



# GOLDEN GATE VILLAGE

## THE PROPERTY VIABILITY REVIEW



CSG | advisors

Rothschild  
COLLABORATIVE  
Doyno

September 16, 2017

# AGENDA

1. Meeting Overview
2. Historic Preservation Update
3. Community Goals
4. Clarifications from Previous Discussions
5. Wrap Up
6. Next Steps

89

COLE  
DRIVE



# Meeting Overview

# Meeting Overview



- Reminder of Guiding Principals
- CVR Goals/Scope for Study
- Takeaways for the Meeting:
  - Update: Status of historic nomination; and
  - Demonstrate: Sustainability, community control, and economic mobility are goals that transcend any revitalization model and require broad public/private partnerships

# Reminder of Guiding Principles



**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 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

<https://www.ci.goldengatevillage.ca.gov/>

## 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 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

### What were the key consensus comments

- No displacement of current residents
- More GGCV 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.

### 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 what / who qualifies as a Golden Gate household (e.g., official or legal resident on the lease, pets, etc.)
- In many in the breakout session, protecting existing Golden Gate residences was interpreted as a no tolerance policy for displacements, while others defined it as minimal displacement of local residents
- The unshaken protection 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

# CVR Project Goals



- **IDENTIFY** a 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 stakeholders in order to incorporate a variety of perspectives, opinions, and priorities into the analysis
- **CONSIDER** the architectural and historical significance of the existing Golden Gate Village site
- **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.



# Historic Preservation Update

# Update on Historic Preservation Nomination

- April 11, 2017- Office of Historic Preservation (OHP) notified MHA that OHP received a historic nomination for GGV.
  - Nomination is for GGV as a Historic District.
- July 28, 2017: OHP Commission approved nomination of GGV as a Historic District and sent nomination to the National Register of Historic Places.
- Next Steps:
  - “Keeper” of the National Register of Historic Places approves GGV as a Historic District .
  - MHA/CVR complete Feasibility Study of development options.
  - MHA analyses revitalization within the context of GGV as a Historic District.





# Community Goals

# Green/Sustainability Goals



- Deep Green Retrofit
- Green Energy Programs

# Deep Green Retrofit

Wayne N. Aspinall

Federal Building and U.S. Courthouse



Golden Gate Village



- Received \$15m in ARRA funds
- First site net-zero building listed on National Register
- LEED Platinum – top 2% of LEED v2009 projects
- 50% more energy efficient than code
- Roof canopy-mounted photovoltaic array

# Green Energy Programs

## Required Local Building Energy Codes



- 2016 California Building Code (CBC )
- 2016 California Mechanical Code (CMC)
- 2016 California Energy Code
- 2016 California Green Building Standards Code
- Marin County Building Code (Title 19)
- Marin County Development Code (Title 22)

