



# GOLDEN GATE VILLAGE

ECONOMIC, SOCIAL, AND PHYSICAL ANALYSIS



CSG | advisors

Rothschild  
Doyno  
COLLABORATIVE

July 2017

# AGENDA

- 1. Welcome and Introductions**  
Recap of process to date  
Wish Poem update
- 2. Physical**  
Review of Physical Needs Assessment
- 3. Economic**  
Financial Scenarios:  
Scenario 1 – Historic Preservation  
Scenario 2 – Mixed Income
- 4. Social**  
A Portrait of Marin
- 5. Next Steps**





**Recap**

# GUIDING PRINCIPLES FROM THE COMMUNITY WORKING GROUP



**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



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[www.goldengatevillage.org](http://www.goldengatevillage.org)

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### DISCUSSION ISSUES

- No displacement of current residents
- More GGV residents participating in the process
- Where 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 key consensus 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 what / who qualifies as a Golden Gate household (e.g., official or legal resident on the lease, pets, etc.)
- For many in the breakout sessions 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 unabated protectors of family and the multiple generations which constitute many households was deemed of utmost importance. The group's first point of

# Recap

- 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 significance and historicity of the existing Golden Gate Village site
- **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

# Recap

- Meetings to Date:

## Community Meetings (2009-2016)



- Grew out of an advisory board convened in 2009 where guiding principals were developed.
- Groups made up of residents and stakeholders
- Surveyed resident preferences and attitudes toward revitalization
- Recommended MHA hire a feasibility consultant to explore the feasibility of both mixed-income and historic preservation revitalization options



## CVR Listening Session (June 2017)

- Met with residents, stakeholders, and members of the public the week of June 5<sup>th</sup>
- Meetings explained CVR's task and allowed attendees to raise questions, comments, and concerns
- Included a public meetings, as well as small group meetings with the Resident Council, Government Officials, Social Service providers, the Marin Community Foundation, and the Marin Community Development Agency

# Who We Met With in June

Meetings
Golden Gate Village Resident Council
Golden Gate Village Residents
Nonprofit and Service Provider Stakeholders <b>Attendees: Women Helping All People (WHAP), Fair Housing Advocates of Northern California (FHANC), Legal Aid of Marin, Bay Area Legal Aid, NESTS, Architects, Bridge the Gap, First Baptist Church</b>
Local Government Officials <b>Attendees: Marin County Sheriff's Office (MCSO), Marin Health and Human Services, County of Marin, Willow Creek Charter, Marin City Library</b>
Marin Community Foundation
MHA Board of Commissioners
Marin Community Development Agency

# Website

<http://kgrafixprojects.com/future4ggv/>

## FUTURE 4 GOLDEN GATE VILLAGE

[Home](#) | [The Task Force](#) | [The Models](#) | [Learn More](#)

[Learn More](#)

### Community Listening Sessions

All sessions take place at 6 pm at the Senior Center, 630 Drake, Ave. We serve food and provide babysitting services.

#### JUNE 5, 2017

To view the proceedings from this meeting [click here](#).

To see documents from 6.5.17 Stakeholder meetings, [click here](#).

#### JULY 17, 2017

For a meeting agenda [click here](#).

#### [August 21, 2017 \(tentative\)](#)

Look for information about the next listening sessions in your mailbox, at your front door, and in the Marin Independent Journal. You can also find posters announcing the meetings at local retailers and community spaces like the MCCSD.





# I Wish Golden Gate Village...

“...becomes a model community of diversity, economic stability, and serves the community well into the future.”

“...will be beautiful, affordable, proud, respected, renewed, autonomous, sustainable, inspirational, a model for public housing.”

“...blossom so their residents would flourish for generations.”

“...would provide unity in Marin City.”

“...would convert into a Community Land Trust. The Board would be made up from the Community and the property would be maintained by the Community. Permanent affordability. Revenues would be cycled back into the trust. The big picture is equity.”

“...to be renovated, remodeled, and have home ownership.”

“...that we could get an allocation of funds to handle our business and be left alone.”

“...stands in the consciousness of empowerment, self-determination, and love.”

“...had financial literacy with economic avenues to greater access for social and job readiness.”

“...had a flea market for residents at Golden Gate Village.”

# Plan for July Meetings



- CVR plans to meet with the same groups to continue the listening session process
  
- CVR will meet with the following groups:
  - Golden Gate Village Resident Council
  - Golden Gate Village Residents and the General Public
  - Nonprofit and Service Provider Stakeholders
  - Local Government Officials and MHA Board Members
  - Follow up meeting with the Golden Gate Village Resident Council
  - Marin Community Foundation
  - Marin Community Development Agency



**Physical**

# 2015 PHYSICAL NEEDS ASSESSMENT

## PHYSICAL NEEDS ASSESSMENT AND ENERGY AUDIT

**MARIN HOUSING AUTHORITY**  
4020 Civic Center Drive  
San Rafael, California 94903



PHYSICAL NEEDS ASSESSMENT AND ENERGY AUDIT

of  
**MARIN LOW AND HIGH RISE**  
429 Drake Avenue  
Sausalito, California 94965

**PREPARED BY:**

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**EMG Project #:** 113288.15R-001.308

**Date of Report:** May 27, 2015

**On-Site Date:** March 31-April 2, 2015

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## PHYSICAL NEEDS ASSESSMENT AND ENERGY AUDIT

113288.15R-001.308

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**Economic**

# Option 1-Historic Preservation



## Includes:

- The conversion to a community land trust/limited equity co-op
- The historic designation and preservation and revitalization of buildings using 21<sup>st</sup> century green technology
- Renovations funded through the use of historic tax credits and anticipates a variety of grants and low-interest loans
- Also considers the incorporation of Manufacturing Communities Partnership designation from the U.S. Dept. of Commerce to build and operate an “Institute of Manufacturing and Innovation”

# FINANCING - COSTS AND SOURCES

## List of Costs

Construction - The largest of all cost
Demolition Costs
Land and Building Acquisition
Contingency
Fees
Legal
Construction Financing
Relocation
Other Soft Costs
Developer Fee
Reserves

