



THE TOWN OF
CORTE MADERA
MARIN COUNTY CALIFORNIA

Town of Corte Madera

Housing Element



Housing Element
for the
TOWN OF CORTE MADERA

Adopted
April 5, 2011

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1.0 INTRODUCTION

1.1 OVERVIEW

California’s housing and planning laws require every town, city, and county to have a General Plan with at least seven elements, including a Housing Element. The General Plan is the constitution for development in Corte Madera. The General Plan is a long range planning document that describes goals, policies and programs to guide decision-making in land use and other important areas of local government. Unlike the other mandatory General Plan elements, the Housing Element is required to be updated every five years, and is subject to detailed statutory requirements and mandatory review by a State agency — HCD (Department of Housing and Community Development). According to State law, the Housing Element must:



San Clemente Place

- Provide goals, policies, quantified objectives and scheduled programs to preserve, improve and develop housing.
- Identify and analyze existing and projected housing needs for all economic segments of the community.
- Identify “adequate sites” that are zoned and available within the 7 year housing cycle to meet the city’s fair share of regional housing needs at all income levels
- Be “certified” by the State Department of Housing and Community Development (HCD) as complying with state law.
- Be internally consistent with other parts of the General Plan.

This document is an update of the Town’s State-certified Housing Element that was adopted in August 2002.

1.2 HOUSING IN CORTE MADERA

The Town of Corte Madera is located in Marin County, approximately eight miles north of the Golden Gate Bridge. Incorporated in 1916, Corte Madera has approximately four square miles of land area. Highway 101, the main freeway connecting San Francisco with the Marin communities and Sonoma County, bisects Corte Madera. The Town’s most significant growth period was from 1940 to 1970 when the community’s population increased from 1,098 to 8,464.

In 2010 Corte Madera’s population is approximately 9,500, and the town is “built out” in the sense that there was almost no vacant land available for development. The community is made up predominantly of owner-occupied, single family detached homes, and local

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housing costs are some of the highest in the Bay Area. Corte Madera is a jobs hub, with two major shopping centers and extensive office development. There is a substantial imbalance between the cost of housing and the price that many people who work within Corte Madera can afford to pay. The jobs/housing imbalance results in a substantial in-commute that contributes to congestion on Highway 101 and the resultant greenhouse gas emissions. This Housing Element documents the need to continue the Town's efforts to promote workforce housing.

Corte Madera faces other housing challenges as well, especially in the area of special needs housing for seniors and disabled persons. Some older homeowners are "house rich and cash poor," and would like to sell their homes but remain in the community. Other elderly residents need less space without the maintenance burdens of homeownership. Over 15% of Corte Madera residents have physical or mental disabilities. The housing needs of many disabled persons range from slight modifications to existing units to the need for a variety of supportive housing arrangements.

Since the year 2000, Corte Madera has had substantial success meeting the need for workforce and special needs housing, despite the lack of vacant land. The Town implemented a strategy of promoting the redevelopment of commercial properties with mixed use projects, including housing. The 118-unit Aegis assisted living project and the 79-unit San Clemente Place apartment complex resulted from the mixed-use redevelopment strategy.

1.3 THE 2009 GENERAL PLAN

The Corte Madera Town Council adopted an updated General Plan in April 2009. The General Plan EIR (Environmental Impact Report) found that the commute pattern resulting from the imbalance between jobs and housing is a potentially significant environmental impact, especially in terms of traffic congestion and greenhouse gas emissions. The EIR determined that mixed-use redevelopment could mitigate these impacts by putting housing close to jobs.

The 2009 General Plan builds on the success of the mixed-use projects of the 2000 decade and incorporates the mitigation strategy recommended by the EIR. The Land Use Element of the Plan designates commercial and office areas through out the community for mixed-use development with density and FAR (Floor Area Ratio) bonuses offered as incentives for redevelopment. The Land Use Element also establishes four Community Plan areas where focused planning will be done in the future. The Community Plans will develop detailed implementation plans to encourage mixed-use development that includes affordable housing. Community Plans will likely be adopted as amendments to the General Plan Land Use Element. The General Plan sets policies to facilitate redevelopment to mixed use on two specific properties: the WinCup site and the Village Shopping Center. WinCup is assigned a density of 40 units to the acre for mixed-use housing, and the Village Shopping Center is allowed a density with a potential yield of 300 units.

State law requires a community's General Plan to be internally consistent. This means that the policies of one element are not legally superior to the policies of another. Every element of the General Plan must be consistent with all other elements. Each element's analysis and goals, policies, and implementation programs must be consistent and complementary. The 2009-2014 Housing Element has been drafted to be consistent with the rest of the General

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Plan. When any Element of the General Plan is amended in the future, the Housing Element will be reviewed and amended, if necessary, to ensure consistency.

1.4 HOUSING ELEMENT LAW

State law establishes requirements for all portions of the General Plan. However, for the Housing Element, the State requirements tend to be more specific and extensive than for other elements. The purpose of a housing element is described in Government Code §65583.

"The housing element shall consist of an identification and analysis of existing and projected housing needs and a statement of goals, policies, quantified objectives, and scheduled programs for the preservation, improvement, and development of housing. The housing element shall identify adequate sites for housing, including rental housing, factory-built housing, and mobile homes, and shall make adequate provision for the existing and projected needs of all economic segments of the community."

While jurisdictions must review and revise all elements of their General Plan on a regular basis to ensure that they remain up to date (approximately every ten years), State law requires that Housing Elements be reviewed and updated at least every five years. The process of updating Housing Elements is to be initiated by the State through the 'regional housing needs' process, described below.

State law is also quite specific in terms of what the Housing Element must contain:

1. "An assessment of housing needs and an inventory of resources and constraints relevant to meeting these needs;"
2. "A statement of the community's goals, quantified objectives, and policies relative to the maintenance, preservation, improvement, and development of housing;" and,
3. "A program, which sets forth a five-year schedule of actions...to implement the policies and achieve the goals and objectives."

Most importantly, the Housing Element must: (1) Identify adequate sites with appropriate zoning densities and infrastructure to meet the community's need for housing (including its need for extremely low, very low, low and moderate income households); and (2) address and, where appropriate and legally possible, remove governmental constraints to housing development.

State law requires that every updated Housing Element be submitted to the State of California's Department of Housing and Community Development (HCD) to ensure compliance with the State's minimum requirements. This 'certification' process is unique among the General Plan elements.

Housing Elements are submitted twice to HCD for review and comment: Once during development of the Housing Element (in draft form), and again after adoption of the Housing Element by the local jurisdiction. The first review period requires 60 days and must take place prior to adoption by the Corte Madera Town Council. During the first review, HCD will submit comments back to the Town regarding compliance of the draft Element with State law requirements and HCD guidelines. Modifications to the draft Housing Element in response to these comments are appropriate. The Town Council must consider HCD's

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comments prior to adoption of the Housing Element as part of the General Plan. The second review requires 90 days and takes place after adoption. It is after the second review that written findings regarding compliance are submitted to the local government.

A unique aspect of State Housing Element law is the “regional fair share” standard. Every town and county in the State of California has a legal obligation to respond to its “fair share” of the projected future housing needs in the region in which it is located. For Corte Madera and other Bay Area jurisdictions, the Regional Housing Need Allocation (RHNA) is determined by the Association of Bay Area Governments (ABAG), based upon an overall regional housing need number established by the State. That need is divided into five income categories of housing affordability. The Housing Element must demonstrate that the Town has adequate sites and the development of the community’s RHNA allocation is feasible within the 2007-2014 time frame. Table 1.1 shows Corte Madera’s RHNA for the current Housing Element.

**Table 1.1
Regional Housing Need Allocation
January 2007 to July 2009**

Income Category	Extremely Low	Very Low	Low	Moderate	Above Moderate	Total Units
2007 -2014 RHNA	34	34	38	46	92	244
Units Built 1/1/07 to 6/30/08	31	29	18	1		79
Remaining Need	3	5	20	45	92	165

As allowed by Government Code Section 65584.09, the Town receives credit toward the RHNA for units built between January 2007 and June 2008.

1.5 PREPARATION OF THE HOUSING ELEMENT

The Housing Element must identify community involvement and decision-making processes and techniques that are affirmative steps to generate input from low-income persons and their representatives, as well as from members of the community. This means that input should be sought, received, and considered before the draft Housing Element is completed. Requirements for public participation are described in Section 65583(6)(B) of the Government Code.

The Corte Madera Planning Department participated with the County and the eleven cities to develop the *2009 Marin Housing Workbook*. The *Workbook* was a joint effort to develop “best practices” and common strategies for addressing housing needs. The process of developing the *Workbook* involved community outreach and participation by a broad range of housing interests. The *Workbook* was an important reference source for Corte Madera’s Housing Element update project.

On July 7, 2009, the Town Council directed the Planning & Building Department to begin the process of recruiting a Citizens’ Advisory Committee (CAC) for the Housing Element. The department issued a press release inviting interested persons to apply for membership on the Committee. Notice of this opportunity to participate was also distributed in the Town’s e-mail newsletter and was posted on the Town reader board. A flier was mailed to approximately 350 households that had previously requested information on the General Plan (Appendix A includes a copy of the flier and the press release). Eight people submitted

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statements of interest. The Town Council conducted interviews at a regular meeting on August 18, 2009 and appointed all of the applicants, along with one Town Council member and one Planning Commissioner.

The CAC for the Housing Element represented a cross-section of the community, including individuals with significant housing experience. One member was an energy conservation consultant, and a second member was a member of the Marin Workforce Housing Trust Fund board of directors, with 20 years experience in tax equity financing for affordable and market rate residential projects. The Committee also included a residential architect, two persons who identified themselves as retired and senior citizens, and a residential realtor.

The Housing Element CAC met 8 times. In order to encourage participation, the Committee set its meeting time for 7:00 PM in either Town Hall or the Town Recreation Center, both of which are accessible to the disabled. Mailers were used to publicize committee meetings. The Town Planning Director was designated as the principal staff contact for the committee, and he attended all meetings.

The Committee adopted guidelines for conducting their meetings and set the agenda for the project by adopting a work program. At the CAC's suggestion, a community workshop was added to the program, and the Committee subsequently developed the workshop agenda. At each phase of the Housing Element update process, staff submitted draft documents to the CAC prior to the meeting date to assure members had adequate time to consider the material. At the meetings, staff made summary presentations facilitate the members' discussion. Draft material went through extensive revisions in response to the CAC's input. Important outcomes resulting from the CAC's deliberations include:

- A program from the 2002 Housing Element that sought to develop housing specifically for teachers was dropped.
- The CAC recommended deleting a program on home sharing.
- The CAC revised a staff recommendation to delete a program regarding linkages to health and services programs.
- A revised goals/objectives/programs format.
- Significant revisions to the Town's housing goals, emphasizing the relationship between housing and sustainability.

The CAC sponsored a community workshop on November 18, 2009 to explain the Housing Element process and to take comments on housing needs and the draft housing goals. The meeting was advertised with mailers, a newspaper advertisement (see Appendix A), and a notice on the Town reader board. Twenty-two people attended, including representatives from the Marin Continuum of Housing Services and EAH Housing. Comments ranged from support for senior housing and the recently completed San Clemente Place project, to concern about traffic congestion that could result from new housing.

The CAC completed its work at a meeting on January 13, 2010 when it voted to forward the draft Housing Element to the Planning Commission and Town Council with a recommendation for approval.

The Planning Commission and Town Council held workshops in February, 2010 and March, 2010 to consider public comments before submitting the draft Housing Element to the

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California Department of Housing and Community Development (HCD) for comments and recommendations. The Town subsequently received comments from HCD and revised the draft Housing Element in response to the comments. The Town submitted the revised draft to HCD in November 2010, and received a second set of comments and recommendations for final revisions in January 2011. The Planning Commission conducted a public hearing on the revised draft Housing Element on March 8, 2011, and forwarded the document to the Town Council with a recommendation for approval. The Town Council adopted the Housing Element at a public hearing on April 5, 2011.

1.6 2002 HOUSING ELEMENT ACCOMPLISHMENTS

Government Code Section 65588 requires that the Housing Element include an analysis of the effectiveness of the Element, progress in implementation, and the appropriateness of goals, policies, and programs.

Corte Madera’s current Housing Element was adopted by the Town Council on August 14, 2002. The California Department of Housing and Community Development certified the Housing Element on November 20, 2002. The goals policies and programs have been very successful. Overall housing production exceeded the Town’s RHNA allocation for the 1999-2007 Housing Element planning period. The Town also exceeded its fair share allocation for very low- and low-income housing and thereby satisfied the requirement of Government Code Section 65584.09 (Table 1.2).

Table 1.2 Housing Production, 1999 to 2007

	Very Low	Low	Moderate	Above Moderate	Total
Aegis				118	118
San Clemente Place	60	18		1	79
Single Family Dwellings				9	9
2 nd Units	4	4	2		10
Totals	64	22	2	128	216
Regional Fair Share Housing Need	29	17	46	87	179
Percent of Fair Share Need met	220%	129%	4.3%	147%	121%

Implementation programs completed since adoption of the 2002 Housing Element include:

- The Town adopted an Anti-Discrimination Ordinance prohibiting all forms of housing discrimination and designating the Planning Director as the enforcement officer.
- A marketing program for the San Clemente Place family housing project was successfully negotiated with Marin Fair Housing. When the project was completed, over 85% of the of the people who applied to live at San Clemente Place lived or worked within 5 miles of Corte Madera.
- Housing design principals outlined in the Housing Element were in incorporated into the Community Design Element of the 2009 General Plan.
- The Town Council extended its agreement with the Marin Housing Authority to manage the BMR ownership program.

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- The Town adopted a Non-Residential Development Housing Impact Fee and an Affordable Housing Fund. Approximately \$84,000 in Non-Residential Impact Fees were collected and subsequently awarded to the San Clemente Place project.
- Four Affordable Housing Overlay zones were adopted. Two sites (Wornum Drive extension and the San Clemente Family Housing property) and a commercial area (Old Corte Madera Square) were subsequently rezoned with overlay districts.
- The Town Council amended the 1989 General Plan (since superseded by the 2009 Plan) to include a High Density residential land use designation.
- The update General Plan Land use element includes policies to protect existing multi-family zoning.
- The updated General Plan includes extensive mixed-use land use designations and a requirement to prepare community plan to facilitate mixed-use development near transit routes. This is consistent with the recommendation in the 2002 Element to consider mapping Transit Oriented Design sites as part o the General plan update project.
- The Zoning Ordinance was amended to include density bonuses for affordable housing.
- The Zoning Ordinance was amended to allow second units by right. Ten second units were approved.
- The San Clemente Place project was approved with supportive housing units and apartments designed for disabled residents.

This Housing Element has considered the effectiveness of the 2002 policies and programs and has continued, amended, or deleted programs based on lessons learned. Appendix B is a full review of policies and programs in the 2002 Housing Element.

2.0 HOUSING NEEDS ANALYSIS

2.1 OVERVIEW

This section of the Housing Element describes characteristics of Corte Madera’s population and housing stock and assesses the community’s existing and future housing needs. The data and analysis in this section are intended to satisfy, in part, Government Code Section 65583(a), which requires an assessment of housing needs including an analysis of population and employment trends (GC 65583 (a)(1)) and household characteristics (GC 65583 (a)(2)).



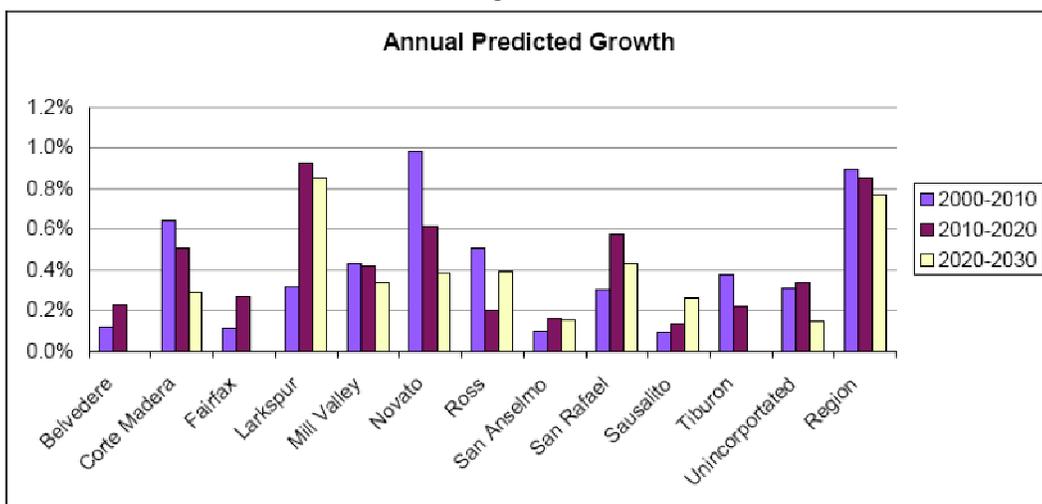
Aegis Assisted Housing

2.2 POPULATION AND EMPLOYMENT

POPULATION GROWTH

The population of Marin County continues to grow, but the rate of growth is slowing. In 2008, the population was 252,413 (Claritas 2008), up from the 2000 figure of 247,289 (ABAG 2007). In the next decade, the growth rate will begin to fall, and is projected to continue do so until 2025, when it will level off at just 0.3 percent per year (ABAG 2007).

Figure 2.1



Similarly, Corte Madera will grow, but at a slower rate. In the year 2000, the U.S. Census found a total population of 9,100. The projected population for 2010 is 9,700. The average

2.0 HOUSING NEEDS ANALYSIS

annual growth rate will decline from 2010 through 2035. Corte Madera’s projected growth rate will be in the mid-range for the period 2010 to 2020, in comparison to other Marin communities. After 2020, the town will grow more slowly than most of the rest of the county. The community’s rate of growth will be well below the growth rate for the region through 2030. On average, the community will grow by less than 45 persons per year from 2005 to 2035.

Table 2.1 Total Population

Year	Population	Numerical Change	Percent Change	Average Annual Growth Rate
1990	8,272			
2000	9,100	828	10%	1.0%
2005	9,400	300	3%	0.7%
2010	9,700	300	3%	0.6%
2015	9,900	200	2%	0.4%
2020	10,200	300	3%	0.6%
2025	10,300	100	1%	0.2%
2030	10,500	200	2%	0.4%
2035	10,700	200	2%	0.4%

Source: ABAG Projections, 2007; US Census, 1990

AGE CHARACTERISTICS

Table 2.2 shows the age distribution of Corte Madera residents in 1990, 2000, and 2008. Important changes since 1990 include a substantial increase in the number of school age children, a decline in the number of people from 25 to 44 years old, and increases in the 45 to 54 and the 55 to 64 age groups. Also, there was a significant decline in the

Table 2.2 Age Groups

Age Group	1990		2000		2008	
	Number	Percent	Number	Percent	Number	Percent
Under 5	494	6.0%	636	7.0%	661	7.0%
5 to 17	983	11.9%	1,490	16.4%	1,676	17.8%
18 to 20	221	2.7%	152	1.7%	240	2.6%
21 to 24	305	3.7%	169	1.9%	359	3.8%
25 to 44	3,058	37.0%	2,846	31.3%	2,021	21.5%
45 to 54	1,187	14.3%	1,642	18.0%	1,658	17.6%
55 to 64	900	10.9%	959	10.5%	1,441	15.3%
65 to 74	718	8.7%	683	7.5%	743	7.9%
75 to 84	335	4.0%	409	4.5%	442	4.7%
85 and over	71	0.9%	114	1.3%	166	1.8%
<i>Totals</i>	<i>8272</i>	<i>100.0%</i>	<i>9100</i>	<i>100.0%</i>	<i>9407</i>	<i>100.0%</i>

number of residents who were in the 65 to 74 group in 2008 compared to the size of the 55 to 64 age group in 2000 and 45 to 54 age group in 1990. In percentage terms, the fastest growing age group is people 85 and over.

2.0 HOUSING NEEDS ANALYSIS

The number and percentage of school age children (the 5 to 17 year group) increased by 70% during this period. Corte Madera has a higher percentage of school age children than the county average.

Figure 2.2

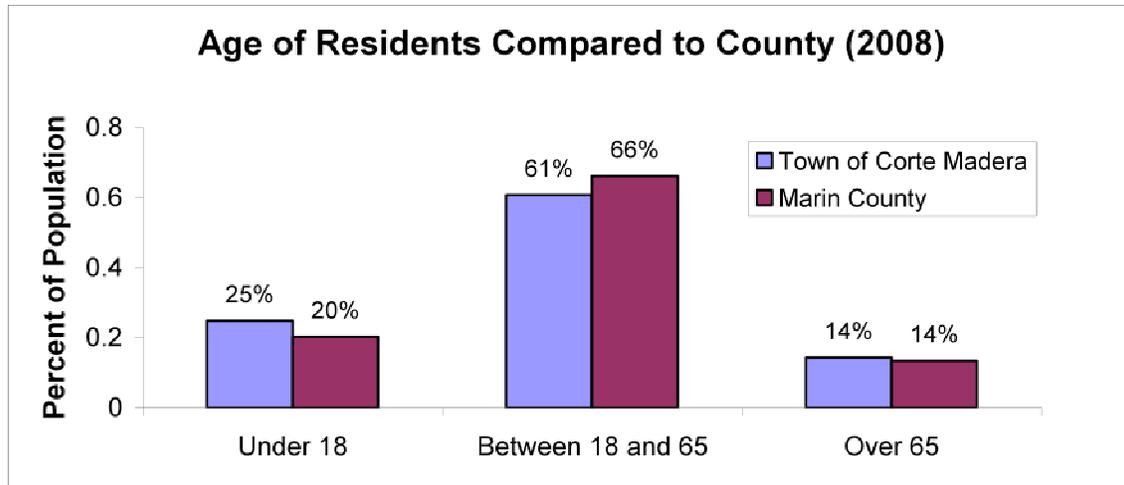


Table 2.2 shows that in 1990, there were 1,187 residents in the community between the ages of 45 and 54. Ten years later, when this cohort was 55 to 64 years old, the number of people in the group had dropped to 959. By 2008, when most of the people in the year 1990 45 to 54 age group would have been between 65 and 74 years old, the group was down to 743 individuals. A similar pattern is evident for the age cohorts that were 55 to 64 and 65 to 74 in 1990. This decline is due in part to the natural mortality that occurs with aging. However, this pattern also supports the observation of local realtors who report that in recent years many older homeowners have taken advantage of high property values to “cash out” of their homes.

These age group patterns reflect the community’s niche in the housing market. The excellent public schools, high paying jobs, and easy freeway access are attractive to middle- and upper middle-income families with children who can afford to buy homes in Corte Madera. Many older homeowners are taking advantage of the opportunity to sell their homes, but they do not have housing options that allow them to stay in the community.

Finally, the median age in Corte Madera at 40.7 years is slightly below the countywide median of 41.3, but higher than the statewide median of 33.3 years (Table 2.3).

2.0 HOUSING NEEDS ANALYSIS

Table 2.3 Age Groups

	Corte Madera		Marin County	State
	Number	Percent	Percent	Percent
Under 18	2,337	25%	20%	27%
Between 18 and 65	5,719	61%	66%	62%
Over 65	1,351	14%	14%	11%
Median	40.7		41.3	33.3

RACE AND IDENTITY

Table 2.4 displays the racial/ethnic distribution of Corte Madera's population in 2000 and 2008. The community has experienced small changes since 2000, with persons who self-identify as "white" continuing to make up the majority of the population at over 85%. The number of residents who identified themselves as "Asian" or "multi-racial" increased approximately 1% for each group. Whites comprise 84% of the 2008 county population.

Table 2.4 Race and Ethnicity

Race	2000		2008	
	Number	Percent	Number	Percent
White	7977	87.7%	8,026	85.3%
Black	80	0.9%	96	1.0%
Asian	553	6.1%	682	7.2%
Other Race	164	1.8%	187	2.0%
Multi-racial	326	3.6%	416	4.4%
Ethnicity	Number	Percent	Number	Percent
Hispanic	436	4.8%	500	5.3%
Not-Hispanic	8664	95.2%	8,907	94.7%

Source: Claritas

EMPLOYMENT TRENDS

According to the 2000 Census, 5,121 Corte Madera residents are in the labor force, predominantly in white-collar jobs. Data from the 2000 Census (Fig 2.3) shows that over 61% of the community's breadwinners work in professional, educational, financial or arts fields. More recent data (Claritas, 2008: Tables 2.5 and 2.6 shows the Corte Madera continues to be a community of predominantly white collar workers.