## Optional National Certification Programs



### Enterprise Green Communities

Green building framework that addresses the needs of affordable housing



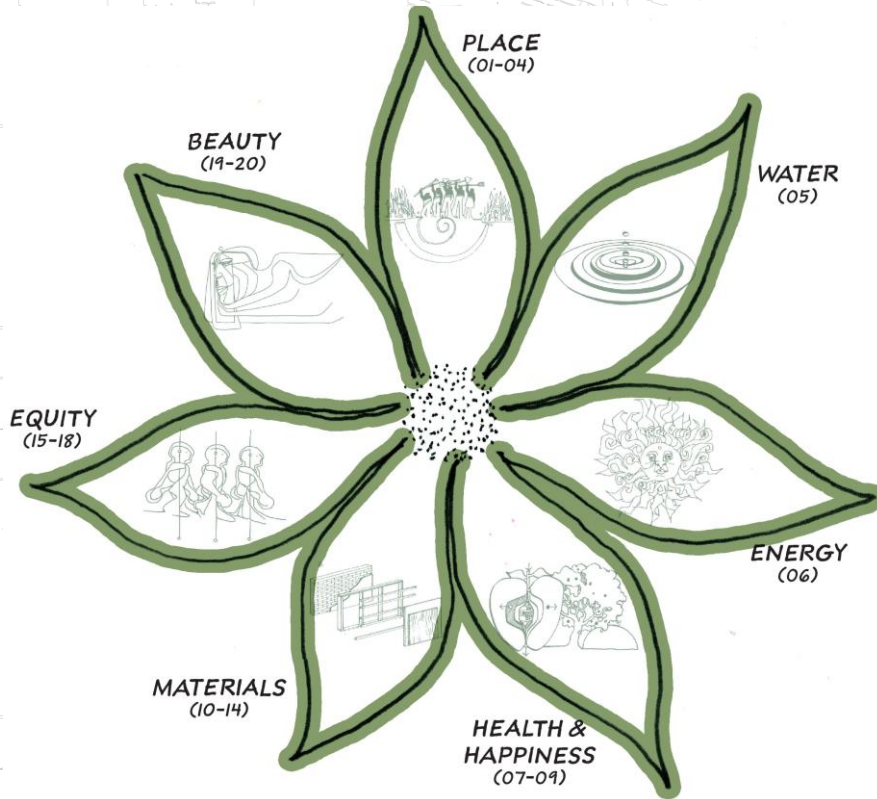
### LEED BD+C

Homes and Multifamily Low-rise and Multifamily Midrise

### LEED for ND - Built Project

LEED is the preeminent program for the design, construction, maintenance and operations of high performance green buildings

# Living Building Challenge



Defines the most advanced measure of sustainability through seven performance categories: Place, Water, Energy, Health & Happiness, Materials, Equity, Beauty

# Manufacturing Hub

## What is it?

- The notion of a manufacturing hub was identified in the Community Working Group as a goal of the overall preservation and revitalization strategy
- Manufacturing/Innovation Hubs are mechanisms through which industry, community partners, and government entities work together to develop new manufacturing technologies in an effort to create employment opportunities
- Specifically, the Working Group sought to utilize programs such as Obama-era Commerce Department programs:
  - Investing in Manufacturing Communities Partnership (IMCP)
  - Institute of Manufacturing of Innovation

# Manufacturing Hub

## Other Examples of Ways to Achieve Employment

### Broader Community Goals

- Desire for job training programs
- Partnerships with the private sector
- MHA encourages partnerships with other government entities to work with GGVS residents

### NYCHA's Tech 51 Program

- Pilot program for New York City Housing Authority residents that will provide residents with training in IT infrastructure, cybersecurity, and software development
- NYCHA partnered with 11 large tech employer partners that have pledged to consider the training of candidates who have completed the program in lieu of a college degree
- These partners include technology firms, start-ups, and enterprise organizations