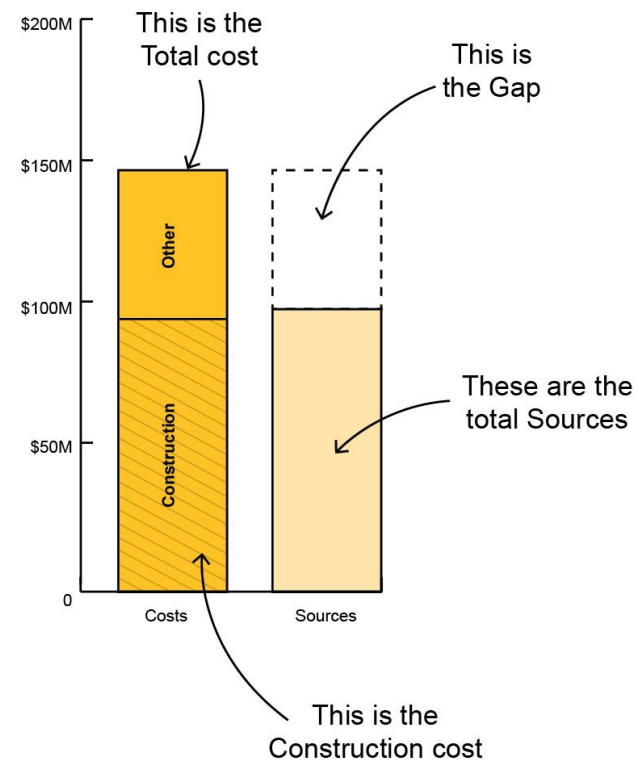
## List of Potential Sources

MHA Capital Fund
LIHTC Equity
Historic Tax Credits
Conventional Loans
Deferred Developer Fee
MHA Seller Note
Capital Sources

## List of Subsidies

ACC (Annual Contributions Contract)
RAD (Rental Assistance Demonstration program)
PBV (Project Based Voucher)

## Bar Chart Example



# Source Review

- The CVR Team reviewed a wide range of funding sources to finance the implementation of Option 1, including 9 funding sources provided by GGVRRC.
- The CVR team conducted a high-level review of these sources to assess:
  - Appropriateness of the source for the proposed use
  - Congruence with the team's understanding of Option 1 or the Resident Plan
  - Compatibility with other proposed sources
- The review of these sources is summarized within the following slides



# 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

- **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
- Historical tax credits will increase the construction costs.
- Historic designation not needed for tax credits.
- **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

## 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, unless other local partners become part of a broader revitalization strategy**

### 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

## 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

## 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 *clear and measurable* objectives, such as homelessness, public health, and/or education
  - This source could be used for a single resident program at a revitalized Golden Gate Village site, but likely would not produce funds for the revitalization itself.
  - This technique is new in the U.S. and results vary nationally

## 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

### ▪ **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.

## 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

## 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



## 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.

# Source Review Summary

- No sources provided, in and of themselves, provide enough funding to meet the estimate rehabilitation needs
- Sources found to be at least conditionally eligible when layered probably still would not meet the estimated rehabilitation needs for the property
- A written plan would likely provide additional documentation for how these sources could be used for the implementation of Option 1
- Options outside of the list provided to CVR should be explored to aid in facilitating an option similar in scope to Option 1.

