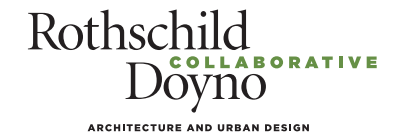


COLLABORATIVE LISTENING SESSION




Golden Gate Village | Revitalization Feasibility Analysis June 5-7, 2017



Images: Kurt Rogers, The Chronicle; Marin Master Gardners



The CVR Team Overview

	<ul style="list-style-type: none">▪ National Firm Employing More Than 400 Team Members▪ Serving the Affordable Housing Industry for over 22 Years▪ 100% Minority-Owned Business Enterprise (MBE), 50% Woman-Owned
	<ul style="list-style-type: none">▪ Nationally-recognized leader in public, real estate, and housing finance, with over 25 years of experience▪ #1 financial advisor for affordable housing each year since 1999▪ CSG has advised over 100 clients on some of the most complex development negotiations and mixed-use projects in the country
	<ul style="list-style-type: none">▪ Rothschild Doyno Collaborative (RDCollab) is a national award-winning architectural and urban design firm established in 1988▪ Concentrates on conducting a collaborative design process with stakeholders that focus on leveraging their sense of place, their history, and their memories into a positive future▪ LEED Accredited Professionals who place strong emphasis on energy efficiency, long term sustainability and environmental stewardship

The background of the slide is a detailed architectural line drawing of a multi-story building facade. It shows various window styles, doorways, and structural elements in a technical, black-and-white style. The drawing is slightly faded and serves as a background for the text.

Project Goals

As professionals with public and affordable housing experience, as well as private-sector experience, our team of experts understands the complexities of public housing revitalization. With this in mind, the CVR team and MHA have established the following goals for this project:

- **IDENTIFY** a financially feasible strategy to ensure the sustainability of the Golden Gate Village site and the preservation of affordable housing in Marin County
- **MAXIMIZE** the engagement of residents and other concerned stakeholders in order to incorporate a variety of perspectives, opinions, and priorities into the analysis
- **CONSIDER** the architectural and site significance of Golden Gate Village
- **CONTEMPLATE** ways in which revitalization of the Golden Gate Village site can help catalyze further development and growth within the surrounding community
- **ENSURE** that MHA continues to meet its housing, fiduciary, and other regulatory obligations and responsibilities to HUD, site residents, and the citizens of Marin County

COMMUNITY WORKING GROUP

PHOTOS FROM THE MEETING SESSIONS



8-17-2015 | Image: Save Marinwood YouTube Channel



06-15-2015 | Image: Save Marinwood YouTube Channel



06-15-2015 | Image: Save Marinwood YouTube Channel

COMMUNITY WORKING GROUP MEETING SUMMARY MINUTES

January 19, 2015
February 3, 2015
March 23, 2015
April 20, 2015
May 18, 2015
June 15, 2015
July 20, 2015



Community Working Group
Meeting Summary
January 19, 2015
Orientation and Overview
Breakout Group: Clarification of Guiding Principles

OVERVIEW

In 2009 the Community Advisory drafted a list of Guiding Principles that were to be the foundation for any revitalization efforts that were to occur at Golden Gate Village. The Guiding Principles are very broad, so the group will review the Principles in an attempt to clarify each statement. The following are the statements to guide the group's discussion:

1. Protect Existing Golden Gate Households
2. Restore Golden Gate Village Economic Sustainability
3. Assure Resident Participation Throughout the Planning and Revitalization Process
4. Preserve Historic Maritime Heritage
5. Promote High Quality Open Space
6. Collaborate with the Marin County Community to Expand Economic Development and Job Training/Education Opportunities for Golden Gate Village Residents

DISCUSSION ISSUES

- No displacement of current residents
- More GGV residents participating in the process
- When discussing economic sustainability there is government and resident need and perspective
- There should be strong collaboration between county agencies to expand economic development and opportunities to Golden Gate Village residents. The conversations had here tonight should not only define what Guiding Principles from 2009 mean, but also help us give them new iterations.
- Guiding Principles should not be static; they should represent / reflect present day.

What were the top consensus comments

- Current residents have a future in the revitalized community
- Residents are safe and protected
- Preserve the historic nature of the community
- Residents will always have a unit
- The group's first point of order was to define the parameters of what / who qualifies as a Golden Gate household (e.g., official or legal resident on the lease, pets, etc.).
- To many in the breakout session, protecting existing Golden Gate residences was interpreted as a no tolerance policy for displacement, while others defined it as minimal displacement of legal residents.
- The enhanced protections of family, and the multiple generations which constitute many households was deemed of utmost importance. The group's first point of

Summary of Input by Question

- Current residents have a future in the revitalized community
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- The enhanced protections of family, and the multiple generations which constitute many households was deemed of utmost importance. The group's first point of



Marin Housing Authority
Community Working Group
Meeting Summary
February 23, 2015

Welcome, Meeting Process, Introductions

(Facilitator: Dwayne Jones)

Meeting opens with introduction of members and a recap of the highlights from the previous meeting. Mr. Jones of RDI Enterprises reviewed the meeting process, and the principles of participation. He also introduces himself and the facilitation team from RDI Enterprises.

Survey results

(Facilitator: Art Taylor)

Art Taylor reviews the responses to the members completed between the first meeting and the meeting on 2/23/15. He gives the highlights from the survey. Survey showed consensus around:

- Meeting days – third Monday of the month
- Time for public comment: After each agenda item
- Public comment time allotment: 2 mins per person
- Topics WG wants to cover: Safety/Security, Education, Fair Housing, Gentrification fear

History Marin City

(Facilitator: Dwayne Jones/Lisa Gray)

Several members give brief presentations about their experience as a Marin City resident and community member. DJ explained that at most meetings two or three members will give their answers to three guiding questions that frame and give context to Marin City's rich history for the group. Facilitators identified themes in the personal/community histories. Members addressed the following questions:

1. What was it like growing up here if you are from Marin City?/What was it like when you arrived if you did not?
Give us a sense of your slice of life in Marin. This can include where you went to school, what your parents did, the neighborhood you grew up in and what you know about how it's past. Your story should help inform the larger picture of the city's past.
2. What do you see as assets then and now?



Marin Housing Authority
Community Working Group
Meeting Summary
March 23, 2015

Attendees: Barbara Clifton Zarate, Caroline Peattie, Danni Brusseau, Dr. Shirley Thornton, Durom Austin, Homer Hall, Katherine Boschetto, Kevin Coleman, Ladesha Berry, Leland Scott Anderson, Liz Darcy, Mary Davis, Michael Tabb, Nancy Johnson, Nicole Doman, Ona Hasbway, Rondel Gibson, Royce Molesore, Dennis Shavers

Dinner started at 6:10pm

Welcome, Meeting Process, Introductions (6:30pm)

(Facilitator: Dwayne Jones)

Meeting opened with an introduction of members and a review of housing revitalization models that came out of the previous meeting:

- Historic Preservation and Enhancement
 - Land Trust tied to a Co-op
 - Mixed Income
 - Basic Renovation/Maintenance
- There was no discussion by the WG or the comment by the Public on this item

Education Panel Discussion (6:45pm)

(Facilitator: Lisa Gray/Saleem Shaikh-Gilmore)

Saleem introduced himself as a former classroom teacher and educational consultant who has experience working in the Marin City community. He introduced the format of the panel discussion. The Panelists were Royce McElmore (resident, WG member), Dr. Shirley Thornton (educator, WG member), Alan Gilmore (staff, Bridge the Gap College Prep), Betta Hodges (Director, Hannah Project), Leah Herrea (Vice President, Tamapapas HS), Wendy Stratton (Vice President, Tamapapas HS), and Luke Synard (President, Tamapapas HS)

Panel Discussion Questions and Responses

1. What are the challenges do students in public schools face?
2. What system barriers exist that affects a student's ability to access education and perform well in school?



Marin Housing Authority
Community Working Group
Meeting Summary
April 20, 2015

Welcome, Meeting Process, Introductions

(Facilitator: Dwayne Jones)

Meeting opens with a welcome and a discussion of the overall planning process. WG members were informed that the future meetings would be focused on housing development models. The approach by RDI Enterprises is that the planning must be holistic, focusing on:

- Physical
- Economic
- Organizational
- Cultural
- Educational
- Social

The plan should address all these areas. WG members were reminded that follow through with homework assignments is vital to the process and were encouraged to communicate and follow through with previously assigned homework. It was emphasized that households will not be displaced.

Workforce Data

(Facilitator: Buk Sokomor/Lisa Gray)

Buk introduced 2011 data that looked at minimum income to afford housing as projected into the future. The data was broken down by family size. Feedback from the WG included questioning the purpose of sharing the data, origin of data, and where to collect more recent data that is more narrowly targeted to Marin City. Buk and Lisa explained that the data was presented to give members an idea of what a living wage is in Marin County (by family size) and which occupations or sectors compensate workers so that they can afford to stay in Marin County.

Workforce Development Panel Discussion

(Facilitator: Saleem Shaikh-Gilmore/Lisa Gray)

Saleem welcomed the panelists to the front of the room:

Todd McClean, staff, Marin City CDC;



Marin Housing Authority
Community Working Group
Meeting Summary
May 18, 2015

Welcome, Meeting Process, Introductions

(Facilitator: Dwayne Jones)

Meeting opens with a welcome. The agenda was previewed and discussed. The presentation process was shared. All present were asked to hold questions until the end and to present their questions on comment cards.

EMG, the company hired to do the Physical Needs Assessment was introduced.

Physical Needs Assessment presentation

(Presented by Mark Surdam, facilitated by Lisa Gray and Saleem Gilmore)

EMG performed a Green Physical Needs Assessment (GPNA) which includes a Physical Needs Assessment and an Energy Audit. The EMG representative defined the scope of the assessment and reported on the findings.

The physical condition of Golden Gate Village was assessed as a Priority One.

Priority One

These items are to be addressed as immediate. Items in this category require immediate action and include concrete measures to:

- Correct life safety and/or code hazards
- Repair items permitting water leaks into the building or structure
- Repair biological growth conditions
- Down unit repairs
- Further study/investigation

Making identified improvements would cost ~ \$31 million over a 15-year period. In addition, the presentation reminded the needed repairs in the low-rise and high-rise structures. The presentation also showed that Golden Gate Village physical improvement needs far outweigh the allocation (\$800,000/yr) MHA receives from HUD to make such improvements.