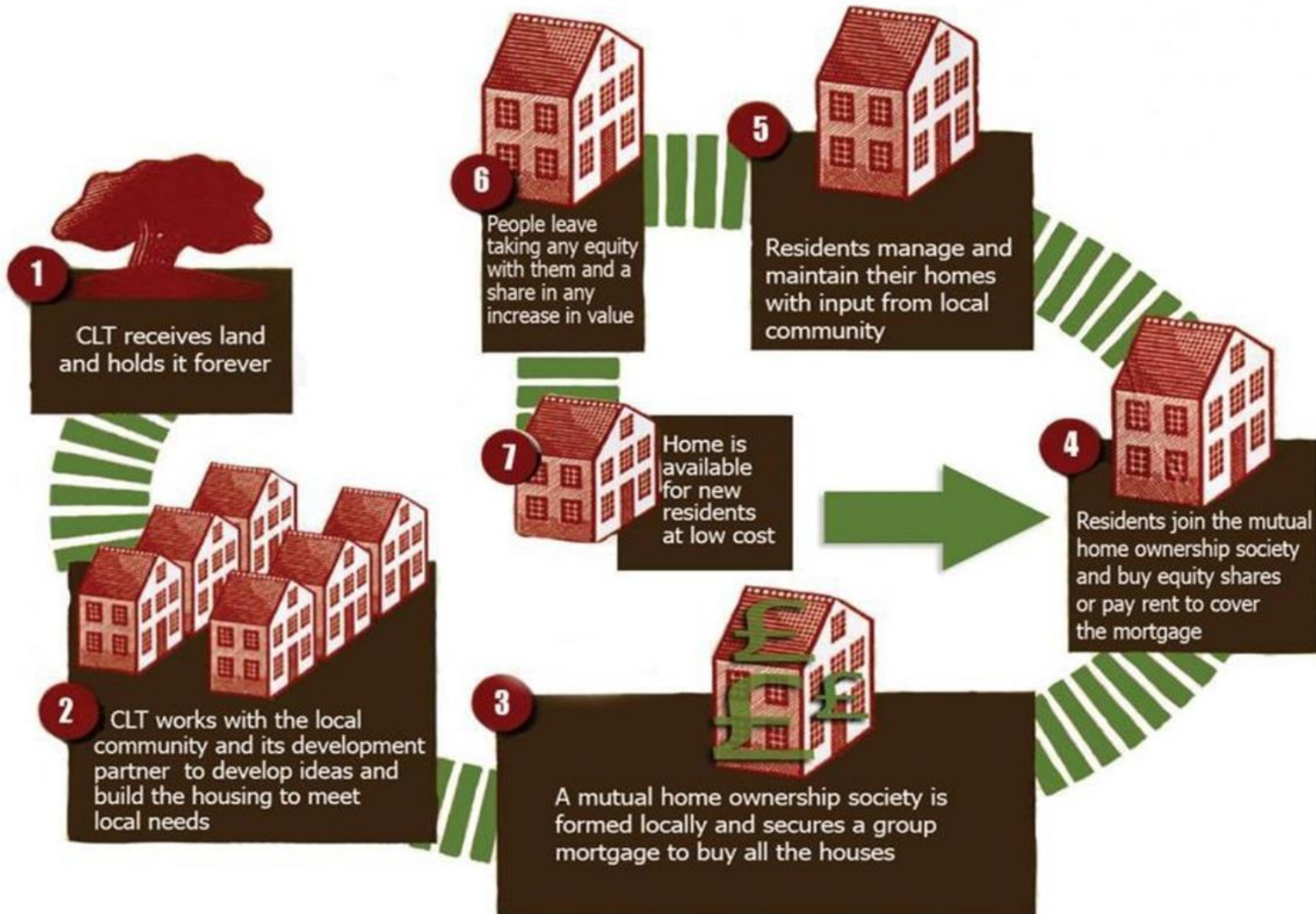
# Community Land Trust

The background of the slide is a detailed, light-colored architectural line drawing of a city street. It shows several multi-story buildings with numerous windows, doorways, and intricate facade details. The perspective is from a slightly elevated angle, looking down the street.

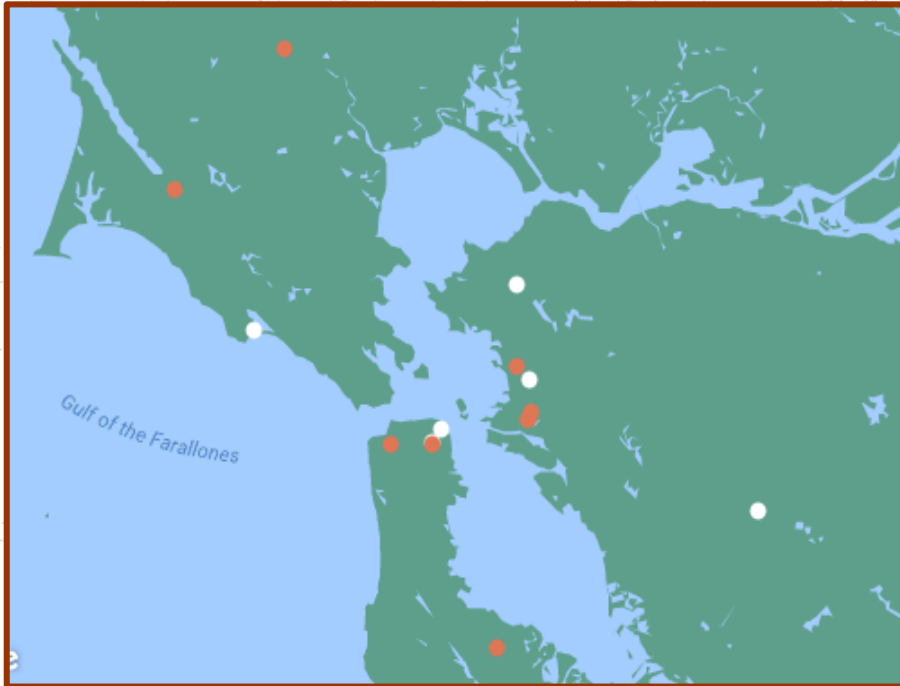
- What is a Community Land Trust?
- Where are the Community Land Trusts?
- How do you Start Community Land Trusts?
- Snapshot of Required Sources



