

Draft

Economic Element of the

Marin Countywide Plan

April 10, 2003

Approved for Inclusion in the Marin Countywide Plan by the  
Marin Economic Commission on May 15, 2003

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# I. Introduction

## Economic Activity: Definitions and Relationships

An economy is the system of activities by which people produce, distribute, and consume goods and services. It provides the jobs that generate incomes that we use to occupy housing, obtain food and clothing, and enjoy recreational pursuits of all kinds. It also produces the goods and services we seek to live productive and fulfilling lives.

A flourishing economy is critical for Marin County. By creating incomes, it enables us to pursue the lifestyles we value. At the same time, it generates the public sector revenues (in the form of taxes) that pay for the services needed to foster a safe and healthy environment, and that allow the County as a whole to achieve the overall goals of this Countywide Plan.

The economy of Marin County is integrally related to many of the other concerns of the Countywide Plan. For example, the pattern of land use (locations, types of uses, development densities/intensities) affects economic vitality, just as economic activity creates demand for changes in land use. Similarly, transportation infrastructure affects the ability of workers to travel to and from their jobs and the ability of businesses to receive and deliver goods and services. Together, the natural environment, the built environment, and the economic environment create the world in which we carry out our daily lives. For this reason, each of these three aspects of the environment is equally important to Marin County, and each must be fostered with care and vision.

“If there is less money in the county paid in jobs, there is less purchasing power, less people investing in real estate, less people spending money in the hospitality sector – such as in restaurants and hotels – and less people spending money at the malls.”

Walter Spevak of Autodesk, speaking at the San Rafael Chamber of Commerce, February 19, 2003 (reported in the Marin Independent Journal, February 20, 2003)

The economy of Marin County is one small part of the economy of the San Francisco Bay Area: Marin provided about three percent of the jobs, and housed about four percent of the workers, in the Bay Area in 2000.<sup>1</sup> This apparent balance between jobs and workers did not, however, translate into full local employment for workers who live in Marin. The Metropolitan Transportation Commission (MTC) estimated that, in 2000, 44 percent of Marin County workers commuted to jobs in other counties. At the same time, nearly one-third (32 percent) of the jobs in Marin County in 2000 were held by residents of other counties.<sup>2</sup>

This significant intercounty commute pattern conflicts with the sustainability goals of the new Marin Countywide Plan. Lengthy commute trips take time away from families, work, and leisure pursuits; use tangible resources (e.g., fuel) that could otherwise be conserved or used to greater productivity; and create impacts that damage the environment (e.g., air pollution). To pursue the sustainability goals of the Countywide Plan, it is imperative that Marin County foster a strong economy that maximizes job opportunities for local residents as well as housing opportunities for local workers while, at the same time, respecting the County’s goals for environmental quality and equity.

<sup>1</sup> Association of Bay Area Governments, *Projections 2002*.

<sup>2</sup> Metropolitan Transportation Commission, *Travel Forecasts for the Bay Area, 1990-2025, Auto Ownership, Trip Generation and Trip Distribution*.

## Purpose of the Economic Element

The purpose of this economic element is to identify a set of goals, policies, and programs that:

- **Declare Marin County’s commitment to fostering a vibrant, viable, diverse, and sustainable local economy for Marin County.**

The primary orientation of this element is to articulate the County’s vision for its economic future. This vision – of a vibrant, viable, diverse, and sustainable County economy – includes:

- Identifying types of businesses that provide jobs for the people who live in Marin County;
  - Conveying a message to those businesses that they are welcome in Marin County. This message will be carried by the policies and programs of this Economic Element.
  - Implementing programs to attract and retain those types of businesses.
  - Applying the Sustainability Guiding Principles to the County’s economic policies. (The Sustainability Guiding Principles are presented in Chapter 1 of the Countywide Plan.)
- **Provide information for decisions about land use policies and infrastructure investments (e.g., transportation improvements).**

As decisionmakers consider proposals for new development, this element will provide a framework for evaluating the consistency of those proposals with the goal of a vital, viable, diverse, and sustainable economy.
  - **Provide a foundation for County decisionmakers to pursue economic vitality concurrently with environmental quality and social equity as they make decisions about the future.**

## The Economic Element in the Countywide Plan

This Economic Element complements the other components of the Countywide Plan: its goals, policies, and strategies address the aspects of land use, housing, and transportation that affect the economy. The Economic Element relies on those other components of the Plan, however – that is, Land Use, Transportation, and Housing, for example – to provide primary guidance with respect to those topics.

Just as the Economic Element is only a part of the Marin Countywide Plan, economic activity in the unincorporated portion of Marin County comprises only a part of the economic activity of the county as a whole. The Association of Bay Area Governments (ABAG) estimates that just over two percent of all county jobs are located in the unincorporated areas,<sup>3</sup> and that this proportion is likely to remain about the same through the year 2025. County staff estimate that the Marin Countywide Plan affects approximately 80 percent of the land in the county, but only about 10 percent of its economic activity. Therefore, this Economic Element can help set the tone for Marin County, and can provide an example of goals, policies, and programs for Marin County cities, but it will directly affect policies for economic activity in only a small portion of the County’s developed/developable land area. The Element includes policies and programs that encourage the cities to adopt and pursue complementary strategies for a vital economy in a sustainable planning framework.

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<sup>3</sup> The ABAG projections assign employment and population to sub-county areas based on planning boundaries rather than city limit lines. As a result, estimates and projections for Corte Madera, Fairfax, Larkspur-Kentfield, Mill Valley, Novato, Ross, San Anselmo, San Rafael, Sausalito-Marín City, and Tiburon may all include some of the unincorporated area surrounding each of those cities/areas in addition to area within each city.

While goals may describe conditions in a perfect world, policies and strategies intended to move the economy of Marin County toward those goals are less than perfect. A key intention of this Element, therefore, is to provide information that will assist the people of Marin County in making choices as they strive to achieve economic goals while preserving the quality of life and lifestyle that make Marin County an attractive place to live and work.

## **Overview of This Element**

The Economic Element is organized into nine chapters following this introduction:

Chapter II describes the context for consideration of economic goals and policies by describing existing economic conditions and trends in Marin County at the time this Element was prepared.

Chapter III names the key issues that were identified by the Economic Element Subcommittee and participants in the Working Group meetings.

Chapters IV through VII present the goals, policies, and strategies (programs) of the Economic Element. Each chapter presents one goal with its associated policies and programs. They are:

- Goal 1 (Chapter IV): Promote a vibrant, viable, diverse, and sustainable local economy by pursuing policies that balance economic, environmental, and social equity needs of the county.
- Goal 2 (Chapter V): Assure the presence of an institutional framework in Marin County to support economic development.
- Goal 3 (Chapter VI): Assure the availability of housing for Marin County’s work force and the availability of employment for Marin County’s resident labor force.
- Goal 4 (Chapter VII): Provide a transportation system that supports economic vitality by assuring the reliable movement of workers and goods throughout the County.

Chapter VIII presents an implementation program for the Economic Element. This implementation program organizes the programs presented in Chapters IV through VII in order of priority. For each program, Chapter VIII assigns responsibility for implementation, recommends timing for completion (ongoing, near term, middle term, or long term), identifies other programs that may be prerequisites as well as other requirements for the completion of the program, and defines indicators of progress/success for the program. In some cases, indicators of progress/success are grouped for a cluster of programs that address the same issue.

Chapter IX contains a glossary of terms used in the Economic Element that may not be in everyday use.

## **A Note about Data**

The data used in this element to illustrate points about employment and unemployment, construction activity, housing production and housing prices, and other economic conditions is the latest information available at the time of writing. Because the process of updating the Countywide Plan is a lengthy one, however, and because the Plan has a time horizon of 20 years, these data will become obsolete during the lifetime of the Plan. Historic data in this element should therefore be viewed as indicators of trends that were accurate through the time the element was drafted, and projections should be viewed as the best

estimates that were available through that time. Future years will inevitably bring not only newer data but also different perspectives on the meaning of the trends and projections included here.

## II. Context: The Marin County Economy Today

### Number of Jobs

One of the key indicators in an economy is the number of jobs. According to the Association of Bay Area Governments (ABAG), Marin County had a total of nearly 123,000 jobs in 2000. Of those, the vast majority were in the incorporated areas (cities and towns). Only about 2,500, or two percent, were in the unincorporated area.

Marin County's jobs are concentrated in the services and retail sectors. This concentration intensified during the 1990s. At the beginning of the decade, about 39 percent of all jobs were in services and 23 percent were in retail. By 2000, more than 45 percent of all jobs were in services and about 22 percent were in retail.<sup>4</sup>

Employment estimates for Marin County prepared by the California Employment Development Department (EDD) are shown in the table on the next page. The EDD estimates are shown here in preference to estimates prepared by the Association of Bay Area Governments (ABAG), because the EDD numbers provide greater detail by economic sector. The EDD figures are lower than the ABAG estimates, however: ABAG includes all workers in an area, but EDD includes only wage and salary workers covered by unemployment insurance. The EDD numbers therefore exclude self-employed workers, unpaid family workers, household domestic workers, and workers on strike. As a result of these differences in scope, the EDD estimates show a total of 111,700 workers in Marin County in 2000, approximately 11,000 fewer than the ABAG estimate quoted above.

Number of Jobs in Marin County

Source*	1990	2000
ABAG	107,410	122,960
EDD	93,300	111,700

\* ABAG estimates include all jobs. EDD estimates include only wage and salary jobs. See text for additional limitations on EDD data.

Sources: ABAG, *Projections 2002*; California Employment Development Department.

### Job Growth

The Marin County economy added about 15,550 jobs between 1990 and 2000 (ABAG estimate), representing an average growth rate of approximately 1.4 percent per year. The most rapid growth was in Novato, where the number of jobs increased by about 3.3 percent per year. The slowest growth was in Ross and San Anselmo (0.7 percent per year), followed by Fairfax (0.9 percent).

Just as the economy is cyclical – that is, it goes through repetitive cycles of expansion and contraction – the number of jobs, which is the primary economic indicator, is cyclical as well. The year 2000 was the peak of an economic expansion in the Bay Area and the United States. Contrary to public perception, however, the number of jobs in Marin County grew between 2000 and 2001, even as the economy weakened. The California Employment Development Department (EDD) estimated that Marin added about 1,300 wage and salary jobs (1.2 percent) between 2000 and 2001.

<sup>4</sup> Job estimates in this paragraph are based on the Association of Bay Area Governments' *Projections 2002*. These estimates were the most current at the time of this writing.

## Types of Jobs in Marin County

	Number*			Percent			Change, 1990-2001	
	1990	2000	2001	1990	2000	2001	#	%
Total, All Industries	93,300	111,700	113,100				19,800	21.2%
Total Farm		500	500					
Total Nonfarm	93,300	111,300	112,600	100.0%	100.0%	100.0%	19,300	20.7%
Goods Producing	10,300	12,100	11,900	11.0%	10.9%	10.6%	1,600	15.5%
Construction & Mining	5,200	7,700	8,000	5.6%	6.9%	7.1%	2,800	53.8%
Manufacturing	5,100	4,400	3,900	5.5%	4.0%	3.5%	-1,200	-23.5%
Durable Goods	1,900	2,100	1,800	2.0%	1.9%	1.6%	-100	-5.3%
Nondurable Goods	3,200	2,300	2,100	3.4%	2.1%	1.9%	-1,100	-34.4%
Service Producing	83,100	99,200	100,700	89.1%	89.1%	89.4%	17,600	21.2%
Transportation & Public Utilities	2,500	3,100	3,200	2.7%	2.8%	2.8%	700	28.0%
Wholesale Trade	4,900	4,100	3,900	5.3%	3.7%	3.5%	-1,000	-20.4%
Retail Trade	21,500	24,600	24,900	23.0%	22.1%	22.1%	3,400	15.8%
Finance, Insurance & Real Estate	10,100	9,200	9,400	10.8%	8.3%	8.3%	-700	-6.9%
Finance	3,100	3,300	3,500	3.3%	3.0%	3.1%	400	12.9%
Insurance & Real Estate	7,100	6,000	5,900	7.6%	5.4%	5.2%	-1,200	-16.9%
Services	31,100	43,300	44,200	33.3%	38.9%	39.3%	13,100	42.1%
Hotels & Other Lodging Places	800	800	1,300	0.9%	0.7%	1.2%	500	62.5%
Business Services	6,200	10,600	9,600	6.6%	9.5%	8.5%	3,400	54.8%
Amusement, Including Movies	2,200	4,400	5,000	2.4%	4.0%	4.4%	2,800	127.3%
Health Services	6,500	7,700	7,900	7.0%	6.9%	7.0%	1,400	21.5%
Private Educational Services	2,100	2,700	2,800	2.3%	2.4%	2.5%	700	33.3%
Engineering & Management	3,600	5,400	5,400	3.9%	4.9%	4.8%	1,800	50.0%
Other Services**	9,800	11,800	12,300	10.5%	10.6%	10.9%	2,500	25.5%
Government	12,900	14,800	15,100	13.8%	13.3%	13.4%	2,200	17.1%
Federal & State Government	2,700	2,800	1,000	2.9%	2.5%	0.9%	100	11.1%
Local Gov't excl. Education	4,800	5,300	7,200	5.1%	4.8%	6.4%	600	9.1%
Local Education	5,400	6,600	6,900	5.8%	5.9%	6.1%	1,500	27.8%

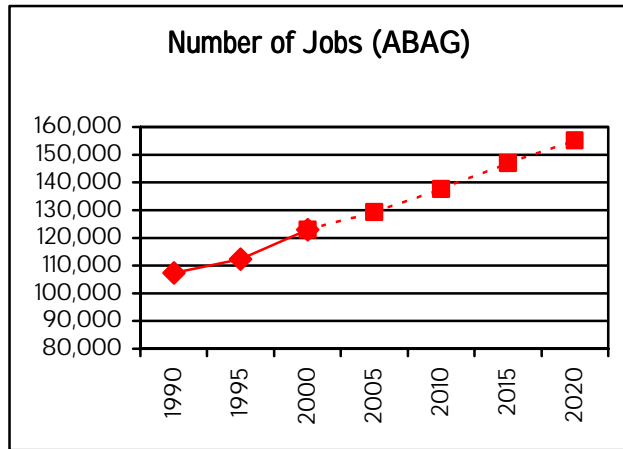
\* Includes only wage and salary employment covered by unemployment insurance. Does not include self-employed workers, unpaid family workers, household domestic workers, or workers on strike.