The presenter discussed how the findings from the assessment can guide and inform Capital Planning and recommended that the working group consider the following in their exploration of ways to revitalize Golden Gate Village.



Marin Housing Authority
Community Working Group
Meeting Summary
June 15, 2015

Welcome, Meeting Process, Introductions

(Facilitator: Dwayne Jones)

Meeting opens with a welcome and an overview of the evening's agenda.

MHA GGV Finances Presentation

Guest: Sarau Zachariah, MHA Chief Financial Officer

Ms. Zachariah presented the MHA's finances and budget for 2015. She gave an overview of MHA programs (Section B, Public Housing, Below Market Rate Loans and Supportive Housing) and then reviewed the MHA Public Housing Funding Formula and provided a revenue vs. expenses snapshot of the MHA 2015 budget for all MHA properties. This was followed with a review of the capital grant funding allocations over the last 5 years and how those funds were used across properties. Highlights of the presentation include:

- GGV is 296 units of the 496 total units that MHA is responsible for
- MHA receives \$800K for capital improvements to all of its properties
- \$500,000 of the total capital allocation is earmarked for physical improvements to all MHA properties per HUD allocation formula
- Total revenue is just under 2.9 million dollars
- Total expenses are about 2.65 million dollars leaving a reserve of approximately \$150,000
- MHA has seen a reduction of more than \$75,000 in capital funding over the last five years
- GGV has seen a 5% increase in funds going to GGV property needs over the last five years
- At least 60% of capital expenses have gone to GGV past 3 years

Ms. Zachariah entertained questions from Working Group members and attendees. Questions focused on the use of capital funds, how those funds can be and were spent.



Marin Housing Authority
Community Working Group
Meeting Summary
July 20, 2015

Welcome, Meeting Process, Introductions

(Facilitator: Dwayne Jones)

Meeting opens with a welcome and a discussion of the agenda for the evening. Working group convened at 5:30pm.

Housing Revitalization: How to fund revitalization efforts Panel Discussion

Facilitator: Saleem Shaikh-Gilmore

Guest Panelists:

- Vanessa Cooper, Executive Director of the Housing Authority, City of Alameda
- La Shelle Dotler, Executive Director of Housing and Redevelopment Agency, Sacramento
- Barbara Smith, Acting Executive Director and Administrator of Housing Development and Modernization, San Francisco

Panelists were asked to focus their comments on the development models that have been discussed in previous meetings:

- **Historic Preservation** – Rehabilitation of units with some modernization
- **Mixed Income** – 296 units based on current income levels in PI, plus moderate, market rate housing, and /or home ownership
- **Land Trust with Co-Op** – Conversion of land ownership to a community land trust and conversion of units to Co-Op
- **Mixed Use** – Increased housing, services, businesses on site
- **Not Immediately Addressing Capital Needs** – Make no substantial capital renovations and address capital and social needs as needed
- **Rental Assistance Demonstration** – Conversion out of public housing program with rehabilitation; funding frozen at prior public housing levels

COMMUNITY WORKING GROUP

GUIDING PRINCIPLES ESTABLISHED IN 2009



**Community Working Group
Meeting Summary
January 19, 2015
Orientation and Overview
Breakout Group: Clarification of Guiding Principles**

OVERVIEW

In 2009 the Community Advisory drafted a list of Guiding Principles that were to be the foundation for any revitalization efforts that were to occur at Golden Gate Village. The Guiding Principles are very broad, so the group will review the Principles in an attempt to clarify each statement. The following are the statements to guide the group's discussion:

1. Protect Existing Golden Gate Households
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3. Assure Resident Participation Throughout the Planning and Revitalization Process
4. Preserve Historic Marinship Heritage
5. Promote High Quality Open Space
6. Collaborate with the Marin County Community to Expand Economic Development and Job Training/Education Opportunities for Golden Gate Village Residents



Community Working Group
Meeting Summary
January 19, 2015
Orientation and Overview
Breakout Group: Clarification of Guiding Principles

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DISCUSSION ISSUES

- No displacement of current residents
- More GGV residents participating in the process
- When discussing economic sustainability there is a government and resident need and perspective
- There should be strong collaboration between county agencies to expand economic development and opportunities to Golden Gate Village residents. The conversations had here tonight should not only define what Guiding Principles from 2009 mean, but also help us give them new iterations.
- Guiding Principles should not be static - they should represent / reflect present day.

What were the top comments

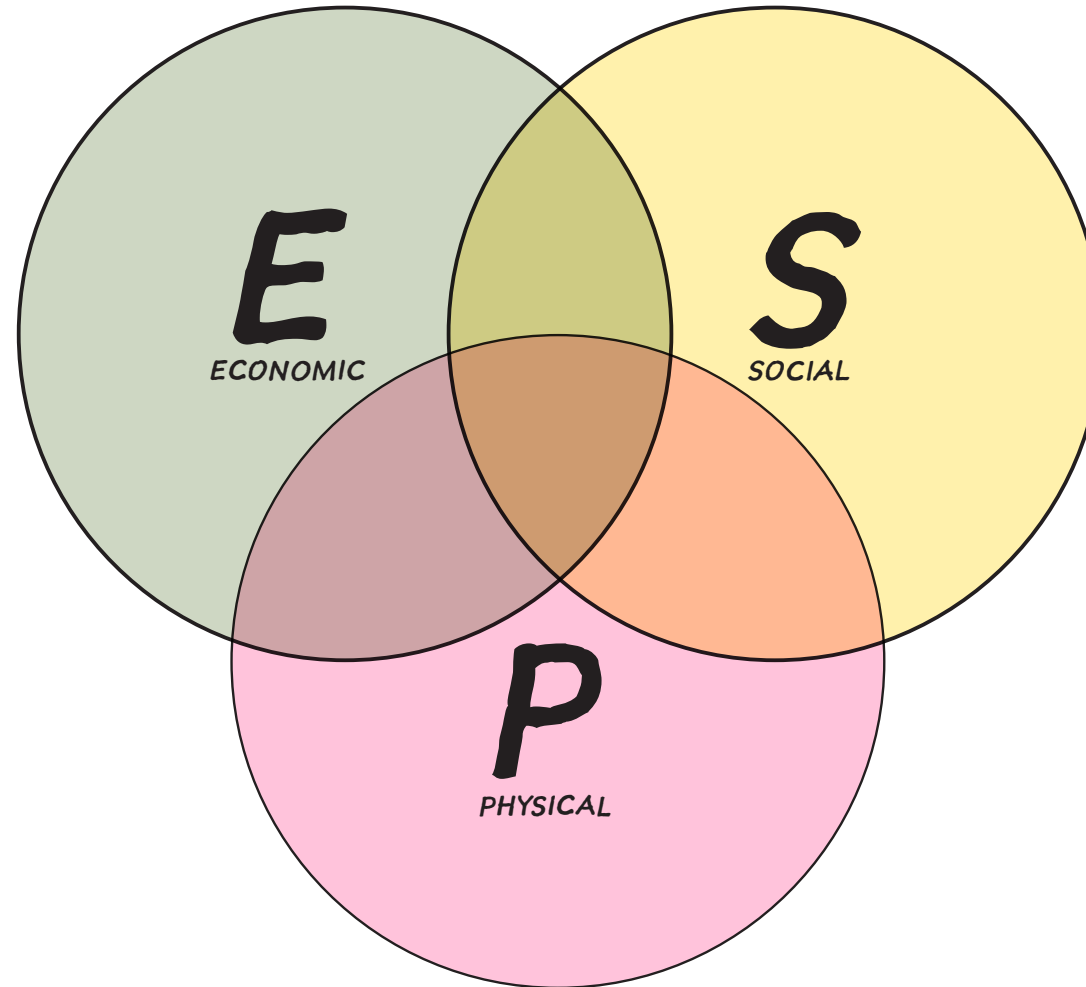
Protect Existing Golden Gate Households

- Current residents have a future in the revitalized community
- Residents are safe and protected
- Preserve the historic nature of the community
- Residents will always have a unit
- The group's first point of order was to define the parameters of who / who qualifies as a Golden Gate household (e.g., official or legal resident on the lease, pets, etc.)
- To many in the breakout session, protecting existing Golden Gate residences was interpreted as a no tolerance policy for displacement, while others defined it as minimal displacement of legal residents
- The unbiased protections of family, and the multiple generations which constitute many households, was deemed of utmost importance. The group's first point of

Summary of Input By Question

BALANCING WITH THE E.S.P. FRAMEWORK

ANALYZING THE ECONOMIC, SOCIAL, AND PHYSICAL FORCES TO CREATE SOLUTIONS THAT BALANCE INTERESTS AND PROMOTE A VISION THAT IS SUSTAINABLE



COMMUNITY WORKING GROUP

MEETING SUMMARY MINUTES HIGHLIGHTED

ESP
Economic
Social
Physical

CATEGORIZING THE SUMMARY MINUTES INTO E.S.P.

JAN 2015

RDCallab

MARIN HOUSING AUTHORITY
Community Working Group
Meeting Summary
January 15, 2015
Orientation and Overview
Breakout Group: Clarification of Guiding Principles

OVERVIEW
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2. Restore Golden Gate Village **Sustainability**
3. Assure Resident **Participation** Throughout the Planning and Revitalization Process
4. Preserve **Historic** Marinship Heritage
5. Promote High Quality Open Space
6. Collaborate with the Marin County Community to Expand **Economic** Development and Job Training/Education Opportunities for Golden Gate Village Residents

DISCUSSION ISSUES

- **No displacement** of current residents
- **More GGV residents participating** in the process
- When discussing economic sustainability there is a government and resident need and perspective
- There should be strong collaboration between county agencies to **expand economic development** and opportunities **in Golden Gate Village**. The conversations had here tonight should not only define what Guiding Principles from 2009 mean, but also help us give them new iterations.
- Guiding Principles should not be static- they should represent / reflect present day.