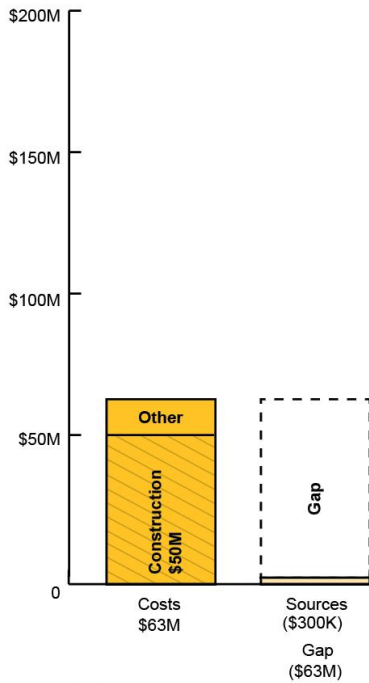
# SCENARIO I-HISTORIC PRESERVATION

## REHABILITATION ONLY

### Scenario 1A

MHA Resources

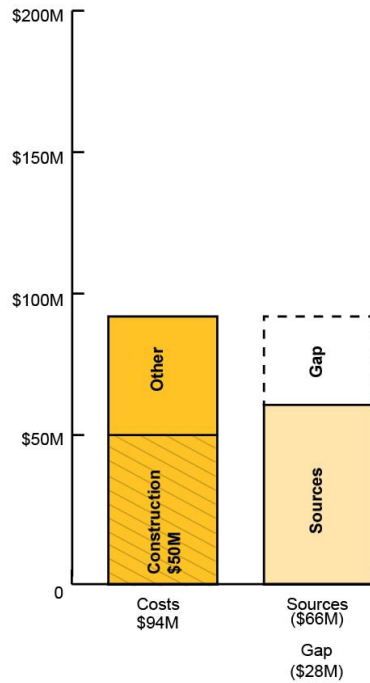
296 UNITS



### Scenario 1B

RAD  
4% LIHTC

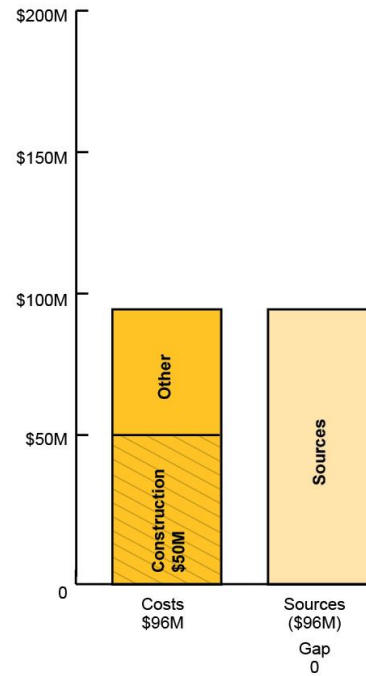
296 UNITS



### Scenario 1C

PBV  
4% LIHTC

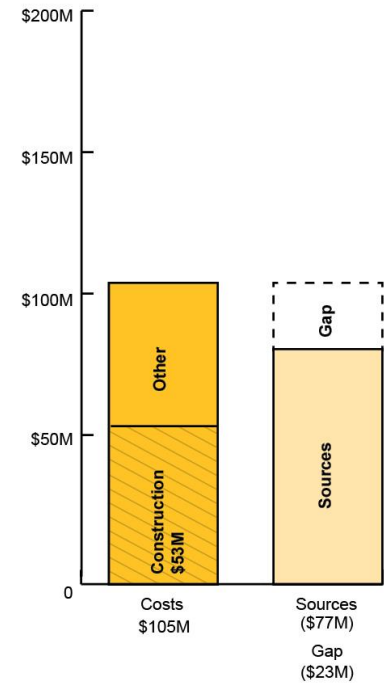
296 UNITS



### Scenario 1D

RAD  
4% LIHTC  
Historic Tax Credits

296 UNITS



**Notes:**

RAD - Rental Assistance Demonstration program

LIHTC - Low Income Housing Tax Credit

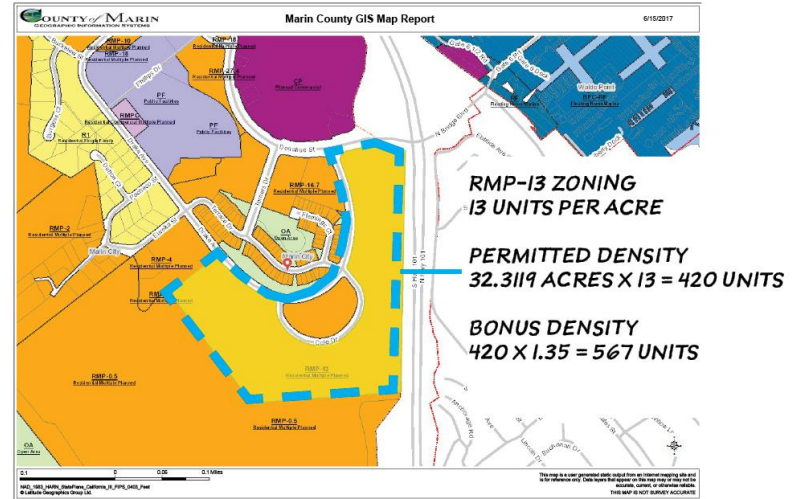
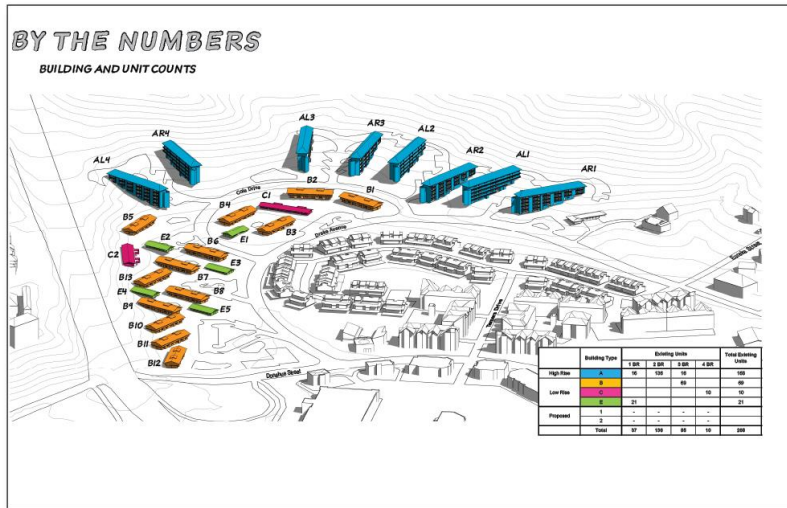
PBV - Public Based Voucher

# Option 2- Mixed Income



- Includes:
  - The rehab or redevelopment of the site using private debt, tax credit equity, grants or other sources
  - The introduction income diversity to the site, adding additional market rate and other affordable units subsidized by federal housing programs
  - Promotion of deconcentration of poverty, provision of social services and community programs, coordination with broader community revitalization efforts, and expansion and preservation of available affordable housing

# MIXED INCOME CONCEPT



	EXISTING UNIT MIX		MIXED INCOME No Displacement	
	Count	Percentage	Count	Percentage
<b>PUBLIC HOUSING</b>	296	100%	296	70%
<b>AFFORDABLE @ (X)% AMI</b>	0	0%	42	10%
<b>AFFORDABLE @ (Y)% AMI</b>	0	0%	41	10%
<b>MARKET RATE</b>	0	0%	41	10%
<b>TOTAL</b>	296		420	