\*\* Includes personal services, auto repair and related services, miscellaneous repair services, legal services, social services, museums and similar institutions, membership organizations, private household services, and other miscellaneous services (engineering, architecture, accounting, and some others)

Source: California Employment Development Department, Labor Market Information Division, Industry Employment & Labor Force - Annual Average, March 2001 Benchmark.

The EDD table above indicates that within the services sector, business services provided the greatest number of jobs in 2000 and accounted for the greatest number of new jobs during the 1990s. Computer software and related activities are classified as business services, and are thought to have comprised a large proportion of this job growth. Amusement services, including movies, added the second greatest number of new jobs, followed by the agglomeration of "other services," engineering and management

services, health services, and local (public) education. The greatest job losses were in insurance/real estate and manufacturing of nondurable goods.



Source: ABAG, *Projections 2002*

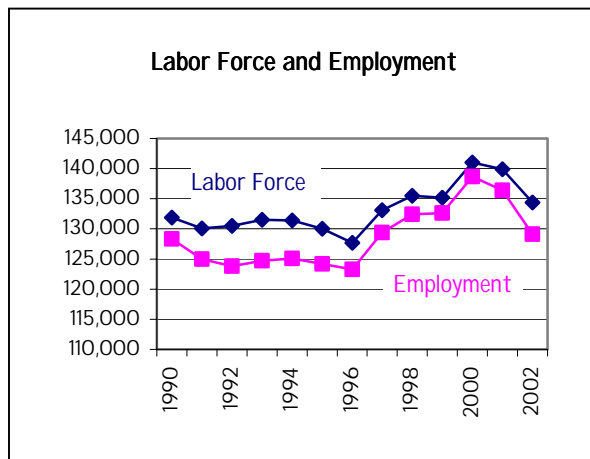
EDD does not prepare forecasts of future employment, but the Association of Bay Area Governments (ABAG) does project changes in jobs and population for Bay Area counties. ABAG's *Projections 2002* anticipates that the number of jobs in Marin County will continue to grow, from a total of about 123,000 in 2000 (including self-employed workers; see discussion on p. 5) to 155,160 in 2020 (the horizon year of this Countywide Plan). Nearly one-half (45 percent) of the new jobs are expected to be in the services sector, about 15 percent are expected to be in retail trade, and about 11 percent are expected to be in finance-insurance-real estate. Whether these jobs are realized in Marin County will depend in part on national and

regional economic trends and in part on how attractive Marin County is, compared to the rest of the Bay Area, to businesses seeking to relocate or expand.

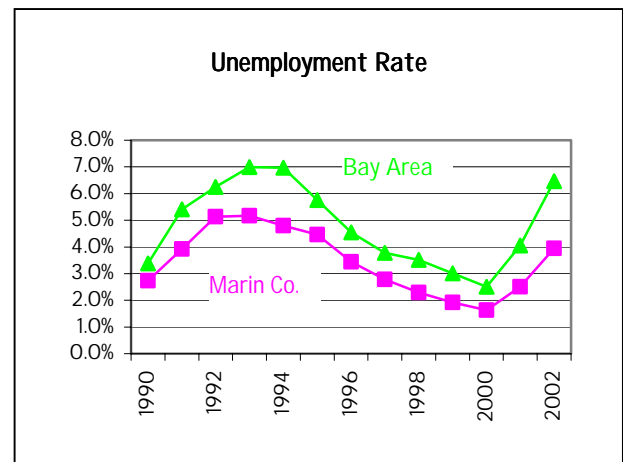
## Labor Force, Employment, and Unemployment

Marin County's labor force grew by nearly seven percent between 1990 and 2000, from 131,900 at the beginning of the decade to 141,000 at the end. During the same period, the number of residents who were employed grew by 8.1 percent, from 128,300 to 138,700. In 1990, the county's unemployment rate was 2.7 percent; in 2000, it was 1.6 percent.

Since 2000, both the labor force and the number of employed residents have decreased, in correspondence with the larger business cycle. In 2000, the labor force stood at 141,000; in 2002, it numbered 134,400. In 2000, Marin County had 138,700 employed residents; in 2002, it had 129,100.



Source: Marin Profile, 2003



Source: Marin Profile, 2003

Marin County's unemployment rate was consistently lower than the rate in the Bay Area as a whole during the 1990s. While Marin's rate peaked at 5.2 percent in 1993 and then declined to 1.7 percent in 2000 (before rising again to 2.0 percent in 2001), the Bay Area rate peaked at 7.0 percent in 1993 and 1994 and then declined to 2.1 percent in 2001 (before rising again to 3.7 percent in 2001). This relationship indicates either that Marin County residents have consistently been able to find employment with more success than the general population of the Bay Area, or that households with unemployed workers have not been able to afford Marin County housing prices.

## Age of the Population

Concern that the average age of Marin's population is increasing, and that the size of the labor force is consequently decreasing, has been an ongoing concern through the course of preparing this element. The

Area	<15	15-64	65+	Median
Marin	17%	69%	14%	41.3
Contra Costa	22%	66%	11%	36.4
San Mateo	19%	68%	12%	36.8
Santa Clara	21%	70%	10%	34.0
San Francisco	12%	74%	14%	36.5
California	22%	65%	13%	33.3

Source: U.S. Census of Population, 2000

median age in Marin County reported at the time of the 2000 U.S. Census was 41.3 years, which was higher than the median in several other Bay Area counties.

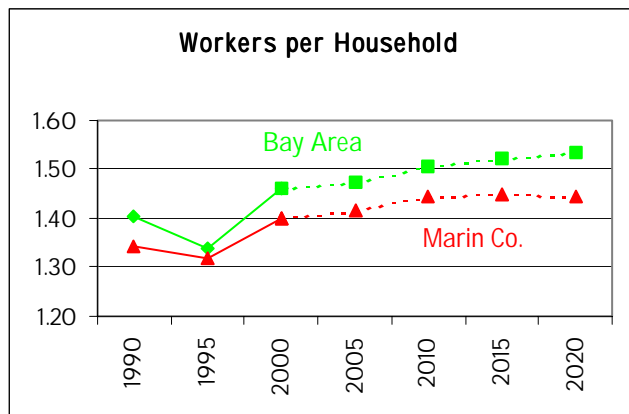
The table at left compares the age distribution in Marin County to the distribution in other Bay Area counties and in the State of California. The table confirms that the median age in Marin is higher than in any of the comparison areas, but indicates that the proportion of the population that is of labor force age is comparable to the other areas.

The reasons that the median age of the Marin population is higher than that of the other areas are most likely related to housing prices and housing production: the County has fewer multi-family housing units, and therefore probably fewer rental units than other areas, making it harder for younger households to move in; prices of single family homes are relatively high, creating further obstacles for younger households; and older households have few incentives to vacate their units (which would make them available to younger households). Thus, while the age of the population per se is not an economic obstacle for Marin, these housing-related conditions that contribute to the aging of the population are factors that are likely to affect the County's future economic health.

The reasons that the median age of the

## Workers per Household

The average number of workers per Marin County household has historically been, and is expected to continue to be, lower than in the Bay Area as a whole. In both areas, the average declined between 1990 and 1995, and then began to increase. In 2000, ABAG estimated the average at 1.41 workers per household in Marin, compared to 1.45 per household in the nine-county Bay Area as a whole. The recent increase is expected to continue in both



Source: ABAG, Projections 2000 and 2002

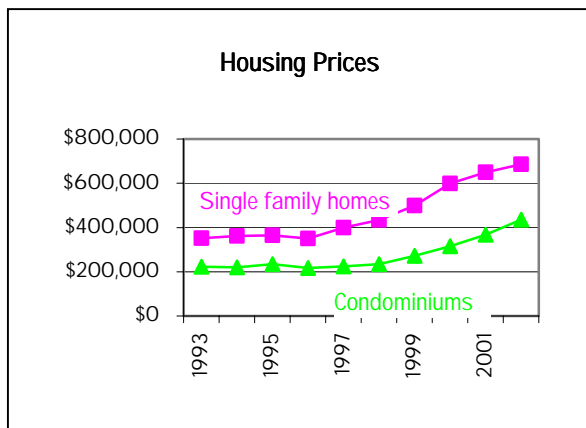


areas through the year 2020: in Marin County, households are expected to have an average of 1.5 workers by that time (compared to 1.56 in the entire Bay Area).

A variety of factors could explain both the trend in workers per household and the difference between Marin County and the Bay Area. More important for this Element is the trend in Marin County. Plausible explanations include, most importantly, the rising cost of housing. Rapid increases in housing costs (see below) have made it necessary for many households moving into the County, and those moving between units within the County, to have more than one income.

## Housing Prices and Housing Affordability

Throughout the Bay Area, housing prices rose steeply during the 1990s. In Marin County, the average price of a single family home rose by 95 percent – from \$350,840 to \$685,000 – between 1993 and 2002. The average price of a condominium rose by 96 percent, from \$222,500 to \$435,000.



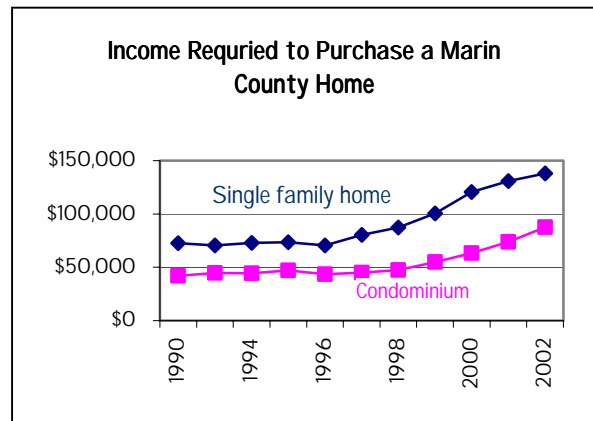
Source: Marin Profile, 2003

At the same time, Marin County incomes also rose: while data for the same years are not available, ABAG's *Projections 2002* estimates that mean household income grew by 24.5 percent between 1990 and 2000, from \$98,900 to \$123,200 per year. In addition to inflation and real income growth, housing prices would also have affected the income trend: households with lower incomes, previously able to afford housing in Marin County, were likely priced out of the market as home prices rose.

This effect is made clear by an examination of the income required to buy a home. To purchase a typical single family home in Marin County in 1990 required a household income of about \$72,500; by 2000, that figure had risen to \$120,625. To purchase a condominium in 1990 required a household income of \$42,100; in 2000, the requirement was nearly \$63,450.

With every increase in the price of housing and the income required to buy a Marin County home, the number of incomes needed to purchase a house increases as well. The table on the next page compares housing prices to incomes for some common occupations.

The table suggests strongly that construction of more condominiums, which are relatively more affordable than single family homes, would help Marin County house its workforce. During the past decade, however, most of the residential construction in the county has been single family homes: over half of the new units added during the decade were in single family detached structures (see chart on next page). At the same time, given this preponderance of detached units, it is impressive that as much as 35 percent of the new housing stock was in structures of five or more units.