What were the top consensus comments

Protect Existing Golden Gate Households

- **Current residents have a future** in the revitalized community
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- Preserve the historic nature of the community
- **Residents will always have a say!**
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FEB 2015

RDCallab

MARIN HOUSING AUTHORITY
Community Working Group
Meeting Summary
February 23, 2015

WELCOME, MEETING PROCESS, INTRODUCTIONS
(Facilitator: Dwayne Jones)

Meeting opens with introduction of members and a recap of the highlights from the previous meeting. Mr. Jones of RDJ Enterprises reviews the meeting process, and the principles of participation. He also introduces himself and the facilitation team from RDJ Enterprises.

SURVEY RESULTS
(Facilitator: Art Taylor)

Art Taylor reviews the response to the members completed between the first meeting and the meeting on 2.23.15. He gives the highlights from the survey. Survey showed consensus around:

- Meeting days – third Monday of the month
- Time for public comment: After each agenda item
- Public comment time allotment: 2 mins per person
- Topics WG wants to cover: Safety/Security, Education, Fair Housing, Gentrification fear

History Marin City
(Facilitator: Dwayne Jones/Lisa Gray)

Several members gave brief presentations about their experience as a Marin City resident and community member. DJ explained that at most meetings two or three members will give their answers to three guiding questions that frame and give context to Marin City's rich history for the group. Facilitators identified themes in the personal/community histories. Members addressed the following questions:

1. What was it like growing up here if you are from Marin City? /What was it like when you arrived if you did not?

Give us a sense of your slice of life in Marin. This can include where you went to school, what your parents did, the neighborhood you grew up in and what you know about how it fits. Your story should help inform the larger picture of the city's past.

2. What do you see as assets then and now?

1

MARCH 2015

RDCallab

MARIN HOUSING AUTHORITY
Community Working Group
Meeting Summary
March 23, 2015

WELCOME, MEETING PROCESS, INTRODUCTIONS (6:30pm)
(Facilitator: Dwayne Jones)

Meeting opened with an introduction of members and a review of housing revitalization models that came out of the previous meeting:

- **Historic Preservation and Enhancement**
- **Land Trust tied to a Co-Op**
- **Basic Renovation/ Maintenance**

There was no discussion by the WG or the comment by the Public on this item

Education Panel Discussion (6:45pm)
(Facilitator: Lisa Gray/ Saleem Shakir-Gilmore)

Saleem introduced himself as a former classroom teacher and educational consultant who has experience working in the Marin City community. He introduced the format of the panel discussion. The Panelists were Royce McElmore (pastor, WG member), Dr. Shirley Thornton (educator, WG member), Alvin Gilmore (staff, Bridge the Gap College Prep), Bettie Hodges (Director, Hannah Project), Leah Herrera (Vice President, Tamalpais HS), Wendy Stratton (Vice President, Tamalpais HS), and Julie Snyder (President, Tamalpais HS).

Panel Discussion Questions and Responses

1. What are some challenges to students in public schools here?
2. What system barriers exist that affect students' ability to access education and perform well in school?

1

APRIL 2015

RDCallab

MARIN HOUSING AUTHORITY
Community Working Group
Meeting Summary
April 20, 2015

WELCOME, MEETING PROCESS, INTRODUCTIONS
(Facilitator: Dwayne Jones)

Meeting opens with a welcome and a discussion of the overall planning process. WG members were informed that the future meetings would be focused on housing development models. The approach by RDJ Enterprises is that the planning must be holistic, focusing on:

- **Physical**
- **Economic**
- **Organizational**
- **Cultural**
- **Educational**
- **Social**

The plan should address all these areas. WG members were reminded that follow through with homework assignments is vital to the process and were encouraged to communicate and follow through with previously assigned homework. It was emphasized that **leaseholders will not be displaced**.

Workforce Data
(Facilitator: Bruk Solomon/Lisa Gray)

Bruk introduced 2011 data that looked at **rental housing as projected into the future**. The data was broken down by family size. Feedback from the WG included questioning the purpose of analyzing the data, origin of data, and where to collect more recent data that is more narrowly targeted to Marin City. Bruk and Lisa explained that the data was presented to give members an idea of what **rental housing is like** (by family size) and which occupations or sectors comprise workers so that they can afford to stay in Marin County.

Workforce Development Panel Discussion
(Facilitator: Saleem Shakir-Gilmore/Lisa Gray)

Saleem welcomed the panelists to the front of the room:
Todd McCleary, staff, Marin City CDC;

1

MAY 2015

RDCallab

MARIN HOUSING AUTHORITY
Community Working Group
Meeting Summary
May 18, 2015

WELCOME, MEETING PROCESS, INTRODUCTIONS
(Facilitator: Lisa Gray)

Meeting opens with a welcome. The agenda was previewed and discussed. The presentation process was shared: All present were asked to hold questions until the end and to present their questions on comment cards.

EMG, the company hired to do the **Physical Needs Assessment** was introduced.

Physical Needs Assessment presentation
(Presented by Mark Surtain, facilitated by Lisa Gray and Saleem Gilmore)

EMG performed a **Open-Physical Needs Assessment (OPNA)** which includes a Physical Needs Assessment and an **Energy Audit**. The EMG representative defined the scope of the assessment and reported on the findings.

The physical condition of Golden Gate Village was assessed as a Priority One.

Priority One- These items are to be addressed as **immediates**. Items in this category require immediate action and include corrective measures to:

- **Correct life safety and/or code hazards**
- **Repair item permitting water leaks** into the building or structure
- **Repair leaking gas/steam conditions**
- **Down unit repairs**
- **Further study investigations**

Making identified improvements would cost **~ \$31 million over a 15 year period**. In addition, the presentation itemized the needed repairs in the low-rise and high-rise structures. The presentation also showed that **Golden Gate Village physical improvement needs far outweigh the allocation** available to address such improvements.

The presenter discussed how the findings from the assessment can guide an inform Capital Planning and recommended that the working group consider the following in their exploration of ways to revitalize Golden Gate Village:

1

JUNE 2015

RDCallab

MARIN HOUSING AUTHORITY
Community Working Group
Meeting Summary
June 15, 2015

WELCOME, MEETING PROCESS, INTRODUCTIONS
(Facilitator: Dwayne Jones)

Meeting opens with a welcome and an overview of the evening's agenda.

MHA, GGV FINANCES PRESENTATION
Guest: Sarah Zachariah, MHA Chief Financial Officer

Ms. Zachariah presented the **MHA Financial Overview**. She gave an overview of MHA programs: Section 8, Public Housing, Below Market Rate Loans and Supportive Housing and then reviewed the MHA Public Housing Funding Formula and provided a **financial overview** of the MHA 2015 budget for all MHA properties. This was followed with a review of the capital grant funding allocations over the last 5 years and how those funds were used across properties. Highlights of the presentation include:

- **GGV is 290 units** of the 496 total units that MHA is responsible for
- MHA receives \$800K for capital improvements to all of its properties
- \$500,000 of the total capital allocation is earmarked for physical improvements to all MHA properties per HUD allocation formula
- Total revenue is just under 2.8 million dollars
- Total expenses are about 2.65 million dollars leaving a reserve of approximately \$150,000
- MHA has seen a reduction of more than \$75,000 in capital funding over the last five years
- GGV has seen a 5% increase in funds going to GGV property needs over the last five years
- At least 60% of capital expenses have gone to GGV past 3 years

Ms. Zachariah entertained questions from Working Group members and attendees. Questions focused on the use of capital funds, how those funds can be and were spent.

1

JULY 2015

RDCallab

MARIN HOUSING AUTHORITY
Community Working Group
Meeting Summary
July 20, 2015

WELCOME, MEETING PROCESS, INTRODUCTIONS
(Facilitator: Dwayne Jones)

Meeting opens with a welcome and a discussion of the agenda for the evening. Working group convened at 5:30pm.

Housing Revitalization: How to fund revitalization efforts Panel Discussion
Facilitator: Saleem Shakir-Gilmore

Guest Panelists:

- Vanessa Cooper, Executive Director of the Housing Authority, City of Alameda
- La Shelle Dodder, Executive Director of Housing and Redevelopment Agency, Sacramento
- Barbara Smith, Acting Executive Director and Administrator of Housing Development and Modernization, San Francisco

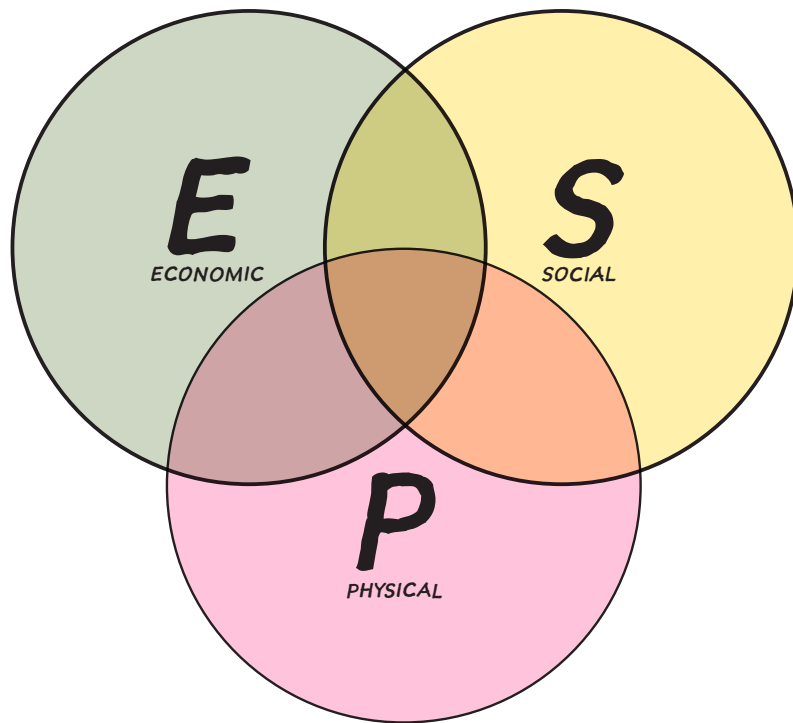
Panelists were asked to focus their comments on the **development trends** that have been discussed in previous meetings:

- **Historic Preservation** – Rehabilitation of units with some modernization
- **Mixed Income** – 29% units based on current income levels in PH, plus moderate, market rate housing, and / or home ownership
- **Land Trust with Co-Op** – Conversion of land ownership to a community land trust and conversion of units to Co-Ops
- **Adaptive** – Integrated housing, services, businesses on site
- **Not Immediately Addressing Capital Needs** – Make no substantial capital renovations and address capital and social needs as needed
- **Homeless Services/Conversion** – Conversion out of public housing program with rehabilitation; funding frozen at prior public housing levels

1

BALANCING WITH E.S.P.

