide

Through the environmental review process, the Plan will encourage areas of historical fill to re-engineer existing fill and increase the site elevation to at least 20 feet above Mean Lower Low Water (MLLW). The increase in elevation of the construction site will reduce the potential exposure of people and property to the 100-year coastal flood. If a development site cannot be improved to such an elevation, all

new construction in the areas subject to flooding will be required to prove that the lowest point of the lowest structural member maintains a minimum height consistent with the city's federally mandated Flood Plain Management program.

The City of Sausalito is one of several agencies that regulate the development of shoreline properties. The San Francisco Bay Conservation and Development Commission (BCDC) is exploring ways to reduce the risk of flooding by wind waves. The wind direction of storms on the Bay can create serious safety hazards to marinas and shoreline properties. Possible methods deserving further exploration with BCDC to mitigate wave action hazards include the following:

1. Requiring engineering reports for breakwaters, including wave suppressers, wave dampers, floating breakwaters.
2. Promoting and improving tidal flats to dissipate wave energy.
3. Requiring all new piers to be oriented to protect property from dangerous winds from standard events.
4. Encouraging the proper maintenance and reconstruction of existing protective barriers for marinas.

Another BCDC project, jointly operated with the U.S. Geological Survey (USGS), involves sea level rise and its implications on safety and environmental quality. There currently is a monitoring station in the Marinship at the Bay Model. Because this issue has safety implications on the shoreline development in the city, the Plan calls for the city to support the program of BCDC and USGS to explore mitigation and adaptation options for reducing flood risks.

The city will consider ways to improve and provide more accurate mapping, such as lidar that also takes into account subsidence. The city will also develop a city-wide sea level rise adaptation plan (described in Sustainability – Climate Change Mitigation and Resiliency program S-3.2.1) that takes into account USGS and Marin County data in addition to considering lidar and subsidence information.

Subsidence

Land subsidence refers to the motion of the earth's surface as it shifts downward relative to sea level. Subsidence is caused by the expansion and contraction of soils due to changes in moisture content, depletion of underlying groundwater, and seismic faulting. Areas built on landfill are especially susceptible to subsidence.

Subsidence is an issue throughout the city, but it is of particular concern in the Marinship. It can lead to groundwater intrusion and intensify flooding and the effects of sea level rise, making development and infrastructure in these areas more vulnerable. Improved data collection and a subsidence mitigation plan may be necessary to complement local and regional mitigation measures (see policy HS-1.9).

FIRE HAZARDS

Wildfires are, on average, becoming more frequent and more destructive due to a combination of higher temperatures, longer dry periods, expansive growth of non-indigenous vegetation, and increased human development within wooded areas. The city of Sausalito is primarily exposed to two types of fires: wildland fires associated with the relatively undeveloped areas of the upper slopes, canyons, and ridges; and urban fires associated with the developed residential hillsides and commercial areas. Fires may result from an earthquake due to the disruption of

utility lines or from rupture of tanks storing flammable materials. However, according to Southern Marin Fire Protection District (SMFD) officials, the majority of structure fires are caused by human activity or equipment malfunction.

Urban Fires

In several parts of the city, conditions exist where a fire could involve several buildings, (conflagration), causing severe damage or loss of life. In the downtown area, several buildings, many constructed with common walls and balloon construction, predate city ordinances that require fire protection devices, including fire breaks, sprinklers and smoke detectors. Other factors that can impact urban fire risk include age of the building, storage of flammable materials, and proximity to fire hydrants or fire stations.

Wildland Fires

Wildland fires are of greater concern to the city than urban fires. Most of Sausalito lies within the Wildland-Urban Interface (WUI), the area where human development intermingles with unoccupied land and vegetative fuels. This zone is at high risk for wildfires.

This Element provides policies to reduce wildfire risk in the WUI through strategic development and by providing efficient emergency services when fires occur. These policies increase community resilience by reducing property damage to structures located in the WUI in addition to consequent fire-related air quality issues, which disproportionately impact the most vulnerable members of Sausalito's community, including medically vulnerable individuals and individuals who are less able to shelter from poor air quality conditions. The WUI ordinance provides additional guidance on developing vegetation management plans and creating defensible space to reduce wildfire risk and devastation.

"We must practice sea level rise, fire, and earthquake safety."

— Visioning Workshop Participant: June 23, 2018

Homes located at the tops of ridges or heads of canyons are particularly vulnerable to fires ignited from below since the community's hillside topography (steep slopes separated by dry drainage and canyons) lends itself to the creation of a "chimney effect" where the fires are drawn up the canyons and steep hillsides. Periodic high winds can exacerbate fire risk.

Each area of the city has a different level of fire hazard potential. In order to inform residents of their fire hazard risk, the SMFD utilizes hazard mapping from the Marin County Community Wildfire Protection Plan (CWPP). The CWPP is a wildfire risk reduction plan adopted throughout the county in 2016 and the city of Sausalito is included in the plan.

The mapping in the CWPP improves upon the currently available state-level fire hazard assessment information; an independent hazard, asset, risk assessment was performed to help identify and prioritize areas within the county that are potentially at a high threat from wildfire based on more recent fuels data, advanced modeling techniques, and local input. Furthermore, this assessment was performed by modeling potential fire behavior and the probability or likelihood that an area will burn given an ignition under two fire weather scenarios. Two fire weather scenarios were chosen to represent annual wildfire conditions for an average fire season and a fire season under extreme fire conditions.

The SMFD is responsible for the protection of the Golden Gate National Recreation Area (GGNRA), including the area of GGNRA bordering Sausalito.⁶ The CWPP includes strategies such as fuel reduction to mitigate fire risk.

Designated higher fire hazard areas would require a higher fire rating for construction materials as appropriate. The city will continue to require that all roofing materials be fire rated class "A" or better, regardless of the fire hazard zone.

The CWPP uses the latest technology (lidar) in mapping the threats and risks from wildfire throughout the county. Fire agencies use the CWPP in prioritizing the distribution of resources, and methods used to reduce the threats and risks from wildfire. The CWPP is updated annually and SMFD reports annually on its accomplishments with the pre-identified risks for the year.

Firewise Communities

The Firewise USA Program encourages local solutions for safety by involving homeowners in taking individual responsibility for preparing their homes from the risk of wildfire. The national program provides resources to help homeowners learn how to adapt to living with wildfire while encouraging and empowering neighbors to work together to take action now to reduce their wildfire risk and prevent losses. The SMFD partners with neighborhoods or communities and assist and supports their

⁶ *Community Wildfire Protection Plan* (Marin County Fire Department: July 2016)

application and attainment of Firewise Certification. As of 2020, Marin County is the fastest growing Firewise Community in the United States.

See Figure 7-5: Wildland-Urban Interface and Fire Hazards

Fire Stations

Sausalito is served by the SMFD, which protects Sausalito and nearby communities from fire. SMFD has one fire station located within the city and one additional site that is no longer in use as a fire station. Nearly the entire city can be reached within five minutes from the station or the fire boat docked on Richardson's Bay.

Fire District personnel are cross-trained in firefighting, paramedical, technical rescue, and marine/boat protection. In addition, the SMFD, together with other nearby jurisdictions, routinely engages in intra-jurisdictional automatic and mutual aid. All floating home areas, whether in the city or within the sphere of influence, must have a dedicated water main at MMWD designated pressure, for fire suppression. All floating homes should have the same fire requirements as land homes, including fire sprinklers and use of Class 3 construction materials.

AIR QUALITY

Air quality is a regional issue, but local decisions can have significant impacts on regional air quality. Air quality in Sausalito is overseen by the Bay Area Air Quality Management District (BAAQMD). The emission of air pollutants such as ozone, carbon monoxide, nitrogen dioxide, and particulate matter can impact air quality and cause potential health problems for the general population, particularly individuals with preexisting cardiovascular or respiratory health conditions, seniors, and children under the age of five. The primary source of these contaminants is vehicle exhaust. However, wildfires are a major contributor to fine particulate matter in the air.

As wildfire risk in Sausalito and surrounding areas continues to increase, the city will face an increase in the number of poor air quality days in the future. In the past three years, air quality monitoring stations in the vicinity have measured multiple days of unhealthy air quality as the result of wildfires in other parts of Northern California.

EXTREME WEATHER

Since the mid-20th century, average maximum temperatures in the San Francisco Bay Area have risen by 1.7 degrees Fahrenheit. Even with significant efforts to reduce carbon emissions, temperatures are projected to continue rising and communities are expected to experience an increased number of extreme heat days. Extreme heat

is measured as more than 86.8 degrees for Sausalito.⁷ Extreme heat poses serious health risks for the entire population, but in particular to seniors and children under the age of five. It also reduces the lifespan of roads and other infrastructure.

In addition to temperature changes, the changing climate crisis will impact precipitation. Storms are projected to become more intense and more destructive with longer dry periods in between storms.

HAZARDOUS MATERIALS

Hazardous materials refer to any chemical compound that poses a threat to human or environmental health, ranging from automobile oil to known cancer-causing chemicals. In the 1970's and 1980's, hazards created by toxic waste spills and by contamination from former dump sites have become a subject of increasing concern. Federal and state legislation have focused on cleanup of the most hazardous dump sites, landfill monitoring programs to identify and contain potential hazards, programs to identify businesses using hazardous materials, and wastewater pre-treatment requirements for industries discharging hazardous waste into municipal systems.

In 1989 the California Integrated Waste Management Board (CIWMB) was created by two pieces of legislation, AB 939 and SB 1322, signed into law as the Integrated Waste Management Act of 1989. The Act established a new approach to managing California's waste stream and mandated goals of 25 percent diversion of each city and county's waste from disposal by 1995 and 50 percent diversion by 2000. The Act defined environmentally safe disposal of waste that could not be diverted and established \$10,000-per-day fines for cities and counties that did not comply.

Under the Act, all cities and counties were required to develop Integrated Waste Management Plans to outline how they planned to meet the 25 percent and 50 percent mandates. Realizing that it would be mutually beneficial to jointly prepare for the Integrated Waste Management Plan, Marin's cities and towns, along with the county, entered into a Memorandum of Understanding (MOU) in 1990.

Since then, Marin's public agencies and private waste haulers and facility operators have worked together to develop Marin's Integrated Waste Management Plan and to implement the programs necessary to meet the mandates. In 1996, the partnership forged with the MOU led Marin's cities and the county to form the Marin Hazardous

⁷ *Extreme Heat Days and Warm Nights*. Cal-Adapt. <https://cal-adapt.org/tools/extreme-heat/>

and Solid Waste Joint Powers Authority (JPA).⁸ In the last few years, several significant efforts have been made to improve Marin County's capability to deal with hazardous waste.

A JPA involving all Marin County cities, the county, the California Highway Patrol, and county fire districts has designated a shared Hazardous Materials unit stationed in Ross Valley to contain hazardous materials spills, known as the Hazardous Materials Response Team (HMRT). This unit is available 24-hours per day throughout the year and is staffed on an on-call basis by Marin County firefighters who are trained as Technicians under NFPA 472 and OSHA standards. The Hazardous Material Unit is equipped with the latest in detection, isolation and containment equipment. Marin Fire Agencies operate under Appendix 5 (Hazardous Materials Response Plan) of the Marin County Fire Chiefs Mutual Aid Plan. The team is regulated under the Federal OSHA (29 CFR 1910.120) and California OSHA (3 CCR 5192).

A second major effort was the adoption of the Marin County Hazardous Materials Area Plan by Marin County.⁹ This plan is required by state law and is intended to evaluate local problems and needs and make recommendations to better protect public health, safety, and the environment from the improper management of hazardous wastes.

Sites where materials such as paint, rubber products, oil, tar, solvents, and pesticides were used have the potential for contaminating nearby sites. Existing or former light industrial uses located in the community should be evaluated for potentially hazardous soils prior to development approvals. These uses may include, but are not limited to, gas stations, machine shops, nurseries, laboratories, laundries, maintenance yards, fuel tanks, and chemical storage sites,

Hazardous materials, such as paints, solvents, and cleaning compounds, are also typically present in small quantities in people's homes. Proper disposal of these materials is a serious countywide and local issue. The county's Hazardous Waste Management Plan addresses issues such as the management of small volumes of hazardous waste produced by households and businesses.

Sausalito in years past utilized a train and ferry system as well as significant ship building facilities. Deposition of hazardous materials has been found in some areas of town where these older facilities were the predominant industry.

⁸ Revised Hazardous and Solid Waste Joint Powers Agreement County of Marin (Marin County: July 1, 1996)

⁹ Hazardous Materials Area Plan (Marin County Department of Public Works, Waste Management Division: July 2011)

EMERGENCY PREPAREDNESS

Emergency and disaster preparedness planning consists of three major components: government actions, private organization emergency response actions, and individual or small group actions. Emergency preparedness planning recognizes that in the first 72 hours after a major disaster, government cannot provide all of the services that may be needed, and people must be self-sufficient. Therefore, disaster preparedness involves planning efforts by local government, private organizations, and local groups to identify resources, raise public awareness, and formulate plans for emergency response.

“We should become a leading community for sustainability, resilience, and regeneration.”

— Visioning Workshop Participant: June 23, 2018

The city’s Disaster Preparedness – Emergency Operations Program is coordinated with the Police Department, SMFD, and city committees such as the Community Safety/Disaster Preparedness Committee. The program includes a periodically-updated Disaster Preparedness Citizen’s Guide and other resources as well as emergency response plans. The General Plan’s Emergency Preparedness policy (HS-2.2) contains several programs that direct updates to the Disaster Preparedness – Emergency Operations Program in order to maintain a safe community as the nature of emergencies changes due to climate change and other potential future concerns.

See Figure 7-6: Emergency Resources

OVERHEAD UTILITIES

Overhead utilities can cause safety problems by hindering the movement of emergency vehicles on the public rights-of-way and also posing a risk to public safety with respect to falling wires, PCB's, and electromagnetic fields.



Overhead Utilities

Furthermore, overhead utilities have posed issues to views and the city's desired design aesthetics. The Plan calls for the establishment of a program which will identify locations that have low overhanging utility lines passing over the right-of-way (program HS-2.5.1). The city shall prioritize the undergrounding of those utility lines that could potentially hinder the movement of emergency vehicles.

NOISE

Sausalito's quiet environment is a major asset of the city. A noise analysis was done for this Element, which measured existing noise conditions, identified major sources of noise, and projected the effect of General Plan policies on future noise conditions in the city. The analysis has shown that the land use patterns and intensities anticipated in the General Plan will not have significant impacts on the existing noise environment.

See Figure 7-7: Noise Contours

Community Noise Rating

In determining the daily level of environmental noise, it is important to account for the difference in people's sensitivity to daytime and nighttime noises. During the nighttime, exterior background noises are generally lower than the daytime levels. However, most household noise also decreases at night and exterior noise becomes more noticeable.

To account for human sensitivity to nighttime noise levels, Ldn (day-night average sound level) was developed as a descriptor by the United States Environmental Protection Agency (EPA) in the early 1970's to assess the compatibility of residential development with various levels of environmental noise. The Ldn divides the 24-hour day into the daytime of 7:00 AM to 10:00 PM and the nighttime of 10:00 PM to 7:00 AM. The nighttime noise level is weighted 10 dBA (a decibel metric that approximates human hearing) higher than the daytime noise level.

EPA studies indicate that significant problems with speech interference outdoors and activity and sleep disturbance problems indoors can occur at 60 dBA. Ldn sound levels are typically 30 to 40 dBA in wilderness areas and can be as high as 85 to 90

dBA in industrial urban areas. The EPA has estimated that nearly half of the nation's metropolitan population live in areas exposed to levels between 55 to 60 dBA.

Existing Noise Environment

The major noise sources in Sausalito are Highway 101, Bridgeway, and the Marinship. To identify present acoustic conditions and obtain a basis for the projection of future acoustic conditions, noise level measurements were made at 13 locations within the city. Table 7-3 shows the dBA, calculated from the measurement data, for each of the 24 locations at a specified distance to the centerline of the roadway.

Traffic on Highway 101 and Bridgeway are the primary noise sources in the city. Noise pollution in the Marinship comes primarily from traffic sources on Bridgeway. Marin County conducted a study of the Richardson's Bay Sea Plane Base/Heliport for the Countywide Plan that revealed that the noise exposure from aircraft operations is below that from adjacent Highway 101 and off-ramp traffic. Other noise sources within the city are construction, commercial activity, leaf blowers, amplified music, and barking dogs.

TABLE 7-3: ROADWAY NOISE CONTOURS

Road	Segment	CNEL at 50' from Centerline (dBA)	Distance - Centerline to 60 dBA CNEL Noise Contour (Feet)
Bridgeway	South of N Bridge Blvd	70	221
Rodeo Avenue	East of Highway 101	53	RW
Monte Mar Drive	West of Crecienta Drive	52	RW
Spencer Avenue	East of Wolfback Ridge Rd	55	25
Alexander Avenue	At City Limits	58	39
2nd Street	South of Richardson Street	59	42
Bridgeway	South of Princess Street	59	44
Bridgeway	South of Bay Street	60	48
Bridgeway	South of Johnson Street	60	52
Bridgeway	South of Napa Street	61	60
Bridgeway	South of Marinship Way	67	156
Bridgeway	South of Nevada Street	67	156
Bridgeway	South of Coloma Street	68	178
Bridgeway	South of Gate 5 Road	69	193

Road	Segment	CNEL at 50' from Centerline (dBA)	Distance - Centerline to 60 dBA CNEL Noise Contour (Feet)
Richardson Street	West of 2 nd Street	49	RW
Princess Street	West of Bridgeway	52	RW
Johnson Street	South of Bridgeway	53	RW
Napa Street	South of Bridgeway	55	23
Easterby Street	South of Bridgeway	51	RW
Spring Street	South of Bridgeway	51	RW
Nevada Street	South of Bridgeway	54	RW
Harbor Drive	South of Bridgeway	49	RW
Coloma Street	South of Bridgeway	53	RW
Ebbtide Avenue	South of Bridgeway	52	RW

Notes: RW=60 dBA CNEL Noise Contour within the Public Road Right-of-Way
 Source: FCS (2020) – see EIR

Future Noise Conditions

Noise contour lines on Figure 7-7 are projected to remain consistent throughout the planning period. Traffic projections provided in the EIR estimate a 19 percent increase in daily vehicle trips along Highway 101 in Sausalito.¹⁰ This increase is not projected to significantly impact the decibel levels emanating from the highway.¹¹

Noise Standards

To provide a satisfactory noise environment and to minimize complaints about community noise, the city must establish guidelines for acceptable indoor and outdoor noise levels. The noise environment that is appropriate for various land uses must be analyzed. The California Office of Noise Control has prepared a table of land use compatibility for community noise environments. This table is reproduced in Table 7-4.

¹⁰ 2040 General Plan Environmental Impact Report

¹¹ 2040 General Plan Environmental Impact Report

TABLE 7-4: LAND USE COMPATIBILITY FOR COMMUNITY NOISE ENVIRONMENTS

Land Use Type	Exterior Noise Exposure (L_{DN} or CNEL, DB)					
	55	60	65	70	75	80
Residential, Hotels and Motels	Normally Acceptable	Conditionally Acceptable			Unacceptable	
Outdoor Sports and Recreation, Neighborhood Parks and Playgrounds	Normally Acceptable		Conditionally Acceptable			Unacceptable
Schools, Libraries, Museums, Hospitals, Churches, Personal Care, Meeting Halls	Normally Acceptable	Conditionally Acceptable			Unacceptable	
Office Buildings, Business Commercial, Professional	Normally Acceptable	Conditionally Acceptable				Unacceptable
Auditoriums, Concert Halls, Amphitheaters	Conditionally Acceptable			Unacceptable		
Industrial, Manufacturing, Utilities and Agriculture	Normally Acceptable			Unacceptable		
<i>Key</i>						
	Normally Acceptable: Specified land use is satisfactory, based upon the assumption that any buildings involved are of normal conventional construction, without any special noise insulation requirements.					
	Conditionally Acceptable: Specified land use may be permitted only after detailed analysis of the noise reduction requirements and needed noise insulation features are included in the design.					
	Unacceptable: New construction or development should generally not be undertaken because mitigation is usually not feasible to comply with Noise Element policies.					

Source: Sausalito General Plan Update Comprehensive Existing Conditions Report, California Office of Noise Control

The noise exposure contours (Figure 7-7) will be used in conjunction with the land use compatibility table to identify appropriate land uses at various levels of noise exposure. The environmental review process will be used to identify potential noise issues for new and major redevelopment projects. Acoustic studies will be required in areas where exposure to noise is deemed to be potentially significant. In addition, the city has established interior noise guidelines for specific land uses. These guidelines are identified in Table 7-5. New development will be required to incorporate design elements and sound insulation features to meet acceptable interior noise levels.

TABLE 7-5: INTERIOR NOISE LEVELS CONSIDERED COMPATIBLE FOR VARIOUS LAND USES

<u>USE</u>	<u>INL</u>
<u>Residential</u>	45
<u>Commercial</u>	
Hotel-Motel	45
Offices, Conference Rooms	45
Restaurant, Markets, Retail Stores	60
Sports Arena, Bowling Alley	75
<u>Industrial</u>	
Offices	60
Laboratory	60
Machine Shop, Assembly	75
<u>Public or Semi-Public Facility</u>	
Auditorium Movie Theater & Church	45
Hospital, Nursing Home	45
School Classrooms	45
Library	40

Source: State Office of Noise Control

Noise Ordinance

The City of Sausalito has adopted a Noise Ordinance that establishes quantifiable noise standards for nuisance or single-event noise sources consistent with maintaining the health and tranquility of residential areas and the community as a whole. The current noise ordinance is difficult to enforce because it establishes unrealistic standards. Road traffic or ambient noise level is often louder than the permissible noise level.

PANDEMICS AND INFECTIOUS DISEASES

In 2020, Coronavirus disease 2019 (COVID-19) caused a worldwide pandemic. During this time, state and county authorities instituted shelter-in-place orders to reduce contact and risk of person-to-person transmission in public settings with the goal of protecting communities uniquely susceptible to the infectious disease and save lives. Sausalito residents and workers relied on public health workers and essential employees to stay safe during the crisis.

The General Plan includes an objective (objective HS-4) and several policies and programs to maintain access to health services and clear communication lines. It also includes policies and programs to define and support essential services and promotes coordination with the county on health protocols and information.

SOCIAL EQUITY, DIVERSITY, AND RACIAL JUSTICE

In 2020, the Sausalito City Council adopted a resolution in support of Black Lives Matter, condemning institutional and systemic racism, and committing to continue to discuss and develop and implement an action plan to address social justice and racial equity initiatives, policies, and programs in the Sausalito community.¹² This General Plan has a Social Equity, Diversity, and Racial Justice Statement (in the General Plan Introduction) to further this commitment, as well as several policies and programs throughout the General Plan that support a more equitable, diverse, and just city. In addition, the General Plan contains an objective (objective HS-5) to provide for an equitable, diverse, and just future.

¹² "Resolution of the City Council of the City of Sausalito in Support of Black Lives Matter, Condemning Institutional and Systemic Racism, and Committing to Continue to Discuss and Develop and Implement an Action Plan to Address Social Justice and Racial Equity Initiatives, Policies, and Programs in Our Community" (City Council: July 7, 2020)

AGE-FRIENDLY COMMUNITY

Sausalito developed an Age-Friendly Community Action Plan¹³ in 2016 stemming from the city's work towards an Age-Friendly Community designation by the World Health Organization two years prior.

As part of its commitment to an equitable community, and in furtherance of Sausalito's support for its senior population, the General Plan includes several policies that promote and implement age-friendly programs as well as an objective (objective HS-6) to maintain support for aging residents.

¹³ *Community Action Plan (Age Friendly Sausalito: November 29, 2016)*

OBJECTIVES, POLICIES, AND PROGRAMS

Objective HS-1 Minimize the Impact of Natural and Man-Made Hazards on Human Property

Policy HS-1.1 Seismic Hazards. Protect existing and new buildings and their occupants from seismic hazards.

PROGRAMS

HS-1.1.1 Building Code (Earthquake Standards). Regularly update the City's Building Code as necessary to address current standards of earthquake safety.

HS-1.1.2 Unreinforced Masonry (URM) Buildings Ordinance. Periodically update the Unreinforced Masonry Buildings Ordinance as necessary to address current standards of earthquake safety.

HS-1.1.3 Seismic Safety Pamphlet. Distribute homeowner and property owner earthquake safety guides published by the California Seismic Safety Commission.

HS-1.1.4 Geologic Hazard Maps. Update the current Geological Hazard Mapping of the city and develop a GIS system to ease review of the mapping.

Policy HS-1.2 Other Geological Hazards. Require that all geologic hazards are adequately addressed and mitigated.

PROGRAMS

HS-1.2.1 Detailed Geologic Map and Report. Develop and maintain a citywide GIS map that maps geologic conditions and provides a more detailed database for planning. This map should include geologic conditions and hazards including landslides, drainage, erosion hotspots, subsidence, liquefaction, parcel slope, and other relevant geologic data.

HS-1.2.2 Local Hazard Mitigation and Adaption Plan. Continue to collaborate with the Marin County on the Multi-Jurisdictional Local Hazard Mitigation Plan (MCM LHMP).

HS-1.2.3 Geologic Feasibility Reports. In a public process to amend the Zoning Ordinance, consider requiring new buildings or significant additions to existing buildings requiring discretionary

approval of the zoning administrator or Planning Commission the submittal of (1) geologic and/or geotechnical feasibility reports (submitted by a geotechnical engineer for properties in Zone mu, and by an engineering geologist in Zones 1 to 4) and (2) subsurface investigation reports (within Zones 3 and 4).

HS-1.2.4 Reports. Continue to require geotechnical reports for appropriate grading and building permits.

HS-1.2.5 Design Standards. In coordination with program CD-2.2.2, identify areas where mitigation measures should be implemented to increase safety on hillside development sites and, in a public process, consider creating heightened review standards (when average slope gradient of property exceeds 40 percent).

HS-1.2.6 Hillside Ordinance. Maintain, and update as necessary, regulations controlling and stipulating a threshold for development restrictions on steep slopes including creation of a hillside ordinance in a public process and consider requiring heightened review and additional financial securities. This ordinance could, when reviewing development permits for new buildings or significant additions to existing buildings requiring discretionary approval of the zoning administrator or Planning Commission, take past landslides on neighboring properties into account or review adjacent property permit files (when average gradient of applicant property exceeds 40 percent). This ordinance may also need to be aligned with policies and programs in the Land Use and Growth Management Element and Housing Element regarding steep slopes.

HS-1.2.7 Geologic Hazard Abatement District. Consider creating a Geologic Hazard Abatement District (GHAD) or other methods of funding hazard abatement.

HS-1.2.8 Hazard Collaboration. Work with regional, state, and federal agencies to share resources and collaborate on hazard abatement projects.

HS-1.2.9 Landslide Task Force Recommendations. Continue to review, update, and consider feasibility of recommendations from the 2019 Landslide Task Force report, which include reporting of geologic events, fast-tracking preventative maintenance, and

formation of a community benefit organization to perform slope stabilization.

Policy HS-1.3 Fire Safety. Minimize the risk of property damage and personal injury resulting from structural and wildland fires.

See Figure 7-8: Water-Deficient Areas

PROGRAMS

HS-1.3.1 Building and Fire Codes Amendment. Amend the Building and Fire codes as necessary to address fire hazard conditions unique to Sausalito.

HS-1.3.2 Plant Materials List. Develop a list of plant materials selected to minimize fire hazards to residential structures as a resource to potential applicants.

HS-1.3.3 Water Fire and Rescue Equipment. Continue to study the potential location of a boathouse or other means to house city water-based fire and rescue safety equipment.

HS-1.3.4 Roofing Material. Continue to require that all roofing material used in new construction or substantial remodel be fire rated "A".

HS-1.3.5 Removal of Brush. Establish a program for the removal of brush, certain trees, and other excess fuel materials on public and/or lands in coordination with open space management programs (see policy EQ-2.4).

HS-1.3.6 Public Awareness of Fire Safety. Develop and initiate a public awareness educational program about fire safety through the Community Safety/Disaster Preparedness Committee.

HS-1.3.7 Use of Treated Water for Fire Fighting. Investigate the use of treated wastewater for firefighting.

HS-1.3.8 Mapping of Fire Hazard Areas. Maintain a mapping program that identifies and maps fire hazard areas.

HS-1.3.9 Fire Suppression Plans. Develop fire suppression plans and strategies for those areas that are mapped as fire hazard areas.

HS-1.3.10 Water-Deficient Areas. Develop a plan to correct the fire suppression water supply deficiencies for the areas designated on Figure 7-8.

HS-1.3.11 Inter-Jurisdictional Cooperation. Coordinate with local and regional jurisdictions for fire protection.

HS-1.3.12 Floating Homes. Require that all floating home areas, whether in the city or within the sphere of influence, have a dedicated fire main at MMWD designated pressure.

HS-1.3.13 Construction Requirements. Require that all floating homes have the same fire construction requirements as land-based homes.

Policy HS-1.4 Hazardous Materials. Minimize the risk of property damage and personal injury resulting from the production, use, storage, disposal and transporting of hazardous materials and waste by continuing to work within the Marin County Hazardous and Solid Waste Management – JPA.

See Figure 7-9: Hazardous Materials

PROGRAMS

HS-1.4.1 Marin County Hazardous and Solid Waste Management JPA. Work with Marin County, other cities in Marin County, and other jurisdictions as necessary on implementation measures described by the Marin County Hazardous and Solid Waste Management – JPA.

HS-1.4.2 Subsurface Contamination Investigations. Through the environmental review process, require subsurface contamination investigations at potentially contaminated sites prior to development approval.

HS-1.4.3 Use of Potentially Harmful Materials on Public Lands. Only allow qualified professionals to use potentially harmful materials on public land. Otherwise, eliminate the use of potentially harmful materials on public land and minimize uses throughout the city. Continue to enforce the personnel regulation that requires the use of potentially harmful materials on public lands be done by qualified professionals only.

HS-1.4.4 Coordination of Recycling Efforts. Coordinate and expand local recycling efforts and publicity efforts with those of the county to promote safe disposal and recycling of household hazardous waste (see program S-2.1.3).

HS-1.4.5 Public Awareness of Toxic Materials. Work with the county and/or nonprofit organizations to support public

awareness programs to minimize the use of toxic garden and lawn sprays for both private and public purposes (see program EQ-5.2.3).

HS-1.4.6 Phase 1 Reports. Require, at minimum, a Phase 1 hazardous materials assessment for all future development or redevelopment projects on sites located within the Marinship area or on sites with a known history of industrial uses (such as gas stations).

HS-1.4.7 Hazardous Materials Business Plan. Continue to require that all businesses that store more than 55 gallons of hazardous materials on site file a Hazardous Materials Business Plan with the county Office of Waste Management.

HS-1.4.8 Inspection. Require the Fire Inspector to inspect the types, amounts, and storage facilities of all hazardous materials located on all business sites during the Occupancy Permit process.

HS-1.4.9 Integrated Pest Management Plan (IPM). Periodically update the Integrated Pest Management Plan, including notification of use of pesticides and herbicides.

HS-1.4.10 Emergency Response Plan. Work with county agencies, including the Hazardous Materials Response Team, to develop a response plan that addresses the impacts of a broken gas line or hazardous incident in the city or its sphere of influence.

Policy HS-1.5 Public Safety. Maintain a crime-free environment while minimizing increases in police service needs.

PROGRAM

HS-1.5.1 Lighting Along Bridgeway and the Waterfront. Study options to improve appropriate lighting and access for pathways and steps along Bridgeway and the waterfront.

Policy HS-1.6 Protect Historic Resources. Identify mitigation strategies and funding mechanisms suited to protect the city's historic resources from natural and man-made hazards.

PROGRAM

HS-1.6.1 Building Hardening Funding. Work with Historic Preservation Commission to connect owners of historic resources to funding opportunities to protect their building from hazards. This could potentially work alongside Mills Act Implementation (program CD-6.4.1).

Policy HS-1.7 Flooding. Manage the threat of flooding on infrastructure, existing and future structures, and building occupants.

PROGRAMS

HS-1.7.1 Roadway Flooding. Continue to work with Caltrans and other relevant agencies to mitigate flooding of roadways, particularly at the Bridgeway/Donahue Street/US 101 interchange.

HS-1.7.2 Tsunami Hazards. Continue to review the effect of sea level rise, flooding, and tsunamis on parcels that have an elevation of 25 feet or less above Mean Lower Low Water level datum through the environmental review process.

HS-1.7.3 100-Year Flood Zone Mapping. Update the "100-year" flood area map, as shown on Figure 7-3, as new information becomes available from the Federal Emergency Management Agency, the U.S. Department of Housing and Urban Development, county and/or local agencies.

HS-1.7.4 Creek Drainageway Monitoring. Periodically monitor the city's creek drainageways in order to keep them clear and prevent blockage of storm waters (see policy EQ-4.3).

Policy HS-1.8 Shoreline Safety. Minimize the potential for personal injury and damage to shoreline property from waves and flooding.

PROGRAMS

HS-1.8.1 Sea Level Rise. Conduct a sea level rise assessment (Policy S-3.1) and proactively pursue adaptation and mitigation strategies (Policy S-3.2).

See Figure 7-10: 100-Year Flood Map with Sea Level Rise

HS-1.8.2 Localized Sea Level Rise Study. Consider initiating and implementing a localized sea level rise study that identifies local

improvements in low lying areas to minimize current effects of sea level rise.

HS-1.8.3 Shoreline Flooding Identification. Require site plans of shoreline development to identify areas of the parcel subject to flooding and wave action. Shoreline development site plans must also be reviewed by BCDC and must follow BCDC guidelines.

HS-1.8.4 Wind Waves. Support BCDC in exploring ways to reduce the effects of wind waves on the shoreline and waterborne uses, including nature-based wave attenuation solutions.

HS-1.8.5 Safety Outreach. Establish a warning program that alerts property owners, residents, and visitors when the shoreline is under dangerous conditions.

HS-1.8.6 Plan Implementation. Support and implement the Local Hazard Mitigation Plan, the city's Climate Action Plan, and the city's sea level rise adaptation plan (see policy S-3.2), specifically strategies that focus on shoreline issues in the city.

Policy HS-1.9 Subsidence. Identify, monitor and manage subsidence issues on at-risk parcels.

See Figure 7-11: 100-Year Flood Map with Geologic Inventory

PROGRAMS

HS-1.9.1 Subsidence Data. Obtain subsidence data that will be used to inform a subsidence mitigation and adaptation study (program S-3.2.2).

HS-1.9.2 Vertical Land Motion Survey. Support the US Geological Survey and BCDC vertical land motion survey program. This support could include, if feasible, initiating city study of key areas.

HS-1.9.3 Parcel Identification. Identify parcels that are affected by ground subsidence and monitor the extent of subsidence effects and if there are any related hazards to infrastructure or resources.

HS-1.9.4 Subsidence Mitigation. Collaborate with regional subsidence mitigation measures and utilize regional funding mechanisms to resolve local issues.

HS-1.9.5 Landowner Outreach. Connect landowners concerned about subsidence on their property to information on potential individual efforts and regional actions.

Policy HS-1.10 City Facilities. Ensure that critical city operations and services remain operable in the event of a 100-year flood.

PROGRAMS

HS-1.10.1 Facilities Inventory. Identify city facilities and operations that will be at risk as city flood maps are updated.

HS-1.10.2 Facility Remediation. For any facilities and operations determined to be at risk, form an action plan for any necessary movement or modifications.

Policy HS-1.11 Infrastructure. Design and maintain infrastructure that is resilient in the context of sea level rise, subsidence, liquefaction, and other hazards.

PROGRAMS

HS-1.11.1 Infrastructure Plan. Develop an Infrastructure Plan that identifies future projects and projects future needs and recommends best practices to incorporate resilient infrastructure into development procedures.

HS-1.11.2 Nature-Based Frameworks. Encourage the pursuit of nature-based frameworks for infrastructure adaptation. These frameworks should include coordinated approaches with local agencies and neighboring communities, low-impact infrastructure, and green building per EPA guidance.

HS-1.11.3 Capital Planning. Prepare a guidance document that will incorporate incremental improvements to city infrastructure to address sea level rise into the city's Capital Improvement Plan process.

HS-1.11.4 Maintenance Reserve Fund. Consider the creation of a maintenance reserve fund for the city's stormwater system, including drains, drainpipes, catchment facilities, and vegetation management.

HS-1.11.5 Erosion. Nature-based frameworks should be a primary consideration in mitigating erosion due to seepage in selecting construction materials for underground utilities.

HS-1.11.6 Circulation Resilience. Implement roadway projects that ensure that existing roads and new paths will still be operable prior to sea level rise significantly affecting their intended use.

Policy HS-1.12 Sea Level Rise Impacts. Require new development or substantial remodeling in relevant areas to incorporate climate resilience strategies into designs and follow BCDC guidance suggesting reduction of new development or substantial remodels in coastal zones.

PROGRAM

HS-1.12.1 Development Standards. Review development standards to ensure that new developments and substantial remodels in at-risk areas incorporate low-impact, resilient, infrastructure and are protected from potential impacts of flooding from sea level rise and significant storm events.

Objective HS-2 Engage in Disaster Planning

Policy HS-2.1 Disaster Plan. Publish a disaster plan that promotes disaster mitigation and potential evacuation.

PROGRAMS

HS-2.1.1 Private Disaster Planning. Consider requiring any new development to include a disaster evacuation plan away from the city in case of wildfire, earthquake, tsunami, or other disaster.

HS-2.1.2 Equitable Planning. Any disaster plan should take equitable planning into account, ensuring that members of the Sausalito community are fairly treated by the disaster plan, no matter their language, mobility, age, citizenship status, gender, or income level.

HS-2.1.3 Disaster Plan Maintenance. Publish the disaster plan and continually study, maintain, and update the document to ensure safety of the Sausalito community.

Policy HS-2.2 Emergency Preparedness. Ensure that the city, its citizens, businesses, and services are prepared for an effective response and recovery in the event of emergencies or disasters.

PROGRAMS

HS-2.2.1 Citywide Communication. Maintain consistent, widespread, and centralized distribution of information throughout the city. Maximize the use and impact of technology to support communication between the city and the Sausalito community, as well as within the community. Identify enhancements in current communications channels and community activities that can increase participation in existing emergency preparedness efforts.

HS-2.2.2 City Emergency Response Plan. Implement and publicize the city's emergency response plan.

HS-2.2.3 Disaster Preparedness Coordination. Coordinate city-wide and neighborhood disaster preparedness planning efforts through the Emergency Preparedness Committee with the Fire and Police Departments, the American Red Cross, and the county.

HS-2.2.4 Citizen Training. Support the Sausalito Police Department's Volunteers in Public Safety (VIPS) program in training the public, including Sausalito residents, in how to respond to emergencies. Prioritize alternative methods of emergency communication, such as ham radios.

HS-2.2.5 Senior Outreach. Develop disaster preparedness outreach and education for older adults to engage the population in prevention, shelter-in-place, and evacuation plans. Special care should be given to engage individuals who require in-home support.

HS-2.2.6 Neighborhood Mutual Assistance. Support the development of neighborhood mutual assistance groups (such as the Sausalito Village Emergency Preparedness Neighborhood Cluster Program) for emergency preparedness, identifying the residents most in need of assistance in case of power outages and disasters.

HS-2.2.7 First Responder Community Programs. Promote and consider expanding supportive community programs conducted by first responders such as the Are You O.K.? program that provides check-ins on older adults and other vulnerable individuals

HS-2.2.8 Disaster Preparedness Outreach. Increase public awareness and volunteer opportunities for disaster preparedness programs of the Sausalito Police Department, Southern Marin Fire Protection District, and the Community Safety/Disaster Preparedness Committee.

HS-2.2.9 Reporting. Provide public safety officials with reports that document past and future hazard events.

HS-2.2.10 Release of Pollutants Due to Project Site Inundation. Develop an action plan to identify how the city will address the potential release of pollutants within the city's flood hazard and tsunami zones, should they become inundated.

Policy HS-2.3 Public Facilities. Locate and design emergency buildings, vital utilities, communication systems, and other public facilities so that they remain operational during and after a major earthquake or other disaster.

PROGRAMS

HS-2.3.1 Emergency Coordination Center. Maintain the Emergency Operations Center in Fire Station One and develop alternative emergency centers depending upon the type of disaster in order to best serve the community.

HS-2.3.2 Hospitals and Health Services. Maintain access to local and/or regional hospitals and essential health services.

Policy HS-2.4 Access for Emergency Vehicles. Provide and maintain adequate access for emergency vehicles and equipment, particularly fire-fighting equipment. Proactive measures may be necessary to encourage efficient measures, including ensuring adequate width of roadways, and not siting critical egress and ingress within flood zones to the extent possible.

PROGRAMS

HS-2.4.1 Street Encroachment Permit Process. Maintain a temporary street encroachment permit process so that construction and other large pieces of equipment or vehicles occupying the public right-of-way may be regulated.

HS-2.4.2 Street Frontage Improvement. Require frontage improvements when private development is proposed and where neighborhood compatibility concerns can be addressed (see policy CP-2.5).

Policy HS-2.5 Overhead Utilities. Minimize the risk to public health and safety from overhead utilities via undergrounding.

PROGRAMS

HS-2.5.1 Priority Undergrounding. Prioritize the undergrounding of those overhead utilities that are at risk of hindering the movement of emergency vehicles and associated with other health and safety risks such as PCB's, falling wires, and electromagnetic fields.

HS-2.5.2 District Formation. Encourage the formation of undergrounding districts at the neighborhood level to realize the benefits of undergrounding.

HS-2.5.3 Undergrounding Plan. Develop and implement a plan for undergrounding utilities throughout the city, using best practices from nearby communities.

Policy HS-2.6 Fire Load. Manage plants in Wildland-Urban Interface (WUI) area to minimize fuel load for potential wildfire.

PROGRAMS

HS-2.6.1 Open Space Management. Work with SMFD and open space property owners to manage fuel load for potential wildfires.

HS-2.6.2 Residential Landscaping. Inform residential property owners about FIREsafe Marin's home hardening education program and other methods of reducing fuel load in residential areas.

HS-2.6.3 Firewise Communities. Promote and support the growth of Firewise Communities throughout the city. Firewise Communities can also be the basis for forming Neighborhood Response Groups (NRGs).

Policy HS-2.7 Energy Resilience. Encourage viability of micro-grid or other energy segmentation practices to limit electricity outages during disaster. Use local resources in development of strategies, including geo-exchange and renewable energy.

PROGRAMS

HS-2.7.1 Incentivize Technology. Identify rebates and other incentives to adopt residential off-grid capabilities to Sausalito's unique setting.

HS-2.7.2 Emergency Microgrids. Consider feasibility of promoting installation of household-scale microgrids and neighborhood-scale energy generation projects for use in extreme weather and public safety power shutoffs. Microgrids using renewable energy should be encouraged.

Policy HS-2.8 Community Resilience. Encourage neighborhood-level resiliency with enhanced communication around preparedness and available resources.

PROGRAMS

HS-2.8.1 Neighborhood Groups. Identify volunteer emergency response groups (such as CERT, BAT, and other organizations) and consider making information about them available on the city's website and at City Hall.

HS-2.8.2 Neighborhood Activities. Consider identifying and promoting activities that support community resilience and social inclusion (as discussed in program HS-6.1.1), such as community gardens or other small-scale communal activities.

HS-2.8.3 Resource Sharing. Task the Community Safety/Disaster Preparedness Committee with organizing and sharing resources and data between volunteer groups, the city, Sausalito Police, and Southern Marin Fire Protection District to promote efficient responses to disasters.

HS-2.8.4 Communication. Task city staff with sharing updates from the County of Marin Public Health Department regarding regulations surrounding infectious disease pandemics.

Objective HS-3 Prevent Exposure of People to Unacceptable Noise Levels

Policy HS-3.1 Noise Guidelines. Maintain noise level guidelines to direct the siting, design, and insulation of new residential, commercial, and industrial development.

PROGRAMS

HS-3.1.1 Municipal Code (Noise Ordinance). In a public process, update the Noise Ordinance in the Sausalito Municipal Code to establish ambient sound levels that reflect actual conditions so that uses exceeding the ambient noise level can be cited for violation; establish standards for construction equipment and controls related to other potential nuisances such as music, dogs, special events, and mechanical/sound equipment; and encourage enforcement and penalties for violations of the Noise Ordinance. The update should not interfere with the regular course of business in commercial and industrial zones.