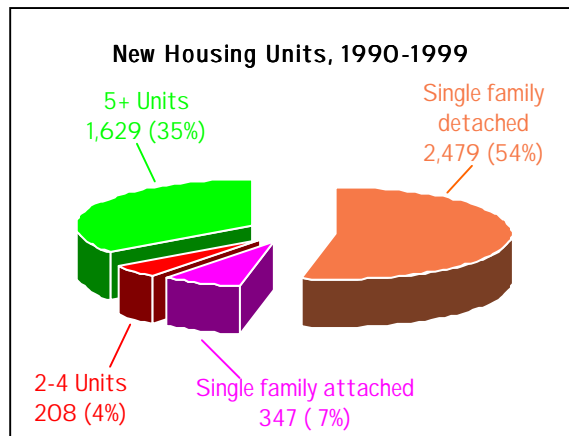


Source: Mundie & Associates

### Relationship Between Incomes for Various Occupations and Housing Prices

Occupation	Income	Number of Incomes Needed to Purchase a	
		Single Family Home	Condominium
Judges and magistrates	\$124,773	1.1	0.7
Engineering managers	\$108,304	1.3	0.8
Dentists	\$99,853	1.4	0.9
Chemical engineers	\$80,481	1.7	1.1
Physical therapists	\$69,303	2.0	1.3
Writers and authors	\$67,661	2.0	1.3
Dental hygienists	\$65,744	2.1	1.3
Insurance underwriters	\$64,422	2.1	1.4
Meeting and convention planners	\$57,852	2.4	1.5
Drywall and ceiling tile installers	\$54,573	2.5	1.6
Secondary school teachers	\$51,485	2.7	1.7
Camera Operators, Television, Video, and Motion Picture	\$46,613	3.0	1.9
Word processors and typists	\$42,271	3.3	2.1
Cabinetmakers and bench carpenters	\$35,403	3.9	2.5
Medical secretaries	\$34,384	4.0	2.5
Preschool teachers	\$28,050	4.9	3.1
Farmworkers (crop, nursery, & greenhouse)	\$26,248	5.3	3.3
Tellers	\$23,942	5.8	3.7
Service station attendants	\$20,541	6.7	4.3
Waiters and waitresses	\$18,131	7.6	4.8

Source (incomes): California Employment Development Department, Labor Market Information, LMI for Economic Development, 2001 Occupational Employment Statistics (OES) Survey, Marin, San Francisco and San Mateo Counties. Wages updated to third quarter of 2002 by applying US Department of Labor's Employment Cost Index to the 2001 wages.

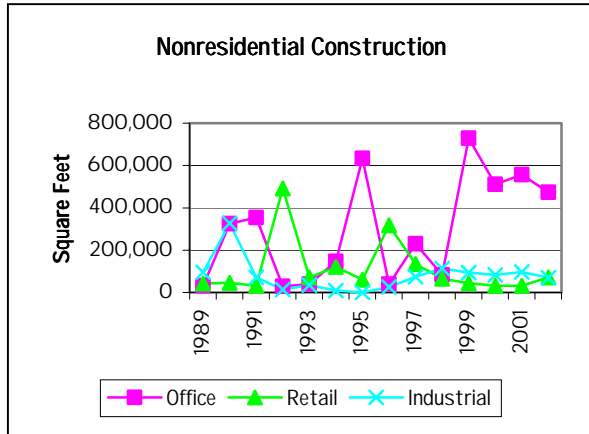


*Note: More recent data from the Dept. of Finance on housing units by type will be available in April or May, 2003.*

Source: California Department of Finance

## Space for Business Activities

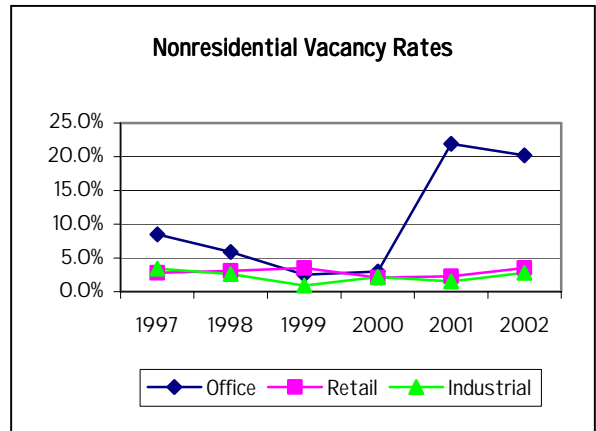
Critical to an area's ability to foster a vibrant economy is its ability to provide space for business activities. In Marin County (as in most of the Bay Area), that space is typically provided in office buildings, retail stores, and industrial buildings. Between 1989 and 2002, Marin County added approximately 4.2 million square feet of office space, 1.6 million square feet of retail space, and 1.1 million square feet of industrial space.



Source: Marin Profile 2003

The wide variation in nonresidential building activity reflects the complex interactions of construction and the economy. In short, the cyclical nature of development reflects the cyclical nature of the economy. At the bottom line, few projects are likely when growth in demand does not appear imminent, but many are likely when economic expansion is expected. The provision of multiple new buildings at the same time may flood the market, causing high vacancy rates, and building activity will consequently cease until demand emerges to fill up the new supply. Then the cycle starts all over with numerous new proposals.

The dramatic change in Marin County office vacancies underscores the volatility of the office market in Marin County and its susceptibility to business cycles. The office vacancy rate dipped to 2.5 percent at the height of the recent economic boom, in 1999, but by the end of 2001 had risen to nearly 22 percent before declining slightly in 2002. This high vacancy rate is likely to forestall future office construction throughout the County until new economic growth has created sufficient demand to fill most of the currently-available space.



Source: Marin Profile 2003



### **III. Issues**

The characteristics of the Marin County economy today, described in Chapter II, point to a number of issues that must be addressed if the County is to achieve and sustain economic vitality. These issues are described below.

#### **Vitality of the Economy**

A vital economy is characterized by a diverse mix of economic uses that interact with each other functionally and geographically. A vital economy provides jobs and stimulates capital investment; it creates an interesting place to live, work, and spend leisure time; and it provides financial support for the public services that protect and serve the residents of the county.

To recognize the characteristics of a vital economy is not necessarily to know what kinds of businesses contribute to economic vitality. In Marin County, what kinds of businesses are most likely to contribute to a strong economy? Are home-based businesses good for economic vitality? Do larger or smaller businesses contribute more to economic vitality? Should we seek businesses with greater or smaller multipliers?

#### **The Challenge of Business Retention**

The Marin Economic Commission's Economic Alert #1 reports that between 1990 and 2001, 43 companies left Marin County, vacating nearly 2.5 million square feet of office space. Among those that left were several "signature companies" – the Alert mentions Harris Digital, ST, Harding Lawson, and Amica Insurance by name – that have moved out of Marin County. More recently, high-tech companies such as IGC-Polycold, Panamax, and Chat Communications have left or announced plans to leave the county. Part or all of LucasFilms is expected to move out within the next several years.

Why is the loss of these companies important? They create jobs, both directly and indirectly (through local purchases of goods and services). They also generate revenues for the County of Marin and the cities within the county, enabling them to deliver the public services required by County and city residents.

Why do companies leave? Economic Alert #1 suggests several reasons: lack of opportunities to grow resulting from a shortage of large developable sites, housing that is too expensive for employees at some income levels, and a congested transportation system. These factors combine to make Marin County a high-cost business location:

- The cost of building occupancy is high because the shortage of sites for business constrains the supply of building space in normal economic times. (The current high vacancy rate cannot be assumed to continue as the national and regional economies recover from their current slump.) It is typical of high-cost business locations that businesses will start up there to take advantage of proximity to other similar businesses, an elite labor pool, the convenience of proximity to the entrepreneur's home, or other similar conditions. As businesses grow, however, they are unwilling to pay high prices for building space, and they move to less expensive locations.

Most sites available for business expansion are located within the incorporated cities of Marin County, and therefore are not under the direct influence of this Countywide Plan. The number and size of development sites in the County is limited because urban development has been directed toward the County's City Centered Corridor, along U.S. 101, where transportation access is best.

As this Economic Element confronts the issue of site availability for business expansion, therefore, it considers the need to use land in the City Centered Corridor – including the land within incorporated areas – more efficiently.

Even for businesses that are able to identify expansion sites in Marin County, the cost of remaining in the County is further increased by the time required to gain approval for new development. Marin has gained a reputation as a place where the development process can be long and uncertain: investments of time and money in site, engineering studies, development plans, environmental documents, and other requisites for expansion often do not result in approval to expand existing business facilities or build new ones.

- The cost of labor is high because workers must be paid enough either to afford relatively expensive housing in Marin County or to commute from remote residential locations. As businesses grow, they find it advantageous to locate some or all of their operations close to large amounts of housing that can be afforded by their employees. This Economic Element addresses the issue of housing affordability as it relates to the Marin economy, leaving broader housing issues to the Housing Element of the Plan. The Economic Element addresses the issue of site availability for housing by encouraging more efficient use of land that is suitable for residential use.
- The cost of business transactions is high because a congested transportation system increases travel times for both goods and people. More time must be allowed for deliveries from suppliers and to customers; in an information- and service-based economy, more time must be allowed for people to travel to and from meetings. In considering aspects of the county's transportation system that relate to economic vitality, the Economic Element encourages the provision of more public transit targeted to home-work and home-school trips within the county as well as land use patterns that would support more use of public transit.

### **Economic Sectors of Special Interest**

There are several economic sectors that are of particular interest to unincorporated Marin County. Their interest may derive from any of a number of factors, including their contributions (or potential contributions) to Marin's attractiveness as a place to live and work, to economic and fiscal health, or to residents' general well-being. These special sectors include:

- **Agriculture.** Agriculture occupies 36 percent of the land in Marin County but employs fewer than one percent of workers. Virtually all agricultural land in Marin is located in unincorporated areas of the County. Agricultural land use – which is protected by County land use policy, and is critical to the image of Marin – is threatened. Agricultural employment has declined: from about 700 workers (0.73 percent of the County's total jobs) in 1993 to about 500 workers (0.45 percent of the total) by 1999. Factors that jeopardize the future viability of agriculture include high land prices (and competition for land from other uses), high housing costs for agricultural workers, increasing federal environmental regulations, and attrition of the agricultural land base to a level that may not provide a critical mass of support for agricultural service industries.
- **Tourism.** Tourism is the primary economic activity in some areas of unincorporated Marin County. Visitors spend money in Marin County, supporting businesses (and jobs), and contributing sales tax and hotel tax revenues to the cities and County. Tourist activity may support some types of businesses that residents alone could not support. Tourist-serving jobs are, however, generally in the lower ranges of the pay scale, and the lack of affordable housing constraints the viability of tourist-serving businesses.
- **Green business.** "Green business" is business that operates in an environmentally-friendly manner. Green businesses is not, strictly speaking, an economic sector: it is possible for businesses in virtually every one of the sectors identified in the employment table on page 6 of this element to operate

in a “green” manner. Encouraging businesses to operate according to green principles would be a natural cornerstone of the Marin County economy in this Countywide Plan. Green business standards adopted by the County are disciplined by a vision of sustainability consistent with American Planning Association Guidelines, the Ahwahnee Principles, guidelines disseminated by the Rocky Mountain Institute, and similar programs.

### **Attracting New Businesses to Marin**

Retaining the businesses that are currently located in Marin County and fostering economic sectors of special interest are two key principles of this Economic Element. Attracting new businesses to Marin County is another important component of a full-range strategy to achieve and sustain economic vitality.

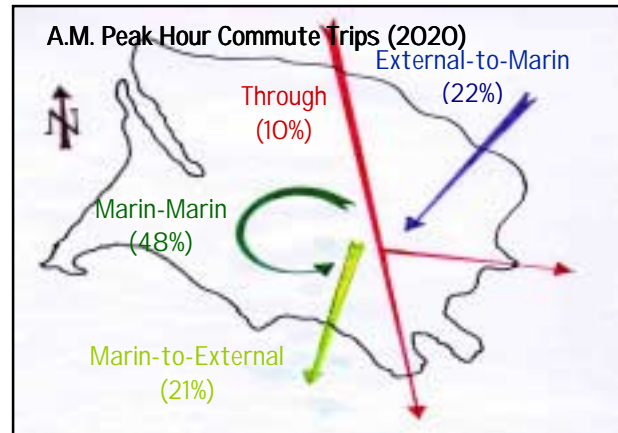
Before new businesses are recruited to locate in Marin County, however, it is important to decide which types of businesses are desired. This Countywide Plan is based on a set of sustainability principles (see Chapter 1) that comprise the first acceptability/desirability screen for new businesses that would be recruited to Marin County. Economic diversity, which can help balance the effects of business cycles as well as provide jobs for workers with a variety of occupations and skill levels, is another important criterion. Businesses that “plug the leaks” in the economy – that is, that provide goods and services which Marin residents and existing businesses must currently seek outside the County – are also likely to be positive additions that are consistent with the sustainability principles.

## **Availability and Readiness of the Labor Force**

### **Availability**

Issues concerned with labor force in Marin County are complex. One key issue is the availability of workers: Marin County tends to have lower unemployment rates than the rest of the Bay Area (see chart on page 7).

Another key issue is matching jobs and workers. An estimated 21 percent of employed residents will leave the county to go to work in 2020. At the same time, an estimated 22 percent of Marin County jobs are expected to be held by residents of other counties. This commute pattern results from a number of



factors, including Marin’s history as a bedroom community for San Francisco and its continuing lifestyle appeal to workers employed throughout the Bay Area, the increasing presence of multiple-income households with members who work in different counties, and the high cost of housing in Marin, which makes it unaffordable for households with incomes lower than the thresholds needed to rent or buy housing in the county.

In this context, providing housing affordable to all segments of the labor force is important. As indicated on page 11, one reason firms give for leaving Marin County is that their workers cannot afford to live nearby, and long commutes prompt them to look for jobs closer to home. Without workers to fill lower-wage jobs, which typically include retail and service jobs that serve local residents, life in Marin County

would be chaotic: in an extreme scenario, there would be no retail stores, no restaurants, and no personal or repair services.