# What is a Community Land Trust?



# Where are the Community Land Trusts?



- Affordable housing land trusts:
  - Marin (Bolinas and West Marin)
  - Sonoma
  - San Francisco
  - Oakland
  - Berkeley
- Bolinas Community Land Trust formed in 1982 and has 26 units.
- Community Land Trust Association of West Marin, formed in 2001 and has 9 homes, 8 rental units.
- Conservation Land Trusts

# How Do you Start a Community Land Trust?



# Snapshot of Required Resources:

- Initial Asset Financing/ Acquisition
  - Funds to buy property
  - Sources that subsidize homeownership
- Resident/Unit Acquisition
  - Purchase of home through ownership shares
- Ongoing Management (Stewardship)
  - Property and asset management expenses
  - Re-subsidize units
  - Organizing and resident support services

# Townhomes at Capitol Hill

- Limited Equity Co-op, 134 units
- Teardown, rebuild as ownership units
- Developed by 3rd Party Developer in consultation with community
- Mixed-income, 24 of original 134 families acquired units
- Share prices: \$4,000 -\$25,000
- Monthly lease payment: \$110-\$2750/month
- Maintenance supports 6.5 staff



# Clarifications from Previous Discussions

# Source Review

- When gathering information to develop the Resident Plan we always follow a three step process:
  1. We always follow precedents
  2. We always speak to the people who drive excellence in the precedent
  3. We ask the people who have done it before to critique our plan

## Note of Difference in Our Approach vs. CVR vetting

None our research is done by looking up things.

It is true high-quality conversation and critique in direct interaction with real people

# 1) Federal Historic Preservation Tax Incentive Program

## ■ **Source Summary:**

- More commonly referred to as Historic Tax Credits
- Encourages private investment for the rehab or reuse of certified historic structures using a 20% income tax credit

## ■ **Findings:**

- Historic tax credits typically yield low equity raises from private investors, meaning that this source would need to be supplemented with other sources
- The rehabilitation scope would have to meet certain threshold requirements to be eligible
- The use of historic credits would require that an equity investor hold a certain percentage of ownership interest in the property, which would require disposition approval from HUD
- This source seems conditionally viable for utilization in implementing Option 1, but its ownership structure requirements may not have been contemplated and would require additional HUD approvals



## 1) Federal Historic Preservation Tax Incentive Program

- **Source Summary:**
  - More commonly referred to as Historic Tax Credits
  - Encourages private investment for the rehab or reuse of historic structures using a 20% income tax credit

### Responses to Findings:

- The comment that “this source would need to be supplemented with other sources” is irrelevant because the Resident Plan is based on redundant and overlapping sources. No single source is designed to provide the entire amount for revitalization.
- We have a note from Senator Diane Feinstein that supports our use of historic tax credits. She is working on legislation to stream line the application process and increase funding available for tax credits.
- The Aspinall precedent that we use balances modernization and preservation. It actually reduces construction cost.
- Golden Gate Village meets all threshold requirements to be eligible.
- Historic Tax Credits can go to a community development organization which has planning authority. We plan to convey the land into a community land trust.
- With respect to HUD, we don’t anticipate any problems with approvals in any of these cases because, like the Federal Historic Preservation Tax Incentive Program, every alternative source of capital reduces the cost outlay for HUD.

## 2) Affordable Housing and Sustainable Communities Grants

### ■ **Source Summary:**

- Provided by California Strategic Growth Council
- Offers competitive grants and affordable housing loans for compact, green, and transit-oriented affordable housing development.
- Focuses on projects that reduce greenhouse gases, incorporate green infrastructure improvements, and increase housing access to employment centers and key destinations

### ■ **Findings:**

- These funds appear to be typically awarded to affordable housing developments that are part of a broader transformative community development effort, whereby alternative transportation and green improvements are part of the overall strategy
- Awardees are required to report measurable outcomes on how the funds are being used for the reduction of emissions
- Public housing properties are not allowed to take on debt, so a change in ownership would be required and would necessitate HUD disposition approval
- A HACLA redevelopment effort was recently awarded \$11.9 M to be spread over multiple years
- The lack of a broad and existing green and transit-oriented community revitalization strategy makes an award from this funding source unlikely.