ANALYZING THE ECONOMIC, SOCIAL, AND PHYSICAL FORCES TO CREATE SOLUTIONS THAT BALANCE INTERESTS AND PROMOTE A VISION THAT IS SUSTAINABLE



ECONOMIC

Financial Feasibility

Funding Sources
(Financing options)

Physical cost improvements
for the project

Job Training/Job Creation

Funding challenge
for existing building
maintenance

ECONOMIC WHAT WE HEARD

a living wage for Marin County
a manufacturing based innovation hub
affordability
at least 60% of capital expenses have gone to GGV past three years
average < \$103,000 per unit
barriers
budget review session
capital budgets are extremely tight
Civic Center bond process
co ops shared ownership
commerce
community land trust
competitive funding process
Conservation Corp of the North Bay desire to partner with
Marin City leaders
conversion of units uses tax credits
co-op
cost per unit will differ based on needed repairs and improvements
cost to rehab cost can escalate could be higher than building new
credit restoration
current residents have a future
development models
economic
economic development
economic development activities
economic opportunities
economic security
employ local workforce
employment and training opportunities
expand economic development to residents
factors to determine most feasible mixed use
financing requires outside sources
find economic stability
foster a pipeline of qualified workers
funding models
funding streams
funding to seed the preservation effort
GGV 5% increase in funds going to GGV property needs over the
last five years
GGV is 296 units of the 496 total units that MHA is responsible for
green job training
green jobs
Green Streets saved the Housing Authority thousands of dollars
historic preservation
historic preservation
homeownership

housing choice homeownership
Housing choice vouchers
how HUD funds the MHA
how to develop employment from within Marin City
HUD allocation to MHA has decreased
HUD dollars allocated and spent
HUD has consistently reduced funding allocations to
housing authorities
HUD is disinvesting in housing
HUD to purchase property
HUD would not support creation of land trust
identifying additional sources
increase local employment
individual development accounts
innovation hub
Innovation Hub manufacturing
job training
job training, employment, entrepreneurial opportunities
job training/education opportunities
lack of employment opportunities in Marin City
land trust can be difficult transforming land ownership
land trust with co-op
limitations and restrictions associated with HUD funding
look into some of those funding streams
maintain the property for low-income residents
maintenance and landscaping of the housing development
manufacturing
many residents proactive and already working
many training opportunities are not connected to jobs
Marin City CDC is building a new training program
Marin City is surrounded by wealth
Marin City residents are not always successful staying on the job
Marin County tied to shipyard
MHA might pursue in its economic development strategies
MHA receives \$800,000/yr from HUD
MHA receives \$800K for capital improvements to all properties
MHA reduction of more than \$75,000 in capital funding over the
last five years
MHA's finances and budget for 2015
minimum income to afford housing
mixed financing
mixed income
mixed income
mixed income
mixed income
mixed income

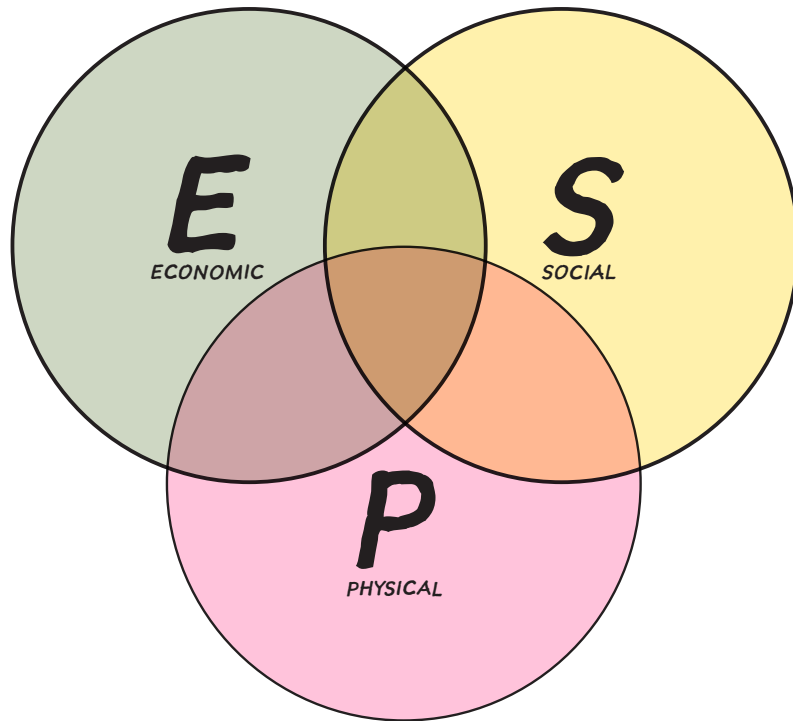
mixed income housing
mixed incomes
mixed use
monetary
need to be able to leverage tax credits and private funding
not immediately addressing capital needs
occupancy is 99.4%
once the shipyard closed the jobs left
opportunities
opportunities for public housing residents
options/strategies
percentage of participants in workforce training
preserve existing including moderate/market rate
pool of funds can be used to support subsidized units
potential to get loan based on land value
provides income
purchase of below market rate properties
questions and concerns about how MHA might finance any strategy
rental assistance demonstration
rental assistance demonstration
resident ownership
resident run contract
residents employed by MHA to perform maintenance
residents will always have a unit
revenue vs expenses
savings account support
Section 8 voucher portability
stimulate the local economy
strategic business partners
students lack the resources too afford tutoring
targeted apprenticeship training
tax-credit equity with bank loans
expenses 2.65 million dollars with a reserve of
approximately \$150,000
total capital allocation of \$500,000 is earmarked for improvements
total revenue is just under 2.8 million dollars
types of jobs, cost, funding
what type of manufacturing would occur at proposed
innovation hub?
workforce driver
workforce training and job opportunities
would have to bring in additional financing

ECONOMIC REFLECTION

WHICH IS MOST IMPORTANT TO YOU? WHY?

BALANCING WITH E.S.P.

ANALYZING THE ECONOMIC, SOCIAL, AND PHYSICAL FORCES TO CREATE SOLUTIONS THAT BALANCE INTERESTS AND PROMOTE A VISION THAT IS SUSTAINABLE



ECONOMIC

- Financial Feasibility
- Funding Sources (Financing options)
- Physical cost improvements for the project
- Job Training/Job Creation
- Funding challenge for existing building maintenance

SOCIAL

- No Displacement
- Celebrate History (Marinship, social justice)
- Sense of community past, present, future
- Resident / MHA relationship
- GGV/Marin City partnerships
- Educational Component

SOCIAL WHAT WE HEARD

a sense of pride in the Golden Gate Village community through work
a store with the necessities
Best Buy building
broken promises of past
building relationships with marginalized students
case management
case studies
children this summer?
church partnerships with the community around educational goals
community and family
community value around staying in homes
concerns about MHA's ability to facilitate a process with resident interest as a priority
concerns that a plan is already in place and the working group is a rubber stamp body
core challenges students, public schools
craft realistic partnerships with HUD, private developers, local governments, community
creating culturally relevant curriculum
creating standards
cultural
decision making body
design
developing partnerships
discipline policies
disillusionment of students who do not value education
displacement
displacement of residents
displacement relocation
drug and alcohol issues
Early Childhood Education
earthquake preparedness plan
education outreach
education planning
educational
engage residents and gather their input
engaging residents
family self sufficiency
fear that the need for revitalization is a cover to
financial literacy training
focus on prenatal to 5 years old
focus on self determination
freedom school model
gender specific learning
gentrification

help resident overcome obstacles
historic heritage
history and culture as a tool to empower and orient
African American students
households
how to leverage resident voices
implementing social/emotional supports particularly for students of color
increase academic supports to help student
information kiosk
institutionalized barriers
institutionalized racism
lack of diversity of the staff
leaseholders will not be displaced
low resident representation on the working group
many students from Marin City are not high school/college ready upon graduation
Marin residents benefit from better housing
Marin's largest concentration of black residents
marinship hired black workers
mentoring programs 5-18 y/o
mentoring: high schoolers mentor middle schoolers who mentor elementary schoolers
MHA leads to relocation
minimal displacement of legal residents
more GGV residents participating
more than 50% of the Working Group should be Golden Gate Village residents
no displacement
no displacement
no tolerance policy for displacement
non-displacement
non-displacement of residents during construction
organizational
outreach attempts have been ineffective
outreach to community
parenting support
parents and communities can play a more active role
participation
participation of more GGV residents
peer outreach
perceived lack of resident representation on working group
permanent relocation without the option to return
prepare parents before they become parents
program partnerships between TAM HS and MC schools

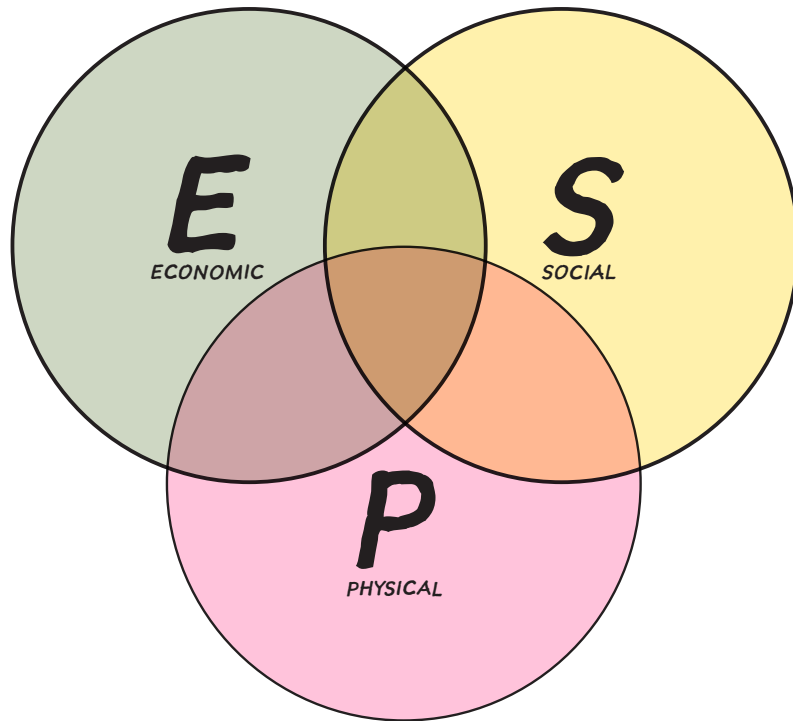
promoting and using community assets
protection of family
providing free opportunities to educational experiences
public should not be excluded from the process
racism, sexism, and homophobia
recreational opportunities
relocate residents to vacant or newly remodeled units
relocation impacts
replacement needs to be 1:1
resident participation throughout the planning process
resident engagement is a critical part
resident participation
residents immigrated from south
restorative Justice programs
revitalization
segregation
social
social promotion
some residents will want to permanently relocate
state law forbids displacement or reduction in affordable housing units
Students coming to school unprepared
students failing
summer bridge model
support parents and educators
system barriers that affect a student's ability
temporary relocation
to support resident services
working group will create recommendations
wrap around services
year round K-8 school

SOCIAL REFLECTION

WHICH IS MOST IMPORTANT TO YOU? WHY?