HS-3.1.2 Land Use Compatibility Standards. In a public process, update the Zoning Ordinance to integrate the Land Use Compatibility Standards (see Table 7-4 in the Background and Context section) and noise contours shown on Figure 7-7 to review the siting and design of new or substantially remodeled structures.

HS-3.1.3 Noise Insulation Standards. Continue to enforce the noise insulation standards of the State of California Administrative Code, Tit 24 and the Uniform Building Code, Chapter 35 for residential development.

HS-3.1.4 Interior Noise Guidelines. Rely on the interior noise guidelines in Table 7-5 when considering the feasibility of new or substantially remodeled commercial and industrial structures.

HS-3.1.5 Environmental and Design Review Assessment of Noise. Develop guidelines that identify noise thresholds and the means to achieve them.

Policy HS-3.2 Impacts on Existing Developed Areas. Prohibit unnecessary, excessive, and annoying noise in existing developed areas.

PROGRAM

HS-3.2.1 Noise Ordinance Review. Review the existing Noise Ordinance and consider changes, including the provision of realistic quantifiable noise standards and effective enforcement.

Policy HS-3.3 Traffic Noise. Strive to reduce traffic noise levels in existing residential areas.

PROGRAMS

HS-3.3.1 Enforcement of Vehicle Noise Standards. Continue enforcement of vehicle noise standards through noise readings and enforcement actions.

HS-3.3.2 Consider Noise Criteria in Purchase of New City Vehicles and Equipment. Consider noise criteria in the purchase of new City vehicles, their components, and other equipment.

Policy HS-3.4 Single-Event Noise. Allow single-event occurrences at specific sites per policy EQ-3.2 subject to special permit conditions which alleviate noise to the greatest extent possible.

PROGRAM

HS-3.4.1 Special Events. Manage the number of special single events that are allowed to take place a year.

Policy HS-3.5 Construction Noise. Strive to reduce noise levels associated with construction activities.

PROGRAMS

HS-3.5.1 Equipment Noise. Require noise baffling devices to be installed on heavy equipment during site excavation, grading, or construction.

HS-3.5.2 Construction Noise. Continue to restrict construction activities to acceptable time periods.

HS-3.5.3 Sound Walls. Consider constructing temporary sound walls surrounding construction sites during construction.

HS-3.5.4 Construction Hours. Clearly delineate working hours for construction projects.

Policy HS-3.6 Vibrations. Mitigate construction-related vibration impacts on Historic Structures.

PROGRAM

HS-3.6.1 Vibration Permits. Prior to issuance of grading permits for any project that is located within 150 feet of a historic structure that is depicted in Figure 4-1 of the General Plan and, if construction activities will require either: (1) pile driving within 150 feet; or (2) utilization of mobile construction equipment within 50 feet of the historic structure, the property owner/developer shall retain an acoustical engineer to conduct a

vibration analysis for potential impacts from construction-related vibration impacts onto the historic structure. The vibration analysis shall determine the vibration levels created by construction activities at the historic structure and, if necessary, develop mitigation to reduce the vibration levels to within the Caltrans threshold of 0.12 inches per second PPV for historic buildings.

Objective HS-4 Prevent and Minimize Spread of Infectious Disease

Policy HS-4.1 Health Services. Link the Sausalito community to health services.

PROGRAMS

HS-4.1.1 Accessibility Information. Provide information to public regarding accessible local and regional hospitals.

HS-4.1.2 Protocols Information. Provide information to public regarding proper hospital protocol during an infectious disease outbreak.

Policy HS-4.2 Health Communication. Provide up to date information on infectious diseases and other potential health risks.

PROGRAMS

HS-4.2.1 Regulations Platform. Provide a public platform to update the population on the most recent regulations and guidelines regarding any relevant infectious disease outbreak.

HS-4.2.2 County Updates. Update the population on the most recent regulations and guidelines from the County of Marin Public Health Department and California Public Health Department.

Policy HS-4.3 Limit Risk. Implement risk-limiting practices to mitigate infectious diseases.

PROGRAMS

HS-4.3.1 Essential Services. Develop a plan for what is considered an “essential” service regarding both private and public establishments (grocery stores, shopping malls, government departments, etc.), in the event of a shelter-in-place order.

HS-4.3.2 Telecommuting. Encourage telecommuting options, wherever possible. This includes equipping city staff with the resources to telecommute in the event of a shelter-in-place order.

Policy HS-4.4 Infectious Disease Plan. Work with federal, state, and county officials on a health plan for infectious diseases.

PROGRAM

HS-4.4.1 County Program. Stay up to date with the County of Marin's Marin County Health and Human Services (HHS) Public Health Preparedness (PHP) Program to ensure a coordinated and effective response to infectious diseases and other emergencies that impact community health.

Objective HS-5 Provide for a Just, Diverse, and Equitable Future

Policy HS-5.1 Environmental Justice. Ensure that land use and transportation decisions do not create disparate environmental health conditions, such as air pollution and exposure to hazardous materials, for lower income residents and other vulnerable populations. Work to reduce or eliminate such hazards where they currently exist.

PROGRAMS

HS-5.1.1 Environmental Outreach. Make concerted outreach efforts to lower-income residents and vulnerable populations (see policy E-9.2) when considering regulations that could have disparate environmental effects on different populations in the Sausalito community.

HS-5.1.2 Long-Range Considerations. Consider the long-term environmental effects of regulations and policies while weighing their costs and benefits.

Policy HS-5.2 Equitable Technology Access. Encourage existing and new technology infrastructure to be distributed equitably so that households of all income levels and age composition can benefit from it.

PROGRAMS

HS-5.2.1 Technology Training. Partner with non-profits and County resources to improve access to community resources and adoption of internet-based services for Sausalito senior residents.

HS-5.2.2 Technology Rollout. Ensure that new technology infrastructure is distributed equitably throughout Sausalito, including in public spaces, as well as through the Sausalito community.

Policy HS-5.3 Provide for Compassion. Support organizations and service providers that provide aid and social support in Sausalito. Services that provide housing, transportation, healthcare, and other social services to vulnerable individuals and communities are an essential part of the greater Sausalito community.

PROGRAMS

HS-5.3.1 Social Service Providers. Increase awareness and capacity of social service providers by improving communication between residents and service providers and facilitating collaboration among service providers.

HS-5.3.2 Service Collaboration. Support collaborative efforts to address local health care and social service needs, partnering with the county, nearby municipalities, and other governmental and non-governmental organizations to improve service and manage costs.

HS-5.3.3 Access to Mobile Health Services. Facilitate the use of public buildings and facilities such as libraries, meeting rooms, gymnasiums, schools and parking lots, for “pop-up” health services and other activities that promote health, safety, and wellness.

HS-5.3.4 Police Service. Because of its particular importance in affecting the perceived and actual sense of safety and dignity of all persons, implement and continuously improve policies, training, and procedures that convey a sense of welcome, dignity, and equitable treatment to all.

Policy HS-5.4 Native Representation. The City’s mission is to provide for a just, diverse, and equitable future for all citizens, in our community and county. The Federated Indians of Graton Rancheria is traditionally and culturally affiliated with all of Marin County, and therefore the City of Sausalito. As indicated in Governor Gavin Newsom’s Executive Order, N-15-19, recognized the historical and ongoing violence, exploitation, and discrimination against Native Americans. Executive Order N-15-19 is a formal

apology for these, and other wrongs committed by the State and reaffirms Executive Order B-10-11 requiring government-to-government consultation with tribes and the State. The City embraces both these Executive Orders and supports the Federated Indians of Graton Rancheria in the protection and preservation of historic and cultural resources and improve the lives of its Tribal Citizens. The City of Sausalito strives for racial justice and social equity and will engage and consult with the Federated Indians of Graton Rancheria to achieve a more just, diverse and equitable future.

PROGRAM

HS-5.4.1 Tribal Outreach. The city will cooperate with and consult the Federated Indians of Graton Rancheria on issues of mutual concern, including long-range planning projects.

Objective HS-6 Maintain Support for Aging Residents

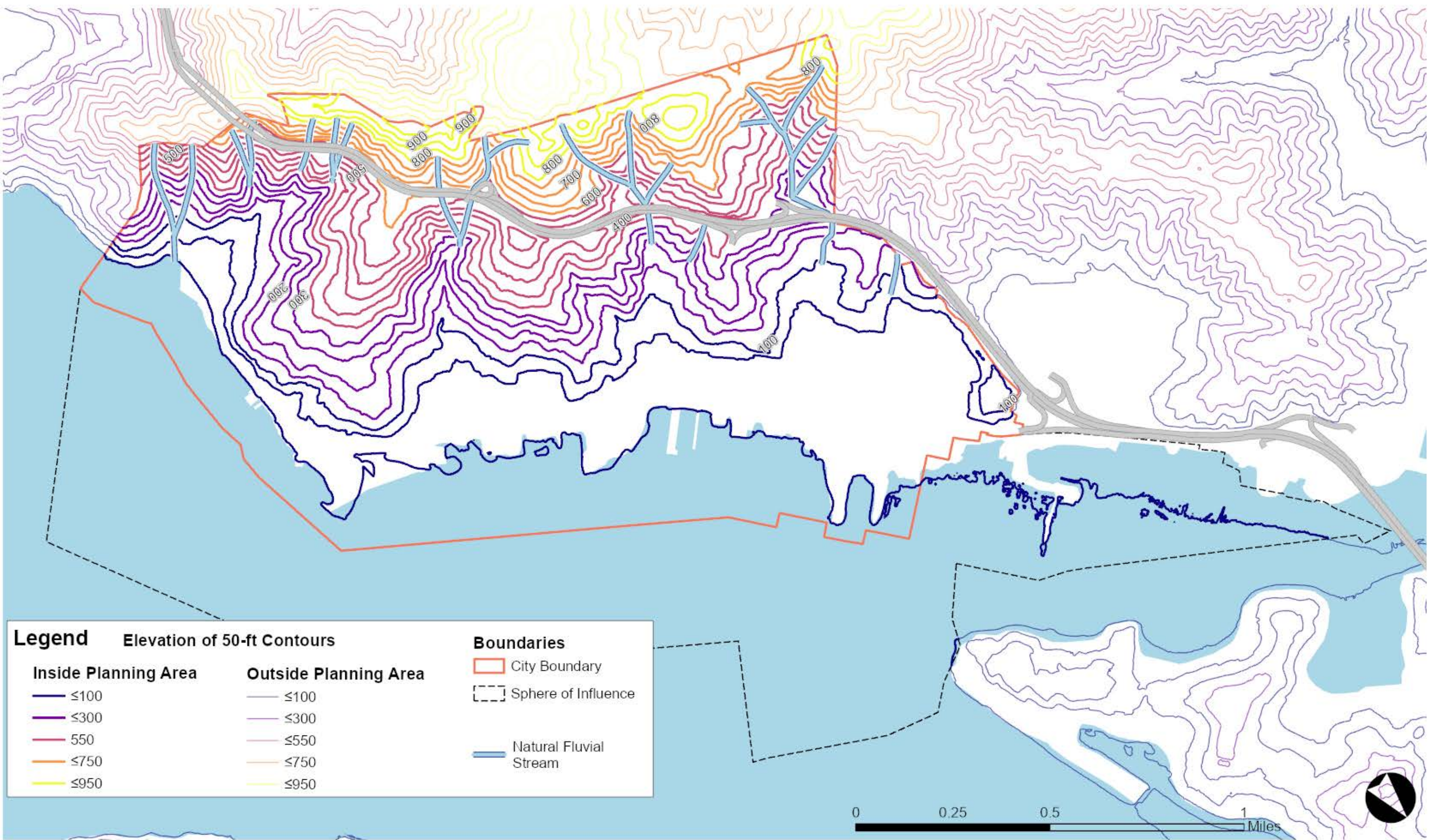
Policy HS-6.1 Senior Services. Provide a range of convenient and accessible services for older adults, including social services and health and wellness, that improve quality of life and provide social connections that demonstrate respect and mitigate isolation.

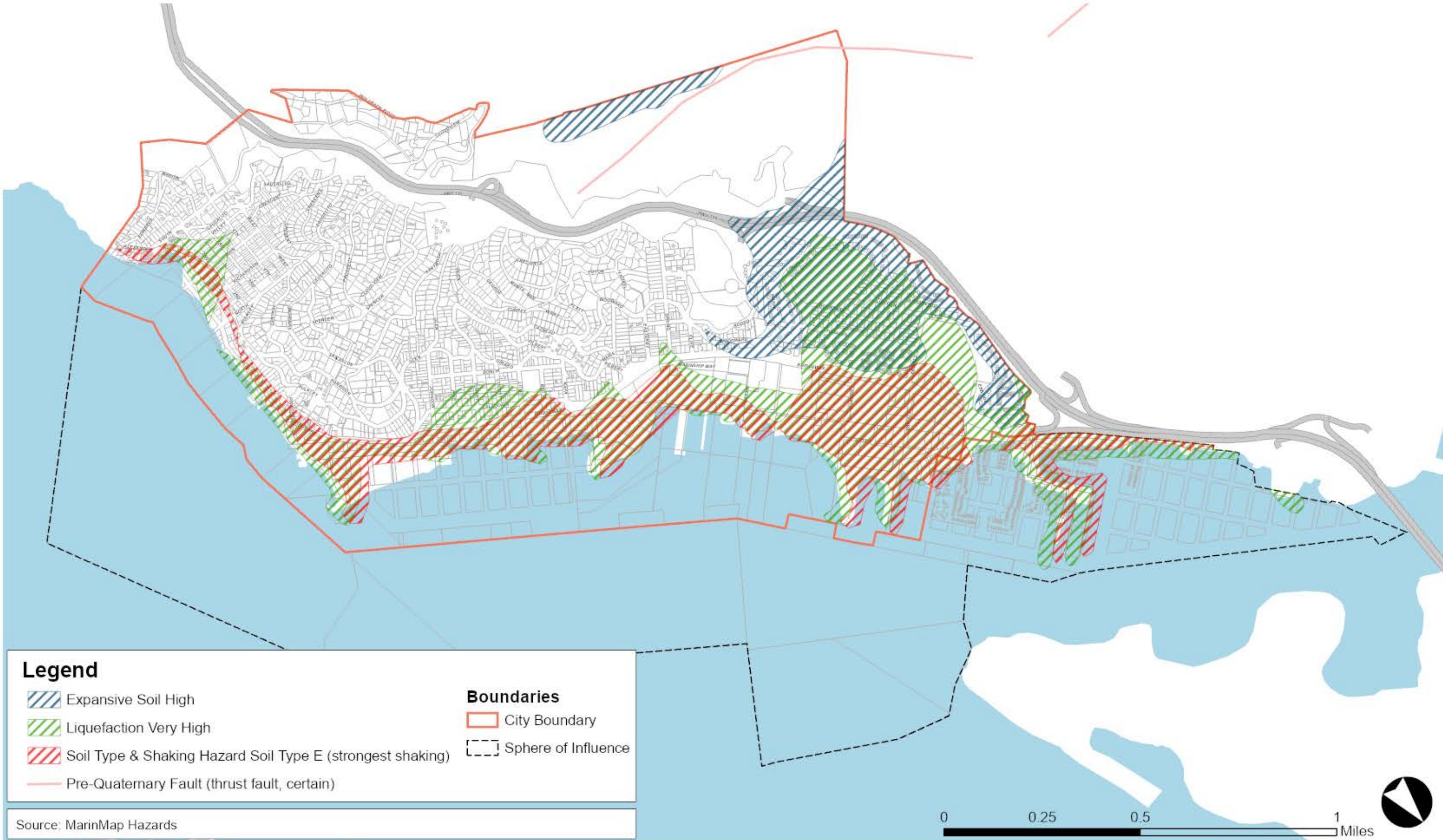
PROGRAMS

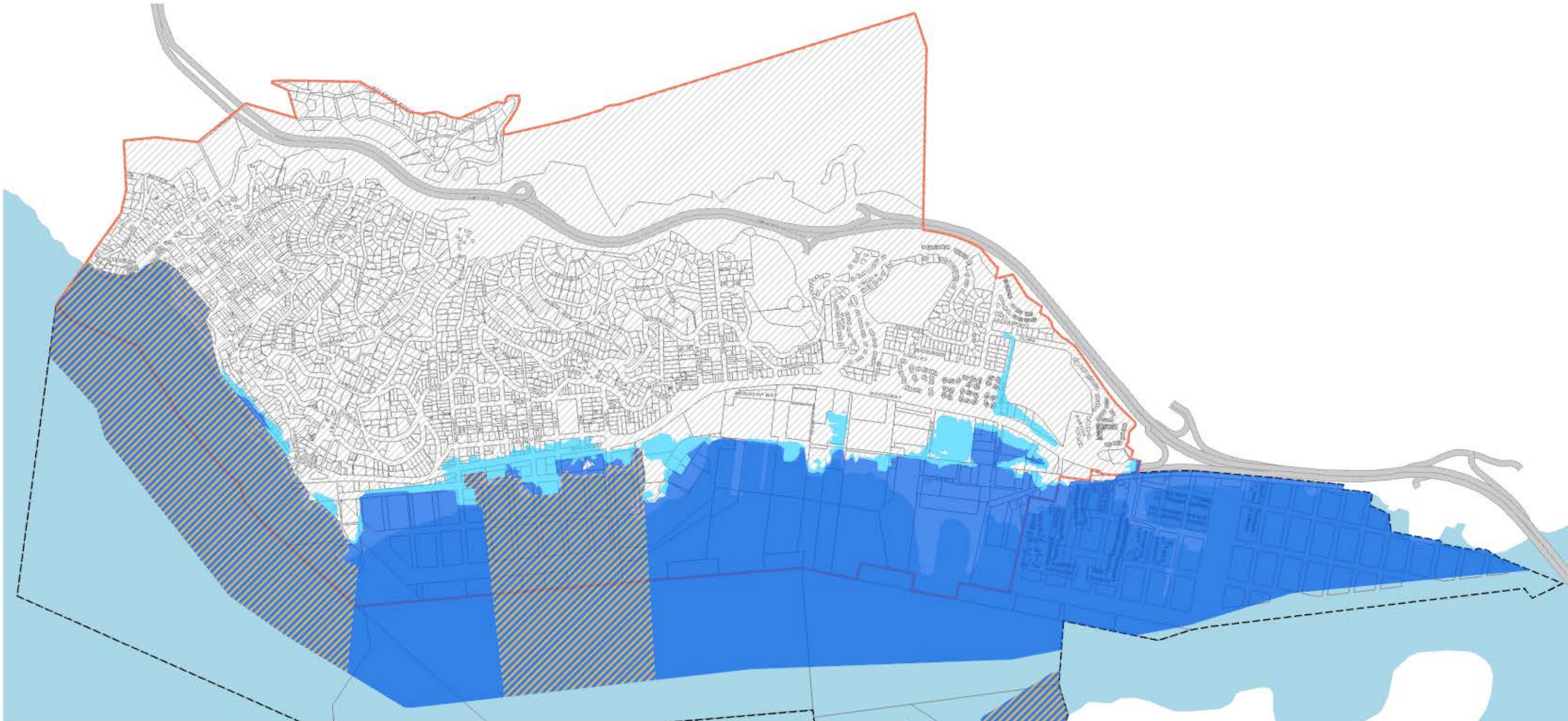
HS-6.1.1 Social Inclusion and Participation. Provide venues and opportunities for social connections, including community events and intergenerational programs, to engage and empower older adults. This may include expanding access to parks and recreation programs and collaboration with mental health services and residential communities, among other stakeholders.

HS-6.1.2 Intergenerational Relationships. Consider developing programs, including with local schools and other organizations, that promote existing and new connections between senior residents and school-age residents.

HS-6.1.3 Senior Volunteerism. Consider development of a database of volunteer and paid opportunities for seniors. This database could include opportunities for civic leadership and entrepreneurial pathways to promote and maintain Sausalito's age-friendly environment.



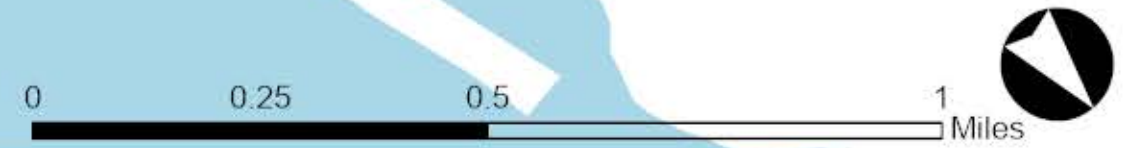


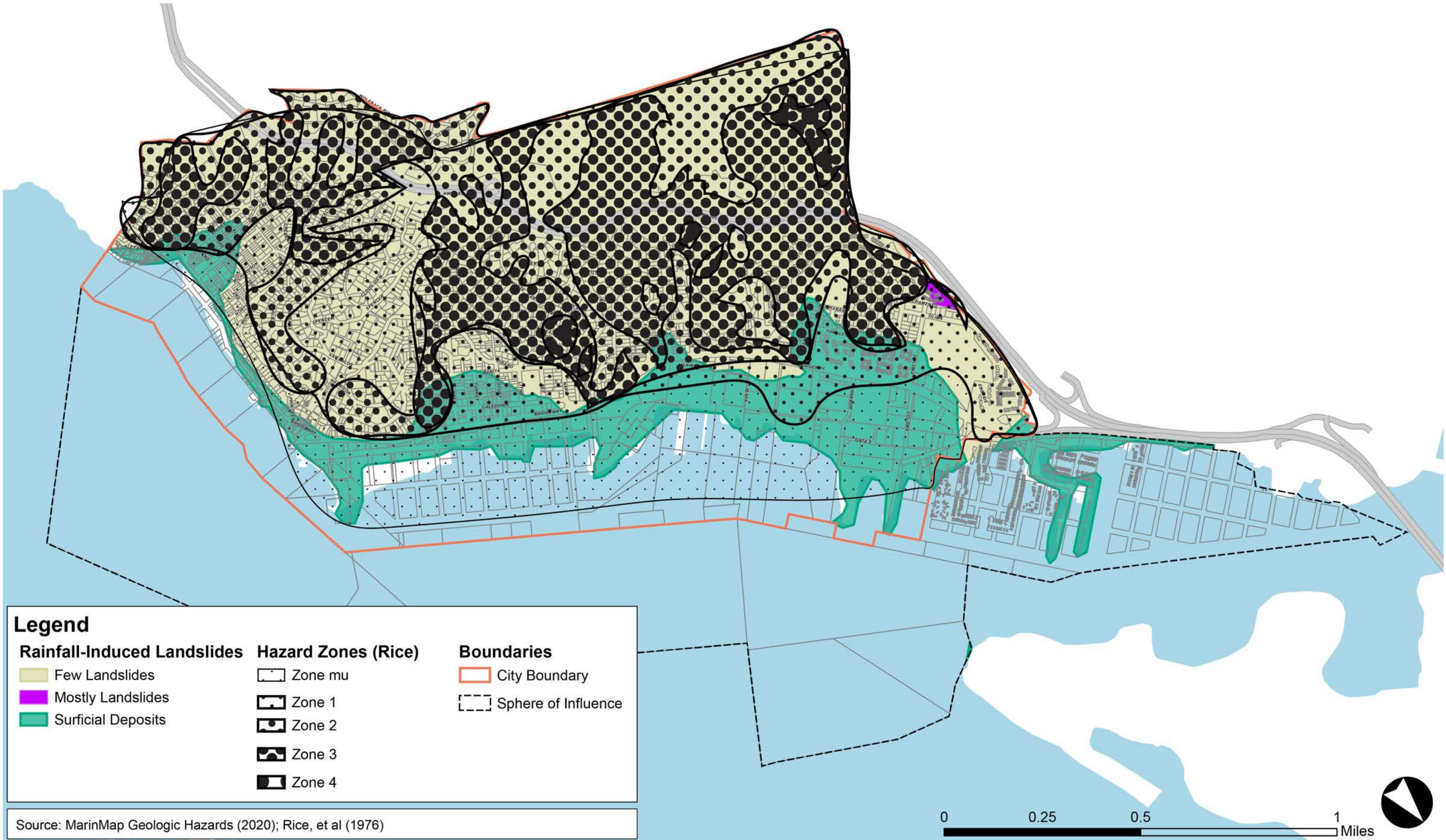


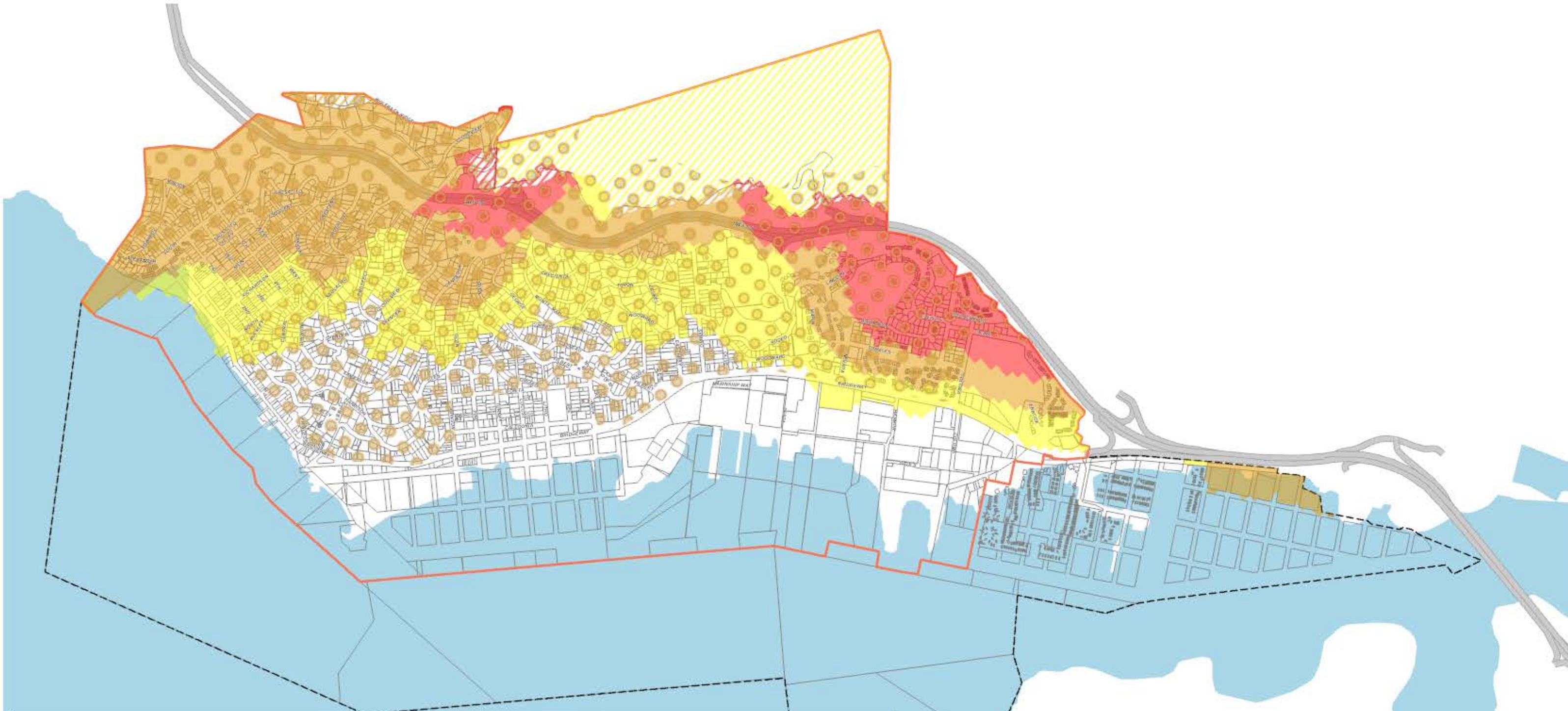
Legend

Flood Hazard Type & Zone		0.2% Annual Chance Flood Hazard (X)	Boundaries
100-Year Floodplain (AE)	Area of Minimal Flood Hazard (X)	City Boundary	
Coastal Area of the 100-Year Floodplain with Storm Wave Hazard (VE)		Sphere of Influence	

Note: Sea level rise and subsidence are not taken into account in FEMA's Flood Hazard Mapping service. Source: National Flood Hazard, FEMA Flood Maps, local adoption date 7/8/2004. This map does not take sea level rise or subsidence into account.







Legend

Wildland Urban Interface

- Areas where homes and structures are in close proximity to or intermixed with wildland and open space areas

Fire Hazard Severity Zones Responsibility Area

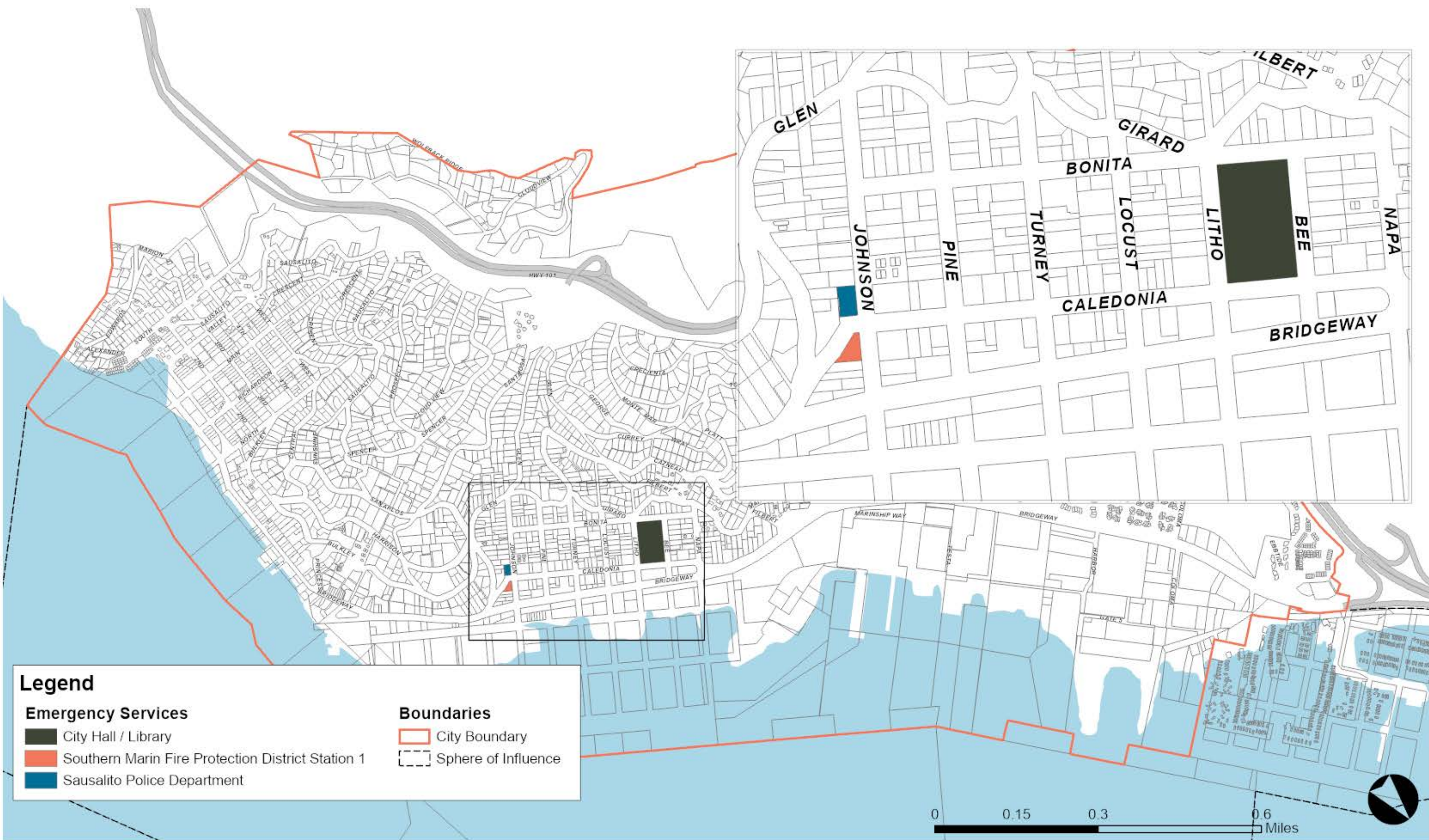
Local	Federal
Moderate	Moderate
High	High
Very High	Very High

Boundaries

- City Boundary
- Sphere of Influence

Source: CA Department of Forestry and Fire Protection



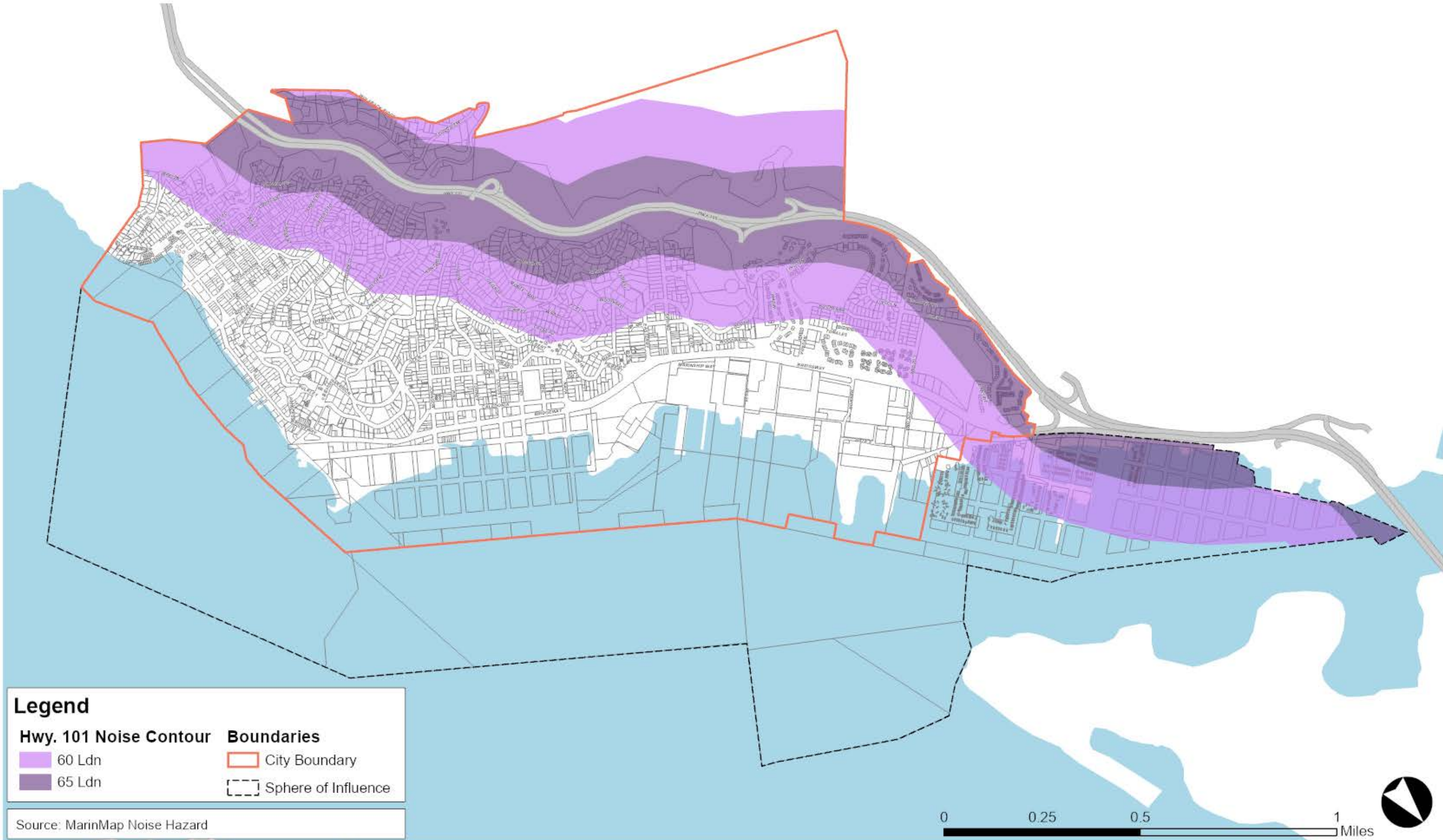


Legend

Emergency Services	Boundaries
City Hall / Library	City Boundary
Southern Marin Fire Protection District Station 1	Sphere of Influence
Sausalito Police Department	

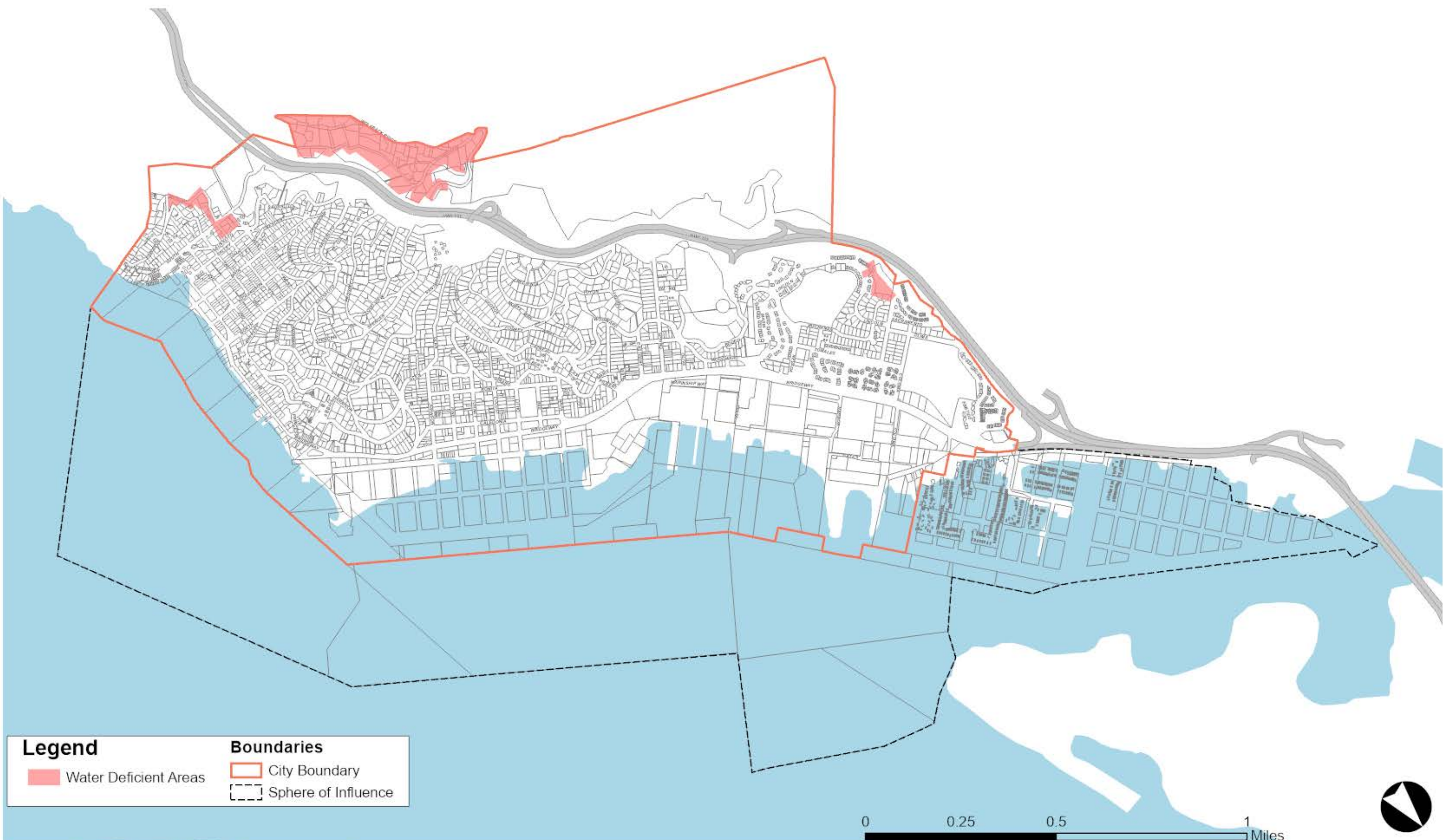
SAUSALITO GENERAL PLAN UPDATE
FIGURE 7-6: EMERGENCY RESOURCES





SAUSALITO GENERAL PLAN UPDATE
FIGURE 7-7: NOISE CONTOURS



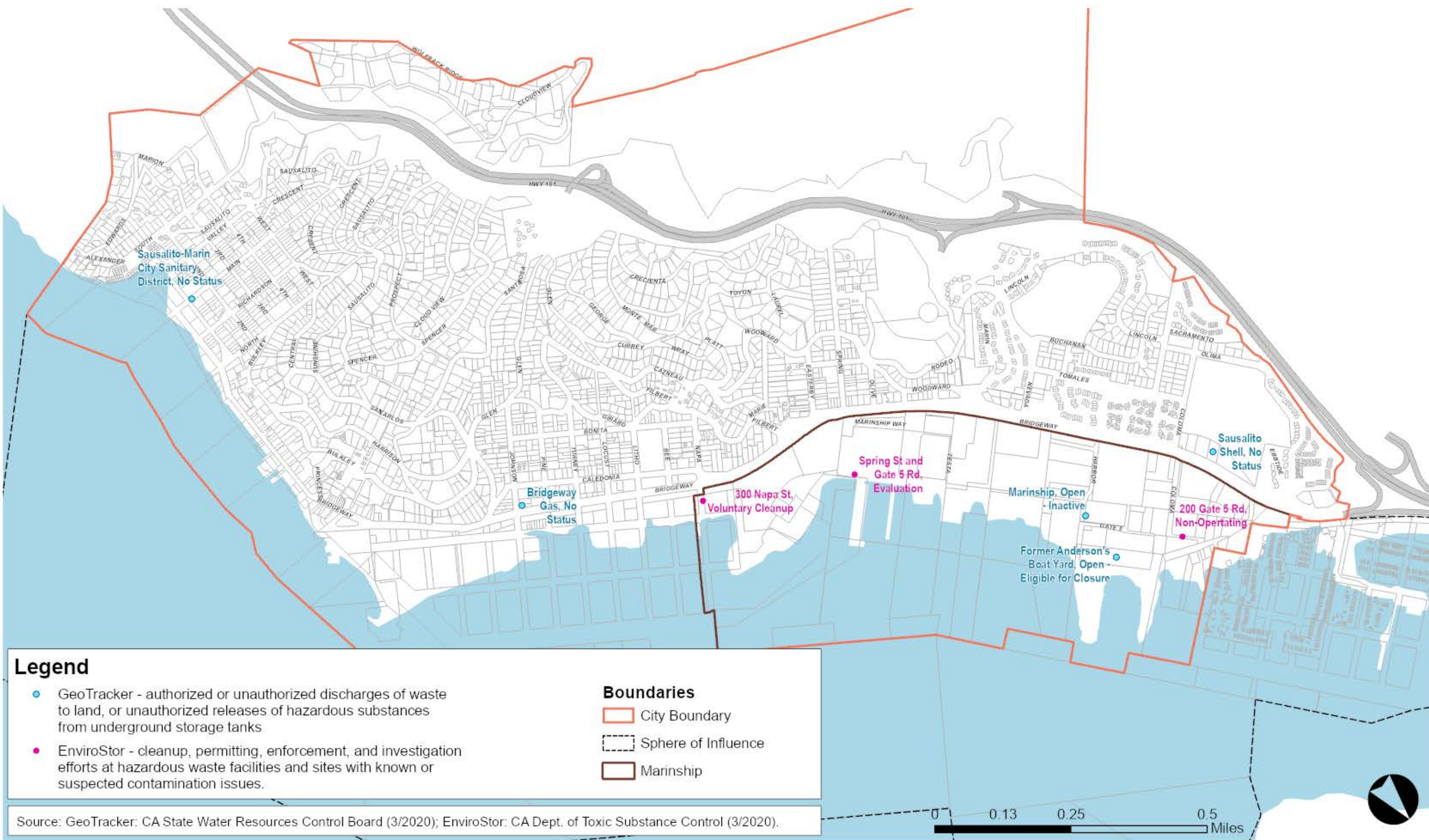


Legend		Boundaries	
	Water Deficient Areas		City Boundary
			Sphere of Influence

0 0.25 0.5 1 Miles

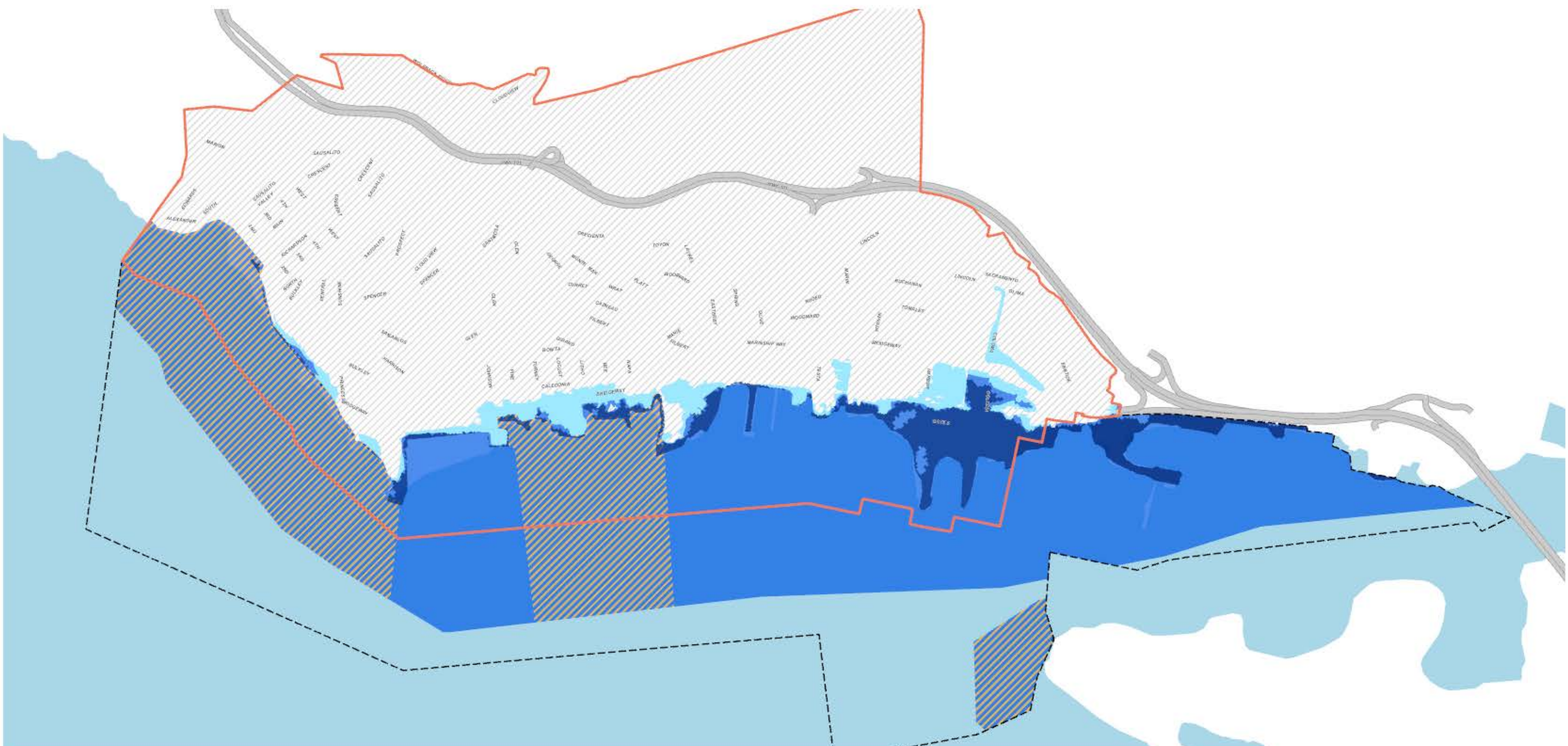
SAUSALITO GENERAL PLAN UPDATE
FIGURE 7-8: WATER-DEFICIENT AREAS





