

Revised 2.1.2018

CLAM's Guiding Principles

for Coast Guard Site Redevelopment & Related Community Engagement

1. Partnership

CLAM envisions strong partnerships in three key areas:

- An overall abiding and long-term partnership with the County of Marin
- Mutually collaborative relationship with a Development Partner to rehabilitate and manage the housing uses of the property
- Partnership and transparency with the West Marin community that is already invested in the successful outcome of affordable housing at this site.

2. Redevelopment Plan

CLAM envisions a redevelopment plan for the Coast Guard site that prioritizes:

- Housing with costs in line with local wages
- A mix of rental and ownership housing if/in response to needs assessment findings
- Workforce housing, including the agricultural workforce (* workforce means preference?)
- Compliance with the spirit and letter of all applicable fair housing laws
- Community uses on-site stewarded by a community stewardship board or committee
- Sustainable development practices
- Community access to natural areas and any community services located at the site

3. Stewardship

As a Community Land Trust that acquires and holds assets for the benefit of the community in perpetuity, CLAM envisions:

- CLAM will retain long-term ownership of the land and provide direction for all uses of the site
- Direct involvement in shaping the management structure of the site and its multiple uses.
- Partnering with a rental management firm for management of any low-income housing tax credit rental properties.
- CLAM's ongoing role as the landowner, including management of common area interests, in addition to managing the leases and easements for all land users.

4. Building Expertise for a West Marin housing organization

CLAM is committed to the ongoing acquisition of expertise in the housing development process. In partnering with the County, with a developer and with any other entities, we will aim to continue to develop CLAM's skills and capacity in ways that will benefit our subsequent projects, helping to create stable, affordable homes in West Marin.

Initial Assumptions of Roles

What are the relative roles of CLAM and its partner at the Coast Guard?

Partner roles

- Lead activities related to project redevelopment, including project design, entitlement and construction. Enter consultant contracts on behalf of the partnership
- Lead finance strategy and assume financial risk for housing redevelopment
- Manage the residential property budget
- Market units in partnership with CLAM
- Residential property management. Tenant wait lists, selection, tenant management.
- Maintain residential property, including capital expenditures when necessary
- Compliance (report to funders on a regular basis, certify and recertify tenants, maintain tenant files according to funder requirements)
- Prepare for and accommodate inspections as required by funders

CLAM roles

- Collaborate with partner in design, entitlement and redevelopment planning
- Community messaging – lead media strategy
- Organize community-related events
- Collaborate in design phase
- Fundraise
- Actively manage tenant relations & resident engagement
- Direct all aspects of community facilities and assets under CLAM CLT ownership/management

MOU content draft – relevant to period from partner selection through formation of legal partnership.

- In good faith, work together toward redevelopment of the Coast Guard property
- Agree on following basic components of our collective vision:
 - Rental properties affordable to households under 80% AMI.
 - Potential homeownership units pending project financial strategy.
 - Community access to community assets with petition for any required zoning change. Programming and management by CLAM.
 - Community ownership by CLAM, with permanent affordability whether by rentals of housing stock (rental or CLT homeownership.)
 - Equitable split of the development fee related to roles and responsibilities of each partner.
- Apply to receive property from County together, with flexibility around County directions and decisions.
- Outline and timeframe of individual and joint responsibilities.