2.0 HOUSING NEEDS ANALYSIS

Figure 2.3 Employed Residents, 2000

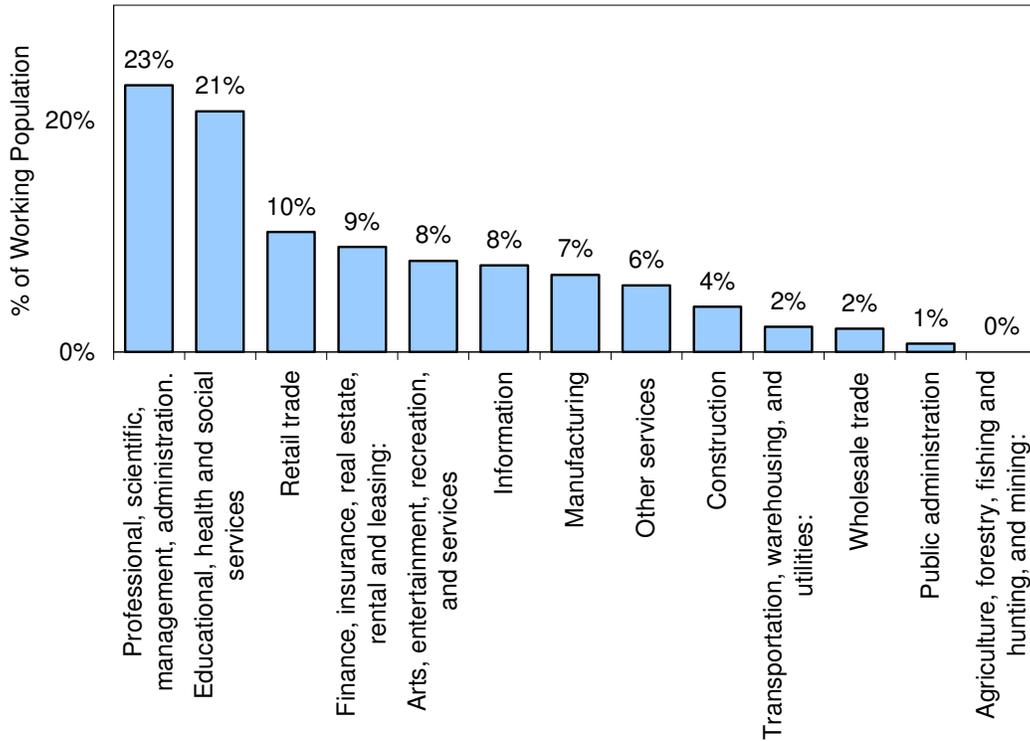


Table 2.5 Employed Residents, 2008

Employment Sector	Number	Percent
Management, Business, and Financial Operations	1,357	27
Professional and Related Occupations	1,722	34
Service	560	11
Sales and Office	1,019	20
Farming, Fishing, and Forestry	0	0
Construction, Extraction and Maintenance	260	5
Production, Transportation and Material Moving	156	3

Source: Claritas (2008)

According to the 2000 Census, approximately 85% of the employed residents in Corte Madera work outside the town, and 48.4% work outside Marin County. The 89.6% of Corte Madera residents who do not work at home commute an average of 26.3 minutes to jobs at larger employment centers such as San Francisco. Tables 2.7 and 2.8 below show that almost 60% of employed residents have a

Table 2.6 Blue Collar/White Collar, 2008

	Number	Percent
Blue Collar	416	8%
White Collar	4,098	81%
Service	560	11%

2.0 HOUSING NEEDS ANALYSIS

work commute of less than 30 minutes.

Table 2.7 Travel time to Work

	Number	Percent
Less than 15 minutes	1,427	32%
15-29 minutes	1,205	27%
30-44 minutes	958	21%
45-59 minutes	475	10%
60+ minutes	459	10%

Source: Claritas, 2008

Table 2.8 Commute Method

	Number	Percent
Drive Alone	3,542	70%
Carpooled	343	7%
Public Transportation	437	9%
Worked from home	526	10%
Walked or other	202	4%

Corte Madera will continue as an employment center for Marin County (Table 2.9) The

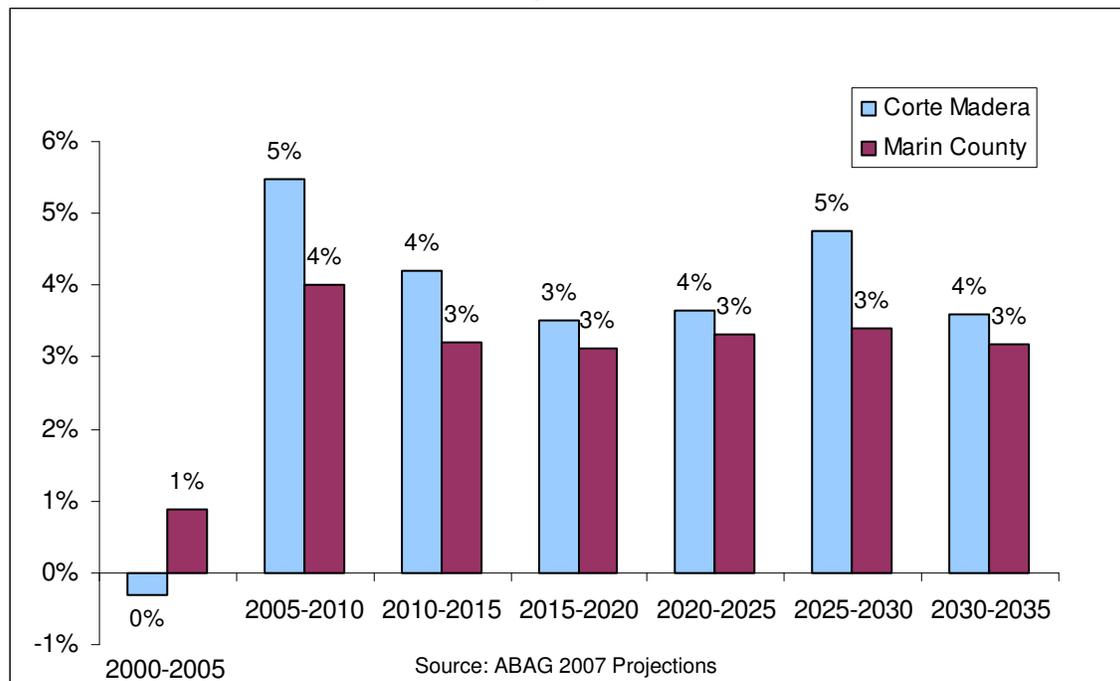
Table 2.9 Projected Jobs

	2000	2005	2010	2015	2020	2025	2030	2035
Corte Madera	6,780	6,760	7,130	7,430	7,690	7,970	8,350	8,650
Marin County	134,180	135,370	140,790	145,310	149,860	154,840	160,110	165,180

Source: ABAG Projections 2007

number of jobs in Corte Madera will increase at a slightly higher rate than in the county as a whole through the year 2035 (Figure 2.4).

Figure 2.4



2.0 HOUSING NEEDS ANALYSIS

There were 6,760 jobs in Corte Madera in 2005 and a total of 3,900 housing units, resulting in an average of 1.7 jobs for every household. ABAG projects that by 2035 the town will have a jobs/housing balance of 1.9/1 (Figure 2.5).

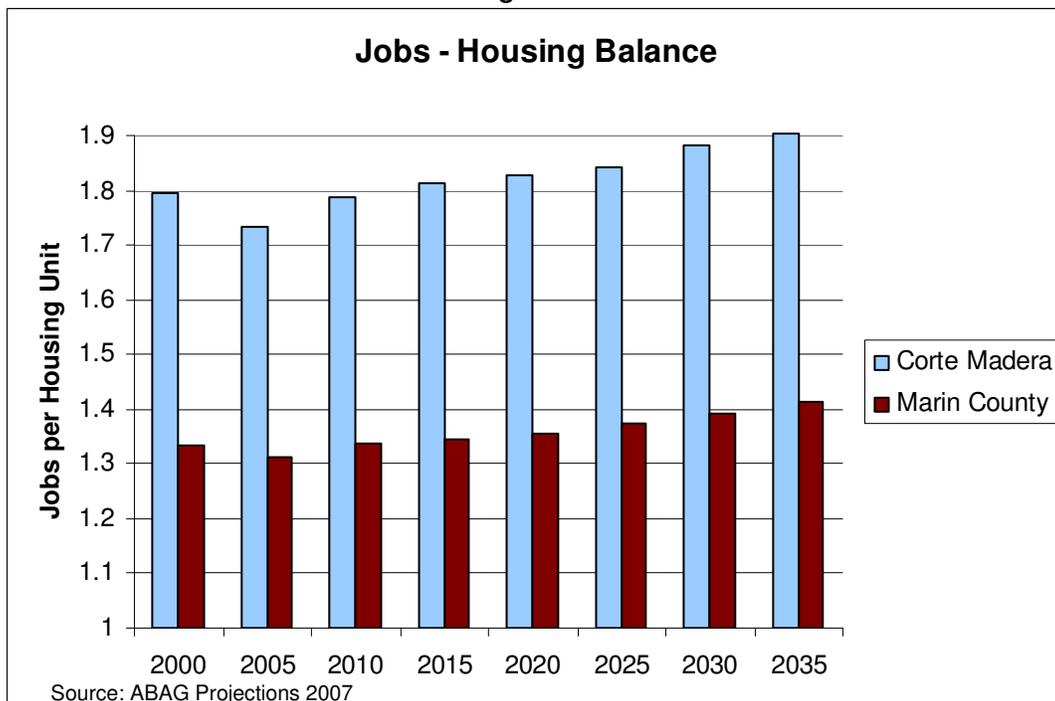
It is generally considered ideal to have a range of 1.0 to 1.5 jobs per housing unit in a jurisdiction. A balance between the number of jobs and employed residents can help reduce greenhouse gas emissions, freeway congestion, and fuel consumption as well as improve air quality. However, a one-to-one balance of jobs to housing does not guarantee a reduction in commute trips. There is a significant disparity between the types of jobs and the cost of housing throughout Marin, including in Corte Madera. In 2008 the median sales price for a single family home in the county was \$1,014,465, and the median price for a condominium was \$767,000. These prices were far out of reach for the annual wage of \$37,000 Marin based job.

The mismatch between jobs and housing in Corte Madera is particularly acute. The job/housing imbalance in Corte Madera is due to growth of office and retail jobs in the 1970s, 80s and 90s, a general lack of affordable housing, and the limited building site opportunities.

2.3 HOUSEHOLD CHARACTERISTICS

This section describes characteristics and trends in Corte Madera households that help to define current and future housing needs in the community. The U.S. Census Bureau defines a household as all persons who occupy a housing unit, including families, single people, or unrelated persons. Persons living in licensed facilities or dormitories are not considered households.

Figure 2.5



2.0 HOUSING NEEDS ANALYSIS

HOUSEHOLD TYPE

In 2000 there were 3,776 households in Corte Madera, of which about 65% were families and 35 % were non-family households. About one out of four households in Corte Madera are persons living alone. Almost a third of the single person households were individuals 65 or over. Tables 2.10 and 2.11 provide information on household types.

Table 2.10. Household Type

Category	Number	Percent
Family without kids	1252	33%
Family with kids	1220	32%
Single person	937	25%
Non-family multi-person household	367	10%

Source: Census 2000

Table 2.11 Household Types

Family Households	Family Age 65+	Single Person Households	Single Person Age 65+	Non-family Households (2+)	Non-Family (2+) Age 65+	Total Households	Total Households Age 65+
2,467	536	937	296	367	60	3,776	892

Source: Census 2000

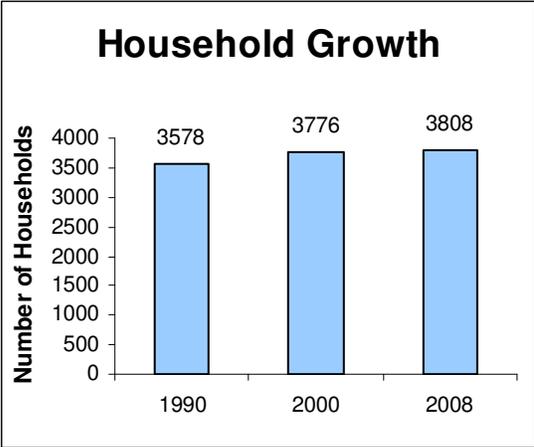
HOUSEHOLD GROWTH

While total population grew by 15% from 1990 to 2008, the number of households in town increased by only 6.4%.

HOUSEHOLD SIZE

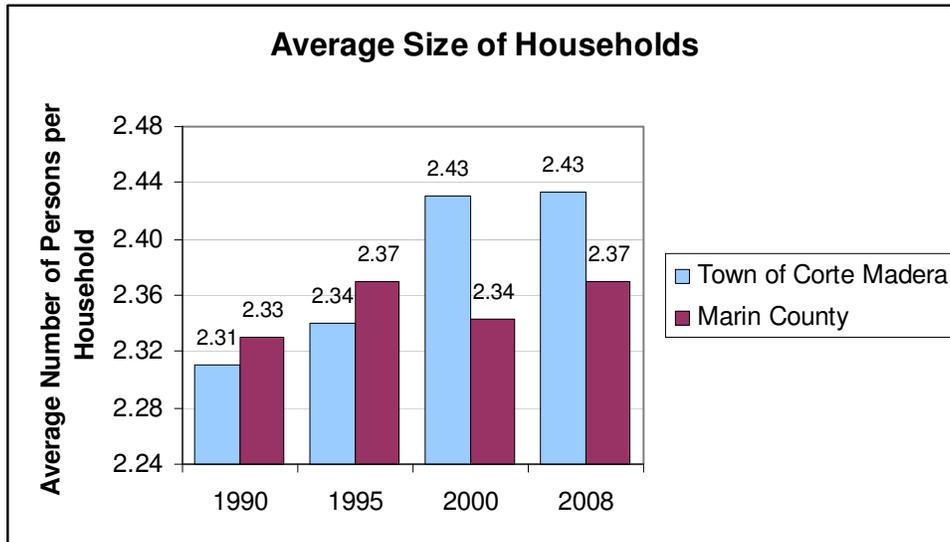
The difference between the rate of population growth and the increase in the number of households is reflected in a significant increase in the average size of households since 1990. In part at least, this due to younger households with children, who are attracted to the excellent public and private schools in the area, replacing households without children.

Figure 2.6



2.0 HOUSING NEEDS ANALYSIS

Figure 2.7



EDUCATIONAL ACHIEVEMENT

Corte Madera households have a very high level of educational achievement with 63% of adults having a college degree according to the 2000 Census.

Table 2.12 Educational Achievement

	Number	Percent
No high school degree	311	5%
High school no college	695	10%
College, less than 4 years	1469	22%
College, 4 years plus	4263	63%

Source: US Census 2000

TENURE

Corte Madera is predominantly a community of homeowners, reflecting the stock of single family detached homes and the market demand of middle- to upper-income households who can afford to buy their own homes.

HOUSEHOLD INCOME

Income is defined as wages, salaries, pensions, social security benefits, and other forms of cash received by a household. Non-cash items, such as Medicare, and other insurance benefits, are not counted as income. In 2008, almost one half of the households in Corte Madera had incomes of \$100,000 or more.

Table 2.13 Household Income

	2000		2008	
	Number	Percent	Number	Percent
Under \$25,000	382	10%	281	7%
\$25,000 to \$34,999	206	5%	180	5%
\$35,000 to \$49,999	446	12%	298	8%
\$50,000 to \$74,999	787	21%	670	18%
\$75,000 to \$99,999	493	13%	538	14%
\$100,000+	1,487	39%	1,841	48%

Source: US Census, 2000; Claritas, 2008

For statistical purposes,

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income is often analyzed in terms of **mean** household income and **median** household income. The U.S. Census Bureau uses the following definitions:

- “Mean income” (average) is the amount obtained by dividing the total aggregate income of a group by the number of units in that group. The means and medians for households and families are based on all households and families.”
- “Median income” is the amount which divides the income distribution into two equal groups, half having income above that amount, and half having income below that amount.

The estimated median household income for California in 2007 was \$59,948 (U.S. Census Bureau). In 2008, the median household income in Corte Madera was over \$97,000.

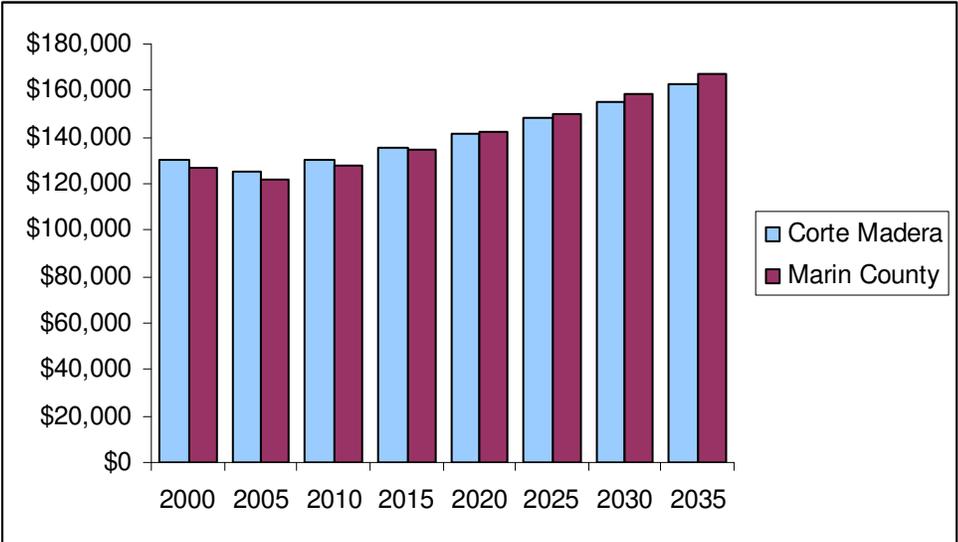
**Table 2.14
Median and Per Capita Income (2008)**

Corte Madera	Income
Median Household Income	\$97,055
Per capita income	\$55,433

Source: Claritas 2008

In 2005 the mean (average) household income in Corte Madera was \$125,300, slightly above the county-wide figure. Corte Madera household incomes will continue to rise in terms of constant values. Through the next decade, out to the year 2020, Corte Madera households will have slightly higher incomes than the county average, After 2020 incomes in Corte Madera will rise at a slightly slower average than county-wide (see Figure 2.9 and Table 2.15).

Figure 2.9 Mean Household Income (2005 dollars)



Source: ABAG Projections 2007

Table 2.15 Mean Household Income (2005 dollars)

	2000	2005	2010	2015	2020	2025	2030	2035
Corte Madera	\$129,900	\$125,300	\$129,900	\$135,300	\$141,600	\$148,500	\$155,500	\$163,000
Marin County	\$126,500	\$121,600	\$127,700	\$134,600	\$142,100	\$149,900	\$158,200	\$166,800

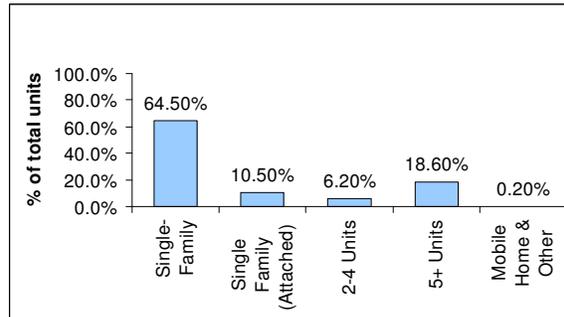
Source: ABAG 2007 Projections

2.0 HOUSING NEEDS ANALYSIS

2.4 HOUSING STOCK CHARACTERISTICS

Just over 64 % of the housing stock in Corte Madera consists of single-family detached dwellings, and another 10.5% are single family attached (condominiums and second units or “granny flats”). Slightly less than 25 percent of the stock is multifamily dwellings.

Figure 2.10 Housing Units by Type, 2009



Source: DoF E-5 and Corte Madera Planning & Building Dept

RECENT HOUSING DEVELOPMENT TRENDS

In the post World War II era and into the 1990s, most residential construction in Corte Madera was single-family detached homes. However, in the late 1990s, this trend began to shift as the last remaining large tracts of vacant residentially zoned land were subdivided and built out. The 138 residential building permits issued from 1996 through 1998 (Table 2.16) were for single-family homes in Madera del Presidio. Beginning in 2000, building permits and housing construction in Corte Madera began to focus on multifamily housing.

Table 2.16 Building Permits 1996 - 2009

Year	Single Family	Second Units	Multi Family
1996	46	0	0
1997	58	0	0
1998	34	0	0
1999	2	0	0
2000	0	1	1
2001	1	1	0
2002	0	1	0
2003	2	0	0
2004	3	3	0
2005	1	2	1
2006	2	1	0
2007	0	0	0
2008	0	0	0
2009	0	0	0

The California Department of Finance estimated there were 3850 housing units in Corte Madera as of January, 2000 (Table 2.17). The community added 218 residential units from January 2000 through June 2009 (Table 2.18). Of these, 196 units were in multifamily structures with 5 or more dwellings. Each of the 9 single family detached homes built since the year 2000 was developed on one of the few remaining individual preexisting vacant lots in the

Table 2.17. Housing Units by Type

Unit Type	2000		2009		Change	
	Number	Percent	Number	Percent	Number	Percent
Single-Family	2,613	67.8%	2,622	64.5%	9	0.3%
Single Family, attached	416	10.8%	428	10.5%	12	2.9%
2-4 units	251	6.5%	251	6.2%	0	0.0%
5+ Units	561	14.6%	758	18.6%	197	35.1%
Mobile Home & Other	9	0.2%	9	0.2%	0	0.0%
Totals	3,850	100.0%	4,068	100.0%	218	5.7%

Source: DoF E-5 and Corte Madera Planning & Building Dept

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community, rather than as part of a subdivision project. It is also notable that 12 second units (listed as “single family attached” in Table 2.18) were added to the housing stock in this period.

Table 2.18 Housing Units Built 2000 to 2009

Project	Housing Units	Type
San Clemente Place	79	Multi-family rental
Aegis	118	Multi-family senior rental
Single family (attached)	12	Second units
Individual homes	9	Single family detached
Total	218	

Source: Corte Madera Planning & Building Dept.

Two projects – San Clemente Place and Aegis of Corte Madera – accounted for the majority of new housing from 2000 to 2009. San Clemente Place, located at 33 San Clemente Drive, is predominantly family housing; most of the apartments have two and three bedrooms. Aegis of Corte Madera, at 5555 Paradise Drive is market rate, rental housing for seniors. The rental package at Aegis includes assisted living services. Both San Clemente Place and Aegis developed as privately sponsored, high density, mixed-use redevelopment projects. San Clemente Place with a density of 29 units per acre, occupies the site of a former lumberyard. The residential project developed as a partnership with a self-storage property on an adjacent property. The density at Aegis of Corte Madera is 40 units to the acre. Aegis developed as part of the redevelopment of the Paradise Shopping Center.

TENURE

The Federal 2000 Census found that 72.7% of the homes in Corte Madera were owner occupied (Table 2.19). The majority of owner occupied homes had one, two or three bedrooms, while 80% of the rental units were two bedrooms or smaller.