SAUSALITO GENERAL PLAN UPDATE
FIGURE 7-9: HAZARDOUS MATERIALS

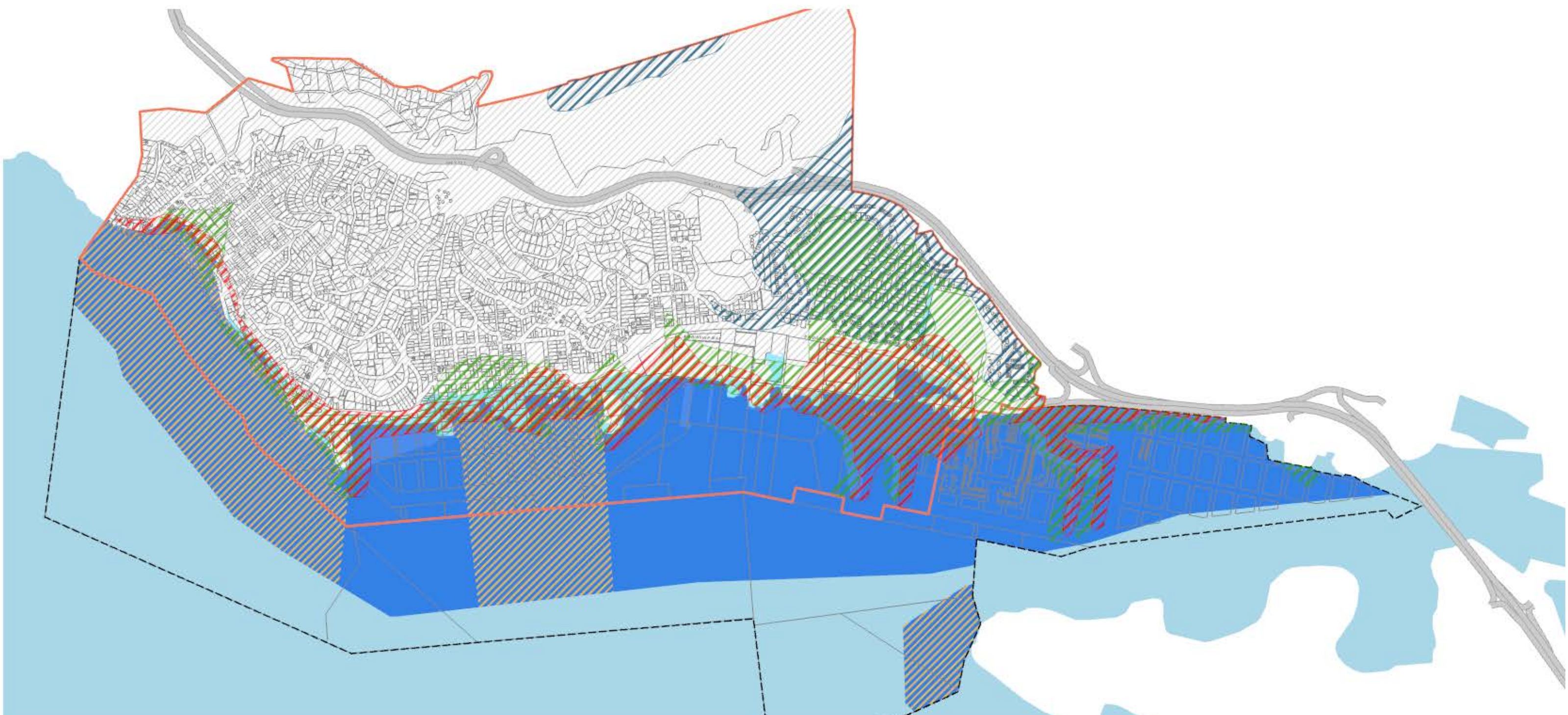




Legend

Sea Level Rise in City	Flood Hazard Type & Zone	0.2% Annual Chance Flood Hazard (X)	Boundaries
Sea Level Rise in Sphere of Influence	100-Year Floodplain (AE)	Area of Minimal Flood Hazard (X)	City Boundary
	Coastal Area of the 100-Year Floodplain with Storm Wave Hazard (VE)		Sphere of Influence





Legend

Expansive Soil High	Flood Hazard Type & Zone	AREA OF MINIMAL FLOOD HAZARD (X)
Liquefaction Very High	100-Year Floodplain (AE)	Boundaries
Soil Type & Shaking Hazard Soil Type E (strongest shaking)	Coastal Area of the 100-Year Floodplain with Storm Wave Hazard (VE)	City Boundary
	0.2% ANNUAL CHANCE FLOOD HAZARD (X)	Sphere of Influence



This page intentionally left blank.



SUSTAINABILITY – CLIMATE CHANGE MITIGATION AND RESILIENCY

8

ELEMENT

This page intentionally left blank.

INTRODUCTION

Sustainability is defined as the ability to meet the needs of the present without compromising the ability to meet the needs of the future. This Sustainability – Climate Change Impact and Resiliency Element provides a framework for ensuring a high quality of life for both current and future generations of the city’s residents, workers, and visitors. The Fifth Assessment Report of the Intergovernmental Panel on Climate Change (IPCC)¹ states that we have less than 10 years, until approximately 2030, to achieve major cuts in our greenhouse gas (GHG) emissions such that the Earth’s climate will warm only 1.5 degrees Celsius (2.7 degrees Fahrenheit). As a result, as of July 2020 over 1,740 governments—representing over 830 million people across 30 countries—have declared a Climate Emergency.² Given this scientific reality, Sausalito faces serious climate change threats including sea level rise, extreme weather and precipitation, and heightened risk of wildfires. Ensuring sustainability for Sausalito requires multiple initiatives, including reducing emissions that cause climate disruptions to life and property, expanding the city’s adaptive capacity to climate change, and limiting the economic impacts. This Sustainability – Climate Change Impact and Resiliency Element provides Objectives, Policies, and Programs that will mitigate these impacts, thus increasing the city’s long-term viability and resiliency.

The General Plan is part of multiple governing documents that guide sustainability practices in the city. The city’s Climate Action Plan and Low Emissions Action Plan provide additional guidance on achieving regional emission and waste reduction goals.

The State of California does not require a sustainability element, but with the impacts of climate change already a reality, Sausalito is committed to planning and acting now to address the long-term sustainability of the city. Policies and programs in this Element will guide the city in mitigating and adapting to the impacts of climate change to ensure that Sausalito remains an innovative and resilient community.

¹ IPCC, 2014: Climate Change 2014: Synthesis Report. Contribution of Working Groups I, II and III to the Fifth Assessment Report of the Intergovernmental Panel on Climate Change [Core Writing Team, R.K. Pachauri and L.A. Meyer (eds.)]. IPCC, Geneva, Switzerland

² See The Climate Mobilization, available at <https://www.theclimatemobilization.org/>

BACKGROUND AND CONTEXT

Our climate emergency and its impacts represent an increasingly pressing issue that is already affecting Sausalito. Sausalito will become a leader in sustainability, leveraging its working waterfront and history of innovation to mitigate and adapt to the impacts of climate change, including but not limited to sea level rise, extreme temperatures, and wildfires.

The Sustainability – Climate Change Mitigation and Resiliency Element demonstrates a necessary evolution in Sausalito’s vision of the future to incorporate required innovations, policies, and programs that achieve long-term sustainability in livability, health and safety, the environment, and economic viability. The Sustainability – Climate Change Mitigation and Resiliency Element provides an overview of:

- Climate change adaptation and mitigation strategies
- Conservation of natural resources
- Sausalito’s leadership in sustainability

Sustainability is a core value of the General Plan, and therefore can be found throughout the document—not only in the Sustainability – Climate Change Mitigation and Resiliency Element, which focuses on the long-term accomplishment of Sausalito’s goals.

CLIMATE CRISIS

Rising Temperatures

According to California’s Fourth Climate Change Assessment (2018), average maximum temperatures in the Bay Area will likely increase by 3.3 degrees Fahrenheit by mid-century. Though Sausalito benefits from coastal cooling processes, the city will still be impacted by warming temperatures. Higher temperatures and the increased possibility for extreme heat days disproportionately impact vulnerable populations, including older adults, infants and young children, people with chronic medical conditions, low-income individuals, and outdoor workers.

Precipitation

Precipitation is more variable and difficult to predict. However, extreme precipitation events are likely to become more intense with longer dry periods in between. Sausalito is also vulnerable to flooding due to inadequate drainage and land subsidence.

Wildfires

These dry periods and rising temperatures compounded with increased human activity in the wildland-urban interface is projected to increase wildfire risk in the Bay

Area. The wildfire season in California is starting earlier and ending later each year. Wildfires have grown more destructive both in terms of acreage burned and structures damaged or destroyed. A 2018 state report declared that year the most destructive wildfire season in California history.³ The wildfire season of 2020 was even more destructive, and wildfire severity will likely only increase in California due to climate change.

The Southern Marin Fire Protection District (SMFD) has identified much of the city to be part of the wildland-urban interface and at significant risk from wildfires. In addition to wildfires within the city’s boundaries, Sausalito will also need to prepare for the impacts of wildfires in neighboring regions.

Sea Level Rise

Climate change will result in sea level rise, with 26 acres in Sausalito exposed to advancing waters over the next 15 years. The northern approach to the city could be flooded, and the Marinship is at particular risk due to the combination of sea level rise and ground subsidence as the 80-year-old fill continues to settle.

These estimates come from the Bay Waterfront Adaptation Vulnerability Evaluation (BayWAVE), a Marin County tool for projecting sea level rise and flood risk. BayWAVE projects that Marin County could experience 10 inches of sea level rise by 2030, 20 inches by 2050, and 60 inches by 2100. Sea level rise will exacerbate the impacts of other coastal hazards, such as storms, flooding, and erosion.



Flooding as an Impact of Sea Level Rise

BayWAVE’s estimates show that as much as 149 acres, or 11 percent of the city’s land area, could be inundated by the end of the century. This would include most of the industrial land in Sausalito, which could lead to serious financial problems—particularly as many of those industrial sites may require expensive cleanup in order to prevent contaminants from entering Richardson’s Bay.

³ Governor’s Office of Planning and Research. 2018. *California’s Fourth Climate Change Assessment: San Francisco Bay Area Region Report*.

Mitigation

Mitigation entails reducing the magnitude of climate change and its impacts. The General Plan includes policies and programs intended to mitigate the impacts of climate change through strategies that include but are not limited to reducing emissions, increasing energy efficiency, encouraging the transition from fossil fuels to renewable energy sources, and increasing carbon sequestration.

Climate Resiliency

Sausalito will increase resiliency by adapting to current and future impacts of climate change through innovative science-based and nature-based approaches that protect residents, workers, and cultural resources and minimize displacement.

Sea level rise could be understood as an existential issue for Sausalito. Therefore, adaptation to sea level rise is a key objective of the General Plan. Sausalito will continually revise its sea level rise map and maintain data as part of the city's strategic planning processes to ensure that planners and emergency responders can efficiently respond to existing conditions and projections. The city will implement a host of new mitigation and adaptation measures (while coordinating with Marin County and other potential partners) to stay on the cutting edge of implementation measures, such as innovative building structures that minimize tidal impacts and hybrid edge wetlands, just as two examples. Managed retreat is another adaptation tool that the city will consider the feasibility of as a last resort to sea level rise. Managed retreat programs typically involve transferring property rights from properties threatened by coastal hazards to areas less vulnerable to sea level rise, which facilitates the movement of people out of high-risk areas.

Sea level rise will require the attention of the city, local organizations, and residents over the planning period. This General Plan supplies Sausalito with objectives that give the city flexibility and bandwidth to pursue sea level rise adaptation and mitigation measures.

Climate Justice

Discriminatory government programs and policies in the past have concentrated African Americans and other communities of color in disinvested areas with less access to opportunities and social services. These areas have higher exposure to environmental hazards and pollutants, and have heightened vulnerability to climate change, thereby putting a disproportionate burden on communities of color and low-income communities. These communities—known as frontline communities—are also less able to cope and respond to climate events, such as flooding, poor air quality, and heatwaves due to financial constraints and a lack of adequate infrastructure needed to mitigate and adapt to climate change impacts. Additional

considerations for liveaboards and other communities that have higher vulnerability to climate change should be incorporated when planning for the adaptive capacity of the city.

SUSTAINABILITY LEADERSHIP

Sausalito will make transformational changes to become a leader in sustainable practices. The city is prioritizing sustainability through the implementation of the objectives, policies, and programs in the Sustainability – Climate Change Impact and Resiliency Element as well as continuing to update other sustainability guidance documents, including the Climate Action Plan and Low Emissions Action Plan, to reflect the most up to date and accurate climate projections. In addition, data management and community participation will help Sausalito connect residents and workers to city resolutions and track their successes.

“We must become leaders in climate change exploration.”
— Marinship Workshop Participant: September 7, 2019

Climate Action Plan

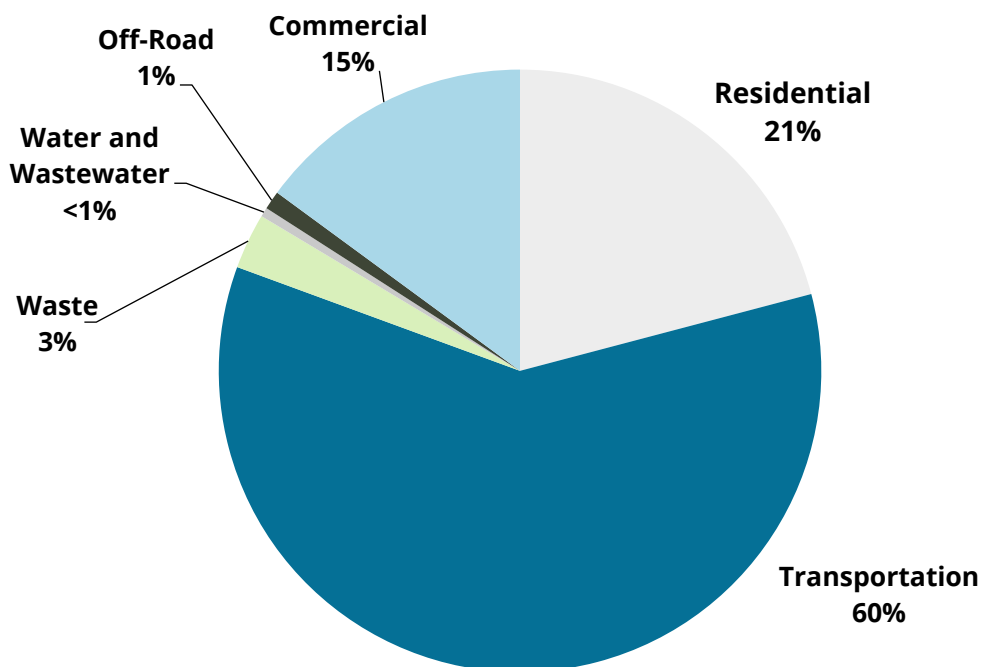
The Sausalito Climate Action Plan (2015) compiles strategies that the city’s government and the community can use to address climate change. It focuses on efforts Sausalito can take to reduce its greenhouse gas (GHG) emissions and mitigate, to the extent feasible at the local level, the potential impacts of climate change. The Climate Action Plan acknowledges that transportation is the largest source of GHG emissions in the community. The Climate Action Plan recommends community actions that reduce GHG emissions from transportation, including encouraging bicycle/pedestrian transportation, school transportation, carpooling, telecommuting, electric vehicles, and market price parking. The General Plan builds upon the 2015 Climate Action Plan to guide and inform circulation planning in Sausalito.

Low Emissions Action Plan

The Low Emissions Action Plan (2020) focuses on reducing emissions 40 percent below the 2005 baseline by 2030, in line with California statewide goals. These targets are consistent with similar plans used by other jurisdictions throughout Marin County. The Low Emissions Action Plan acknowledges that the majority (60 percent) of emissions in Sausalito come from transportation, followed by residential energy use (21 percent) and commercial energy use (15 percent). The Low Emissions Action Plan includes recommendations on reducing emissions throughout the city and will

be supplemented by two future plans related to climate change: sequestration and adaptation. The plan aims to reduce emissions as the city's contribution to preventing runaway climate change over 1.5 degrees Celsius.

Figure 8-1: Greenhouse Gas Emissions by Sector – Sausalito, 2018



Low Emissions Action Plan (2020)

DEVELOPMENT AND RESILIENCY OF UTILITIES AND SERVICES

Sausalito will provide adequate infrastructure for local uses in a changing climate. This requires coordinating with a host of utility providers, understanding what infrastructure may be at risk due to sea level rise or other climate risks, and determining implementation measures that can be used to secure the safety of Sausalito residents and workers.

Sewer Service

The Sausalito-Marin City Sanitary District (SMCSD) is responsible for the collection, treatment, and disposal of wastewater for all of the City of Sausalito, with the exception of Wolfback Ridge which disposes of wastewater by private septic tanks. Wastewater produced in Sausalito is primarily residential and commercial sewage. There is some limited industrial sewage produced in the Marinship area.

A combination of force mains and gravity sewers transports the sewage to the SMCSD wastewater treatment plant on East Road just south of Sausalito city limits within the Golden Gate National Recreation Area. The plant provides secondary treatment of wastewater, which is subsequently discharged into San Francisco Bay.

The SMCSD facility is completing a major upgrade in 2020, including expanding capacity to accommodate new developments. The city is undertaking a comprehensive upgrade to the sewer system, which includes replacing or relining existing sewer pipes throughout Sausalito.

“We could have beautiful landscapes that provide ecosystems services.”

— Comment to General Plan Website: June 9, 2017

Climate change can increase the frequency of heavy precipitation and storm events, which can increase inflow and overload the sewer system. The city has an ongoing maintenance program, and a sewer ordinance has been adopted by the city which requires upgrading of existing substandard lines when private property is developed. Upgrades to the system will need to consider these climate change impacts. Adjustments to other city infrastructure, such as the stormwater management system, can also lower the risk of overloading the sewer system by reducing the amount of rainwater entering the system.

Storm Drainage

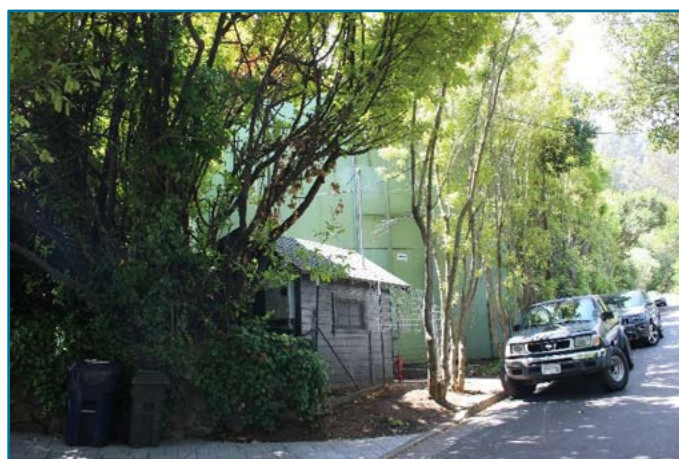
The City of Sausalito’s storm drain system has been developed over the years with various types of materials including wooden box culverts, concrete culverts, and corrugated metal pipe systems. Some of these systems were installed when the city was first developed and over time these systems have deteriorated. In some cases, corrugated metal pipes (CMP) have deteriorated to a point where complete replacement is needed. A stormwater management plan will be needed to evaluate city and private stormwater facilities and their current condition. In addition, replacement of deteriorated systems will be needed to address stormwater pipes that no longer convey water appropriately.

In addition, with climate change, heavy precipitation events could overload storm drain systems. The capacity of the city’s stormwater system may need to be expanded and modified to address high-velocity flow events, scour, and filtration of contaminants prior to expelling storm water into Richardson’s Bay. Wetland restoration can also help with stormwater filtration and increase the city’s adaptive

capacity to sea level rise. Several unfunded mandates are in place from the State of California requiring all jurisdictions to install a filtration system on storm drain facilities within the next 10 years. Currently, there is no funding available to the city to address this unfunded mandate. The city's Landslide Task Force has recommended creating a maintenance reserve fund specific to funding the stormwater system.

Water Supply and Distribution

The city's domestic and commercial water service is supplied by the Marin Municipal Water District (MMWD). The main feeder system for Sausalito is a transmission pipeline located under Bridgeway.



Water Distribution

MMWD's historical water usage within the entire MMWD jurisdiction has declined in recent years, from 615 million gallons in August 2013 to 459 million gallons in August 2017.

Due to climate change, there is an increasing probability that Sausalito will be impacted by more extreme weather in the future, such as drought and extreme precipitation events. Growth within the MMWD

service area may also place unforeseen demands on the availability of water services. Based on these variables, water service may not be able to meet demands under certain drought conditions in the future. In order to prepare and respond to potential water service problems early in the development proposal process, the General Plan calls for the city to work with MMWD to establish a list of criteria specifying which type of development proposals would necessitate MMWD review. For projects that are deemed to require written documentation from the District, the city would send a referral letter to the District during the review period for project completeness.

“All the world, every nation, every community, every individual is now held accountable and responsible for the caretaking of the Earth.”

— Dorothy Gibson: 1995 General Plan

In order to promote water conservation and efficiency, the city will continue to support MMWD in its efforts to promote the planting of drought-tolerant landscaping and the minimization of water-intensive landscaping such as turf.

Solid Waste Disposal

Sausalito is currently under contract with Bay Cities Refuse to collect and dispose of the city's refuse, recycling, and composting. The solid waste generated in Sausalito is disposed at the Redwood Sanitary landfill located north of Novato near the county line. Currently, the landfill accepts 650 tons of solid waste from Marin County per day.

Bay Cities Refuse is a partner in Zero Waste Marin.

Energy

Pacific Gas & Electric Company (PG&E) reports that it will be able to supply adequate electricity and gas to Sausalito and the surrounding areas in the future. New buildings in the state are required to conform to energy conservation standards specified by Title 24 of the California Administrative Code. Energy conservation standards can be met by incorporating design features into a building, using clean and stored energy resources, or demonstrating that the building will consume no more than a specified quantity of energy. Documentation showing compliance with these standards shall be submitted with the application for the building permit, and the standards are enforced by the Building Official.

PG&E's 2019 bankruptcy declaration may affect its continued service and undergrounding efforts. The city will continue to work with PG&E and any subsequent utility company to continue undergrounding utilities in Sausalito.

Electricity and gas in Sausalito are currently provided through PG&E's grid infrastructure, with either PG&E or MCE Clean Energy serving as the electricity retailer to customers. Account holders can opt-in to 50 percent or 100 percent clean and renewable sources through MCE Clean Energy. The General Plan includes policies that promote conservation and clean energy usage, such as encouraging new development to use solar energy, eliminate gas use, and reduce energy consumption to an extent consistent with other design considerations and requirements. Public education on energy conservation and incentivizing conservation measures will also be key to achieve citywide energy conservation objectives.

OBJECTIVES, POLICIES, AND PROGRAMS

Objective S-1 Mitigate Impacts of Climate Change by Reducing Emissions in Sausalito in Line with Statewide Goal to Reduce Emissions by 40 Percent below Baseline Emissions by 2030

Policy S-1.1 Transportation. Reduce carbon emissions in the transportation sector by encouraging low- and zero-carbon transportation modes.

PROGRAMS

S-1.1.1 Electric Vehicles. Increase electric vehicle ownership by 30 percent by 2030 through the development of an Electric Vehicle Plan as recommended by the city's Low Emissions Action Plan (LEAP).

S-1.1.2 High-Efficiency City Vehicles. Purchase or lease low- or zero-emissions vehicles and the most fuel-efficient models possible for the city fleet, including construction vehicles.

S-1.1.3 Pedestrian and Bicycle Master Plan. Encourage bicycling and walking as a safe and efficient means to travel around Sausalito by implementing the city's Pedestrian and Bicycle Master Plan.

S-1.1.4 Bicycle and Pedestrian Transportation. Implement infrastructure, services, and policies that support the needs of bicyclists and pedestrians and encourages as recommended in the Climate Action Plan (CAP).

S-1.1.5 Safe Routes to School. Continue to support the Safe Routes to School Program by applying for Safe Routes to School grants and executing plans to improve pedestrian and bicycle facilities. Strive to increase bicycling, walking, carpooling, and taking public transit to school.

S-1.1.6 Carpooling. Support and promote carpooling programs through transportation demand management programs and other measures.

S-1.1.7 Public Transit. Support and promote public transit by coordinating with regional transit providers, such as Marin Transit and Golden Gate Transit, to maximize ridership and other actions recommended by the LEAP.

S-1.1.8 Employee Trip Reduction. Reduce vehicle miles traveled to and from work by exploring transportation demand programs, incentives, outreach campaigns, and other actions recommended by the LEAP for employers located in Sausalito.

S-1.1.9 CAP Updates. Continue to update and implement the Climate Action Plan as new technology and implementation measures become available. Ensure the CAP reflects or exceeds best practices in climate action leadership as expressed in federal, state, or regional guidance.

S-1.1.10 LEAP Updates. Continue to update and implement the LEAP as new technology and implementation measures become available. Ensure the LEAP reflects or exceeds best practices in climate action leadership as expressed in federal, state, or regional guidance.

Policy S-1.2 Energy-Efficiency, Residential, and Commercial. Improve energy efficiency of all buildings, services, and infrastructure.

PROGRAMS

S-1.2.1 Passive Climate Control. Encourage designs that promote passive climate control through materials and form in new developments or substantial remodels, including utilizing passive solar energy methods to reduce energy consumption to the extent feasible consistent with other design considerations, such as view retention, glare, and other requirements.

S-1.2.2 Street Light Conversion. Complete replacement of city incandescent streetlights to Light Emitting Diode (LED) or other less energy intensive fixtures in order to reduce energy consumption and costs.

S-1.2.3 Opt-out Efficiency Programs. Make energy efficiency programs opt-out rather than opt-in.

S-1.2.4 City Efficiency. Collaborate with Marin Energy Management Team to identify and implement energy efficiency projects in municipal facilities.

S-1.2.5 Municipal Efficiency Protocols. Establish energy efficiency protocols for municipal custodial services and other city employees.

S-1.2.6 Energy Efficiency Programs. Promote and expand participation in residential and commercial energy efficiency programs, including promoting utility, state, and federal rebate and incentive programs at the planning counter to those applying for permits, and other actions recommended in the LEAP.

S-1.2.7 Drawdown Marin. Continue implementing Drawdown Marin or any subsequent emission-reduction campaign alongside partners, including working with applicable energy providers to implement a rate structure that encourages efficient usage while meeting state legal requirements of basing rates on the cost of service.

S-1.2.8 Program Prioritization. Consider prioritizing greenhouse gas reduction programs that simultaneously reduce the city's ongoing operational costs during the city budget development process.

S-1.2.9 Off-Peak Shift. Where practical, move the city's electrical load off peak usage hours.

S-1.2.10 State Alignment. Link efficiency to California Long-Term Energy Efficiency Strategic Plan.

S-1.2.11 Emergency Generator Usage. Develop a policy that facilitates and promotes the use of clean energy technologies such as batteries during electric shutdowns.

S-1.2.12 Energy Audits. In partnership with other Marin and regional jurisdictions, pursue an active policy for energy audits for residential and commercial buildings prior to the completion of sales.

S-1.2.13 CAP Updates. Continue to update and implement the Climate Action Plan as new technology and implementation measures become available. Ensure the CAP reflects or exceeds best practices in climate action leadership as expressed in federal, state, or regional guidance.

S-1.2.14 LEAP Updates. Continue to update and implement the LEAP as new technology and implementation measures become available. Ensure the LEAP reflects or exceeds best practices in climate action leadership as expressed in federal, state, or regional guidance.

Policy S-1.3 Renewable Energy, Residential, and Commercial. Encourage renewable energy generation and installations and/or purchasing MCE 100 percent renewable Deep Green service level in residential and commercial buildings.

PROGRAMS

S-1.3.1 Renewable Energy Generation. Encourage residential and commercial solar, geothermal cooling, and other renewable energy installations by promoting financing and loan programs for renewable energy generation in residential and non-residential projects.

S-1.3.2 GHG-Free Electricity. Encourage residents and businesses to upgrade to 100 percent renewable electricity through MCE Deep Green, MCE Local Sol, and PG&E Solar Choice.

S-1.3.3 Battery Storage. Encourage installation of battery storage in conjunction with renewable energy generation projects.

S-1.3.4 Construction Goals. Incentivize net-zero construction projects in the private and public sectors with optimized HVAC systems and including a mandate for all-electric systems (zero gas use) for heating and appliances.

S-1.3.5 MCE Deep Green. Purchase 100 percent renewable energy through MCE Deep Green for all city facilities.

S-1.3.6 City Solar Energy. Install solar energy systems at all suitable city facilities.

S-1.3.7 Renewable Energy Farms. Evaluate feasibility and appropriateness of constructing solar and wind farms as well as other small-scale energy generation technology.

S-1.3.8 CAP Updates. Continue to update and implement the Climate Action Plan as new technology and implementation measures become available. Ensure the CAP reflects or exceeds best practices in climate action leadership as expressed in federal, state, or regional guidance.

S-1.3.9 LEAP Updates. Continue to update and implement the LEAP as new technology and implementation measures become available. Ensure the LEAP reflects or exceeds best practices in

climate action leadership as expressed in federal, state, or regional guidance.

Policy S-1.4 Natural Gas Replacement. Evaluate electrification, or evaluate alternative renewable energy sources, for building systems that currently use natural gas for heating.

PROGRAMS

S-1.4.1 Utility Partnerships. Work with Marin Climate & Energy Partnership as well as energy utility companies, such as PG&E and Marin Clean Energy, to incentivize natural gas alternatives.

S-1.4.2 Rebate Program. Consider the feasibility of a rebate program for natural gas replacement or zero-gas new development.

Objective S-2 Increase Conservation of Natural Resources and Reduce Waste Production

Policy S-2.1 Waste Reduction, Reuse, Recycling. Increase the waste diversion rate to 94 percent by the year 2025.

PROGRAMS

S-2.1.1 County Solid Waste Management Plan. Coordinate local recycling efforts and publicity efforts with those of the County Solid Waste Program.

S-2.1.2 Hazardous and Solid Waste. Continue to participate in the Marin County Hazardous and Solid Waste Joint Powers Authority program.

S-2.1.3 Household Hazardous Waste. Coordinate local recycling efforts and publicity efforts with those of the county to promote safe disposal and recycling of household hazardous waste.

S-2.1.4 Composting. Continue and expand existing green waste and composting residential and commercial programs.

S-2.1.5 Residential and Commercial Recycling. Continue and expand existing residential recycling program and establish a commercial recycling program in coordination with the Chamber of Commerce and local businesses.

S-2.1.6 Install Tourist-Facing Recycling. Consider a project to install more recycling containers in public areas, particularly in

downtown during the Capital Improvement Project budget development process.

S-2.1.7 Pay As You Throw. Consider working with Bay Cities Refuse to adopt a Pay As You Throw program during the Solid Waste Rate Setting process. Consider any potential adverse impacts of the program on seniors and illegal dumping. This proposal would charge residents by the amount of waste generated (rather than a flat rate) and incentivizes recycling and organics disposal through the rate structure.

S-2.1.8 Recycling and Composting Mandate. Consider adoption of a citywide ordinance mandating residential and commercial recycling and composting program.

S-2.1.9 Textile Recycling. Work with a Zero Waste Marin partner organization to set up a clothing drop-off kiosk in Sausalito at a suitable location.

S-2.1.10 Organic Waste Recycling and Composting. Distribute an official notice to commercial sites not in compliance with AB 1826 (which requires businesses to recycle organic waste).

S-2.1.11 Collection Improvements. Periodically identify ways to improve litter collection and consider banning non-recyclable plastics within the city.

S-2.1.12 Zero Waste Resolution. Adopt a Zero Waste Resolution with the goal of diverting 94 percent of waste from landfills by 2025.

S-2.1.13 Zero Waste. Implement actions to reduce waste both citywide and in government operations as described in the city's CAP.

Policy S-2.2 Waste Education. Implement education and social media programs to change Sausalito's waste-related behavior, emphasizing composting and recycling.

PROGRAMS

S-2.2.1 Recovered Wood. Increase outreach to marinas and those applying for landscaping or demolition permits of Zero Waste Marin's wood recycling programs to maximize building salvage.

S-2.2.2 Zero Waste Partners. Increase awareness of Zero Waste Marin’s partner institutions, particularly during holidays when there is an increase in food, clothing, and gift waste.

S-2.2.3 Employer Outreach. Encourage employers to undertake waste reduction steps in the workplace including implementation of the single-use plastics ban.

Policy S-2.3 Water and Wastewater. Increase indoor and outdoor water efficiency and conservation.

PROGRAMS

S-2.3.1 Rebates. Work with Marin Municipal Water District to promote rebates for water-efficient appliances, landscaping, irrigation systems, water storage facilities, and other systems and fixtures.

S-2.3.2 Upgrade Fixtures. Require upgrading or changing-out plumbing fixtures to be compliant with current code requirements upon resale of residential buildings.

S-2.3.3 Municipal Water Conservation. Assess, maintain, and repair existing water fixtures and systems in city buildings and facilities to reduce water use.

S-2.3.4 Rainwater Storage. Review building and zoning codes and revise as necessary to encourage rainwater storage facilities.

S-2.3.5 Water Conservation. Continue to require that new landscaping plans be reviewed to assure compliance with the Water Conservation Ordinance (see policy EQ-4.4).

S-2.3.6 Water Resiliency. Evolve and enhance ways to capture nontraditional water sources.

S-2.3.7 Salt-Tolerant Plants. Investigate opportunities for expanding landscaping and grasses that can be irrigated with saltwater.

S-2.3.8 Groundwater Recharge. Monitor and manage groundwater recharge through water management strategies including reducing urban runoff through low impact development and stormwater management techniques (see policy EQ-4.2).

S-2.3.9 CAP Implementation. Implement recommendations from the CAP on community and government operations actions to increase water efficiency and reduce water usage.

Objective S-3 Increase Resiliency by Adapting to Current and Future Climate Change Projections and Impacts

Policy S-3.1 Sea Level Rise Assessment. Conduct a sea level rise vulnerability and risk assessment, including considering adopting a Sea Level Rise Map to increase public awareness, assess impacts of potential sea level rise, establish a sea level rise overlay zone, plan focus areas for adaptation, and develop a funding strategy.

PROGRAMS

S-3.1.1 GIS. Incorporate the Sea Level Rise Map into the city and county GIS database.

S-3.1.2 Update Predictions. Review the Sea Level Rise Map every five years to determine necessary updates or amendments based on best available science.

S-3.1.3 Overlay Zone. Pursue the creation of an overlay zone on the Zoning Map based on the Sea Level Rise Map. This overlay zone shall include land use regulations for site planning and promote nature-based adaptation frameworks to accommodate sea level rise and land subsidence.

S-3.1.4 Regional Coordination. Partner with Marin Bay Waterfront Adaptation and Vulnerability Evaluation (BayWAVE) and other regional agencies and neighboring municipalities to implement vulnerability studies and adaptation projects.

S-3.1.5 Data Coordination with County. Coordinate with Marin County on updating data and information related to sea level rise, using BayWAVE as the base for all city documents and plans to address sea level rise.

S-3.1.6 Public Awareness. Maximize public awareness of sea level rise issues by providing information to property owners and the general public, including using the Sea Level Rise Map to guide revisions of the Residential Building Record (RBR) Report template, which should include a disclosure of potential property risk due to flooding, land subsidence, and sea level rise.

Policy S-3.2 Sea Level Rise Adaptation. Proactively pursue nature-based and science-based planning and implementation adaptation and mitigation strategies for sea level rise and land subsidence in coordination with county efforts.

PROGRAMS

S-3.2.1 Sea Level Rise Adaptation Plan. Prepare and adopt an adaptation plan for addressing sea level rise and land subsidence that minimizes the potential for displacement of residents, jobs, and other community assets, and prioritizes nature-based adaptation measures. The adaptation plan should include:

- a. The Sea Level Rise Map, which will be created in collaboration with BayWAVE or other regional authorities on sea level rise, as a base for adaptation planning. The map will be updated periodically to reflect the most current and reliable data.
- b. A “menu” approach to adaptation measures that would include but is not be limited to: managed retreat, nature-based adaptation measures, living shorelines, innovative building structures, and horizontal levees.
- c. Coordination on a science-based adaptation approach with local, regional, county, state, and federal agencies with bay and shoreline oversight; owners of critical infrastructure; and other key stakeholders.
- d. An outreach plan to inform stakeholders and property owners who own property in vulnerable areas about sea level rise risks and adaptation strategies.
- e. An inventory of potential sites suitable for larger-scale adaptation projects, using the Marin Ocean Coast Sea Level Rise Adaptation Report as a base for confirming and formalizing such areas.
- f. Promotion and support for innovative business uses that advance sea level rise adaptation.
- g. Evaluation of opportunities for retreat where practical and feasible, prioritizing undeveloped sites, areas in permanent open space, or areas that are environmentally constrained. Allow for transfer of ownership rights. Consider retreat as a last resort.
- h. Encouragement of innovative green (nature-based) shoreline protection measures where most practical and feasible, such as wave attenuation projects, natural reef development areas, and ecologically friendly measures to combat sea level rise.
- i. Identification of appropriate timing and phasing of adaptation planning and implementation.

- j. Identification of financing tools and opportunities to advance climate adaptation strategies.
- k. Coordination with the Marin County Multi-Jurisdictional Local Hazard Mitigation Plan on sea level rise mitigation and adaptation.
- l. Incorporating the consideration of a Marinship Infrastructure Needs analysis as described in program CP-1.1.4.
- m. An economic analysis of mitigation costs versus private and public economic loss.

S-3.2.2 Subsidence and Liquefaction. Complete a geologic and/or hydrographic study that describes how Sausalito's unique ground subsidence and liquefaction issues will interact with sea level rise. The study should include recommendations and implementation measures.

S-3.2.3 Resilience and Adaptation Measures. Require new development and substantial redevelopment to integrate resilience and adaptation measures into project designs where feasible and practical.

S-3.2.4 Sustainable Development. Promote the creation of sustainable development practices including low impact development, floating structures, and creative use of nonfoundational structures such as shipping containers and barges.

S-3.2.5 Incorporate Science-Based Guidelines. Incorporate research and case studies from the scientific community to minimize risk to human health and safety, and to advance environmentally friendly goals in low-lying area subject to sea level rise and subsidence.

S-3.2.6 Cluster Development. Encourage new development to be clustered to minimize fill and maximize adaptation opportunities on large, underdeveloped sites located in vulnerable areas.

S-3.2.7 Water-Based Housing. In the Housing Element, consider the potential for water-based or water-compatible housing that does not cause undue environmental damage along the waterfront. Consider the safety and adaptive capacity of housing

vulnerable to coastal hazards, including liveaboards and other water-based housing.

S-3.2.8 Financing and Funding. Pursue financing and funding opportunities to serve short-term and long-term adaptation projects. Funding tools and opportunities could include tax or bond measures, tax increment financing, assessment districts, geologic hazard abatement districts, and grants.

S-3.2.9 Partnerships. Foster, facilitate, and coordinate partnerships with the County of Marin, other affected agencies and utilities, property owners, and neighborhood organizations to plan for and implement adaptation projects. Investigate opportunities for public-private partnerships around mitigation and adaptation strategies and projects.

S-3.2.10 Countywide Coordination. Work with Marin County to facilitate the formation of a centralized countywide agency or joint powers authority to oversee adaptation planning, financing, and implementation.

S-3.2.11 Capital Projects. Prepare a guidance document for addressing increased sea level rise impacts in the city's Capital Improvement Projects (CIP) plans. The document should be informed by the capital improvement guidance provided by Marin County and include key areas of improvements that can systematically address incremental flooding areas, an infrastructure inventory, and a prioritized action plan. Require that sea level rise be addressed in the city's capital planning and incorporate adaptation measures for public improvements.

S-3.2.12 Coordination with Utilities. Coordinate with utilities and services that have infrastructure and facilities in vulnerable areas and ensure that infrastructure projects can adapt to sea level rise.

S-3.2.13 Public Outreach. Provide public information on sea level rise, its impacts, and strategies to increase preparedness to residents and businesses.

S-3.2.14 Development. Require new development and substantial redevelopment to existing buildings to consider and address sea level rise impacts if the development is in the Sea Level Rise Map's overlay zone. In addition, update uses and

development standards in areas of the city as directed in program LU-4.7.1.

Policy S-3.3 Minimum Construction Elevation. Consider recommending to owners of new development and substantial remodels that their projects meet a minimum finished floor elevation to accommodate potential sea level rise and its effects.

PROGRAM

S-3.3.1 Code Updates. Update and revise the Zoning Ordinance to allow property owners who raise their finished floor elevation to accommodate sea level rise (as reflected in county sea level rise data) as part of redevelopment or substantial remodel to apply for a Conditional Use Permit to evaluate height limit requests in a public process rather than undertaking the currently required variance process.

Policy S-3.4 Resilient Plants. Promote planting and maintenance of plants which are drought, fire, and disease-resistant and promote erosion control.