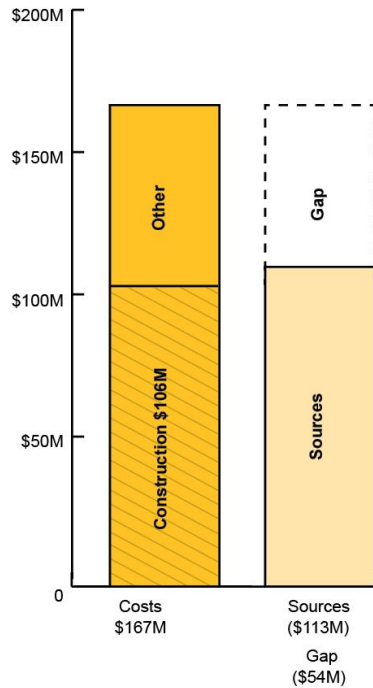
# SCENARIO 2-MIXED INCOME

## REHABILITATION AND NEW CONSTRUCTION

### Scenario 2A

4% LIHTC

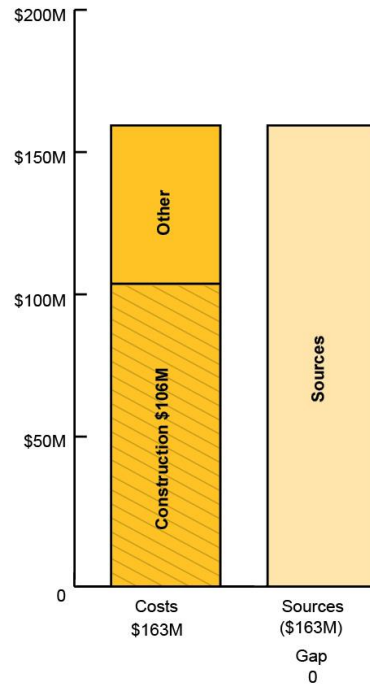
420 UNITS  
MIX OF REHAB/NEW



### Scenario 2B

9% LIHTC

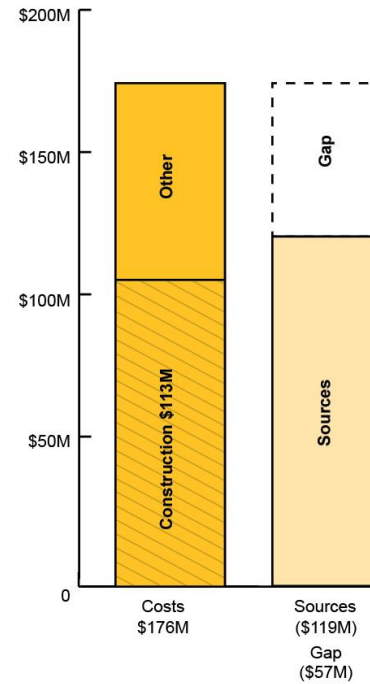
420 UNITS  
MIX OF REHAB/NEW



### Scenario 2C

4% LIHTC  
Historic Tax Credits

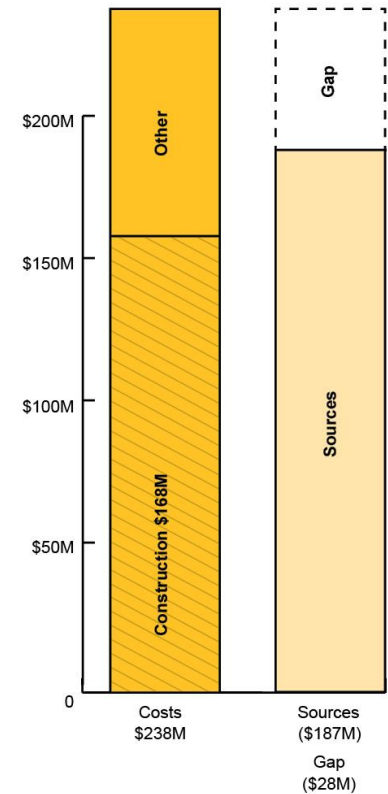
420 UNITS  
MIX OF REHAB/NEW



### Scenario 2D

9% LIHTC

420 UNITS  
ALL NEW



**Notes:**

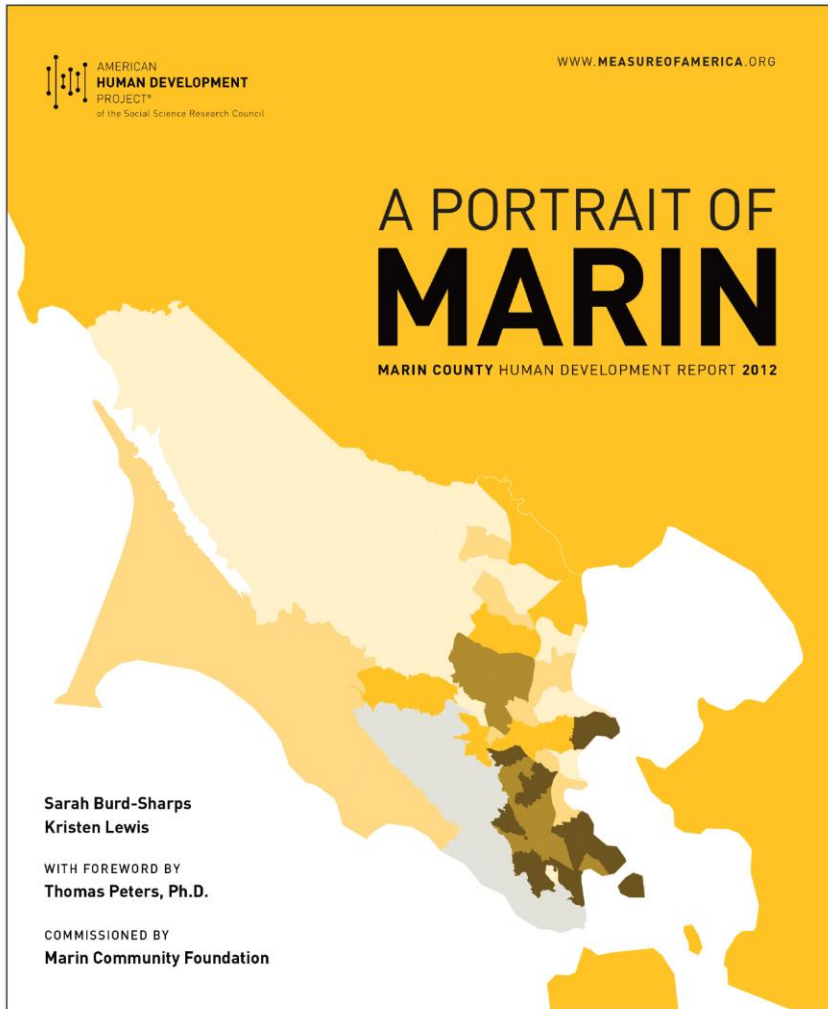
4% LIHTC- Low Income Housing Tax Credits at 4%, non-competitive

9% LIHTC- Low Income Housing Tax Credits at 9%, very competitive



**Social**

# A PORTRAIT OF MARIN



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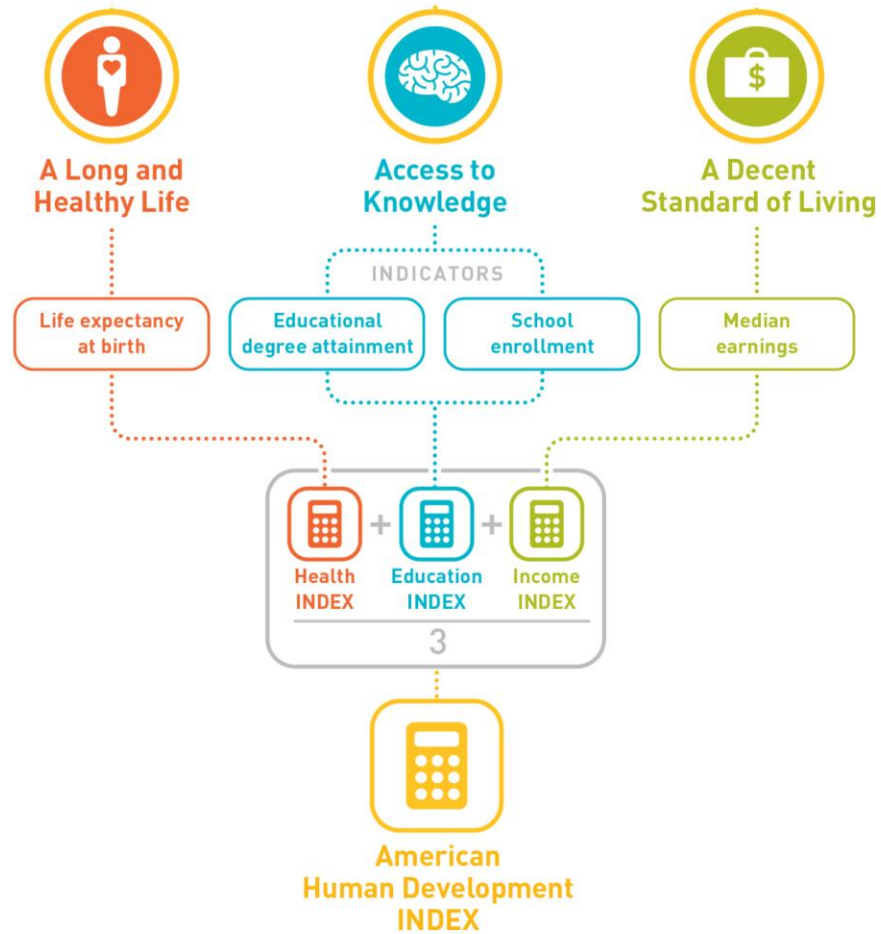
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# A PORTRAIT OF MARIN

FROM CONCEPT TO MEASUREMENT



# A PORTRAIT OF MARIN SUMMARY POINTS

1 Human development, an approach created in the late 1980s, is defined as the process of enlarging people's freedoms and opportunities and improving their well-being. It encompasses the economic, social, cultural, environmental, and political processes that shape the range of options available to us, and is expanded or constrained by our own actions as well as by the conditions and institutions around us. While money and economic growth are essential means to an end, they are not ends in themselves. Rather, economic growth is only valuable if it is translated into concrete achievements for people: healthier children, more literacy, greater political participation, and expanded freedom.