For those households with insufficient incomes to purchase housing in Marin County, rental housing is not abundant. Between 1980 and 2000, the number of households who rent their units remained essentially constant, increasing by only about 2,000 during the 20-year period (after an increase of 17,000 during the decade of the 1970s). In 2000, renters comprised approximately 36 percent of all Marin County households.

In light of these conditions, key issues that the Economic Element must address are:

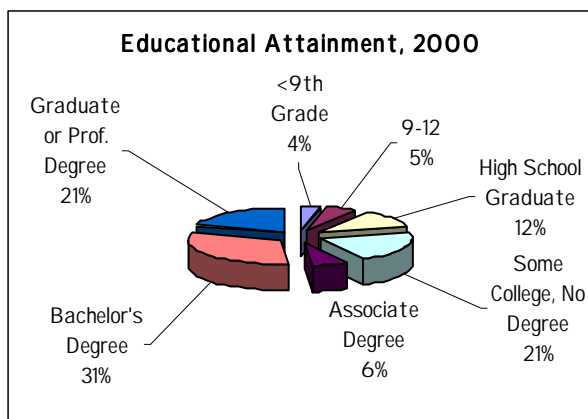
- How can we assure that housing is available for all workers needed to maintain a vital economy, at a price they can afford?
- How can we attract workers for Marin County jobs, given the high cost of living in Marin?

	1970	1980	1990	2000
<b>Number</b>				
Owner	41,154	53,196	58,991	64,024
Renter	26,452	35,527	36,015	36,626
Total	67,606	88,723	95,006	100,650
<b>Percent</b>				
Owner	60.9%	60.0%	62.1%	63.6%
Renter	39.1%	40.0%	37.9%	36.4%
Total	100.0%	100.0%	100.0%	100.0%

Source: California Department of Finance

## Readiness

To sustain a vital economy, Marin County must have a labor force that is ready to be productive. “Readiness” encompasses a wide array of conditions. At a minimum, it includes not only basic literacy and math skills but also a work ethic that places a high value on showing up on time and ready to work.



Source: U.S. Census, 2000

Marin has a particularly well-educated labor force: nearly 80 percent of all resident workers have completed at least some college, and over half have graduated from college. As indicated above, however, about 20 percent of all workers leave Marin to go to work, while about the same proportion of workers holding jobs in Marin come in from other counties. As a result of these commute flows, the true level of education for workers available for Marin County jobs is not known.

Assuring a supply of housing affordable to workers at all income levels is necessary, but not sufficient, to provide an available workforce. This Economic Element also recognizes the need for job training to enhance the skills of those who may not be ready

for employment in the occupations demanded in Marin, and continued efforts by the County and a variety of existing non-governmental, non-profit agencies to connect workers seeking jobs with both training programs and with jobs seeking workers.

## **Transportation and the Economy**

Traffic congestion compromises the Marin economy by lengthening commute times for Marin County workers and increasing the cost of doing business in Marin (because goods and services take longer to reach



their destinations). Congested traffic also increases fuel consumption and air pollution. These factors combine to diminish economic vitality.

Addressing the conditions that contribute to Marin's traffic congestion is no simple task. For purposes of the Economic Element, key issues are:

- Providing an adequate transportation system to move people and goods within and beyond Marin County.
- Fostering patterns of land use that provide housing near places of work and employment near places of residence, in order to minimize the need for long-distance travel between homes and jobs.
- Encouraging travel to work by modes other than the private automobile, to enhance the effective capacities of existing transportation infrastructure.
- Supporting the goals, policies, and programs of the Transportation Element.

## **The Effects of Changing Technology**

Even as this Economic Element addresses the issues that are currently known to challenge Marin County's goal of economic vitality, the conditions that will influence economic activity continue to change. Some of these conditions, such as business cycles, are known (if not predictable). Others, such as the inexorable change in technology that will occur over the 20-year life of this plan, are not yet identifiable.

Looking back over the past 20 years, it is easy to describe technologies that were rare or unknown in 1985 that have become so integrated into our everyday lives that we no longer see them as remarkable. These innovations include, for example, personal computers (desktops and laptops), fax machines, handheld "personal data assistants," cell phones, and computer networking (including the internet).

Looking forward, it is reasonable to expect changes of the same magnitude. It is possible that long-awaited arrangements/facilities for telecommuting and teleconferencing, which are still in their nascent stages, will become more common, and that more people will do more shopping on line. But these changes are simply extensions of trends that have already begun. Monitoring future innovations, and refining the Economic Element to address their impacts on Marin's economy, will remain an important task over the life of this Countywide Plan.

## **Implementing the Economic Element**

Implementing the programs adopted in this Economic Element will require not only mindfulness of the goals and policies that they are intended to achieve, but also institutional commitment to their execution. This Economic Element includes a set of goals, policies, and programs that recognize the need for County, city, and special district staff and decisionmakers to be mindful of economic vitality goals. The programs in this section of the Element are intended to provide systems and structures for cooperation that facilitates economic development that is consistent with the sustainability goals of the Countywide Plan.

This Economic Element also contains a plan for implementation of the programs that are intended to promote and sustain a vital economy in Marin County. This implementation plan identifies priorities for the various programs, the timing with which they may be carried out (or, at least, begun), prerequisites and other requirements, and indicators that may be used to measure their effectiveness.



## IV. Goal 1: A Vibrant Economy

**Goal 1. Promote a vibrant, viable, diverse, and sustainable local economy by pursuing policies that balance economic, environmental, and social equity needs of the county.**

This economy is characterized by:

- A diverse mix of economic uses that interact with each other functionally and geographically.  
*A broad variety of business activities and functions enhances the likelihood that the County's economy will weather economic cycles.*  
*A pattern of uses that encourages workers to walk among activities and places of business creates an interesting, attractive, and economically healthy environment.*
- Maximum potential recapture/recycling of economic activity within the County.  
*To maximize sustainability, the Marin County economy should seek to reduce its ecological footprint – that is, the amount of land and resources necessary to support life in Marin – by developing and retaining business sectors that:*
  - produce the goods and services used by existing businesses and households and
  - use the products of existing county businesses and households.
- Successful incubation and retention of businesses.  
*Business retention is important not only because it provides greater economic and job stability, but also because it allows the County to retain residents who will become active in community affairs.*

### Four Principles for [Economic] Sustainability

1. Plug the leaks. Where possible, stop the outflow of local dollars by producing goods locally that Marin residents consume, or using the ones we do import more efficiently.
2. Support existing businesses.
3. Encourage new local enterprise; e.g., by adding value before exporting, facilitating lending (through special micro-enterprise banks or other arrangements).
4. Recruit new business that are compatible with existing businesses. In this context, "compatible" means that a new business develops underutilized resources, meets needs unfulfilled by existing businesses, complements existing economic activities, and is consistent with community social and environmental values.

Source: "Rocky Mountain Institute's Economic Renewal Program: An Introduction"  
by Michael J. Kinsley

## Policies and Programs

### *Types of Business Activities*

*Policy 1.1 Identify and support the types of businesses that comprise a vibrant, viable, and sustainable economy.*

Prior to embarking on a concerted effort to attract new businesses, the people of Marin County must carefully consider what types of businesses will most effectively contribute to a vibrant economy and, at the same time, be consistent with the sustainability principles that guide the Countywide Plan.

*Program 1.1.1 Identify criteria for **businesses that should be targeted** for development in and attraction to Marin County.*

These businesses should contribute to the vibrancy, viability, diversity, and sustainability of the Marin County economy.

Criteria could include, for example:

- Businesses/business sectors that employ workers in the occupations of the people who live in Marin County and who are in the labor force, especially those who commute to jobs outside the County.
- Businesses/business sectors that are economically linked to existing businesses because they supply goods and services demanded by those businesses or generate demand for goods and services already produced in the County.
- Businesses/business sectors that supply goods and services demanded by Marin County households but that are currently produced elsewhere.
- Businesses that are already located in Marin County.
- Businesses that will have few or no adverse environmental impacts.
- Businesses that will make positive fiscal contributions by contributing revenues to public sector agencies (in the form of property taxes, sales taxes, transient occupancy taxes, license fees, etc.) that exceed the costs of delivering the public services they require.

This program would establish the foundation for Program 1.1.2.

*Program 1.1.2 Undertake a **business expansion, retention, and attraction study**.*

The purpose of this study would be to provide the foundation for a comprehensive economic strategy.

Key elements of a business expansion, retention, and attraction study would include:

- Identifying existing core industries in the Marin County economy – such as computer software, telecommunications, and biotechnology – and describing the conditions that are required to retain them in the County;
- Identifying businesses that are linked economically to the existing Marin County core industries;
- Identifying occupations of workers who live in Marin County (see Program 1.8.1), especially those of workers who commute to workplaces outside the county;
- Identifying the advantages and disadvantages of a Marin County location to different business sectors who meet the criteria identified in Program 1.1.1;
- Identifying actions that could be taken by County government [and the cities of Marin County] to encourage start-ups, attract businesses to Marin County, and keep businesses in Marin County as they mature and expand.

*Program 1.1.3      **Implement the recommendations** of the business expansion, retention, and attraction study undertaken pursuant to Program 1.1.2.*

*Program 1.1.4      Evaluate the prospects for a **business mentoring and incubation program** to be undertaken in cooperation with the private sector.*

### **Arts and Cultural Events**

*Policy 1.2      Recognize that the arts and cultural events are amenities that help attract and retain economic development.*

Arts and cultural events in Marin County include performing arts (theater, dance, and music), pictorial arts, sculpture, and environmental art.

*Program 1.2.1      Work with the Marin Arts Council to **publicize the arts** in Marin County.*

*Program 1.2.2      Work with the Marin Arts Council to identify additional strategies to **support the arts and local artists** in Marin County, to assure their continued presence in the County.*

## *Sites for Business Activities*

*Policy 1.3*      *Assure that sites suitable for economic development are available, and make information about those sites available to businesses that may be considering a Marin County location.*

A vibrant economy requires a supply of sites for business location and expansion. Making those sites available in strategic locations will enhance the County's ability to attract and retain business activity while minimizing contributions to traffic congestion.

*Program 1.3.1*      *Prepare an **inventory** of existing commercial space, vacant sites that are zoned for nonresidential use, and underdeveloped sites that could be redeveloped with more intensive nonresidential use. If possible, create an integrated searchable data base for this information in conjunction with the cities of Marin County.*

With only six percent of Marin County's land classified as "potentially developable," sites must be used efficiently to make the greatest contribution to a vibrant economy.

*Program 1.3.2*      *In conjunction with the cities in Marin County, study the potential to increase permitted intensities of nonresidential use, in order to create greater **redevelopment potential on underdeveloped and underutilized sites near transit stops**, by modifying development regulations that apply to sites in those locations.*

*Program 1.3.3*      *Study the **economic development potential of identified economic development sites**, and formulate and adopt strategies to attract businesses to those sites.*

"Economic development sites" include lands within the urban corridor that are already served by urban infrastructure or that are adjacent to lands already served by urban infrastructure. These sites will have been included in the inventory assembled in Program 1.3.1.

*Program 1.3.4*      *To make more efficient use of developed land, encourage the **provision of jobs on suitable sites near transit stops and along transit corridors**.*

▫ Identify and eliminate barriers to development on sites that would be suitable for **employment-related and mixed-use development**, with a view toward increasing the overall density/intensity of development.

Suitable sites would include, at a minimum, parcels currently designated for housing and outside of sensitive habitats.

▫ Allow the provision of support services, such as child care, for workers on mixed-use sites.

▫ Allow employment-related and mixed use development by right on identified sites.

*At the same time, identify and evaluate sites near transit stops or along transit corridors that are currently designated for housing but that are **not suitable for employment-related or mixed use development** – e.g., because of safety concerns and other land use incompatibilities – and protect those sites from additional uses.*

See also Program 3.1.3.

## ***Agriculture***

### ***Policy 1.4. Support Marin County’s agricultural economy.***

Maintaining agricultural use of land in Marin County is challenging in the face of economic pressure from higher-value uses. The zoning of rural land, which requires a minimum lot size of 60 acres, prevents the land from being developed into urban uses, but regulation cannot force the pursuit of agricultural use. As lands are taken out of active agriculture, however, support for the remaining agricultural uses – in the form of farm equipment, machinery, supplies, and services – dwindles, and businesses in these sectors cannot remain viable.

***Program 1.4.1 Provide assistance to streamline the **processing of applications** for uses related to agricultural production.***

***Program 1.4.2 Develop criteria and standards to permit related **accessory uses and agriculture-related tourism** on agricultural lands.***

***Program 1.4.3 Develop and adopt **buying programs** to support local agricultural production (e.g., require government agencies to adopt a “Marin First” purchasing protocol for agricultural products).***

***Program 1.4.4 Explore opportunities to **diversify/intensify agricultural use** of agricultural lands and to enhance the **viability of the agricultural business sector**.***

***Program 1.4.5 Increase the supply of **housing for agricultural workers**.***

The median price of a single family home in Marin County in 2000 was \$599,000 and the median price of a condominium was \$315,000. The average annual income for a farmworker was \$19,670. To purchase a single family home would have required 6.1 farmworker incomes. To purchase a condominium would have required 3.2 farmworker incomes.