PROGRAMS

S-3.4.1 WUI Ordinance. Maintain the Wildland Urban Interface program under city's WUI Ordinance.

S-3.4.2 Plant Inventory. Create and maintain an inventory of desired plant species for private landscaping projects.

Policy S-3.5 Infrastructure. Treat public landscapes as basic infrastructure, along with hardscapes such as streets, storm drains, sewers, creek channels, and shorelines, and work to secure funding and resources in both the short and long term for installation and maintenance.

PROGRAMS

S-3.5.1 Infrastructure Assessment. Inventory existing landscapes' utility as green infrastructure, including storm water management and gray water harvest, and incorporate into existing infrastructural capacity.

S-3.5.2 Infrastructure Expansion. Develop and implement plan to strategically expand green infrastructure, working with private landowners to identify opportunities to ease load on the city's gray infrastructure.

Policy S-3.6 Wildfires and Wildfire Smoke. Reduce impacts of wildfires and wildfire smoke on public health, private and public property, and infrastructure.

PROGRAMS

S-3.6.1 Safety. Minimize risk of fire damage to property and infrastructure by supporting policy HS-1.3 and its supporting programs.

S-3.6.2 Protocol. Develop a protocol informed by the Marin County Public Health Officer, BAAQMD, and other regional guidelines to respond to poor air quality caused by wildfires.

S-3.6.3 Alert System. Develop or leverage early warning systems that will alert the community of poor air quality days resulting from wildfire smoke, and coordinate with regional partners to provide access to safe air shelters for refuge.

S-3.6.4 Clean Air Shelters. Coordinate facilities that can be used as designated community clean air shelters during poor air quality days.

Policy S-3.7 Extreme Heat. Reduce the risk and impacts of high temperatures on public health and infrastructure by preparing for increased frequency of extreme heat days.

PROGRAMS

S-3.7.1 Cool Pavement and Roofs. Evaluate use of high albedo material (high reflectivity) for roadways, parking lots, sidewalks, walkways, and roofs to reduce heat island effect.

S-3.7.2 Environmental Benefits. Promote tree canopy preservation, enhancement, and expansion to improve air quality, carbon sequestration, and increase shade, while being sensitive to view corridors.

S-3.7.3 Landscape Enhancement. Encourage property owners in commercial districts to plant and maintain trees on their property.

S-3.7.4 Tree Removal. Require approval for removal of trees of a defined dimension and enforce penalties for tree removal without approval in both commercial and residential areas.

S-3.7.5 Marinship Trees. Encourage tree planting in the Marinship, which will diminish heat island effect in the neighborhood, while remaining sensitive to the cultural and environmental context. Refer to Figure 4-3.

S-3.7.6 Regional Coordination. Coordinate with relevant regional agencies to address heat-related health issues, which may include vector control and a heat-related public health preparation and response plan.

S-3.7.7 Alert System. Develop or leverage protocol for early warning systems that will alert the community of extreme heat days and coordinate with regional partners to provide access to cool air shelters for refuge.

S-3.7.8 Cooling Centers. Coordinate facilities that can be used as community cooling centers during extreme heat days.

Policy S-3.8 Adequacy of Facilities. Allow construction to proceed only for projects that demonstrate the availability of adequate potable water, sewer, septic leach fields, and storm drainage.

PROGRAMS

S-3.8.1 Interagency Review. Work with the Marin Municipal Water District (MMWD) and the Sausalito-Marin City Sanitation District (SMCSD) to develop a list of criteria that will necessitate MMWD and/or SMCSD review to assess service availability for proposed development.

S-3.8.2 Marin Municipal Water District. Require written documentation from MMWD for proof of service prior to project approval for those projects subject to MMWD review.

S-3.8.3 Sausalito-Marin City Sanitation District. Require written documentation from the Sausalito-Marin City Sanitation District that there is available and adequate sewer capacity prior to project approval for those projects subject to SMCSD review.

S-3.8.4 Well Water. Require written documentation from the City Engineer of proof of adequate domestic water supply (well water) if water service is not available from MMWD prior to project approval.

S-3.8.5 Marin County Environmental Health Department. Require written documentation from the Marin County

Environmental Health Department that there is sufficient capacity for leach fields prior to project approval in areas dependent upon septic tanks.

S-3.8.6 Sausalito Storm Drain System. Implement a policy that new development shall not change the drainage characteristic across property lines.

S-3.8.7 Sewer Ordinance. Enforce the Sausalito Sewer Ordinance adopting the standard specifications of the Sausalito-Marin City Sanitary District.

S-3.8.8 Sewer System. Continue to upgrade the city's sewer system based on prioritization in Sausalito's Capital Improvement and Strategic Plans.

S-3.8.9 Treated Sewage Effluent. Support and coordinate with countywide efforts to treat sewer water and explore opportunities to reuse treated sewage effluent as gray water.

S-3.8.10 Maintenance Reserve Fund. Create a maintenance reserve fund specific to Sausalito's stormwater system, including drains, drainpipes, catchment, and vegetation management.

S-3.8.11 Wetlands Reversion. Consider developing an inventory of the city's drainage system and assess for potential wetlands reversion to adapt to sea level rise.

Objective S-4 Implement Sustainability Goals through Policy Coordination

Policy S-4.1 Applied Resiliency Research. New research and technology that will aid sustainability should be applied to city policies as applicable.

PROGRAMS

S-4.1.1 Advanced Community Energy Installation. Install an Advanced Community Energy (ACE) system with solar canopy, energy storage, and EV chargers ideally at public parking areas near the ferry landing. Exact location may be recommended later by the Sustainability Commission.

S-4.1.2 Promote Home Generation Financing. Promote financing and loan programs for renewable energy generation in residential and non-residential projects.

S-4.1.3 Streamline Home Generation Permits. Streamline permitting for home-based renewable energy generation (i.e. solar roofs).

S-4.1.4 Leadership Culture. Coordinate closely with the Sustainability Commission to recommend creative and cutting-edge projects that will cost-effectively reduce greenhouse gases and other emissions in the city.

S-4.1.5 Evaluate Technology. The Sustainability Commission will regularly evaluate emerging technology and seek cost-effective implementation in Sausalito, including through pilot programs.

S-4.1.6 Promote Local Trips. Work with city committees and commissions to identify policies that would promote local economic opportunity and reduce the number and length of automobile trips. These policies should be linked to economic sustainability, land use, and transportation investments.

S-4.1.7 Alternative Fuels. Promote the implementation of alternative fuel sources by design, such as exterior electrical outlets or solar chargers.

S-4.1.8 Maintain Database. Continue to track community-wide and city operation greenhouse gas and other emissions, as well as solid waste, energy, environmental, and economic data. Periodically update and incorporate new methodologies as available. Ensure compatibility with Marin County databases.

S-4.1.9 Community Participation. Encourage community participation in utility company and other programs, perhaps with a “one-stop shop” information clearinghouse in City Hall and on the city’s website.

Policy S-4.2 Sustainability Funding. Proactively seek funding and financing opportunities to support city sustainability initiatives.

PROGRAMS

S-4.2.1 Grant Manager. Consider creation of a city position of a grant manager (or incorporate the role into an existing position) during the city budget development process to identify, apply for, and win grants that support the city’s sustainability goals.

Policy S-4.3 Link Policies. Ensure cohesiveness between sustainability policies throughout the General Plan Update.

PROGRAMS

S-4.3.1 Energy Resilience. Support the energy resilience programs in Health, Safety, and Community Resilience Element policy HS-2.7.

S-4.3.2 Wildland-Urban Interface. Support the Wildland-Urban Interface programs under Health, Safety, and Community Resilience Element policy HS-2.6.

S-4.3.3 Additional Programs. Support additional sustainability-related programs, including those included in the General Plan, as appropriate.

Policy S-4.4 Coordinate Citywide Policies. Ensure that other high-level city documents and plans are coordinated to address climate change impacts and develop adaptation strategies.

PROGRAMS

S-4.4.1 Strategic Plan. Ensure that the city's Strategic Plan and other high-level documents are guided by sustainability policies and programs in the General Plan.

S-4.4.2 Emergency Planning. Incorporate the likelihood of climate change impacts into city emergency planning.

S-4.4.3 Mitigation Plan. Work to incorporate the likelihood of climate change impacts, including but not limited to sea level rise and extreme heat days, into updates to the Marin County Multi-Jurisdictional Local Hazard Mitigation Plan

S-4.4.4 Emissions Reduction. Support the city's emissions reduction programs, including maximizing transit and non-emitting transportation uses.



9

ECONOMIC
ELEMENT

This page intentionally left blank.

INTRODUCTION

The Economic Element guides the city and the business community in establishing and maintaining an environment that encourages and facilitates business activity in the commercial and industrial areas of Sausalito in a way that is economically sustainable and resilient.

A healthy economic environment is critical to the continuing viability of Sausalito. This provides significant tax revenues that support the city's public services and also provides jobs, a vibrant streetscape, and the diversity of activity that makes Sausalito a unique and interesting place.

Sausalito is home to a working waterfront – a maritime economy with a rich history that provides a substantial amount of the city's employment base and tax revenue. The city's maritime, industrial, and artistic resources form a system intertwined with the past, present, and future of Sausalito.

At the same time, the city is part of the San Francisco Metropolitan Area, a global hub of technology and finance. Sausalito is the home to several technology firms. Many Sausalito residents work in the technology and finance industries, however the physical limitations on space in Sausalito becomes a challenge in attracting some of the businesses that require large amounts of office or land space.

By promoting a business-friendly environment, Sausalito's location, and the community's unmatched natural and scenic qualities, the city can attract and maintain a diversity of flourishing businesses.

The city's businesses generally fit in three broad categories:

- Industrial, maritime, and arts businesses in the Marinship area with a diverse mix of business uses such as Fine and Applied Arts, Industrial, Business Commercial, Marine, Restaurant, Grocery Store, and other uses
- Visitor-serving businesses in the downtown
- Resident-serving businesses in the Commercial Residential and Neighborhood Commercial areas

To optimize the growth and vitality of businesses in the city, a framework of cooperation between the business community, workers, City government, and residents must be maintained. The resulting benefits will help Sausalito remain economically and socially healthy in the future.

BACKGROUND AND CONTEXT

The Economic Element Background describes the economic conditions of Sausalito and the effect of plan policies on future economic conditions. This section outlines population trends and existing economic characteristics of the city. It also gives an overview of economic objectives and objectives for the unique commercial districts of the city.

ELEMENT PREPARATION

The Economic Element in the General Plan Update is based on broad public outreach and economic analysis throughout the General Plan Update process. An Economic Element is not required by the State for inclusion in a General Plan, but it can serve to address the city's future economic conditions and provide guidance for economic development.

This element was prepared during the Covid-19 outbreak, during a pandemic which caused the State of California and Marin County to issue shelter-in-place orders. The long-term economic effects of the pandemic are not yet clear. In the Health, Safety, and Community Resilience Element, there are several policies and programs that promote safe activity in light of infectious diseases (particularly under objective HS-4). The Economic Element should be considered in light of these policies, and the city should not promote economic activity that would put residents or workers at heightened risk of infection.

SAUSALITO POPULATION AND JOBS

Sausalito is a stable community with a consistent population and workforce demographic over the prior General Plan period. One continuing trend in Sausalito's population is the growth towards a greater proportion of the older residents in the population. In terms of employment characteristics, there has been a mismatch in the types of work available and occupation of residents. An increase in high-quality jobs that match the highly-educated workforce residing in Sausalito could lead to decrease in commute traffic and the associated greenhouse gas emissions.

Sausalito Population

Sausalito has experienced and is projected to have a relatively low rate of population growth. From 1995 to 2019, the total population of Sausalito increased by 307 residents from 7,109 to 7,416 (a four percent increase). Based on the buildout projections of this General Plan, the population could grow to 7,883 in 2040 (a six percent increase).

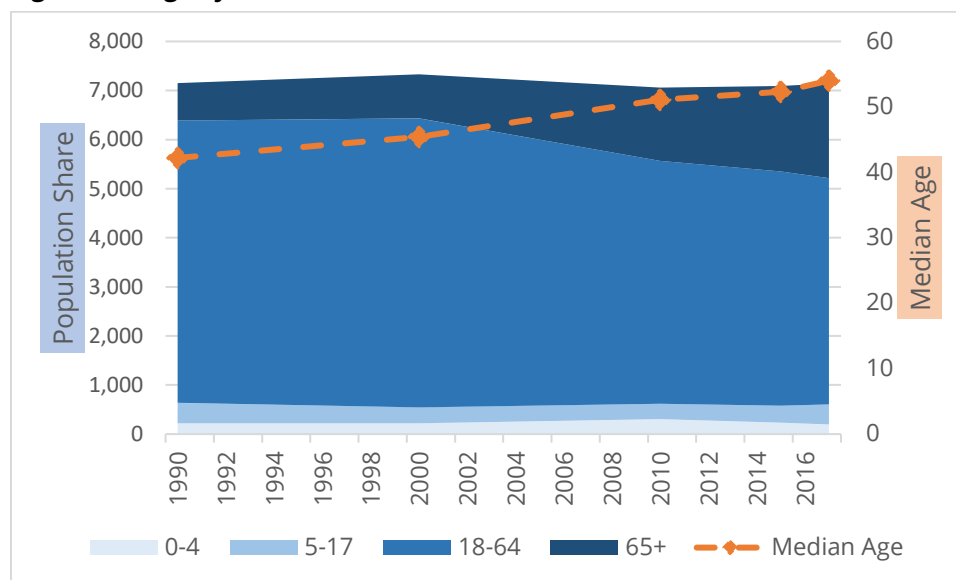
The proportion of the population in older age groups in Sausalito has steadily increased from 1990 to 2017, with the population over 65 years old growing from 761 to 1,932 (a 154 percent increase) and the median age rising from 42 years to 54 years.

TABLE 9-1: AGE OF SAUSALITO RESIDENTS OVER TIME

Age Bracket	1990	2000	2010	2015	2017
0-4	220	222	303	231	197
5-17	415	322	312	350	411
18-64	5,756	5,888	4,951	4,772	4,607
65+	761	898	1,495	1,741	1,932
Total	7,152	7,330	7,061	7,094	7,147
<i>Median Age</i>	<i>42.2</i>	<i>45.4</i>	<i>51.1</i>	<i>52.3</i>	<i>54.0</i>

US Census

Figure 9-1: Age of Sausalito Residents Over Time



Of the 7,147 Sausalito residents, 2,947 (41 percent) held jobs in 2017.¹ The five industry sectors with the highest counts of Sausalito residents working within them were:

- Professional, Scientific, and Technical Services (522 workers, 17.7 percent)
- Accommodation and Food Services (279 workers, 9.5 percent)
- Health Care and Social Assistance (275 workers, 9.3 percent)
- Educational Services (225 workers, 7.6 percent)

¹ Longitudinal Employer-Household Dynamics, US Census (2017). All LEHD data in this Element uses All Private and Public Sector Jobs data.

- Retail Trade (238 workers, 8.1 percent)

The household median income in Sausalito has historically been higher than Marin County and the State of California.

TABLE 9-2: HOUSEHOLD MEDIAN INCOME (HMI) OVER TIME

	2000	2010	2015	2017
Sausalito	\$121,076	\$111,576	\$122,434	\$110,385
% of County HMI	123%	124%	130%	116%
% of State HMI	184%	168%	196%	180%
Marin County	\$98,703	\$97,735	\$93,257	\$104,703
California	\$65,740	\$71,975	\$61,818	\$67,169

US Census

Sausalito Jobs

In 2017, there were 5,659 jobs in Sausalito.² The five industry sectors with the highest counts of workers in Sausalito were:

- Accommodation and Food Services (1,410 workers, 24.9 percent)
- Professional, Scientific, and Technical Services (825 workers, 14.6 percent)
- Manufacturing (592 workers, 10.5 percent)
- Retail Trade (483 workers, 8.5 percent)
- Administration & Support, Waste Management and Remediation (356 workers, 6.3 percent)

A full list of Industry Sectors, and change in counts from 2007-2017, is available in Appendix D.

Over half (57 percent) of all people employed in Sausalito commute over 10 miles to work in the city. This has increased gradually since 2005, when only 44.8 percent of workers commuted over 10 miles to work in the city (a 27 percent increase)

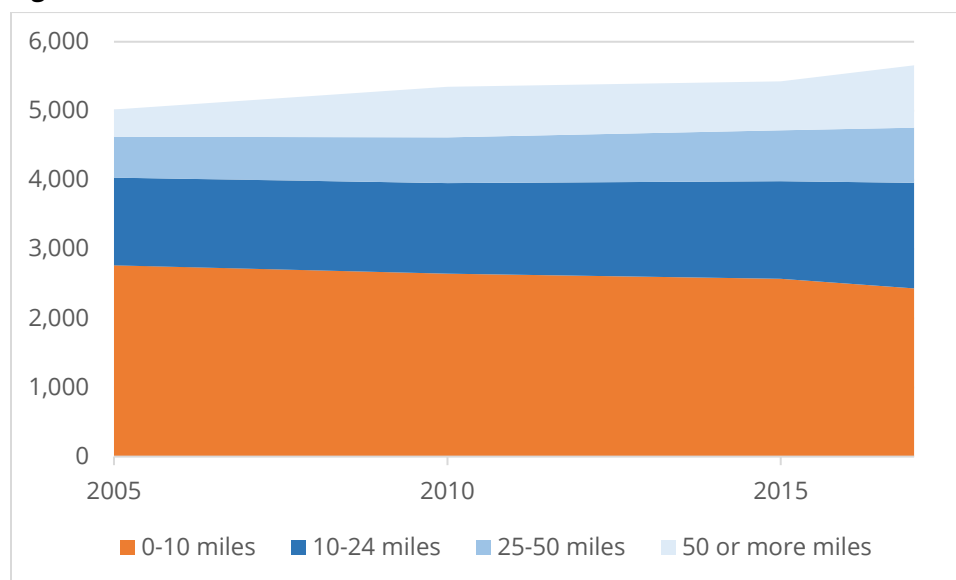
TABLE 9-3: WORKER COMMUTE DISTANCE OVER TIME

	2005	2010	2015	2017
0-10 miles	2,768	2,645	2,574	2,433
10-24 miles	1,267	1,311	1,409	1,526
25-50 miles	594	661	736	799
50 or more miles	392	733	710	901
<i>Total</i>	<i>5,021</i>	<i>5,350</i>	<i>5,429</i>	<i>5,659</i>

² Longitudinal Employer-Household Dynamics, US Census (2017)

LEHD, US Census (2017)

Figure 9-2: Worker Commute Distance Over Time



The five cities with the greatest number of residents working in Sausalito are:

- San Francisco (1,065 workers, 18.8 percent)
- San Rafael (353 workers, 6.2 percent)
- Sausalito (303 workers, 5.4 percent)
- Novato (293 workers, 5.2 percent)
- Oakland (177 workers, 3.1 percent)

A full list of cities by number of residents commuting to Sausalito to work is available in Appendix D.

Conclusion

Data suggests a mismatch between the types of work available in Sausalito and the residents of the city. Only five percent of workers in Sausalito also lived in the city in 2017, which is nearly a third less than the proportion of workers who lived in the city in 2005.

TABLE 9-4: RESIDENCE OF SAUSALITO WORKERS OVER TIME

	2005	%	2017	%	Change in %
Employed in Sausalito	5,021		5,659		13%
Employed and Live in Sausalito	390	7.8%	303	5.4%	-30.8%
Employed in Sausalito but Live Outside the City	4,631	92.2%	5,356	94.6%	2.6%

LEHD, US Census

In addition, both the raw number and the proportion of Sausalito residents who both live and work in Sausalito has decreased by over 20 percent from 2005 to 2017.

TABLE 9-5: EMPLOYED RESIDENTS BY PLACE OF WORK OVER TIME

	2005	2017	Change (%)
Reside in Sausalito	6,995	7,147	2.2%
Employed Sausalito Residents	2,799	2,947	5.3%
Employed Sausalito Residents Working in Sausalito	390	303	-22.3%
Percentage of Employed Sausalito Residents Working in Sausalito	13.9%	10.3%	-26.2%

LEHD, US Census

This mismatch has historically meant increased commutes, which leads to both greater traffic congestion and more greenhouse gas emissions. The increasing commute times present an additional challenge to meeting Sausalito’s sustainability goals, particularly surrounding emission targets, and its equity goals as many workers cannot afford to live closer to their jobs in Sausalito. The General Plan includes programs to mitigate increased commutes, including by supporting live-work housing (policy LU-1.19) or telecommuting (program E-5.4.2).

In addition, Sausalito is an aging community. Age-friendly policies that match economic opportunities in Sausalito to the quality of life of Sausalito residents will lead to better and more productive relationships between Sausalito’s business community (including businesses owners, property owners, and workers) and Sausalito residents.

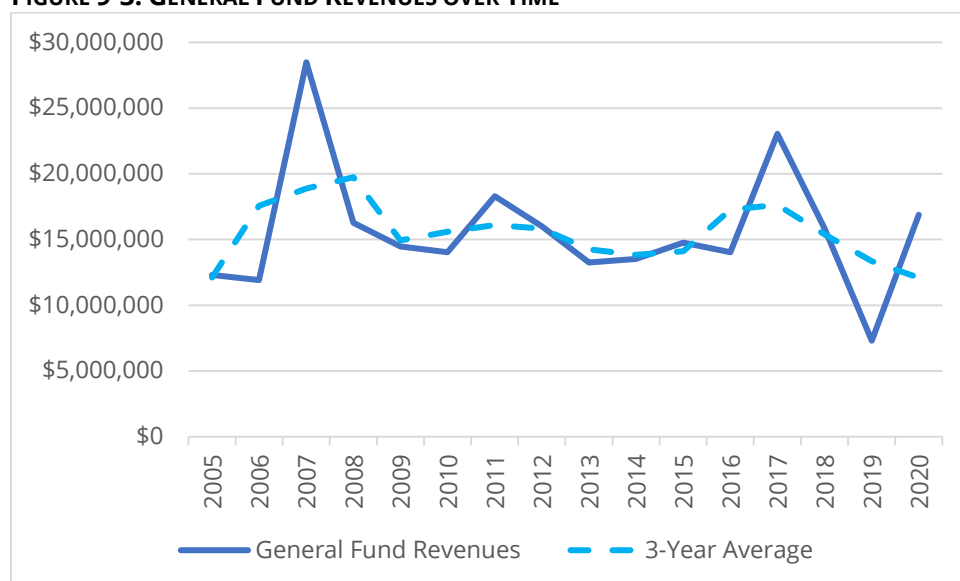
EXISTING ECONOMIC CHARACTERISTICS

General Fund Trends

General Fund Revenues are the city's sources of income and comparing the data to prior years demonstrates how those sources have changed over time.

Sausalito's General Fund Revenues amounted to approximately \$16.8 million in the 2019-2020 Fiscal Year.³ This is generally in line with historic city revenues, despite the rising costs of providing city services and maintaining infrastructure.

FIGURE 9-3: GENERAL FUND REVENUES OVER TIME



Sausalitoca.opengov.com; Not adjusted for inflation.

In the 2019-20 tax year, property tax made up the greatest proportion of this revenue, at \$3.7 million (22 percent of General Fund). Sales tax brought in \$2.3 million (14 percent) to the general fund, excluding the voter approved Measure "O" ½ cent use and transactions tax. The business license tax provided an additional \$1.5 million (9 percent), which is Sausalito's sixth-largest category of revenue. The top five categories are property tax, sales tax, rentals, parking fees, and other fees.

In 2019, Sausalito conducted a study on property tax, sales tax, and business license tax revenues generated by Geo Zones where business activity is conducted.⁴

³ City of Sausalito, *Comprehensive Annual Financial Report for Fiscal Year Ended June 30, 2019*; Historical data is also available at sausalitoca.opengov.com

⁴ "Consideration of Economic Development Program and Authorization to Issue RFPs" (Staff Report to City Council: August 27, 2019)

See Figure 9-4: Geo Zones

Geo Zone areas, determined by geographic area and land use designation, were used to analyze the revenues generated for the 2018-2019 tax year. The Geo Zone study informs the following section, except where otherwise noted. The study looked at existing businesses, and not the potential revenues that could be generated from new businesses or from potential new development.

The economic downturn related to Covid-19 and the ensuing shelter-in-place policies had a serious negative effect on Sausalito’s general fund, and the scale of the disease’s economic impact on municipal finance throughout the country is significant and will have a negative net effect on the Sausalito’s general fund for some time to come.

Property Tax Revenues

The vast majority of property tax revenue in Sausalito comes from residential properties in the city. Over \$5 million was collected in the 2018-2019 tax year, compared to over \$600,000 in property tax revenues from commercial and industrial properties.

TABLE 9-6: PROPERTY TAX REVENUES (2018-2019 TAX YEAR)

Description	Parcels	Revenue Estimated	% of Geos
Marinship	75	\$337,841	53.2%
Downtown	89	\$177,976	28.0%
Caledonia	43	\$72,745	11.4%
Neighborhood Commercial	32	\$47,155	7.4%
Total – Business Geo Zones	239	\$635,717	100%

Most of the property tax revenue in Sausalito (over \$5 Million in revenue to the city in 2018-19) comes from residential properties, which were not included in this table.

Source: City of Sausalito

Sales Tax Revenues

Sales tax is sourced from taxable retail and business-to-business transactions conducted in the city. The city’s 2019 Geo Zone study examined sales tax revenue from the second quarter of 2018 through the first quarter of 2019 (not including revenues from online sales, leases, and other adjustments and not including Measure O, the ½-cent sales tax measure).

In the following table, “All Others” includes businesses not in commercial areas, such as home-based businesses.

TABLE 9-7: SALES TAX REVENUE BY GEO ZONE (2018-2019)

Description	Businesses	Revenue	% of Geos
Downtown	103	\$815,298	46.7%
Marinship	501	\$604,909	34.6%
Caledonia	111	\$201,720	11.5%
Neighborhood Commercial	47	\$125,910	7.2%
Total – Business Geo Zones	762	\$1,747,837	100%
<i>All Others</i>	344	\$83,561	
Citywide Total	1,106	\$1,831,488	

Source: City of Sausalito

Top Sales Tax Generators in the Marinship Area

In September 2019, the city also released a report on the top sales tax generators in the two Geo Zones in the Marinship: Marinship Inland (I, CS, and some PI land uses in the Marinship) and Marinship Waterfront (W, H, and some PI land uses in the Marinship).⁵

The report contained a list of businesses in these two areas of the Marinship that generated \$1,000 or more in sales tax revenue to the city in the prior four quarters. The businesses below represented over 90 percent of the sales tax revenue received by the city in the Marinship.

Top Sales Tax Generators – Marinship-Inland Zone (2018-2019)

The report identified 43 businesses that brought in more than \$1,000 in sales tax revenue, representing a diverse mix of business sectors (identified by use type).

⁵ “Analysis of Marinship Business Uses from Sales Tax Data” (City of Sausalito: September 18, 2019)

TABLE 9-8: SALES TAX PRODUCERS OF OVER \$1,000 IN MARINSHIP-INLAND BY USE TYPE (2018-2019)

Business Use Type	# of Businesses
Applied Arts	14
General Industrial	8
Office and Commercial	7
Other Uses (i.e. supermarket)	6
Restaurant	5
Marine Industrial and Commercial	3

Source: City of Sausalito

Top Sales Tax Generators – Marinship-Waterfront Zone (2018-2019)

In contrast, the ten businesses in the Marinship-Waterfront zone that brought in more than \$1,000 in sales tax revenue were all marine-focused, with eight marine firms, a harbor property management firm, and a seafood restaurant.

TABLE 9-9: SALES TAX PRODUCERS OF OVER \$1,000 IN MARINSHIP-WATERFRONT BY USE TYPE (2018-2019)

Business Use Type	# of Businesses
Marine Commercial and Industrial	6
Marine Arts	2
Property Management	1
Restaurant	1

Source: City of Sausalito

Business License Tax Revenues

The city also used Geo Zones to categorize business license tax revenues accrued by geography over the 2018-2019 tax year. Similar to property tax and sales tax revenues, the Marinship makes up the largest segment of business license tax revenues accrued.

In the following table, “All Others” includes businesses not in commercial areas, such as businesses run from a person’s home.

TABLE 9-10: BUSINESS LICENSE TAX REVENUES (2018-2019 TAX YEAR)

Description	Businesses	Business License Tax Paid	% of Geos
Marinship	338	\$295,200	61.8%
Downtown	100	\$99,500	20.8%
Caledonia	130	\$59,400	12.5%
Neighborhood Commercial	54	\$23,550	4.9%
Total - Business Geo Zones	622	\$477,650	100%
<i>All Others</i>	1,062	\$156,250	
Citywide Total	1,684	\$633,900	

Source: City of Sausalito

GENERAL ECONOMIC OBJECTIVES

In 2020, the city formed the Economic Development Advisory Committee (EDAC) to accomplish several tasks, including promoting the economic health of the business community while preserving its unique characteristics as a welcoming waterfront community and performing other duties as directed by the City Council.⁶ This 11-person body was formed in part from the previously-existing Business Advisory Committee and Hospitality Business Development Committee, which were both disbanded in deference to EDAC.

“Ensure that Sausalito remains economically vital!”
— Visioning Workshop Participant: June 23, 2018

The business community has expressed concern over the type and amount of regulations imposed on business-related uses and structures. While recognizing the importance of continued regulation of commercial and industrial uses and structures, the General Plan calls for a regulatory and permitting process that balances community desires with the needs of local businesses and their employees. As detailed in the “Existing Economic Characteristics” section, the Marinship provides much of Sausalito’s property tax, sales tax, and business license tax revenues. The

⁶ “Economic Development Advisory Committee” <https://www.sausalito.gov/city-government/boards-and-commissions/economic-development-advisory-committee>

Marinship's existing maritime, industrial, and arts uses are promoted by this General Plan (particularly objective E-8: Promote and Enhance the Economic Vitality of the Marinship). The city's downtown, Caledonia Street, and neighborhood commercial areas are also important economic areas that benefit from city support.

Sausalito's economy will benefit from improved data collection, which will allow the city, residents, and the business community to identify areas of strength and areas of need (see policy E-2.2: Economic Data). This could include "smart city" technologies that could capture granular economic detail on circulation and consumption patterns. The deployment of these technologies should balance economic needs with respect for the privacy of Sausalito's residents, workers, and visitors.

The General Plan does not live on its own, but rather must be taken into consideration with other city and regional plans. The Economic Element should be continually reviewed as part of the city's strategic planning processes to ensure progress is met and to study if new policies should be introduced in a General Plan Amendment process.

In addition, Sausalito should collaborate with neighboring communities and the county to share services and reduce costs (policy E-1.2). The city should actively seek out opportunities for cost-sharing and collaborative grant awards, particularly as it seeks to implement the General Plan (see the Implementation Plan included in this Element). This Element encourages the establishment and preservation of businesses that provide tax revenues, have a minimal environmental impact, and provide needed goods and services to residents. The General Plan also considers economic sustainability, defined as the process of anticipating and accommodating the needs of current and future generations, in each geographic area of the city and as an economic metric to be considered in all fiscal decision making.

COMMERCIAL DISTRICT ECONOMIC OBJECTIVES

See Figure 9-5: Commercial Areas

Sausalito consists of several distinct commercial areas. As such, the policies of the Economic Element have been separated to address specific policy objectives of the various commercial areas. The three economic areas identified by the Economic Element are:

- Industrial, Marine, Applied Arts and Fine Arts Economy (focused in the Marinship)
- Visitor-Serving Economy including Restaurants, Hotels, and Retail (focused in Downtown Sausalito)

- Resident-Serving Economy including Restaurants, Grocery, Retail, Fine Arts, and Applied Arts (focused on Caledonia Street and Neighborhood Commercial Areas)

The Marinship

The Marinship is an economically sustainable working waterfront maritime and industrial neighborhood that is planned and developed with innovative solutions to sea level rise combined with regional and global sea level rise adaptation and management programs. It includes the Marinship Inland area, which features a diverse mix of existing business uses comprising Applied Arts, Industrial, Business Commercial, Marine, Restaurant, Grocery Store, Financial, and other uses. It also includes the Marinship Waterfront area, which features Marine, Industrial and Restaurant uses.

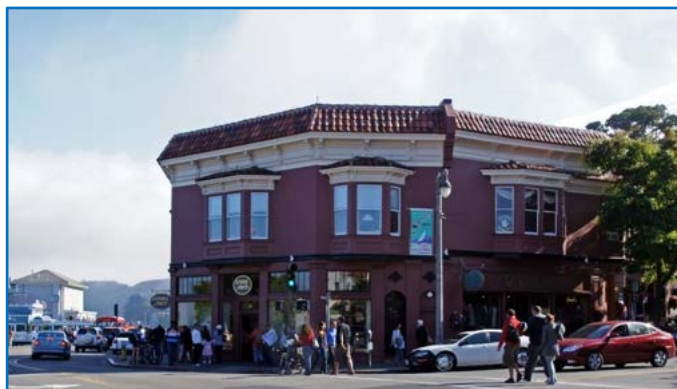
“We could create an innovation economy through education, extension programs, vocational training, and arts.”

— Visioning Workshop Participant: June 23, 2018

In addition to the neighborhood’s traditional maritime and industrial uses, applied arts and artists have a strong and historic presence in the Marinship that should be sustained. The Marinship’s location on Richardson’s Bay also makes it an ideal location for innovative research, such as technical fabrication or desalination, on sea level rise adaptation solutions. An innovation zone suited for such uses may be considered as an asset for the Marinship and the city as a whole.

Considerations for the opportunities that such innovators and artists may bring to the Marinship should be considered in its permitted and conditionally permitted uses, so long as they do not negatively impact the working waterfront and industrial uses currently in the Marinship area.

Visitor-Serving Economy



Downtown Sausalito

The visitor-serving economy will predominantly be focused in the city's downtown area. The General Plan calls for the promotion and enhancement of a diversity of uses in the area that attract local visitors as well as Sausalito residents. A process to promote diversity includes the establishment of a Tourism Plan in the downtown, as discussed in policy E-7.2. A Tourism Plan will analyze

how to attract tourists to Sausalito and balance the needs of a tourist economy with residents' quality of life.

The Plan also calls for promoting the downtown area for shopping and sightseeing, as well as considering its suitability for water-based recreation. In order to stimulate activity in the area, the city will consider innovative parking and circulation improvements to improve the quality of the visitor experience and facilitate resident enjoyment in Sausalito.

Resident-Serving Economy

The resident-serving economy will be focused on Caledonia Street and Neighborhood Commercial areas of the city. These areas emphasize uses that are necessary for local residents or are needed on a neighborhood level. As is the case for the downtown area, new development should facilitate circulation improvements to benefit safe enjoyment of resident-serving commercial areas. Consideration should be given for parking and circulation improvements, as well as beautification, that will enhance the quality of life for Sausalito residents and communities that work in Sausalito.

EQUITABLE IMPLEMENTATION

As part of its commitment to social equity, diversity, and racial justice, Sausalito strives to provide for the meaningful involvement of all residents in local government and policy making regardless of their income, language, race, ethnicity, age, or family status. Active, inclusive public participation is essential for becoming a more just and equitable city. It promotes shared leadership and decision-making to empower communities that have been historically under-represented in public processes.



All members of the Sausalito community, including not only residents but also individuals who work in or are otherwise integral members of the community, are affected by this General Plan. Therefore, all members of the community are welcome to participate in the implementation of this plan in a meaningful way.

OBJECTIVES, POLICIES, AND PROGRAMS

Objective E-1 Establish a Working Relationship between Businesses and the City

Policy E-1.1 Economic Development Advisory Committee. Maintain an Economic Development Advisory Committee with membership from the City Council, Chamber of Commerce, residents, and business community.

PROGRAMS

E-1.1.1 EDAC Funding. Consider allocating city funding for staff services to support the operation of an Economic Development Advisory Committee.

E-1.1.2 EDAC Reporting. Encourage the Economic Development Advisory Committee to periodically report to the City Council on the business conditions of the city.

Policy E-1.2 Resource Sharing. Establish a positive working relationship with neighboring communities and the Marin Economic Forum in order to share resources and funding.

PROGRAMS

E-1.2.1 Community Collaboration. Work with neighboring municipalities and the county to share resources and funding in economic matters of mutual interest.

E-1.2.2 Participation in Economic Forum. Encourage Economic Development Advisory Committee participation in the activities sponsored by the Marin Economic Forum.

Objective E-2 Foster Spirit of Cooperation with Businesses

Policy E-2.1 Regulatory Processes. Develop regulatory processes which advance the needs of businesses in Sausalito.

PROGRAMS

E-2.1.1 Zoning Administrator. Explore the inclusion of additional routine discretionary business permit applications that could be reviewed by the Zoning Administrator in order to streamline and improve development review procedures.

E-2.1.2 Review Permitted Uses. Periodically review uses permitted in the Zoning Ordinance for all commercial, industrial,

and waterfront districts. Planning Commission input may be desirable for this review, which could include a procedure checklist.

E-2.1.3 Zoning Ordinance Update. Seek feedback from the Economic Development Advisory Committee and, if applicable, the Planning Commission, on any proposed changes to the Zoning Ordinance regulations that will affect businesses.

E-2.1.4 Development Review Procedures. Investigate methods to streamline and improve development review procedures.

E-2.1.5 Streamlining for Health. Consider methods of streamlining the permitting for certain uses during pandemics and other disasters while retaining enforcement capability and transparency.

Policy E-2.2 Economic Data. Consider city or private funding and staffing to maintain data on the state of the economy of Sausalito and Marin County and commission studies and audits to assess the financial health of the City of Sausalito.

PROGRAMS

E-2.2.1 City Economic Data. Consider funding and staffing to work with city departments, Chamber of Commerce, and the business community to provide city economic analysis, data and reports that include revenue based on business sector and taxation sources. Sharing resources and funding with neighboring cities and the county may be considered to fund and staff this program.

E-2.2.2 City Economic Data Portal. Consider funding and staffing to create a City Economic Data Portal. This project could include work with economic development firms, the Marin Economic Forum, and Marin County to publish city economic data that could also be part of a City Economic Data Portal. Sharing resources and funding with neighboring cities and the county may be considered to fund and staff this program.

Policy E-2.3 Inter-Business Cooperation. Consider the formation of Business Improvement Districts and other commercial area improvement programs.

PROGRAMS

E-2.3.1 Business Improvement Districts. Consider cooperating with businesses and encourage the creation of Business Improvement Districts in appropriate commercial areas of the city.

E-2.3.2 Neighborhood Improvements. Study the feasibility for small-scale and/or short-term improvement projects in appropriate commercial areas of the city.

Objective E-3 Encourage Businesses that Enhance the Quality of Life for the Sausalito Community

Policy E-3.1 Existing Business. Encourage existing businesses that produce tax revenue per employee and produce minimal environmental impact to remain in Sausalito.

PROGRAM

E-3.1.1 Business Interviews. Conduct interviews with representatives of existing companies to determine service needs and local government's ability to address those needs.

Policy E-3.2 New Business. Recruit new businesses that contribute societal and fiscal value while producing minimal environmental impact.

PROGRAM

E-3.2.1 Business Recruitment Strategy. Prepare an action plan that identifies actions the city can take to encourage targeted new businesses, particularly those that would diversify business ownership in Sausalito.

Policy E-3.3 Diversify Businesses. Encourage diverse business opportunities.

PROGRAMS

E-3.3.1 Business License. Review business licensing procedures to encourage the development of small businesses that improve the quality of life for the Sausalito community, including residents and workers.

E-3.3.2 Diversification Implementation. Work with Marin Economic Forum, the Economic Development Advisory Council, and other business groups to identify desired or needed

innovation in business attraction, including modifying regulatory practices and identifying priority business categories.

E-3.3.3 Formula Retail. Re-examine, and update as necessary, the standards of approval for formula retail to ensure new retail or restaurant development maintains the distinctive visual appearance and small-scale eclectic ambiance of Sausalito's business districts while improving the economic vitality and sustainability of the Downtown and Caledonia Street commercial areas.

E-3.3.4 Age-Friendly Businesses. Consider working collaboratively with the local business community and senior-focused organizations to increase the age-friendliness of merchants and local businesses.

E-3.3.5 Job Opportunities. Encourage the local merchants and business community to consider diversity in their hiring and job training, including local seniors and individuals from other underrepresented groups or communities.

E-3.3.6 Cooperatives. Encourage availability of affordable space for community-serving organizations, including cooperatively-owned assets such as housing, vacant land, local energy systems, and incubator business space as a way to reduce business operating costs and foster local community serving businesses, supportive service providers, and non-profits that assist disadvantaged populations.

Policy E-3.4 Economic Studies. Conduct periodic economic studies of the city to assess financial health across all the city's verticals and commercial areas to be followed with implementation plans.

PROGRAMS

E-3.4.1 Study Strategy. Establish schedules and a priority list of the city's commercial areas and verticals (typologies of economic activity such as tourism, maritime, industrial, etc.) for which economic studies should be conducted.

E-3.4.2 Implementation Plans. Work with the business community and residents to implement study recommendations.

Objective E-4 Promote a Diversity of Commercial Uses in the Downtown Area

Policy E-4.1 Downtown Uses. Promote and enhance a diversity of uses in the Downtown area.

PROGRAMS

E-4.1.1 Hotel Uses. Encourage and promote hotels and Bed and Breakfast accommodations in the Downtown area that are consistent with the scale and size of existing commercial buildings.

E-4.1.2 Waterfront Recreation. Encourage safe water-based recreation (as discussed in policy W-1.7) in downtown area.

E-4.1.3 Encroachments. Continue to authorize outdoor dining on sidewalks and parklets in the downtown where deemed appropriate by the city.

E-4.1.4 Downtown Vibrancy. Promote uses, adaptations, and landscape improvements that attract pedestrian customers to Downtown businesses.

Policy E-4.2 Downtown Access and Parking. Provide sufficient access to the Downtown and parking through demand management of the Downtown parking lots and meters.

PROGRAMS

E-4.2.1 Parking Management. Use parking demand management tools to achieve the city's business development goals, recognizing that different rates for resident parking may be appropriate.

E-4.2.2 Parking Standards. Maintain a Downtown Shared Parking Model for commercial uses downtown.

E-4.2.3 Parking Density. Promote management strategies that have less impact on views and pedestrian/bicycle circulation, including encouraging public transit, reducing surface parking, and examining high-density parking.

E-4.2.4 Employee Parking. Explore alternative forms of transit service such as shuttle service from remote parking sites for employees of businesses in Sausalito, as described in Circulation and Parking Element program CP-3.2.1.

E-4.2.5 Tour Buses. Consider reevaluating the city's policy on tour bus operations to improve quality of life and visitor experience.

Policy E-4.3 Downtown Appearance. Maintain and enhance the appearance of the downtown to promote a vibrant, clean, and aesthetically pleasing shopping and visiting experience.

PROGRAMS

E-4.3.1 Pedestrian Experience (Downtown). Maintain clear sightlines, safe sidewalks, and walking paths to promote foot traffic and ease of access businesses for people of all abilities.

E-4.3.2 Downtown Clean Up. Consider a program for regular city or contractor washing of sidewalks and trash containers.

E-4.3.3 Signage. Review and modify the sign ordinance in order to establish a clear and simple review procedure consistent with program CD-1.4.2.

E-4.3.4 Solid Waste. Consider a solid waste collection system to eliminate the placement of solid waste on sidewalks in the afternoon and evenings.

Objective E-5 Promote Local Commercial Uses in the Neighborhood and Resident Serving Commercial Areas

Policy E-5.1 Neighborhood Commercial Uses. Promote and enhance a diversity of local serving commercial uses in the neighborhood commercial areas of the city.

PROGRAMS

E-5.1.1 Permitted Uses. Revise the list of permitted uses in the Caledonia Street area consistent with Land Use and Growth Management Element policy LU-2.10.

E-5.1.2 Retail Uses. Retail/service uses should be favored over office uses on the ground floor.

E-5.1.3 Parking. Continue to develop new parking and traffic approaches to support the residential and commercial activities in the Caledonia Street area as described in policy LU-2.11 of the Land Use and Growth Management Element.

E-5.1.4 Pedestrian Experience (Caledonia). Promote Caledonia businesses to residents and members of the Sausalito community

by accommodating increased foot traffic and safely managing crowds.

E-5.1.5 Resident-Serving Businesses. Consider a mechanism for protection of resident-serving businesses including (but not limited to) hardware stores, barbers, yoga studios, dry cleaners, and jewelers.