## 2) Affordable Housing and Sustainable Communities Grants

### ▪ **Source Summary:**

- Provided by California Strategic Growth Council
- Offers competitive grants and affordable housing loans for compact, green, and transit-oriented affordable housing development.
- Focuses on projects that reduce greenhouse gases, incorporate green infrastructure improvements, and increase housing access to employment centers and key destinations

### **Responses to Findings:**

- It should be obvious that the Resident Plan qualifies that's why our plan is called Deep Green Renovation and Revitalization.
- The community plan has always been transit-oriented and based on use of green building materials and processes.
- Increased utilization of the existing transit hub with reinstatement of hyper local emission free shuttles, and the increase in utilization of the mall are key features of revitalization strategy.
- These features reduce emissions via a decrease in miles because the local workforce is able to walk and ride public transportation to work.
- Green Renovation also reduces static emissions from buildings.

### 3) California Energy Commission EcoDistricts

- **Source Summary:**

- The California Energy Commission offers multiple grants and programs primarily for research and energy conservation
- The concept of EcoDistricts is less a funding source and more of a framework for creating community partnerships to equitably and greenly redevelop urban spaces

- **Findings:**

- While an EcoDistrict could be an effective planning tool, it will not provide funding to Option 1
- A CED program called Enhanced Infrastructure Financing Districts (EIFD), however, could be beneficial to this Plan
- EIFD is a tax increment financing tool that redirects local property taxes toward a number of prioritized activities including affordable housing, mixed-use development, transit projects, etc.
- This program requires voter approval prior to the issuance of bonds
- While the use of this program could prove beneficial it would likely need to be utilized in conjunction with other sources

### 3) California Energy Commission EcoDistricts

- **Source Summary:**

- The California Energy Commission offers multiple grants and programs primarily for research and energy conservation
- The concept of EcoDistricts is less a funding source and more of a framework for creating community partnerships to equitably and greenly redevelop urban spaces

#### Responses to Findings:

- The Resident Plan did not identify EcoDistricts as a source of funding.
- EcoDistricts is a planning tool to be used as we used the Manufacturing Community Partnership.
- The two sources identified as funding sources are CEC Advanced Energy Communities and DOE Districts Accelerator.

These EPIC Grant Programs do not require a vote and do not use taxpayer dollars. They can be applied for by a neighborhood or community planning agency

## 4) New Markets Tax Credits

- **Source Summary:**

- Specialized tax credit equal to 39% of investment paid out over seven years
- Aims at incentivizing economic and community development in distressed communities through tax credits for the purpose of financing small businesses, community facilities, grocery stores, daycare centers, retail, etc.

- **Findings:**

- Residential rental property does not qualify for New Markets Tax Credits, so therefore rehabilitation of the Golden Gate Village site is not an allowable use of this funding source
- These funds can be used for a planned commercial or non-residential component of a revitalization, but this has not been clearly defined to date within the Resident Plan

## 4) New Markets Tax Credits

- **Source Summary:**
  - Specialized tax credit equal to 39% of investment paid out over seven years
  - Aims at incentivizing economic and community development in distressed communities through tax credits for the purpose of financing small businesses, community facilities, grocery stores, daycare centers, retail, etc.

### Responses to Findings:

- New Market Tax Credits are not part of the Housing portion of the Resident Plan.
- New Market Tax Credits are identified for the commercial economic development component of the Resident Plan to manufacture and deliver green materials for renovation.
- New Market Tax Credits would fund business use of apprenticeships so residents can participate in the renovations.
- New Market Tax Credits have always been identified and clearly defined in the Resident Plan as the advanced manufacturing component called the Innovation Hub.