See Chapter VI, beginning on page 29, for policies and programs that support the provision of affordable housing for other Marin County workers.

*Program 1.4.6 Provide technical and permitting assistance to help County farmers comply with environmental regulations.*

Increasingly stringent environmental regulations, such as the new non-point pollution source water quality controls, may impose high costs on existing agricultural operations that challenge the continued viability of those operations.

Assistance provided pursuant to this program would be similar to the County's existing Green Business Program and Energy Efficiency Program.

## ***Tourism***

*Policy 1.5 Recognize and support tourism as a significant contributor to the Marin County economy while reducing adverse effects that visitor activity may have on the environment.*

Tourists infuse money into the Marin County economy in the form of spending in retail stores, restaurants, and accommodations. Some of this spending also contributes to the fiscal health of the County and its cities.

At the same time, tourists contribute to some conditions that people who live in Marin County seek to avoid, including crowding at recreational and retail facilities as well as traffic congestion.

*Program 1.5.1 Provide cost-effective **public transit for visitors**, and maximize the use of public transit by visitors.*

*Program 1.5.2 Study the County's approval process for **visitor accommodations**, and modify the process if necessary to increase predictability in the process.*

Modifications could include, for example, clarifications to the zoning ordinance, and pre-application review to identify issues that might arise during the approval process. See also Policy 4.1 and related programs.

*Program 1.5.3 Explore strategies **to extend stays of visitors** to Marin County's natural resources and other attractions.*

Overnight visitor stays contribute to the vitality of the economy by increasing demand for visitor-oriented goods and services.



## **Green Businesses**

- Policy 1.6*      *Continue and expand support for the development of green businesses.*
- Program 1.6.1*      *Disseminate adopted standards and indicators that **identify what a green business is.***
- Program 1.6.2*      *Define levels of performance for **future green business certifications.***
- Program 1.6.3*      *Facilitate the **development application, review, and approval process** for green businesses.*
- Program 1.6.4*      *Establish a program for making **County procurement** more sustainable.*
- Set goals, milestones and a timeline for purchasing locally grown food, products with less packaging, and products that use more recycled materials and fewer virgin materials, and for using renewable resources for fuel, energy, and paper whenever possible.
- Program 1.6.5*      *Encourage the **cities of Marin County and other public agencies** to establish programs for more sustainable procurement.*
- Program 1.6.6*      *Formulate and adopt a strategy for conforming all **Marin County government operations** to green business principles and practices.*
- Program 1.6.7*      *Encourage the **cities of Marin County and other public agencies** to conform their operations to green business principles and practices.*

## **Physical and Social Infrastructure to Serve Business**

- Policy 1.7*      *Assure the availability of adequate and appropriate infrastructure to serve the businesses of Marin County's future.*
- Program 1.7.1*      *Monitor the condition and adequacy of infrastructure systems, and identify potential constraints, to assure that **sufficient capacity** is available to meet the needs of existing and planned business operations.*
- Infrastructure systems include, for example, water supply and distribution, wastewater collection, wastewater treatment, and storm drainage.
- Program 1.7.2*      *Identify strategies to assure that Marin County maximizes the **effective capacity** of its infrastructure systems and resources.*
- These strategies may include conservation, maintenance, and/or upgrading of existing systems.

*Program 1.7.3 Identify and adopt strategies to encourage and facilitate the development of advanced **electronic communications infrastructure** to provide digital connectivity.*

### ***Employment Opportunities for the Resident Workforce***

*Policy 1.8 Provide increased employment opportunities that match the skills of the Marin County workforce.*

*Program 1.8.1 Identify the **occupations of workers** who commute to jobs outside Marin County.*

See also Program 1.1.1.

*Program 1.8.2 Formulate strategies for **attracting industries** with occupations identified in Program 1.8.1 to locate in Marin County.*

See also Program 1.1.2.

### ***Job Readiness of the Labor Force***

*Policy 1.9 Improve job readiness of unemployed and underemployed residents of Marin County.*

*Program 1.9.1 Continue to publicize the availability of **workforce skills programs** offered in Marin County, updating lists of available programs as necessary.*

Publish this inventory in English, Spanish, and other languages spoken by a critical mass of Marin County residents.

Work with the Marin Employment Connection to connect unemployed residents to appropriate skill enhancement programs.

*Program 1.9.2 Investigate additional means for the County to facilitate connections and communications between the private sector and the educational/workforce training sector to **improve workforce preparedness**.*

*Program 1.9.3 Encourage **cooperation between the public and private sectors** to provide job training and job placement services to unemployed and underemployed Marin County residents.*

## V.

### Goal 2: Institutional Support for Economic Vitality

**Goal 2.** Assure the presence of an institutional framework in Marin County to support economic development.

A business-friendly institutional framework would include, for example, policies, personnel, and procedures in the County government and other related agencies. Support for economic development includes, for example, attention to permit processing, access to financing, education of workers and future workers, and business and community support for business.

#### Policies and Programs

##### *Cooperative Process for Planning*

*Policy 2.1* As the Countywide planning agency, encourage and pursue a cooperative process among public agencies and between the public and private sectors for planning in Marin County.

*Program 2.1.1* Consider and evaluate possible arrangements for the **sharing of resources, including tax revenues**, among general purpose government agencies in Marin County.

*Program 2.1.2* Identify opportunities for, and pursue, **interagency (public-public) partnerships** for long-range planning and development.

*Program 2.1.3* Identify opportunities for, and pursue, **public-private partnerships** for long-range planning and development.

Redevelopment, which is one form of public-private partnership, is discussed separately in Policy 2.4.

##### *Process for Consideration of Development Proposals*

*Policy 2.2* Exert strong leadership to achieve cooperation among County departments and, as feasible, between the County, cities, towns, and other agencies in Marin County, to provide a reliable process for approval (or disapproval) of businesses that satisfy the criteria established in Policy 1.1.1 and of workforce housing.

*Program 2.2.1* Create a **one-stop pre-application review system** for early review of potential projects by County departments.

*Program 2.2.2* Assign **liaisons to shepherd applications** for development of targeted industries and workforce housing.

*Program 2.2.3*      *Establish a **regular project review meeting schedule** that includes attendance by all agencies involved in the development permit review and approval process.*

*Program 2.2.4*      *Work with cities, towns, and with other agencies in Marin County involved in the development permit review and approval process to identify and agree on additional **strategies to facilitate economic development that is consistent with the Countywide Plan.***

At a minimum, establish a regular meeting date and time for the coordinated review of project proposals by agencies involved in the development review and approval process.

*Program 2.2.5*      *Create a fast-track review and approval system for **minor projects** (e.g., interior tenant improvements).*

### ***Information about the County's Economy***

*Policy 2.3*      *Assure that information about the Marin County economy is available to all County decisionmakers.*

*Program 2.3.1*      *Continue County funding for **economic policy analysis** to support the work of the Marin Economic Commission.*

This function would include, for example, analyzing alternative economic strategies and evaluating the economic impacts of proposed County policies and programs.

*Policy 2.4*      *Use the powers and staff of the County Redevelopment Agency to pursue **redevelopment of underutilized sites.***

*Policy 2.5*      *Establish a plan, strategy, and timeline for **implementation** of the programs in this element.*

## VI.

### Goal 3: Housing for a Vibrant Economy

**Goal 3. Assure the availability of housing for Marin County’s work force and the availability of employment for Marin County’s resident labor force.**

Housing opportunities should be available to all workers employed in the types of business activities that are required for a vibrant, viable, sustainable, and diverse economy.

#### Housing for All Workers: Key Concepts

- An adequate labor supply is a strong attraction to businesses seeking new locations. An adequate supply of housing is needed to provide an adequate labor supply.
- Both basic and secondary business activities require workers at all income levels. Even the businesses that provide the highest-paying jobs also employ entry-level or lower-skilled workers, and pay them more moderate wages.
- Workers who have to commute long distances from other counties, on congested roads, to get to work in Marin may decide to seek employment closer to their homes. If enough workers pursued this course of action, Marin County would not have a sufficient labor supply to provide the goods and services sought by County residents.
- Without new housing supplies, population growth in Marin County is not expected to keep up with job growth: ABAG projects an increase of 43,100 jobs with only 43,300 new residents between 1990 and 2020. Since it is unreasonable to expect 99.5 percent labor force participation, additional housing resources are needed for new workers’ households. If needed housing is not provided, the in-commute will be intensified and traffic congestion on regional routes will intensify as well.
- Less-expensive housing is important for accommodating not only moderate-income workers, but also younger workers. Without housing affordable to entry level workers of all types, Marin County’s labor force will continue to age, and will not be able to supply all of the types of labor sought by businesses considering a Marin County location.
- Locating new housing near employment centers, and near transit that serves employment centers, is consistent with fostering a vibrant economy in a sustainable planning framework.

## **Policies and Programs**

### ***Supply of Workforce Housing***

*Policy 3.1      Increase the supply of housing affordable to workforce households in Marin County.*

*Program 3.1.1      Encourage the **construction of new residential units at higher densities than may currently exist on sites near jobs or transit.***

See also Program 3.1.3.

*Program 3.1.2      Identify strategies to remove economic and financial obstacles that inhibit smaller households that occupy large housing units from **moving into smaller units.***

*Program 3.1.3      To make more efficient use of developed land, encourage the **provision of housing near transit stops and along transit corridors.***

- Identify and eliminate barriers to development on sites in those locations that would be suitable for residential and mixed-use development, with a view toward increasing the overall density/intensity of development on these sites.

Suitable sites would include, at a minimum, parcels currently designated for employment-related uses and outside of sensitive habitats.

- Allow for the provision of support services for residents living on the mixed-use sites.

*At the same time, identify and evaluate sites near transit stops or along transit corridors that are currently designated for employment-related uses but that are **not suitable for housing or mixed use development** – e.g., because of safety concerns and other land use incompatibilities – and protect those sites from additional uses.*

See also Program 1.3.4.

### ***Travel Between Home and Work***

*Policy 3.2      Assure the availability of sites for employment and housing close to each other, consistent with the health and safety of Marin County residents.*

*Program 3.2.1      **Encourage businesses to locate on sites that are served by transit** (see also Programs 1.3.2, 1.3.4, and 3.1.3).*

*Program 3.2.2      Adopt and enforce a **commercial/housing linkage ordinance.***

Wherever possible, housing should be built on or near the commercial site. The payment of in-lieu fees may be allowed, but should be used as a tool of lowest priority for the provision of housing.

Implementation of this program requires the adoption of regulatory and zoning changes to support the development of housing in appropriate infill, mixed-use locations.

*Program 3.2.3*      *Commit County resources to increasing the number of **housing units affordable to workforce households**.*

*Program 3.2.4*      *Implement policies and programs of the Housing Element that provide for development of workforce housing, affordable housing, and higher-density housing in an effort to increase the supply of **units affordable to workforce households** with members who are employed in Marin County.*





## VII.

### Goal 4: Transportation for a Vibrant Economy

**Goal 4. Provide a transportation system that supports economic vitality by assuring the reliable movement of workers and goods throughout the County.**

The transportation system should provide for efficient movement of workers to and from their jobs, and for efficient movement of goods and services between businesses. It should provide for a variety of travel modes – including private vehicles, public transportation, bicycles, and walking – to offer the optimal means of transportation for a variety of needs and circumstances.

#### Transportation and the Economy: Key Concepts

- Traffic congestion – both within Marin County and between Marin and other counties – impedes the ability of workers to travel between their homes and jobs. It not only produced air pollution, but also impedes the movement of goods and services to and from Marin County businesses, consequently increasing the costs of production and reducing the viability of business activity.
- Reducing traffic congestion requires a multi-faceted effort directed toward (1) diverting single-person auto trips to higher-occupancy private vehicles (e.g., ride sharing or car- or van-pooling) or to alternative private modes (walking or bicycles), (2) diverting auto trips to public transit, (3) reducing trip lengths, (4) increasing flexibility of commute hours, and (5) expanding transportation capacity through infrastructure improvements and increased funding for operations.
- In 2000, 72.5 percent of all commute trips were in single-occupant vehicles; another 16.3 percent were in carpools; and only 11.2 percent were by other modes (public transit, walking, or bicycles).
- Mixed-use development near transit stops encourages the use of public transit only if densities/intensities of use are high and site design encourages walking to and from the transit stop. Reduced parking requirements for both residential and non-residential uses may also contribute to increased transit ridership in these locations.
- Encouraging large businesses to locate on sites served by transit, or limiting the sizes of businesses permitted on sites not served by transit, may also encourage transit use.