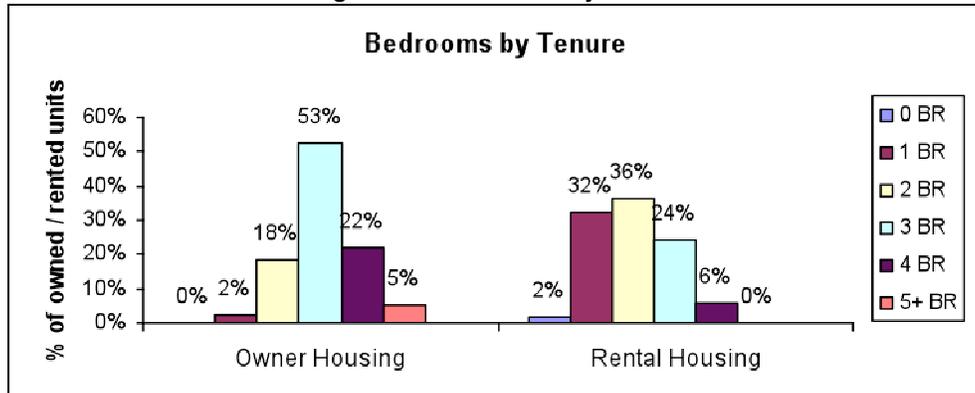
Table 2.19 Number of Bedrooms by Tenure

Bedroom Type	Owner Households		Renter Households		All Households	
	Number	Percent	Number	Percent	Number	Percent
0 BR	0	0%	18	2%	18	0%
1 BR	59	2%	331	32%	390	10%
2 BR	500	18%	374	36%	874	23%
3 BR	1447	53%	249	24%	1696	45%
4 BR	604	22%	58	6%	662	18%
5+ BR	138	5%	0	0%	138	4%
TOTAL	2748	100%	1030	100%	3778	100%

Source: 2000 Census (2000 Census SF 3: H42)

2.0 HOUSING NEEDS ANALYSIS

Figure 2.11 Bedrooms by Tenure



VACANCY RATES

The high demand for housing throughout the County results in consistently low vacancy rates in Corte Madera. From the year 2000 to 2008, the average vacancy rate for all housing in Corte Madera held at under 2% (Table 2.20). Rental vacancy rates follow the same trend. The

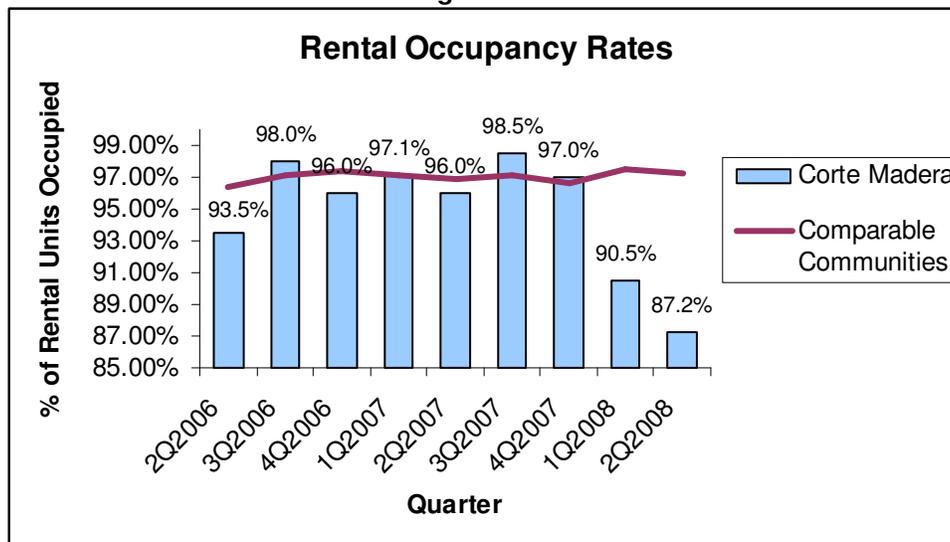
Table 2.20 Vacancy Rates

Units	Number	Percent
Total housing units	3850	100.0%
Occupied housing units	3776	98.1%
Vacant housing units	74	1.9%
For seasonal, recreational, or occasional use	14	0.4%
Homeowner vacancy rate		0.3%
Rental vacancy rate		1.9%

Source: Census 2000

vacancy rates for large apartment complexes in Corte Madera tended to be generally less than 4% in 2006 and 2007, closely following the average occupancy rates in Larkspur, Mill Valley, Novato, Tiburon, and San Rafael (the "comparable communities" in Figure 2.12). The vacancy rate jumped to more than 12% in the first half of 2008 when San Clemente Place was completed and units were first offered for rent. However, San

Figure 2.12



Source: Real Facts

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Clemente Place was fully occupied after the second quarter of 2008.

Housing experts recommend that a 5% rental vacancy rate is needed to assure choice in the marketplace and to promote economic competition that moderates price. Low vacancy rates make it difficult for tenants to find appropriate units, and strong market pressure inflates rents.

HOUSING AGE AND CONDITION

The age of a community’s housing stock can be a good indicator of housing conditions. Housing that is more than 30 years old is likely to need rehabilitation such as major

plumbing, roof, foundation, or electrical repairs. Over 75% of the housing units in Corte Madera were built before 1970, and almost 50% are more than 50 years old (Table 2.21).

Due to the high real estate values in Corte Madera, properties are generally well maintained. The Town Planning & Building Department estimates that 15% of the units in the community are in need of rehabilitation, over and above routine maintenance.

Table 2.21 Year Structure Built

Year Built	Number	Percentage
1999 to March 2000	27	1%
1995 to 1998	162	4%
1990 to 1994	56	1%
1980 to 1989	314	8%
1970 to 1979	389	10%
1960 to 1969	1018	27%
1940 to 1959	1427	37%
1939 or earlier	448	12%
Total	3841	

Source: US Census, 2000

HOUSING PRICES AND TRENDS

Housing sales prices and rental costs directly affect housing problems in the community. High housing costs that are disproportionate to household incomes will result in overpayment for residents who do not have other options, and extended commutes for lower salaried jobs that serve the community. This section describes the rental and homeownership markets in Corte Madera.

Rental Housing Market

According to data in the Marin County Housing Element rental prices countywide increased 18% for one-bedroom units and 13% for two-bedroom units between 1999 and 2007. Rents were highest during 2000 and 2001 due to the dot.com boom. Countywide, when adjusted for inflation rental prices have remained relatively steady.

2.0 HOUSING NEEDS ANALYSIS

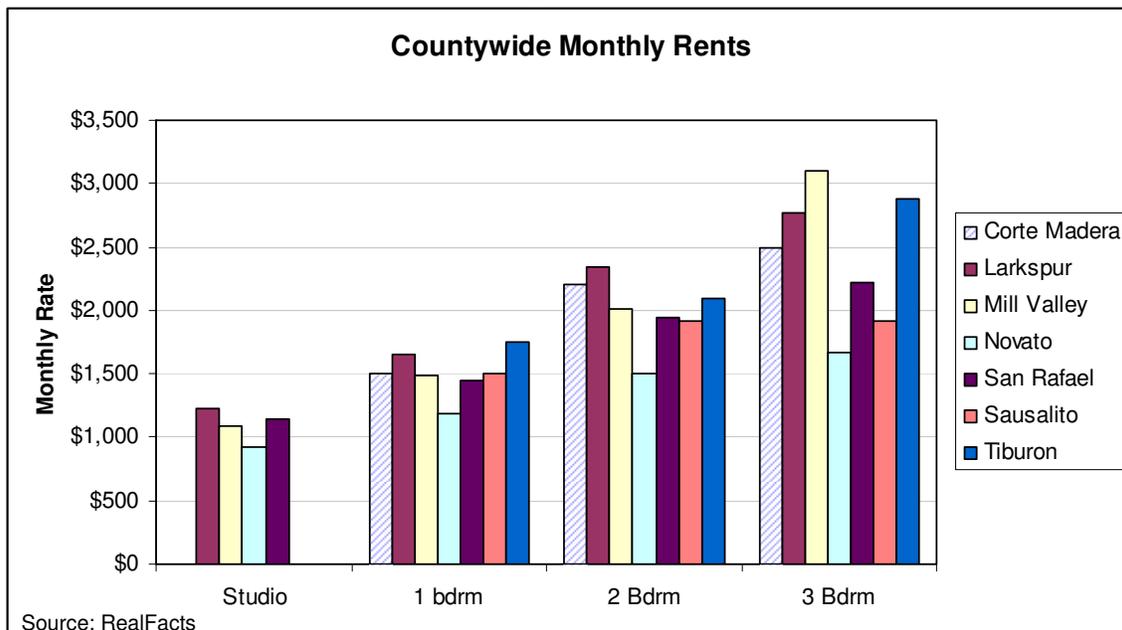
In the second quarter of 2008, the average monthly rent for a one-bedroom apartment in Marin County was \$1,372 and \$1,662 for a two-bedroom unit. The average prices in Corte Madera were higher, at \$1,505 and \$2,200 respectively (Figure 2.13).

Figure 2.13



Figure 2.14 compares costs for one-, two- and three-bedroom rentals in the Marin communities that have substantial numbers of rental units. Corte Madera prices tend to be on the higher end of the market for all types of rental units.

Figure 2.14



Rental costs are volatile. One-bedroom rents actually decreased by more than 1% from 2006 to 2007 (Table 2.22), while the rental price for two- and three-bedroom units

2.0 HOUSING NEEDS ANALYSIS

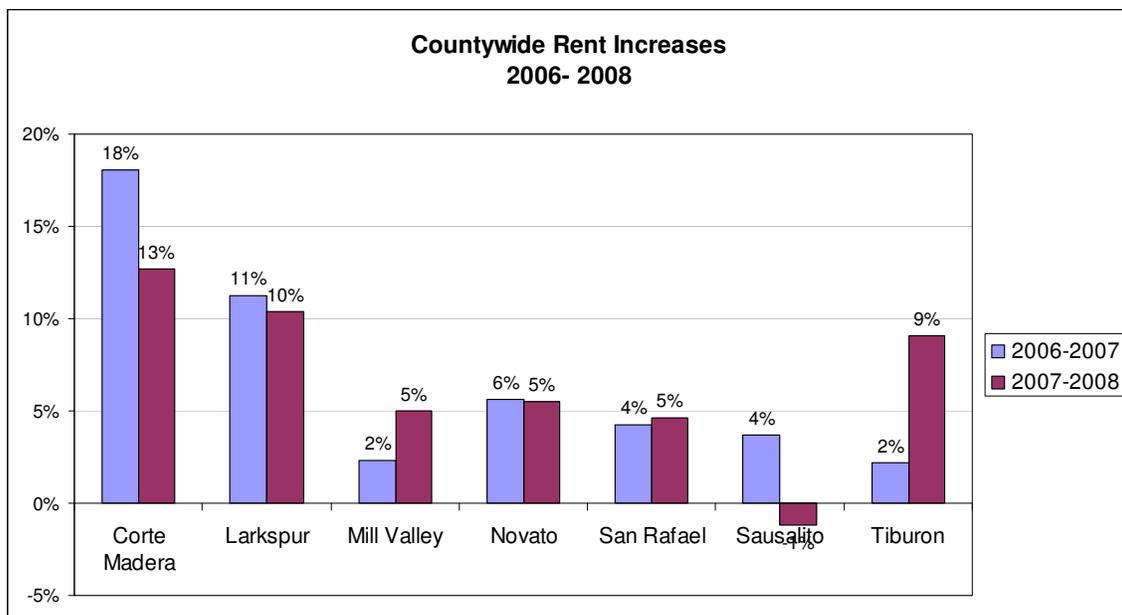
increased substantially. Overall, among the Marin municipalities, Corte Madera had the highest rate of rental increases in the period 2006 to 2008 (Figure 2.15).

Table 2.22 Rental Rates 2006 to 2008

Unit Type	2Q2006	2Q2007	2Q2008	Increase 2006 to 2007	Increase 2007 to 2008
1 Bedroom	\$1,316	\$1,525	\$1,505	15.88%	-1.31%
2 Bedrooms	\$1,568	\$1,895	\$2,200	20.85%	16.09%
3 Bedroom	\$1,833	\$2,100	\$2,493	14.57%	18.71%

Source: RealFacts

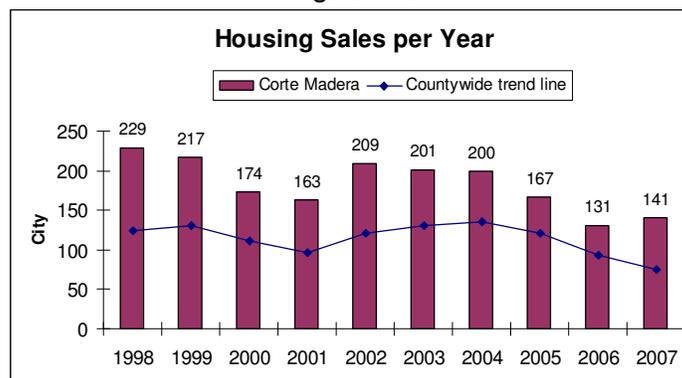
Figure 2.15



Ownership Housing Market

The rate at which homes sold in Corte Madera generally kept pace with rise and fall of the countywide market during the period 1998 through 2007 (Figure 2.16).

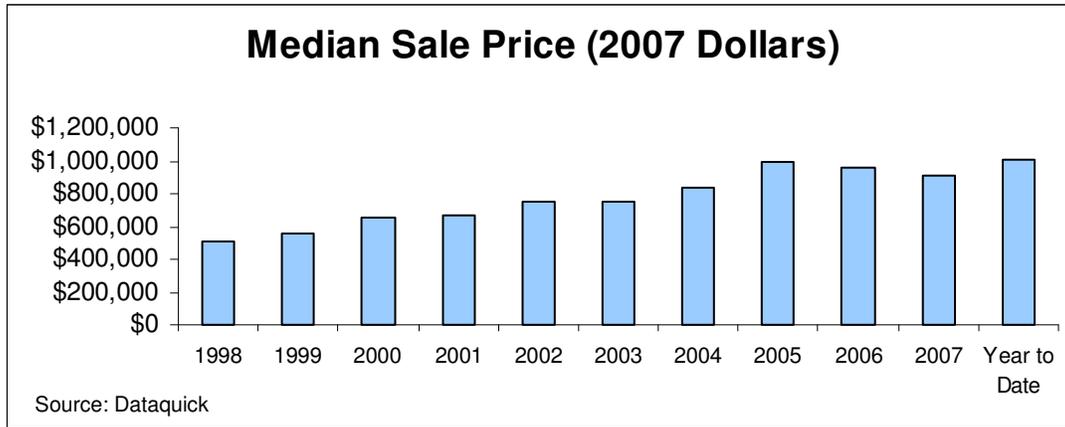
Figure 2.16



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From 2007 through mid-2008, the median sales price for a home in Corte Madera, held constant in 2007 dollars, generally increased (Figure 2.17).

Figure 2.17



In 2006, the median price for single-family and condominium home sales in Marin County was \$960,000. With the onset of the recession and the housing credit crisis, by 2008 the countywide median price showed a substantial decline. In June 2008, the countywide median for residential sales was \$800,000.

Table 2.23 Regional Median Home Sale Prices

	2002	2004	2006	2008
Belvedere/Tiburon	\$1,462,094	\$1,630,150	\$1,805,528	\$1,531,457
Corte Madera	\$703,628	\$800,324	\$796,556	\$885,678
Fairfax	\$579,838	\$605,160	\$668,399	\$684,450
Larkspur	\$895,050	\$1,018,130	\$1,207,500	\$1,230,000
Marin County	\$685,000	\$810,000	\$960,000	\$862,000
Mill Valley	\$862,902	\$1,005,322	\$1,012,512	\$999,297
Novato	\$532,257	\$603,647	\$597,594	\$636,539
Ross	\$1,370,965	\$2,239,092	\$1,663,918	\$2,661,826
San Anselmo	\$725,805	\$801,837	\$828,419	\$855,563
San Rafael	\$626,183	\$724,679	\$743,453	\$757,002
Sausalito	\$628,225	\$779,144	\$729,292	\$742,628

Source: DataQuick, in 2007 dollars

Table 2.24 provides a snapshot of the impact of the housing credit crisis on residential sales in Marin County. By the end of 2008, the average sales price for a single family home in Corte Madera had dropped 7% compared to 2007; condominium prices dropped 8% during the same period. Countywide, the average drop in sales values for single-family detached and condominiums were 4% and 26%, respectively. During the first six months of 2009, 15.4% fewer single-family homes sold in Corte Madera compared to the first six months of 2008, and the average sales price was down by almost 26%. Countywide, sales dropped by 12.5% and values decreased by 29.2%.

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Table 2.24 Residential Sales, Mid-Year Comparisons.

Single Family	Unit Sales			Average Sales Price			Year End Avg Sales Price		
	2008	2009	% Var	2008	2009	% Var	2007	2008	% Var
Belvedere	12	10	-16.7%	\$3,447,538	\$3,093,000	-10.3%	\$3,880,903	\$4,132,193	6%
Corte Madera	39	33	-15.4%	\$1,314,248	\$974,087	-25.9%	\$1,214,431	\$1,133,813	-7%
Fairfax	25	29	16.0%	\$776,564	\$655,155	-15.6%	\$841,837	\$733,626	-13%
Greenbrae	16	18	12.5%	\$1,510,647	\$1,089,000	-27.9%	\$1,052,236	\$966,623	-8%
Kentfield	30	10	-66.7%	\$2,564,333	\$1,776,590	-30.7%	\$2,427,872	\$2,169,822	-11%
Larkspur	23	25	8.7%	\$1,769,217	\$1,053,140	-40.5%	\$1,301,432	\$1,326,939	2%
Mill Valley	119	100	-16.0%	\$1,592,550	\$1,265,762	-20.5%	\$1,400,526	\$1,397,116	0%
Novato	173	187	8.1%	\$771,264	\$619,489	-19.7%	\$757,815	\$598,367	-21%
Ross	19	15	-21.1%	\$3,463,421	\$2,261,767	-34.7%	\$3,282,336	\$3,181,446	-3%
San Anselmo	74	62	-16.2%	\$1,340,758	\$850,959	-36.5%	\$1,056,271	\$1,240,140	17%
San Rafael	202	170	-15.8%	\$1,016,664	\$750,284	-26.2%	\$905,599	\$790,044	-13%
Sausalito	25	12	-52.0%	\$1,706,538	\$1,016,458	10.2%	\$1,309,383	\$1,296,701	-1%
Tiburon	43	29	-36.4%	\$2,604,196	\$2,350,886	-9.7%	\$2,207,819	\$2,021,714	-8%
Marin County	800	700	-12.5%	\$1,377,257	\$975,427	-29.2%	\$1,224,960	\$1,170,167	-4%
Condominiums									
Belvedere	0	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Corte Madera	5	8	60.0%	\$634,000	\$518,875	-18.2%	\$666,091	\$610,814	-8%
Fairfax	2	1	-50.0%	\$475,000	\$365,000	-23.2%	\$535,625	\$466,938	-13%
Greenbrae	12	7	-41.7%	\$561,458	\$469,500	-16.4%	\$580,929	\$512,731	-12%
Kentfield	2	1	-50.0%	\$439,500	\$353,000	-19.7%	\$468,000	\$530,750	13%
Larkspur	9	1	-88.9%	\$673,167	\$655,000	-2.7%	\$523,300	\$650,103	24%
Mill Valley	25	12	-52.0%	\$831,548	\$719,167	-13.5%	\$763,575	\$772,181	1%
Novato	64	79	23.4%	\$359,575	\$290,695	-19.2%	\$469,601	\$330,131	-30%
Ross	0	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A
San Anselmo	1	4	300.0%	\$580,000	\$486,625	-16.1%	\$550,933	\$525,000	-5%
San Rafael	53	103	-32.0%	\$441,539	\$300,292	-32.0%	\$587,810	\$370,431	-37%
Sausalito	19	13	-31.6%	\$710,705	\$716,808	0.9%	\$670,350	\$692,512	3%
Tiburon	15	4	-73.3%	\$949,033	\$805,250	-15.2%	\$1,233,867	\$937,014	-24%
Marin County	203	233	14.8%	\$541,827	\$368,333	-32.0%	\$643,011	\$475,140	-26%

Source: Ravasio Real Estate

2.5 HOUSEHOLD INCOME, HOUSING COSTS, AND THE ABILITY TO PAY FOR HOUSING

Housing that costs 30% or less of a household's income is referred to as "affordable housing." Because household incomes and sizes vary, the price that is considered "affordable" for each household also varies. For example, a large family with one income may be able to afford a different type of housing than a two-income household with no children. Households paying more than 30% of their income for housing are generally

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considered to be overpaying or cost-burdened. For homeowners, this includes mortgage costs, taxes, and insurance. For rental housing, the cost usually includes rent and utilities.

The impact of housing costs is most severe on extremely low-, very low- and low-income households, especially renters. Higher income households may voluntarily chose to spend more than 30% of their income for housing, but lower income households generally have no choice but to overpay because of the lack of housing affordable to their incomes.

Income bands are calculated by several agencies for purposes of calculating housing affordability. Income levels are expressed as a percentage of Area Median Income (AMI). Table 2.25 lists the income levels by household size for Marin County as defined by the California Department of Housing and Community Development.

Table 2.25 Marin County FY 2009 Income Limits

Household Size \ AMI Levels	Extremely Low 30%	Very Low 50%	Lower 80%	Median 100%	Moderate 120%
1	23,750	39,600	63,350	67,750	81,300
2	27,150	42,250	72,400	77,450	92,900
3	30,550	50,900	81,450	87,100	104,550
4	33,950	56,550	90,500	96,800	116,150
5	36,650	61,050	97,700	104,550	125,450
6	39,400	65,600	104,950	112,300	134,750
7	42,100	70,100	112,200	120,050	144,050
8	44,800	74,650	119,450	127,800	153,300

Source: California Department of Housing and Community Development

RENTER AFFORDABILITY

Table 2.26 compares the maximum affordable rents (30% of household income) for extremely low-, very low-, lower and moderate-income households to median apartment rents in Corte Madera. This analysis indicates that there are no market-rate rentals in Corte Madera affordable to extremely low- and very low-income households. While a one- or two-person low-income household could afford a one-bedroom rental, a larger low-income household would not be able to find an apartment they could afford and

Table 2.26 2009 Maximum Affordable Rents

Income Level	Studio	1 Bedroom	2 Bedroom	3 Bedroom
	(1 person)	(2 person)	(3 person)	(4 person)
Extremely Low Income (30% AMI)	\$594	\$679	\$764	\$849
Very Low Income (50% AMI)	\$847	\$968	\$1,089	\$1,210
Low Income (80% AMI)	\$1,355	\$1,549	\$1,742	\$1,963
Moderate Income (120% AMI)	\$2,033	\$2,324	\$2,613	\$2,904
Corte Madera Median Apartment Rent	NA	\$1,505	\$2,200	\$2,493

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that would meet their space needs. The Corte Madera rental market does offer units that moderate-income households can afford.

HOMEOWNER AFFORDABILITY

Table 2.27 below estimates the maximum affordable purchase price for moderate-income households in Marin County. Although sales prices single family homes and condominiums decreased radically from 2007 to mid-2009 (see Table 2.24, "Residential Sales, Mid-Year Comparisons," page 26) purchasing a home in Corte Madera with conventional financing is out of reach for moderate-income households. The average sales price for a Corte Madera condominium in 2007 was approximately \$666,000, and by July 2009, the figure had dropped to \$518,875. This represents an affordability gap of almost \$149,000 for a 5-person, moderate-income household. As is true for most of the Bay area, home sales prices in Corte Madera are not affordable for moderate-income households.

Table 2.27
2009 Maximum Affordable Housing Cost, Moderate Income Ownership Units

Income and Costs	1 Bedroom (2 persons)	2 Bedroom (3 persons)	3 Bedroom (4 persons)	4 Bedroom (5 persons)
Moderate Income Threshold	\$92,900	\$104,550	\$116,150	\$125,450
Maximum housing cost at 30% of income	\$27,870	\$31,365	\$34,845	\$37,635
Less:				
Utilities	\$1,200	\$1,200	\$1,200	\$1,200
Property Tax	\$2,600	\$3,000	\$3,400	\$3,700
Insurance/HOA fees	\$3,600	\$3,600	\$3,600	\$3,600
Annual Income Available for Mortgage	\$20,470	\$23,565	\$26,645	\$29,135
Monthly Income Available for Mortgage	\$1,705	\$1,964	\$2,220	\$2,428
Monthly payment	\$1,695	\$1,935	\$2,217	\$2,413
Affordable Mortgage @ 6%	\$234,000	\$270,000	\$306,000	\$333,000
Owner down payment (10%)	\$26,000	\$30,000	\$34,000	\$37,000
Maximum affordable purchase price	\$260,000	\$300,000	\$340,000	\$370,000

2.6 OVERPAYING

The U.S. Department of Housing and Urban Development (HUD) provides a special tabulation of Census 2000 data that local governments use for housing planning as part of HUD's Comprehensive Housing Affordability Strategy (CHAS). The CHAS tabulations rely on the state and federal standard of an income-to-housing ratio of 30 percent and above for housing overpayment (cost burden). CHAS data (Table 2.28) identifies 31.3 percent of Corte Madera households as overpaying for housing.

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Rental housing is affordable to most moderate-income households in Corte Madera. A significant proportion of above-moderate-income households are overpaying, however, higher incomes give these households more options for absorbing the other costs of living after housing expenses are met.

As would be expected, the housing cost burden weighs most heavily on the lower ends of the household income scale. More than 80% of extremely low-income households and 68% of very low-income households pay more than 30% of their income for housing. Extremely low-, very low- and lower-income renters are more likely to be cost burdened than homeowners in the same income cohorts. At least a portion of the extremely low-, very low-, and lower-income homeowners own their homes outright or have longstanding, relatively low cost mortgages. Nevertheless, retired homeowners, even if they have paid off the mortgage, may still be overburdened with utility and maintenance expenses, which count as part of the cost of housing.