## 5) Social Impact Bonds

- **Source Summary:**

- An innovative approach to finance social welfare programs
- Uses private funders to front funds for programs. Funders are repaid with interest by local governments as programs deliver on intended goals

- **Findings:**

- Rehabilitation of an existing structure would be an atypical use of Social Impact Bonds (SIB), as a measurable social impact resulting from unit rehabilitation is unclear
- Typical uses include short-term activities that can produce on clear and measurable objectives, such as homelessness, public health, and/or education
- This source could be used for a program at a revitalized Golden Gate Village site, but likely would not produce funds for the revitalization itself
- This technique is new in the US and results vary nationally



## 5) Social Impact Bonds

- **Source Summary:**
  - An innovative approach to finance social welfare programs
  - Uses private funders to front funds for programs. Funders are repaid with interest by local governments as programs deliver on intended goals

### Responses to Findings:

- It is apparent that your findings are based on opinion and not based on research.
- Leading foundations have created a fund for exactly the purpose of providing impact investments to stabilize and preserve vulnerable housing.
- In fact, the Federal Social Innovation Fund is using SIB for rehabilitation of low income housing.
- The measurable impact is clear – decrease in gentrification and avoidance of disparate impact, resulting in a decrease in need for spending on safety net supports.
- Social Impact Bonds are designed to be used as a tool for long term impact; your research should have referenced the initial Rockefeller case study with a ten year timeline for tracking impact.

## 6) ArtPlace Community Development Grants

### ■ **Source Summary:**

- ArtPlace provides funding through the **Community Development Investments (CDI)** program for community planning and development activities that have not previously incorporated arts and cultural strategies
- Program includes flexible funding of up to \$3M over three years to provide technical assistance for planning for creative place-making and collaboration on identifying financing

### ■ **Findings:**

- This program is no longer active according to an ArtPlace representative
- This program, when active, did not provide monies for rehabilitation
- ArtPlace does provide similar funds under their **National Creative Placemaking Fund** program, which MHA and Golden Gate Village resident groups should seek as a secondary source to provide additional support for revitalization planning and the incorporation of art into revitalization efforts

## 6) ArtPlace Community Development Grants

- **Source Summary:**

- ArtPlace provided funding through the **Community Development Investments (CDI)** program for community planning and development activities that have not previously incorporated arts and cultural strategies
- Program includes flexible funding of up to \$3M over three years to provide technical assistance for planning for creative place-making and collaboration on identifying financing

### Response to Findings:

- Resident Plan identified the Creative Placemaking Competition as the source of funding not the CDI, not sure where the CDI focus came from, its never been a part of the Resident Plan
- The Placemaking program partners with the Federal ArtWorks program that emphasizes funding for continuation of art by noted artists in neighborhood settings. It also provides guidelines for Historic Preservation sites
- The Placemaking program is funded by a select group of Large Foundations who also offer PRI funding as a tag along in the long term relationships of initial grantees.
- A request to protect the creativity and character of GGV which is a work of art by a significant American artist, is right in line with this program

## 7) Curation and Historic Preservation Funds

### ■ **Source Summary:**

- CVR was provided with a Congressional Budget Office cost estimate dated 08/06/15
- The document makes reference to H.R. 3114, which is a bill to provide funds to the Army Corps of Engineers to hire veterans and members of the armed forces to assist the Corps in curation and historic preservation activities
- This resolution became Public Law 114-189

### ■ **Findings:**

- The Act is clear to state that funds under this law are to be used to train and hire veterans or members of the armed services to preserve, catalogue, and process artifacts within the care of federal agencies
- The connection between Option 1 and these funds is not entirely clear
- The only assumed applicable use would be to offset labor costs by using veterans or service members to complete the rehabilitation work
- If so, any investors would likely find issue with unskilled laborers assisting in the rehabilitation
- Given the wording of the public law and its age, it seems highly unlikely that these funds could be utilized in the implementation of Option 1

## 7) Curation and Historic Preservation Funds

### ▪ **Source Summary:**

- CVR was provided with a Congressional Budget Office cost estimate dated 08/06/15
- The document makes reference to H.R. 3114, which is a bill to provide funds to the Army Corps of Engineers to hire veterans and members of the armed forces to assist the Corps in curation and historic preservation activities
- This resolution became Public Law 114-189

### ▪ **Findings:**

- Our strategy in pursuing H.R.3114 is to create a partnership with the historic preservation activity of the Army Corps of Engineers.
- The reason we asked for “Special Project Designation” is to align with the portion of the bill, described as “and for other purposes.”
- H.R. 3114 would offset labor costs and rather than unskilled labor, we see H.R. 3114 as an opportunity to work with a highly skilled partner in what will be an infrastructure and logistics based project.