Policy E-5.2 Commercial Residential Uses. Promote and enhance a diversity of resident serving commercial uses in the commercial residential areas of the city.

PROGRAMS

E-5.2.1 Permitted Uses. Revise the list of permitted uses in the Commercial Residential areas consistent with Land Use and Growth Management Element program LU-2.10.1

E-5.2.2 Retail Uses. Retail/service uses, including pop-up retail and food and beverage outlets, should be favored on the ground floor for their enhancement of the pedestrian environment (see Policy E-5.3)

Policy E-5.3 Pedestrian Environment. Promote and enhance the pedestrian environment along Caledonia Street.

PROGRAMS

E-5.3.1 Improve Connectivity. Improve the pedestrian experience on Caledonia Street, considering promoting connectivity between storefronts, to other areas of Sausalito, and modifications to parking requirements.

E-5.3.2 Vacancies. Consider allowing innovative land uses such as pop-up retail or collocated uses in order to minimize vacancies on Caledonia, particularly in larger and/or consistently vacant storefronts, while revising Zoning Ordinance.

E-5.3.3 Street Beautification. Establish a beautification program for the Caledonia Street area.

E-5.3.4 Public Communal Spaces. Work with Caledonia Street businesses and property owners to create public communal areas such as parklets.

Policy E-5.4 Access and Parking. Provide access to the commercial areas of the city, including sufficient car, bicycle, and scooter parking to support commercial and residential uses.

PROGRAMS

E-5.4.1 Parking. Continue to develop new parking and traffic approaches to support the residential and commercial activities in the Commercial Residential and Neighborhood Commercial areas. These approaches could include restricting parking uses to appropriate times and other innovative programs that take advantage of shared parking models according to time of day.

E-5.4.2 Telecommuting. Explore promoting telecommuting for employees of businesses in Sausalito.

Objective E-6 Promote and Enhance the Economic Vitality of the Marinship

Policy E-6.1 Marinship Uses. Promote and enhance the long-term economic sustainability and viability of the maritime, industrial, and arts economy of the Marinship.

PROGRAM

E-6.1.1 Applied Arts. Consider revising the list of “applied arts” in the Zoning Ordinance to reflect the Applied Arts businesses. This revision should be linked to the Zoning Ordinance revision described in program LU-4.1.1.

Policy E-6.2 Marinship Development. Maintain and enhance the role of economically sustainable maritime, industrial, and arts, activity and supportive activity in the Marinship.

PROGRAM

E-6.2.1 Design Standards. Implement objective standards and a design review process that promote small-scale development in the Marinship.

Policy E-6.3 Marinship Engineering Study and Financing Approaches. Consider an Engineering Study of Infrastructure Needs in the Marinship Area as recommended in the Land Economics Study. Explore financial approaches including the formation of assessment district(s) within the Marinship to address these issues and needs.

PROGRAM

E-6.3.1 City Assistance. Consider providing city assistance to the property owners in the Marinship in the preparation of a Marinship Engineering Study to address infrastructure needs.

Policy E-6.4 Manage Marinship Tourism. Limit new tourist attractions in the Marinship and focus on water-based recreation and visitor education around the arts, Marinship history, and sea level rise impacts and innovation.

PROGRAM

E-6.4.1 Attractions. Ensure uses that attract visitors are compatible with the maritime, industrial, and arts uses and supportive activities that presently make up the Marinship.

Policy E-6.5 Innovative Marinship. Promote and support innovative business uses in the Marinship that serve Sausalito's sustainability goals (Sustainability – Climate Change Mitigation and Resiliency objective S-4).

PROGRAMS

E-6.5.1 Innovative Uses. In a process linked to the Zoning Ordinance revision described in LU-4.1.1, consider permitting innovative businesses in the Marinship that further Sausalito's sustainability and resiliency goals, including nature-based adaptation to sea level rise, fabrication technology, and light industry, ideally located in a cohesive "innovation zone."

E-6.5.2 Innovation Strategy. Develop a strategy for attracting innovation that helps Sausalito pursue its sustainability leadership objectives, such as businesses that focus on industrial and fabrication approaches to resiliency and sea level rise."

Objective E-7 Promote Economically-Sustainable Tourism

Policy E-7.1 City Identity. Consider funding to develop a prominent city identity that emphasizes Sausalito's maritime history and recreational waterfront.

PROGRAMS

E-7.1.1 Community Design Consistency. Develop a city identity consistent with Policy CD-4.1.

E-7.1.2 City Brand. Consider how city identity serves as a brand to attract visitors, residents, and other community members to shop in Sausalito’s commercial areas when implementing identity.

E-7.1.3 Brand Implementation. Encourage city businesses to post signage or other materials with city branding and collaborate in city economic development programs.

Policy E-7.2 Tourism Plan. Develop and implement a Tourism Plan to manage the tourism industry in Sausalito.

PROGRAMS

E-7.2.1 Tourism Plan Development. Support the development of a Tourism Plan including city promotion, circulation issues, and inclusive outreach strategies that seek to welcome a diverse array of visitors.

E-7.2.2 Tourism Plan Implementation. Implement the recommendations of the Tourism Plan.

Objective E-8 Maritime-Industrial Economic Engine

Policy E-8.1 Maritime-Industrial Activity. Monitor the economic activity of the maritime-industrial sector. Include direct, indirect, and induced benefits.

PROGRAMS

E-8.1.1 Maritime-Industrial Study. Conduct a study on strategies to retain existing maritime businesses and promote expansion of the Marinship’s maritime hub (as described in program W-5.1.2). Implement the study through an action plan, as appropriate.

E-8.1.2 Maritime-Industrial Data. As part of the city’s consideration of economic data collection (policy E-2.2), obtain and continually update economic data on the Maritime-Industrial sector.

Policy E-8.2 Maritime Hub. Promote Sausalito as a maritime hub with the goal of maximizing the economic benefit to other sectors of Sausalito’s economy.

PROGRAM

E-8.2.1 Maritime Promotion. Promote Sausalito’s maritime sector as a spatial and economic cluster. This may include promoting the sector to existing and potential new businesses

(policies E-3.1 and E-3.2) as well as forming strong links between the city's maritime sector and the city identity (policies E-7.1 and CD-4.1).

Objective E-9 Commit to Equitable Implementation

Policy E-9.1 Equitable Planning. Strengthen and expand the city's commitment to social equity throughout planning processes.

PROGRAMS

E-9.1.1 Service Procurement. Prioritize equitable procurement of planning services that build the capacities of disadvantaged, minority-owned, and women-owned firms.

E-9.1.2 Inter-Relationships. Develop and center sustainable relationships that work across racial, religious, and class lines through the planning process.

Policy E-9.2 Inclusive Participation. Strive to engage populations that are under-represented in the planning process due to language, mobility, age, citizenship status, economic, and other barriers. Partnerships with community organizations and non-profits may support this policy and contribute to a shared community understanding of past and present injustices.

PROGRAMS

E-9.2.1 Justice Lens. Implement an inclusive participation strategy that:

- a. Identifies the city's past actions that have contributed to racial injustices.
- b. Describes how the city intends to remedy these issues.
- c. Works to ensure the inclusion of individuals and communities impacted by racial injustices in current and future planning processes.

E-9.2.2 Meeting Strategies. Expand public meetings to incorporate alternative meeting strategies, such as telephone or virtual meetings, that will engage community members whose voices have not been heard or whose input has been marginalized, as well as those experiencing mobility challenges, limitations on availability due to family or work responsibilities, literacy challenges, or language barriers.

E-9.2.3 Civic Engagement. Encourage broad participation in city commissions, committees, and other government, planning and policy making bodies from underrepresented communities, including older adults and minority groups.

E-9.2.4 Youth Engagement. Develop meaningful strategies to engage youth in the planning process.

E-9.2.5 Youth Issues. Promote collaboration, including building models of governance between school districts, local governments, and community organizations, to better address the complicated and interrelated issues children and youth face.

IMPLEMENTATION PLAN

The Implementation Plan provides an overview of expenditures associated with the implementation of the General Plan, including infrastructure improvements and maintenance and costs associated with specific General Plan policies and programs. The Implementation Plan also identifies financing sources and mechanisms and provides a framework for funding projects.

INFRASTRUCTURE COSTS

Costs associated with buildout and implementation of the General Plan include infrastructure required to support the buildout projected in the General Plan and analyzed in the EIR. This includes improvements to the water, sanitary sewer, and storm drain collection systems.

Water System

The water distribution system is owned and operated by Marin Municipal Water District (MMWD), which serves roughly 190,000 customers with potable water within ten incorporated cities and towns. The MMWD water supply comes from a network of seven local, rain-fed reservoirs. The water supply is treated through the District's three water treatment plants. The water system within Sausalito comprises a total of just over 3 million gallons of storage held in ten reservoir tanks. The distribution system within Sausalito consists of over 32 miles of pipeline ranging in size from 3/4-inch service connections to 16-inch water mains. There are also six pump stations that serve the area. MMWD adopted their latest Urban Water Management Plan in June 2016.

To respond to recent drought conditions that severely threatened water supply reliability, MMWD prepared the Water Resources Plan (WRP) 2040 to evaluate resiliency in the face of a variety of threats to water resources in its service area and to identify options to enhance resiliency for its customers. The WRP concluded that MMWD's current supply portfolio is sufficient to meet demands under the majority of conditions evaluated and that there is no immediate need to invest in infrastructure to secure additional resiliency at this time. The report did recommend that the district expand its existing water efficiency programs, which would increase water conservation, expand watershed management, and open exploration of opportunities associated with in-lieu groundwater transfers.

Sanitary Sewer System

Development and maintenance of sanitary sewer system is supported by the Sausalito Marin County Sanitary District (SMCSD). The District operates and maintains a wastewater conveyance and treatment system with a 6.0 million gallon

per day secondary wastewater treatment capacity. The system consists of a plant designed for 1.8 million-gallon per day (MGD) average dry weather daily flow, 10 sewage pump stations, and approximately 10 miles of pipelines. Four of these pump stations are operated and maintained by SMCSD for the City of Sausalito on a contract basis.

Both the City of Sausalito and SMCSD have detailed Sanitary Sewer Management Plans (SSMPs) that address ongoing maintenance and planned upgrades for both aging and undersized facilities. These plans should be considered adequate to address the needs of Sausalito moving forward. The increased densities proposed in the General Plan Update should be incorporated into both SSMP's to ensure all increased capacities are included in the proposed capital projects.

The following projections and components of the water and wastewater systems will require more detailed analysis for incorporation into SSMPs:

- Capacity of managing the dry load for the wastewater treatment plant (WWTP), as the dry load is projected to increase by 0.66 MGD.
- Capacity of managing the sewage load, as the sewage loads are projected to increase by 0.05 MGD.
- Capacity of the WWTP for experiencing a peaking factor increase of 1.66.
- Capacity of the interceptor lines to support the existing and proposed peaked wet weather flows.
- Capacity of the sewer gravity collection system.

Storm Drain Collection System

Due to its steep terrain and proximity to Richardson's Bay, the City of Sausalito does not depend on a large storm drain network for flood control. Storm water runoff coming down from the hillside is conveyed in streets through overland flow, along curbs and gutters, culverts, and smaller individual storm drainpipe networks. All storm water is discharged into Richardson's Bay from overland flow or through one of the 30 bay storm drain outlets. Most of the storm drain infrastructure throughout the city is beyond its expected useful life. Storm drain facilities are being rehabilitated as part of street improvement projects.

Storm Water Quality

The City of Sausalito is subject to the conditions of the regulations of the National Pollutant Discharge Elimination System (NPDES) Municipal General Stormwater Permit (Phase II Permit) issued by the State Water Resources Control Board. The City

of Sausalito is part of the Marin County Stormwater Pollution Prevention Program (MCSTOPPP).

New developments will be required to comply with the regional water quality requirements. These water quality improvements will be designed and funded by the individual projects.

Designated development projects must comply with Provision E.12 of the Phase II Permit. Provision E.12 requires site designs for new developments and redevelopments that are defined as Regulated Projects to minimize the area of new roofs and paving. Where feasible, pervious surfaces should be used to promote infiltration of runoff into the underlying soil. Runoff from impervious areas must be captured and used or treated using bioretention. In general, non-residential projects that create or replace 5,000 square feet or more of impervious surface are subject to the E.12 requirements which include:

- Route runoff to bioretention or other facilities sized and designed according to criteria in Chapter 4 of the BASMAA Post Construction Manual.
- Identify potential sources of pollutants and implement corresponding source control measure in Appendix "A" of the BASMAA Post Construction Manual.
- Provide ongoing maintenance of bioretention facilities.

GENERAL PLAN PROGRAMS

Forty-nine General Plan programs that would require city expenditure to fully implement have been identified. These would include but are not limited to bicycle and pedestrian improvements, landscaping, and stairway and path maintenance. Each of the identified General Plan programs that require city expenditure are assigned to one of the six categories used in the city's Capital Improvement Program (CIP) as described below.

Drainage

Drainage is an important consideration in controlling the potential for instability such as landslides and debris flows. Because of its steep terrain and proximity to the Bay, Sausalito does not depend on a large storm drain network for flood control. The city's drainage system consists primarily of a collection of catch basins, inlets and outlets, vaults, and storm drainage lines. Improvements to drainage include updating the city's drainage system and addressing proper diversion of water runoff.

Facilities and Parks

The aesthetic quality of Sausalito's public landscapes is one of the city's most defining features and should be preserved for the enjoyment of current and future generations. Small landscaped parks and neighborhood greenbelts are found throughout Sausalito. Improvements and maintenance for public parks and other public-serving facilities are addressed in this category.

General Capital

Capital improvement projects that fall within this category include projects that are not easily categorized in the other CIP budget categories, such as lighting improvements, technological improvements, and projects relating to tideland issues and sea level rise.

Sewer

Sausalito's sewer system is supported by the Sausalito Marin County Sanitary District (SMCSD). Upgrades and maintenance associated with the city's sewer and wastewater system are addressed in this budget category.

Streets

The city street system is composed of a hierarchy of streets that serve different functions in the collection and movement of traffic. Street improvements include capital improvement projects and maintenance projects, such as roadway and sidewalk repairs.

Traffic

The city seeks to lower emissions, minimize traffic congestion, and promote alternative modes of travel, such as walking and biking, to maintain mobility across mode shares and avoid increase in motorist delay at intersections or in vehicle miles traveled (VMT). Traffic projects may include intersection improvements. They may also include bicycle and pedestrian infrastructure and network improvements, such as bicycle parking, upgrades to signal systems, and modifications to crosswalks.

General Plan Programs Priorities and Cost

General Plan programs that require city expenditure have been assessed based on the estimated time frame to implement the program and the project's level of priority. Projects are ranked with a priority level from 1 to 5, with 1 being the most urgent and 5 being less urgent. The programs are shown below and the rankings are listed in Table 9-11.

LU-3.3.2. Industrial Study. Conduct study on strategies to retain existing industrial businesses and what new industrial or industrial-related uses would suit the Marinship. Implement the study through an action plan, as appropriate.

<u>Responsible Party:</u> Administration	<u>Priority/Time Frame:</u> 2 (0-2 Years)
<u>Cost Magnitude:</u> Less than \$200,000	

LU-4.6.3 Existing Ferry Terminal. Maintain existing ferry terminal that serves visitors and commuters, benefitting the quality of life of Sausalito residents, workers, and community members.

<u>Responsible Party:</u> Department of Public Works	<u>Priority/Time Frame:</u> 1 (Ongoing)
<u>Cost Magnitude:</u> Less than \$200,000	

LU-4.7.2 Environmental Cleanup. Conduct as required federal, state, and locally-mandated environmental cleanup operations for land projected to be inundated by Richardson’s Bay to mitigate runoff issues.

<u>Responsible Party:</u> Department of Public Works*	<u>Priority/Time Frame:</u> 3 (2-7 Years)
<u>Cost Magnitude:</u> \$1,000,000 - \$10,000,000	

*If cleanup extends into Federal and Private property, responsibility would extend beyond the City for environmental cleanup.

W-2.1.1 Harbormaster Compliance. Maintain navigational channels in compliance with Harbormaster policies.

<u>Responsible Party:</u> Police Department	<u>Priority/Time Frame:</u> 1 (Ongoing)
<u>Cost Magnitude:</u> \$200,000 - \$1,000,000	

CD-2.2.1. Topography Study. Conduct a study of available topographic materials to develop a citywide slope survey and assist in the definition of steep slopes. Obtain LIDAR data and additional data from the United States Geological Survey as needed to create mapping zones to identify where heightened review should be required due to slopes in excess of 30 percent, sea level rise, flood plains, and other natural hazards that present risks to health and safety.

<u>Responsible Party:</u> Department of Public Works	<u>Priority/Time Frame:</u> 3 (2-7 Years)
<u>Cost Magnitude:</u> \$200,000 - \$1,000,000	

CD-3.2.2 Map of Public Views. Develop and maintain a citywide map that identifies priority public viewpoints that should be considered for mandatory preservation.

<u>Responsible Party:</u> Community Development Department	<u>Priority/Time Frame:</u> 3 (2-7 Years)
<u>Cost Magnitude:</u> Less than \$200,000	

CD-4.2.1 Design Guidelines. Prepare design guidelines for commercial and residential sub-areas that provide general guidance for development proposals, but that do not limit possible design solutions.

<u>Responsible Party:</u> Community Development Department	<u>Priority/Time Frame:</u> 3 (2-7 Years)
<u>Cost Magnitude:</u> Less than \$200,000	

CD-4.4.1 Objective Standards. Develop new standards for multi-family, mixed-use, or transitional/supportive housing development that minimize personal or subjective judgment by a public official. The standards shall be uniformly verifiable by reference to an external and uniform benchmark or criterion and knowable by both development applicants and public officials.

<u>Responsible Party:</u> Community Development Department	<u>Priority/Time Frame:</u> 3 (2-7 Years)
<u>Cost Magnitude:</u> Less than \$200,000	

CD-5.3.1 Signage Inventory. Inventory current signage citywide and recommend measures for consolidation with funding for remediation.

<u>Responsible Party:</u> Community Development Department	<u>Priority/Time Frame:</u> 3 (2-7 Years)
<u>Cost Magnitude:</u> Less than \$200,000	

CD-7.3.1 City Infrastructure Inventory. Publish an inventory of all city-owned properties and leases to aid transparency and involve community members in discussions of the public realm.

<u>Responsible Party:</u> Department of Public Works	<u>Priority/Time Frame:</u> 3 (2-7 Years)
<u>Cost Magnitude:</u> Less than \$200,000	

CP-1.1.1 Budget for Roadway Improvements and Maintenance. Maintain an annual Capital Improvement Program (CIP) which funds necessary roadway improvements and maintenance.

<u>Responsible Party:</u> Department of Public Works	<u>Priority/Time Frame:</u> 1 (Ongoing)
<u>Cost Magnitude:</u> \$200,000 - \$1,000,000	

CP-1.1.2 Roadway Improvements. Implement the roadway improvements as described in the Circulation and Parking Element Background and Context.

<u>Responsible Party:</u> Department of Public Works	<u>Priority/Time Frame:</u> 1 (Ongoing)
<u>Cost Magnitude:</u> \$200,000 - \$1,000,000	

CP-1.1.4 Marinship Infrastructure Needs. Consider coordinating with the county and other stakeholders to commission an Engineering Analysis to examine the infrastructure costs and scenarios across the Marinship area to better inform the cost/benefit choices available to the city, property owners, and businesses in the Marinship. This analysis would establish goals and identify funding sources for a study to address public access improvements (including pedestrian, bicycle, and vehicular circulation); roadway, sidewalk, and drainage improvements; and sea level rise adaptation needs, challenges and solutions. The analysis would also take into consideration the unique needs of industrial businesses in the Marinship, including heavy equipment and deliveries.

<u>Responsible Party:</u> Department of Public Works	<u>Priority/Time Frame:</u> 2 (0-2 Years)
<u>Cost Magnitude:</u> \$200,000 - \$1,000,000	

CP-1.4.2 VMT Transition. Fund and maintain a program that supplies an annual Traffic Report Card with both level of service and vehicle miles traveled data throughout the LOS-to-VMT Transition process.

<u>Responsible Party:</u> Community Development Department	<u>Priority/Time Frame:</u> 2 (0-2 Years)
<u>Cost Magnitude:</u> \$200,000 - \$1,000,000	

CP-1.6.1 Periodic Monitoring. Establish and maintain a monitoring system that would perform periodic traffic counts to determine the operating level of service status for the city's signalized intersections.

<u>Responsible Party:</u> Department of Public Works	<u>Priority/Time Frame:</u> 2 (0-2 Years)
<u>Cost Magnitude:</u> Less than \$200,000	

CP-2.1.8 Electric Vehicle Plan. Implement the Electric Vehicle sections of the Low Emissions Action Plan and the Climate Action Plan, including installation of electric vehicle charging stations where appropriate.

<u>Responsible Party:</u> Department of Public Works	<u>Priority/Time Frame:</u> 2 (0-2 Years)
<u>Cost Magnitude:</u> \$200,000 - \$1,000,000	

CP-4.1.5 Multimodality. Improve rideshare, bicycle parking, and micro-mobility staging near the ferry terminal.

<u>Responsible Party:</u> Department of Public Works	<u>Priority/Time Frame:</u> 2 (0-2 Years)
<u>Cost Magnitude:</u> Less than \$200,000	

CP-5.1.5 Update Plan. Review and update the Bicycle Master Plan on a regular basis, consistent with Caltrans and General Plan Standards.

<u>Responsible Party:</u> Department of Public Works	<u>Priority/Time Frame:</u> 2 (0-2 Years)
<u>Cost Magnitude:</u> Less than \$200,000	

CP-5.2.1 Bicycle Trail Maintenance. Include bicycle trail maintenance in the infrastructure budget to maintain trails, especially for lighting and in response to the projected impacts of sea level rise and ground subsidence.

<u>Responsible Party:</u> Department of Public Works	<u>Priority/Time Frame:</u> 1 (Ongoing)
<u>Cost Magnitude:</u> \$200,000 - \$1,000,000	

CP-5.3.3 North-South Family Bikeway. Complete and enhance the existing off-street bike path to provide a largely Class I Bike facility parallel to Bridgeway from Johnson Street, through the Marinship area, and to the northern city limits.

<u>Responsible Party:</u> Department of Public Works	<u>Priority/Time Frame:</u> 2 (0-2 Years)
<u>Cost Magnitude:</u> \$200,000 - \$1,000,000	

CP-5.3.4 Bicycle Parking in Public Areas. Install bicycle parking specifically for Sausalito community members when where feasible, and provide other bicycle infrastructure facilities in public areas, parks, institutions, and commercial and transportation centers, particularly in the downtown and ferry landing area after appropriate public hearing and design review approval.

<u>Responsible Party:</u> Department of Public Works	<u>Priority/Time Frame:</u> 2 (0-2 Years)
<u>Cost Magnitude:</u> \$200,000 - \$1,000,000	

CP-5.6.4 Vista Point Trail. Work with regional partners to establish Vista Point bike trail from Vista Point to Fort Baker.

<u>Responsible Party:</u> Department of Public Works	<u>Priority/Time Frame:</u> 4 (7-10 Years)
<u>Cost Magnitude:</u> Less than \$200,000	

CP-5.9.2 Sidewalk Repair Program. Develop a sidewalk repair program to assist residents to repair their sidewalks to minimize hazards to pedestrians.

<u>Responsible Party:</u> Department of Public Works	<u>Priority/Time Frame:</u> 3 (2-7 Years)
<u>Cost Magnitude:</u> Less than \$200,000	

CP-5.10.1 Complete Streets Implementation. Implement a complete streets policy to include multi-modal aspects of access improvements, including but not limited to bicycle access, pedestrian improvements, and accessibility improvements, to all capital projects wherever practical.

<u>Responsible Party:</u> Department of Public Works	<u>Priority/Time Frame:</u> 1 (Ongoing)
<u>Cost Magnitude:</u> \$200,000 - \$1,000,000	

CP-7.3.3 Highway 101. Work collaboratively with Caltrans and other parties to mitigate flooding on Donahue Street and Highway 101.

<u>Responsible Party:</u> Department of Public Works	<u>Priority/Time Frame:</u> 2 (0-2 Years)
<u>Cost Magnitude:</u> \$1,000,000 - \$10,000,000	

CP-8.1.1 Path Identification. Develop and implement a proposal to identify a Marinship path for interpretive, educational, and celebratory purposes to memorialize the historic events that occurred in the Marinship which also emphasizes the waterfront character and community aspects of Sausalito.

<u>Responsible Party:</u> Parks and Recreation	<u>Priority/Time Frame:</u> 2 (0-2 Years)
<u>Cost Magnitude:</u> \$200,000 - \$1,000,000	

EQ-1.2.3 Mapping Ridgelines. Initiate a mapping program, working with the county to identify sensitive ridgeline areas in concert with updating the Zoning Ordinance.

<u>Responsible Party:</u> Community Development Department	<u>Priority/Time Frame:</u> 3 (2-7 Years)
<u>Cost Magnitude:</u> Less than \$200,000	

EQ-3.1.1 Continual Maintenance. Develop a regular maintenance program for parks and open space to proactively maintain these areas for passive and active recreation use. The city’s budgetary process may have to accommodate this new program.

<u>Responsible Party:</u> Parks and Recreation	<u>Priority/Time Frame:</u> 2 (0-2 Years)
<u>Cost Magnitude:</u> \$200,000 - \$1,000,000	

EQ-3.1.2 Capital Improvement Program. Develop a robust capital improvement program that addresses short and long term improvement to parks and open space areas that benefit the community.

<u>Responsible Party:</u> Department of Public Works	<u>Priority/Time Frame:</u> 2 (0-2 Years)
<u>Cost Magnitude:</u> \$200,000 - \$1,000,000	

EQ-4.2.2 Storm Drain System Improvements. Improve the existing storm drain system by considering funding improvements and maintenance in the Capital Improvement budget and through requirements imposed on private development.

<u>Responsible Party:</u> Department of Public Works	<u>Priority/Time Frame:</u> 2 (0-2 Years)
<u>Cost Magnitude:</u> \$200,000 - \$1,000,000	

EQ-4.3.4 Daylighting Creeks. Initiate or support daylighting projects to increase riparian habitat and reduce runoff.

<u>Responsible Party:</u> Department of Public Works	<u>Priority/Time Frame:</u> 2 (0-2 Years)
<u>Cost Magnitude:</u> \$200,000 - \$1,000,000	

EQ-5.2.5 Electrify Equipment. Require city usage and promote resident usage of electric landscape equipment where possible, for example replacing gasoline-powered leaf blowers with electric blowers.

<u>Responsible Party:</u> Administration	<u>Priority/Time Frame:</u> 3 (2-7 Years)
<u>Cost Magnitude:</u> \$200,000 - \$1,000,000	

HS-1.2.1 Detailed Geologic Map and Report. Develop and maintain a citywide GIS map that maps geologic conditions and provides a more detailed database for planning. This map should include geologic conditions and hazards including landslides, drainage, erosion hotspots, subsidence, liquefaction, parcel slope, and other relevant geologic data.

<u>Responsible Party:</u> Community Development Department	<u>Priority/Time Frame:</u> 3 (2-7 Years)
<u>Cost Magnitude:</u> \$200,000 - \$1,000,000	

HS-1.3.5 Removal of Brush. Establish a program for the removal of brush, certain trees, and other excess fuel materials on public and/or lands in coordination with open space management programs (see policy EQ-2.4).

<u>Responsible Party:</u> Department of Public Works	<u>Priority/Time Frame:</u> 4 (7-10 Years)
<u>Cost Magnitude:</u> Less than \$200,000	

HS-1.9.1 Subsidence Data. Obtain subsidence data that will be used to inform a subsidence mitigation and adaptation study (program S-3.2.2)

<u>Responsible Party:</u> Department of Public Works	<u>Priority/Time Frame:</u> 2 (0-2 Years)
<u>Cost Magnitude:</u> Less than \$200,000	

HS-1.11.6. Circulation Resilience. Implement roadway projects that ensure that existing roads and new paths will still be operable prior to sea level rise significantly affecting their intended use.

<u>Responsible Party:</u> Department of Public Works	<u>Priority/Time Frame:</u> 2 (0-2 Years)
<u>Cost Magnitude:</u> \$200,000 - \$1,000,000	

HS-2.1.3 Disaster Plan Maintenance. Publish the disaster plan and continually study, maintain, and update the document to ensure safety of the Sausalito community.

<u>Responsible Party:</u> Police Department	<u>Priority/Time Frame:</u> 3 (2-7 Years)
<u>Cost Magnitude:</u> \$200,000 - \$1,000,000	

HS-2.3.1 Emergency Coordination Center. Maintain the Emergency Operations Center in the Fire Station One and develop alternative emergency centers depending upon the type of disaster in order to best serve the community.

<u>Responsible Party:</u> Police Department	<u>Priority/Time Frame:</u> 1 (Ongoing)
<u>Cost Magnitude:</u> Less than \$200,000	

S-1.1.2 High-Efficiency City Vehicles. Purchase or lease low or zero-emissions vehicles and the most fuel-efficient models possible for the city fleet, including construction vehicles.

<u>Responsible Party:</u> Department of Public Works	<u>Priority/Time Frame:</u> 2 (0-2 Years)
<u>Cost Magnitude:</u> \$200,000 - \$1,000,000	

S-1.2.2 Street Light Conversion. Complete replacement of city incandescent streetlights to Light Emitting Diode (LED) or other less energy intensive fixtures in order to reduce energy consumption and costs.

<u>Responsible Party:</u> Department of Public Works	<u>Priority/Time Frame:</u> 2 (0-2 Years)
<u>Cost Magnitude:</u> Less than \$200,000	

S-1.3.6 City Solar Energy. Install solar energy systems at all suitable city facilities.

<u>Responsible Party:</u> Department of Public Works	<u>Priority/Time Frame:</u> 3 (2-7 Years)
<u>Cost Magnitude:</u> \$1,000,000 - \$10,000,000	

S-2.3.3 Municipal Water Conservation. Assess, maintain, and repair existing water fixtures and systems in City buildings and facilities to reduce water use.

<u>Responsible Party:</u> Department of Public Works	<u>Priority/Time Frame:</u> 2 (0-2 Years)
<u>Cost Magnitude:</u> \$1,000,000 - \$10,000,000	

S-3.2.1 Sea Level Rise Adaptation Plan. Prepare and adopt an adaptation plan for addressing sea level rise and land subsidence that minimizes the potential for displacement of residents, jobs, and other community assets, and prioritizes nature-based adaptation measures.

<u>Responsible Party:</u> Community Development Department/Department of Public Works	<u>Priority/Time Frame:</u> 2 (0-2 Years)
<u>Cost Magnitude:</u> \$200,000 - \$1,000,000	

S-3.2.2 Subsidence and Liquefaction. Complete a geologic and/or hydrographic study that describes how Sausalito’s unique ground subsidence and liquefaction issues will interact with sea level rise. The study should include recommendations and implementation measures.

<u>Responsible Party:</u> Department of Public Works	<u>Priority/Time Frame:</u> 2 (0-2 Years)
<u>Cost Magnitude:</u> \$200,000 - \$1,000,000	

S-3.5.1 Infrastructure Assessment. Inventory existing landscapes' utility as green infrastructure, including storm water management and gray water harvest, and incorporate into existing infrastructural capacity.

<u>Responsible Party:</u> Department of Public Works	<u>Priority/Time Frame:</u> 2 (0-2 Years)
<u>Cost Magnitude:</u> Less than \$200,000	

S-4.1.1 Advanced Community Energy installation. Install an Advanced Community Energy (ACE) system with solar canopy, energy storage, and EV chargers ideally at public parking areas near the ferry landing. Exact location may be recommended later by the Sustainability Commission.

<u>Responsible Party:</u> Department of Public Works	<u>Priority/Time Frame:</u> 3 (2-7 Years)
<u>Cost Magnitude:</u> \$1,000,000 - \$10,000,000	

E-3.1.1 Business Interviews. Conduct interviews with representatives of existing companies to determine service needs and local government's ability to address those needs.

<u>Responsible Party:</u> Administration	<u>Priority/Time Frame:</u> 1 (Ongoing)
<u>Cost Magnitude:</u> Less than \$200,000	

E-3.3.3 Street Beautification. Establish a beautification program for the Caledonia Street area.

<u>Responsible Party:</u> Department of Public Works	<u>Priority/Time Frame:</u> 3 (2-7 Years)
<u>Cost Magnitude:</u> \$200,000 - \$1,000,000	

E-8.1.1. Maritime-Industrial Study. Conduct study on strategies to retain existing maritime businesses and promote expansion of the Marinship’s maritime cluster (as described in program W-5.1.2). Implement the study through an action plan, as appropriate.

<u>Responsible Party:</u> Administration	<u>Priority/Time Frame:</u> 2 (0-2 Years)
<u>Cost Magnitude:</u> Less than \$200,000	

Table 9-11 summarizes the 49 General Plan programs identified and estimates the funding magnitude associated with implementation, the geographic area of the city that will be impacted, and the CIP Budget Category where the program is classified.

TABLE 9-11: GENERAL PLAN PROGRAMS WITH COST IMPLICATIONS

Program		Priority/ Timeframe				Budget Category	Cost Magnitude	Dept.
		1	2	3	4			
LU-3.3.2	Industrial Study		X			General Capital	\$	A
LU-4.6.3	Existing Ferry Terminal (terminal maintenance)	X				Traffic	\$	DPW
LU-4.7.2	Environmental Cleanup (mitigating runoff issues of land subject to sea level rise)			X		General Capital	\$\$\$	DPW*

Program		Priority/ Timeframe				Budget Category	Cost Magnitude	Dept.
		1	2	3	4			
W-2.1.1	Harbormaster Compliance (maintain navigational channels)	X				General Capital	\$\$	SPD
CD-2.2.1	Topography Study (slope study)			X		General Capital	\$\$	DPW
CD-3.2.2	Map of Public Views			X		General Capital	\$	CDD
CD-4.2.1	Design Guidelines			X		General Capital	\$	CDD
CD-4.4.1	Objective Standards			X		General Capital	\$	CDD
CD-5.3.1	Signage Inventory			X		General Capital	\$	CDD
CD-7.3.1	City Infrastructure Inventory			X		General Capital	\$	DPW
CP-1.1.1	Budget for Road Maintenance and Improvements	X				Streets	\$\$	DPW
CP-1.1.2	Roadway Improvements	X				Streets	\$\$	DPW
CP-1.1.4	Marinship Infrastructure Needs (engineering analysis, including circulation needs)		X			Streets	\$\$	DPW
CP-1.4.2	VMT Transition		X			Traffic	\$\$	CDD
CP-1.6.1	Periodic Monitoring (period traffic counts to determine LOS at signalized intersections)		X			Traffic	\$	DPW
CP-2.1.8	Electric Vehicle Plan		X			Streets	\$\$	DPW

Program		Priority/ Timeframe				Budget Category	Cost Magnitude	Dept.
		1	2	3	4			
CP-4.1.5	Multimodality (improving rideshare and bike parking near ferry terminal)		X			Traffic	\$	DPW
CP-5.1.5	Update Plan (update bicycle master plan on regular basis)		X			Traffic	\$	DPW
CP-5.2.1	Bicycle Trail Maintenance	X				Streets	\$\$	DPW
CP-5.3.3	North-South Family Bikeway		X			Traffic	\$\$	DPW
CP-5.3.4	Bicycle Parking in Public Areas		X			Traffic	\$\$	DPW
CP-5.6.4	Vista Point Trail				X	General Capital	\$	DPW
CP-5.9.2	Sidewalk Repair Program			X		Streets	\$	DPW
CP-5.10.1	Complete Streets Implementation	X				Streets	\$\$	DPW
CP-7.3.3	Highway 101		X			Streets	\$\$\$	DPW
CP-8.1.1	Path Identification (interpretive Marinship path)		X			General Capital	\$\$	PR
EQ-1.2.3	Mapping Ridgeline (identify sensitive ridgeline areas)			X		General Capital	\$	CDD
EQ-3.1.1	Continual Maintenance (parks and open space)		X			Facilities and Parks	\$\$	PR

Program		Priority/ Timeframe				Budget Category	Cost Magnitude	Dept.
		1	2	3	4			
EQ-3.1.2	Capital Improvement Program (parks and open space)		X			Facilities and Parks	\$\$	DPW
EQ-4.2.2	Storm Drain System Improvements		X			Drainage	\$\$	DPW
EQ-4.3.4	Daylighting Creeks		X			Drainage	\$\$	DPW
EQ-5.2.5	Electrify Equipment (promote usage of electric landscape equipment)			X		General Capital	\$\$	A
HS-1.2.1	Detailed Geologic Map and Report			X		General Capital	\$\$	CDD
HS-1.3.5	Removal of Brush				X	General Capital	\$	DPW
HS-1.9.1	Subsidence Data		X			General Capital	\$	DPW
HS-1.11.6	Circulation Resilience		X			Streets	\$\$	DPW
HS-2.1.3	Disaster Plan Maintenance			X		General Capital	\$\$	SPD
HS-2.3.1	Emergency Coordination Center	X				Facilities and Parks	\$	SPD
S-1.1.2	High-Efficiency City Vehicles		X			General Capital	\$\$	DPW
S-1.2.2	Street Light Conversion (from incandescent to LED or similar)		X			General Capital	\$	DPW
S-1.3.6	City Solar Energy (solar energy installation)			X		Facilities and Parks	\$\$\$	DPW

Program		Priority/ Timeframe				Budget Category	Cost Magnitude	Dept.
		1	2	3	4			
S-2.3.3	Municipal Water Conservation		X			Facilities and Parks	\$\$\$	DPW
S-3.2.1	Sea Level Rise Adaptation Plan		X			General Capital	\$\$	CDD/ DPW
S-3.2.2	Subsidence and Liquefaction (geologic/hydrographic study)		X			General Capital	\$\$	DPW
S-3.5.1	Infrastructure Assessment		X			Facilities and Parks	\$	DPW
S-4.1.1	Advanced Community Energy Installation			X		Facilities and Parks	\$\$\$	DPW
E-3.1.1	Business Interviews	X				General Capital	\$	A
E-3.3.3	Street Beautification (beautification program for Caledonia)			X		Streets	\$\$	DPW
E-8.1.1	Maritime Study (economic study)		X			General Capital	\$	A

\$ Key: \$ = <\$200k; \$\$ = \$200k-\$1M; \$\$\$ = \$1M-\$10M

Priority/Timeframe Key: 1 = Ongoing; 2 = 0-2 years; 3 = 2-7 years; 4 = 7-10 years

Responsibility Key: A = Administration; CDD = Community Development Department; DPW = Department of Public Works; PR = Parks and Recreation; SPD = Police Department; Lib = Library

*If cleanup extends into Federal and Private property, responsibility would extend beyond the City for environmental cleanup.

In addition to projects classified in the budget categories designated in the city's CIP, efforts to improve regional-scale resiliency is a key aspect of implementing the General Plan. Sausalito faces a number of environmental hazards that will be

exacerbated by the impacts of climate change. The General Plan focuses on both the immediate impacts of hazards on individuals and properties, as well as the impacts to infrastructure, social ties, and the community's ability to respond and adapt to emergency conditions. Resiliency is a collaborative effort, and the city recognizes the need to participate in future regional efforts to address climate change mitigation and adaptation.

FUNDING SOURCES AND FINANCING MECHANISMS

The facility and infrastructure improvements identified for the City of Sausalito will be costly and require a broad range of funding sources and financing mechanisms to construct and maintain. Investments in utilities, transportation infrastructure, streetscapes, parks, and public facilities have been shown to induce private investment, development, increase economic activity, and contribute to the quality of life. The synergistic relationship between public and private investment and the quality of the place can create a range of public and private benefits. Benefits include increased property values that can, in turn, contribute to the funding of additional improvements. Significant capital improvement projects are identified for the City of Sausalito, which are distributed across the categories of General Capital, Streets and Traffic, Sewer and Drainage, and Facilities and Parks. At the completion of the full set of capital improvements, the associated additional operations and maintenance costs will also be significant.

Financing Framework

The identified improvements will provide benefit to different geographic areas, including the region, the city, or sub-areas within the city. Given this context, the Financing Strategy considers three geographic tiers of infrastructure benefit, which help define, conceptually, how costs should be funded:

1. **Regional Resiliency.** Regional improvements address issues affecting Sausalito as well as areas beyond the city, such as sea level rise. Their benefits may extend beyond the city and require cooperative engineering and funding solutions. Costs for infrastructure items that benefit areas outside of the city, which are part of a regional approach to infrastructure improvement, can be funded on a proportional basis based on the "benefit received" or may require state and/or regional General Obligation bond issuances. Included in this category are partnerships with neighboring cities and the county on collaborative grant funds and sea level rise-focused projects.
2. **Citywide.** Citywide improvements benefit the city as a whole. Examples

may include facilities and parks improvements and certain utilities improvements that serve the city. Costs for infrastructure items that are determined to be of citywide benefit could be funded by impact fees, “in-kind” construction, connection charges, parcel taxes, Community Facilities District (CFD) special taxes, or other citywide funding sources.

3. **Sub-area.** Sub-area improvements benefit a specific geography within the city, such as the Marinship, or the city’s commercial corridors. Costs for infrastructure items that will benefit development contained within sub-areas of the city could be funded by allocating costs to each city sub-area or to individual projects based on “benefit received.” Funding could be collected through area-specific development fees, Community Facilities District special taxes or Assessment District assessments paid by current property owners, dedications and exactions, and project-specific development agreements.

Funding Sources

The following is a summary of funding sources by CIP category. Additional in-depth discussion of potential funding mechanisms is included in Appendix E.

Water, Wastewater, and Drainage

Utility infrastructure improvements include water supply and distribution, wastewater, and stormwater improvements.

- **Water and Wastewater Rates and Connection Fees.** Water service in Sausalito is provided by the Marin Municipal Water District (MMWD). Wastewater collection in Sausalito is provided by the City of Sausalito Department of Public Works. Wastewater treatment and conveyance services in Sausalito are provided by the Sausalito-Marin City Sanitary District (SMCSD). Water and wastewater connection fees for new development can be used to fund utility improvements identified in the supporting fee program nexus documentation. In addition, water and wastewater rates can be used to underwrite revenue bonds. MMWD and SMCSD projects are not included in the city’s CIP.
- **Community Facilities District.** A citywide or subarea special tax to fund stormwater and drainage improvements could be considered. Revenues can be used on a pay-as-you-go basis or can be used to underwrite a bond issuance. Revenues may also be used to leverage state and federal funds (e.g., FEMA funds or State Proposition 1E Funds), if available. While the use of a CFD is presented here in the context of funding capital improvements, CFD revenue

can be used to fund future replacement costs, as well as operations and maintenance (O&M) costs.

- **Development Impact Fees.** A citywide development impact fee program focused on utility infrastructure, particularly stormwater and drainage improvements, could be established, though this would need to be evaluated in the context of other development costs to ensure a reasonable cost burden. As much of Sausalito is already developed, the use of development impact fees would most likely need to be supplemented by Community Facility District special taxes or Assessment District assessments paid by current property owners to fund such improvements.

Facilities and Parks

The facilities and parks improvements identified in the General Plan include improvements and maintenance of the city's public parks and open space, public stairways, and public paths. Potential solar energy improvements are also included in this category.

- **Development Impact Fees.** The city could consider a parks and open space impact fee program to fund a new development's fair share of improvement costs. The fee program could be developed to include the full range of parks, open space, trails/paths, etc. contemplated in the General Plan. However, as much of Sausalito is already developed, this revenue would only fund a small share of future costs and would need to be supplemented.
- **Parcel Tax.** A citywide parcel tax could be used to fund parks and open space improvements or operations and maintenance obligations.
- **Certificates of Participation.** In the past, the city has used Certificates of Participation (COPs) to fund park improvements. Sausalito voters approved Measure "F" in November 2015, which allowed the city to issue COPs to be repaid from rent received on the Martin Luther King, Jr. Campus (MLK Site). The Certificates of Participation were issued for approximately \$7.2 million and are specifically budgeted to improve three parks and the MLK property. The parks to be improved include Robin Sweeny, Southview, and Dunphy Parks; Robin Sweeny was completed at the end of FY2016-17. Dunphy Park and MLK Athletics field design and construction is scheduled to be complete in FY 2019-20. The Southview Park design and construction will also continue over the next couple of years. Annual debt service on the COPs is approximately \$600,000 per year over a 14-year period running from 2016-17 through the 2029-30 fiscal year. Funds to cover this debt service are available

from MLK tenant lease payments to the city during the debt repayment period through 2030 and a final debit payment from debt issue reserves in May 2031.