Table 2.28 Household Overpayment, 2000

Household by Type, Income, & Housing Problem	Total Renters	Total Owners	Total Households
Extremely Low-Income	59	189	248
% Cost Burden >30%	100	74.1	80.2
% Cost Burden >50%	76.3	66.1	68.5
Very Low Income Households	94	125	219
% Cost Burden >30%	89.4	52	68
% Cost Burden >50%	74.5	40	54.8
Lower-Income Households	175	424	599
% Cost Burden >30%	54.3	46	48.4
%% Cost Burden>50%	11.4	20	17.5
Moderate- and Above Moderate-Income	715	2,015	2,730
% Cost Burden >30%	5.6	25.3	20.1
% Cost Burden >50%	0	4.5	3.3
Total Households	1,043	2,753	3,796
% Cost Burden >30	26.7	33.1	31.3
% Cost Burden >50	12.9	12.7	12.8

Source: State of the Cities Comprehensive Affordability Strategy (CHAS)

Strategies and Programmatic Responses to Meet Projected Overpayment Needs

Resources and programs available to meet the needs of Corte Madera households that are overpaying include –

Section 8–Rental vouchers are available for low income households through the section 8 program administered by the Marin Housing Authority. Currently, there are 22 vouchers issued in Corte Madera. When the Housing Authority opened the waiting list for a week in September 2008, approximately 11,200 households applied. Of those, 2831 applicants (25%) were from Marin County, and 92 were Corte Madera households.

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Privately managed affordable rentals – EAH Housing, a nonprofit corporation, owns and operates San Clemente Place, a 79-unit affordable rental project.

Below market ownership units– There are 31 ownership units with deed restrictions to control the resale prices at rates affordable to moderate- and low-income households.

Extremely low-income needs are particularly acute. San Clemente Place includes 60 units that are available to extremely low-income households, and Section 8 vouchers can address this need as well.

The fundamental strategy for addressing the Town’s long-term overpayment problem is to create new opportunities for redevelopment to mixed use with an emphasis on affordable housing. This is reflected in *Policy H-2.10, Mixed-Use Housing* and the corresponding implementation programs, *H-2.10.a* and *H-2.10.b*. Similarly, *H-2.11 Community Plans* calls for focused planning efforts in four specific areas of the community to promote mixed use with affordable housing. *Policy H-2.13* provides incentives for affordable housing developments. Policies in this Housing Element promote second units are an important option for affordability (*H-2.19 Second Dwelling Units* and *H-2.20 Second Dwelling Units in New Development*). Other policies and programs address housing overpayment directly, including *H-1.11. Rental Assistance Programs*, which would require new apartment projects to accept Section 8, and *H-2.6 First-Time Homebuyer Programs*. Finally, *Policy H-2.14 Long-Term Housing Affordability Controls* assures that units will remain affordable.

2.7 OVERCROWDING

The U.S. Census Bureau defines a housing unit as overcrowded if it is occupied by 1.01 persons or more per room (excluding bathrooms and kitchens). Housing units with more than 1.5 persons per room are considered severely

Table 2.29 Overcrowding

	People	Percent
Not Overcrowded (<1 person per room)	3,728	98.7
Overcrowded (1.5 people per room)	18	0.5
Very overcrowded (1.5+ people per room)	32	0.8

Source: US Census, 2000

overcrowded. Overcrowding increases the risk for health and safety problems and stresses the condition of the housing stock. Over crowding affects only a very limited number of households in Corte Madera and is not addressed with specific policies in this Housing Element.

2.8 ASSISTED DEVELOPMENTS AT RISK OF CONVERSION

Pursuant to Government Code Section 65583, subdivision (a), paragraph (8), this subsection should include an analysis of existing assisted housing developments (as defined by the statute) that are eligible to change from low-income housing uses during the next ten years due to termination of subsidy contracts, mortgage prepayment, or expiration of restrictions on use. For purposes of the Housing Element, assisted housing

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developments are defined as multifamily rental complexes that receive government assistance under any of the 14 programs listed in Government Code Section 65863.10.

The Marin County Affordable Housing Inventory 2008 (Marin County Community Development Agency) identifies a single Corte Madera development that is funded by one or more programs listed in Government Code Section 65863.10: San Clemente Place. This development is subject to a 55-year deed restriction to maintain affordability, and as such is not at risk of changing from low-income use during the next ten years.

2.9 SPECIAL HOUSING NEEDS

In addition to overall housing needs, the Town must plan for housing for special needs groups. The elderly, disabled people, large families, farmworkers, families with female heads of household, and families and individuals with emergency shelter needs often have a particularly difficult time finding decent, affordable housing due to their circumstances. In addition, households and individual in these groups frequently require specialized housing to accommodate their unique needs. Table 2.30 summarizes the number of households or individuals in these special needs categories. Homeless persons are a special needs group, but were not counted in the 2000 census, because data collection was residence-based, and the homeless do not have residences.

Table 2.30 Special Needs Populations

Special Needs Groups	Persons	Households	Percent*
Seniors (65+)	1,206		100.0%
With a Disability	300		24.9%
Senior Households		749	19.8%
Renter		59	7.9%
Owner		690	92.1%
Seniors Living Alone	296		7.8%
Persons with a Disability	888		10.4%
Female-Headed Households		378	10.0%
with related children		220	5.8%
Large Households		224	5.9%
Renter		61	6%
Owner		163	6%
Farmworkers	0		0%
Total Persons/Households	9,100	3,778	

Source: U.S. Census 2000

* Italicized numbers are the percentage of the special needs group. For example, 24.9% of seniors have a disability.

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SENIORS

The 2000 Census found that slightly more than 13% of Corte Madera’s population, or 1,206 residents, were 65 years or older, and that almost 20% of the heads of household were senior citizens (Table 2.30). Older residents have particular housing needs that can be addressed with local planning policies.

More than 90% of Corte Madera’s senior households own their homes, and 80% of the owner-occupied housing in the community has three or more bedrooms. Many elderly residents need the option of smaller, more efficient housing as they become less mobile. The high number of older residents with disabilities, almost 25% of Corte Madera’s seniors, points to the need for barrier-free, accessible housing. As people age, there is an increasing need for housing with health care and personal services provided. In many cases, income drops as seniors age. In 1999, 6.9% of Corte Madera residents 65 years or older were in poverty (Census 2000, SF-3). Analysis of the Census 2000 (Table 2.31) shows that 429 of 864 senior households in Corte Madera had incomes that were 80% or less than the median and that over 26% of senior households paid more than 30% of their income for housing. Seniors are more likely to have lower incomes than other members of the community and have particular issues finding affordable housing that meets their needs.

Table 2.31 Senior 1 & 2 Member Households Overpayment, 2000

Income Level	Renters	Owners	Total Households
Extremely Low-Income	10	110	120
% Cost Burden >30%	100	68.2	85
% Cost Burden >50%	0	54.5	60
Very Low Income Households	24	80	104
% Cost Burden >30%	100	25	44
% Cost Burden >50%	83.3	25	40
Lower-Income Households	20	185	205
% Cost Burden >30%	0	10.8	20
% Cost Burden >50%	0	5.4	10
Moderate- and Above Moderate-Income	0	435	435
% Cost Burden >30%	N/A	18.4	80
% Cost Burden >50%	N/A	2.3	10
Total Senior Households	54	810	864
% Cost Burden >30	63	24.1	229
% Cost Burden >50	37	12.3	120

Source: State of the Cities Comprehensive Affordability Strategy (CHAS)

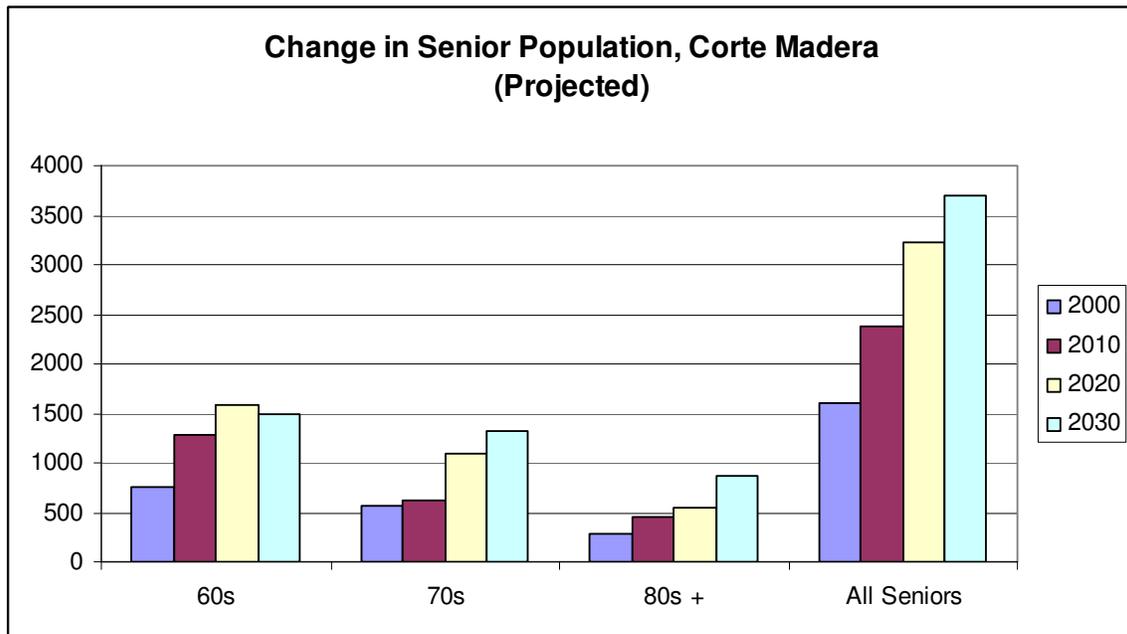
The stock of housing in Corte Madera targeted specifically to seniors has increased with the completion of the 118-unit Aegis project in 2002. Aegis provides for a range of senior housing needs by offering assisted living and Alzheimer and dementia care. While Aegis addresses the continuum of senior housing needs, the cost (starting at \$175 per day for a one-bedroom unit) is out of reach for most older residents. This is

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symptomatic of a basic senior housing problem: low- and very low-income cannot afford the cost of licensed facilities. The Marin County Division of Aging reports that the basic rent for a single bed (room, bathroom, and meals) is \$3,500 to \$4,000 per month. Personal care is an additional cost above basic rent. While it is legally possible to require assisted living projects to provide affordable inclusionary units as a condition of approval, there is no precedent for requiring the operator subsidize the cost of personal care services. As a result, the Town's Affordable Housing Ordinance (Corte Madera Municipal Code §18.24.120) is not likely to put assisted living units within the economic reach of lower-income residents. Options for addressing this issue include accepting in-lieu payments to comply with the Affordable Housing Ordinance and offering density bonuses for housing projects that provide affordable assisted living services as well as affordable rents.

The number of senior residents in Corte Madera is likely to increase substantially over the next two decades. The projections in Figure 2.18 below assume that most of the older residents in the community will prefer to stay in Corte Madera. With the number of persons 60 and older more than doubling between the years 2000 and 2030, there will be an increasing need for smaller or detached housing for independent living, including market rate and below mark rate units.

Figure 2.18



Strategies and Programmatic Responses to Meet Projected Senior Housing Needs

The Town of Corte Madera offers services for senior residents through the Recreation Department including entry-level computer training, exercise and agility classes, safe driving classes for older adults, and traditional recreation events and programs. The Division of Aging and Adult Services of the Marin County Department of Health and

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Human Services supports a variety of programs to senior citizens through a network of local non-profit organizations and governmental agencies in Marin County (Table 2.32).

Table 2.32 Aging and Adult Services Programs

Program	Description
Adult Day Healthcare	Day care services for older adults with health care needs
Alzheimer’s Day Care Resource Center	Appropriate day care services for persons with Alzheimer’s and other dementias.
Case Management	Coordination and monitoring of services for older persons and persons with disabilities to maintain independence.
Employment Services	Helping low-income adults aged 55 and older with subsidized community services-based employment and opportunities for placement in regular employment after training.
Family Caregiver Support	Emotional support, education, training and respite care for family caregivers and grandparents.
Health Insurance Counseling	Information and counseling on Medicare, Medi-Cal, managed care and long-term care.
In-Home Services/Respite Registry.	Home care worker referrals to assist older persons to remain in their own homes.
Information and Assistance	Links older adults and their family members to appropriate services by providing information and referrals.
Legal Services	Provides seniors with legal services and education on older persons’ rights, entitlements and benefits.
Long Term Care Ombudsman	Ensures the rights and protection of older persons at risk for abuse, neglect, or exploitation living in long-term care facilities.
Medication Management	Targeted education programs to educate older adults how better to manage sometimes complicated medication regimens.
Multicultural Services	Assists older persons of color through the provision of outreach and other services in the community
Nutrition Services	Promotes the nutritional health and social well-being of older persons through appropriate nutrition services, such as home delivered and congregate meals and Brown Bag supplemental grocery services.
Preventive Health Care	Promotes physical health through educational forums on how to take preventive measures before health conditions occur.
Project Independence	Trained volunteer advocates providing support to adults at discharge from local hospitals.
Senior Center Activities Services	Social interaction for older adults engaged in educational, creative and fun activities including trips which enhance both health and well being.
Transportation Services	Transportation to assist older persons in obtaining services
Volunteer Programs	Tax free stipend volunteer opportunities for older adults to spend time with children and other older persons in need

This Housing Element includes policies and programs to promote multifamily housing that will increase housing opportunities for seniors, such as encouraging a full range of housing types (*H-1.1 Diversity of Population, H-1.4 Variety of Housing Choices, and H-2.9 Retention and Expansion of Multi-Family Sites at Medium and Higher Density*). Supportive housing, second units, and single room occupancy units are important options for some seniors (*H-1.4.a Housing Types, H-1.5.a Remove Zoning Barriers, H-2.19 Second Dwelling Units, and H-2.20 Second Dwelling Units in New Development*). The updated Housing Element has specific policies for senior residents with special needs including affordability, adaptability, and density bonuses (*H-1.6 Provision for Affordable Housing for Special Needs Households, H-1.7 Density Bonuses for Special Needs Housing, H-1.6.a Adaptable Units for the Disabled, and H-1.5.b Reasonable Accommodation*).

PERSONS WITH DISABILITIES

Persons with disabilities face unique problems in obtaining affordable and adequate housing. This segment of the population, which includes individuals with mental, physical, and developmental disabilities, represent a wide range of housing needs. Housing designed to be barrier-free, with accessibility modifications, proximity to services and transit, and group living opportunities are some of the considerations and accommodations that are important in serving this need group. The need for affordable, handicapped-accessible housing will increase as the population ages.

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Living arrangements for the disabled vary, depending on the type and severity for their disability, as well as personal preference and lifestyle. Many disabled people live independently at home with the help of family. Assistance may be necessary to maintain independent living, including income support, accessibility improvements to the home, and in-home supportive services.

Housing types that address the needs of the disabled include:

- single-room occupancy units;
- group homes for specific need groups with support services;
- set-asides in larger multifamily affordable projects including senior housing developments.

The 79-unit San Clemente Place project is 100% affordable. Five of these units are fully accessible, and another 53 units are designed to be converted to full accessibility with simple and inexpensive modifications.

Description of Need

A disability is a physical or mental impairment that substantially limits one or more major life activities. The 2000 Census found that 15.2% of Corte Madera residents (1,386 people) are disabled (Table 2.33). Approximately 42% of Corte Madera residents who were 65 years of age or older in 2000 had a disability. Ninety eight people had self-care disabilities when the 2000 Census was taken and required assistance in daily living.

Disabled persons often have fixed or limited incomes due to their disabilities. Of the 794 disabled people between the ages 16 to 64 identified in the Census 2000, 333 individuals (41.9% of the age group) were unable to work because of their disability (Table 2.34).

Table 2.33 Persons with Disabilities by Disability Type

Disability Type	Number	Percent
Total Disabilities	1,386	100.0
Total Disabilities for Ages 5-64	815	58.8
Sensory Disability	66	4.8
Physical disability	162	11.7
Mental disability	157	11.3
Self-care disability	35	2.5
Go-outside-home disability	62	4.5
Employment disability	333	24.0
Total Disabilities for Ages 65 and Over	571	41.2
Sensory Disability	117	8.4
Physical disability	144	10.4
Mental disability	101	7.3
Self-care disability	63	4.5
Go-outside-home disability	146	10.5

Source: Census Bureau (2000 Census SF 3: P41)

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Table 2.34 Disabilities and Employment

Disability by Employment Status	Number	Percent of Disabled Population
Total Persons with a Disability	1,386	100.0
Unable to work because of disability (ages 16-64)	333	24.0
Able to work, but with disability (ages 16-64)	461	33.3
Persons Age 65 Plus with a Disability	571	41.2

Source: US Census, 2000

Data from local agencies serving persons living with disabilities provides information on housing needs.¹

- The Marin Center for Independent Living served 973 persons throughout Marin County in 2008; over 20% of their clients lacked affordable housing.
- The Regional Center provides services to 1,165 persons with developmental disabilities in Marin County. This agency estimates that 380 individuals need housing assistance, including 57 clients who need housing with accessibility improvements.
- Marin County Community Mental Health Services served 3,885 people in 2008, providing shelter to 445. Caseworkers reported that affordable housing is a major issue for their clients.

This information points to the need for affordable housing with support services. Licensed groups homes and single-room occupancies can address a portion of this need.

Strategies and Programs to Meet Projected Disabled Persons Needs

Appropriate housing for persons with mental or physical disabilities include very low cost units in large group home settings (near retail services and public transit), supervised apartment settings with on- or off-site support services, outpatient/day treatment programs, and inpatient/day treatment programs, crisis shelters and transitional housing.

Title 24 of the State Uniform Building Code mandates that all new multi-family residential construction projects containing six or more units must conform to specific disabled adaptability/accessibility regulations. The Title 24 mandate and high density residential zoning address the needs of several categories of disabled persons, especially the needs of people with physical disabilities. The needs of other disabled people, in addition to basic affordability, range from needing slight modifications of existing units to the need for a variety of supportive housing arrangements. Some of the disabled population can only live successfully in housing that provides a semi-sheltered, semi-independent living, such as clustered group housing or other group- living quarters. Others are capable of living independently if affordable units are available. Group homes caring for up to 6 persons are allowed by right in all residential districts.

¹ Marin County Draft Housing Element, July 2009

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Policies and programs in this Housing Element recognize the special needs of disabled persons including basic civil rights in housing, the need for physical accommodation, and the difficulty many disabled persons have finding housing they can afford (*H-1.2 Equal Housing Opportunity, H-1.2.a Anti-Discrimination Ordinance, H-1.5 Special Needs Housing, H-1.5.b Reasonable accommodation, H-1.6 Provision of Affordable Housing for Special Needs Households, H-1.6.a Adaptable Units for the Disabled, H-1.6.b Residential care homes, and H-1.7 Density Bonuses for Special Needs Housing*)

LARGE-FAMILY HOUSEHOLDS

The Census Bureau defines large-family households as households with five or more persons. Large families tend to have a difficult time finding adequate housing due to the limited supply of adequate units, particularly affordable rentals.

Description of Need

The 2000 Census counted 224 large-family households, of which 61 households were renters (Table 2.35).

Table 2.35 Large-Family Households (households with 5 or more persons)

Household Size	Owner Households		Renter Households		Total	
	Number	Percent	Number	Percent	Number	Percent
Large-Family Households	163	72.7%	61	27.2%	224	6.0%
All Households	2708	72.9%	1005	27.1%	3713	100.0%

Source: 2000 Census (2000 Census SF 3: H42)

The market provides an adequate selection of larger units for homeowners who can afford them, but the stock of rentals with three or more bedrooms is very limited. The 2000 Census found that 80% of the owner-occupied homes in Corte Madera have three or more bedrooms compared to 30% of the rental units (Table 2.36).

Table 2.36 Number of Bedrooms by Tenure

Bedroom Type	Owner Households		Renter Households		All Households	
	Number	Percent	Number	Percent	Number	Percent
0 BR	0	0%	18	2%	18	0%
1 BR	59	2%	331	32%	390	10%
2 BR	500	18%	374	36%	874	23%
3 BR	1447	53%	249	24%	1696	45%
4 BR	604	22%	58	6%	662	18%
5+ BR	138	5%	0	0%	138	4%
TOTAL	2748	100%	1030	100%	3778	100%

Source: 2000 Census (2000 Census SF 3: H42)

There are 2,496 homes with 3 or more bedrooms in Corte Madera, an amount that exceeds the current estimated need for large families. However, twenty percent (45) of

2.0 HOUSING NEEDS ANALYSIS

the 224 large-family households in Corte Madera are either extremely low-income or lower income households (Table 2.37). Overpayment data (see Table 2.37) indicates that slightly more than 24% of the large-family homeowner households, and 20% of the large renting households, spent more than 30% of their income for housing. Overpayment problems are most severe for extremely low-income households.

Table 2.37 Large Households Overpayment, 2000

	Extremely Low-Income			Very Low Income			Lower-Income			Moderate- and Above Moderate-Income			Total Large Households		
	Number	Cost Burden		Number	Cost Burden		Number	Cost Burden		Number	Cost Burden		Number	Cost Burden	
		>30%	>50%		>30%	>50%		>30%	>50%		>30%	>50%		>30%	>50%
Owners	10	0.0%	0.0%	0	NA	NA	35	71.4%	71.4%	120	12.5%	0%	165	24.2%	15.2%
Renters	10	100%	100%	0	NA	NA	0	NA	NA	40	0.0%	0.0%	50	20.0%	20.0%

Source: State of the Cities Comprehensive Affordability Strategy (CHAS)

Strategies and Programs to Meet the Projected Needs of large-Family Households

Large families would benefit from multifamily housing that includes childcare facilities. Housing with large-family units should include adequate recreation facilities for children, and should be located near public transit.

The preceding needs analysis indicates that the number of homes in Corte Madera with three or more bedrooms is greater than the number of large families. However, the Housing Element recognizes that there is a need for three bedroom rental units (*H-1.8 Housing for Families with Children* and *H-1.8.a Family housing Amenities*). More broadly, the Housing element sets fundamental policy that commits the Town to planning for all households of all sizes and types, and protecting all households from discrimination based on family status (*H-1.1 Diversity of Population*, *H-1.2 Equal Housing Opportunity*, and *H-1.2.a Anti-Discrimination Ordinance*).

SINGLE PARENT AND FEMALE-HEADED HOUSEHOLDS

Female-headed households fall into three basic groups in Marin – single professional women, single parents, and seniors.² Single parents and the elderly are particularly likely to have affordable housing needs. Single mothers not only have difficulty finding affordable housing, but they also have special needs for childcare, health care, and other services. Single-parent households often find their choices limited by discrimination against children.

Description of Need

The 2000 Census lists 378 female-headed households, slightly less than 10% of all households in Corte Madera (Table 2.38). Moreover, 220 of the female-headed households included children. Almost half of the families under the poverty level had female heads of household.

² Marin County Draft Housing Element, July 2009

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Table 2.38 Female Headed Households

Householder Type	Number	Percent
Total Households	3801	100%
Total Female Headed Householders (no husband)	378	9.9%
Female Heads with Children under 18	220	5.8%
Total Families Under the Poverty Level	67	1.8%
Female Headed Households Under the Poverty Level	30	0.7%

Source: Census Bureau (2000 Census SF 3: P10 and P90)

A 2008 Claritas study (Table 2.39) found that the number of female-headed households in Corte Madera increased by more than 50% to a total of 594, but the number of single women with children was essentially unchanged. The Claritas data also lists 73 single male householders with children in the home. These families are likely to have the same housing needs as female-headed households with children. Affordable housing and childcare services are the two most common needs of single parent households.

Strategies and Programs to Meet Projected Needs

This Housing Element recognizes the potential for discrimination against families with children, especially in rental housing (*H-1.2 Equal Housing Opportunity and H-1.2.a Anti-Discrimination Ordinance*). This Element includes policies promoting affordable, multifamily housing near transit that would address the needs of many single-parent and female-

headed households (*H-2.9 Retention and Expansion of Multi-Family Sites at Medium and Higher Density, H-2.10 Mixed-Use Housing and H-2.11 Community Plans*). Housing for single parent households should include adequate recreation facilities for children, and should be located near public transit (*H-1.8 Housing for Families with Children and H-1.8.a Family housing amenities*). New single parent households may be assisted with first-time buyer programs and employee housing (*H-2.6 First-Time Homebuyer Programs, H-2.6.a First-time homebuyer programs, and H-2.5.b Employee housing bonus units*).