## 8) Tax-Exempt Financing for Non-Profits/501(c)(3) Revenue Bonds

### ■ **Source Summary:**

- The California Enterprise Development Authority (CEDA) provides 501(c)(3) revenue bonds to facilitate land and building acquisition, building construction, and refinancing of prior debt for capital projects
- Interest on bonds is tax-exempt, therefore carrying a lower interest rate than those held by conventional lenders

### ■ **Findings:**

- Awardees must be credit-worthy registered 501(c)(3) organizations
- The site is not currently owned and operated by an eligible 501(c)(3) organization. This change in ownership would require HUD disposition approval
- If the site was transferred to a third party 501(c)(3), the credit worthiness of that organization would likely not be such that it would be eligible for this program
- The high physical needs of the property would mean that, if awarded, this source would not be a sole-source solution and would need to be layered with other capital sources

## 8) Tax-Exempt Financing for Non-Profits/501(c)(3) Revenue Bonds

### ▪ **Source Summary:**

- The California Enterprise Development Authority (CEDA) provides 501(c)(3) revenue bonds to facilitate land and building acquisition, building construction, and refinancing of prior debt for capital projects.
- Interest on bonds is tax-exempt, therefore carrying a lower interest rate than those held by conventional lenders

### **Response to Findings:**

- Revenue Bonds are not really a part of the Resident Plan
- This source is an example of a more traditional financing approach if GGVRC were to partner with the existing CDI
- As a funding source it is the commercial equivalent of PRI
- The Resident Plan prioritizes PRI over this source. An number of sources of PRI have been contacted as a part of Resident Planning.



## 9) Program Related Investment

### ■ **Source Summary:**

- The Marin Community Foundation has historically provided investment in capital projects and revenue-producing ventures known as PRIs for areas of interest including arts, education, public health, housing, human services, and community development
- PRIs are typically used to supplement existing grant programs and have been provided by MCF as interim financing for housing development projects

### ■ **Findings:**

- In meeting with MCF in June, CVR learned that MCF is not offering PRI funding at this point in time, therefore, this funding source is not available for utilization for either Option



## 9) Program Related Investment

- **Source Summary:**

- The Marin Community Foundation has historically provided investment in capital projects and revenue-producing ventures known as PRIs for areas of interest including arts, education, public health, housing, human services, and community development
- PRIs are typically used to supplement existing grant programs and have been provided by MCF as interim financing for housing development projects

### Responses to Findings:

- Marc Rand, who created the Marin Community Foundation Loan Fund, said, “PRIs are being used to finance green development of all kinds.”
  - MCF Loan Fund still exists. We met with the Program Manager of the fund.
  - Unless MCF has moved away from the intention of why the MCF Loan Fund was created and used, the Resident plan is right in line with its founder’s intention.
  - We suggest you actually speak with Marc Rand.
-

# Source Review Summary

The Resident Plan identified as Option 1 uses a staged approach to funding:

1. Two studies done 4 years apart fix rehabilitation costs at \$16M. There are three single sources identified here that can cover that amount by themselves: SIB, PRI, and SGC
2. In staging sources, the resident plan adds additional source of revenue at each stage based on incorporation of research and innovation producing methods that can be offered as fee for service to projects across the country with similar scope.

**Note: There appears to be a lack of objectivity in vetting the Plans.**

- **Option 2 is being created now by the same source supposedly vetting** the two plans equally.
- There is a double stand being applied, allowing for the best features of Option 1 to be repurposed and tweaked in Option 2 to stack the deck



# Wrap Up

# Wrap Up



## Takeaways for the Meeting:

- Update: Status of historic nomination; and
- Demonstrate: Sustainability, community control, and economic mobility are goals that transcend any revitalization model and require broad public/private partnerships.



# Next Steps

# Next Steps



- Project Schedule
- Final meeting with the Board of Commissions for delivery and presentation of final report

# Updated Schedule

Tasks	May				June				July				August				September				October				November			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
1 Kick-Off Call and due diligence review																												
2 Initial site analysis and mapping																												
3 Listening sessions and stakeholder meetings																												
4 Initial physical and financial analysis																												
5 July community and stakeholder meetings																												
6 Additional financial and physical analysis																												
7 September community and stakeholder meetings																												
8 Finalize analysis and begin drafting report																												
9 Provide draft report to MHA																												
10 Finalize and deliver report																												
11 Presentation of findings																												



**THANK YOU**



**CSG** | advisors

Rothschild  
Doyno COLLABORATIVE