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PHYSICAL

- Deteriorated building and site physical conditions
- Historic Architectural Significance
- Site planning significance
- Quality open space
- Unique topography (Great views/soil instability)

PHYSICAL WHAT WE HEARD

a development plan
accessible
all ages
amenities should be 21st century
an integrated connection
at end of assessment process residents decided to rebuild
average typical life of a building
biological growth
Civic Center preservation
code hazards
commercial/retail may not be feasible
deferring could lead to long-term problems and closing buildings
down unit repairs
emergency repair
energy audit
Frank Lloyd Wright and Aaron Green
further study
GGV buildings are older structures
GGV is 296 units
Golden Gate Village physical improvement needs far outweigh the allocation
green buildings in the preservation process
Green Physical Needs Assessment
green plan
high quality open space
hiking trails, parks, and playgrounds
historic
historic
historic heritage
historic legacy of GGV

historic preservation
historic preservation
historic preservation
Historic preservation could run into ADA complications
historic preservation of Golden Gate Village structures
historic designation
housing
housing with other uses such as commercial space
lack of space
legacy should be preserved
life safety
life safety
low density
maintenance
old best buy and renovate
physical
physical improvement needs are \$31 million over a 15 year period
Physical Needs Assessment
physical upgrades
preservation process
preserve the current structures
Priority One : Immediate
quality open space
removal of potentially hazardous materials a part of rehab
renovations/maintenance
replacement density reconfigurations needs to be 1:1
restore historic purpose
sewer lines, parking lots, sidewalks
smart green innovation
soundness of structures

state of townhomes
tear down GG village
the building of Golden Gate Village
townhomes issues
upgrading structures
vibrant shops
water leaks
well maintained
what entity owns the land?



PHYSICAL REFLECTION

WHICH IS MOST IMPORTANT TO YOU? WHY?

FRANK LLOYD WRIGHT

"THE GOOD BUILDING IS NOT ONE THAT HURTS THE LANDSCAPE, BUT ONE WHICH MAKES THE LANDSCAPE MORE BEAUTIFUL THAN IT WAS BEFORE..."

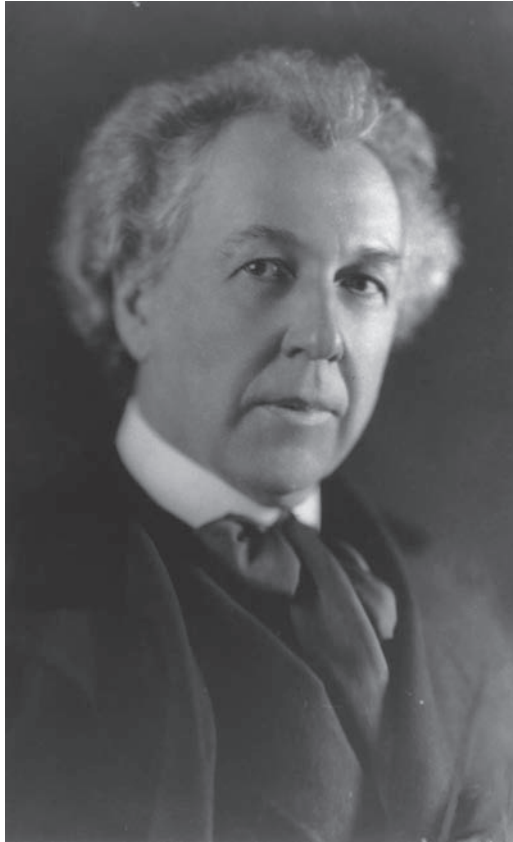


Image: Wikipedia via United States Library of Congress's Prints and Photographs division



AARON GREEN

ONE OF ORGANIC ARCHITECTURE'S MOST TALENTED PROPONENTS

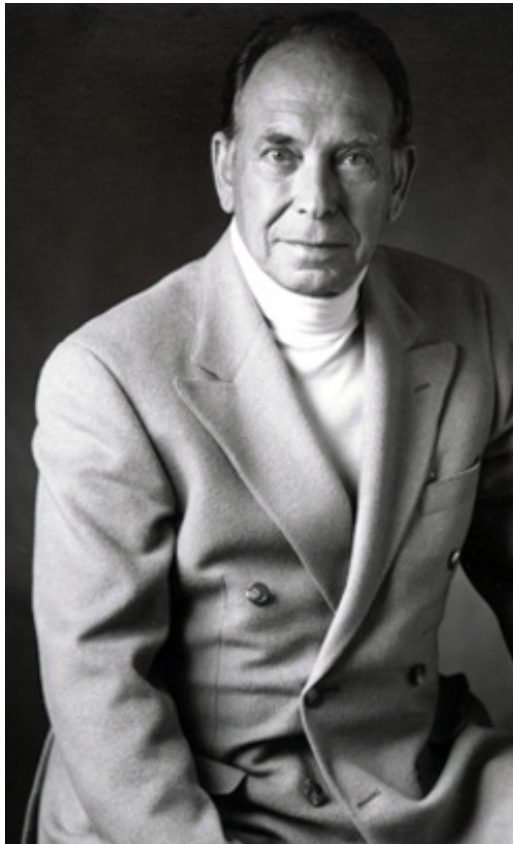


Image: <http://www.agaarchitects.com>



LAWRENCE HALPRIN

"ENVIRONMENTAL DESIGN AS A HOLISTIC APPROACH OF MAKING SPACES FOR PEOPLE TO LIVE"



Image: <http://origins.osu.edu/milestones/july-2016-lawrence-halprin-and-two-modern-spaces>