FARMWORKERS

State law requires that Housing Elements evaluate the need for farmworker housing in the local jurisdiction. The Census 2000, as well as Claritas data generated in 2008,

Table 2.39 Household Type, Presence of Own Children

Household Type	Number	Percent
All Households	3,808	100.0%
Single Male Householder	322	8.5%
Single Female Householder	594	15.6%
Married-Couple Family, own children	936	24.6%
Married-Couple Family, no own children	1,056	27.7%
Male Householder, own children	73	1.9%
Male Householder, no own children	54	1.4%
Female Householder, own children	224	5.9%
Female Householder, no own children	159	4.2%
Nonfamily, Male Householder	177	4.6%
Nonfamily, Female Householder	213	5.6%

Source: Claritas 2008

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record that no Corte Madera residents are employed in farming, and there is no farmworker housing in the community. Agricultural jobs are concentrated in the western part of Marin County. The Marin County Housing Element establishes policies to address farmworker housing needs in West Marin close to job sites.

FAMILIES AND PERSONS IN NEED OF EMERGENCY SHELTERS

Effective January 1, 2008, SB 2 (Chapter 633, Statutes of 2007) requires every California city and county to develop policy for emergency shelters and transitional and supportive housing in their next Housing Element revision. To comply with SB2, jurisdictions must identify and estimate the housing and service needs of homeless persons and families and assess the unmet need for emergency shelter, transitional and supportive housing. The Sites Analysis section includes a detailed explanation of the policies that must be developed to comply with SB 2. The following is a discussion of the special needs of homeless persons.

The homeless are people who need temporary or emergency shelter. They are individuals who do not have a fixed income or a regular nighttime residence. Their needs may be for short-term shelter, or they may have chronic, long-term, unmet housing needs. The homeless population includes single persons, couples, families, youth without parents, and seniors. Underlying issues for homeless people often include recent or extended unemployment, physical disability, substance abuse, teenage pregnancy/parenthood, domestic violence, AIDS, and other difficult personal and social circumstances.

Description of Need

The best source of data for estimating the daily average number of homeless people is the 2009 Marin Homeless Point in Time Count, which was conducted by the Marin Health and Human Services on January 29, 2009. Health and Human Services gathered

Table 2.40

2009 Marin County Point in Time Homeless Count	
Unsheltered homeless people	351
Sheltered homeless people	726
Total homeless people	1,077

Source: 2009 Point in Time Count

data from 50 organizations serving homeless people and included a count of both unsheltered homeless people (those living on the streets) and those who were sheltered (living in emergency shelters and transitional housing) on the night of the count. The count found 1,770 homeless persons in the county, 351 of whom met the HUD definition of unsheltered and in immediate need of housing. Approximately 1.9% of Marin’s population is homeless. Statewide, the homeless are 0.4% of the total population.

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Table 2.41
Estimate of Unsheltered Homeless People by Jurisdiction

City	Total Population Estimate	% of Total Population	Unsheltered Homeless Estimate
Belvedere	2,161	0.8%	3
Corte Madera	9,512	3.7%	13
Fairfax	7,412	2.9%	10
Larkspur	12,204	4.7%	17
Mill Valley	13,925	5.4%	19
Novato	52,737	20.5%	72
Ross	2,393	0.9%	3
San Anselmo	12,601	4.9%	17
San Rafael	58,235	22.6%	79
Sausalito	7,503	2.9%	10
Tiburon	8,917	3.5%	12
Unincorporated County	69,806	27.1%	96
Total	257,406	100%	351

Data source for population estimates is the U.S. Census.

The one-day count does not include a breakdown of homeless people by jurisdiction. Table 3.41 provides a rough estimate of the number of unsheltered homeless people by jurisdiction based on the percentage of Marin's total population that lives in each community. There were an estimated 13 unsheltered homeless persons in Corte Madera when the Point in Time Count was taken.

Similarly, data is not available on the breakdown of the *sheltered* homeless population by jurisdiction. However, since the vast majority of Marin's emergency shelters and transitional housing are located in either San Rafael or Novato, it is likely that most of the 726 sheltered homeless people were residing in either of those jurisdictions on the night of the count.

In addition to estimating the daily average number of homeless people, SB2 requires that Housing Elements include a description of the percentage of subpopulations of homeless people in the community, including data that identifies specific service needs such as mental illness, substance use, developmental disability, and emancipated foster youth. The 2009 Marin Homeless Point in Time Count gathered data on homeless people with disabilities or other special needs (Table 2.42). Approximately 85 of the estimated 351 unsheltered homes, 24%, had an underlying disability or other special need in addition to the basic housing need. This data is a countywide profile of the homeless population. Data is not available on the breakdown of homeless subpopulations within each municipality

2.0 HOUSING NEEDS ANALYSIS

Senate Bill 2 requires that the Housing Element include an inventory of homeless housing resources available within the community, including emergency shelters, transitional housing, and supportive housing. Table 2.42 lists housing resources that support the homeless, including 20 "supportive housing" units at San Clemente Place in Corte Madera. Supportive housing is targeted to individual and households at imminent risk of becoming homeless.

Table 2.42 Homeless Subpopulations

Subpopulation/Special Needs	Percentage
Chronically Homeless	32%
Mentally Ill	32%
Chronic Substance Abuse	1%
Veterans	41%
HIV/AIDS	0%
Domestic Violence	39%
Unaccompanied Youth (under age 18)	12%
Senior (65 or older)	0%
Physical Disability	53%
Emotional Disability	0%

Strategies and Programs to Meet Projected Needs

This Housing Element provides the following policies and programs in response to the SB 2 mandate:

- *H-1.5 Special Needs Housing* renews the Town’s commitment to remove barriers and promote housing to meet special needs, including the needs of the homeless.
- *H-1.5.a Remove Zoning Barriers* is an implementation program that would facilitate housing for the homeless with revisions to the Zoning Ordinance including the following:
 - define transitional housing as an allowed use in all residential districts;
 - similarly, define supportive housing as a use allowed in all residential districts;
 - Allow emergency shelters in the P/SP zone by right in churches and similar places of worship subject to complying with specific standards.

2.0 HOUSING NEEDS ANALYSIS

Table 2.43 Marin County Homeless Housing Resources

Facility/Program Name	Provider Name	Number of Beds		
		Emergency Shelter	Transitional Housing	Supportive Housing
Corte Madera				
San Clemente Place	EAH	0	0	20
Subtotal Corte Madera		0	0	20
Novato				
Gilead House	Gilead House	0	9	0
Hamilton Meadows	Hamilton Continuum Partners	0	105	0
Meadow Park	Homeward Bound of Marin	0	23	0
New Beginnings Center	Homeward Bound of Marin	64	0	0
New Beginnings Center (beds for Vets)	Homeward Bound of Marin	16	0	0
Next Key	Homeward Bound of Marin	0	36	0
Subtotal Novato		80	173	0
San Rafael				
Reilly House	Center Point, Inc.	0	12	0
THP Mary Street	Center Point, Inc.	0	13	0
Nine Grove Lane	Huckleberry Youth Programs	4	0	0
Family Emergency Center	Homeward Bound of Marin	52	0	0
Mill Street Center	Homeward Bound of Marin	40	0	0
Family Park	Homeward Bound of Marin	0	30	0
Family Resource Center	Homeward Bound of Marin	0	25	0
Voyager	Homeward Bound of Marin	0	10	0
4 th Street	Homeward Bound of Marin	0	0	20
Carmel	Homeward Bound of Marin	0	0	26
Palm Court	Homeward Bound of Marin	0	0	21
Second Step TH	Marin Abused Women's Svcs	0	96	0
Short-Term TH	Marin Abused Women's Svcs	0	16	0
Motel Voucher Program	St. Vincent DePaul Society	3	0	0
Apartments Above Dining Room	St. Vincent DePaul Society	0	0	6
Subtotal San Rafael		99	202	73
Scattered Site Programs				
Transition Age Youth TH	Buckelew Programs	0	3	0
Residential Support Services (RSS)	Buckelew Programs	0	0	64
Supported Housing	Buckelew Programs	0	0	64
Assisted Independent Living (AIL)	Buckelew Programs	0	0	63
THP Scattered Sites	Center Point, Inc.	0	38	0
Housing First	Homeward Bound of Marin	0	0	9
Formerly SHIA (Section 8)	Housing Authority of the County of Marin	0	0	47
Odyssey (Section 8)	Housing Authority of the County of Marin	0	0	21
Shelter Plus Care	Housing Authority of the County of Marin	0	0	82
Shelter Plus Care 3	Housing Authority of the County of Marin	0	0	3
Subtotal Scattered Site Programs		0	41	353
Unincorporated County				
Fireside Affordable Hsg.	Citizens Housing Corp.	0	0	50
Subtotal Unincorporated County		0	0	50

2.0 HOUSING NEEDS ANALYSIS

2.10 REGIONAL HOUSING NEEDS ALLOCATION

The California Department of Housing and Community Development (HCD) is required to allocate the region’s share of the statewide housing need to Councils of Government (COGs) based on California Department of Finance population projections and regional population forecasts used in preparing regional transportation plans. The COGs in turn are required to prepare Regional Housing Need Plans allocating the region’s share of the statewide need to cities and counties within the region. The quantification of each jurisdiction’s share of the regional housing need is called the Regional Housing Needs Allocation (RHNA).

The RHNA is a minimum number. Jurisdictions may plan for and accommodate a larger number of dwelling units. Jurisdictions must identify adequate sites at appropriate densities and development standards to accommodate the RHNA allocation. Jurisdictions must also show how they will facilitate and encourage development of these units, but they are not required to build or finance the units.

HCD has allocated 214,500 units to the nine-county Bay Area as the region’s share of the statewide housing need for the period 2007 through 2014. The Association of Bay Area Governments (ABAG), the region’s COG, adopted a RHNA for the 2007 – 2009 planning period that assigns 4,882 housing units (Table 2.44) to Marin cities and towns

**Table 2.44
ABAG Regional Housing Needs Allocation for 2007 – 2014**

Jurisdiction	Extremely Low Income	Very Low Income	Low Income	Moderate Income	Above Moderate Income	Total
BELVEDERE	3	2	4	4	4	17
CORTE MADERA	34	34	38	46	92	244
FAIRFAX	12	11	12	19	54	108
LARKSPUR	45	45	55	75	162	382
MILL VALLEY	37	37	54	68	96	292
NOVATO	138	137	171	221	574	1241
ROSS	4	4	6	5	8	27
SAN ANSELMO	13	13	19	21	47	113
SAN RAFAEL	131	131	207	288	646	1403
SAUSALITO	23	22	30	34	56	165
TIBURON	18	18	21	27	33	117
Unincorporated	92	91	137	169	284	773
MARIN COUNTY	548	547	754	977	2056	4882

and the county unincorporated area. The Town of Corte Madera’s Regional Housing Need Allocation is 244 units.

Housing Element law allows jurisdictions to take credit for units constructed or under construction between the base year of the RHNA period (January 2007) and the beginning of the new planning period (July 2008). The San Clemente Place project was under construction from 2006 through early 2008. Accordingly, the 79 affordable units in

2.0 HOUSING NEEDS ANALYSIS

that project can be credited toward the Town's 2007 to 2014 RHNA allocation (Table 2.45).

Table 2.45 Remaining Need Based on Units Built

Income Category	New Construction Need	Units Built 1/1/07 to 6/30/08	Remaining Need
Extremely Low	34	31	3
Very Low	34	29	5
Low	38	18	20
Moderate	46	1	45
Above Moderate	92	0	92
TOTAL UNITS	244	79	165

Strategies and Programs to Meet Projected Needs

Corte Madera is a built out community. The few remaining vacant properties tend to be constrained and difficult to build due to physical conditions such as steep slopes. Accordingly, the Town's overarching strategy for achieving its RHNA objectives will be to encourage the redevelopment of existing commercial properties to mixed-use (*H-2.10 Mixed-Use Housing, H-2.10.a. Mixed-Use Zone, and H-2.10.b*), with emphasis on high potential sites (*H-2.7.b Mixed Use at the Corte Madera Gateway Area*) and four areas that have been designated for community plans (*H-2.11 Community Plans*). The Housing Element also encourages the development of the few remaining vacant high potential sites that do not lend themselves to mixed-use development (*H-2.7 High Potential Housing Opportunity Areas, H-2.7.c Robin Drive, and H-2.7.d 1421 Casa Buena Drive*). These efforts will be supported with affordable housing incentive programs including overlay zoning districts and bonus programs (*H-2.15 Affordable Housing Overlay Zones and H-2.13 Incentives for Affordable Housing*). The Town will continue to build on its success supporting second units (*H-2.19 Second Dwelling Units and H-2.20 Second Dwelling Units in New Development*).

2.11 OPPORTUNITIES FOR ENERGY CONSERVATION

Housing Elements are required to identify opportunities for energy conservation in residential development. The Housing Element must inventory and analyze the opportunities to encourage the incorporation of energy saving features, energy saving materials, and energy efficient systems and design for residential development. Planning to maximize energy efficiency and the incorporation of energy conservation and green building features can contribute to reduced housing costs for homeowners and renters, in addition to promoting sustainable community design and reduced dependence on vehicles. Such planning and development standards can also significantly contribute to reducing green house gases.

The Land Use Element of the Corte Madera General Plan, adopted in 2009, provides a variety of goals, policies and programs that are designed to conserve energy by promoting housing development, especially affordable housing, near jobs and services, thereby reducing commute traffic and green house gas emissions. The Environmental

2.0 HOUSING NEEDS ANALYSIS

Impact Report for the 2009 General Plan found that the community has an unfavorable jobs/housing balance of 1.8/1. The EIR determined that this imbalance results in traffic congestion and green house gas emissions that could be mitigated with policies that promote mixed use development. A principal means for implementing the mixed-use policy is by applying the "Mixed-Use Commercial" land use designation, which has been placed on most of the commercial on office areas of the Town. The Land Use Element describes the Mixed-Use Commercial designation as follows:

Mixed-Use Commercial

This designation is intended to support infill activities, and site and building redevelopment of existing neighborhood commercial centers and along commercial corridors. Allowable uses include office, light industrial (non-manufacturing), and commercial services, as well as new housing developments. The designation is intended to encourage a variety of community activities and services to co-exist in close proximity to one-another (such as jobs, housing and services), thereby reducing the need for extensive automobile travel. Reduced parking standards may be allowed when the site is located within 0.25 mile of a transit stop.

Minimum Lot Size: 6,000 square feet Floor Area Ratio: Up to 0.34

Approximate Development Density: From 15.1 to 25.0 dwelling units per gross acre, and up to 31.0 dwelling units per gross acre if meeting State requirements for density bonus

Approximate Population Density: From 33 to 70 persons per gross acre

Applicable Zoning Districts: O (Professional and Administrative Office District); C-1 (Local Shopping District); C-4 (Commercial Service District); M (Light Industrial District); AHMU (Affordable Housing Mixed Use District); PD (Planned Development Overlay District); BRNH (Baylands Risk Zone and Natural Habitat Overlay District); also, the Town will amend the Zoning Code to include MRX (Mixed Use District)

Policy initiatives in the 2009 General Plan that are intended to encourage mixed use development include the following:

- *POLICIES LU-1.4, -1.5, -1.6, -1.7 Community Plans*
These policies call for the development and implementation of four community plans covering the principal commercial and office areas of the town, except for the community's two shopping centers. In each case, the policy intent is to "create opportunities for mixed retail, service, professional and residential land uses... including potential for development of affordable housing." This is to be achieved by increasing allowed FAR's and densities, and improved circulation infrastructure, especially for bicycles and pedestrians. Development of community plans will be a multi-year process involving detailed land use, traffic, design studies, and comprehensive environmental review, all of which is subject to the availability of financial resources. As an interim measure, to promote mixed-use development pending the development of community plans, the General Plan calls for adoption of a Mixed-Use zoning district that can be applied in areas with the Mixed-Use Commercial land use designation (see LU-1.1.b below).
- *Implementation Program LU-1.1.b Mixed-Use Zone*
Amend the Corte Madera Zoning Ordinance to add a Mixed-Use Zone to implement the Mixed-Use designations, and apply this Zoning to lands so designated on the Land Use Diagram. Corollary changes to parking provisions of

2.0 HOUSING NEEDS ANALYSIS

the Zoning Ordinance shall also be made to ensure adequate set-aside of parking spaces for residential uses in mixed-use developments.

- *Implementation Program LU-2.2.c: Workforce Housing*
Promote workforce housing through the provision of programs to enable and encourage employees who work in Corte Madera to live in Town.
- *POLICY LU-2.14 Support commercial, mixed-use and high density residential uses when consistent with Town objectives for development, including provision of necessary public services and infrastructure.*
- *POLICY LU-2.15 Support mixed-use development proposals.*
- *Implementation Program LU-2.15.a: Mixed Use Development*
The Town will support mixed-use projects including residential components, such as live-work combinations or ground-floor retail with upper story residential use. Such projects will be encouraged over standard single-use development proposals where the underlying zoning allows mixed-use developments. Encourage opportunities for live/work developments where housing can be provided for workers on-site or caretaker or other types of housing can be provided in appropriate locations.
- *POLICY LU-4.3 Apply flexible development standards to The Village shopping center in order to promote the community's economic development, protect and enhance the Town's tax base, and to encourage mixed-use development, including housing.*
- *Implementation Program LU-4.3.a: Expansion of The Village Shopping Center*
Allow expansion of The Village regional shopping center consistent with Town goals for establishing a mix of land uses. Encourage construction of high-density residential units (including affordable housing) on-site.
The established Floor Area Ratio for the shopping center shall be 0.47. Increased floor area may be accommodated through construction of upper stories, or through expanded building footprints when combined with construction of parking garages.
Modify the Zoning Ordinance to allow for building height bonuses of 15 feet beyond the based zone standard and/or reduce parking standards if proposed development includes affordable housing. Such increases in height shall minimize view impacts to properties with views of San Francisco Bay through thoughtful building design and placement.

The 2009 General Plan includes Chapter 3, the Resource Conservation and Sustainability Element. Chapter 3 includes policies and programs that promote community sustainability and effective management of renewable and non-renewable natural resources through energy conservation, solid waste management and recycling, natural area resource conservation, and preservation of cultural and historic resources. Important General Plan energy conservation goals, policies, and programs aimed at housing include the following:

2.0 HOUSING NEEDS ANALYSIS

- *GOAL RCS - 2 Reduced consumption of non-renewable energy sources in Corte Madera.*
- *POLICY RCS-2.2 Increase energy conservation and efficiency within Corte Madera.*
- *Implementation Program RCS-2.2f: Cooperate with Regional Energy Programs*
Cooperate with regional energy programs such as the Marin County Energy Watch Partnership to promote energy efficiency in Town facilities, residences, and commercial buildings.
- *POLICY RCS- 2.3 Develop programs to increase energy conservation within Corte Madera residences.*
- *Implementation Program RCS-2.3.a: Utility Energy Efficiency Programs*
Encourage homeowners to utilize programs offered by the utility services when designing plans for residences as a means of reducing energy demands and costs.
- *Implementation Program RCS-2.4.b: Renewable Energy*
Provide for use of renewable energy systems to help meet future energy needs of the community. This may include use of photovoltaic solar collection systems to reduce dependency on fossil fuels. Include provisions for use of such systems in the Town's Design Guidelines.
- *POLICY RCS-2.6 Reduce energy consumption in buildings by balancing energy efficient design with good planning principals.*
- *Implementation Program RCS-2.6.a: Energy Efficient Building Design*
Require energy efficient site and building design in all new development projects consistent with the requirements of Title 24 of the California Administrative Code. Measures may include, but are not limited to, building orientation and shading, landscaping, use of active and passive solar heating and hot water system, etc.
- *Implementation Program RCS-2.6.b: Design Approaches*
The Town's Design Guidelines shall include an emphasis on environmentally sensitive design approaches that incorporate resource-conserving construction practices.
- *Implementation Program RCS-2.6.c: Green Building*
Provide information to project designers regarding the Marin County Green Building Program.
- *Implementation Program RCS-2.6.d: Green Building Guidelines*
Adopt Green Building guidelines for new construction, renovations and municipal projects. Integrate green building requirements into the development review and building permit process. Collaborate with local jurisdictions to share resources, and develop green building policies and programs that are optimized for the region. This approach may include the following:
 - Optional or incentive based green building provisions to encourage compliance.
 - Conservation of natural resources when planning site development.
 - Use of green building materials, including recycled-content materials.

2.0 HOUSING NEEDS ANALYSIS

- Promotion of water efficiency and conservation measures, including low impact development strategies.
 - Increased energy efficiency in building and site designs.
 - Promotion of the use of renewable energy.
 - Improved indoor air quality that includes the use of formaldehyde-free, non-toxic construction materials.
- *POLICY RCS-2.7 Expand public participation in energy conservation and efficiency measures.*
 - *Implementation Program RCS-2.7.a: Public Conservation Outreach*
Coordinate with local utilities to provide energy conservation information to the public. Periodically include information sources in the Town’s newsletter.
 - *Implementation Program RCS-2.7.b: Energy Conservation and Efficiency Education.*
Educate planning and building staff and citizen review bodies on energy conservation and efficiency issues, including the Town’s energy conservation policies, and instruct that they work with applicants to achieve energy conservation goals.
 - *Implementation Program RCS-2.7.c: Promotion of Energy Efficient Products*
Promote the purchase of Energy Star appliances rated at least “Energy Star” and fuel efficient or alternative fuel vehicles by Town businesses and residents.

The Housing Element addresses the energy conservation needs of lower income households with Policy H-1.12 Energy assistance Programs, and the accompanying implementation program.

3.0 SITES INVENTORY AND ANALYSIS

3.1 OVERVIEW

This section of the Housing Element addresses the requirements of Government Code Sections 65583 and 65583.2. The Town is required to provide an inventory of sites suitable for housing development that can accommodate Corte Madera’s short-term housing development objectives as determined by the Regional Housing Needs Allocation (RHNA) for the period of January 2007 through June 2014. In January 2007, the Association of Bay Area governments adopted the 2007-2014 Bay Area RHNA. Corte Madera was assigned a RHNA of 244 units at the income categories shown in Table 3.1. Between January 2007 and July 2008, 78 units affordable to lower-income households and one moderate-income household were built in Corte Madera. The remaining unmet housing need in Corte Madera is 165 units.

**Table 3.1
2007 -2014 RHNA**

Income Category	Units
Extremely low	34
Very Low	34
Low	38
Moderate	46
Above Moderate	92
<i>Total Units</i>	<i>244</i>

3.2 AVAILABLE LAND INVENTORY

Table 3.2, Available Land Inventory, identifies specific sites that are available for residential development. Available sites are presented in two categories:

- High potential sites that are likely to develop in the planning period
- Resource sites that may contribute to meeting the Town’s housing needs in the future, but that are unlikely to develop during the planning period due to significant constraints to development such as environmental considerations or ownership issues.

The inventory incorporates data from a combination of resources, including Assessor’s information, field surveys, and a review of the Town’s Land Use Element and the Zoning Ordinance. The inventory lists vacant, residentially zoned properties in the community as well as developed, non-residential properties that can be redeveloped for, and/or rezoned for, residential or mixed-use development that includes residential. The inventory determined that there are no underutilized, residentially zoned sites that are capable of being developed at a higher density. Similarly, the inventory found that there are no vacant, non-residentially zoned sites that allow residential uses.

The Available Land Inventory lists individual properties by General Plan land use designation and zoning. To demonstrate the realistic unit capacity of the sites, the Inventory lists the following information for each property:

- *Allowable density* – the number of dwelling units permitted per acre is listed to support the analysis of realistic unit capacity. In some cases, rezoning may be required to conform to the General Plan land use designation. In those cases, the allowable density figure listed in the inventory is the density set by the General Plan land use designation.
- *Size* – The size of each site in the inventory is listed in acres to support the analysis of realistic unit capacity.

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- *Infrastructure capacity* – In all cases, infrastructure is available at or adjacent to the site.
- *On-site constraints* – Known constraints are listed, including required rezoning to comply with General Plan land use designations, and environmental issues such as steep slopes or the presence of wetlands.