2 A lack of affordable housing is one of Marin's largest challenges today, with ripple effects in multiple ways. Older adults, Marin's fastest-growing population group, are struggling to remain in the area where they've spent their lives. Too many of the county's teachers, public safety workers, medical support personnel, and others who keep Marin running cannot afford to live near their jobs; as a result, 61,500 people commute each day from neighboring counties to work in Marin, with a negative impact on both traffic and the environment.

And finally, highly segregated neighborhoods and limited racial and ethnic diversity are an enduring characteristic of Marin. All levels of county life reflect these divides: for example, all of the county's supervisors are white. And more than half of the county's African Americans are concentrated in four of the county's census tracts plus San Quentin Prison. Making progress on the complex issue of a more diverse and inclusive society is no doubt difficult, and the county's strategic plan does explicitly seek to support and promote diversity. Social solidarity, community stability, leadership that is responsive to the needs of all members of the community, and a broader and richer conversation about Marin's future are all highly valuable by-products of a more inclusive and diverse society.

3 Marin is characterized by very high levels of residential segregation by race and ethnicity. The data tells the story of how these segregated communities are faring. For example, the county's African American population, a total of only 6,621 residents, is largely confined to one community (Marin City), one city (Novato), and San Quentin Prison (which contains nearly 30 percent of the African Americans residing in the county). The American Human Development Index for Marin City, which is 50 percent African American, ranks number 43 out of a total of 48 tracts studied.

4 Because of Marin County's tremendous wealth, coupled with the structure of the U.S. tax and financial system, it is particularly challenging to reduce income inequality by increasing the assets of those with little savings. Residential segregation in Marin is one particular area of extreme disadvantage for those with few assets: when low-income families end up in neighborhoods with older housing stock and a low tax base, it hampers their ability to build wealth through equity in their homes. As discussed above, it is also a disadvantage in access to quality educational opportunities — which then translate into lower earnings.

# A PORTRAIT OF MARIN SUMMARY POINTS

5 A separate issue is that of fair housing. Marin was recently found in preliminary noncompliance in its efforts to further fair housing according to a 2010 Federal Civil Rights Compliance Review. Fair housing relates to protected groups at all income levels being free from discrimination when trying to access housing either as renters or owners. The hard truth is that the long-standing residential segregation by race and income that persists today is in large part due to a shortage of creative solutions and public and political will to change.

The present housing situation creates multiple disadvantages for Marin:

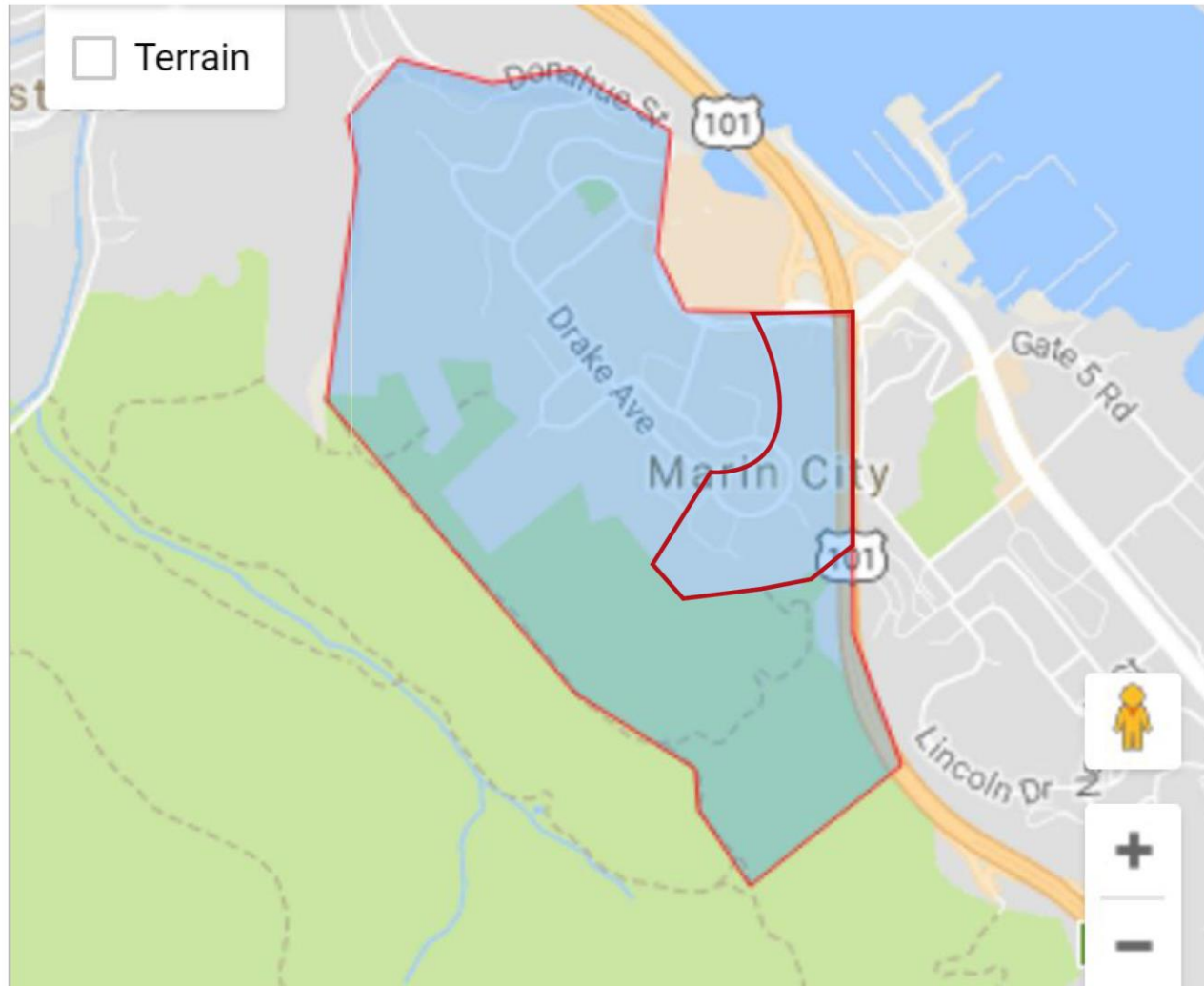
- **Workforce instability.** The applicant pools for teachers, health-care workers, and other essential workers is smaller than it would be if housing were more affordable, making it harder to hire and retain workers and maintain a stable workforce. Furthermore, there is a tremendous advantage to the community to having teachers, police, and other public servants live in the communities where they work; too often housing costs eliminate this option in Marin.
- **Too few young workers.** The high cost of housing is a formidable barrier to young adults settling in Marin, a phenomenon reflected in the age structure of Marin's population. While senior citizens made up about 10 percent of the county's population in 1980, they make up nearly 17 percent today. Having fewer workers to support an aging population presents a host of financial and capacity issues with which Marin must grapple.
- **Pollution.** A recent study found that each workday, Marin's workers travel, all totaled, 2.6 million miles or the equivalent of 103 trips around the Earth, resulting in the highest carbon footprint per resident in the Bay Area. Part of the solution to reduce this noise and air pollution, and to reduce growing commute times that also affect quality of life, in addition to more public transportation options (discussed further below), is more housing options that are affordable for those commuting in daily.
- **Health and family impacts.** Those who cobble together rent payments often do it at great cost to their families. While only about 2 percent of Marin's housing is overcrowded, 24 percent of housing units in the Canal area are overcrowded. Such conditions hamper children's school performance and can cause stress with health consequences and marital instability.