Map Data: Housing Authority, County of Marin

VERA SCHULTZ

MARIN COUNTY SUPERVISOR, 1952-1960



Image: Marin Independent Journal



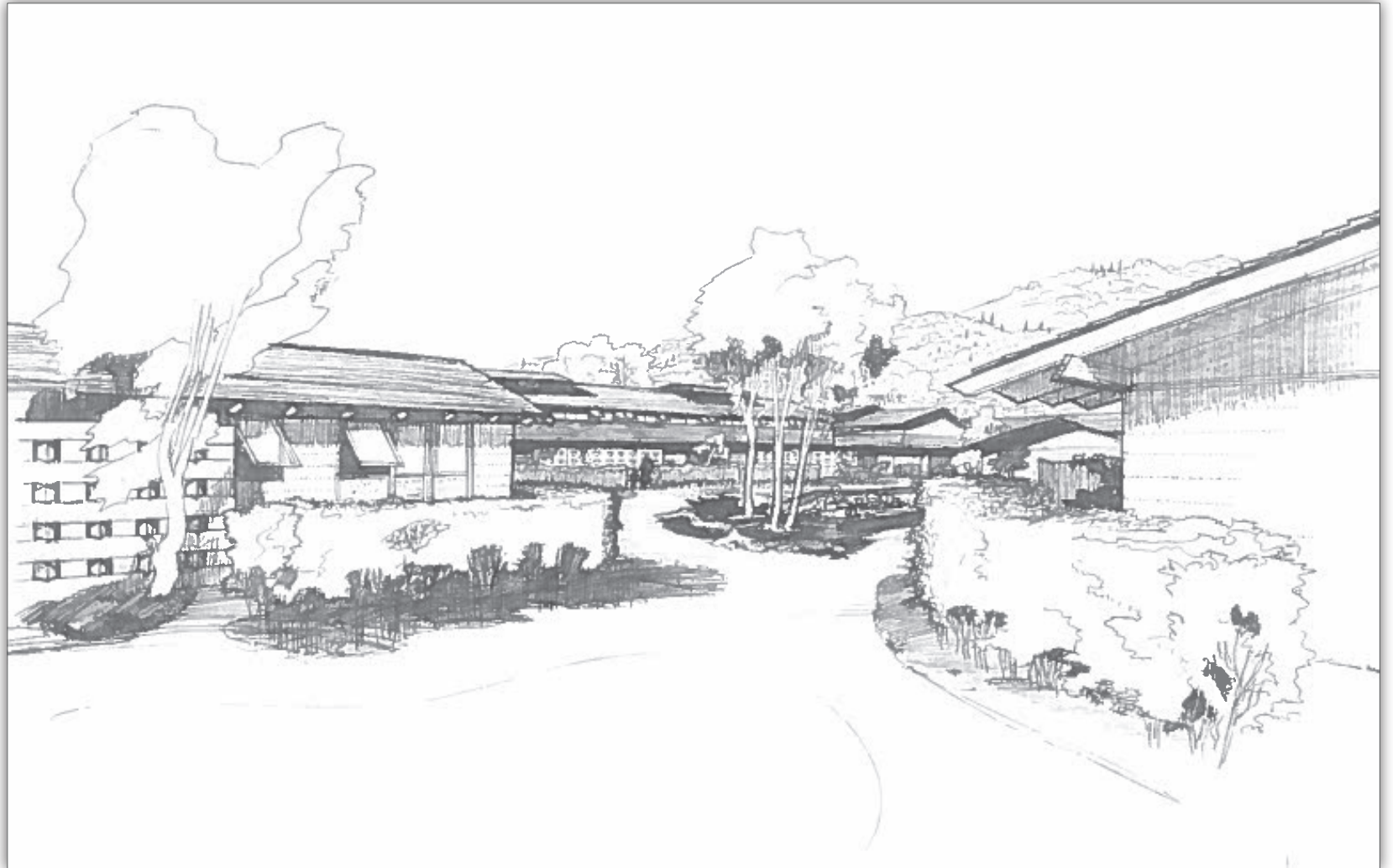
Drawing: Aaron Green Archive

MARY SUMMERS

MARIN COUNTY PLANNING DIRECTOR FOR 20 YEARS, WORKING DIRECTLY WITH VERA SCHULTZ



Image: The Marin Conservation League



Drawing: Aaron Green Archive

MARIN CITY

FROM A WORLD WAR II SHIPYARD TO THE COUNTRY'S FIRST INTEGRATED HOUSING PROJECT



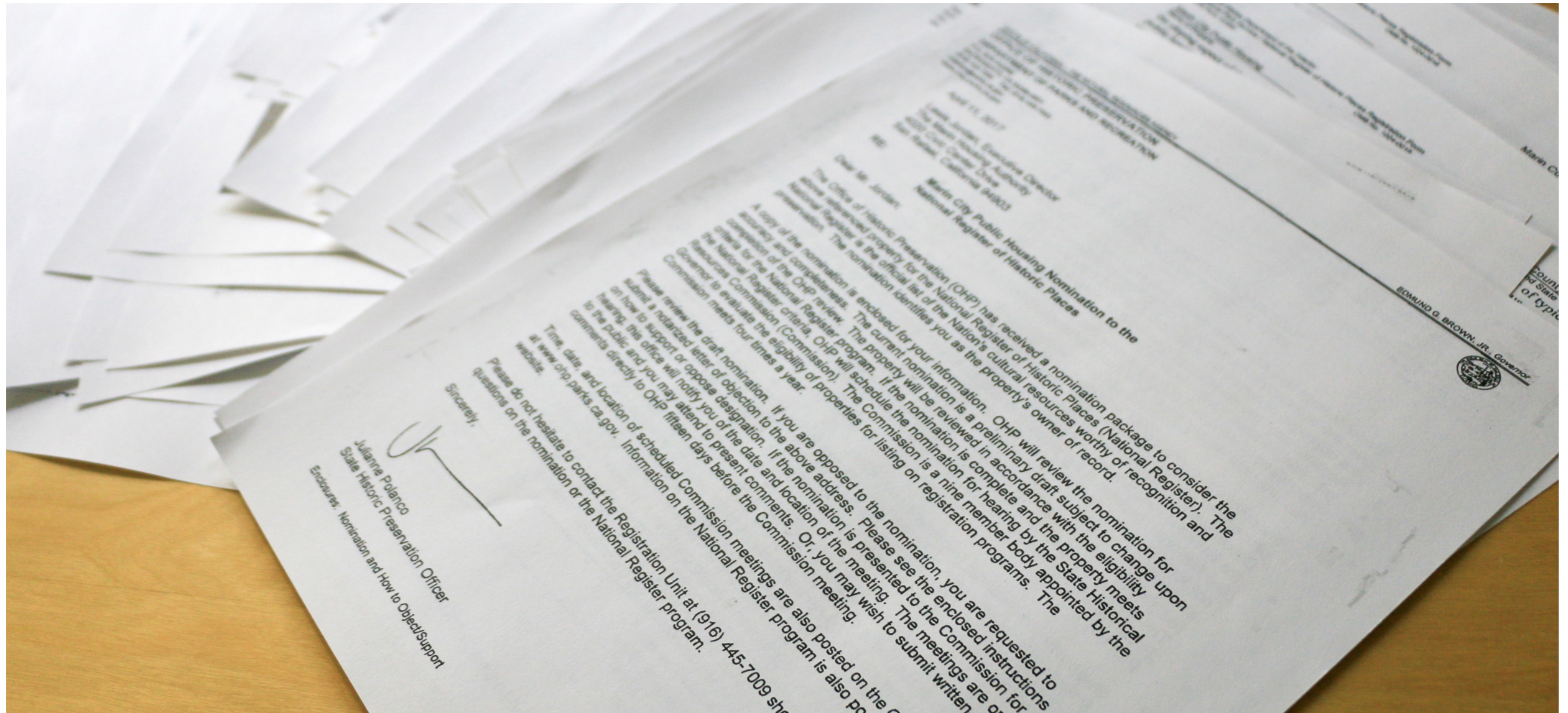
In the early 1940s, many African Americans migrated from the Southern states in search of shipbuilding work, after being excluded from higher-paying industrial jobs back home. It was not uncommon for a shipbuilder to make in an hour what they formerly made in a day in the South. Shipbuilding had gained a reputation as steady work that paid generous wages and included family housing; ultimately it was these benefits which attracted African Americans to the area. The town of Marin City was formed by building housing, churches, and schools to accommodate 6,000 newly arrived workers. After the Attack on Pearl Harbor, America suddenly had an urgent need for warships, and employees worked around the clock in shifts; at the height of Marinship's production, a new ship was produced every thirty days. Employees worked as welders, ship painters, and boilermakers, and as many other skilled laborers.

Excerpt: http://www.foundsf.org/index.php?title=Marinship_to_Marin_City:_How_a_Shipyard_Built_a_City

Images: <http://www.blackpast.org/aaw/marin-city-california-1942>
http://www.foundsf.org/index.php?title=Marinship_to_Marin_City:_How_a_Shipyard_Built_a_City
Marin City California Health and Wellness Center

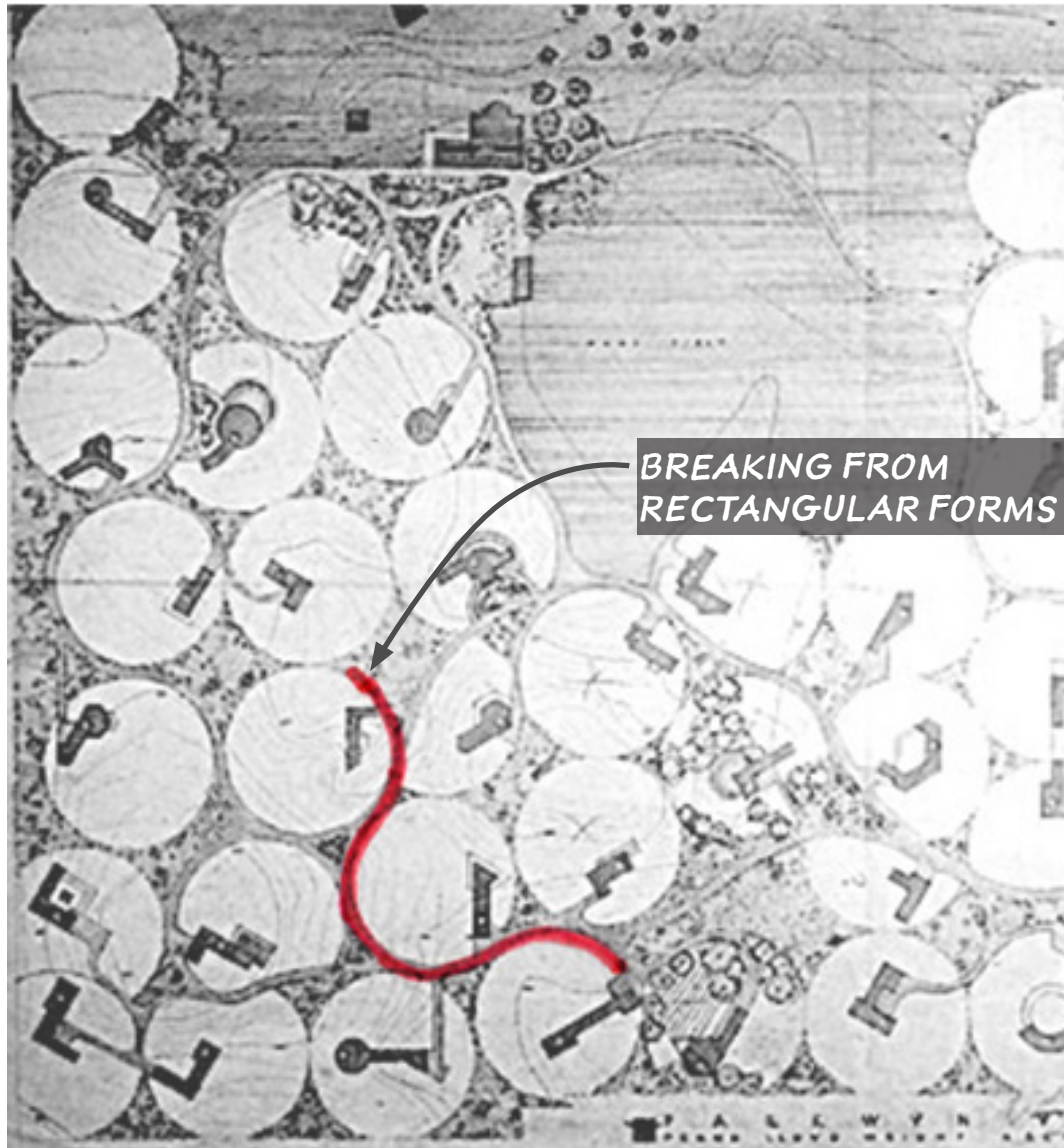
HISTORIC NOMINATION

GOLDEN GATE VILLAGE NOMINATION TO THE NATIONAL REGISTER OF HISTORIC PLACES



PLANNING WITH THE SITE IN MIND

ORGANIC SITE PLANNING AND THE IDEA THAT ARCHITECTURE & PLANNING SHOULD BE ENVIRONMENTALLY INTEGRATED AND EVOLVE FROM THE SITE



BREAKING FROM
RECTANGULAR FORMS

FRANK LLOYD WRIGHT - USONIAN SITE PLANNING



BREAKING FROM
RECTANGULAR FORMS

GOLDEN GATE VILLAGE - SITE PLANNING DIAGRAM

Photo courtesy Google Earth

"ARCHITECTURE FOR DEMOCRACY"