- **Grants and Private Contributions.** Other non-project funding includes grants, which may be available to fund a wide spectrum of parks and open space improvements. State grant programs funded through the Parks and Water Bond Act of 2018 (Proposition 68) are administered through the Coastal Conservancy. Additionally, parks and open space facilities can be funded through private contributions supported by various fundraising campaigns that may include corporate sponsorships, naming rights, and direct dedications.

Streets and Traffic

Transportation improvements include roadways, sidewalks, streetscapes, and bicycle lanes.

- **Project Development Standards.** Improvements that relate to the new development (e.g., sidewalks and some streetscape improvements) can be funded by the developer as part of the new development.
- **Voter Approved Funding Measures (e.g. Measure O).** Improvements described in the General Plan should be elevated in the CIP. Projects specifically identified in the Capital Improvement Plan can continue to be funded through the city's typical funding/financing mechanisms. The passage of Measure O (the ½-cent sales tax measure) in 2014 provides an important source of funding for vital infrastructure improvements and other capital projects. Measure O is estimated to generate more than \$1 million in sales tax revenues, which serves as the largest single funding source for the City's Capital Improvement Projects. Projects include improvements to roadways, storm drains, pedestrian and bicycle infrastructure, parks, and other essential capital improvement projects. The first full year of Measure O revenue collection was FY2015-16 and will expire in 2025, unless extended by voters.
- **Construction Traffic Road Fees.** Construction Traffic Road Fees are collected in Sausalito to fund improvements that mitigate the effects of construction activity resulting from new development. Construction Traffic Road Fees cannot be used for routine maintenance, although periodic and comprehensive rehabilitation or reconstruction projects may be an

appropriate use of these fees.⁷ From time to time, it is advised that development impact fee programs be updated to better reflect current development projections and roadway improvements/costs.

- **Transportation Grants.** Regional roadway improvements may be more competitive in obtaining grant funding than local roadway improvements. In addition, there are several grants that are appropriate for bike and pedestrian improvements. In some cases, sidewalk costs potentially could be funded through grants administered through the Metropolitan Transportation Commission (MTC), such as the Safe Routes to School program, which is designed to encourage more children to walk or ride bikes to school by reducing the barriers to doing so, such as a lack of infrastructure or unsafe infrastructure.

Facility Operations and Maintenance

While facility operations and maintenance costs are not specifically estimated, each of the identified improvements will have annual maintenance costs associated with them. There are few funding sources available to fund maintenance activities; most funding sources are intended to fund the one-time construction of the improvements or facilities. As such, maintenance costs associated with the types of improvements identified in this report typically will be funded through the city's General Fund expenditures.

While there is always competition for General Fund resources, the Sausalito City Council voted unanimously in July 2018 to place Measures L and M on the November 2018 ballot where they received a majority vote. As a result of these measures, revenue will be used to help support core city services like maintaining streets and roads, providing police protection, improving traffic and congestion, and maintaining storm drains.

Financing Mechanisms

Several financing mechanisms may be used to fund the public improvements and facilities associated with the implementation of the General Plan. A mix of financing mechanisms based on a high-level analysis of costs, benefits, and burdens are described below, but the ultimate mix of financing mechanisms shall be determined

⁷ California Gov't Code Sec. 66001(g) states: "A fee... may include the costs attributable to the increased demand for public facilities reasonably related to the development project to (1) refurbish existing facilities to maintain the existing level of service..." The code includes streets as a public facility.

through deliberations involving city staff, property owners, developers, elected officials, bond counsel, underwriters, and finance experts.

This section describes the key features of the funding mechanisms currently known to be available to finance General Plan infrastructure development. As future funding opportunities become available, they should be evaluated to determine if they might be appropriate for the City of Sausalito based on the city's funding needs at the time. The mechanisms discussed in this section fall into three distinct categories:

1. Developer-based funding sources and financing mechanisms
2. Property and land-secured funding sources and financing mechanisms
3. City-based funding sources and financing mechanisms

New development in the city will generate real estate value that serves as a basis for funding infrastructure improvements. Land use projections in the General Plan indicate limited potential for new development in the city between now and 2040. Land, property, and development-based funding sources include development impact fees, connection fees, and special taxes or assessments. While development impact fees paid by new development are used to address impacts created by new development and for capital improvements serving new development, special taxes and assessments may be used for other improvements or ongoing maintenance and operations costs.

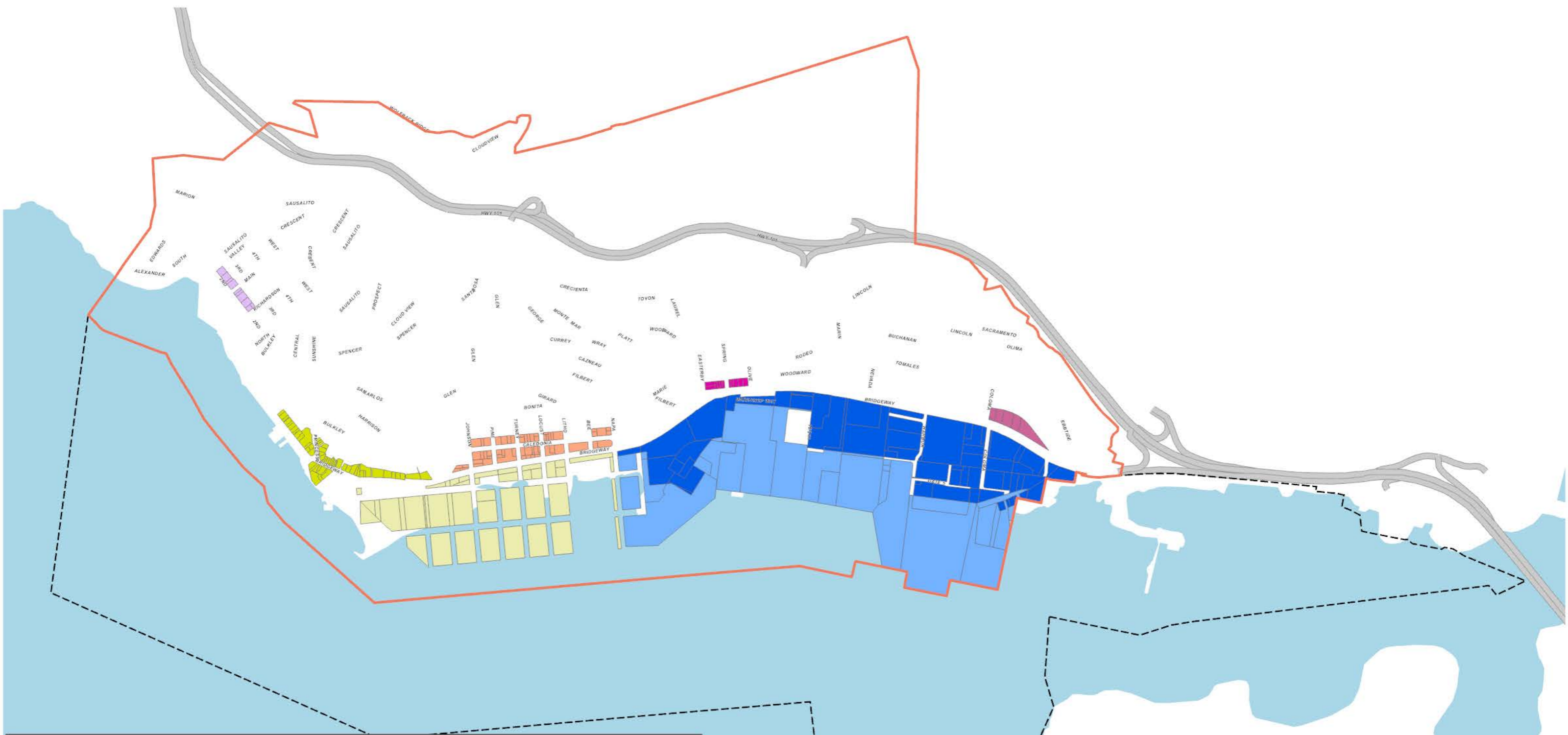
Existing infrastructure deficiencies cannot be funded through impact fees. Potential sources available to fund existing deficiencies may include special taxes (e.g., Mello-Roos Community Facilities District), parcel taxes, grants, utility revenues and revenue bonds among others. These will require additional detailed financial feasibility evaluation. Some measures will require voter approval and analysis of relative costs and benefits.

Financing mechanisms in each of these categories are summarized in Table 9-12.

TABLE 9-12: POTENTIAL FUNDING SOURCES BY IMPROVEMENT AREA

	Infrastructure Funding Type	Geographic Area	Improvement Cost Category					Implementation Considerations	
			Regional Resiliency	General Capital	Streets and Traffic	Sewer and Drainage	Facilities and Parks		Operations and Maintenance
Developer-Based Funding	Impact Fees (e.g. existing Construction Traffic Road Fee or new fee programs) or Utility Connection Fees	Regional Citywide Sub-Area			X	X	X		Must correspond to "nexus" findings, consistent with the Mitigation Fee Act (i.e., the fee must be reasonably related to the cost of the improvement and the impact created by new development).
	Dedications and Exactions	Regional Citywide Sub-Area		X	X	X	X		Typically required as project-specific mitigations, or may be based on policy.
	Development Agreements	Project-Specific		X	X	X	X	X	Requires a market strong enough to incentivize developer investment in existing buildings and properties or new development. In some cases, project-specific items included in a development agreement (such as Traffic Development Measures – like shuttles, road, sidewalk, traffic safety, drainage and sea level rise improvements) can be leveraged by the City and surrounding property owners to address sub-area needs with incremental investments by the City and property owners.
Land-Secured Tax Revenue	Special Tax or Assessment District (e.g. SFD, BID, Special Assessment Districts)	Citywide Sub-Area			X	X	X	X	Requires voter approval and sufficient scale / participation to achieve yield and implementation efficiency. Community Facility Districts that are considered “uninhabited areas” with fewer than 12 registered voters can be approved with a protest vote election of the property owners in the area rather than an election of registered voters of the affected area. A high standard of proportional benefit may be required (Special Assessment Districts). If a Special Assessment District is proposed, the cost of Special Benefits of the project improvements is borne by the property owners. The cost of General Benefits of the project improvements are funded by the City. The need for the City to fund the cost of General Benefits can discourage a City from using Special Assessment Districts for improvement projects.

	Infrastructure Funding Type	Geographic Area	Improvement Cost Category					Implementation Considerations	
			Regional Resiliency	General Capital	Streets and Traffic	Sewer and Drainage	Facilities and Parks		Operations and Maintenance
City-Based Funding	Enhanced Infrastructure Financing District – SB 628 Tax Increment Financing	Regional Citywide	X		X	X	X		An EIFD can fund public capital facilities or other specified projects of communitywide significance that provide significant benefits to the district or the surrounding community. The activities that an EIFD may finance include the purchase, construction, expansion, seismic retrofit, or rehabilitation of any real or tangible property with an estimated useful life of at least 15 years. If less than 12 persons are registered to vote in the EIFD, the vote is held by the property owners of the district, with one vote for each acre (or portion of an acre) owned. EIFDs can involve other taxing agencies including the county, School District, and Special Districts in the City. An EIFD involving multiple agencies can raise significantly more tax increment funds than one which only involves the City itself. In these cases, the EIFD infrastructure plan needs to include improvements that benefit the additional taxing agencies. Tax increment financing diverts incremental increases in tax revenue from the General Fund, creating a trade-off between General Fund revenue and funding for project or area wide purposes.
	General Obligation Bond	Citywide		X	X	X	X		Limited to funding capital improvements and must be secured by legally available resources like property tax revenues. If for non-education purposes, requires a two-thirds voter approval.
	Other City Funding	Citywide		X	X		X	X	Requires voter approval to increase local taxes.
	City's General Fund	Citywide Sub-Area		X	X	X	X	X	Creates tradeoff between projects and programs that are currently funded by General Fund revenues and new initiatives.
	Regional, State, or Federal Grant Funding	Regional Citywide Sub-Area	X		X	X	X		Can require significant Staff time to apply for and administer qualifying projects.



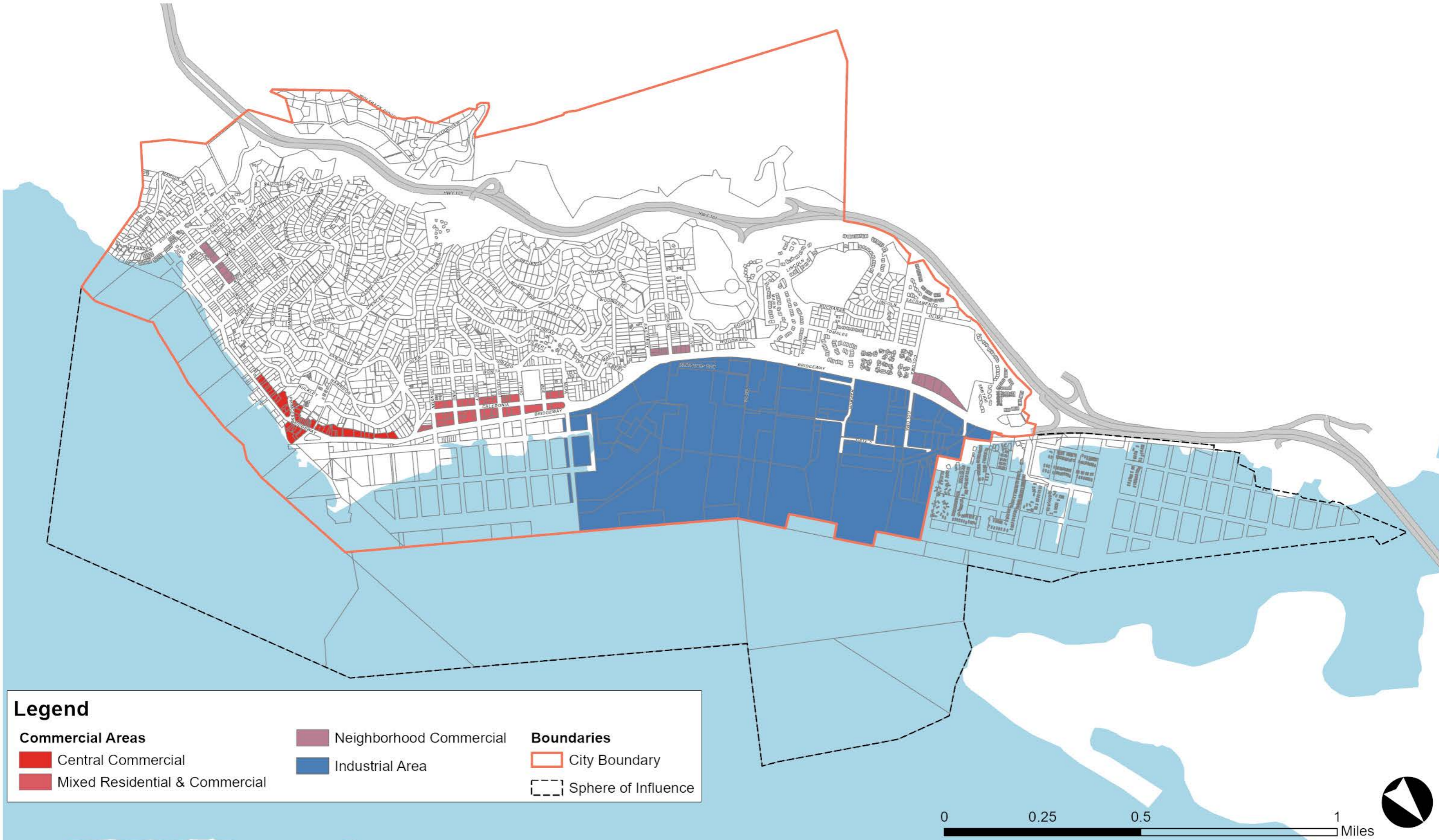
Legend

Downtown	Marinship	Boundaries
Downtown CC	Marinship Inland (I, CS, PI)	City Boundary
Downtown CW	Marinship Waterfront (W, H, PI)	Sphere of Influence
Caledonia	Neighborhood Commercial	
Caledonia (CR)	2nd & Main (CN-1)	
		Bridgeway & Spring (CN-1)
		Bridgeway & Coloma (CN-2)



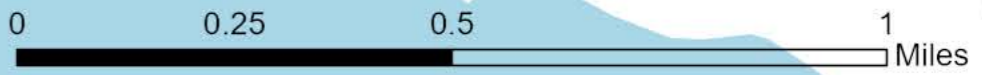
SAUSALITO GENERAL PLAN UPDATE
FIGURE 9-4: GEO ZONES





Legend

Commercial Areas	Neighborhood Commercial	Boundaries
Central Commercial	Industrial Area	City Boundary
Mixed Residential & Commercial		Sphere of Influence



SAUSALITO GENERAL PLAN UPDATE
FIGURE 9-5: COMMERCIAL AREAS



APPENDIX A:
Community Engagement Summary

City Council Meetings (10)

- November 14, 2017
- October 9, 2018
- April 30, 2019
- May 14, 2019
- September 24, 2019
- November 12, 2019
- July 7, 2020
- September 1, 2020
- November 17, 2020
- February 9, 2021

Environmental Review (8)

- November 4, 2019
- June 17, 2020
- July 1, 2020
- July 7, 2020
- November 4, 2020
- November 17, 2020
- January 20, 2021
- February 9, 2021

Joint City Council and Planning Commission Meetings (3)

- May 30, 2018
- January 15, 2020
- June 17, 2020

Planning Commission Meetings (7)

- January 24, 2018
- May 15, 2019

- July 1, 2020
- September 30, 2020
- October 7, 2020
- November 4, 2020
- January 20, 2021

City Council Monthly Updates (15)

- February 13, 2018
- March 27, 2018
- April 17, 2018
- May 22, 2018
- July 17, 2018
- November 13, 2018
- December 11, 2018
- February 5, 2019
- June 11, 2019
- July 16, 2019
- August 27, 2019
- Oct 22, 2019
- December 10, 2019
- January 28, 2020
- February 11, 2020

General Plan Working Group Meetings (7)

- January 28, 2020
- March 3, 2020
- April 21, 2020
- May 5, 2020
- May 19, 2020
- June 2, 2020

- June 30, 2020

General Plan Advisory Committee Meetings (42)

- **2017 (8)**

- June 20
- July 18
- August 14
- September 5
- September 19
- October 3
- November 15
- December 5

- **2018 (12)**

- January 16
- February 6
- February 20
- March 20
- April 24
- May 10
- July 24
- August 22
- October 16
- October 16
- November 14
- December 4

- **2019 (20)**

- January 15
- January 29
- March 5
- April 10
- April 23
- May 21
- June 4
- June 25
- July 9
- July 17
- July 30
- August 1
- September 3
- September 17
- October 1
- October 15
- November 4
- November 13
- December 3
- December 17

- **2020 (2)**

- June 10
- May 27

General Plan Task Force Meetings (5)

- November 30, 2016
- November 11, 2016
- April 4, 2017
- April 25, 2017
- May 23, 2017

Community Workshops (4)

- October 14, 2017
- June 23, 2018
- September 7, 2019

- June 20, 2020

Pop-Up Workshops (3)

- October 27, 2017
- January 27, 2018
- June 15, 2018

Walking Tours (2)

- October 27, 2017
- November 4, 2017

Historic Landmarks Board/Historic Preservation Commission Meetings (2)

- July 22, 2017
- January 25, 2018

Sustainability Commission Meetings (3)

- November 30, 2017
- November 28, 2018
- May 9, 2019

Parks and Recreation Commission Meetings (2)

- October 18, 2017
- June 19, 2019

Pedestrian and Bicycle Advisory Committee Meetings (2)

- January 22, 2018
- November 28, 2018

Community Safety/Disaster Preparedness Committee Meetings (2)

- November 30, 2017
- May 8, 2019

Business Advisory Committee Meetings (2)

- September 21, 2017

- May 16, 2019

Hospitality Business Development Committee Meetings (2)

- September 21, 2017
- May 16, 2019

Stakeholder Meetings (4)

- September 21, 2017 (Economy and Tourism)
- October 3, 2017 (Marinship)
- October 5, 2017 (Residential Neighborhoods)
- October 5, 2017 (Commercial Districts)

Currents Articles (20)

- March 24, 2017
- May 12, 2017
- October 6, 2017
- October 5, 2018
- October 12, 2018
- August 23, 2019
- January 10, 2020
- January 17, 2020
- April 10, 2020
- June 12, 2020
- June 19, 2020
- June 26, 2020
- July 3, 2020
- September 13, 2020
- October 9, 2020
- October 23, 2020
- October 30, 2020
- November 13, 2020

- January 15, 2021
- February 5, 2020

Other

- Postcard Distributed City-wide: Spring 2017
- Newspaper Article (Hardcopy and Online): Spring 2017
- Marinship Stakeholder Notice: Summer 2019

APPENDIX B:
Buildout Methodology

A 20-year buildout projection is being developed for the General Plan Update. It provides a basis for developing the Environmental Impact Report.

Existing Conditions information is based on 2017 Marin County Assessor's data. Existing Accessory Dwelling Unit counts are based on the City's 2018 Annual Housing Element Progress Report.

RESIDENTIAL BUILDOUT

The General Plan Buildout projects 304 new housing units ("Additional Residential Capacity") in Sausalito over the Project period. This projection is based on the City's 2015-2023 Housing Element and additional Accessory Dwelling Unit (ADU) growth. These 304 units represents 6.3 percent growth over the 4,830 Existing Residential Units, meaning that there will be a projected 5,134 Total Units at the end of the project period in 2040.

Buildout projections for potential residential units rely on the analysis done for Sausalito's 2015-2023 Housing Element, which identified capacity for 250 potential units (see Housing Element Table 4.1: Potential Housing Units during 2015-2023 Planning Period at end of this memo). The Housing Element projected that only 79 of these 250 units would be developed during the 2015-2023 planning period. The buildout projection assumes that the Housing Element capacity analysis represents the maximum buildout projections for the purposes of the EIR, not including ADUs.

Potential growth exists for additional ADUs past the 2015-2023 Housing Element period – especially as the State eases restrictions on ADU development. This buildout projection assumed that ADUs would continue to be built at the Housing Element-assumed rate of 5 units per year from Housing Element adaptation through the General Plan Update planning period.

All Additional Residential Capacity in the buildout table, besides ADUs and Liveboards in marina berths in the Waterfront (W) area, were distributed proportionally across Land Use Designations within a Zoning District. For example, the 50 potential units the Housing Element projected in the R-2-2.5 Zoning District were distributed according to the number of existing residential units in the MLR, MR, and MHR Land Use Designations. However, there are only 3 unbuilt parcels available in the LR-Designated area of Sausalito, so the majority of R-1 unit capacity is placed in the VLR-Designated area of the City.

Sausalito currently averages 1.54 residents per unit. This factor was multiplied by Total General Plan Units to project Sausalito's 2040 population.

NON-RESIDENTIAL BUILDOUT

The non-residential buildout projections look at potential growth in Sausalito work spaces and open space over the planning period. The General Plan Buildout projects 734,084 square feet Additional Non-Residential Built Capacity, a 35 percent increase over the 2.1 million square feet in Existing Non-Residential Capacity for a projected 2.8 million square feet Maximum Built Capacity.

In order to determine Existing Non-Residential Capacity and Maximum Built Capacity, existing and potential residential units had to be subtracted from the gross square footage numbers in non-residential areas (except for in Waterfront areas, because those residential units are liveaboards in berths, not buildings). With an assumption of typical 850 square feet apartment units, the unit areas were subtracted from the Gross Building Area calculations to determine Total Non-Residential Building and Maximum Built Capacity square footages.

Maximum Built Capacity was determined by calculating how much more square footage could be built if Sausalito's Maximum Floor-Area Ratio ("Max. FAR") limits were the only limits on development. In the Marinship (Industrial and Waterfront Land Use Designations), 15 percent of gross square footage was also subtracted to approximate the amount of each parcel consisting of undevelopable right-of-way.

No development is projected for Shopping Center or Public Institutional-Designated parcels, and no expansion of Open Space or Open Area is projected. In addition, no development is projected on any parcel with an average slope greater than 40 degrees.

2015-2023 HOUSING ELEMENT TABLE 4.1: POTENTIAL HOUSING UNITS DURING 2015-2023 PLANNING PERIOD

Income Levels	Very Low	Low	Moderate	Above Moderate	Totals	% Total Units
RHNA Targets	26	14	16	23	79	
R-1 District Capacity	0	0	0	19	19	8%
R-2-2.5 District Capacity	0	0	50	0	50	20%
R-3 District Capacity	21	11	27	0	59	24%
Commercial District Capacity (VMU)	20	10	21	0	51	20%
Future Liveaboards¹	0	17	14	0	31	12%
Accessory Dwelling Units²	12	23	5	0	40	16%
Totals	53	61	117	19	250	
Buffer (Over/under RHNA):	27	47	101	-4	171	

¹Represents additional liveaboard capacity in Sausalito Yacht Harbor pending issuance of BCDC permit and CUP by the City (refer to Housing Element Program #12)

²Represents 16 new ADUs and 24 amnesty ADUs (refer to Housing Element Program #10).

APPENDIX C:

LAndslide Task force Recommendations

Landslide Task Force Recommendation		Location in Plan
III.A	In-house digital map database	HS-1.2.1
III.B	Hazard study, combined with other local agencies	HS-1.2.2
III.C	Area-wide geologic assessment	HS-1.2.2
III.D	Geologic Hazard Abatement District	HS-1.2.7
III.E	Mapping technology improvements	HS-1.2.1
III.F	Building/remodeling guidelines	HS-1.2.5
III.G	Risk management -- attorney opinion	HS-1.2.6
III.H	Multi-district coalition	HS-1.2.1
III.I	Hazard reporting	HS-1.2.9
III.J	Reporting on Feb. 2019 mudslide	HS-1.2.1
III.K	Assessment of retrofiting needs	HS-1.2.6
III.L	Code review	HS-1.2.4
III.M	Non-profit to perform projects	HS-1.2.9
III.N	Fast-track permits	HS-1.2.9
III.O	Assign implementation	<i>part of program detail in General Plan</i>
III.P	Maintenance Reserve Fund	HS-1.11.3
III.Q	Provide Task Force report to first responders	HS-2.2.9

APPENDIX D:

Industry and Commute Characteristics

Jobs in Sausalito by NAICS Industry Sector

	2007		2017		Change	
	Count	Share	Count	Share	Count	Share
Accommodation and Food Services	1,150	21.9%	1,410	24.9%	260	13.6%
Professional, Scientific, and Technical Services	1,189	22.7%	825	14.6%	-364	-35.7%
Manufacturing	293	5.6%	592	10.5%	299	87.2%
Retail Trade	332	6.3%	483	8.5%	151	34.8%
Administration & Support, Waste Management and Remediation	291	5.5%	356	6.3%	65	13.4%
Arts, Entertainment, and Recreation	241	4.6%	256	4.5%	15	-1.6%
Educational Services	176	3.4%	243	4.3%	67	27.9%
Construction	182	3.5%	241	4.3%	59	22.7%
Wholesale Trade	268	5.1%	237	4.2%	-31	-18.1%
Information	199	3.8%	216	3.8%	17	0.6%
Other Services (excluding Public Administration)	312	5.9%	187	3.3%	-125	-44.5%
Finance and Insurance	113	2.2%	174	3.1%	61	42.7%
Real Estate and Rental and Leasing	243	4.6%	128	2.3%	-115	-51.2%
Public Administration	94	1.8%	96	1.7%	2	-5.4%
Management of Companies and Enterprises	22	0.4%	83	1.5%	61	249.6%
Health Care and Social Assistance	82	1.6%	69	1.2%	-13	-22.0%
Transportation and Warehousing	47	0.9%	50	0.9%	3	-1.4%
Agriculture, Forestry, Fishing and Hunting	0	0.0%	11	0.2%	11	n/a
Utilities	10	0.2%	2	0.0%	-8	-81.5%
Mining, Quarrying, and Oil and Gas Extraction	0	0.0%	0	0.0%	0	n/a
Total (All Jobs)	5,244	100%	5,659	100%	415	

Cities by Number of Residents Commuting to Sausalito for Work

	2017	
	Count	Share
San Francisco city, CA	1,065	18.8%
San Rafael city, CA	353	6.2%
Sausalito city, CA	303	5.4%
Novato city, CA	293	5.2%
Oakland city, CA	177	3.1%
Mill Valley city, CA	151	2.7%
Tamalpais-Homestead Valley CDP, CA	131	2.3%
Richmond city, CA	117	2.1%
Larkspur city, CA	100	1.8%
Los Angeles city, CA	90	1.6%
All Other Locations	2,879	50.9%
Total All Jobs	5,659	100.0%

APPENDIX E:

General Plan Financing and Implementation Strategy

MEMORANDUM

To: Tom Ford, M-Group
From: Economic & Planning Systems, Inc.
Subject: General Plan Update Financing and Implementation Strategy;
EPS #161159
Date: August 8, 2020

The Economics of Land Use



This memorandum describes funding and financing options for the public infrastructure and improvements needed for implementation of the City of Sausalito's (City) General Plan update. It has been prepared for the City of Sausalito by Economic & Planning Systems, Inc. (EPS) as a sub-consultant to M-Group in support of the City's General Plan Update process.

Key Findings

- 1. The facility and infrastructure improvements identified for the City of Sausalito will be costly and require a broad range of funding sources and financing mechanisms to construct and maintain.***

Investments in utilities, transportation infrastructure, streetscapes, parks, and public facilities have been shown to induce private investment, development, increase economic activity, and contribute to the quality of life. The synergistic relationship between public and private investment and the quality of the place can create a range of public and private benefits. Benefits include increased property values that can, in turn, contribute to the funding of additional improvements. Significant capital improvement projects are identified for the City of Sausalito, which are distributed across General Capital, Streets and Traffic, Sewer and Drainage, and Facilities and Parks. At the completion of the full set of capital improvements, the additional operations and maintenance costs will also be significant.

- 2. New development in the City will generate real estate value that serves as a basis for funding infrastructure improvements.***

Land use projections in the General Plan indicate limited potential for new development in the City between now and 2040. Land, property, and development-based funding sources include development impact

Economic & Planning Systems, Inc.
One Kaiser Plaza, Suite 1410
Oakland, CA 94612-3604
510.841.9190 tel
510.740.2080 fax

Oakland
Sacramento
Denver
Los Angeles

www.epsys.com

and connection fees, and special taxes or assessments. While development impact fees paid by new development are used exclusively for capital improvements serving new development, special taxes and assessments may be used for capital improvements or ongoing maintenance and operations costs.

3. To fund existing deficiencies, or improvements intended to serve the existing population, a broad range of existing and new sources will be required.

Existing infrastructure deficiencies cannot be funded through impact fees. Potential sources available to fund existing deficiencies may include special taxes (e.g., Mello-Roos Community Facilities District (CFD)), parcel taxes, grants, utility revenues and revenue bonds among others. These will require additional detailed financial feasibility evaluation. Some measures will require voter approval and analysis of relative costs and benefits.

4. Facility and infrastructure improvements will need to be further prioritized and phased to improve feasibility.

Recognizing the considerable resources required to implement the complete set of facility improvements and significant funding constraints, strategic prioritization and phasing will be necessary to achieve the identified improvements. While the City has not prioritized the improvements identified in the General Plan, some prioritization may naturally occur over time. For example, some improvements may be needed to address safety concerns that emerge in time, or grant opportunities may become available, or land donations or community monetary donations may be offered. There is likely to be a continuing process of refinement and updating to the basic infrastructure items and costs identified in the Plan, and by remaining flexible, it may be possible to achieve cost savings and efficiencies, and refine the financing strategies proposed.

Overview of General Plan Infrastructure Needs

The update of the City of Sausalito's General Plan identifies near- and long- term public infrastructure and facility improvements to serve the community in the coming decades. Fourteen General Plan programs have been identified that would require City funding to fully implement. Although not the types of capital improvements that are generally thought of as infrastructure, such as water, sewer, electricity or natural gas lines, they provide support for basic activities by residents, workers and visitors. These would include but not be limited to bicycle and pedestrian improvements, landscaping, a stairway and path maintenance. These programs are identified in the General Plan and are assigned to one of the categories presently used in the City's Capital Improvement Program.

Financing Framework Geographic Tiers of Benefit

The improvements described above will provide benefit to different geographic areas, including the region, the city, or sub-areas within the city. Given this context, the Financing Strategy considers three geographic tiers of infrastructure benefit, which help to define, conceptually, how costs should be funded:

- 1. Regional.** Regional improvements address issues such as sea level rise, which benefit the City of Sausalito as well as areas beyond the city, and require cooperative engineering and funding solutions. Costs for infrastructure items that benefit areas outside of the city, which are part of a regional approach to infrastructure improvement, can be funded on a proportional basis based on the "benefit received" or may require state and/or regional General Obligation bond issuances.

2. **Citywide.** Citywide improvements benefit the city as a whole. Examples may include general capital and facilities and parks improvements that benefit all residents, and certain utilities improvements. Costs for infrastructure items that are determined to be of citywide benefit could be funded by impact fees, "in-kind" construction, connection charges, parcel taxes, Community Facilities District special taxes, or other citywide funding sources.
3. **Sub-area.** Sub-area improvements benefit a specific geography within the city, such as the Marinship, or the City's commercial corridors. Costs for infrastructure items which will benefit development contained within sub-areas of the city could be funded by allocating costs to each city sub-area or to individual projects based on "benefit received." Funding could be collected through area-specific development fees, Community Facilities District special taxes or Assessment District assessments paid by current property owners, dedications and exactions, and project-specific development agreements.

Sources of Funds by Type of Improvement

In the following section, the potential funding sources described above are aligned with specific types of improvements. Additional detail about each of the identified funding sources is provided in **Appendix A**.

General Capital

[will update based on text from M-Group]

Water, Wastewater, and Drainage

Utility infrastructure improvements include water supply and distribution, wastewater, and stormwater improvements.

- **Water and Wastewater Rates and Connection Fees.** Water service in Sausalito is provided by the Marin Municipal Water District (MMWD). Wastewater collection in Sausalito is provided by the City of Sausalito Department of Public Works and Wastewater treatment and conveyance services in Sausalito are provided by the Sausalito-Marin City Sanitary District (SMCSD). Water and wastewater connection fees for new development can be used to fund utility improvements identified in the supporting fee program nexus documentation. In addition, water and wastewater rates can be used to underwrite revenue bonds. MMWD and SMCSD projects are not included in the City's CIP.
- **Community Facilities District.** A citywide or subarea special tax to fund stormwater and drainage improvements could be considered. Revenues can be used on a pay-as-you-go basis, or can be used to underwrite a bond issuance. Revenues may also be used to leverage state and Federal funds (e.g., FEMA funds or State Proposition 1E Funds), if available. While the use of a CFD is presented here in the context of funding capital improvements, CFD revenue can be used to fund future replacement costs, as well as operations and maintenance (O&M) costs.
- **Development Impact Fees.** A citywide development impact fee program focused on utility infrastructure, particularly stormwater and drainage improvements, could be established, though this would need to be evaluated in the context of other development costs to ensure a reasonable cost burden. As much of Sausalito is already developed, the use of Development Impact Fees would most likely need to be supplemented by Community Facility District special taxes or Assessment District assessments paid by current property owners to fund such improvements.

Facilities and Parks

The facilities and parks improvements identified in the General Plan Update include improvements and maintenance of the City's public parks and open space, public stairways and paths. Potential solar energy improvements are also included in this category.

- **Development Impact Fees.** The City could consider a park and open space impact fee program to fund new development's fair share of improvement costs. The fee program could be developed to include the full range of parks, open space, trails/paths, etc. contemplated in the General Plan. However, as much of Sausalito is already developed, this revenue would only fund a small share of future costs and would need to be supplemented.
- **Parcel Tax.** A citywide parcel tax could be used to fund parks and open space improvements or operations and maintenance obligations.
- **Certificates of Participation.** In the past, the City has used Certificates of Participation (COPs) to fund park improvements. Sausalito voters approved Measure "F" in November 2015 allowing the City to issue COPs to be repaid from rent received on the Martin Luther King, Jr. Complex (MLK). The Certificates of Participation were issued for about \$7.2 million and are specifically budgeted to improve three parks and the MLK property. The parks to be improved include Robin Sweeny, Southview, and Dunphy Parks; Robin Sweeny was completed at the end of FY2016-17. Dunphy Park and MLK Athletics field design and construction is scheduled to be complete in FY 2019-20. The Southview Park design and construction will also continue over the next couple of years. Annual debt service on the COPs is approximately \$600,000 per year over a 14-year period running from 2016-17 through the 2029-30 fiscal year. Funds to cover this debt service are available from MLK tenant lease payments to the City during the debt repayment period through 2030 and a final debit payment from debt issue reserves in May 2031.
- **Grants and Private Contributions.** Other non-project funding may include grants, which may be available to fund a wide spectrum of parks and open space improvements. More specifically, coastal access is an important part of life in Sausalito. State grant programs funded through the Parks and Water Bond Act of 2018 (Proposition 68) is administered through the Coastal Conservancy. Additional, park and open space facilities can also be funding through private contributions supported through various fundraising campaigns that include corporate sponsorships, naming rights, and direct dedications.

Streets and Traffic

Transportation, or circulation, improvements include road improvements, sidewalks, streetscapes, and bicycle lanes.

- **Project Development Standards.** Those improvements that relate directly to the new development (e.g., sidewalks and some streetscape improvements) can be funded by the developer as part of the new development.
- **Voter Approved Funding Measures (e.g. Measure O).** It will be important to identify improvements described in the General Plan and "elevate" those improvements to the CIP. Those projects specifically identified in the Capital Improvement Plan, can continue to be funded through the City's typical funding/financing mechanisms. The passage of Measure O (the ½-cent sales tax measure) in 2014 provides an important source of funding for vital infrastructure improvements and other capital projects. Measure O is estimated to generate

more than \$1 million in sales tax revenues, which serves as the largest single funding source for the City's Capital Improvement Projects. Projects include improvements to roadways, storm drains, pedestrian and bicycle infrastructure, parks, and other essential capital improvement projects. The first full year of Measure O revenue collection was FY2015-16 and will expire in 2025, unless extended by voters.

- **Construction Traffic Road Fees.** Construction Traffic Road Fees are collected in Sausalito to fund improvements that mitigate the effects of construction activity resulting from new development. Construction Traffic Road Fees cannot be used for routine maintenance, although periodic and comprehensive rehabilitation or reconstruction projects may be an appropriate use of these fees.¹ From time to time, it is advised that development impact fee programs be updated to better reflect current development projections and roadway improvements/costs.
- **Transportation Grants.** Regional roadway improvements may be more competitive for grant funding than local roadway improvements. There are several grants that are appropriate for bike and pedestrian improvements. In some cases, sidewalk costs potentially could be funded through grants administered through the Metropolitan Transportation Commission (MTC), such as the Safe Routes to School program, which is designed to encourage more children to walk or ride bikes to school by reducing the barriers to doing so, such as a lack of infrastructure or unsafe infrastructure.

Facility Operations and Maintenance

While facility operations and maintenance costs are not specifically estimated, each of the identified improvements will have annual maintenance costs associated with them. There are few funding sources available to fund maintenance activities; most funding sources are intended to fund the one-time construction of the improvements or facilities. As such, maintenance costs associated with the types of improvements identified in this report typically will be funded through the City's General Fund expenditures.

While there is always competition for General Fund resources, in July 2018, the Sausalito City Council voted unanimously to place Measures L and M on the November 2018 ballot. The both measures received a majority vote by the People at the November 6, 2018 election and revenue will be used to help support core City services like maintaining streets and roads, providing police protection, improving traffic and congestion, and maintaining storm drains.

Funding Mechanisms and Resources

As noted previously, a number of financing mechanisms may be used to fund the public improvements and facilities associated with the implementation of the Sausalito General Plan Update. This memorandum describes a mix of financing mechanisms based on a high-level analysis of costs and benefits and burdens, but the ultimate mix of financing mechanisms shall be determined through deliberations involving City staff, property owners, developers, elected officials, bond counsel, underwriters and finance experts.

¹ California Gov't Code Sec. 66001(g) states: "A fee... may include the costs attributable to the increased demand for public facilities reasonably related to the development project to (1) refurbish existing facilities to maintain the existing level of service..." The code includes streets as a public facility.

This section describes the key features of the funding mechanisms currently known to be available to finance General Plan infrastructure development. As future funding opportunities become available, they should be evaluated to determine if they might be appropriate for the City of Sausalito based on the City's funding needs at the time. The mechanisms discussed in this section fall into three distinct categories:

1. Developer-based funding sources and financing mechanisms
2. Property and Land-secured funding sources and financing mechanisms
3. City-based funding sources and financing mechanisms

Financing mechanisms in each of these categories are discussed in the following section and summarized in **Table 1. Appendix A** provides further detail on each, including their applicability, legal authority, and required implementation procedures.

Table 1 Summary of Financing Tools

Infrastructure Funding Type	Geographic Area	Improvement Cost Category					Operations and Maintenance	Implementation Considerations
		Regional Resiliency	General Capital	Streets and Traffic	Sewer and Drainage	Facilities and Parks		
Developer-Based Funding	Impact Fees (e.g., existing Construction Traffic Road Fee or new fee programs) or Utility Connection Fees	Regional Citywide Sub-area		✓	✓	✓		Must correspond to "nexus" findings, consistent with the Mitigation Fee Act (i.e., the fee must be reasonably related to the cost of the improvement and the impact created by new development).
	Dedications and Exactions	Regional Citywide Sub-area		✓	✓	✓		Typically required as project-specific mitigations, or may be based on policy.
	Development Agreements	Project-Specific		✓	✓	✓	✓	Requires a market strong enough to incentivize developer investment in existing buildings and properties or new development. In some cases, project-specific items included in a development agreement (such as Traffic Development Measures – like shuttles, road, sidewalk, traffic safety, drainage and sea level rise improvements) can be leveraged by the City and surrounding property owners to address sub-area needs with incremental investments by the City and property owners.
Land-Secured Tax Revenue	Special Tax or Assessment District (e.g., Community Facilities District (CFD), Business Improvement District (BID), Special Assessment Districts – 1915 Act Drainage District, 1972 Act Lighting And Landscaping District, Geologic Hazard Assessment Districts, etc.)	Citywide Sub-area		✓	✓	✓	✓	Requires voter approval and sufficient scale / participation to achieve yield and implementation efficiency. Community Facilities Districts that are considered "uninhabited areas" with fewer than 12 registered voters can be approved with a protest vote election of the property owners in the area rather than an election of registered voters of the affected area. A high standard of proportional benefit may be required (Special Assessment Districts). If a Special Assessment District is proposed, the cost of Special Benefits of the project improvements is borne by the property owners. The cost of General Benefits of the project improvements are funded by the City. The need for the City to fund the cost of General Benefits can discourage a City from using Special Assessment Districts for improvement projects.
City-Based Funding	Enhanced Infrastructure Financing District (EIFD) - SB 628 Tax Increment Financing	Regional Citywide	✓	✓	✓	✓		An EIFD can fund public capital facilities or other specified projects of communitywide significance that provide significant benefits to the district or the surrounding community. The activities that an EIFD may finance include the purchase, construction, expansion, seismic retrofit, or rehabilitation of any real or tangible property with an estimated useful life of at least 15 years. If less than 12 persons are registered to vote in the EIFD, the vote is held by the property owners of the district, with one vote for each acre (or portion of an acre) owned. EIFDs can involve other taxing agencies including the County, School District and Special Districts in the City. An EIFD involving multiple agencies can raise significantly more tax increment funds than one which only involves the City itself. In these cases, the EIFD infrastructure plan needs to include improvements that benefit the additional taxing agencies. Tax increment financing diverts incremental increases in tax revenue from the General Fund, creating a trade-off between General Fund revenue and funding for project or area wide purposes.
	General Obligation Bond	Citywide		✓	✓	✓	✓	Limited to funding capital improvements and must be secured by legally available resources like property tax revenues. If for non-education purposes, requires a two-thirds voter approval.
	Other City Funding (Other Special Tax Measures, etc.)	Citywide		✓	✓		✓	Requires voter approval to increase local taxes.
	City's General Fund	Citywide Sub-area		✓	✓	✓	✓	Creates trade off between projects and programs that are currently funded by General Fund revenues and new initiatives.
	Regional, State or Federal Grant Funding	Regional Citywide Sub-area	✓		✓	✓	✓	Can require significant Staff time to apply for and administer qualifying projects.