## Policies and Programs

### *Adequacy of the Transportation System*

- Policy 4.1*      *Support efforts to improve the County’s transportation system.*
- Program 4.1.1*      *Improve **transit service for home-work trips** within the County by improving service between residential areas and business concentrations.*
- Program 4.1.2*      *Provide **intra-city shuttle service** for home-school trips within Marin County.*
- Program 4.1.3*      *Provide **intra-city shuttle service** home-shopping, and other non-work-related trips within Marin County.*

### *Reducing Traffic Congestion Created by Work-based Trips: Patterns of Land Use*

- Policy 4.2*      *Encourage patterns of land development that support public transit as a way to reduce traffic congestion during commute hours.*
- Program 4.2.1*      *Encourage businesses to locate on sites that are served by transit by increasing the **maximum floor area ratio** permitted on those sites.*
- Program 4.2.2*      *Establish a **minimum density** for residential development near transit nodes.*
- See also Land Use Element and Housing Element.
- Program 4.2.3*      *Reduce **parking requirements** for new and existing buildings that participate in subsidy programs for transit riders and new buildings located near transit hubs.*
- See also Land Use Element and Transportation Element.
- Program 4.2.4*      *Adopt and enforce **mechanisms to require the continuation of qualifying parking-reduction programs** upon change of use or occupancy in a development that was built with a reduced parking ratio.*

### *Reducing Traffic Congestion Created by Work-based Trips: Use of Alternative Modes*

- Policy 4.3*      *Encourage use of public transit and other alternatives to single-occupant vehicles by Marin County workers as a way to reduce traffic congestion during commute hours.*
- Program 4.3.1*      *Continue subsidy programs, such as Golden Gate Transit Ride Value bus tickets, to encourage **transit ridership** by County employees.*

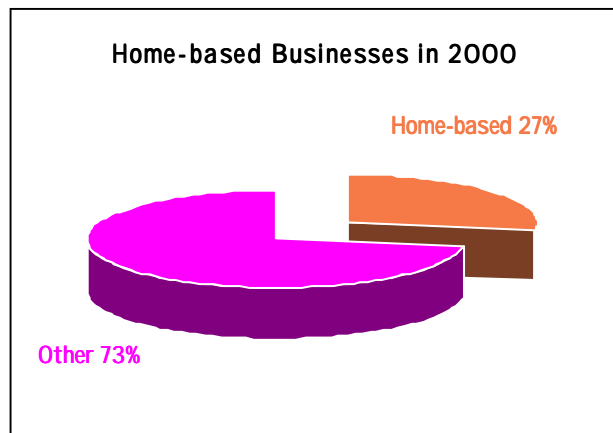
- Program 4.3.2 *Continue free **bike tune-ups** for County employees who commute by bicycle.*
- Program 4.3.3 *Identify incentives that would encourage employers to participate in **subsidy programs for transit ridership** and other alternative travel modes for their employees.*
- Program 4.3.4 *Identify conditions under which new employment-related developments should be encouraged to adopt **transportation demand management (TDM) programs**, and require adoption of such programs when the identified conditions are met.*
- Program 4.3.5 *Continue **programs for County government employees** such as at-cost fuel purchase and preferential parking incentives for registered carpools, ride matching service for carpools, and guaranteed ride home to encourage carpooling.*
- Program 4.3.6 *Identify incentives that would encourage private sector and other (non-County) public sector employers to participate in **subsidy programs for carpools**, similar to or exceeding those currently used for County government workers (Program 4.3.5), for their employees.*

**Home-Based Business**

- Policy 4.4 *Encourage home-based work and home-based businesses as a way to reduce the need for work-based trips during commute hours.*

**Additional Policies Related to Transportation for Marin County Workers**

- Policy 4.5 *Implement the policies and programs of the Transportation Element to improve the Marin County transportation system for commute trips.*





## **VIII. Implementation**

The goals, policies, and programs contained in this element establish a commitment to fostering a vital economy in Marin County. Attracting and retaining businesses, assuring the availability of workers for those businesses, optimizing the use of the County's transportation system, and providing institutional support, through the development processing system are recognized as integral parts of a larger strategy to achieve and sustain the economy.

All of the programs included in the preceding chapters of this element are important. Resource limitations make it impossible, however, to implement all of them at the same time. This chapter organizes the recommended programs into five categories: (1) highest priority programs that currently exist and are to be continued, (2) highest priority programs to be initiated in the near term, (3) highest priority programs to be initiated in the middle term, (4) medium priority programs (to be initiated in the middle term), and (5) lowest priority programs (to be initiated in the long term). For purposes of this element, near term is considered to be up to three years, middle term is considered to be three to six years, and long term is considered to be beyond six years. For convenient reference, the categories are lettered as follows, and these letters are shown in the left margin adjacent to the programs:

- A. Highest priority programs to be initiated in the near term
- B. Highest priority programs that currently exist and are to be continued
- C. Highest priority programs to be initiated in the middle term
- D. Medium priority programs
- E. Additional programs

This implementation chapter also groups related programs into clusters that are oriented toward the same result. For example, the cluster of programs to support business expansion, retention, and attraction includes identification of criteria for businesses that should be targeted for Marin County along with identification of the occupations of Marin County workers who commute to jobs outside the county; completion of a strategy for business expansion, retention and attraction, formulation of a strategy to attract businesses that require workers with the occupations of outcommuters, and implementation of both strategies. Similarly, the cluster of programs to increase Marin County's attractiveness to business by improving the attractiveness of appropriate sites for workplace development and workforce housing includes programs to identify sites with potential for more intensive workplace and residential development, programs to adopt development regulations that allow more intensive development while safeguarding the quality of life valued by Marinites, and programs to increase the supply of housing available to workforce households.

Finally, this chapter identifies measures of success or progress for each program or cluster of programs. These measures are intended to provide information to decisionmakers, planners, and the general public about the County's progress toward its economic goals.

## A. Highest Priority Programs to be Initiated in the Near Term

The programs in this second category are intended to support the economy by (1) identifying and attracting/retaining the types of businesses that are consistent with the goals of the Countywide Plan and (2) creating the conditions that make the County attractive to those businesses.

### **Programs that Support Business Expansion, Retention, and Attraction**

The programs in this group comprise a logical cluster that should be planned and implemented together (either concurrently or sequentially). Indicators of progress/success for the cluster are provided at the end of this group.

- A. **Program 1.1.1**     *Identify criteria for **businesses that should be targeted** for development in and attraction to Marin County.*
  - Responsibility:** Marin Economic Commission Contract Staff
  - Timing:** Near term.
  - Linkages:** Combine with Programs 1.1.2 and 1.8.1.
  
- A. **Program 1.8.1**     *Identify the **occupations of workers** who commute to jobs outside Marin County.*
  - Responsibility:** Marin Economic Commission Contract Staff
  - Timing:** Near term.
  - Linkages:** Programs 1.1.1 and 1.1.2.
  
- A. **Program 1.1.2**     *Undertake a **business expansion, retention, and attraction study**.*
  - Responsibility:** Marin Economic Commission - Contract Staff
  - Timing:** Near term.
  - Prerequisite:** Program 1.1.1.
  - Other Requirements:** May require assistance from a consultant working with the Economic Commission.
  
- A. **Program 1.1.3**     ***Implement the recommendations** of the business expansion, retention, and attraction study undertaken pursuant to Program 1.1.2.*
  - Responsibility:** To be determined based on the findings and recommendations of the business expansion, retention, and attraction study completed in Program 1.1.2.
  - Timing:** Near term.
  - Prerequisite:** Program 1.1.2.

- A. **Program 1.8.2** *Formulate strategies for **attracting industries** with occupations identified in Program 1.8.1 to locate in Marin County.*
- Responsibility:** Marin Economic Commission Contract Staff
- Timing:** Near term.
- Prerequisites:** Program 1.8.1.
- Linkages:** Programs 1.1.1 and 1.1.2.

**Indicators of Success for Near Term Programs that Support Business Expansion, Retention, and Attraction**

1. List of criteria completed, approved by MEC, and transmitted to Board of Supervisors.
2. Business Expansion, Retention, and Attraction study completed, approved by MEC, and transmitted to Board of Supervisors.
3. Funding obtained to implement recommendations of the Business Expansion, Retention, and Attraction study.
4. Expansion within or move into Marin County by at least five corporations as a direct result of implementation of recommendations of the Business Expansion, Retention, and Attraction study.

**Programs that Facilitate Site Identification for Businesses Interested in Marin County Locations**

- A. **Program 1.3.1** *Prepare an **inventory** of existing commercial space, vacant sites that are zoned for nonresidential use, and underdeveloped sites that could be redeveloped with more intensive nonresidential use. If possible, create an integrated searchable data base for this information in conjunction with the cities of Marin County.*

**Responsibility:** Marin County Community Development Agency

**Timing:** Near term.

**Indicators of Progress/Success:**

1. Memorandum of Understanding between cities and county to cooperate on study.
2. Funding in place for study.
3. Study completed and transmitted to cities and counties; follow-up analysis with city staff.
4. Creation of a data base; agreement on and implementation of a process for maintaining the data base.

**Programs that Increase Marin County’s Attractiveness to Business by Improving the Attractiveness of Appropriate Sites for Workplace Development**

The programs in this group comprise a logical cluster that should be planned and implemented together (either concurrently or sequentially). Indicators of progress/success for the cluster are provided at the end of this group.

- A. **Program 1.3.4** *To make more efficient use of developed land, encourage the **provision of jobs on suitable sites near transit stops and along transit corridors.***
- Responsibility:** Marin Economic Commission and Marin County Community Development Agency
- Timing:** Near term.
- Linkages:** Program 3.1.3.
- A. **Program 3.2.1** *Encourage businesses to locate on sites that are served by transit (see also Programs 1.3.2, 1.3.4, and 3.1.3).*
- Responsibility:** Marin Economic Commission Contract Staff, Chambers of Commerce
- Timing:** Near term.
- Linkages:** Programs 1.3.2, 1.3.4, 3.1.1, and 3.1.3.
- D. **Program 3.2.2** *Adopt and enforce a **commercial/housing linkage ordinance.***
- Responsibility:** Marin County Community Development Agency
- Timing:** Study completed, adoption by County pending.
- Other Requirements:** Need to encourage other jurisdictions within the County to adopt linkage requirements as well.
- Indicators of Progress/Success:**
- Adoption and implementation of a commercial/housing linkage ordinance.
- A. **Program 4.2.1** *Encourage businesses to locate on sites that are served by transit by increasing the **maximum floor area ratio** permitted on those sites.*
- Responsibility:** Marin County Community Development Agency
- Timing:** Near term.
- Linkages:** Programs 1.3.2, 1.3.3, and 1.3.4.
- A. **Program 4.2.2** *Establish a **minimum density** for residential development near transit nodes.*
- Responsibility:** Marin County Community Development Agency
- Timing:** Near term.
- Linkages:** Programs 3.1.1 and 3.1.3.
- A. **Program 4.2.3** *Reduce **parking requirements** for new and existing buildings that participate in subsidy programs for transit riders and new buildings located near transit hubs.*
- Responsibility:** Marin County Community Development Agency, Department of Public Works
- Timing:** Near term.
- Linkages:** Programs 1.3.2, 1.3.3, and 1.3.4.



- A. **Program 4.2.4** *Adopt and enforce mechanisms to require the continuation of qualifying parking-reduction programs upon change of use or occupancy in a development that was built with a reduced parking ratio.*
- Responsibility:** Marin County Community Development Agency, Department of Public Works
- Timing:** Near term.
- Prerequisites:** Program 4.2.3.

**Indicators of Success for Near Term Programs that Increase Marin County’s Attractiveness to Business by Improving the Attractiveness of Appropriate Sites for Workplace Development**

- Adoption of County and city land use policies that provide for:
  - Mixed use on suitable sites near transit stops
  - Increased nonresidential floor area ratio (FAR) on suitable sites near transit.
  - Reduced parking ratios on sites near transit. For nonresidential sites, this reduction should be based on identified programs that will reduce parking demand and accompanied by adoption of a mechanism to assure the continuation of qualifying parking-reduction programs upon change of use or occupancy in a development that was built with a reduced parking ratio.

**Programs that Increase Marin County’s Attractiveness to Business by Improving the Attractiveness of Appropriate Sites for Workforce Housing and the Supply of Workforce Housing**

- A. **Program 3.1.3** *To make more efficient use of developed land, encourage the provision of housing near transit stops and along transit corridors.*
- Responsibility:** Marin County Community Development Agency
- Timing:** Near term.
- Linkages:** Programs 1.3.4 and 3.1.1 and the land use element.
- A. **Program 3.1.1** *Encourage the construction of new residential units at higher densities than may currently exist on sites near jobs or transit.*
- Responsibility:** Marin County Community Development Agency
- Timing:** Near term.
- Linkages:** Programs 1.3.2, 1.3.4, and 3.1.3 and land use element.
- A. **Program 3.2.3** *Commit County resources to increasing the number of housing units affordable to workforce households.*
- Responsibility:** Marin County Community Development Agency, Marin Housing Authority
- Timing:** Near term and ongoing.
- Prerequisites:** Program 4.2.3.

**Indicators of Success for Near Term Programs that Increase Marin County’s Attractiveness to Business by Improving the Attractiveness of Appropriate Sites for Workforce Housing and the Supply of Workforce Housing**

- Adoption of County and city land use policies that provide for:
  - Mixed use on suitable sites near transit stops
  - Higher residential densities on suitable sites
  - Incentives to produce higher-density housing on suitable sites.
  - Either (a) production of a sufficient number of below-market-rate housing units in the unincorporated area of the County to accommodate 20 percent of the households associated with new jobs in Marin County plus 50 units per year in the unincorporated area affordable to households with incomes less than or equal to 80 percent of the countywide median income *or* (b) production of a sufficient number of units in the unincorporated area to satisfy Marin County’s Housing Fair Share as assigned by the Association of Bay Area Governments (ABAG).