3.0 SITES INVENTORY AND ANALYSIS

**TABLE 3.2
AVAILABLE LAND INVENTORY**

Site	Location	APN	Zone	Allowable Density	GP Designation	Acres	Realistic Unit Capacity	Existing Use	Infrastructure Capacity	On-site Constraints
High Potential Sites										
2	195 Tamal Vista Blvd. WinCup property	024-011-62 024-011-63	M – Light Industrial	25.1-40.0 du/ac	Mixed-Use Gateway Area	4.54	180	Light industrial and office	Yes	Requires rezoning to PD – Planned Development Overlay District
6	Robin Drive	038-011-21	<ul style="list-style-type: none"> • R-1 – Medium Density Residential • R-1-C – Open Residential • HLC – Hillside Land Capacity Overlay 	<ul style="list-style-type: none"> • 5.8 du/ac • 1 du/5 ac 	<ul style="list-style-type: none"> • Low density Residential • Hillside Residential 	15.17	15 single family units, plus 8 second units	Vacant	Yes	The Hillside Land Capacity Overlay District limits the number of units based on a slope/density formula
9	1421 Casa Buena	033-011-02	R-2 – Low Density Multiple Dwelling	6–11 du/ac	Medium Density residential	1.29	14	Vacant	Yes	No significant constraints
10	Hewson Property Casa Buena Dr.	033-031-65	R-1-A – Low Density Residential	2.2 du/ac	Hillside Residential	1.90	3	Vacant	Yes	Tentative map approved in 2008
11	Boro property	033-021-03	<ul style="list-style-type: none"> • HLC – Hillside Land Capacity Overlay • R-1-A – Low Density Residential 	2.2 du/ac	Hillside Residential	4.06	1	Vacant	Yes	Steeply sloped; difficult access

3.0 SITES INVENTORY AND ANALYSIS

Site	Location	APN	Zone	Allowable Density	GP Designation	Acres	Realistic Unit Capacity	Existing Use	Infrastructure Capacity	On-site Constraints
12	Dennison property	025-251-04	<ul style="list-style-type: none"> HLC – Hillside Land Capacity Overlay R-1-A – Low Density Residential 	2.2 du/ac	Hillside Residential	3.85	1	Vacant	Yes	Steeply sloped; difficult access
13	Weaver property	025-241-87	<ul style="list-style-type: none"> HLC – Hillside Land Capacity Overlay R-1-A – Low Density Residential 	2.2 du/ac	Hillside Residential	0.52	1	Vacant	Yes	Steeply sloped; difficult access
14	23 Buena Vista	025-111-05	R-1 – Medium Density Residential	5.8 du/ac	Low density Residential	0.64	1	Vacant	Yes	Steeply sloped; difficult access
15	530 Chapman Dr	025-111-34	R-1 – Medium Density Residential	5.8 du/ac	Low density Residential	0.59	1	Vacant	Yes	Steeply sloped; difficult access
16	502 Chapman Dr	025-111-25	R-1 – Medium Density Residential	5.8 du/ac	Low density Residential	0.34	1	Vacant	Yes	Steeply sloped; difficult access
17	516 Chapman Dr	025-111-33	R-1 – Medium Density Residential	5.8 du/ac	Low density Residential	0.45	1	Vacant	Yes	Steeply sloped; difficult access
18	Conte Property Corte Madera Ave	025-142-15	R-1-A – Low Density Residential	2.2 du/ac	Hillside Residential	0.50	1	Vacant	Yes	Steeply sloped

3.0 SITES INVENTORY AND ANALYSIS

Site	Location	APN	Zone	Allowable Density	GP Designation	Acres	Realistic Unit Capacity	Existing Use	Infrastructure Capacity	On-site Constraints
19	220 Morningside Dr	025-023-20	<ul style="list-style-type: none"> • CTH – Christmas Tree Hill Overlay • R-1 – Medium Density Residential 	5.8 du/ac	Low density Residential	0.21	1	Vacant	Yes	Steeply sloped
21	Wornum Drive Extension	024-031-34	<ul style="list-style-type: none"> • AHE-B Affordable Housing Exclusive Overlay District • R-2 – Low Density Multiple Dwelling 	11-25 du/ac	High Density Residential	1.40	25	Public path	Yes	<ul style="list-style-type: none"> • Public path • Possible wetlands
Resource Sites										
1	Corporation Yard	024-011-46	P/SP – Public and Semi-Public Facilities	None	Public and Semi-Public Facilities	1.16	25	Town corporation yard	Yes	<ul style="list-style-type: none"> • Requires relocation of town corporation yard. • Relocation not planned before 2014. • “Realistic unit capacity” assumes GP amendment to High Density Residential and rezoning.

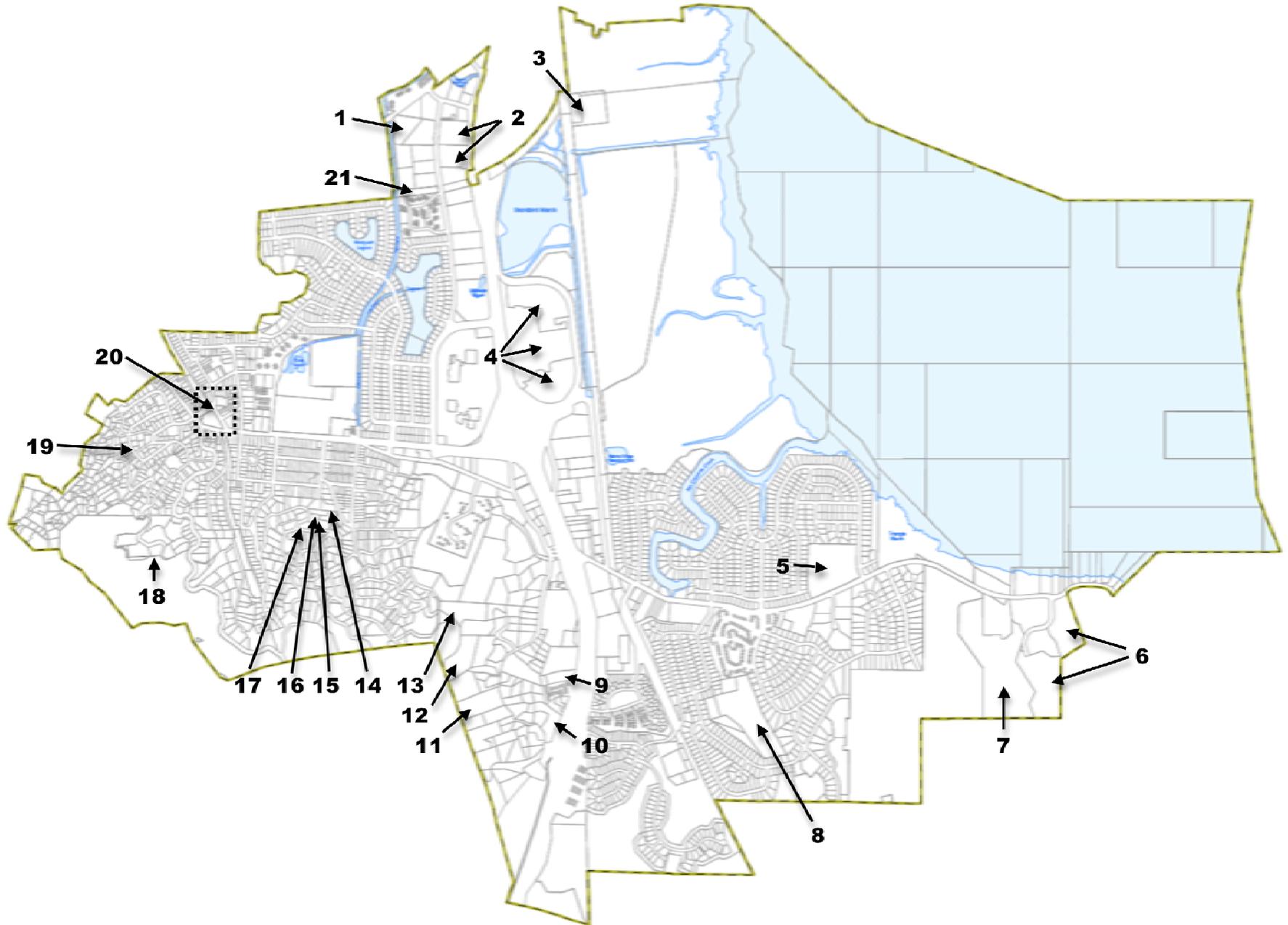
3.0 SITES INVENTORY AND ANALYSIS

Site	Location	APN	Zone	Allowable Density	GP Designation	Acres	Realistic Unit Capacity	Existing Use	Infrastructure Capacity	On-site Constraints
3	72 Industrial Way (Madera Bay Park)	023-040-10 023-040-06 023-040-11	O – Professional and Administrative Office	None	Office	5.09	128	Vacant	Yes	<ul style="list-style-type: none"> • Seasonal wetlands on the site • Tidal wetlands adjacent to the site • “Realistic unit capacity” assumes GP amendment to High Density Residential and rezoning.
4	Village Shopping Center	024-032-29 024-032-30 024-032-22	C-2 – Regional Shopping District	5.0-7.5 du/ac	Mixed-Use Region Serving Commercial	30.32	300	Regional shopping center	Yes	<ul style="list-style-type: none"> • Requires owner-initiated redevelopment which is not expected before 2014 • Requires rezoning to PD – Planned Development Overlay District
5	San Clemente School site	026-223-03	<ul style="list-style-type: none"> • P/SP -- Public and Semi-Public Facilities • POS – Parks, Open Space, and Natural Habitat 	None	<ul style="list-style-type: none"> • Public and Semi-Public Facilities • Parks 	9.86	25	<ul style="list-style-type: none"> • Surplus school site • Approx. 5 acres in park use 	Yes	<ul style="list-style-type: none"> • Surplus school site; owned by Larkspur School District. • School district retaining site for the foreseeable future. • Requires General Plan amendment and rezoning • Existing park owned by school district and leased to Town. Likely to remain in park use.
7	Marin Country Day School	038-190-36	R-1-C – Open Residential	1 du/5 ac	Open Residential	18.3	3	Vacant	Yes	Steeply sloped; difficult access

3.0 SITES INVENTORY AND ANALYSIS

Site	Location	APN	Zone	Allowable Density	GP Designation	Acres	Realistic Unit Capacity	Existing Use	Infrastructure Capacity	On-site Constraints
8	Granada School	026-111-04,05,06,17,18	<ul style="list-style-type: none"> P/SP – Public and Semi-Public Facilities POS – Parks, Open Space, and Natural Habitat 	None	<ul style="list-style-type: none"> Public and Semi-Public Facilities Parks 	14.70	50	<ul style="list-style-type: none"> Various private service and education uses in surplus public school buildings Approx. 4 acres in park use 	Yes	<ul style="list-style-type: none"> Surplus school site; owned by Reed School District. School district retaining site for the foreseeable future. Requires General Plan amendment and rezoning Existing park owned by school district and leased to Town. Likely to remain in park use. “Realistic unit capacity” assumes GP amendment to Low Density Residential and rezoning.
20	Old Corte Madera Square		<ul style="list-style-type: none"> AHO – Affordable Housing Optional Overlay R-2 – Low Density Multiple Dwelling C-1 – Local Shopping 	<p>25 du/ac</p> <hr/> <p>6–11 du/ac</p> <hr/> <p>n/a</p>	Mixed Use Old Corte Madera Square	3.8	20	Developed with residential and local-serving commercial uses	Yes	Property configurations make it difficult to provide on-site parking to take advantage of density allowed by the AHO overlay district.

Land Availability Map



3.0 SITES INVENTORY AND ANALYSIS

Realistic Development Capacity

The following is an analysis of five sites, larger than one acre, that are likely to develop during the planning period for this Housing Element. In addition, a number of small sites, each capable of supporting one single family detached unit, are also analyzed.

Site #2: WinCup property; 195 Tamal Vista Boulevard

This 4.5-acre property consists of two adjacent parcels, controlled by a single owner. It is currently occupied under short-term lease by light industrial plant that manufactures disposal cups, containers, and bowls. The property fronts on Tamal Vista Boulevard, a major arterial with sidewalks and easy pedestrian access to shopping and region serving transit within a third of a mile. The property is moderately sloped up from the Tamal Vista frontage to the rear property line at Nellen Avenue with a total change in elevation of 10 feet.

In 2006, an experienced residential developer purchased the property. At the time, the Town was in the process of updating its General Plan. The new owner approached the Town and asked that his property be included in the updated Plan with a land use designation permitting mixed-use development at 40 units per acre. The Town agreed to evaluate the proposal as a Project Alternative in the Environmental Impact Report for the updated General Plan. As a result of findings in the EIR a site specific land use designation was adopted for the WinCup property , along with land use policy and an implementation program.

Land use controls

The General Plan land use designation for the property is Mixed-Use Gateway Area (see box, next page, for land use designation text). In addition to the land use designation, the General Plan includes the following land use policy and implementation program:

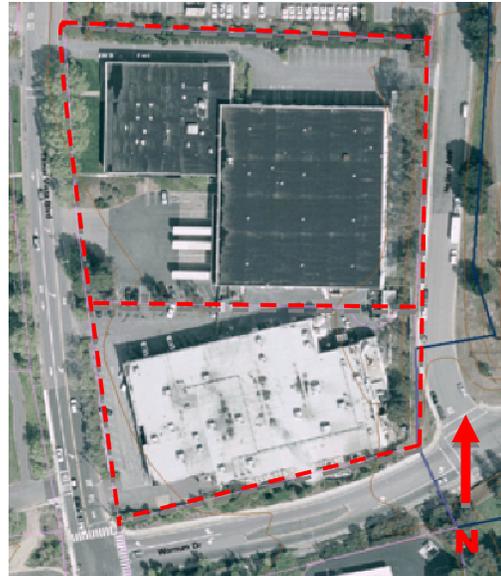
Policy LU-4.4

Apply flexible development standards to the WinCup property in order to promote the community's economic development, protect and enhance the Town's tax base, and to encourage mixed-use development, including housing.

Implementation Program LU-4.4.a: Mixed Use at the Corte Madera Gateway Area.

Promote the redevelopment of the approximately 4.5 gross acre WinCup property at the northeast corner of the intersection of Tamal Vista Boulevard and Wornum Drive to mixed use consisting of high density residential and local-serving commercial uses.

**Figure 3.2
WinCup Site**



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**Land Use Designation
Mixed-Use – Gateway Area**

This designation applies to the 4.5 acre WinCup property at the northeast corner of the intersection of Tamal Vista Boulevard and Wornum Drive. This designation is intended to allow the continued use of the existing office, manufacturing, warehouse, and storage activities of the land, or a similar but less intense commercial/storage use. Should the property be redeveloped, the mixed land use designation encourages higher-density residential development in conjunction with local-serving commercial uses, to promote efficient use of land resources, pedestrian and bicycle friendly environment, minimization of the visual impact of parked automobiles, and promote the use of transit over the private automobile.

The Mixed-Use Gateway designation includes local-serving commercial uses (such as small retailers, restaurants, and cafes; spa, bicycle shop, convenience grocery stores; and residential support services such as dry cleaners, shoe repair, banks, and beauty saloons) and higher residential density uses combined in a single building or on a single site in an integrated development pattern.

Minimum Lot Size: 20,000 square feet

Non-Residential Floor Area Ratio: Up to 0.34

Residential Development Density: From 25.1 to 40.0 dwelling units per gross acre.

Approximate Population Density: 40 to 98 persons per gross acre.

Applicable Zoning Districts: M (Light Industrial), MUGD (Mixed Use Gateway District); PD (Planned Development Overlay District).

Amend the Zoning Ordinance to include an MUGD (Mixed Use Gateway District). Development standards will allow for flexibility in the application of building height limits, allowing well designed and appropriately located building(s) to achieve building heights beyond the limits provided for in the existing zoning ordinance, and flexibility in the application of street frontage and interior property line setbacks. Development standards will also allow for flexibility in the application of lot coverage, parking, and other standards. Commercial development of the 4.5 acre property in the MUGD district shall not exceed 20,000 square feet of gross floor area. At the discretion of the Town Council, Policy LU-4.4 and Implementation Program LU-4.4.a may be implemented under the provisions of the PD (Planned Development Overlay District).

Housing Element Implementation Program H-2.7.b calls for amending the Zoning Ordinance to include the Mixed Use Gateway District and rezoning the site to MUGD within one year of adopting the Housing Element. The draft text of the Zoning Ordinance amendment that would incorporate the MUGD regulations is in Appendix C. The draft MUGD regulations include the site development standards are shown in the box below. The MUGD regulations mandate a minimum density of 40 units per acre. Project approval is by design review permit; there is no requirement for a use permit.

MUGD Development Standards

- Minimum density:** 40 units per acre
- Maximum commercial:** 10,000 sf
- Minimum lot area:** 1 acre
- Commercial FAR:** 0.34
- Lot width:** 50 feet at street frontage
- Front setback:** none
- Rear setback:** none
- Side setback:** none
- Lot coverage:** n/a
- Usable open space:** 50 sf/unit
- Building height:** 38 feet at street frontage; 48 feet @ 20 feet behind street frontage.
- Parking:**

studio/1 bdrm – 1 space	
2 bdrm	1.5 spaces
3 bdrm	2 spaces
commercial	1/200 sf
guests	1 space/10 units

As part of the project description for the 2009 General Plan EIR, a concept plan was prepared for a 180-unit, mixed-use project at the WinCup property. The conceptual project is in two buildings, ranging from two to four stories, over parking. The parking is at grade level at the Tamal Vista frontage and becomes subterranean at the rear of the property as the grade rises. The conceptual building program is summarized in Table 3.3. A site plan and cross sections are show in Figures 3.3 and 3.4.

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Table 3.3
Building Program, 180 units
WinCup Property

Units	
1 bdrm	18
2 bdrm	127
3 bdrm	15
<i>Total</i>	<i>180</i>
Residential floor area (gross)	263,526 sf
Residential floor area (net)	216,005 sf
Commercial floor area	10,000 sf
Parking	
Spaces required	257
Spaces provided	257
Usable open space	21,850

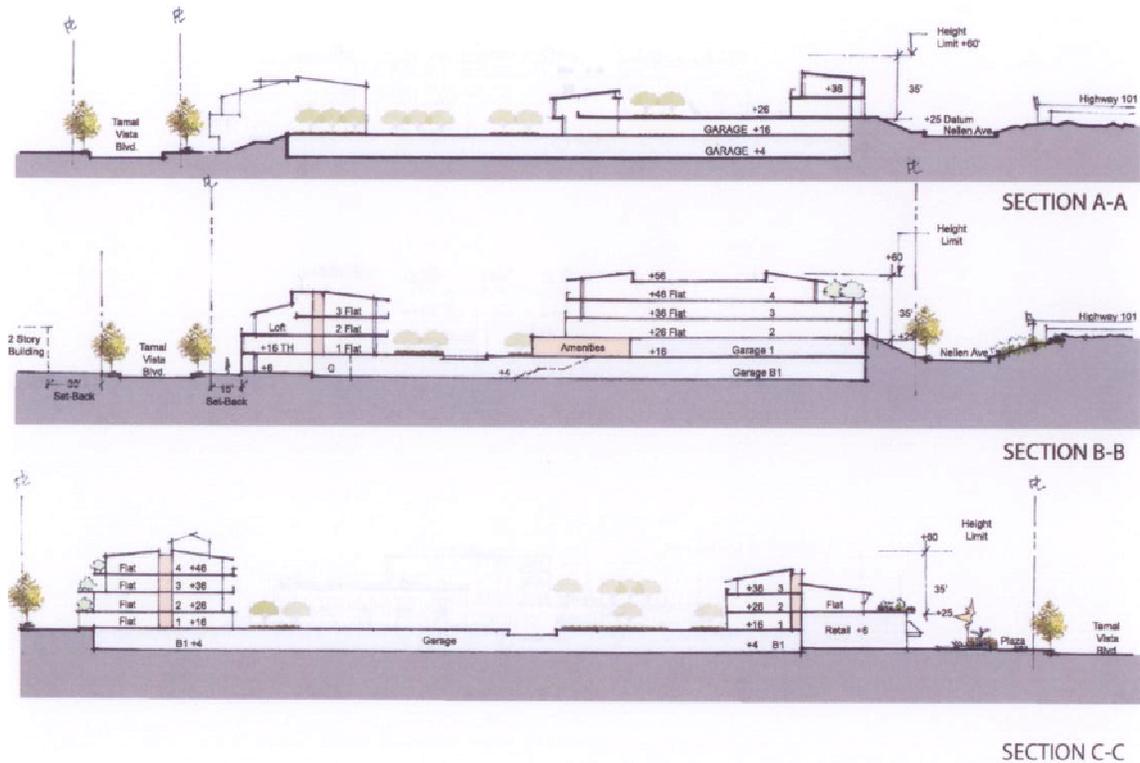
The MUGD regulations would accommodate the concept plan for 180 units at the WinCup property. At 4.5 acres, the property has sufficient space (196,020 sf) for the proposed 273,526 sf of gross floor area in 2-, 3-, and 4-story buildings. The cross-sections show 10-, 15- and 25-foot setbacks where zero setbacks would be required by the draft MUGD regulations.

The Corte Madera Zoning Ordinance defines building height as from a plane that is

Figure 3.3
Site Plan, WinCup Property



Figure 3.4
Cross Sections, WinCup Concept Plan



3.0 SITES INVENTORY AND ANALYSIS

bound by the perimeter of the building at the vertical distance from the finished grade to the highest point of the structure. Maximum height is measured from finished grade to an imaginary plane located the allowed number of feet above and parallel to the finished grade. Heights in the concept plan range from 38 feet at the Tamal vista frontage to 48 feet adjacent to the north property line. The concept plan provides 257 parking spaces.

Site improvement requirements

The principal required site improvements are demolition of the existing structures, grading for parking and the building podium, and the installation of utilities. All of the required utilities are available at the street frontage. No street or intersection capacity improvements are needed to handle the additional traffic that would be generated by a 180-unit project at this site. Tamal Vista Boulevard and Nellen Drive can accommodate driveways to service the property.

Environmental constraints

The 2009 General Plan EIR assessed the impact of the conceptual 180-unit mixed use development at the WinCup property as a project alternative. The EIR found that there were no environmental constraints on the property. The EIR found that concept plan would be environmentally superior to the draft updated General Plan as then proposed. The chief benefits are that it would provide work force housing that would mitigate potential worsening of the existing jobs-housing imbalance. This in turn would slow the potential increase in traffic volume and congestion and thereby slow the growth of green house gas emissions.

Realistic development capacity

There are a number of relatively high density projects in Corte Madera (see Table 3.5), and implementation of a mixed-use strategy at the WinCup property would be consistent with redevelopment trends over the past decade. In 1998, the Town approved redevelopment of a dilapidated shopping center, including construction of new retail and the addition of 118 units of senior assisted living housing. Construction began in 1999 and was completed in 2002. The Town assisted the project by exercising eminent

**Table 3.5
Town of Corte Madera
Sample Densities**

Address	Units	Units/Acre
130 Palm	6	14
1411 Casa Buena	29	14.5
Madera Vista Apartments	126	17.7
711 Meadowsweet	28	19.6
25 Willow	19	19.8
61 Pixley	20	20.0
83 Pixley	11	21.8
19 Pixley	21	21.9
23 Redwood	12	23.7
35 San Clemente Drive	79	29.0
777 Meadowsweet	49	45.8
1595 Casa Buena	22	48.0
801 Meadowsweet	19	51.7

domain to acquire land to improve public access to the redeveloped property and by streamlining the permitting process. In 2003, the Town rezoned an abandoned 3.5-acre lumberyard with an overlay district (AHMU - Affordable Housing Mixed Use) that allows a residential density of 25 units per acre, with a density bonus up to 31.5 per acre. The AHMU district also triples the nonresidential FAR if half the units are affordable. The Town approved a mixed-use project at the site with a 79-unit, 100% affordable residential project, and 68,000 square feet of commercial

3.0 SITES INVENTORY AND ANALYSIS

development. In addition to the density and FAR bonuses, the Town waived fees, awarded an \$88,000 grant to the project, and streamlined permitting. The Town approved the project with a single permit.

The market in Corte Madera for redeveloping commercial properties to mixed use with housing is ripe. Of the 218 units built in Corte Madera between January 2000 and June 2009, 197 units were in the mixed-use redevelopment projects described in the preceding paragraph. As shown in the Available Land Inventory, the vacant land supply of residentially zoned property is limited to a 1.4-acre parcel with high-density zoning, a 1.29-acre parcel with medium-density zoning, and a series of steeply sloped parcels with low-density zoning. The high cost of land and construction in Marin County tends to promote the market conditions that facilitate more compact and efficient residential development, including mixed use.

Existing development on the property is not an impediment to redevelopment. The current occupant's lease will expire before the end of the planning period, at which time the property owner will have the option not to renew. The property owner has no obligation to relocate the business at the end of the lease, and will own all of the improvements on the site.

As stated in the Mixed-Use – Gateway Area land use designation, Policy LU-4.4, and the accompanying implementation program, it is Town policy to implement flexible development standards to facilitate the development of up to 180 units at a minimum density of 40 units per acre. The Town will adopt a Mixed-Use Gateway zoning district to set development standards for the property, including lot coverage, open space, and parking, to allow 180 units on the property. In addition to this regulatory relief, the Town will offer fast-track processing with a single permit required, and funding for affordable units, if resources are available in the Town's Affordable Housing Fund at the time an application is approved. The realistic development capacity of the WinCup site is 180 units.