- **Public budget outlays.** The housing shortage means average rent is too high for low-income households to afford without external assistance. Housing assistance costs Marin's budget over \$3,700,000 in 2011–2012, plus significant additional support from nonprofit organizations.

6 Improving human development requires that the needs of people to secure basic capabilities take precedence. This might mean, for instance, that zoning laws that limit certain kinds of development (and thus help maintain a neighborhood's character) be suspended for the construction of a multifamily complex with units for low-income families and older adults. This approach is particularly appropriate where the zoning laws were originally designed to maintain racial segregation. It might mean choosing to invest in an art or music program for children in a poorly served community, rather than offering an additional after-school activity in a community that already has several enriching options. Addressing affordable housing, residential segregation, and educational and other inequalities have been on Marin's to-do list for some time. Marin has sufficient resources to address these long-standing gaps while also maintaining excellent levels of service to communities with high human development scores.

The pattern of residential segregation by race, ethnicity, and income coupled with significant disparities between communities, families, and individuals in access to resources impedes the development of an inclusive, diverse civic life. A vibrant community in which everyone may be represented, heard, and part of the mainstream is in everyone's interest.

# CENSUS TRACT 1290



POPULATION  
3,048

MEDIAN AGE  
36.8

POVERTY RATE  
33.4%

MEDIAN HOUSEHOLD INCOME  
\$40,321

NUMBER OF EMPLOYEES  
1,261  
7.96% GROWTH

MEDIAN PROPERTY VALUE  
\$513,700  
8.15% GROWTH

Data Source: <https://datausa.io/profile/geo/marin-city-ca/#housing>

Map Data: Google Maps

# A PORTRAIT OF MARIN

## HUMAN DEVELOPMENT INDEX BY CENSUS TRACT

TABLE 1 Marin County Human Development Index by Census Tract

	HD INDEX	LIFE EXPECTANCY AT BIRTH (years)	LESS THAN HIGH SCHOOL (%)	AT LEAST HIGH SCHOOL DIPLOMA (%)	AT LEAST BACHELOR'S DEGREE (%)	GRADUATE OR PROFESSIONAL DEGREE (%)	SCHOOL ENROLLMENT (%)	MEDIAN EARNINGS (2010 dollars)
California	5.54	80.1	19.5	80.5	29.7	10.7	90.0	31,551
Marin County	7.75	83.7	7.8	92.2	53.9	22.4	96.2	44,246
1 Ross	9.70	88.0	1.8	98.2	80.2	36.7	99.4	64,378
2 Tiburon: Bel Aire	9.21	84.3	3.3	96.7	75.7	39.9	100.0	68,660
3 Tiburon: Downtown	9.08	83.4	1.0	99.0	76.5	36.3	100.0	80,595
4 Mill Valley: Old Mill, Cascade	9.00	82.8	1.1	98.9	72.6	38.7	100.0	75,808
5 Greenbrae	8.90	84.8	1.5	98.5	65.4	26.5	96.1	58,919
6 San Rafael: Glenwood, Peacock Gap	8.76	81.7	1.4	98.6	66.4	29.1	100.0	73,922
7 Sausalito	8.75	81.0	1.6	98.4	71.7	29.8	100.0	65,518
8 Tarn Valley	8.73	80.9	1.6	98.4	68.5	34.9	100.0	67,097
9 Larkspur: Piper Park	8.71	84.0	1.5	98.5	60.7	28.0	100.0	54,843
10 Homestead Valley	8.70	80.6	1.3	98.7	76.8	33.2	100.0	68,171
11 Belvedere	8.63	82.9	0.6	99.4	79.1	38.5	94.1	57,179
12 San Anselmo: Sleepy Hollow	8.62	83.7	3.4	96.6	62.7	26.2	100.0	54,133
13 Corte Madera: West Corte Madera	8.59	82.6	6.9	93.1	64.1	22.3	98.8	60,696
14 Marinwood	8.56	81.3	1.4	98.6	60.8	27.4	98.9	67,666
15 Mill Valley: Blithedale Summit	8.43	83.2	2.3	97.7	74.6	34.7	92.5	52,704
16 Kentfield	8.29	84.6	2.4	97.6	64.6	30.2	100.0	42,718
17 Strawberry, Seminary	8.10	79.1	0.7	99.3	68.9	35.7	100.0	51,951
18 San Rafael: Del Ganado	7.92	82.0	4.2	95.8	57.5	23.1	100.0	47,065
19 Mill Valley: Shelter Bay	7.74	83.4	5.7	94.3	63.4	29.9	84.1	48,017
20 Fairfax: Deer Park	7.66	80.3	1.6	98.4	60.1	23.2	100.0	45,123
21 Novato: Pacheco Valle	7.66	82.1	3.7	96.3	51.4	19.8	93.7	48,955
22 San Anselmo: The Hub	7.65	81.4	5.1	94.9	61.4	19.6	100.0	43,303
23 Novato: Bel Marin Keys	7.66	78.2	3.5	96.5	44.7	19.7	100.0	53,265
24 San Rafael: Gerstle Park	7.25	79.3	5.2	94.8	55.2	20.7	100.0	42,747
25 San Geronimo Valley	7.20	82.6	6.9	93.1	58.9	23.6	91.5	38,203
26 Novato: Bahia, Black Point, Green Point	7.17	80.1	3.6	96.4	53.9	19.8	100.0	39,721
27 San Rafael: Dominican	7.11	82.7	11.5	88.5	61.6	25.6	94.0	35,106
28 San Rafael: Sun Valley	7.01	82.3	10.5	89.5	49.1	21.6	90.4	40,381
29 San Rafael: Smith Ranch	6.97	75.8	6.1	93.9	46.0	16.3	100.0	51,438
30 Bolinas, Sinson Beach	6.96	80.5	0.5	99.5	57.2	30.0	100.0	31,766
31 Novato: Mt. Burdell	6.95	76.2	6.9	93.1	56.7	19.5	100.0	45,901
32 Larkspur Landing & East Corte Madera	6.93	75.9	9.7	90.3	50.3	21.3	100.0	48,563
33 San Rafael: Bret Harte	6.87	80.4	6.8	93.2	42.8	18.1	100.0	37,937
34 Olema, Inverness	6.84	83.6	8.1	91.9	44.2	21.8	94.0	33,037
35 San Anselmo: Southwest San Anselmo	6.82	82.9	1.7	98.3	57.4	21.2	78.8	38,647
36 San Rafael: Los Ranchitos, Terra Linda	6.69	81.3	10.5	89.5	50.2	14.1	89.2	39,390
37 Novato: Ignacio, Sunset	6.68	78.8	7.7	92.3	46.6	17.3	89.4	44,745
38 Novato: Hill Road	6.66	82.7	9.0	91.0	42.9	12.4	87.5	38,788
39 Novato: Pleasant Valley	6.64	79.8	5.9	94.1	50.4	17.5	94.9	36,566
40 Fairfax: Oak Manor	6.62	79.1	2.0	98.0	54.3	19.2	82.6	43,542
41 Novato: Hamilton	6.52	75.2	6.4	93.6	46.5	20.9	97.1	44,721
42 Novato: Lynwood	6.47	80.1	10.4	89.6	31.8	11.6	99.3	37,560
43 Marin City	6.32	77.4	7.2	92.8	38.0	8.1	96.8	41,572
44 Novato: Olive-Deer Island	6.05	78.4	4.2	95.8	27.3	5.5	100.0	35,249
45 Novato: Downtown, Pioneer Park, San Marin	5.91	81.3	11.8	88.2	29.7	8.1	94.8	30,782
46 Nicasio, Point Reyes Station, Dillon Beach, Tomales	5.68	79.4	5.8	94.2	47.8	17.6	79.4	32,280
47 San Rafael: Santa Venetia	5.02	80.6	20.0	80.0	35.8	18.3	70.0	30,852
48 San Rafael: Canal Area	3.38	80.5	52.4	47.6	15.0	6.7	67.1	21,272