- A. **Program 3.2.4** *Implement policies and programs of the Housing Element that provide for development of workforce housing, affordable housing, and higher-density housing in an effort to increase the supply of **units affordable to workforce households** with members who are employed in Marin County.*

**Responsibility:** See Housing Element

**Timing:** Near term.

**Other Requirements:** See Housing Element.

**Indicators of Progress/Success:**

- See Housing Element.

**Programs to Enhance Institutional Support for Economic Vitality**

- A. **Program 2.2.1** *Create a **one-stop pre-application review system** for early review of potential projects by County departments.*

**Responsibility:** Marin County Community Development Agency, Marin County Administrator

**Timing:** Near term.

**Indicators of Progress/Success:**

- Creation and implementation of a one-stop pre-application review system that includes review by all County departments.

- A. **Program 2.2.2** *Assign liaisons to shepherd applications for development of targeted industries and workforce housing.*  
**Responsibility:** Marin County Community Development Agency  
**Timing:** Near term.  
**Indicators of Progress/Success:**
- Assignment of approval process navigators to all projects involving targeted industries or workforce housing.
- A. **Program 2.2.3** *Establish a regular project review meeting schedule that includes attendance by all agencies involved in the development permit review and approval process.*  
**Responsibility:** Marin County Community Development Agency  
**Timing:** Near term. Committee already exists but could be expanded to involve more agencies.  
**Indicators of Progress/Success:**
- Establishment of, and adherence to, a regular project review meeting schedule that includes non-County agencies.
- A. **Program 2.2.5** *Create a fast-track review and approval system for minor projects (e.g., interior tenant improvements).*  
**Responsibility:** Marin County Community Development Agency – Planning and Building  
**Timing:** Near term. Could be included with Development Code update.  
**Indicators of Progress/Success:**
- Adoption of criteria for projects subject to fast-track review, and implementation of a fast-track review system.

**Programs that Improve the Business Climate by Reducing Traffic Congestion**

The programs in this group comprise a logical cluster that should be planned and implemented together (either concurrently or sequentially). Indicators of progress/success for the cluster are provided at the end of this group.

- A. **Program 4.1.1** *Improve transit service for home-work trips within the County by improving service between residential areas and business concentrations.*  
**Responsibility:** Marin County Congestion Management Agency, Marin Transit District  
**Timing:** Near term.  
**Linkages:** Could be combined with Program 4.1.2.  
**Other Requirements:** Requires analysis of issues, formulation of a service plan, and implementation. Also requires coordination with Golden Gate Transit and/or other providers.

- A. **Program 4.1.2** *Provide **intra-city shuttle service** for home-school trips within Marin County.*
- Responsibility:** Marin County Congestion Management Agency, Marin Transit District
- Timing:** Near term.
- Linkages:** Could be combined with Program 4.1.1.
- Other Requirements:** Requires analysis of issues, formulation of a service plan, and implementation. Also requires coordination with Golden Gate Transit and/or other providers.

**Indicators of Success for Near Term Programs that Improve the Business Climate by Reducing Traffic Congestion**

1. Increased number of intra-county transit runs during peak hours.
2. Reduction in number of student cars at schools.

**B. Highest Priority Programs That Currently Exist and Are to be Continued**

The programs in this first category have previously been adopted by the County, are currently in operation, and should be continued in the future. In addition to furthering the economic goals and policies of the Countywide Plan, these programs exemplify the County’s commitment to fostering a vital and sustainable economy.

- B. **Program 1.4.3** *Develop and adopt **buying programs** to support local agricultural production (e.g., require government agencies to adopt a “Marin First” purchasing protocol for agricultural products).*
- Responsibility:** Marin Economic Commission Contract Staff and Marin County Agricultural Commissioner
- Timing:** Ongoing.
- Indicators of Progress/Success:**
1. Change in percent of all agricultural products purchased by the County and its contractors/concessionaires that are grown in Marin County.
  2. Increase in overall agricultural sales by Marin County producers.
- B. **Program 1.6.1** *Disseminate adopted standards and indicators that **identify what a green business is**.*
- Responsibility:** Marin County Community Development Agency
- Timing:** Ongoing.
- Indicators of Progress/Success:**
1. Availability of standards and indicators in published form at County and City offices, on the County’s internet resources, through the various County Chambers of Commerce, and at other locations likely to be encountered by County businesses.
  2. Number of green businesses certified by the County.

- B. **Program 1.6.2** *Define levels of performance for **future green business certifications**.*  
**Responsibility:** Marin County Community Development Agency  
**Timing:** Ongoing.  
**Indicators of Progress/Success:**
- Adoption of performance standards.
- B. **Program 1.6.3** *Facilitate the **development application, review, and approval process** for green businesses.*  
**Responsibility:** Marin County Community Development Agency  
**Timing:** Ongoing.  
**Indicators of Progress/Success:**
- Number of green businesses certified by the County.
- B. **Program 2.3.1** *Continue County funding for **economic policy analysis** to support the work of the Marin Economic Commission.*  
**Responsibility:** Marin County Community Development Agency and Board of Supervisors  
**Timing:** Ongoing.  
**Indicators of Progress/Success:**
- Availability of funds at a level that supports at least one full-time equivalent staff position.
- B. **Program 4.3.1** *Continue subsidy programs, such as Golden Gate Transit Ride Value bus tickets, to encourage **transit ridership** by County employees.*  
**Responsibility:** Marin County Department of Public Works  
**Timing:** Ongoing.  
**Indicators of Progress/Success:**
- Continued funding for and operation of existing programs.
- B. **Program 4.3.2** *Continue free **bike tune-ups** for County employees who commute by bicycle.*  
**Responsibility:** Marin County Department of Public Works  
**Timing:** Ongoing.  
**Indicators of Progress/Success:**
- Continued funding for and operation of existing program.

- B. **Program 4.3.5** *Continue programs for County government employees such as at-cost fuel purchase and preferential parking incentives for registered carpools, ride matching service for carpools, guaranteed ride home to encourage carpooling.*

**Responsibility:** Marin County Department of Public Works

**Timing:** Ongoing.

**Indicators of Progress/Success:**

- Continued funding for and operation of existing programs.

## C. Highest Priority Programs to be Initiated in the Middle Term

The programs in this third category generally are logical successors to the programs in the previous (highest priority, near term) category. In some cases, the previous programs are prerequisites to this group; in other cases, these programs encourage other government agencies to follow examples (e.g., local buying programs, subsidies for use of alternative transportation modes) that the County has adopted or would adopt in the previous group.

### **Programs that Facilitate Site Identification for Businesses Interested in Marin County Locations**

These programs comprise a logical cluster that should be planned and implemented together (either concurrently or sequentially). Indicators of progress/success for the cluster are provided at the end of this group.

- C. **Program 1.3.2** *In conjunction with the cities in Marin County, study the potential to increase permitted intensities of nonresidential use, in order to create greater **redevelopment potential on underdeveloped and underutilized sites near transit stops**, by modifying development regulations that apply to sites in those locations.*

**Responsibility:** Marin Economic Commission and Marin County Community Development Agency

**Timing:** Middle term.

**Prerequisites:** Programs 1.1.2 and 1.3.1.

- C. **Program 1.3.3** *Study the **economic development potential of identified economic development sites**, and formulate and adopt strategies to attract businesses to those sites.*

**Responsibility:** Marin Economic Commission Contract Staff

**Timing:** Middle term.

**Prerequisites:** Programs 1.1.2 and 1.3.1.

### **Indicators of Success for Middle Term, High Priority Programs that Facilitate Site Identification for Businesses Interested in Marin County Locations**

1. Inventory of sites within the incorporated areas of the County that have greater development potential than is currently allowed by Countywide Plan and zoning regulations.

2. Adoption of City Countywide Plan Amendments (if needed) and Zoning Amendments to allow increased development intensities on identified sites.
3. Formulation of development programs for identified sites.

### **Programs that Improve the Business Climate by Reducing Traffic Congestion**

The programs in this group are logical successors to, and depend on the completion of, near-term programs described above. These programs comprise a logical cluster that should be planned and implemented together (either concurrently or sequentially).

- C. **Program 4.3.3** *Identify incentives that would encourage employers to participate in **subsidy programs** for transit ridership and other alternative travel modes for their employees.*
- Responsibility:** Marin County Congestion Management Agency
- Timing:** Middle term.
- Indicators of Progress/Success:**
- Adoption of standards that provide incentives for employer participation in subsidy programs to promote use of alternative travel modes for home-work trips.
- C. **Program 4.3.4** *Identify conditions under which new employment-related developments should be encouraged to adopt **transportation demand management (TDM) programs**, and require adoption of such programs when the identified conditions are met.*
- Responsibility:** Marin County Congestion Management Agency
- Timing:** Middle term.
- Indicators of Progress/Success:**
1. Adoption of criteria for requiring new developments to adopt TDM programs.
  2. Formulation and implementation of a monitoring program to assure implementation of required TDM programs.

### **Green Business Practices and Support for Green Businesses**

- C. **Program 1.6.6** *Formulate and adopt a strategy for conforming all **Marin County government operations** to green business principles and practices*
- Responsibility:** Marin County Community Development Agency and Marin County Department of Public Works.
- Timing:** Near term.
- Other Requirements:** Requires analysis of issues, formulation of policies, and implementation.
- Indicators of Progress/Success:**
- Adoption and implementation of a strategy.

## D. Medium Priority Programs

Medium priority programs should be undertaken when most or all of the high priority programs have been undertaken.

### Programs to Support Important Sectors of the Marin County Economy

#### Small Business

- D. **Program 1.1.4** *Evaluate the prospects for a **business mentoring and incubation program** to be undertaken in cooperation with the private sector.*

**Responsibility:** Marin Economic Commission – Contract Staff

**Timing:** Middle term.

**Indicators of Progress/Success:**

1. Formation of a public-private coalition/partnership to evaluate prospects.
2. Funding in place for feasibility analysis.
3. Completion of study.

#### Agriculture

- D. **Program 1.4.2** *Develop criteria and standards to permit related **accessory uses and agriculture-related tourism** on agricultural lands.*

**Responsibility:** Marin County Community Development Agency and Marin County Agricultural Commissioner

**Timing:** Middle term.

**Indicators of Progress/Success:**

- Amendment of the zoning code to define conditions under which accessory uses and agricultural-related tourist activities will be permitted.

- D. **Program 1.4.5** *Increase the supply of **housing for agricultural workers**.*

**Responsibility:** Marin County Community Development Agency – Planning and Housing Strategist

**Timing:** Middle term.

**Other Requirements:** Requires formulating strategies, adopting standards.

**Indicators of Progress/Success:**

1. Adopt policies in Housing Element and Land Use Element to facilitate development of farm worker housing.
2. CDA staff identify sites, meet with non-profit developers and property owners.
3. Set Aside Housing Trust funds for farmworker housing.



## Tourism

- D. **Program 1.5.1** *Provide cost-effective **public transit for visitors**, and maximize the use of public transit by visitors.*

**Responsibility:** Marin County Department of Public Works, Marin Transit District

**Timing:** Middle term.

**Other Requirements:** Requires analysis of issues, formulation of strategies, implementation.

**Indicators of Progress/Success:**

- Number of visitors to tourist destinations arriving by public transit.

## Green Business Practices and Support for Green Businesses

- D. **Program 1.6.4** *Establish a program for making **County procurement** more sustainable.*

**Responsibility:** Marin County Community Development Agency and Marin County Department of Public Works

**Timing:** Middle term.

**Other Requirements:** Requires analysis of issues, formulation of policies, and implementation.

**Indicators of Progress/Success:**

- Adoption of revised procurement procedures.

- D. **Program 1.6.7** *Encourage the **cities of Marin County and other public agencies** to conform their operations to green business principles and practices.*

**Responsibility:** Marin County Community Development Agency

**Timing:** Middle term.

**Prerequisites:** Best to follow Program 1.6.6.

**Indicators of Progress/Success:**

- Adoption and implementation of strategies by cities and other public agencies.

## Programs that Increase Marin County's Attractiveness to Business by Improving the Attractiveness of Appropriate Sites for Workplace Development

- D. **Program 1.7.1** *Monitor the condition and adequacy of infrastructure systems, and identify potential constraints, to assure that **sufficient capacity** is available to meet the needs of existing and planned business operations.*

**Responsibility:** Marin County Community Development Agency

**Timing:** Middle term.

**Prerequisites:** Best to follow high priority programs to facilitate site identification and improve the attractiveness of appropriate sites for workplace development.

- D. **Program 1.7.2** *Identify strategies to assure that Marin County maximizes the **effective capacity** of its infrastructure systems and resources.*
- Responsibility:** Marin County Community Development Agency
- Timing:** Middle term.
- Prerequisites:** Program 1.7.1.
- Other Requirements:** Requires analysis of issues, formulation of policies, and implementation.

**Indicators of Success for Middle Term Programs to Improve the Attractiveness of Appropriate Sites for Workplace Development**

1. Creation of a system for infrastructure monitoring that identifies unused capacities and alerts decisionmakers to impending shortages of capacity.
2. Adoption of criteria that trigger planning for infrastructure system capacity increases to accommodate the additional growth permitted by the Countywide Plan.