Site #6 – Robin Drive

This 15.17-acre property is a vacant, undeveloped parcel, remaining from a 1960's era residential project. The property is sloped at 15 to 20%, and is covered with low bushes and weeds. The parcel has public street frontage on Robin Drive (see aerial photo below), and all of the required utilities are in the street and available to the property. The property is currently owned by a developer.

Land use controls

The Robin Drive property is designated Low Density Residential (0.2 to 6.0 dwelling units per acre) and Open Residential (up to 0.2 dwellings per acre). The site is in two "base" zoning districts and one overlay district. The northern 7 acres of the property are zoned R-1 Medium Density Residential, which would permit up to 40 units at the upper end of the R-1 density range. However, the property is also zoned Hillside Land Capacity (HLC), an overlay district that limits the number of units with a slope/density formula. The HLC formula is shown in Table 3.6 below. The formula applies a sliding scale – the capacity factor – to portions of the gross site area by slope category. The result is a net

3.0 SITES INVENTORY AND ANALYSIS

site area, which is then used to calculate the density yield for the property using the development standard for the underlying base zoning district. Data for the northern 7 acres (325,920 sf) of the Robin Drive property is entered into the formula in *italics*.

**Table 3.6
Site Utilization
Robin Drive**

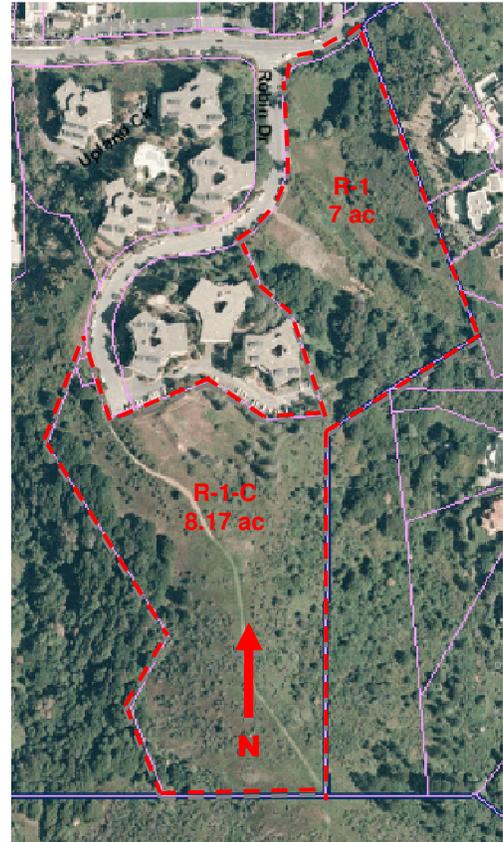
Slope Category	Site Area (square feet)	Capacity Factor	Yield (square feet)
Under 10%	<i>0 ×</i>	1.00	<i>=;#rule;</i>
10—14.9%	<i>0 ×</i>	0.75	<i>=;#rule;</i>
15—19.9%	<i>162,960 ×</i>	0.50	<i>= 81,480</i>
20—29.9%	<i>124,080 ×</i>	0.25	<i>= 31,020</i>
30% and over	<i>38,880 ×</i>	0.00	<i>= 0</i>
Subtotal	<i>(325,920)</i>		<i>122,500</i>
Reduction in site area based on other factors			<i>n/a</i>
	<i>112,500</i>		
	Divided by site area		15
Net site area=	required by R-1 zoning district	=	Permitted number of units

Based on the HLC formula, the northern 7 acres of the site could accommodate 15 house lots at 21,728 square feet each. A parcel this size is sufficient to accommodate one unit under the R-1 development standards (see box next page). Accordingly, the R-1 and HLC zoning districts would permit up to 15 single-family detached market rate homes on the northern 7-acre portion of the property.

The southern 8.17 acres of the property is zoned R-1-C Open Residential District, and is also covered by the HLC overlay district. The maximum density for the R-1-C district is 1 unit per five acres, and the minimum lot size is 1 acre. Both the base and the overlay districts permit at least one unit per parcel irrespective of lot size or slope. Accordingly the southern portion of the Robin Drive parcel will yield 1 single-family detached market rate unit. The 8.17 acres of the southern portion of the Robin Drive site is sufficient size to accommodate one unit developed at the R-1-C standards. (see box below).

Housing Element Implementation Program H-2.20.a states that second units shall be required for at least 50% of the market rate units approved for development on the Robin Drive property. The slope density formula does not limit second units, and second units are allowed by right in both the R-1 and R-1-C districts. Accordingly, zoning would permit 8 second units in addition to 15 market rate homes.

**Figure 3.5
Robin Drive Property**



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Site improvement requirements

The principal required site improvement is grading to accommodate individual building pads and access driveways. Considering the slopes on the property, the potential lots sizes described above and the ease of access provided by the existing roadway, grading

R-1 Development Standards
Density: 5.8 units per acre;
Lot area: 7,500 sf
FAR: 0.40
Lot width: 30 feet at street frontage at front yard setback: 70 feet
Front setback (minimum): 20 feet
Rear setback (minimum): 25 feet
Side setback (minimum): 6 feet
Lot coverage (maximum): 30%
Usable open space: n/a
Building height: 30 feet

R-1-C Development Standards
Density: 1 unit per 5 acres
Lot area: 5 acres
FAR: 0.40
Lot width at front yard setback (minimum): 100 feet
Front setback (minimum): 35 feet
Rear setback (minimum): 100 feet
Side setback (minimum): 25 feet
Lot coverage: n/a
Usable open space: n/a
Building height: 30 feet

will not be a significant engineering challenge.

Environmental constraints

There is no environmental determination available for this property, however, site inspections reveal the presence of oak trees near the center of the property that may require mitigation when development is proposed. Potential mitigation measures include reducing the number of housing units below the number permitted by zoning, adjusting lot lines to and the location of building pads to minimize tree loss, and/or replacing trees that are removed to accommodate construction.

Realistic development capacity at the Robin Drive site

From 1999 through 2009, 10 single-family detached homes were built in Corte Madera and 9 second units were approved. A project of single-family detached homes and second units at the Robin Drive site would be consistent with recent development trends. However, the need to avoid or mitigate potential tree loss at the site could reduce the number of housing units that could be reduced. Assuming that tree loss would be reduced by the elimination of one house lot in addition to the other available mitigation measures, the realistic development capacity at the Robin Drive site is 15 single-family homes and 8 second units.

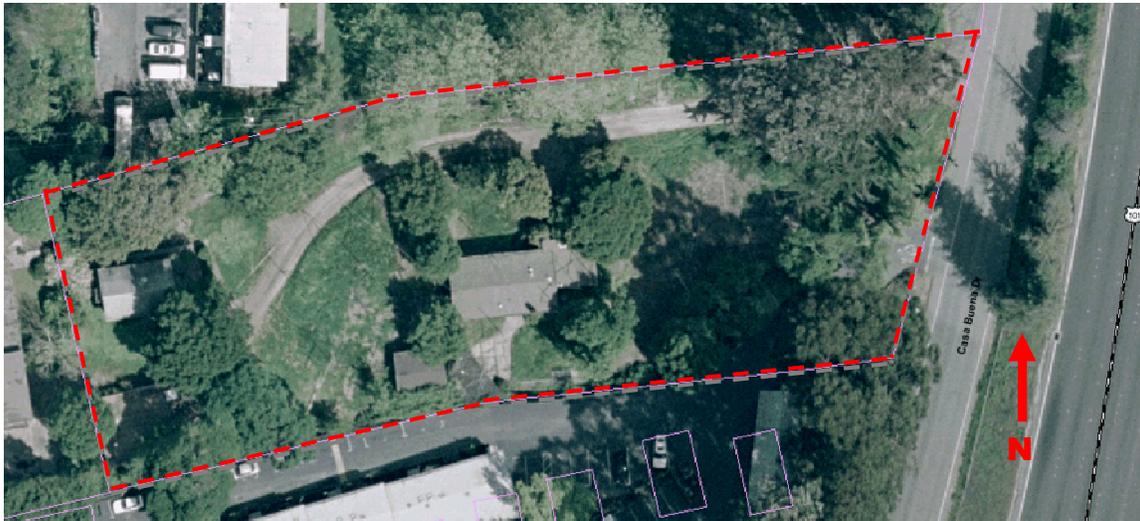
Site # 9 - 1421 Casa Buena Drive

This 1.29-acre property is flat and roughly rectangular (approximately 135' X 420'). The parcel is the property is accessed from Casa Buena Drive, a secondary arterial that serves as a frontage road to Highway 101. The property is partially developed with two vacant, dilapidated, and uninhabitable homes. Vegetation on the site is weeds and

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native trees (see Figure 3.6). The adjacent properties to the north and south are medium density residential developments. A single-family home abuts the site on the west property line. In 2004 the Town approved a 5-lot tentative map for the property that allowed 2 single-family detached units and 3 duplex structures for a total of 8 units. However, the developer was not able to follow through with the project. The proposed single-family homes at 3,500 sf each were not considered marketable due to their close proximity to Highway 101. The property is currently owned by a developer.

Figure 3.6
1421 Casa Buena Drive



Land use controls

1421 Casa Buena Drive is designated Medium Density Residential (6.0 to 11 dwelling units per acre) in the General Plan and has corresponding R-2 Low-Density Multiple-Dwelling residential zoning with an allowable density of up to 11 units per acre.

The 1421 Casa Buena site has a zoning capacity of 14 units. This determination is based on a hypothetical project of 14 2-bedroom units at 1,200 square feet each in a two-story building (30 feet high). Access to the units would be from a driveway from Casa Buena Drive running parallel and adjacent to the northern property line. The site utilization study in Table 3.6 demonstrates that a 14-unit project can be accommodated on the site consistent with the development standards for the R-2 Low-Density Multiple-Dwelling district

Site improvement requirements

The property is essentially flat and would require minimal grading for a private access road along the north property line and for the building and parking pads. The existing structures on the property are

Table 3.6
Site Utilization, 14 units
1421 Casa Buena Drive

Lot coverage	
14 2-bdrm units @ 1,200 sf each =	
16,800 sf	8,333 sf
2 story building w/out corridors =	
16,800 ÷ 2 = 8,400 sf lot coverage	
(14.7%)	
Parking	10,710 sf
30 spaces @ 357 sf each	
Usable open space	4,200 sf
Remainder (landscaping, circulation, setbacks)	32,949 sf
Total utilization	56,192 sf
Site area	56,192 sf

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dilapidated and uninhabitable; demolition would not impose a significant cost. The site serves as a drainage way for surrounding properties; portions of this drainage need to be undergrounded. The improvement plans for the previously approved 8-unit project included a new drop box and a short extension of a 36" drain line under Casa Buena Drive. The developer agreed to this requirement and did not deem it a financial burden. All public utilities are available at the front property line, and Casa Buena Drive has adequate capacity to handle the traffic volumes and turning movements.

R-2 Development Standards

Density: 10.9 units per acre;
Lot area: 8,000 sf
FAR: n/a
Lot width: 30 feet at street frontage at front yard setback (minimum): 70 feet
Front setback (minimum): 20 feet
Rear setback (minimum): 25 feet
Side setback (minimum): 6 feet
Lot coverage (maximum): 35%
Usable open space: 300 sf/unit
Building height: 30 feet

Environmental constraints

A Mitigated Negative Declaration (MND) was adopted for the project that was approved in 2004. The MND determined that drainage across the property and a series of large trees on the south property line were significant environmental constraints to development. The MND found that these could be mitigated by undergrounding the drainage and avoiding the trees by incorporating them into required landscaping. The site utilization study in Table 3.6 shows that with a 14-unit project multi-unit project 32,949 square feet of lot area would be available for landscaping and circulation, affording enough space to include the trees in landscaping.

Realistic development capacity at the 1421 Casa Buena site

A medium-density 14-unit project such as described in Table 3.6 would be similar in density and configuration to the existing multi-family residential properties that are immediate adjacent to 1421 Casa Buena to the north and south. The adjacent northern property is an apartment rental complex with a consistently low vacancy rate. The condominiums to the immediate south have a strong resale history. This market trend and the preceding assessments of land use controls, required site improvements, and documented environmental constraints demonstrate that the realistic development capacity of the property at 1421 Casa Buena Drive is at least 14 units.

Site 21: Wornum Drive Extension

This 1.4-acre property is owned by the Town of Corte Madera. This single-parcel site is flat, long, and narrow. The site is vacant, except for a public pedestrian/bike path that extends east/west through the property, ultimately extending more than 2.5 miles and connecting to residential and commercial neighborhoods in Corte Madera and the adjacent City of Larkspur. Vegetation on the site is grass and weeds, and includes approximately 0.4 acres of salt marsh wetlands.

The property is located on Tamal Vista Boulevard, a major arterial that has sidewalks on both sides. Adjacent uses are a light industrial/office complex on the north and medium density condominiums on the south side. A light industrial manufacturing plant (Site #2, the WinCup property, discussed above) is located directly across the street to the east. A

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shopping center that includes a grocery store and pharmacy is located within .3 mile of the site. The Highway 101 bus pad is within easy walking distance.

Land use controls

The General Plan land use designation on the property is High Density Residential, which allows 25 units per acre. The property is zoned R-2 Low Density Multiple-Dwelling District and AHE-B Affordable Housing Exclusive Overlay District. The overlay district is the principal land use control on the property. The AHE-B district allows 25 units per acre, with a potential density bonus that allows 31.5 units per acre for affordable housing projects. Implementation Program H-2.15.b requires that the "affordable housing requirement" for the AHE-B district shall be updated to reflect the unmet RHNA need for lower-income units. The updated AHE-B regulation will require that 11% of the housing units must be affordable to extremely low-income households, 18% shall be affordable to very low-income households, and 71% shall be affordable to low-income households. Since 100% of the units must be affordable, the effective density standard is 31.5 units per acre.

A site utilization study (Table 3.7) shows that a 25-unit multi-family project with 13 one-bedroom units and 12 two-bedroom units can be accommodated on the property within the regulations of the AHE-B Overlay District (see box next page). The units would be in two three-story buildings with 33 parking spaces. The program is below the maximum density permitted by the district, and the lot coverage would be 14.7% where 35% is allowed. The length and width of the parcel are adequate to accommodate the required setbacks. The 38-foot height limit in the AHE-B would allow a 3-story building.

**Table 3.7
Site Utilization
Wornum Drive Extension**

Wetlands	17,424 sf
Lot coverage	
25 units @ 1,000 sf each = 25,000 sf	
3 story building w/out corridors =	8,333 sf
25,000 ÷ 3 = 8,333 sf lot coverage	
Parking	
33 spaces @ 357 sf each	11,781 sf
Remainder (open space, circulation, setbacks)	27,427 sf
Total utilization	60,984 sf
Site area	60,984 sf

Site improvement requirements

This site is flat, requiring minimum grading for an access driveway, building pads, and parking. All required utilities are available at the property frontage in the Tamal Vista Drive right-of-way, thereby avoiding the need for any unusual site improvements.

Environmental constraints

The Environmental Impact Report prepared for the 2002 Housing Element assessed the impact of the hypothetical project described in Table 3.7. The principal environmental constraints to development are the presence of wetlands and the public path, and views

AHE-B Overlay District Development Standards

Density: 25 units per acre;
31.5 units per acre with density bonus

Lot area: No minimum

FAR: Not applicable

Lot width at front yard setback (minimum): 70 feet

Front setback (minimum): 20 feet

Rear setback (minimum): 25 feet

Side setback (minimum): 6 feet

Lot coverage (maximum): 35%

Usable open space: 150 sf per unit

Building height: 38 feet

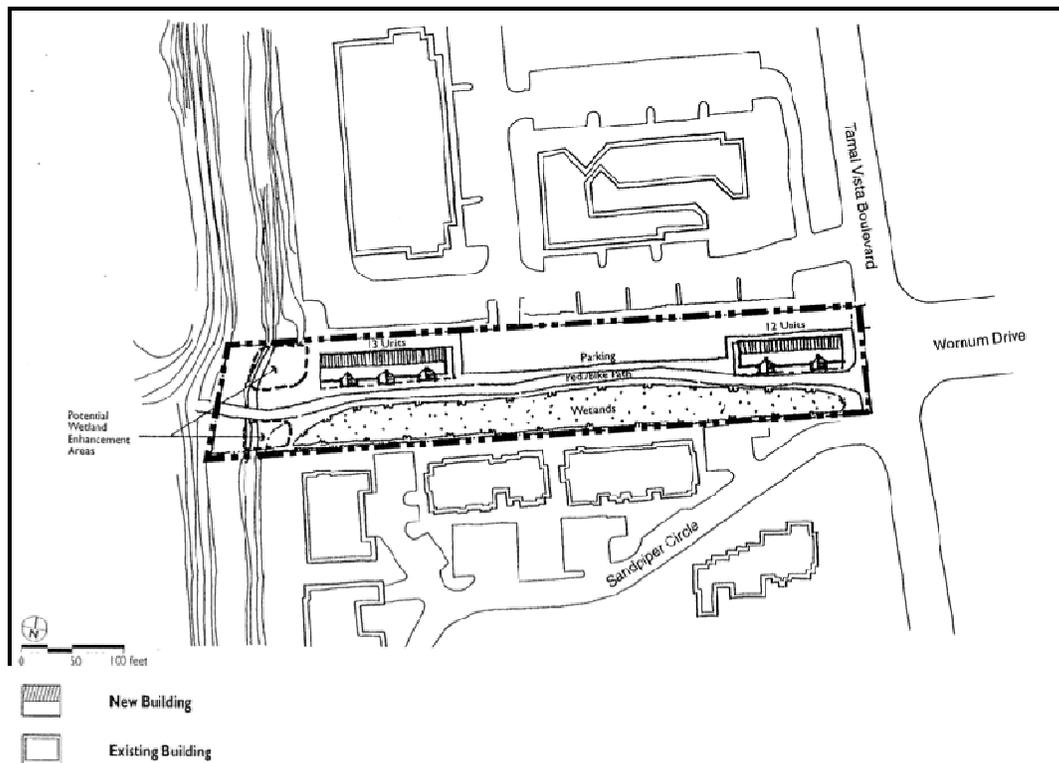
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looking west from Tamal Vista Boulevard to Mount Tamalpais. The EIR found that these constraints would be overcome by confining development to the northern half of the property, thereby avoiding the wetlands, preserving the view corridor, and maintaining the path alignment (see Fig 3.7 from the EIR)

Realistic development capacity at the Wornum Drive Extension site

The AHE-B overlay district is intended to enhance the development potential of the

Figure 3.7
25-Unit Project
Wornum Drive Extension



properties it regulates. The AHE-B district offers the following incentives for affordable housing in addition to the automatic density bonus:

- Reduced parking requirements.
- All town processing and impact fees may be waived.
- 25% density bonus for handicapped accessible units.
- Approved with a single design review permit

As a further incentive, the Town will provide the property to qualified housing developers. As described in Implementation Program H-2.5.b, the Town will distribute a Request for Proposals for a non-profit developer for the Wornum Extension property. The Town will partner with the winning firm and negotiate a strategy for achieving affordable housing on the property. The Town has recent experience partnering with developers to facilitate higher density affordable projects. The Town worked closely with the non-profit sponsor of the San Clemente Place project, completed in 2008. That

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project was developed at 29 units/acre with zoning incentives similar to the AHE-B district. The program outlined in Table 3.7 would result in a residential project similar in character to the adjacent condominium project.

Based on the development controls and incentives in the AHE-B district, the ease of site development, the findings of the 2002 Housing Element EIR, the Town’s experience implementing a similar overlay district for the San Clemente Place project, Implementation Program H-2.5.b, and compatibility with the adjacent residential development, the Wornum drive Extension property has a realistic development capacity of 25 units.

Sites #10, 11, 12, 13, 14, 15, 16, 17, 18, and 19 – Small, single-family sites

These sites are zoned R-1 and R-1-A, low-density residential districts that allow 5.8 and 2.2 units per acre. Site #11 received tentative map approval for three single-family lots in 2008. The remaining parcels are constrained from further subdivision, either by substandard lot size or the slope density standards of the Hillside Land Capacity overlay district. However, the Zoning Ordinance provides that the Town will not withhold approval for at least one unit on any property zoned for residential development. In recent years, a number of similarly constrained parcels have been successfully developed in Corte Madera. Accordingly, sites #10, 11, 12, 13, 14, 15, 16, 17, 18, and 19 have a realistic unit capacity of one unit each.

R-1-A Development Standards	
Density:	2.2 units per acre
Lot area:	20,000 sf
FAR:	0.40
Lot width at front yard setback (minimum):	70 feet
Front setback (minimum):	25 feet
Rear setback (minimum):	35 feet
Side setback (minimum):	10 feet
Lot coverage:	25%
Usable open space:	n/a
Building height:	30 feet

Availability of water, sewer and other facilities

The Marin Municipal Water District (MMWD) supplies water to all properties in Corte Madera. The MMWD has indicated there is adequate water supply to accommodate the growth projected under the Town’ updated General Plan, adopted in April 2009. The EIR for the 2009 General Plan found that the district currently has water supply shortages for multiple dry years. In 2009, the District certified an environmental Impact report for a desalination plant to supplement water supplies in drought conditions. Water distribution lines are located at or nearby all of the parcels listed in the Available Land Inventory.

Sanitary District No. 2 of Marin County, a member of the Central Marin Sanitation Agency (CMSA) provides wastewater services to the Town of Corte Madera. CMSA owns and operates the CMSA Wastewater Treatment Plan, which treats sewage from member districts. The EIR for the Town’s 2009 General Plan determined that Sanitary District No. 2 and CMSA have the capacity to service all of the growth that is projected through the year 2025 for Corte Madera. Sewer lines are located at or nearby all of the parcels listed in the Available Land Inventory.

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The 2009 General Plan EIR determined that solid waste services and electrical, natural gas, and telephone services are available to accommodate the growth projected for the Town through the year 2025.

Chapter 727, statues of 2005, requires local governments to provide a copy of the adopted housing element to water and sewer providers. In addition, water and sewer providers must grant priority for service allocations to proposed developments that include housing units affordable to lower-income households. Chapter 727 also requires cities and counties to immediately deliver the adopted housing elements of the local general plan and any amendments to water and sewer service providers within a month after adoption. Appendix E provides draft letters the Marin Municipal Water District and the Central Marin Sanitation Agency transmitting copies of this Housing Element. The transmittal letters explain Corte Madera’s regional housing need allocation and other appropriate housing information.

3.3 MEETING RHNA OBJECTIVES

The Town will meet its share of the regional housing need by implementing a variety of strategies. The primary method for addressing the adequate sites requirement will be through the identification of available vacant and non-vacant sites that are suitable and appropriately zoned and that are likely to develop within the planning period. A secondary method of addressing the adequate sites requirement is through an inventory of dwellings that were constructed between January 1, 2007, the base year of the RHNA period, and July 1, 2009, the beginning of the new planning period for compliance with RHNA.

Residential development between January 2007 and July 2009

Table 3.8 lists units constructed between January 2007 and July 2009, showing progress in meeting the 2007-2014 regional housing needs. The 79 units listed are all within the San Clemente Place housing project. The rental prices of these units are subject to a recorded 55-year agreement between the owner and the Town that preserves affordability at the income levels shown in Table 3.8

**Table 3.8.
Regional Housing Need Met
January 2007 to July 2009**

Income Category	Extremely Low	Very Low	Low	Moderate	Above Moderate	Total Units
2007 -2014 RHNA	34	34	38	46	92	244
Units Built 1/1/07 to 6/30/08	31	29	18	1		79
<i>Remaining Need</i>	3	5	20	45	92	165

Capacity for lower-income housing

The high density residential zoning (AHE-B – Affordable Housing Exclusive Overlay) and the Mixed-Use – Gateway Area General Plan land use designation (to be implemented with the MUGD – Mixed Use Gateway zoning district) provide the potential for lower construction costs due to economies of scale and are therefore most suitable for developing housing affordable to very low- and low-income households. Sites #2 and

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#22, which the inventory has identified as having the greatest potential to accommodate housing affordable to lower-income households, allow densities of at least 20 units per acre. Per Government Code Section 65583.2(c)(3)(B) the town’s zoning is consistent with the 20 dwelling unit per acre standard for suburban jurisdictions and is therefore appropriate to accommodate housing for lower-income households.

Second units

In 2004, in compliance with Government Code Section 65852.2, the Town amended the Zoning Ordinance to allow second units by right in all single-family residential districts. Planning and Building Department staff approve applications for second units that comply with second unit regulations (see box at right). The approval process usually takes four weeks.