APPENDIX A:

Summary of Potential Funding Mechanisms



APPENDIX A: SUMMARY OF POTENTIAL FUNDING MECHANISMS

Land and/or Property-Secured Funding and Financing Mechanisms

General Obligation (G.O.) Bonds

A general obligation bond is a type of municipal bond that is secured by a state or local government's pledge to use legally available resources, most typically including property tax revenues, to repay bond holders. General obligation bonds are restricted to defined capital improvements. Credit rating agencies often consider a general obligation pledge to have very strong credit quality and frequently assign them investment grade ratings. In California, jurisdictions must secure a two-thirds voter approval to issue general obligation bonds.

Establishment

Creation of general obligation bonds requires two-thirds voter approval if the issuance is for non-educational purposes.

Cost Burden

The incidence of burden of general obligation bonds is upon all property owners in the issuing jurisdiction proportional to the value of their property. It is this very broad base of funding that provides excellent security for general obligation bonds, thus typically garnering the lowest interest rate of any municipal debt instrument.

Economic Considerations

General obligation bonds allow public entities to finance at a low fixed rate over the useful life of the asset. However, general obligation bonds are limited to capital improvement expenditures and also are limited in their use to the precise purposes outlined in the authorizing ballot measure. General obligation bonds are commonly restricted to particular capital uses (e.g., street improvements, drainage improvements, parks and recreation).

Mello-Roos CFD Special Tax and Bonds

(authorized by Section 53311 et. seq. of the Government Code)

The Mello-Roos Community Facilities Act of 1982 enables the formation of Community Facilities Districts (CFDs) by local agencies, with two-thirds voter approval (or landowner approval in certain cases), for the purpose of imposing special taxes on property owners. Special tax revenue can be used to fund capital or operations and maintenance expenses, or they may be used to secure a bond issuance and pay the debt service. The City of San Francisco has layered the use of an Enhanced Infrastructure Financing District (EIFD) with a CFD to fund infrastructure costs related to sea level rise. As taxes increase to 50 percent or more of the basic 1 percent, there is a risk of adverse impacts on land and home prices which would offset any financing benefit associated with the additional special taxes. The actual amount of the special tax would be refined in implementation through the preparation of a Rate and Method of Apportionment (RMA).

Establishment

With CFDs, a two-thirds voter approval is needed in areas that have more than 12 residents (landowners can approve special taxes in areas with 12 or fewer residents). Because of the two-

thirds voter approval requirement, establishing a CFD in an infill setting can be challenging; however, there may be some types of improvements required in the City, such as storm water and drainage improvements, that benefit all property owners, and for which property owners would vote to establish the District.

Cost Burden

Property owners pay special taxes. By adding to the cost of ownership, the tax may affect the price a buyer is willing to pay for a home or commercial property, in which case the cost incidence is shared with the builder, land developer, or landowner. Experience suggests that less than 100 percent of the financing burden is recognized by buyers.

Economic Considerations

Land-secured financing provides a well-established method of securing relatively low-cost tax exempt, long-term, fixed rate, fully-assumable debt financing. However, there can be challenges associated with establishing measurable and specific benefits to particular properties. In addition, land-secured financing adds financing costs (e.g., cost of issuance and program administration). Further, the financing capacity of a district may be limited in early phases of development and it may be necessary to rely on other sources of infrastructure funding during initial years. Finally, while land-secured financing has been widely used in greenfield development where landowner approval is the norm, achieving a two-thirds voter approval in infill areas typically can be a barrier to use of the tool.

Citywide Parcel Tax

Parcel taxes can be imposed with voter approval to fund municipal services and infrastructure. In practice, they typically are used to provide a broad-based source of funding for jurisdiction-wide-serving services. Due to the voter approval requirements and similar to general obligation bonds, jurisdiction-wide parcel taxes or special taxes typically are only successful if they fund highly-desirable public services and improvements, such as improved public safety services or parks and schools, but parcel tax revenue can be used for other City infrastructure needs such as building and facility renovations or replacement projects. Parcel taxes differ from general obligation bonds in that they can be used for maintenance and operations and they are not levied "ad valorem" (i.e., they typically have a flat or escalating rate structure applied to particular classes of properties).

Establishment

Parcel taxes, if used for general purposes including infrastructure investments, can be imposed with majority voter approval. If used for special purposes, parcel taxes will require two-thirds voter approval. They may be used for funding ongoing services or pledged to debt service.

Cost Burden

The incidence of burden of parcel taxes (and special taxes) falls upon property owners. Typically such taxes are a "flat rate" charged per parcel, sometimes with use-related variation and exemptions.

Economic Considerations

Parcel taxes (and special taxes) create an opportunity for voters to decide to pay for municipal services or facilities that they deem important. With a broad funding base and strict allocation rules, the taxpayers can assure that funding will be used as intended. However, parcel taxes (and special taxes) are limited to the purposes for which they were approved. They also are commonly subject to a "sunset" date, and must be re-authorized periodically to maintain funding.

Special Assessment Districts (1911, 1913, 1915 Acts)

California law provides procedures to levy assessments against benefiting properties and issue tax-exempt bonds to finance public facilities and infrastructure improvements. Assessment districts, also known as improvement districts, are initiated by the legislative body (e.g., city council), subject to majority protest of property owners. Assessments are distributed in proportion to the benefits received by each property as determined by engineering analysis and form a lien against property. Special assessments are fixed dollar amounts and may be prepaid, although they are typically paid back with interest over time by the assessed property owner. Only improvements with property-specific benefits (e.g., roads, sewer and water improvements) may be financed with assessments.

Landscape and Lighting Maintenance Districts

Streets & Highways §22500

Landscaping and lighting maintenance districts may be used for installation, maintenance, and servicing of landscaping and lighting through annual assessments on benefiting properties. They may also provide for construction and maintenance of appurtenant features, including curbs, gutters, walls, sidewalks or paving, and irrigation or drainage facilities. Additionally, they may be used to fund and maintain parks above normal park standards maintained from General Fund revenues.

Establishment

District-based assessments require voter approval of two-thirds of the owners of property within the district. The City may find that existing property owners may be opposed to new taxes, even if there is clear benefit.

Cost Burden

The annual assessments are paid by property owners within the District. Normally these will be assessed annually on County property tax bills.

Economic Considerations

District assessments must be directly proportional to the estimated benefit being received by the businesses upon which they are levied. The standard for establishing proportional benefit is high and must be based on an Engineer's Report.

Business Improvement District

Parking and Business Improvement Area Law of 1989 (Sts. & High. Code, Sec. 36500 et seq.) and Property and Business Improvement District Law of 1994 (Sts. & High. Code, Sec. 36600 et seq.)

A Business Improvement District is a public/private sector partnership that performs a variety of services to improve the image of a jurisdiction and to promote individual business districts. BIDs carry out economic development services by working to attract, retain and expand businesses. Allowed improvements include streets/parking, parks, trash receptacles, street lighting, decorations, and security facilities and equipment. Services may include marketing, economic development, security, sanitation, and promotion of tourism. A BID is typically operated by a non-profit entity.

Establishment

A BID can be established with majority approval of affected businesses (if under the Parking and Business Improvement Area Law of 1989); otherwise, establishment is subject to Prop. 218 requirements to establish benefit, or to require 2/3 approval. An Engineer's Report is required.

Cost Burden

The annual assessments are paid by businesses within the District. Normally these will be assessed annually on County property tax bills.

Economic Considerations

Business Improvement District assessments must be directly proportional to the estimated benefit being received by the businesses upon which they are levied. A BID may assess property according to zones of benefit, in relation to the benefit being received by businesses within each zone. No assessments under this law can be levied on residential properties or on land zoned for agricultural use.

Enhanced Infrastructure Financing Districts

(authorized by the Infrastructure Financing District Act, Government Code §53395, et seq.; expanded by SB 628.)

The City could consider establishing an Infrastructure Financing District (IFD), or an Enhanced Infrastructure Financing District (EIFD) as permitted under SB 628.² EIFDs are forms of Tax Increment Financing (TIF) that currently are available to local public entities in California. Local agencies may establish an EIFD for a given project or geographic area in order to capture incremental increases in property tax revenue from increased assessed value (due to new development and generalized appreciation). In the absence of the EIFD, this revenue would accrue to the City's General Fund (or other property-taxing entity revenue fund). EIFD funds can be used for project-related infrastructure, including roads and utilities, as well as parks and housing. EIFDs cannot be used to finance operations and maintenance expenses. Unlike prior TIF/Redevelopment law in California, EIFDs require separate approval from all participating jurisdictions.

Senate Bill 628 established the EIFD as a similar, but more flexible version of Infrastructure Financing Districts (IFDs), where the scope of eligible projects is more expansive. The activities that an EIFD may finance include the purchase, construction, expansion, seismic retrofit, or rehabilitation of any real or tangible property with an estimated useful life of at least 15 years. Eligible projects include, but are not limited to: highways, interchanges, ramps and bridges, arterial streets, parking facilities and transit facilities; sewage treatment and water reclamation plants; flood control levees and dams, retention basins and drainage channels; brownfield restoration and other environmental mitigation; the development of projects on a former military base or the repayment of the transfer of funds to a military base reuse authority; transit priority projects that are located within a transit priority project area; low- and moderate-income housing; and environmental remediation.

While any tax increment, no matter how small, will generate revenue that can be reinvested in infrastructure, it is important to note that, in most cases, the percentage of the local property tax available to California cities is low (ranging from \$0.10 to \$0.20 of every property tax dollar).

² In September 2014, Governor Brown signed SB 628, a bill that expands the authority of Infrastructure Financing Districts.

On average, the City of Sausalito's General Fund currently receives approximately 11.4 percent of each property tax dollar, after accounting for shifts to other entities.³ Moreover, the use of local property tax to support infrastructure financing has fiscal implications for California cities. Dedicating tax revenue to infrastructure limits funding for new public services costs associated with development.

Establishment

The establishment of an EIFD requires approval by every local taxing entity that will contribute its property tax increment. In 2019, Assembly Bill 116 eliminated the voting requirement to issue bonds but does require three public hearings on the topic of the District's financing plan.

Cost Burden

The incidence of burden of an infrastructure financing district is local taxing jurisdiction that foregoes property tax revenue for services and dedicates these funds to infrastructure or other eligible investments.

Economic Considerations

EIFDs redirect property taxes otherwise accruing to the General Fund. The value created by the project is captured and invested in the District. However, only specific types of public investments of community-wide significance may be financed through an EIFDs. EIFDs cannot be used to finance operations and maintenance expenses. This Financing Plan does not assume EIFD use due to the need in the City for property tax revenue to pay for ongoing services and the opportunity cost of diverting incremental revenue.

Development-Based Financing Mechanisms

Development Impact Fees

(authorized by Section 66000 et. seq. of the Government Code)

A development impact fee is an ordinance-based, one-time charge on new development designed to cover a "proportional-share" of the total capital cost of necessary public infrastructure and facilities. The creation and collection of impact fees are allowed under AB-1600 as codified in California Government Code Section 66000, known as the Mitigation Fee Act. This law allows a levy of one-time fees to be charged on new development to cover the cost of constructing the infrastructure needed to serve the demands created by the new development.

To the extent that required improvements are needed to address both "existing deficiencies" as well as the projected impacts from growth, only the portion of costs attributable to new development can be included in the fee. Consequently, impact fees commonly are only one of many sources used to finance needed infrastructure improvements. Fees can be charged on a jurisdiction-wide basis or for a particular sub-area of the jurisdiction (such as a specific plan area).

Establishment

Development impact fees can be imposed through adoption of a local enabling ordinance supported by a technical analysis showing the "nexus" between the fee and the infrastructure demands generated by new development. Fees may be charged for a particular improvement (e.g., the

³ The City of Sausalito receives a reduced share of the property tax revenue generated in the City because fire services in the City are provided by the Southern Marin Fire District, which is funded with a share of property tax revenue.

City's Construction Traffic Road Fees) or include multiple infrastructure improvement categories in a comprehensive program (e.g., a broader Public Facilities Fees). Impact fee programs must be reviewed annually and updated periodically to assure adequate funding and proper allocation of fee revenues to the infrastructure for which the fees are collected.

Cost Burden

The burden incidence of development impact fees is upon the project developers and builders who pay the fees. Fees are a cost of development and are "internalized" into project costs in the same manner as all other development- and construction-related costs. There is no direct effect of fees on development pricing, because the markets set pricing independent of costs. However, when costs are too high for the market to bear, development may be deterred until such time as prices justify costs. All costs will influence land value, so it is often the case that landowners bear a portion of the cost of fees through lower land values (prices paid by developers or builders). So long as total development costs fall within a reasonable level, potential negative effects on development feasibility effects are manageable.

Economic Considerations

There are a number of specific economic considerations of development impact fees including:

- As much of Sausalito is already developed, the use of Development Impact Fees would most likely need to be supplemented by Community Facility District special taxes or Assessment District assessments paid by current property owners to fund such improvements;
- The effects of fees on the financial feasibility of new development and potential to deter otherwise desirable development (due to excessive costs); and
- The competitiveness effects of higher development costs (compared to neighboring jurisdictions) leading to dislocation of desired development.

A benefit of impact fees is that they provide a comprehensive and programmatic framework for identifying and allocating infrastructure costs to new development based on a demonstrated nexus between the new development and infrastructure need. In addition, there is no discretion on the part of developers subject to the fees nor is voter approval required.

The City already has one fee program in place, the Construction Traffic Road Fee, and could consider others if warranted. For example, a park/open space improvement fee could help fund park and open space improvements, including paths, stairways, and access to the coast.

Utility Fees and Connection Charges

(authorized by Section 66013 et. seq. of the Government Code)

Utility connection charges from new development can fund utility infrastructure improvements. Revenue bonds may be issued and secured by a utility rate charge base and may be used for expansion to serve future development. The Marin Municipal Water District (MMWD) and the Sausalito-Marin City Sanitary District (SMCSD) charge connection fees for new development with fee revenue to be used for capital improvements that benefit new development.

Developer Dedications, Contributions, and Exactions

Developers are often asked to contribute to the funding of infrastructure through project-specific improvements, whether as part of individual project approval or as part of a broader set of area-wide design guidelines or other regulatory requirements. Typical examples might include

improvements to the sidewalks in front of the new development and the planting of street trees consistent with the City's direction. Developer contributions can be formalized through Development Agreements (DA). When applicable, Development Agreements can ensure timely funding of infrastructure development.

Dedication Requirements

Under the Subdivision Map Act, developers may be required to dedicate land or make cash payments for public facilities and infrastructure improvements required or affected by their project. Dedications are typically made for road and utility rights-of-way fronting individual properties, parkland, and land for other public facilities directly required by their projects (e.g., payments for a traffic signal).

Development Agreements

A development agreement (DA) is a legally binding agreement between a local government and developer authorized by State statute (Government Code Section 65864 et seq.). A DA is a means for a developer to secure a development entitlement for a particular development project for an agreed upon period (often long-term approvals) in exchange for special considerations by the city, generally including infrastructure improvements, amenities, or other community benefits that cannot be obtained through the normal conditions applicable to the project. DAs are entirely discretionary on the part of local government (there is no nexus requirement) and must be individually adopted by local ordinance. Development agreements vary widely and cities often establish their own policies and procedures for considering development agreements.

Project-Specific Conditions and Exactions

Before the advent of ordinance-based development impact fees, it was common for infrastructure to be funded by the developer through project-specific exactions imposed by the local jurisdiction, including direct payments for or construction of infrastructure required as a condition of subdivision or project approval. While development impact fees have reduced the use of exactions, exactions remain an important part of development-based infrastructure financing as there are often infrastructure requirements of a new project that are not included in the applicable fee programs. Determination of the need for such additional infrastructure is based on "rough proportionality" (i.e., nexus) with the development itself and is often derived from CEQA-based mitigation measures.

Other Funding or Financing Sources

Grants

Grants provide external funding from regional, state, and federal sources. The landscape of available grants changes from year-to-year and staying abreast of grant opportunities will position the City to take advantage of appropriate opportunities as they arise. For example, as cities across the country begin the work of recovering from the economic fall-out of COVID-19 (even as the effects remain unknown), there may be federal Economic Development Agency (EDA) business recovery grants or potential economic recovery infrastructure programs in the coming years.

Many grants require local matches. Apart from local match requirements, there are significant staff costs associated with grant funding, including staff time during the application process and during the project. Grant funding is often limited to capital improvements with maintenance responsibilities falling to the local jurisdiction. Specifically, the City may want to explore the following:

- **Proposition 68.** In 2018, California voters approved a \$4 billion Parks and Water Bond Act (Proposition 68) to finance a drought, water, parks, climate, coastal protection, and outdoor access for all program. Grants specifically related to projects along the California coast that are designed to increase the availability of and access to beaches, parks and trails for the public are administered through the California Coastal Conservancy.

General Fund and CIP Funding

City General Fund Contributions to Capital Improvement Programs

The passage of Measure O (the ½-cent sales tax measure) in 2014 provides an important source of funding for vital infrastructure improvements and other capital projects. Measure O is estimated to generate more than \$1 million in sales tax revenues, which serves as the largest single funding source for the City's Capital Improvement Projects. Projects include improvements to roadways, storm drains, pedestrian and bicycle infrastructure, parks, and other essential capital improvement projects. The first full year of Measure O revenue collection was FY2015-16 and will expire in 2025, unless extended by voters.

One of the most important things to do to implement the Sausalito General Plan Update is to advocate for inclusion of the identified public facilities and infrastructure needs in the City's Capital Improvement Program. Inclusion in the CIP is a reflection of the City's priorities and a signal of such to regional and state entities, making the improvement more eligible for grant funding.

Sales or Transient Occupancy Tax Increase

With two-thirds voter approval, the City could adopt citywide special tax increases, such as a sales tax increase to fund infrastructure and facility improvements, or more likely, consider extending Measure O. Depending on the level of tax increase, significant revenues can be generated, though there is often industry and community resistance to such increases.

The City recently adopted two new tax increases, including a transient occupancy tax increase (TOT). In November 2018, Sausalito residents voted on Measure L, which increased the TOT from 12 percent to 14 percent effective July 2019. It is unlikely that an additional increase in the TOT rate would be adopted at this time.

Establishment

Creation of new general or special revenues and any related issuance of bonds supported by such revenues are limited by State constitutional requirements and statutes that require voter approval of greater than 50 percent for general taxes and two-thirds approval for special taxes (i.e., those earmarked for particular uses).

Cost Burden

The incidence of burden falls to those paying the taxes or rates. For example, sales taxes are paid by residents, businesses, employees, and visitors, while transient occupancy taxes are paid by visitors. The rationale for this payer burden is that these residents, businesses, employees, and visitors will benefit from the investments made in infrastructure and development.

Economic Considerations

Use of various general fund sources to support infrastructure investments including repair and replacement of existing infrastructure, as well infrastructure that serves new development, requires little additional administrative effort and is typically secure given the broad range of revenue sources pledged to the financing. However, the use of existing General Fund revenue is limited by current demands to support ongoing operations.

Financing Mechanisms

Statewide Community Infrastructure Program

The Statewide Community Infrastructure Program (SCIP) is a program of the California Statewide Communities Development Authority that makes use of a local government's ability to create land secured financing districts. Because the obligations are "pooled" they typically can gain a comparatively lower interest rate, and issuance costs, particularly if the issue is small, will be reduced.

The Authority is a joint powers authority sponsored by the League of California Cities and the California State Association of Counties (CSAC). Membership in the Authority is open to every California city and county. SCIP financing is available for development projects situated within cities or counties (local agencies) which have elected to become SCIP participants. Eligibility to become a local agency requires only (a) membership in the League of Cities or CSAC, as the case may be, (b) membership in the Authority, and (c) adoption of a resolution making the election (the "SCIP Resolution").

Participation in SCIP entails the submission of an application by the property owner of the project for which development entitlements either have been obtained or are being obtained from a Local Agency. For Projects determined to be qualified, SCIP provides non-recourse financing of either (a) eligible development impact fees payable to the Local Agency (the "Fees") or (b) eligible public capital improvements (the "Improvements") or both. Under certain circumstances, to be determined on a case by case basis, development impact fees payable to local agencies other than the Local Agency can also be used as repayment for upfront SCIP funding.

Applicants benefit from SCIP because it allows them to obtain low-cost, long-term financing of fees and improvements, which can otherwise entail substantial cash outlays. The Local Agencies benefit from SCIP because it encourages developers to pay fees sooner and in larger blocks than they otherwise would. The availability of low-cost, long-term financing also softens the burden of rising Fee amounts and Improvement costs, benefiting both the Applicants and the Local Agencies.

Revenues to pay debt service on the Bonds are derived by the Authority in one of two ways: 1) through the levy of special assessments on the parcels which comprise the participating Projects by establishing one or more assessment districts pursuant to the Municipal Improvement Act of 1913; or 2) through the levy of special taxes on the Project parcels by establishing a CFD pursuant to the Mello-Roos Community Facilities Act of 1982.

California Infrastructure and Economic Development Bank (I-Bank)⁴

(authorized by Section 63000 et. seq. of the Government Code)

The California I-Bank is State-run financing authority that operates the Infrastructure State Revolving Fund (ISRF) Program. This ISRF Program is a statewide program that provides low-cost loans up to \$10 million per project to local municipal governments for a wide variety of public infrastructure that provide local economic development benefits, such as:

- City streets
- County highways

⁴ More information can be found at <http://www.ibank.ca.gov>.

- Drainage, water supply and flood control
- Educational facilities
- Environmental mitigation measures
- Parks and recreational facilities
- Port facilities
- Power and communications
- Public transit
- Sewage collection and treatment
- Solid waste collection and disposal
- Water treatment and distribution
- Defense conversion
- Public safety facilities
- State highways
- Military infrastructure

An application is required for these loans, and loans require a stable and reliable source of repayment. If approved, loan repayment could be funded through a special tax if approved by voters.

APPENDIX F:

Economic Development/Redevelopment Feasibility of Regulatory Alternatives in the Marinship

TECHNICAL MEMORANDUM

To: City of Sausalito
CC: M-Group
From: Jason Moody and Ashleigh Kanat
Subject: Economic Development/Redevelopment Feasibility of
Regulatory Alternatives in the Marinship; EPS#161159
Date: August 23, 2019

The Economics of Land Use



This memorandum evaluates the potential (re-) development feasibility of prospective light industrial, office/R&D, retail/service, and live/work uses in Sausalito's Marinship neighborhood based on a range of zoning and regulatory alternatives. It has been prepared by Economic & Planning Systems, Inc. (EPS) as part of a consultant team hired by the City and led by M-Group to update the City's General Plan.

The future of the Marinship should reflect the community's vision for this special area, building upon the unique, waterfront setting, the rich shipbuilding history, the thriving artist culture, the specialized maritime activities, its strong fiscal contribution to citywide revenues, and emerging economic opportunities. The economic analysis is not *the only* answer, but it is one lens that highlights how modifications to various regulatory and/or zoning requirements may help address ongoing issues of fiscal sustainability and infrastructure investment issues facing the area (and the City) in the coming decades.

The intent of this economic analysis is to help provide a framework and a modeling tool for thinking about opportunities and tradeoffs the community will need to grapple with in developing a vision for the Marinship. More specifically, the analysis is designed to provide a general indication of what regulatory "levers" (e.g., floor area ratio (FAR), allowed uses, parking requirements) the City can consider to improve the attractiveness of specific building prototypes from the perspective of property owners, business operators, and/or prospective real estate developers.

The conclusions are based on readily available information and project assumptions applied to a set of hypothetical and relatively generic development prototypes. This analysis is intentionally non-specific about any single property; instead, the actual performance and outcome of a particular property or project will depend on a variety of factors that cannot be known for certain in advance, including project design and entitlement considerations, actual development costs, financing terms, and macro-economic trends.

*Economic & Planning Systems, Inc.
One Kaiser Plaza, Suite 1410
Oakland, CA 94612-3604
510.841.9190 tel
510.740.2080 fax*

*Oakland
Sacramento
Denver
Los Angeles*

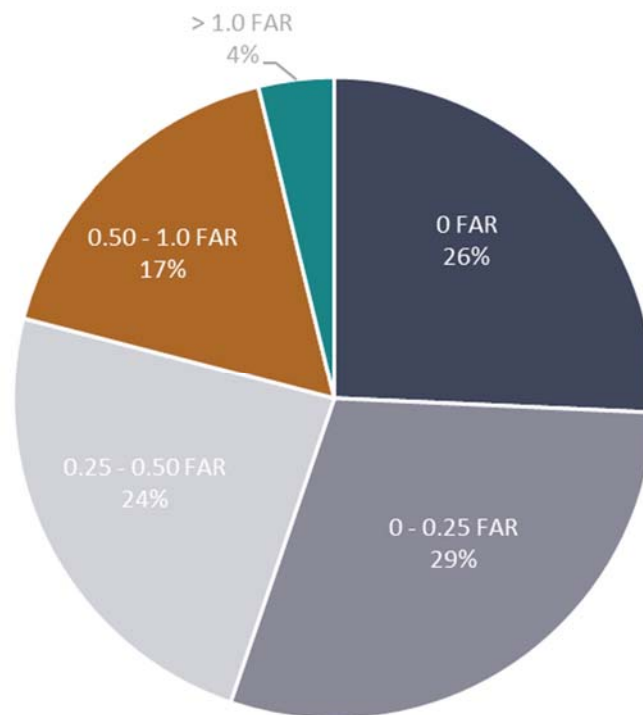
www.epsys.com

I. Marinship Context

Based on an analysis of existing conditions by the M-Group, the Marinship consists of more than 225 acres of land, approximately 100 parcels (96 unique Assessor Parcel Numbers (APNs) and 108 parcels, including split parcels), and more than 1.3 million square feet of developed square feet. Of the total square footage of developed space, approximately 30 percent is office/R&D, 20 percent is retail/service, 17 percent is light industrial, not quite 2 percent is live/work, and the rest is publicly-owned.

Figure 1 demonstrates that the existing development in the Marinship is built at a relatively low intensity; more than one-half of the Marinship is developed at an FAR of 0.25 or lower. The average FAR of the entire area is 0.13. This number needs to be interpreted in context, however, as a number of the waterfront parcel boundaries extend into the bay. This means that a portion of their parcel land areas (from which FAR is derived) is underwater and cannot be developed, causing reported FARs to be lower than they would be if only the buildable land area was counted.

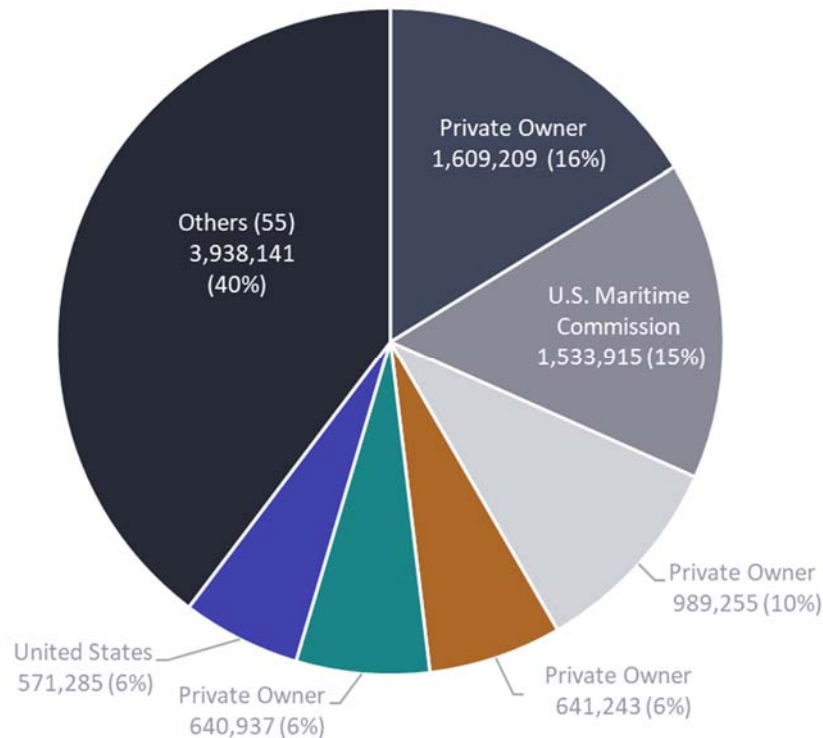
Figure 1 FAR Distribution of Marinship Parcels



Sources: Current Land Uses from City of Sausalito Community Development Dept. "Marinship Business and Land Use Inventory Report" (March 2011); Parcel and building footprint data from Marin County Open Data (March 2017); M-Group; Economic & Planning Systems, Inc.

The 225 acres is owned by approximately 61 unique landowners, as shown in **Figure 2**. The majority of the Marinship area (60 percent) is owned by just six owners (two public and four private). The remaining 40 percent of the area is spread among 55 different owners.

Figure 2 Marinship Square Footage by Ownership



Sources: Sources: Current Land Uses from City of Sausalito Community Development Dept. "Marinship Business and Land Use Inventory Report" (March 2011); Parcel and building footprint data from Marin County Open Data (March 2017); M-Group; Economic & Planning Systems, Inc.

II. Analytical Framework

For the purposes of this analysis, development feasibility is defined as a project that is likely to generate a level of financial return typically needed to sustain existing businesses and attract interest/investment in the real estate industry. It is evaluated using a development pro forma model that simulates the expected cash-flow from a defined building prototype (i.e., an office or retail project).

Residual Land Value

As a proxy for development feasibility, EPS has estimated the likely *residual land value* for several building prototypes: light industrial, office/R&D, retail/service, and live/work. Residual land value is defined as the difference between total project development costs (including profit but excluding land costs) and the market value of the finished product. Residual land value can provide an indication of what a real estate investor/developer might be willing to pay for vacant land assuming the type of project under consideration can be built.

More specifically, a negative residual land value is a signal that the potential revenue opportunity is insufficient to justify the development costs, much less support land acquisition. A positive residual land value indicates some degree of feasibility. Whether the project is truly “feasible” will vary depending on the particular motives of the land owner and/or developer. For example, if the residual land value is positive, but just barely, a current land/business owner may be incentivized to reinvest in the property in the form of tenant improvements. A more robust positive residual land value, if it is sufficient to acquire land, may interest a real estate investor/developer. Any residual land value beyond what is needed for land acquisition may indicate potential capacity to support future infrastructure financing; however, this analysis does not estimate that potential capacity as that would require an analysis of each parcel.

While a residual land value analysis is the industry-accepted modeling framework for evaluating development feasibility, it is important to remember that an existing land owner who operates his/her own business onsite may have a different perspective on feasibility. Feasibility for an owner/user may be better evaluated with a business cash flow analysis, tailored to each business. Similarly, any specific circumstances related to tax credits or other project-specific financing assumptions are not considered here. Such an analysis is beyond the scope of this study.

Summary of Scenarios

Each building prototype is evaluated under four development or redevelopment scenarios to help shed light on current opportunities that may exist in the context of the current regulatory environment as well as future opportunities. These scenarios have been defined to test the economic implications of critical land use parameters that are important to the planning process, including land use type, allowable uses, density, and parking requirements, among others. Note that the City’s Fair Traffic Initiative precludes changes to allowable FARs in the Marinship, so these scenarios are for information and context only.

The four scenarios are described below and summarized in **Table 1**:

Existing (As Built)

The Existing, or “As Built,” scenario is evaluated for two reasons: 1) to have a baseline against which to compare the other scenarios; and 2) to understand whether the economics of the “as built” building prototypes would support development under current market conditions.

M-Group’s analysis of the existing development indicate that the FARs of existing development in the W zone are effectively understated because many of the parcels in the W zone include lot area that is undevelopable because it is underwater. For this reason, to better reflect existing development densities, the FARs in the I zone are used in the Existing scenario.

The rents used in this scenario are based on current rents (through July of 2019) in the Marinship, as reported by CoStar Group.

Allowable FAR

The Allowable FAR scenario is intended to answer the question of whether the differences between existing densities and allowed densities are sufficient to incentivize a property owner to incur the redevelopment costs that would be required in order to achieve higher income associated with more leasable space. The rents used in this scenario are the same as those used in the Existing “As Built” scenario because the only change the scenario is evaluating is FAR.

In the case of the office/R&D and retail/service building prototypes, it appears that, on average, the existing development exceeds the allowable FAR (i.e., what is there would not be permitted today). Consequently, for these uses it is likely that only a few, if any, of the properties in the Marinship would have a financial incentive to develop new space.

In the case of live/work, the Allowable FAR scenario does not apply as this use is not currently allowed. Only the light industrial prototype appears to have significant new development potential under the maximum allowable FAR, that is, only with the light industrial prototype is there enough of a difference between the existing "as built" FARs and maximum allowable FARs to make a meaningful difference.

Use Change

The Use Change scenario assumes investment of tenant improvements to ready the existing space for higher-rent-paying tenants but no net new leasable square feet. This scenario is intended to answer the question of whether a property owner would incur the tenant improvement costs to achieve higher income associated with a higher-paying tenant if uses were not restricted. The rents used in this scenario are "aspirational" in the sense that the analysis is demonstrating the rent premium that may be achievable if use restrictions were to be relaxed. In most cases, office rents of \$60/sq.ft. per year are used as the "proxy" rents in this scenario, which can only be achieved if use restrictions are modified and property owners make commensurate improvements to the property. As explained below, in the case of live/work, the Use Change scenario is not evaluated.

Increased FAR

The Increased FAR scenario increases the allowable FAR, as high as is achievable, before hitting up against site capacity constraints. There are two primary site capacity constraints that the analysis takes into consideration: lot area that is encumbered with circulation infrastructure (e.g., roadways) and on-site parking requirements. In some cases, as much as one-quarter of the lot area is unavailable for development/redevelopment because it is traversed by a road. While this does not affect every parcel in the same way or to the same extent, the model assumes that 20 percent of the lot area may not be available.

The onsite parking requirements also affect the Increased FAR scenario. For example, as the developed square footage increases (with FAR increases), the number of parking spaces also increases. The model assumes all development must comply with the parking requirements and that all parking will be provided on-site as surface space. At a certain point, any increases to allowable FAR cannot be parked on-site, and this site capacity constraint is what limits the FAR increase. This scenario includes a "fit test" to make sure the developable lot area, the structure coverage, and the required parking are all compatible. The rents used in this scenario are higher than in the Existing "As Built" scenario because the quality of the space is improved through the redevelopment process, but not as high as if use restrictions were relaxed.

Table 1 Summary of Scenarios and Key Assumptions

	Existing (As Built)		Allowable FAR		Use Change		Increased FAR	
	Seeking to answer: would a property owner build this use at this density today given achievable rents?		Seeking to answer: would a property owner incur the redevelopment costs to achieve higher income associated with more leasable space?		Seeking to answer: would a property owner incur the tenant improvement costs to achieve higher income associated with a higher-paying tenant?		Seeking to answer: Would a FAR increase incentivize a property owner to incur the redevelopment costs to achieve higher income associated with more leasable space?	
			Note: Allowable FAR under Office/R&D and Retail/Service is not meaningful because FAR of existing development exceeds allowable.		Note: Use change under office/R&D is not meaningful because Office/R&D rents are the proxy for highest achievable rents.			
Light Industrial								
	Floor Area Ratio (FAR)	0.23	Floor Area Ratio (FAR)	0.40	Floor Area Ratio (FAR)	0.23	Floor Area Ratio (FAR)	0.44
	Parking Req. (per 1,000 sq.ft.)	2.2	Parking Requirement	2.2	Parking Requirement	3.3	Parking Requirement	2.2
	Annual Rents (per sq.ft.)	\$30	Annual Rents (per sq.ft.)	\$30	Annual Rents (per sq.ft.)	\$60	Annual Rents (per sq.ft.)	\$45
Office/R&D								
	Floor Area Ratio (FAR)	0.31	Floor Area Ratio (FAR)	0.15	Floor Area Ratio (FAR)	0.31	Floor Area Ratio (FAR)	0.47
	Parking Req. (per 1,000 sq.ft.)	3.3	Parking Req. (per 1,000 sq.ft.)	3.3	Parking Req. (per 1,000 sq.ft.)	3.3	Parking Req. (per 1,000 sq.ft.)	3.3
	Annual Rents (per sq.ft.)	\$50	Annual Rents (per sq.ft.)	\$50	Annual Rents (per sq.ft.)	\$60	Annual Rents (per sq.ft.)	\$55
Retail/Service								
	Floor Area Ratio (FAR)	0.33	Floor Area Ratio (FAR)	0.15	Floor Area Ratio (FAR)	0.33	Floor Area Ratio (FAR)	0.47
	Parking Req. (per 1,000 sq.ft.)	2.0	Parking Req. (per 1,000 sq.ft.)	2.0	Parking Req. (per 1,000 sq.ft.)	3.3	Parking Req. (per 1,000 sq.ft.)	2.0
	Annual Rents (per sq.ft.)	\$30	Annual Rents (per sq.ft.)	\$30	Annual Rents (per sq.ft.)	\$60	Annual Rents (per sq.ft.)	\$45
Live/Work								
	Floor Area Ratio (FAR)	0.40	Floor Area Ratio (FAR)		Floor Area Ratio (FAR)		Floor Area Ratio (FAR)	0.78
	Parking Req. (per 1,000 sq.ft.)	1.5	Parking Req. (per 1,000 sq.ft.)	n/a	Parking Req. (per 1,000 sq.ft.)	n/a	Parking Req. (per 1,000 sq.ft.)	1.5
	Annual Rents (per sq.ft.)	\$36	Annual Rents (per sq.ft.)		Annual Rents (per sq.ft.)		Annual Rents (per sq.ft.)	\$60

Table 2 provides an illustrative definition of the type of space contemplated for each of the prototypes and includes several examples of the types of businesses that could occupy the space. This list is not exhaustive.

Table 2 Summary of Potential Uses by Prototype

Light Industrial

Light industrial space is characterized by single-story, larger, contiguous floorplates, with connections that can accommodate higher demand for utilities (e.g., power, water pressure). Uses may generate noise and/or dust/debris; roll-up doors may allow for increased natural light and ventilation. While there may be some customer-generated trips, most trips would be from employees and deliveries. Light industrial uses may create adjacency conflicts. Example business types may include but are not limited to the following:

- Marine-oriented Construction and Repair
- Recording Studios
- Textiles (Manufacturing)
- Storage
- Print Shops
- Yacht/Boat Charters

Office/R&D

Office/R&D space may reflect traditional office floorplates, but are trending towards more open floorplates that are more suited to creative and R&D-type uses. This building type lends itself to multiple stories if zoning allows. Information and technology connections and capacity are available and finishes and fixtures will be of sufficient design and quality to attract tenants. While there may be some customer-generated trips, most trips would be from employees. Example business types may include but are not limited to the following:

- Financial/Accounting Offices
- Creative Design/Marketing Agencies
- Technology Companies
- Architects/Engineers
- Business Consulting

Retail/Service

Retail/service space may be stand-alone or ancillary to another primary building type. Retail uses tend to require single stories and larger floorplates and may require more parking to accommodate customers. Example business types may include but are not limited to the following:

- Ancillary space part of a light industrial or office use
- Beauty Shops/Salons/Spas
- Restaurants
- Grocery Stores
- Retail Stores (e.g., tangible goods such as books, jewelry, bikes, etc.)
- Medical Offices

Live/Work

Live/work space may mimic either office/R&D or light industrial spaces in terms of building type but will include habitable space for sleeping, eating, bathing, etc. This space does not typically generate a lot of trips; most trips would be from residents and their guests. Live/work space is often attractive to artists.

- Art Studios
-

It should be noted that the financial feasibility thresholds for an owner-user (e.g., current land/property owners in the Marinship) may vary significantly from those presented herein. For example, owner-users are generally less focused on the financial returns from a real estate investment per se given their chief goal of creating suitable workspace for their primary line of business.

It is important to note that the building prototypes and related financial assumptions presented herein are relatively generic. Actual building design and resulting financial outcomes will be affected by variety of factors that have not been considered in detail at this point and remain subject to a high degree of uncertainty. These include, without limitation, site conditions, existing uses that are "grandfathered" or otherwise inconsistent with current zoning, land use and building design, as well as business cycle considerations.

It is also important to recognize that while the financial analysis assumes a vacant one-acre site, almost all of the parcels in the Marinship contain existing development. Accordingly, the cost of "buying out" or demolishing these existing uses would also need to be factored into the analysis of any particular project and could vary significantly depending on specific circumstances.

III. Key Findings

The results from this initial development feasibility analysis are summarized in **Tables 3** through **6** and briefly described below. Detailed calculations are provided in **Appendix A**.

1. *The analysis of the existing development in the Marinship highlights several important factors currently affecting property owner financial motivations and (re-) development feasibility.*

The analysis of the Existing "As Built" scenario establishes a baseline against which to compare the other scenarios and helps explain, in part, the development and investment patterns (or lack thereof) observable in the Marinship. For example, on average, the existing office/R&D and retail development exceeds the allowable FAR in both in the Industrial (I) zone and the Waterfront (W) zone. A property owner with current FAR in excess of what would be allowed today will not be economically motivated to apply for permits/approvals that might jeopardize his/her "existing/non-conforming" status. The analysis of existing conditions also highlights how many of the privately-owned parcels in the Marinship are constrained by circulation infrastructure, such as roadways. Sometimes as much as 26 percent of a parcel is a private street, though the average ranges from 16 percent to 26 percent. At the same time, there are a few parcels that are not encumbered in this way.

2. *Of the four building prototypes evaluated, only the office/R&D and the live/work prototypes command rents that would support development at densities consistent with the Existing "As Built" scenarios.*

At existing FARs and given current rents, the office/R&D and live/work prototypes generate positive residual land values and, therefore, may be attractive from a real estate development perspective. Notably, the "As Built" density far exceeds the allowed density for office/R&D, so the current regulatory context would not permit new development consistent with existing densities. Similarly, the live/work prototype is not currently permitted at any density, so new development consistent with what is there now would not be allowed.

3. *For the light industrial and retail/service building prototypes, the analysis indicates that there is no financial incentive (i.e., the residual land value is negative) to develop at the current allowable densities.*

The analysis indicates that not only do the light industrial and retail prototypes show a negative residual land value under the Existing "As Built" scenario, the additional FAR that could be achieved under the Allowable FAR scenario is not sufficient to incentivize redevelopment of the property. As noted previously, this does not necessarily mean that a specific property owner/user would not have a business incentive to invest in site and/or tenant improvements, but that would have to be evaluated on a case-by-case basis.

4. *In general, relaxing the use restrictions drives value more than increasing the FAR allowances, in part because increases to the allowable FAR are limited by the parking requirements.*

The Use Change scenario affects the value of the real estate in large part because increased rents can be realized without all new construction; rather, the analysis is framed to reflect tenant improvements to ready the space for a new user, which, even if substantial, are not as costly as new construction. That said, increasing FAR is often an important driver of value. In the case of the Marinship, and as noted above, the analysis assumes all development must

comply with the parking requirements and that all parking will be provided on-site as surface space. At a certain point, any increases to allowable FAR cannot be parked on-site, and this site capacity constraint is what limits the FAR increase. Easing/waiving parking requirements could change this relationship.

In the case of the live/work prototype, the Use Change scenario is not evaluated for two reasons: 1) the building type does not lend itself to a superficial use change in the same way that light industrial or retail may; and, 2) the "aspirational" rents for live/work are not materially different than the proxy rents used for the other use change scenarios and, therefore, do not warrant further detailed analysis.

5. Of those building prototypes and under those scenarios in which a positive residual land value is generated, it is important to realize that these values still may not be large enough to incentivize development given site acquisition costs and the need to "buy-out" existing, economically viable buildings.

At the same time, the economic motivations of an owner-user can deviate substantially from those of a typical real estate developer because they are driven by a broader range of business considerations with significant implications on the "bottom-line." These include, without limitation, existing business relationships, employee commute patterns, relocation costs, among others. While a residual land value analysis is the industry-accepted modeling framework for evaluating development feasibility generally, a business cash flow analysis would be an alternative way of thinking about investment feasibility for an existing land owner who operates his/her own business onsite.

6. While the economic challenges facing the Marinship could potentially be overcome through comprehensive urban design and infrastructure investment that improves existing circulation and parking to accommodate additional development, this would require a strategic public-private partnership between the City and existing property owners to effectively activate required land use policy changes and financial resources.