MARIN COUNTY CIVIC CENTER - THE LAST BUILDING DESIGNED BY FRANK LLOYD WRIGHT

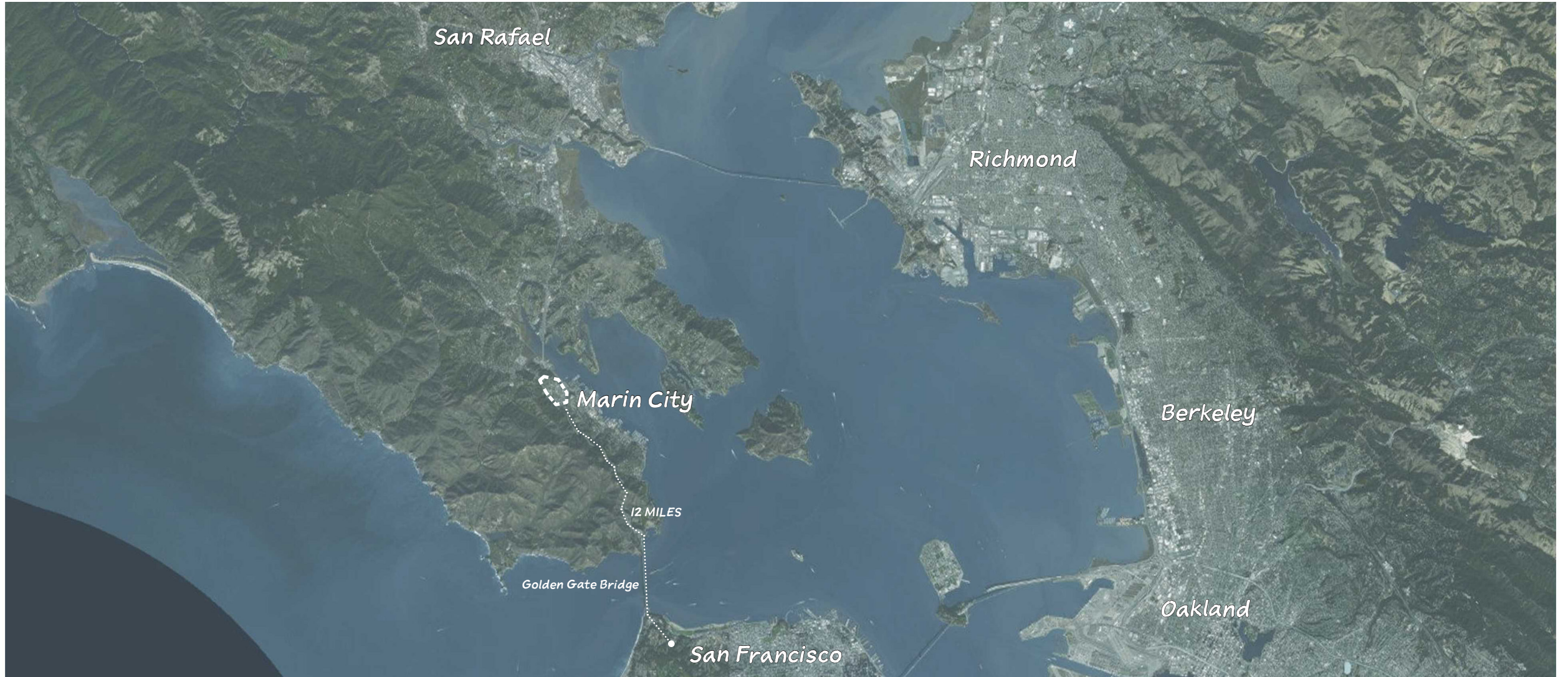


HISTORY REFLECTION

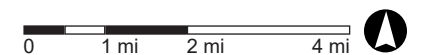
WHAT'S YOUR FAVORITE MEMORY?