Sources: American Human Development Project analysis of data from Marin County Department of Health and Human Services, 2005-2010 and U.S. Census Bureau, American Community Survey, 2005-2009. See Methodological Notes for more details.  
 Note: Two of the fifty-one census tracts are not included in the index because their very small populations yield unstable data estimates. A third, the tract that encompasses San Quentin Prison, is not included because health and earnings data are not available.

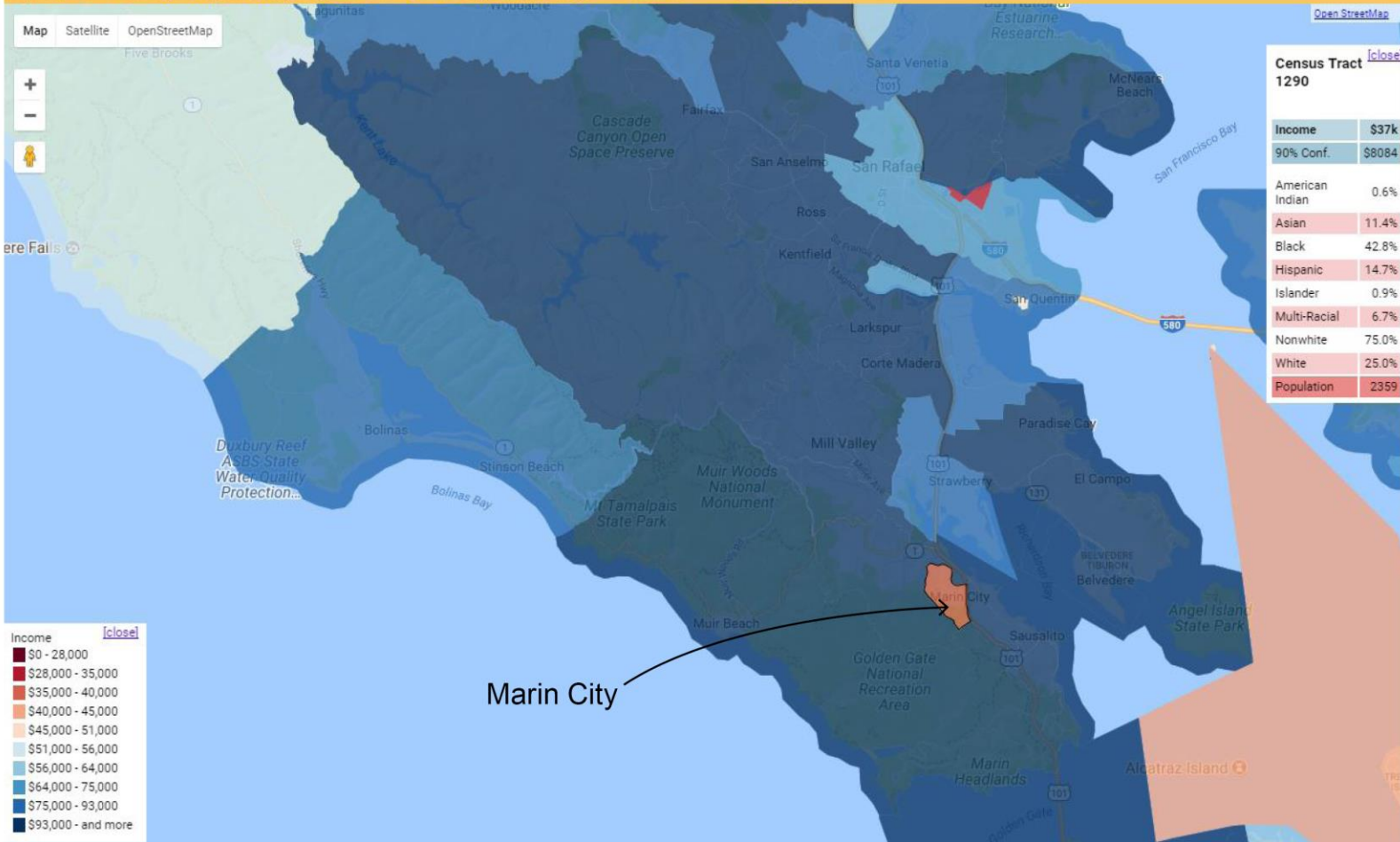
HD INDEX	LIFE EXPECTANCY AT BIRTH (years)	LESS THAN HIGH SCHOOL (%)	AT LEAST HIGH SCHOOL DIPLOMA (%)	AT LEAST BACHELOR'S DEGREE (%)	GRADUATE OR PROFESSIONAL DEGREE (%)	SCHOOL ENROLLMENT (%)	MEDIAN EARNINGS (2010 dollars)	
43 Marin City	6.32	77.4	7.2	92.8	38.0	8.1	96.8	41,572