**Programs to Enhance Institutional Support for Economic Vitality**

- D. **Program 2.1.1** *Consider and evaluate possible arrangements for the **sharing of resources, including tax revenues**, among general purpose government agencies in Marin County.*
- Responsibility:** Marin County Administrator
- Timing:** Middle term.
- Indicators of Progress/Success:**
- Publication of a report that presents findings and recommendations regarding resource-sharing arrangements.
- D. **Program 2.1.2** *Identify opportunities for, and pursue, **interagency (public-public) partnerships** for long-range planning and development.*
- Responsibility:** Marin County Community Development Agency
- Timing:** Middle term.
- Indicators of Progress/Success:**
- County adoption of plans and ordinances that support economic vitality in areas of significance to multiple jurisdictions.
- D. **Program 2.1.3** *Identify opportunities for, and pursue, **public-private partnerships** for long-range planning and development.*
- Responsibility:** Marin County Community Development Agency
- Timing:** Middle term.
- Indicators of Progress/Success:**
- County adoption of specific plans, master plans, and funding mechanisms that enable economic development.

- D. **Program 2.2.4** *Work with cities, towns, and with other agencies in Marin County involved in the development permit review and approval process to identify and agree on additional strategies to facilitate economic development that is consistent with the Countywide Plan.*

**Responsibility:** Marin Countywide Planning Agency

**Timing:** Middle term.

**Indicators of Progress/Success:**

- Identification and implementation of strategies that are not now in place or the subject of other programs in this Countywide Plan.

### **Programs that Improve the Business Climate by Reducing Traffic Congestion**

- D. **Program 4.3.6** *Identify incentives that would encourage private sector and other (non-County) public sector employers to participate in **subsidy programs** for carpools, similar to or exceeding those currently used for County government workers (Program 4.3.5), for their employees.*

**Responsibility:** Marin County Congestion Management Agency

**Timing:** Middle term.

**Indicators of Progress/Success:**

- Adoption of incentives for non-County employers to participate in subsidy programs.

## **E. Additional Programs**

The programs in this group affect a smaller segment of the Marin County economy than other programs included in this Element, would follow programs included in previous groups, would have only indirect effects on the economy, or are under the primary purview of agencies other than the County.

### **Programs to Support Economic Vitality by Creating an Attractive Cultural Environment**

- E. **Program 1.2.1** *Work with the Marin Arts Council to **publicize the arts** in Marin County.*

**Responsibility:** Marin Economic Commission – Contract Staff and Marin Arts Council

**Timing:** Long term.

**Indicators of Progress/Success:**

1. Organization of joint committee with Arts Council.
2. Formulation of joint strategy.
3. Funding in place for more publicity.

## Programs to Support Important Sectors of the Marin County Economy

### Arts

- E. **Program 1.2.2** Work with the Marin Arts Council to identify strategies to *support the arts and local artists* in Marin County, to assure their continued presence in the County.
- Responsibility:** Marin Economic Commission – Contract Staff and Marin Arts Council
- Timing:** Long term.
- Other Requirements:** May require working with a committee of local artists to identify issues and strategies.
- Indicators of Progress/Success:**
1. Organization of joint committee with Arts Council.
  2. Formulation of joint strategy.
  3. Funding in place for more publicity.

### Agriculture

- E. **Program 1.4.1** *Provide assistance to facilitate the processing of applications for uses related to agricultural production.*
- Responsibility:** Marin County Community Development Agency and Marin County Agricultural Commissioner
- Timing:** Long term.
- E. **Program 1.4.4** *Explore opportunities to diversify/ intensify agricultural use of agricultural lands and to enhance the viability of the agricultural business sector.*
- Responsibility:** Marin Economic Commission Contract Staff and Marin County Agricultural Commissioner
- Timing:** Long term.
- E. **Program 1.4.6** *Provide technical and permitting assistance to help County farmers comply with environmental regulations.*
- Responsibility:** Marin County Agricultural Commissioner and Marin County Community Development Agency – Environmental Health
- Timing:** Long term.
- Other Requirements:** May require a consultant to help monitor and interpret evolving federal and state regulations.

### Indicators of Success for Long Term Programs to Support Economic Viability of Agriculture

1. Increase in overall agricultural sales
2. Complete analysis of specific needs for technical assistance.
3. Assignment of CDA staff to assist farmers with permit applications.

## Tourism

- E. **Program 1.5.2** *Study the County’s approval process for **visitor accommodations**, and modify the process if necessary to increase predictability in the process.*
- Responsibility:** Marin County Community Development Agency, Marin Convention and Visitors Bureau
- Timing:** Long term.
- Indicators of Progress/Success:**
- Identify and implement, if appropriate, changes in approval process for visitor accommodations.
- E. **Program 1.5.3** *Explore strategies to **extend stays of visitors** to Marin County’s natural resources and other attractions.*
- Responsibility:** Marin Economic Commission Contract Staff and Marin Convention and Visitors Bureau
- Timing:** Long term.
- Indicators of Progress/Success:**
- Publish strategy report and circulate it to tourist-serving businesses and the Board of Supervisors.
- E. **Program 1.6.5** *Encourage the **cities of Marin County and other public agencies** to establish programs for more sustainable procurement.*
- Responsibility:** Marin County Community Development Agency
- Timing:** Long term.
- Prerequisites:** Best to follow Program 1.6.4.
- Indicators of Progress/Success:**
1. Transmit revised County policies to cities
  2. Report results of County program to cities annually for three years

## **Programs that Increase Marin County’s Attractiveness to Business by Improving the Attractiveness of Appropriate Sites for Workplace Development**

- E. **Program 1.7.3** *Identify and adopt strategies to encourage and facilitate the development of advanced **electronic communications infrastructure** to provide digital connectivity.*
- Responsibility:** Marin Economic Commission Contract Staff and Marin Telecommunications Agency
- Timing:** Long term.
- Indicators of Progress/Success:**
- Analysis of issues, formulation of policies, and adoption of implementation strategy.

**Programs that Increase Marin County’s Attractiveness to Business by Improving the Skills of the Labor Force**

- E. **Program 1.9.1** *Continue to publicize the availability of **workforce skills programs** offered in Marin County, updating lists of available programs as necessary.*  
*Responsibility:* Marin Workforce Investment Board and Marin Employment Connection  
*Timing:* Ongoing.
  
- E. **Program 1.9.2** *Investigate additional means for the County to facilitate connections and communications between the private sector and the educational/workforce training sector to **improve workforce preparedness**.*  
*Responsibility:* Marin Economic Commission Contract Staff and Marin Workforce Investment Board  
*Timing:* Long term.
  
- E. **Program 1.9.3** *Encourage **cooperation between the public and private sectors** to provide job training and job placement services to unemployed and underemployed Marin County residents.*  
*Responsibility:* Marin Workforce Investment Board  
*Timing:* Long term.

**Indicators of Success for Long Term Programs to Improve the Skills of the Marin County Labor Force**

- 1. Increases in educational attainment by Marin County labor force members.
- 2. Number of workers assisted or placed through Marin Employment Connection.

**Programs that Increase Marin County’s Attractiveness to Business by Increasing the Supply of Workforce Housing**

- E. **Program 3.1.2** *Identify strategies to remove economic and financial obstacles that inhibit smaller households that occupy large housing units from **moving into smaller units**.*  
*Responsibility:* Marin Economic Commission  
*Timing:* Long term.  
*Indicators of Progress/Success:*
  - Analysis of issues, formulation of strategies, and adoption of an implementation strategy.

## **Programs that Improve the Business Climate by Reducing Traffic Congestion**

- E. **Program 4.1.3**     *Provide **intra-city shuttle service** for home-shopping and other non-work-related trips within Marin County.*

**Responsibility:**     Marin County Congestion Management Agency, Marin Transit District

**Timing:**             Long term.

**Linkages:**            Could be combined with Program 4.1.1.

**Indicators of Progress/Success:**

- Analysis of issues, formulation of a service plan, and adoption of an implementation strategy. Also requires coordination with Golden Gate Transit and/or other providers.





## IX. Glossary

### **Affordable Housing**

Housing that is affordable to households with incomes defined as “moderate,” “low,” or “very low.” “Moderate income households” are those with incomes equal to between 80 and 120 percent of the median income in an area; “low income households” are those with incomes equal to between 50 and 80 percent of the median, and “very low income households” are those with incomes of no more than 50 percent of the median.

“Affordable” means, in general, that the monthly payment of rent or, for owner-occupied units, the monthly payment of the mortgage plus taxes and insurance may not exceed a certain percent of monthly income. In most cases, the maximum allowable percent of income to be used for housing is 30 percent.

In redevelopment areas, additional allowances are also included in the payment amount, and the maximum allowable percent of income to be used for housing varies according to the income level (very low, low, or moderate income).

### **Ecological Footprint**

A measurement of people’s use of nature. A population’s footprint is the biologically productive area required to produce the resources and to absorb the waste of that population. The ecological footprints of cities, towns, and regions may be measured (and compared) using local data on car use, housing, energy consumption, income, and spending on food, goods and services.

### **Economic Analysis**

Evaluation of conditions in the *private sector economy* of an area. Indicators used to evaluate these conditions generally include jobs and incomes.

*Together with market analysis, economic analysis provides a foundation for deciding how much land a general plan should designate for different types of uses.*

### **Employee**

Person who is hired by someone else or by a company to perform work for wages or salary.

### **Fiscal Analysis**

Examination of the direct effects of a proposed project on *local government revenues and costs*. It considers the effects of a project on one jurisdiction (because each jurisdiction has a separate budget). Fiscal analysis usually addresses ongoing and recurring revenues and costs.

*Fiscal analysis helps anticipate future spending obligations as well as constraints on the provision of public services. It also helps anticipate revenue shortfalls and informs the need to identify new revenue sources.*

## **Goal**

A general expression of community values, an ideal future result or condition, based on public health, safety, or general welfare; a general, overall, and ultimate purpose, aim, or end toward which the County will direct effort. A goal is abstract in nature, and is not quantifiable or time-dependent.

## **Implementation Measures**

Recommended measures that may consist of a series of actions, including such things as future amendments to other components of the county general plan or ordinance code, specific standards that should be applied to the review of development projects, or follow-up studies or programs that should be undertaken in order to carry out the desired goals and policies. Recommended implementation measures may also include actions that are suggested to be undertaken by other county departments, governmental agencies, non-profit organizations, or private parties.

## **Market Analysis**

Consideration of the demand for and supply of goods and services. Like economic analysis, market analysis focuses on conditions in the private sector economy. In the planning context, the goods and services of interest are land, infrastructure, and building space (offices, industrial buildings, retail spaces, and housing of different types).

*Together with economic analysis, market analysis provides a foundation for deciding on how much land should be designated for different types of uses. It also provides information about which locations are best for different uses.*

## **Mixed Use Development**

A variety of uses, such as office, commercial, institutional, and residential, combined in a single building or on a single site in an integrated development project with significant functional interrelationships and a coherent physical design. A “single site” may include contiguous properties.

*A mixed use neighborhood, similarly, has a variety of land uses within close proximity , but is not necessarily characterized by an integrated development project or a coherent physical design. It does, however, have significant functional interrelationships among a variety of land uses located within walking distance of each other.*

*For planning purposes, the following refinements are appropriate: (1) “Within walking distance” is considered to be up to 1,000 feet. (2) Achieving a variety of uses requires that the different uses be balanced within the planning (1,000 foot) radius, but not necessarily that more than one use be developed on the same parcel if some uses are already adequately represented in the planning area.*

## **Policy**

A statement, more specific than a goal, that guides decision making. The policies in this Economic Element are based on the information gathered and analyzed during the process of developing the Element.

## **Program**

An action that may be initiated by the County or other public agencies to achieve specific community objectives. Because programs are recommended actions rather than mandatory requirements, county implementation should be based on consideration of community needs, support for the program, its related cost, and available funding.

## **Transportation Demand Management (TDM)**

A strategy for reducing demand on the road system by reducing the number of vehicles using the roadways and/or increasing the number of persons per vehicle. TDM attempts to reduce the number of persons who drive alone on the roadway during the commute period and to increase the number commuting by carpool, vanpool, bus and train, foot, or bicycle.

TDM can be a component of Transportation Systems Management (TSM). TSM is a comprehensive strategy developed to address the problems caused by additional development, increasing trips, and a shortfall in transportation capacity. Transportation Systems Management focuses on more efficiently utilizing existing highway and transit systems as opposed to expanding them. TSM measures are characterized by their low cost and quick implementation time frame. Examples include computerized traffic signals, metered freeway ramps, and one-way streets.

## **Worker**

A person who works for a living. A “worker” may be an employee (see above), an employer (e.g., business owners or entrepreneurs who employ other workers), or an individual engaged in a business or profession who is neither an employee nor an employer (e.g., a sole proprietor).

## **Workforce**

The group of people who work or are looking for work.

## **Workforce Housing**

Housing for people with jobs in Marin County, with a focus on housing available at prices and rents affordable by workers in households that earn 80 percent of the median income or less.