THE BAY AREA

WIDER CONTEXT



Imagery: DigitalGlobe via ESRI World Imagery



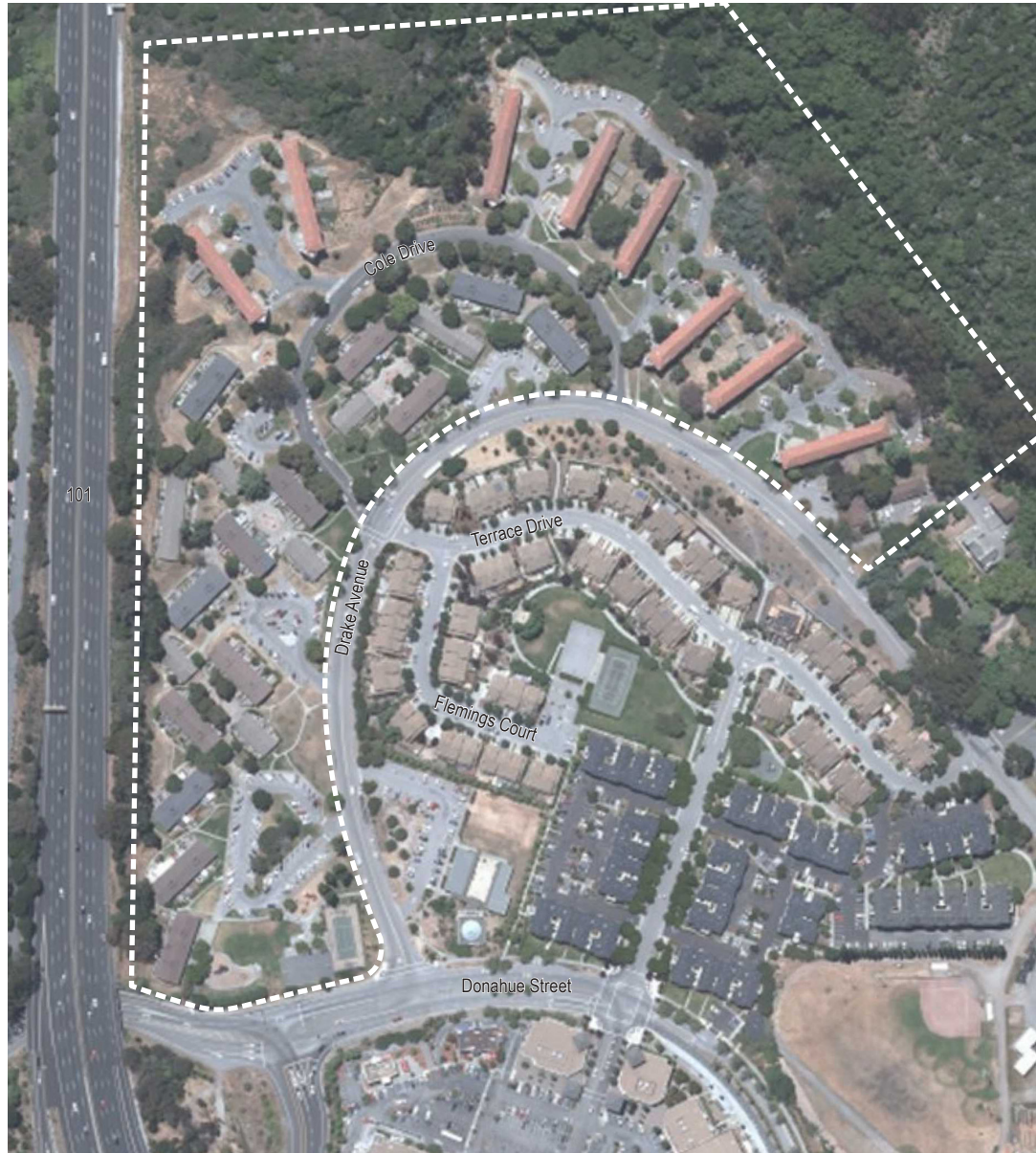
MARIN CITY

SURROUNDING CONTEXT



Imagery: DigitalGlobe via ESRI World Imagery

GOLDEN GATE VILLAGE



Imagery: DigitalGlobe via ESRI World Imagery

WHAT IT LOOKS LIKE NOW

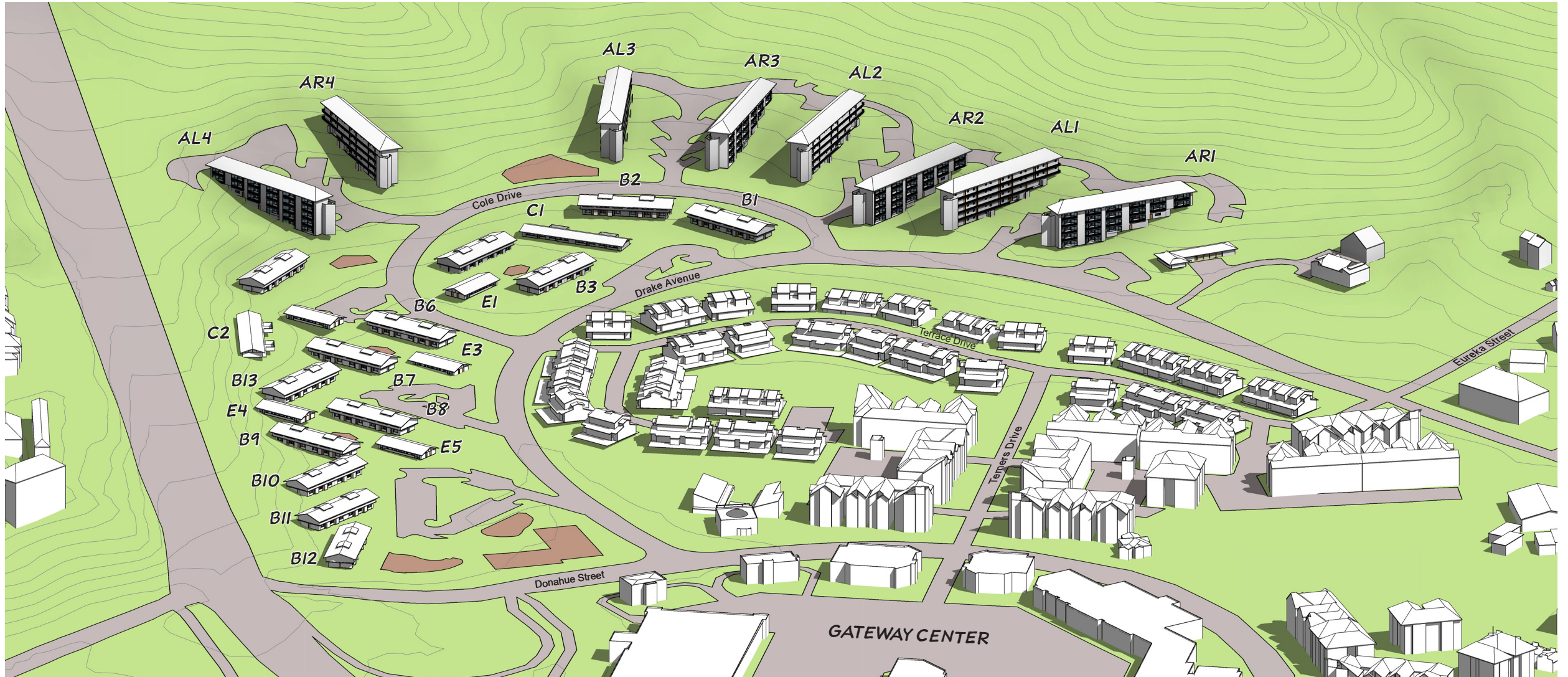


Map Data: Marin County GIS; Mapbox/OpenStreetsMap via Flux Site Extractor



GOLDEN GATE VILLAGE

BIRD'S EYE VIEW LOOKING FROM GATEWAY CENTER



SITE FORCES

ANALYZING THE SURROUNDING ECONOMIC, SOCIAL, AND PHYSICAL FORCES OF GOLDEN GATE VILLAGE

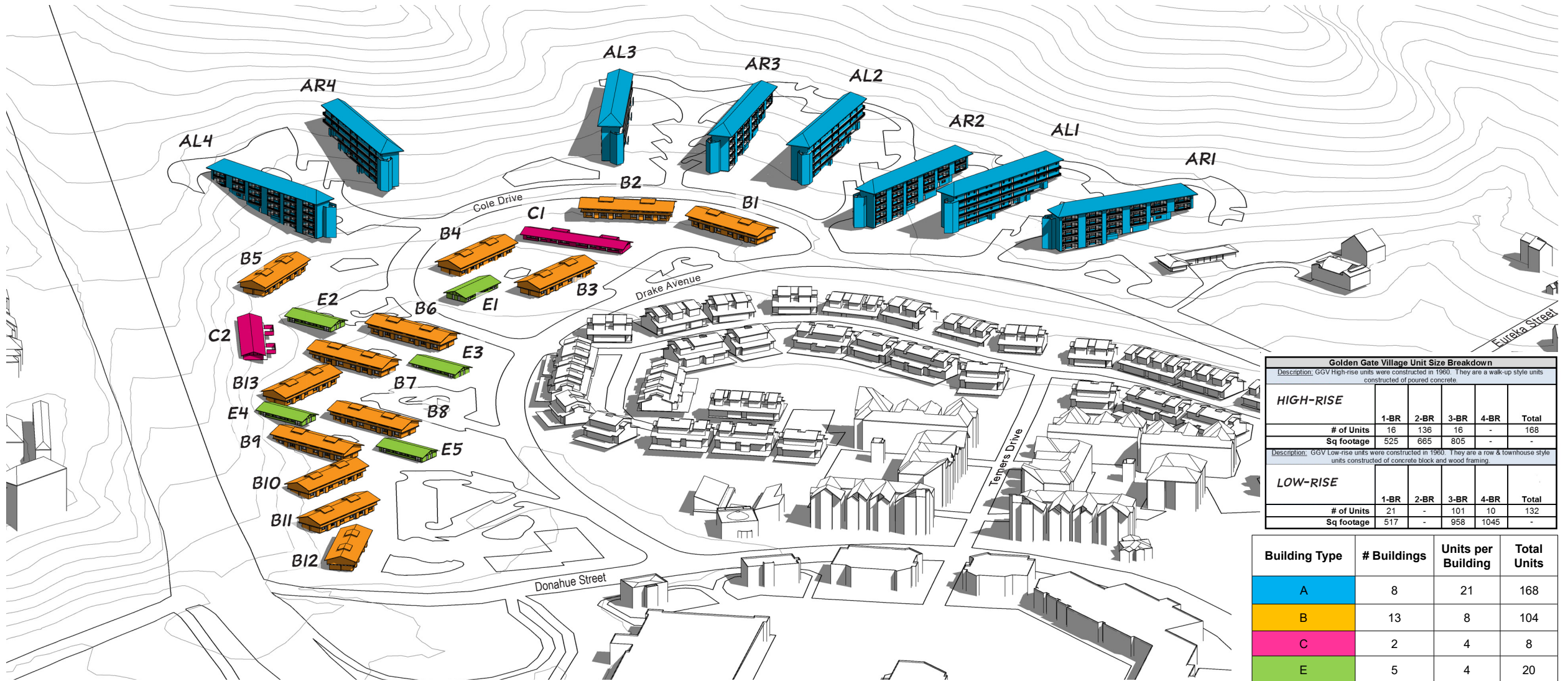


THERE'S A NATURAL RELATIONSHIP BETWEEN THE SITE, VIEWS, AND TOPOGRAPHY



BY THE NUMBERS

BUILDING AND UNIT COUNTS



Golden Gate Village Unit Size Breakdown					
Description: GGV High-rise units were constructed in 1960. They are a walk-up style units constructed of poured concrete.					
HIGH-RISE	1-BR	2-BR	3-BR	4-BR	Total
# of Units	16	136	16	-	168
Sq footage	525	665	805	-	-
Description: GGV Low-rise units were constructed in 1960. They are a row & townhouse style units constructed of concrete block and wood framing.					
LOW-RISE	1-BR	2-BR	3-BR	4-BR	Total
# of Units	21	-	101	10	132
Sq footage	517	-	958	1045	-

Building Type	# Buildings	Units per Building	Total Units
A	8	21	168
B	13	8	104
C	2	4	8
E	5	4	20
TOTAL	28		300

(CURRENTLY 296 UNITS)

ACTIVE OPEN SPACES

OUTDOOR AREAS WITH PROGRAMMED USES



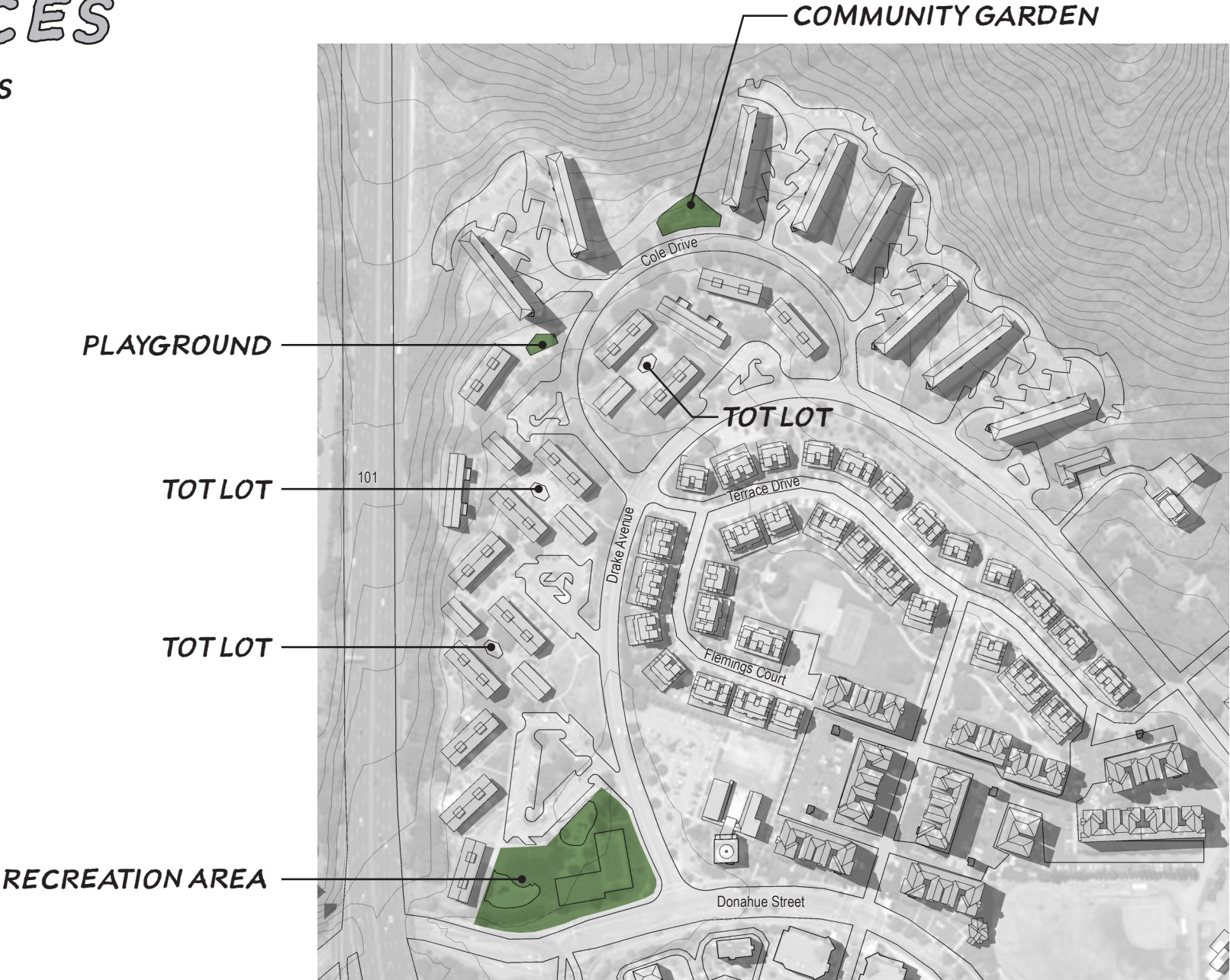
Community Garden



Playground



Recreation Area



ACTIVE OPEN SPACES

A CLOSER LOOK AT THE RECREATION AREA



WISH POEM

I WISH GOLDEN GATE VILLAGE...