# JUSTICE MAP.ORG MARIN COUNTY

**Justice Map:** Visualize race and income data for your community, county, and country. Includes tools for data journalists, bloggers and community activists.

Address:  [Go](#) [Save Map](#) [f](#) [t](#) [Save as Image](#) [Advanced Mode](#) [Help](#)

Layers: [American Indian](#) | [Asian](#) | [Black](#) | [Hispanic](#) | [Multi-Racial](#) | [Nonwhite](#) | [White](#) | [Plurality](#) | [Income](#) | [Base Map](#)



# GOLDEN GATE VILLAGE



Map Data: Google Earth

# GOLDEN GATE VILLAGE COMMUNITY ASSETS



Map Data: Google Earth



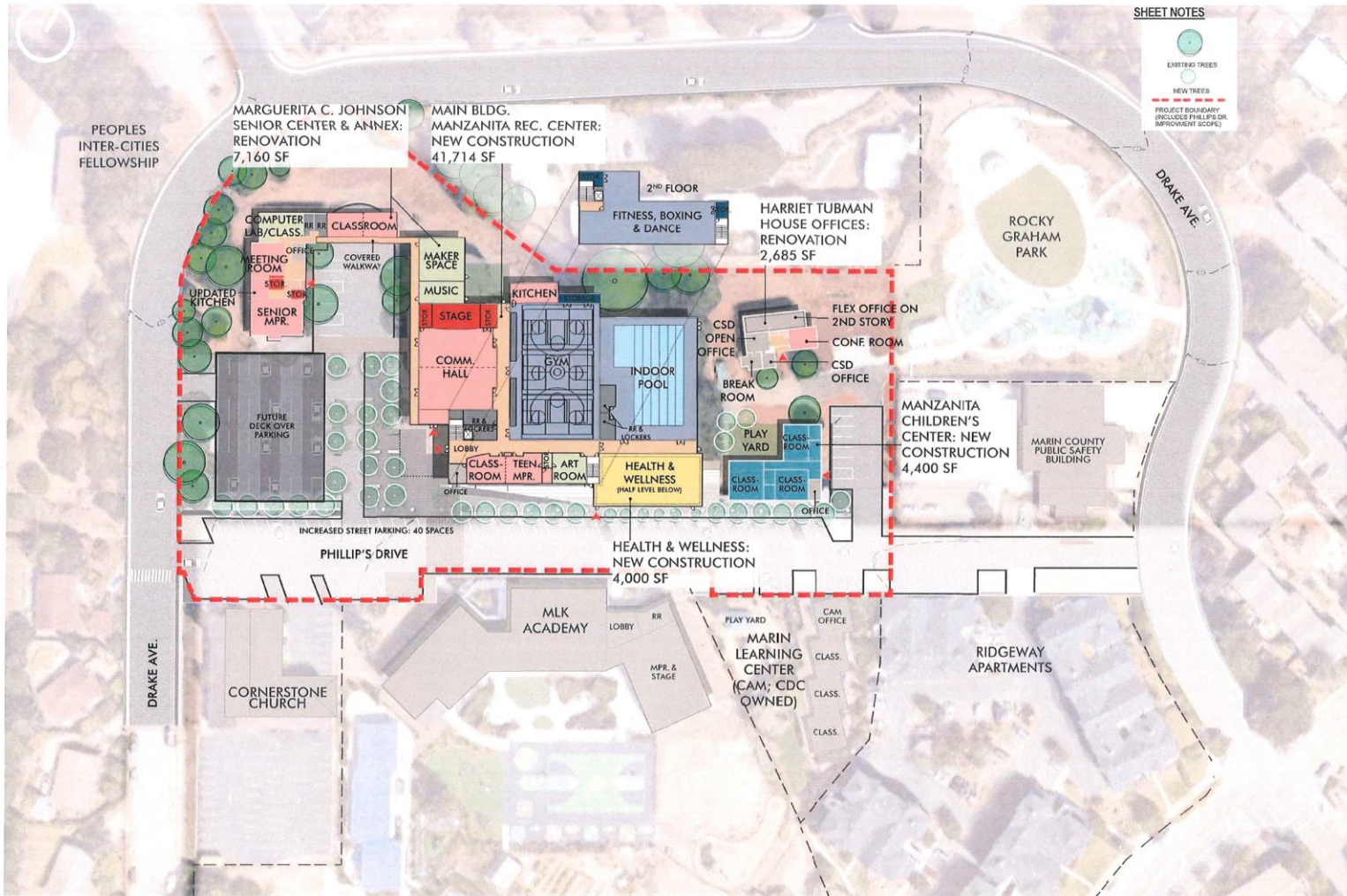
# GEORGE "ROCKY" GRAHAM PARK



Images courtesy ROSS Recreation Equipment

Images courtesy Marin City Community Services District

# CSD MASTER PLAN VISION



1 VISION PLAN (MASTER PLAN SCOPE)  
1" = 40'-0"



**GROUP 4**  
ARCHITECTURE  
RESEARCH +  
PLANNING, INC  
211 LINDEN AVENUE  
S.O. SAN FRANCISCO  
CA 94080 USA  
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630 DRAKE AVE.  
MARIN CITY, CA  
9496

**MARIN CITY  
CENTER FOR  
COMMUNITY  
LIFE**

630 DRAKE AVE.  
MARIN CITY, CA  
9496

PROJECT: 166432

REV#	DATE
MASTER PLAN	12/01/2016
UPDATED MASTER PLAN	03/03/2017
	05/26/2016
	05/26/2016

SHEET TITLE AND NO.  
VISION PLAN  
(MASTER PLAN  
SCOPE)

A3.1-1



THANK YOU



CSG | advisors

Rothschild  
COLLABORATIVE  
Doyno