This economic analysis focuses on the independent actions a single property owner might consider under alternative regulatory and market scenarios, but an effective public-private partnership could yield more significant opportunities for value creation. The form of such a partnership could include planning for the area (e.g., the current General Plan update process) and/or could include City support of land-based public financing tools, such as Community Facilities Districts, Special Assessment Districts, parcel taxes, etc. Several options are described in more detail on pages 17 – 20. The multitude of land owners in the area and the fact that much of the circulation infrastructure is privately-owned may complicate implementation of a strategic/comprehensive project area development and urban design program.

Table 3 Light Industrial Summary of Initial Development Feasibility Results

Project Parameters	Existing (As Built)		Allowable FAR		Use Change		Increased FAR	
	Assumption	Amount	Assumption	Amount	Assumption	Amount	Assumption	Amount
Development Program								
Gross Land Area (acres)		1,000		1,000		1,000		1,000
Gross Land Area (sq. ft.)		43,560		43,560		43,560		43,560
Floor Area Ratio (Excluding Parking)	0.23 FAR		0.40 FAR		0.23 FAR		0.44 FAR	
Gross Building Area (sq. ft.)		10,019		17,424		10,019		19,166
Number of Stories	1 Floors		1 Floors		1 Floors		1 Floors	
Lot Coverage (sq. ft.)	23% Net to Gross		40% Net to Gross		23% Net to Gross		44% Net to Gross	
Leasable Area (sq. ft.)	85% Efficiency Ratio	8,516	85% Efficiency Ratio	14,810	85% Efficiency Ratio	8,516	85% Efficiency Ratio	16,291
Parking Spaces (Surface)	2.2 spaces / 1,000 GSF	22	2.2 spaces / 1,000 GSF	39	3.3 spaces / 1,000 GSF	33	2.2 spaces / 1,000 GSF	43
Parking Spaces (sq.ft.)	350.0 sq.ft. / space	7,700	350.0 sq.ft. / space	13,650	350.0 sq.ft. / space	11,550	350.0 sq.ft. / space	15,050
Total Development Costs		\$4,263,153		\$6,218,667		\$1,516,886		\$6,678,788
Market Value		\$2,875,126		\$5,000,219		\$6,229,439		\$8,250,361
Residual Land Value (per acre)		(\$1,221,000)		(\$1,072,000)		\$4,147,000		\$1,383,000

Sources: City of Sausalito; M-Group; CoStar Group; Discussions with Marinship property owners and tenants; Economic & Planning Systems, Inc.

Table 4 Office/R&D Summary of Initial Development Feasibility Results

Project Parameters	Existing (As Built)		Allowable FAR		Use Change		Increased FAR	
	Assumption	Amount	Assumption	Amount	Assumption	Amount	Assumption	Amount
Development Program								
Gross Land Area (acres)		1,000		1,000		1,000		1,000
Gross Land Area (sq. ft.)		43,560		43,560		43,560		43,560
Floor Area Ratio (Excluding Parking)	0.31 FAR		0.15 FAR		0.31 FAR		0.47 FAR	
Gross Building Area (sq. ft.)		13,504		6,534		13,504		20,473
Number of Stories	1 Floors		1 Floors		1 Floors		2 Floors	
Lot Coverage (sq. ft.)	31% Net to Gross		15% Net to Gross		31% Net to Gross		24% Net to Gross	10,237
Leasable Area (sq. ft.)	85% Efficiency Ratio	11,478	85% Efficiency Ratio	5,554	85% Efficiency Ratio	11,478	85% Efficiency Ratio	17,402
Parking Spaces (Surface)	3.3 spaces / 1,000 GSF	45	3.3 spaces / 1,000 GSF	22	3.3 spaces / 1,000 GSF	45	3.3 spaces / 1,000 GSF	68
Parking Spaces (sq.ft.)	350.0 sq.ft. / space	15,750	350.0 sq.ft. / space	7,700	350.0 sq.ft. / space	15,750	350.0 sq.ft. / space	23,800
Total Development Costs		\$5,899,774		\$3,695,081		\$1,192,059		\$8,409,950
Market Value		\$6,996,834		\$3,385,565		\$8,396,201		\$11,668,914
Residual Land Value (per acre)		\$965,000		(\$272,000)		\$6,340,000		\$2,868,000

Sources: City of Sausalito; M-Group; CoStar Group; Discussions with Marinship property owners and tenants; Economic & Planning Systems, Inc.

Table 5 Retail/Service Summary of Initial Development Feasibility Results

Project Parameters	Existing (As Built)		Allowable FAR		Use Change		Increased FAR	
	Assumption	Amount	Assumption	Amount	Assumption	Amount	Assumption	Amount
Development Program								
Gross Land Area (acres)		1,000		1,000		1,000		1,000
Gross Land Area (sq. ft.)		43,560		43,560		43,560		43,560
Floor Area Ratio (Excluding Parking)	0.33 FAR		0.15 FAR		0.33 FAR		0.47 FAR	
Gross Building Area (sq. ft.)		14,375		6,534		14,375		20,473
Number of Stories	1 Floors		1 Floors		1 Floors		1 Floors	
Lot Coverage (sq. ft.)	33% Net to Gross		15% Net to Gross		33% Net to Gross		47% Net to Gross	
Leasable Area (sq. ft.)	85% Efficiency Ratio	12,219	85% Efficiency Ratio	5,554	85% Efficiency Ratio	12,219	85% Efficiency Ratio	17,402
Parking Spaces (Surface)	2.0 spaces / 1,000 GSF	29	2.0 spaces / 1,000 GSF	13	3.3 spaces / 1,000 GSF	48	2.0 spaces / 1,000 GSF	41
Parking Spaces (sq.ft.)	350.0 sq.ft. / space	10,150	350.0 sq.ft. / space	4,550	350.0 sq.ft. / space	16,800	350.0 sq.ft. / space	14,350
Total Development Costs		\$5,069,340		\$3,189,208		\$1,269,688		\$6,528,348
Market Value		\$4,125,181		\$1,875,082		\$8,937,891		\$8,812,886
Residual Land Value (per acre)		(\$831,000)		(\$1,156,000)		\$6,748,000		\$2,010,000

Sources: City of Sausalito; M-Group; CoStar Group; Discussions with Marinship property owners and tenants; Economic & Planning Systems, Inc.

Table 6 Live/Work Summary of Initial Development Feasibility Results

Project Parameters	Existing (As Built)		Increased FAR	
	Assumption	Amount	Assumption	Amount
Development Program				
Gross Land Area (acres)		1,000		1,000
Gross Land Area (sq. ft.)		43,560		43,560
Floor Area Ratio (Excluding Parking)	0.40 FAR		0.78 FAR	
Gross Building Area (sq. ft.)		17,424		33,977
Number of Stories	1 Floors		2 Floors	
Lot Coverage (sq. ft.)	40% Net to Gross		39% Net to Gross	16,988
Leasable Area (sq. ft.)	85% Efficiency Ratio	14,810	85% Efficiency Ratio	28,880
Parking Spaces (Surface)	1.5 spaces / 1,000 GSF	26	1.5 spaces / 1,000 GSF	51
Parking Spaces (sq.ft.)	350.0 sq.ft. / space	9,100	350.0 sq.ft. / space	17,850
Total Development Costs		\$7,031,633		\$12,677,225
Market Value		\$7,091,220		\$25,351,110
Residual Land Value (per acre)		\$52,000		\$11,153,000

Sources: City of Sausalito; M-Group; CoStar Group; Discussions with Marinship property owners and tenants; Economic & Planning Systems, Inc.

IV. Key Assumptions

The financial analysis conducted herein is based on prototypical building assumptions related to construction costs per unit (e.g., per building square foot or per parking space) and achievable market rents. The detailed assumptions and calculations for each building prototype are provided in **Appendix A** and described further below.

Development Program

As noted, the building prototypes and scenarios evaluated in this analysis have been defined to test the economic implications of critical land use parameters that may be important to the visioning process for the Marinship, including land use type, allowable densities, allowable uses, and parking requirements, among others. It is important to note that some of the building prototypes would not actually be allowed within the Marinship because of the Fair Traffic Initiative but are presented for analytical purposes. For example, an office building in excess of 0.15 FAR is not currently allowed, but this product type is evaluated at a higher density to demonstrate the implications of increased density on an office development's financial performance. Several other key project elements include:

- **Project size:** For simplicity and ease of comparison, all projects are assumed to occur on a one-acre site, with a 20 percent allowance for circulation infrastructure.
- **Parking:** All parking is assumed to be surface parking at an average size of 350 square feet per space. Required parking ratios are assumed as follows:
 - Light Industrial: one parking space for every 450 square feet of floor area (Citywide ratio)
 - Office/R&D: one parking space for every 300 square feet of floor area (Citywide ratio)
 - Retail/Service Commercial: one parking space for every 500 square feet of floor area (specific to the Marinship)
 - Live/Work: 1.5 parking spaces for every unit (Citywide multifamily ratio). Each live/work unit is assumed to be 1,000 square feet.

Development Cost Assumptions

The development cost assumptions are based on a variety of sources and industry standards which are for the most part fixed across all the scenario on a per unit basis, unless otherwise indicated. Key assumptions include:

- **Building Construction Costs:** Building construction cost (or "hard" cost) cover the direct inputs (e.g., labor and materials) association with developing each of the specific prototypes evaluated, including site preparation. The estimates are based on data from various cost estimating reports and tailored to the building prototypes used in the analysis.¹ The analysis also assumes site preparation costs of \$25 per land square foot to account for demolition grading, utilities installation and related activities, except in the Use Change scenario in

¹ These include "Current Construction Cost" by Saylor and "Current Construction Cost with RS Means Data" by Gordian.

which the structure stays as-is and the investment in the building is in the form of tenant improvements.

- **Tenant Improvement Costs:** In each of the scenarios, tenant improvement costs are assumed to ready the space for the specific needs of the incoming tenant. In most cases, tenant improvements are assumed to be approximately \$30 per building square foot, except the Use Change scenarios require higher tenant improvements.
- **Building Permits and Fees:** The analysis assumes full payment of the City's existing applicable permits and charges. The City does not charge development impact fees.
- **Indirect or "Soft" Costs:** Indirect (or "soft") costs cover non-construction related expenses such as architecture and engineering, project management, financing, marketing, commissions, general administration, builder fees, insurance, property taxes, and the like. These costs are based on industry standards and equate to about 25 percent of hard costs.
- **Parking Costs:** This analysis assumes surface parking costs of \$5,000 per space. Structured or underground spaces can range from \$25,000 per space (above-grade structure) to more than \$75,000 per space (below grade, with water table considerations).
- **Developer Profit:** Developer profit covers the expected rate of return necessary to incentivize a real estate investor to pursue the projects under consideration. It is estimated at 12 percent of total project cost, excluding land. As noted previously, an owner/user may approach profit requirements differently than a developer.

Project Operating and Market Value Assumptions

The factors market factors affecting project value include rents and capitalization rates, as further described below.

- **Commercial lease rates:** Commercial lease rates are provided for the Marinship by CoStar Group for each of the building prototypes, except the live/work space. For this prototype, EPS relied on interviews with current tenants of existing live/work space. For the Existing "As Built" scenario and the Allowable FAR scenario, current lease rates are used. For the Use Change scenario, office/R&D rents are used as a proxy for higher rent paying tenants. Because the Increased FAR scenario requires such significant investment in the space, it is assumed that the quality of the construction and finishes will be such to attract somewhat higher paying tenants, even if the allowed use does not change. **Table 4** provides a summary of the rent data used in the analysis.
- **Net Operating Income (NOI):** The NOI calculation takes into account an annual vacancy allowance of 5 percent as well as standard building operating cost assumptions of approximately 20 percent.
- **Capitalization rates:** A "cap rates" is a standard metric in commercial real estate that can be used to convert net operating income into a market value. Data on cap rates can be garnered from actual transactions on existing buildings (e.g., building sales and lease rates). A lower cap rate translates into a higher market value and vice versa. This analysis assumes cap rates between 5.5 and 6.5 percent depending on the use and the scenario.

Table 7 Commercial Lease Rates in the Marinship and Citywide

Market Area and Land Use Category	Average Annual Lease Rate (Full Service) [1]
Light Industrial	\$31.52 per sq.ft.
Office/R&D	\$52.24 per sq.ft.
Retail/Service	\$30.00 per sq.ft.
Live/Work	\$36.00 per sq.ft.

[1] As reported by CoStar for properties in the Marinship as of August 2019. Full service rents assume that property owners cover all building operating costs.

Source: CoStar Group; discussions with Marinship property owners and tenants.

V. Fiscal Sustainability Considerations

A recent analysis of sales tax revenue by geographic zone in the City indicates that approximately 40 percent of the City’s sales tax revenue comes from activity in the Marinship. Therefore, an important component of fiscal sustainability, beyond being able to cover General Fund costs each year, is protecting current businesses that contribute to the City’s fiscal revenues and improving the City’s ability to appropriately plan for and deliver needed capital improvements. The need for infrastructure s is particularly true in the Marinship. On the revenue side, the General Plan can improve fiscal outcomes by focusing on land use development and/or redevelopment opportunities that generate relatively high rates of property, sales, TOT or other tax revenues. The City’s residents can also vote to introduce new special taxes for general purposes or specific uses (such as Measure O, which was approved by voters in 2014 and expires in 2024 or the recent increase in the business license tax rate), but this outcome falls outside the General Plan Update process. While the General Plan Update can consider opportunities to grow the City’s assessed value, the City cannot change the property tax rate since State law regulates property taxes.

VI. Public Financing Implications

While this analysis does not include estimating the infrastructure investment required in the Marinship, by most reports, the current and imminent infrastructure needs in the area are substantial. Needed investment includes circulation, pedestrian safety, utilities upgrades, storm water management, and sea level rise protection. Potential changes to the regulatory context are not likely to result in meaningful private-sector investment without the City engaging as a partner (i.e., establishing financing mechanisms, such as a Community Facilities District (CFD), applying for regional/state grants, etc.). Select options are generally described below.

Land-Secured Tax Revenue

Assessment districts charge special tax assessments on land owners, businesses, or residents within the district's boundaries to fund specific district-wide improvements. Commonly used assessment districts include Community Facilities Districts, Special Assessment Districts, Business Improvement Districts, and Landscape and Lighting Districts. Districts that could be used to fund improvements in the Marinship are discussed below. The City will need to determine which, if any, warrant further consideration.

Mello-Roos Community Facilities Districts

California's Mello-Roos Community Facilities Act of 1982 allows for the creation of a special district authorized to levy a special tax and issue tax exempt bonds to finance public facilities and services. A community facilities district may be initiated by the legislative body or by property owner petition and must be approved by a two-thirds majority of either property owners or registered voters (if there are more than 12 registered voters living in the area).

Because there is no requirement to show direct benefit, Mello-Roos levies may be used to fund improvements of general benefit, such as schools, fire and police facilities, libraries, and parks, as well as improvements that benefit specific properties.

Special Assessment Districts (1911, 1913, 1915 Acts)

California law provides procedures to levy assessments against benefiting properties and issue tax-exempt bonds to finance public facilities and infrastructure improvements. Assessment districts, also known as improvement districts, are initiated by the legislative body (e.g., city council), subject to majority protest of property owners. Assessments are distributed in proportion to the benefits received by each property as determined by engineering analysis and form a lien against property. Special assessments are fixed dollar amounts and may be prepaid, although they are typically paid back with interest over time by the assessed property owner. Only improvements with property-specific benefits (e.g., roads, sewer and water improvements) may be financed with assessments.

Property Business Improvement Districts

A type of special assessment district, Business Improvement Districts can generate revenue to fund or finance capital improvements, streetscape enhancements, ongoing maintenance, etc. Businesses located within a defined business improvement district are required to pay an additional tax to fund projects, improvements, or programming within the district's boundaries.

Landscape and Lighting Maintenance Districts

Landscaping and lighting maintenance districts may be used for installation, maintenance, and servicing of landscaping and lighting through annual assessments on benefiting properties. They may also provide for construction and maintenance of appurtenant features, including curbs, gutters, walls, sidewalks or paving, and irrigation or drainage facilities. Additionally, they may be used to fund and maintain parks above normal park standards maintained from General Fund revenues.

Implementation Considerations

District-based assessments require voter approval of two-thirds of the owners of property within the district. The City may find that existing property owners may be opposed to new taxes, even if there is clear benefit.

Parcel Tax

Parcel taxes are excise taxes on real property based on either a flat per parcel rate or a varying rate depending on use, size, and/or number of units on each parcel, and they can be used for any municipal purpose. Parcel tax rates are normally weighted in some capacity, such as by size of parcel, density of parcel, or demographics of parcels. Rates also often vary by land use depending on the nature of the infrastructure or services to be funded.

Parcel taxes are often used to finance bonds that are sold to fund capital projects. The annual revenues are used to make annual debt service payments and cover administration costs and required reserves. Parcel tax revenue also can be used to fund annual operations and maintenance expenses.

Implementation Considerations

In California, increasing or extending a parcel tax, which is imposed for a special purpose, requires a two-thirds approval by voters, based on Proposition 218 passed by voters in 1996. Otherwise, only a simple majority vote is needed if the funds are to be used for general purposes. Communities are more likely to support parcel taxes for parks and schools and other highly visible community-serving facilities or services.

City-Based Funding

Enhanced Infrastructure Financing Districts

Enhanced Infrastructure Financing Districts (EIFDs) are forms of tax increment financing available to local public entities in California. Local agencies may establish an EIFD for a given project or geographic area to capture incremental increases in property tax revenue from future development. In the absence of an EIFD, this revenue would accrue to the City's General Fund (or other property-taxing entity revenue fund). EIFD funds can be used for project-related infrastructure, including roads and utilities, as well as parks and housing. EIFDs cannot be used to finance operations and maintenance expenses. Unlike prior tax increment financing/redevelopment law in California, EIFDs do not provide access to property tax revenue beyond the local jurisdiction's share.

Senate Bill 628 established EIFDs as a similar, but more flexible version of Infrastructure Financing Districts, where the scope of eligible projects is more expansive and the voter/landowner threshold to pass a bond is 55 percent instead of a two-thirds majority (as required for Infrastructure Financing Districts).

Implementation Considerations

While any tax increment, no matter how small, will generate revenue that can be reinvested in infrastructure, it is important to note that, in most cases, the percentage of the local property tax available to California cities is low (ranging from \$0.10 to \$0.20 of every property tax dollar). On average, the City of Sausalito's General Fund currently receives approximately 11.4 percent

of each property tax dollar, after accounting for shifts to other entities.² Moreover, the use of local property tax to support infrastructure financing has fiscal implications for California cities. Dedicating tax revenue to infrastructure limits funding for new public services costs associated with development.

General Obligation Bonds

A general obligation bond is a type of municipal bond that is secured by a state or local government's pledge to use legally available resources, most typically including property tax revenues, to repay bond holders. General obligation bonds are limited to capital improvement expenditures and are also limited in their use to the precise purposes outlined in the authorizing ballot measure. Commonly, general obligation bonds are restricted to specific capital uses like street improvements, drainage improvements, and parks and recreation.

General obligation bonds allow public entities to finance at a low fixed rate over the useful life of the asset. The incidence of burden of general obligation bonds is upon all property owners in the issuing jurisdiction proportional to the value of their property. It is this very broad base of funding that provides excellent security for general obligation bonds, thus typically garnering the lowest interest rate of any municipal debt instrument.

Implementation Considerations

For new general obligation bonds in the future, if the bond is being secured for unrestricted purposes through property taxes, a simple majority vote is needed to raise the property tax rate. Creation of general obligation bonds requires two-thirds voter approval if they are for specific purposes.

Grants

Investigation of potential grant funding for infrastructure is appropriate for the Marinship. Grants provide external funding from regional, state, and federal sources, but reflect local priorities. Many grants require local matches. Apart from local match requirements, there are significant staff costs associated with grant funding, including staff time during the application process and during the project. Grant funding is often limited to capital improvements, with maintenance responsibilities falling to the local jurisdiction. Grant revenue is inherently unpredictable and highly competitive, but, still, may be worth pursuing.

² The City of Sausalito receives a reduced share of the property tax revenue generated in the City because fire services in the City are provided by the Southern Marin Fire District, which is funded with a share of property tax revenue.

APPENDIX A:
Detailed Calculations



**Table A-1
Light Industrial, Marinship
Sausalito General Plan Update; EPS #161159**

Project Parameters	Existing (As Built)		Allowable FAR		Use Change		Increased FAR	
	Assumption	Amount	Assumption	Amount	Assumption	Amount	Assumption	Amount
DEVELOPMENT PROGRAM (red denotes inputs that vary; blue denotes assumptions that are derived)								
Gross Land Area (acres)		1,000		1,000		1,000		1,000
Gross Land Area (sq. ft.)		43,560		43,560		43,560		43,560
Floor Area Ratio (Excluding Parking)	0.23 FAR		0.40 FAR		0.23 FAR		0.44 FAR	
Gross Building Area (sq. ft.)		10,019		17,424		10,019		19,166
Number of Stories	1 Floors		1 Floors		1 Floors		1 Floors	
Lot Coverage (sq. ft.)	23% Net to Gross		40% Net to Gross		23% Net to Gross		44% Net to Gross	19,166
Leasable Area (sq. ft.)	85% Efficiency Ratio	8,516	85% Efficiency Ratio	14,810	85% Efficiency Ratio	8,516	85% Efficiency Ratio	16,291
Parking Spaces (Surface)	2.2 spaces / 1,000 GSF	22	2.2 spaces / 1,000 GSF	39	3.3 spaces / 1,000 GSF	33	2.2 spaces / 1,000 GSF	43
Parking Spaces (sq.ft.)	350.0 sq.ft. / space	7,700	350.0 sq.ft. / space	13,650	350.0 sq.ft. / space	11,550	350.0 sq.ft. / space	15,050
REVENUE ASSUMPTIONS (red denotes inputs that vary)								
Avg. Lease Rate (Full Service) ¹	\$30 /net sq. ft./yr.	\$255,479	\$30 /net sq. ft./yr.	\$444,312	\$60 /net sq. ft./yr.	\$510,959	\$45 /net sq. ft./yr.	\$733,115
Parking Revenue	\$0 /Month	\$0	\$0 /Month	\$0	\$0 /Month	\$0	\$0 /Month	\$0
Vacancy Rate	5.0%	(\$12,774)	5.0%	(\$22,216)	5.0%	(\$25,548)	5.0%	(\$36,656)
Gross Revenue		\$242,705		\$422,096		\$485,411		\$696,459
(less) Operating Expenses	20.0%	(\$48,541)	20.0%	(\$84,419)	20.0%	(\$97,082)	20.0%	(\$139,292)
(less) Commissions	3.0%	(\$7,281)	3.0%	(\$12,663)	3.0%	(\$14,562)	3.0%	(\$20,894)
Subtotal		(\$55,822)		(\$97,082)		(\$111,644)		(\$160,186)
Annual Net Operating Income		\$186,883		\$325,014		\$373,766		\$536,273
Capitalized Value	6.5% cap rate	\$2,875,126	6.5% cap rate	\$5,000,219	6.0% cap rate	\$6,229,439	6.5% cap rate	\$8,250,361
DEVELOPMENT COSTS								
Permits and Fees								
Permits	2.5% of direct costs	<u>\$71,428</u>	2.5% of direct costs	<u>\$104,192</u>	2.5% of direct costs	<u>\$25,415</u>	2.5% of direct costs	<u>\$111,901</u>
Total Permits and Fees		\$71,428		\$104,192		\$25,415		\$111,901
Hard Costs								
Building Construction Cost ²	\$140 /Building sq. ft.	\$1,402,632	\$140 /Building sq. ft.	\$2,439,360	\$0 /Building sq. ft.	\$0	\$140 /Building sq. ft.	\$2,683,296
Tenant Improvements	\$30 /net sq. ft.	\$255,479	\$30 /net sq. ft.	\$444,312	\$100 /net sq. ft.	\$851,598	\$30 /net sq. ft.	\$488,743
Parking (Surface)	\$5,000 / space	\$110,000	\$5,000 / space	\$195,000	\$5,000 / space	\$165,000	\$5,000 / space	\$215,000
Site Work	\$25 / Land sq. ft.	<u>\$1,089,000</u>	\$25 / Land sq. ft.	<u>\$1,089,000</u>	\$0 / Land sq. ft.	<u>\$0</u>	\$25 / Land sq. ft.	<u>\$1,089,000</u>
Total Direct Costs		\$2,857,111		\$4,167,672		\$1,016,598		\$4,476,039
Soft Costs (red denotes inputs that vary)								
Legal, Insurance & Warranty	3.0% of direct costs	\$85,713	3.0% of direct costs	\$125,030	3.0% of direct costs	\$30,498	3.0% of direct costs	\$134,281
Architecture & Engineering	5.0% of direct costs	\$142,856	5.0% of direct costs	\$208,384	5.0% of direct costs	\$50,830	5.0% of direct costs	\$223,802
Builder Fee	5.0% of direct costs	\$142,856	5.0% of direct costs	\$208,384	5.0% of direct costs	\$50,830	5.0% of direct costs	\$223,802
General & Administrative	2.5% of direct costs	\$71,428	2.5% of direct costs	\$104,192	2.5% of direct costs	\$25,415	2.5% of direct costs	\$111,901
LEED Certification	3.0% of direct costs	\$85,713	3.0% of direct costs	\$125,030	3.0% of direct costs	\$30,498	3.0% of direct costs	\$134,281
Financing Costs	6.0% of direct costs	<u>\$171,427</u>	6.0% of direct costs	<u>\$250,060</u>	6.0% of direct costs	<u>\$60,996</u>	6.0% of direct costs	<u>\$268,562</u>
Total Indirect Costs	24.5% of direct costs	\$699,992	24.5% of direct costs	\$1,021,080	24.5% of direct costs	\$249,067	24.5% of direct costs	\$1,096,630
Subtotal, Development Fees, Direct and Indirect Costs		\$3,628,531		\$5,292,943		\$1,291,079		\$5,684,570
Contingency (% of subtotal)	5.0% of total costs (excluding land, profit)	\$177,855	5.0% of total costs (excluding land, profit)	\$259,438	5.0% of total costs (excludes land, profit)	\$63,283	5.0% of total costs (excludes land, profit)	\$278,633
Developer Profit (red denotes variable input) ³	12% of all costs (excluding land)	\$456,766	12% of all costs (excluding land)	\$666,286	12% of all costs (excluding land)	\$162,524	12% of all costs (excluding land)	\$715,584
Total Costs		\$4,263,153		\$6,218,667		\$1,516,886		\$6,678,788
RESIDUAL LAND VALUE (per acre)		(\$1,221,000)		(\$1,072,000)		\$4,147,000		\$1,383,000
Per Land Square Foot		(\$28)		(\$25)		\$95		\$32

(1) Based on current market data for Sausalito.

(2) EPS estimate based on data from various cost estimating reports and tailored to the building prototypes used in the analysis. Cost estimating reports include "Current Construction Cost" by Saylor and "Current Construction Cost with RS Means Data" by Gordian.

(3) Unleveraged return on costs based on an industry standards.

**Table A-2
Office/R&D, Marinship
Sausalito General Plan Update; EPS #161159**

Project Parameters	Existing (As Built)		Allowable FAR		Use Change		Increased FAR	
	Assumption	Amount	Assumption	Amount	Assumption	Amount	Assumption	Amount
DEVELOPMENT PROGRAM (red denotes inputs that vary; blue denotes assumptions that are derived)								
Gross Land Area (acres)		1,000		1,000		1,000		1,000
Gross Land Area (sq. ft.)		43,560		43,560		43,560		43,560
Floor Area Ratio (Excluding Parking)	0.31 FAR		0.15 FAR		0.31 FAR		0.47 FAR	
Gross Building Area (sq. ft.)		13,504		6,534		13,504		20,473
Number of Stories	1 Floors		1 Floors		1 Floors		2 Floors	
Lot Coverage (sq. ft.)	31% Net to Gross		15% Net to Gross		31% Net to Gross		24% Net to Gross	10,237
Leasable Area (sq. ft.)	85% Efficiency Ratio	11,478	85% Efficiency Ratio	5,554	85% Efficiency Ratio	11,478	85% Efficiency Ratio	17,402
Parking Spaces (Surface)	3.3 spaces / 1,000 GSF	45	3.3 spaces / 1,000 GSF	22	3.3 spaces / 1,000 GSF	45	3.3 spaces / 1,000 GSF	68
Parking Spaces (sq.ft.)	350.0 sq.ft. / space	15,750	350.0 sq.ft. / space	7,700	350.0 sq.ft. / space	15,750	350.0 sq.ft. / space	23,800
REVENUE ASSUMPTIONS (red denotes inputs that vary)								
Avg. Lease Rate (Full Service) ¹	\$50 /net sq. ft./yr.	\$573,903	\$50 /net sq. ft./yr.	\$277,695	\$60 /net sq. ft./yr.	\$688,684	\$55 /net sq. ft./yr.	\$957,122
Parking Revenue	\$0 /Month	\$0	\$0 /Month	\$0	\$0 /Month	\$0	\$0 /Month	\$0
Vacancy Rate	5.0%	(\$28,695)	5.0%	(\$13,885)	5.0%	(\$34,434)	5.0%	(\$47,856)
Gross Revenue		\$545,208		\$263,810		\$654,249		\$909,266
(less) Operating Expenses	20.0%	(\$109,042)	20.0%	(\$52,762)	20.0%	(\$130,850)	20.0%	(\$181,853)
(less) Commissions	3.0%	(\$16,356)	3.0%	(\$7,914)	3.0%	(\$19,627)	3.0%	(\$27,278)
Subtotal		(\$125,398)		(\$60,676)		(\$150,477)		(\$209,131)
Annual Net Operating Income		\$419,810		\$203,134		\$503,772		\$700,135
Capitalized Value	6.0% cap rate	\$6,996,834	6.0% cap rate	\$3,385,565	6.0% cap rate	\$8,396,201	6.0% cap rate	\$11,668,914
DEVELOPMENT COSTS								
Permits and Fees								
Permits	2.5% of direct costs	\$98,849	2.5% of direct costs	\$61,910	2.5% of direct costs	\$19,973	2.5% of direct costs	\$140,906
Total Permits and Fees		\$98,849		\$61,910		\$19,973		\$140,906
Hard Costs								
Building Construction Cost ²	\$170 /Building sq. ft.	\$2,295,612	\$170 /Building sq. ft.	\$1,110,780	\$0 /Building sq. ft.	\$0	\$180 /Building sq. ft.	\$3,685,176
Tenant Improvements	\$30 /net sq. ft.	\$344,342	\$30 /net sq. ft.	\$166,617	\$50 /net sq. ft.	\$573,903	\$30 /net sq. ft.	\$522,067
Parking (Surface)	\$5,000 / space	\$225,000	\$5,000 / space	\$110,000	\$5,000 / space	\$225,000	\$5,000 / space	\$340,000
Site Work	\$25 / Land sq. ft.	\$1,089,000	\$25 / Land sq. ft.	\$1,089,000	\$0 / Land sq. ft.	\$0	\$25 / Land sq. ft.	\$1,089,000
Total Direct Costs		\$3,953,954		\$2,476,397		\$798,903		\$5,636,243
Soft Costs (red denotes inputs that vary)								
Legal, Insurance & Warranty	3.0% of direct costs	\$118,619	3.0% of direct costs	\$74,292	3.0% of direct costs	\$23,967	3.0% of direct costs	\$169,087
Architecture & Engineering	5.0% of direct costs	\$197,698	5.0% of direct costs	\$123,820	5.0% of direct costs	\$39,945	5.0% of direct costs	\$281,812
Builder Fee	5.0% of direct costs	\$197,698	5.0% of direct costs	\$123,820	5.0% of direct costs	\$39,945	5.0% of direct costs	\$281,812
General & Administrative	2.5% of direct costs	\$98,849	2.5% of direct costs	\$61,910	2.5% of direct costs	\$19,973	2.5% of direct costs	\$140,906
LEED Certification	3.0% of direct costs	\$118,619	3.0% of direct costs	\$74,292	3.0% of direct costs	\$23,967	3.0% of direct costs	\$169,087
Financing Costs	6.0% of direct costs	\$237,237	6.0% of direct costs	\$148,584	6.0% of direct costs	\$47,934	6.0% of direct costs	\$338,175
Total Indirect Costs	24.5% of direct costs	\$968,719	24.5% of direct costs	\$606,717	24.5% of direct costs	\$195,731	24.5% of direct costs	\$1,380,879
Subtotal, Development Fees, Direct and Indirect Costs		\$5,021,521		\$3,145,024		\$1,014,607		\$7,158,028
Contingency (% of subtotal)	5.0%	\$246,133.62	5.0%	\$154,156	5.0%	\$49,732	5.0%	\$350,856
	of total costs (excluding land, profit)		of total costs (excluding land, profit)		of total costs (excludes land, profit)		of total costs (excludes land, profit)	
Developer Profit (red denotes variable input) ³	12% of all costs (excluding land)	\$632,119	12% of all costs (excluding land)	\$395,902	12% of all costs (excluding land)	\$127,721	12% of all costs (excluding land)	\$901,066
Total Costs		\$5,899,774		\$3,695,081		\$1,192,059		\$8,409,950
RESIDUAL LAND VALUE (per acre)		\$965,000		(\$272,000)		\$6,340,000		\$2,868,000
Per Land Square Foot		\$22		(\$6)		\$146		\$66

(1) Based on current market data for Sausalito.

(2) EPS estimate based on data from various cost estimating reports and tailored to the building prototypes used in the analysis. Cost estimating reports include "Current Construction Cost" by Saylor and "Current Construction Cost with RS Means Data" by Gordian.

(3) Unleveraged return on costs based on an industry standards.

Table A-3
Retail/Service, Marinship
Sausalito General Plan Update; EPS #161159

Project Parameters	Existing (As Built)		Allowable FAR		Use Change		Increased FAR	
	Assumption	Amount	Assumption	Amount	Assumption	Amount	Assumption	Amount
DEVELOPMENT PROGRAM (red denotes inputs that vary; blue denotes assumptions that are derived)								
Gross Land Area (acres)		1,000		1,000		1,000		1,000
Gross Land Area (sq. ft.)		43,560		43,560		43,560		43,560
Floor Area Ratio (Excluding Parking)	0.33 FAR		0.15 FAR		0.33 FAR		0.47 FAR	
Gross Building Area (sq. ft.)		14,375		6,534		14,375		20,473
Number of Stories	1 Floors		1 Floors		1 Floors		1 Floors	
Lot Coverage (sq. ft.)	33% Net to Gross		15% Net to Gross		33% Net to Gross		47% Net to Gross	20,473
Leasable Area (sq. ft.)	85% Efficiency Ratio	12,219	85% Efficiency Ratio	5,554	85% Efficiency Ratio	12,219	85% Efficiency Ratio	17,402
Parking Spaces (Surface)	2.0 spaces / 1,000 GSF	29	2.0 spaces / 1,000 GSF	13	3.3 spaces / 1,000 GSF	48	2.0 spaces / 1,000 GSF	41
Parking Spaces (sq.ft.)	350.0 sq.ft. / space	10,150	350.0 sq.ft. / space	4,550	350.0 sq.ft. / space	16,800	350.0 sq.ft. / space	14,350
REVENUE ASSUMPTIONS (red denotes inputs that vary)								
Avg. Lease Rate (Full Service) ¹	\$30 /net sq. ft./yr.	\$366,557	\$30 /net sq. ft./yr.	\$166,617	\$60 /net sq. ft./yr.	\$733,115	\$45 /net sq. ft./yr.	\$783,100
Parking Revenue	\$0 /Month	\$0	\$0 /Month	\$0	\$0 /Month	\$0	\$0 /Month	\$0
Vacancy Rate	5.0%	(\$18,328)	5.0%	(\$8,331)	5.0%	(\$36,656)	5.0%	(\$39,155)
Gross Revenue		\$348,230		\$158,286		\$696,459		\$743,945
(less) Operating Expenses	20.0%	(\$69,646)	20.0%	(\$31,657)	20.0%	(\$139,292)	20.0%	(\$148,789)
(less) Commissions	3.0%	(\$10,447)	3.0%	(\$4,749)	3.0%	(\$20,894)	3.0%	(\$22,318)
Subtotal		(\$80,093)		(\$36,406)		(\$160,186)		(\$171,107)
Annual Net Operating Income		\$268,137		\$121,880		\$536,273		\$572,838
Capitalized Value	6.5% cap rate	\$4,125,181	6.5% cap rate	\$1,875,082	6.0% cap rate	\$8,937,891	6.5% cap rate	\$8,812,886
DEVELOPMENT COSTS								
Permits and Fees								
Permits	2.5% of direct costs	\$84,935	2.5% of direct costs	\$53,434	2.5% of direct costs	\$21,273	2.5% of direct costs	\$109,380
Total Permits and Fees		\$84,935		\$53,434		\$21,273		\$109,380
Hard Costs								
Building Construction Cost ²	\$125 /Building sq. ft.	\$1,796,850	\$125 /Building sq. ft.	\$816,750	\$0 /Building sq. ft.	\$0	\$125 /Building sq. ft.	\$2,559,150
Tenant Improvements	\$30 /net sq. ft.	\$366,557	\$30 /net sq. ft.	\$166,617	\$50 /net sq. ft.	\$610,929	\$30 /net sq. ft.	\$522,067
Parking (Surface)	\$5,000 / space	\$145,000	\$5,000 / space	\$65,000	\$5,000 / space	\$240,000	\$5,000 / space	\$205,000
Site Work	\$25 / Land sq. ft.	\$1,089,000	\$25 / Land sq. ft.	\$1,089,000	\$0 / Land sq. ft.	\$0	\$25 / Land sq. ft.	\$1,089,000
Total Direct Costs		\$3,397,407		\$2,137,367		\$850,929		\$4,375,217
Soft Costs (red denotes inputs that vary)								
Legal, Insurance & Warranty	3.0% of direct costs	\$101,922	3.0% of direct costs	\$64,121	3.0% of direct costs	\$25,528	3.0% of direct costs	\$131,256
Architecture & Engineering	5.0% of direct costs	\$169,870	5.0% of direct costs	\$106,868	5.0% of direct costs	\$42,546	5.0% of direct costs	\$218,761
Builder Fee	5.0% of direct costs	\$169,870	5.0% of direct costs	\$106,868	5.0% of direct costs	\$42,546	5.0% of direct costs	\$218,761
General & Administrative	2.5% of direct costs	\$84,935	2.5% of direct costs	\$53,434	2.5% of direct costs	\$21,273	2.5% of direct costs	\$109,380
LEED Certification	3.0% of direct costs	\$101,922	3.0% of direct costs	\$64,121	3.0% of direct costs	\$25,528	3.0% of direct costs	\$131,256
Financing Costs	6.0% of direct costs	\$203,844	6.0% of direct costs	\$128,242	6.0% of direct costs	\$51,056	6.0% of direct costs	\$262,513
Total Indirect Costs	24.5% of direct costs	\$832,365	24.5% of direct costs	\$523,655	24.5% of direct costs	\$208,478	24.5% of direct costs	\$1,071,928
Subtotal, Development Fees, Direct and Indirect Costs		\$4,314,707		\$2,714,456		\$1,080,680		\$5,556,525
Contingency (% of subtotal)	5.0%	\$211,488.61	5.0%	\$133,051	5.0%	\$52,970	5.0%	\$272,357
	of total costs (excluding land, profit)		of total costs (excluding land, profit)		of total costs (excludes land, profit)		of total costs (excludes land, profit)	
Developer Profit (red denotes variable input) ³	12% of all costs (excluding land)	\$543,144	12% of all costs (excluding land)	\$341,701	12% of all costs (excluding land)	\$136,038	12% of all costs (excluding land)	\$699,466
Total Costs		\$5,069,340		\$3,189,208		\$1,269,688		\$6,528,348
RESIDUAL LAND VALUE (per acre)		(\$831,000)		(\$1,156,000)		\$6,748,000		\$2,010,000
Per Land Square Foot		(\$19)		(\$27)		\$155		\$46

(1) Based on current market data for Sausalito.

(2) EPS estimate based on data from various cost estimating reports and tailored to the building prototypes used in the analysis. Cost estimating reports include "Current Construction Cost" by Saylor and "Current Construction Cost with RS Means Data" by Gordian.

(3) Unleveraged return on costs based on an industry standards.

Table A-4
Live/Work, Marinship
Sausalito General Plan Update; EPS #161159

Project Parameters	Existing (As Built)		Increased FAR	
	Assumption	Amount	Assumption	Amount
DEVELOPMENT PROGRAM (red denotes inputs that vary; blue denotes assumptions that are derived)				
Gross Land Area (acres)		1,000		1,000
Gross Land Area (sq. ft.)		43,560		43,560
Floor Area Ratio (Excluding Parking)	0.40 FAR		0.78 FAR	
Gross Building Area (sq. ft.)		17,424		33,977
Number of Stories	1 Floors		2 Floors	
Lot Coverage (sq. ft.)	40% Net to Gross		39% Net to Gross	16,988
Leasable Area (sq. ft.)	85% Efficiency Ratio	14,810	85% Efficiency Ratio	28,880
Parking Spaces (Surface)	1.5 spaces / 1,000 GSF	26	1.5 spaces / 1,000 GSF	51
Parking Spaces (sq.ft.)	350.0 sq.ft. / space	9,100	350.0 sq.ft. / space	17,850
REVENUE ASSUMPTIONS (red denotes inputs that vary)				
Avg. Lease Rate (Full Service) ¹	\$36 /net sq. ft./yr.	\$533,174	\$60 /net sq. ft./yr.	\$1,732,817
Parking Revenue	\$0 /Month	\$0	\$0 /Month	\$0
Vacancy Rate	5.0%	(\$26,659)	5.0%	(\$86,641)
Gross Revenue		\$506,516		\$1,646,176
(less) Operating Expenses	20.0%	(\$101,303)	20.0%	(\$329,235)
(less) Commissions	3.0%	(\$15,195)	3.0%	(\$49,385)
Subtotal		(\$116,499)		(\$378,620)
Annual Net Operating Income		\$390,017		\$1,267,555
Capitalized Value	5.5% cap rate	\$7,091,220	5.0% cap rate	\$25,351,110
DEVELOPMENT COSTS				
Permits and Fees				
Permits	2.5% of direct costs	\$117,813	2.5% of direct costs	\$212,403
Total Permits and Fees		\$117,813		\$212,403
Hard Costs				
Building Construction Cost ²	\$175 /Building sq. ft.	\$3,049,200	\$185 /Building sq. ft.	\$6,285,708
Tenant Improvements	\$30 /net sq. ft.	\$444,312	\$30 /net sq. ft.	\$866,408
Parking (Surface)	\$5,000 / space	\$130,000	\$5,000 / space	\$255,000
Site Work	\$25 / Land sq. ft.	\$1,089,000	\$25 / Land sq. ft.	\$1,089,000
Total Direct Costs		\$4,712,512		\$8,496,116
Soft Costs (red denotes inputs that vary)				
Legal, Insurance & Warranty	3.0% of direct costs	\$141,375	3.0% of direct costs	\$254,883
Architecture & Engineering	5.0% of direct costs	\$235,626	5.0% of direct costs	\$424,806
Builder Fee	5.0% of direct costs	\$235,626	5.0% of direct costs	\$424,806
General & Administrative	2.5% of direct costs	\$117,813	2.5% of direct costs	\$212,403
LEED Certification	3.0% of direct costs	\$141,375	3.0% of direct costs	\$254,883
Financing Costs	6.0% of direct costs	\$282,751	6.0% of direct costs	\$509,767
Total Indirect Costs	24.5% of direct costs	\$1,154,565	24.5% of direct costs	\$2,081,549
Subtotal, Development Fees, Direct and Indirect Costs		\$5,984,890		\$10,790,068
Contingency (% of subtotal)	5.0% of total costs (excluding land, profit)	\$293,353.87	5.0% of total costs (excludes land, profit)	\$528,883
Developer Profit (red denotes variable input) ³	12% of all costs (excluding land)	\$753,389	12% of all costs (excluding land)	\$1,358,274
Total Costs		\$7,031,633		\$12,677,225
RESIDUAL LAND VALUE (per acre)		\$52,000		\$11,153,000
Per Land Square Foot		\$1		\$256

(1) Based on current market data for Sausalito.

(2) EPS estimate based on data from various cost estimating reports and tailored to the building prototypes used in the analysis. Cost estimating reports include "Current Construction Cost" by Saylor and "Current Construction Cost with RS Means Data" by Gordian.

(3) Unleveraged return on costs based on an industry standards.