The Town approved 12 second units between 1999 and mid-2009. Nine of the 12 second units were approved after the Town updated the Second Unit Ordinance in 2004. Between 2004 and mid-2009, the Town approved an average of two second unit permits per year. Based on this pattern and local housing demand and development trends, the Town projects that 9 second units will be approved on scattered sites during the current planning period. This is in addition to the realistic unit capacity of 8 second units on the Robin Drive property, Site #6 in the Available Land Inventory (Table 3.2).

- Second Unit Regulations**
1. One second unit per property
 2. Owner Occupancy. One of the two units on the property must be owner occupied
 3. Zoning Standards. Second unit must comply with development standards for the district.
 4. Separate Entry, Kitchen, and Bathroom. Required for both the main and the second unit.
 5. Location. May be attached or detached.
 6. Architectural compatibility. The second unit must comply with compatibility standards in the ordinance, including matching the style and form, color, and materials of the main unit.
 7. Parking. One space for each bedroom in the second unit.
 8. Permanent foundation. Required for second units.
 9. Size. 350 to 750 square feet.
 10. Deed restriction. Notice recorded requiring owner-occupancy of the property.

A study by the Marin Countywide Housing Element Workbook concluded that many new units will be affordable to lower income individuals. The Workbook report “Affordability of Second Units in Marin County” looked at recent surveys from Marin County, the City of San Rafael and the Town of Tiburon, as well as the US Census, American Community Survey, Real Facts, Craigslist and other sources in order to draw conclusions about second unit characteristics. The report found that some units are made available free of charge to employees or relatives, helping meet the need for extremely low income households. In other cases, second units are rented below the market price for typical larger apartments. Table 3.9 summarizes cost data that was developed and presented in the report.

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Table 3.9
Affordability of Second Units

Income Range	% of Second Units
Extremely Low Income	10-20%
Very Low Income	20-40%
Low Income	20-40%
Moderate Income	20%
Above Moderate Income	30%+

Source: Affordability of Second Units in Marin County, produced by Marin Countywide Housing Element Workbook, 2009.

Based on the affordability data in the Marin Countywide Housing Element Workbook the Town projects a realistic unit capacity of 12 affordable units (Table 3.10) through the end of the planning period in 2014.

Table 3.10
Realistic Unit Capacity, Second Units

Income Range	% of Second Units	Number
Extremely Low Income	10%	2
Very Low Income	20%	3
Low Income	20%	3
Moderate Income	20%	4
Above Moderate	30%	5
<i>Total</i>		<i>17</i>

Source: Corte Madera Planning & Building Dept.

Adequate sites

As demonstrated in Table 3.11, the Town of Corte Madera has sufficient sites that are currently zoned, or that will be zoned, to accommodate the unmet RHNA need of 165 units. A total of 205 units can be accommodated on sites planned or zoned for high density development that are considered suitable for affordable housing development.

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**Table 3.11
Comparison of Unmet Regional Growth Need and Residential Sites**

Income Group	Unmet RHNA	Minimum Density Standard	Site Inventory Capacity
Extremely Low	3	20 units/acre or greater	Site 2 = 180 Site 22 = 25
Very Low	5		
Low	20		
<i>Subtotal</i>	28		205
Moderate	45	16 units /site	Site 6 second units = 8
		< 16 units /site	Scattered second units = 9
<i>Subtotal</i>	73		222
Above Moderate	92	< 16 units /site	Site 6 = 15 units Site 9 = 14 Site 10 = 1 Site 11 = 3 Site 12 = 1 Site 13 = 1 Site 14 = 1 Site 15 = 1 Site 16 = 1 Site 17 = 1 Site 18 = 1 Site 19 = 1 Site 20 = 1
<i>Total</i>	165		264

Zoning for a Variety of Housing Types

Housing Element Law requires that jurisdictions demonstrate the availability of sites, with appropriate zoning, that will encourage and facilitate a variety of housing types including multi-family rental housing, factory built housing, mobile homes, single room occupancy units, housing for agricultural employees, supportive housing, transitional housing, and emergency shelters. Table 3.12 summarizes the housing types currently permitted in each of Corte Madera’s residential zoning districts.

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**Table 3.12
Housing Types by Residential Zoning Districts**

Residential Zoning District	Housing Types Permitted								
	Single family	Second Units	Multi Family	Factory Built	Mobile Homes	SRO	Transitional	Supportive	Emergency Shelter
<i>R-2</i> Multiple Dwelling	P	P	P	P	P	P	P	P	
<i>R-1</i> Medium Density	P	P		P	P				
<i>R-1-A</i> Low Density	P	P		P	P				
<i>R-1-B</i> Very Low Density	P	P		P	P				
<i>R-1-C</i> Open Residential	P	P		P	P				
<i>AHO</i> Affordable Housing Optional Overlay			P	P	P	P	P	P	
<i>AHE-A</i> Affordable Housing Exclusive Overlay			P	P	P	P	P	P	
<i>AHE-B</i> Affordable Housing Exclusive Overlay			P	P	P	P	P	P	
<i>AHMU</i> Affordable Housing Mixed Use Overlay			P	P	P	P	P	P	

P=Permitted

Second Units

Second units are allowed by right in all single family zoning districts (see page 66 above for a description of the Town’s second unit regulations).

Multi-Family Rental Housing

Multi-family rentals are allowed by right in the R-2 district and in the Town’s four affordable housing overlay districts. The R-2 district is a relatively standard, medium density zoning district that allows up to 10.9 units per acre, with additional density permitted for deed restricted senior housing. Development standards such as setbacks, coverage allowances, and height restrictions have not been a barrier to development in the R-2 zone. Residential development in the R-2 zoning district is approved through the design review permitting process.

The affordable housing overlay districts (the AHO, AHE-A, AHE-B, and AHMU districts) provide strong incentives for both market rate and affordable housing. In each of these

3.0 SITES INVENTORY AND ANALYSIS

districts, the “base” density is set by the underlying district. The overlay districts allow density at 25 units per acre in return for providing affordable housing. In the AHO and AHE-B districts, 100% of the units must be affordable to qualify for the higher density. The AHE-A and AHMU districts specify that 50% of the units will be affordable in return for the 25 units per acre density. The AHMU also offers a commercial FAR bonus of up to 300% in return for affordable housing. The parking and site development standards are reduced, relative to lower density districts, as a further incentive for affordable housing development. Bonuses for affordable housing are allowed up to a maximum density range of 31.5 units per acre in all of the affordable housing overlay zones.

Factory Built Housing and Mobile Homes

The Town Zoning Ordinance does not specify a permit process or development standards for manufactured housing or mobile homes. Accordingly, the Town applies the same development standards and design review process to manufactured housing and mobile homes as it uses for stick-built single-family detached housing.

The California Government Code requires that the siting and permit process for manufactured housing must be regulated in the same manner as a conventional or stick-built structure. Specifically, Government Code Section 65852.3(a) requires that, with the exception of architectural requirements, a local government shall only subject manufactured homes (mobilehomes and other factory built housing) to the same development standards to which a conventional single-family residential dwelling on the same lot would be subject, including, but not limited to, building setback standards, side and rear yard requirements, standards for enclosures, access, and vehicle parking, aesthetic requirements, and minimum square footage requirements. A program has been added to the Housing Element to add the term “manufactured housing” to the Zoning Ordinance and to specify development standards to bring the ordinance into greater conformity with State law.

Single-Room Occupancy Units

Single room occupancy units (SROs) are small, one-room units intended for occupancy by one person. SROs are usually in hotels, and they are distinct from efficiency or studio units that include a kitchen and bathroom. Currently, the Corte Madera Zoning Ordinance does not include specific standards for SROs. This Housing Element includes a program to add a definition and standards to the Zoning Ordinance that would regulate SROs in the same manner as hotels.

Transitional Housing, Supportive Housing, and Homeless Shelters

Effective January 1, 2008, SB 2 (Chapter 633, Statutes of 2007) requires every California town, city, and county to engage in a detailed analysis of emergency shelters and transitional and supportive housing in their next Housing Element revision, regulates zoning for these facilities, and broadens the scope of the Housing Accountability Act to include emergency shelters as well as supportive and transitional housing.

Transitional housing is a type of housing used to facilitate the movement of homeless individuals and families to permanent housing. A homeless person may live in a transitional apartment for up to two-years while receiving supportive services that

3.0 SITES INVENTORY AND ANALYSIS

enable independent living. Every locality must identify zones that will allow the development of transitional housing. Supportive housing is permanent rental housing linked to a range of support services designed to enable residents to maintain stable housing and lead fuller lives. Typically, supportive housing is targeted to people who have risk factors such as homelessness, or health challenges such as mental illness or substance addiction.

The Corte Madera Zoning Ordinance treats transitional and supportive housing in the same manner as other residential uses. The ordinance does not require transitional or supportive housing to obtain permits or approvals other than those required for any other residential development. In 2004, the Town approved the 79-unit San Clemente Place project, including 11 supportive units, with no distinction among the unit types.

In order to clarify existing practice, this Housing Element includes a program to add definitions of transitional and supportive housing to the Zoning Ordinance as permitted uses in the R-2, AHO, AHE-A, AHE-B, and AHMU districts.

Government Code Section 65583(a)(4) requires jurisdictions to accommodate at least one year-round emergency shelter with the capacity to provide for the unmet needs of homeless individuals. Effective January 1, 2008, Senate Bill 2 amended State Housing Element law to require jurisdictions to allow emergency shelters without discretionary approvals such as use permits.

As documented in section 2.0 Housing Needs Analysis of this Housing Element, there is an unmet need for 13 emergency shelter beds in Corte Madera. The Town Municipal Code does not provide a zoning district that permits emergency shelters with sufficient capacity to accommodate at least one year-round emergency shelter without a conditional use permit or other discretionary action.

Housing Element Implementation Program H-1.5.a addresses this unmet need. Under this program, the Town will amend the regulations for the P/SP Public and Semipublic zoning district to permit year-round emergency shelters without the requirement for a conditional use permit or other discretionary approval in the P/SP Public and Semi-Public district.

Based on recent experience, churches and other places of worship may choose to sponsor homeless shelters. Currently, there are three churches in Corte Madera. One is located in the P/SP Public and Semipublic zoning district; a second church is zoned R-1, Medium-Density Residential District, and the third is zoned R-2, Low-Density Multiple-Dwelling District. Within one year of adoption of the updated Housing Element, the latter two properties will be invited to accept rezoning to P/SP Public and Semipublic at the Town's expense and the regulations for the P/SP Public and Semipublic zoning district will be amended to allow year-round emergency shelters. Representatives of one of the two churches have expressed an interest in rezoning to P/SP; the second congregation has indicated it prefers to retain its current zoning status.

There is a precedent for the approach in Program H-1.5.a. During the winters of 2008/2009 and 2009/2010, faith communities in Marin County established temporary homeless shelters in a number of local churches and synagogues. These efforts were successful because the congregations were strongly motivated to assist the homeless,

3.0 SITES INVENTORY AND ANALYSIS

and because the local houses of worship tend to be spacious buildings that are easily adapted to provide safe shelter.

SB 2 requires that the Housing Element analyze the compatibility and suitability of zoning districts proposed for homeless shelters. The Housing Element must demonstrate that proposed zone has sufficient capacity to accommodate the need and that it has a realistic potential for development or reuse opportunities in the planning period. The analysis of capacity must also consider physical features and location.

The P/SP Public and Semipublic Facilities District applies to all public and semipublic facilities and public service installations except flood control and drainage facilities, and parks, open space and natural habitat districts. Uses allowed in the P/SP district include public schools; town, county, state, and federal facilities; places of religious assembly; and eleemosynary institutions and facilities. A total of 160.2 acres are zoned P/SP in Corte Madera. Existing uses in the P/SP districts are consistent with the range of allowed uses, including public and private schools, Town Hall, a public library, and a church. P/SP zoning is scattered throughout the town. Ten sites are zoned P/SP, ranging in size from 1.1 acres to 10.4 acres.

Program H-1.5.a anticipates that homeless shelters would develop in the P/SP district by reusing existing structures rather than constructing new buildings. However, in the event that new construction is needed to develop a homeless shelter, the development standards for the P/SP district would not be a constraint. There is no FAR, coverage, or frontage standard for the P/SP district. Rather, the Zoning Ordinance provides that the site area and frontage requirements shall be "sufficient and appropriate for the intended use" as determined by the design review approval. The setback standards are the same as the closest residential district. Using this standard, the front setback is 20 feet, the side yard requirement is 6 feet, and the rear yard setback would be 25 feet. These setbacks would not be a significant constraint to development on any of the three potential shelter sites, which range from one-half to 2.7 acres in size.

The P/SP district is judged to be compatible and suitable for a homeless shelter because it is intended for public service and assembly. Properties with P/SP zoning are designed to have an attractive, healthy, and positive environment and avoid the potential adverse effects or stigma that may be associated with industrial or commercial zoning districts. In all but one case, P/SP-zoned properties are located on or within one block of an arterial street, assuring convenient vehicle and pedestrian access. The exception is the Granada School site, which is located two blocks from an arterial street. All of the P/SP properties are adjacent to residential neighborhoods. None of the P/SP properties is vacant, although a number could be converted to church use.

Program H-1.5.a would invite two properties rezone to P/SP, for a total of three places of worship in the Public and Semipublic zoning district. The capacity and potential for conversion of existing floor area to a homeless shelter at each of these sites is analyzed below. This analysis assumes that a shelter should have at least 2,500 square feet of floor area, to allow 100 square feet each for 13 beds, and 1,200 feet for kitchen, dining, common area, and office space. This analysis assumes that a homeless shelter would be open to clients from 5:00 PM to 8:00 AM year round. The decision to initiate rezoning would be at the discretion of the property owner(s), as would be the decision to establish and operate a homeless shelter.

3.0 SITES INVENTORY AND ANALYSIS

- 5461 Paradise Drive – Hillside Church of Marin

This property is in the P/SP district and totals 2.7 acres. It is located on an arterial street that supports a public bus line and has safe pedestrian access. The surrounding residential neighborhoods provide a quiet environment without the stigma of a non-residential area. The site is a gathering place, and, as such, the relatively minor increase in activity that would result from a shelter would not be a significant change to the area. Further, the large size of the property tends to buffer on-site activities from the adjacent residential neighborhoods. The site is fully developed with landscaping, parking and a church. There are no physical features on the property that would affect the operation of a homeless shelter. The church is single-story 9,800 square foot building including a sanctuary, offices, a day care facility, meeting rooms, and miscellaneous space used for a kitchen, restrooms, storage and open areas. The extensive floor area of the building, and the fact that it is one-story, would make it relatively easy to convert a portion of the facility to a homeless shelter, and preserve the religious assembly use in the 2,400 square foot sanctuary. The property has extensive on-site parking that would accommodate clients and staff.

- 649 Meadowsweet Drive – Marin Lutheran Church

This one-acre property is zoned R-1 and is located one block from an arterial street with bus service and safe pedestrian access. The site is bordered by low-density residential development and a public library. Commercial services are located across the street, and there is a large shopping center and an emergency health care clinic within one block. The Town recreation center and a park are two blocks away. The property is fully developed with a 2,600 square foot church, a 2,806 social hall, landscaping, and parking. The social hall is one-story and could be converted to a homeless shelter. On-site parking is adequate for the shelter use. There are no physical conditions on the site that would adversely affect the operations of a homeless shelter.

- 2 Tamalpais Drive – Holy Innocents Episcopal Church

This half-acre site is zoned R-2 and is on an arterial street in a mixed commercial and residential area. The arterial street provides convenient vehicle and pedestrian access. A small park and a community pedestrian and bike path are located across the street from the church property. Adjacent uses are residential on two sides and across the street, and neighborhood commercial on the third adjacent side. The property is fully developed with three buildings: a 3,000 square foot church, a 3,000 square foot church office, and a 4,000 square foot church hall. Either the church office or the church hall could be reused as a homeless shelter. There is adequate on-site parking for a shelter, and there are no physical features or other environmental conditions that would adversely affect the operations of a homeless shelter.

3.0 SITES INVENTORY AND ANALYSIS

Housing for Agricultural Employees

The housing needs analysis in this Housing Element found that there are no farmworkers or agricultural employment in Corte Madera. Accordingly, the Town has not identified a need for specialized farmworker housing beyond overall programs for housing affordability.

4.0 HOUSING CONSTRAINTS

4.1 OVERVIEW

The Housing Element must identify and analyze potential and actual governmental constraints to the maintenance, improvement, and development of housing for all income levels, including housing for persons with disabilities. The analysis must identify the specific standards and processes and evaluate their impact, including cumulatively, on the supply and affordability of housing. The analysis must determine whether local regulatory standards pose an actual constraint and must also demonstrate local efforts to remove constraints that hinder a jurisdiction from meeting its housing needs. The Housing Element must analyze non-governmental constraints as well.

4.2 GOVERNMENTAL CONSTRAINTS

Corte Madera’s regulatory standards assure procedural consistency, promote a cohesive built environment, and protect the long-term health, safety, and welfare of the community. However, regulations can conflict with policies and constrain the development of affordable housing. The following analysis assesses the Town’s land use regulations, procedures, and fees to identify possible conflicts.

General Plan Land Use Element

The General Plan Land Use Element provides five residential land use designations, which are summarized in Table 4.1 below.

**Table 4.1
General Plan Residential Land Use Designations**

Designation	Minimum Lot Size	Residential Development Density	Description
Open Residential	5 acres	0 to 0.2 units per acre	Steep slopes; unstable soils.
Hillside Residential	20,000 square feet	0.2 to 2.2 units per acre	Neighborhoods constrained by steep slopes and narrow streets.
Low Density Residential	7,500 square feet	0.2 to 6.0 units per acre	Single family detached neighborhoods.
Medium Density Residential	8,000 square feet	6.0 to 11.0 units per acre	Existing multi-family developments.
High Density Residential	8,000 square feet	11 to 25 units per acre	To encourage affordable and workforce housing.

Most land designated for residential development in Corte Madera has been built upon. Most of the remaining vacant residential parcels are constrained by steep slopes that increase development costs and limit development potential. In response to the continuing need to develop housing, the Town has adopted four mixed-use designations in the 2009 General Plan that are intended to encourage residential development in commercial areas. Mixed-use land use designations are shown in Table 4.2. Each of these designations is designed to provide incentives for redevelopment projects that include affordable housing. These designations will be implemented with new zoning districts that will be developed as a follow-up to adopting the 2009 General Plan. The Mixed-Use Region Serving designation will be implemented with planned development zoning or the AHMU overlay. The Mixed-Use Gateway designation will be put into effect with a single-site zoning district developed solely for this property. AHO zoning was applied to the area designated Mixed-Use, Old Corte

4.0 HOUSING CONSTRAINTS

Madera Square in 2003 and remains in effect. A Mixed Use district will be developed and adopted as an implementation measure prescribed by the 2009 General Plan.

Table 4.2
General Plan Mixed Use Designations

Designation	Commercial FAR	Residential Development Density	Description
Mixed-Use Region-Serving Commercial	0.47	5.0 to 7.5 units per acre. Up to 9.4 units per acre with density bonus	Applies to The Village Shopping Center only. Allows up to 300 units.
Mixed-Use – Gateway Area	0.34	25.1 to 40.0 units per acre	Applies to the WinCup property only. Allows up to 180 units.
Mixed-Use: Old Corte Madera Square	1.0	15.1 to 25.0 units per acre.	Applies to a built out historic neighborhood. Allows flexible development standards and high density to encourage redevelopment with housing.
Mixed-Use Commercial	0.34	15.1 to 25.0 units per acre.	Applies to most of the commercially developed areas of the community. High density allowance intended to encourage housing.

In addition to the mixed-use land use designations, the Town has adopted policies in the Land Use Element of the General Plan to further encourage in-fill and mixed-use development in the commercial areas of the community, especially along the Highway 101 corridor that provides access to transit routes and the freeway. The Town does not have growth controls, moratoria, or prohibitions against multifamily in the General Plan or in any other part of its regulatory system.

The General Plan provides a comprehensive program, including mixed-use land use designations, to promote housing development at all income ranges. The General Plan is not a constraint to housing development.

Residential Development Standards

The Town of Corte Madera zoning ordinance includes five “base” low- and medium-density residential districts with typical suburban development standards and four high-density four overlay districts that are designed to encourage affordable housing. The development standards for the base residential districts and the affordable housing overlay districts are summarized in table 4.3 on the following page.

4.0 HOUSING CONSTRAINTS

**Table 4.3
Residential Development Standards**

Zoning district	Residential Zoning Base Districts					Affordable Housing Overlay Zoning Districts			
	R-1-C	R-1-B	R-1-A	R-1	R-2	AHO	AHE-A	AHE-B	AHMU
Building height	30	30	30	30	30	30	38	38	38
Lot width	100	50	30	30	30	Set by base district	30	30	Set by base district
FAR									
Commercial	NA	NA	NA	NA	NA	NA	NA	NA	1.0
Residential	.4 to .6	.4 to .6	.4 to .6	.4 to .6	None	None	None	None	None
Setbacks									
Front	35	30	25	15-20	20	Set by base district	20	20	Set by base district
Side	25	20	10	5-6	6	5	6	6	5
Rear	100	50	35	25	25	5	25	25	5
Minimum Lot Area	5 acres	1 acre	20,000 s.f.	7,500 s.f.	8,000 s.f.	No minimum	No minimum	No minimum	No minimum
Lot Area per D.U.(s.f.)	5 acres	1 acre	20,000 s.f.	7,500 s.f.	4,000 s.f. 2,000 s.f./du for senior housing.	1,742 s.f. (25 du/ac)	1,742 s.f. (25 du/ac)	1,742 s.f. (25 du/ac)	1,742 s.f. (25 du/ac)
Lot coverage (maximum %)	Evaluated based on site characteristics	15%	25%	30 – 35%	35%	Set by base district	35%	35%	Set by base district
Minimum Open space (s.f.)	NA	NA	NA	NA	300 s.f./du	150 s.f./du	150 s.f./du	150 s.f./du	150 s.f./du
Parking spaces per D.U.	2	2	2	2	1 bdrm: 1.5 >1 bdrm: 2 Guests: 1 / 10 units	1 bdrm: 1 2 bdrm: 1.5 ≥3 bdrm: 2 Guests: 1 / 10 units	1 bdrm: 1 2 bdrm: 1.5 ≥3 bdrm: 2 Guests: 1 / 10 units	1 bdrm: 1 2 bdrm: 1.5 ≥3 bdrm: 2 Guests: 1 / 10 units	1 bdrm: 1 2 bdrm: 1.5 ≥3 bdrm: 2 Guests: 1 / 10 units

4.0 HOUSING CONSTRAINTS

Low density residential districts

Description. The R-1-A, R-1-B, and R-1-C districts regulate steeply sloped and potentially geologically unstable areas of the community. These single-family districts allow one home per parcel; second units are allowed by right. Lot size is the controlling standard in these districts, which serves to minimize grading for home sites, roads, and utilities by requiring larger lots for steeper topography. The R-1-C district applies to the steepest areas of the town, requiring a five-acre minimum lot size. The R-1-B and R-1-A districts address progressively less steep parcels and permit smaller lot sizes at 1 acre and 20,000 s.f. respectively. The lot width and setback standards are designed to minimize grading, drainage impacts, and tree loss, while maintaining a separation between homes that is characteristic of these hillside neighborhoods. The R-1 district comprises most of the single-family neighborhoods in Corte Madera, including all of the “flat land” neighborhoods and portions of the older hillside residential areas. The R-1 district is designed to maintain the low-density character of these areas, and the development standards are structured accordingly. Minimum lot sizes are 7,500 square feet, and front side and rear yard setbacks are 20, 6, and 25 feet respectively.

The R-1 and the R-1-A, -B, and -C districts share the same FAR formula, which ranges from 0.6 for properties smaller than 5,000 square feet to 0.4 for parcels larger than 7,500 square feet. All of the zoning districts in the R-1 series have a height limit of 30 feet. Similarly, all of the R-1 series require 2 parking spaces per dwelling unit.

Analysis. R-1 and the R-1-A, -B, and -C districts development standards are analyzed below:

- *Building height.* Corte Madera’s standard for measuring height is generous. “Building height” is defined as the vertical distance from the finished grade to the highest point of the structure. Maximum height is measured from finished grade to an imaginary plane located the allowed number of feet above and parallel to the finished grade. Thus, the height envelope “flexes” with the finished grade of the property, thereby assuring that the 30-foot height limit allows at least two stories can be built on any parcel. The method for measuring height also allows portions of building to be below grade without a height penalty, and places no limits on the number of levels that may be allowed. For this reason, it is possible to build three story homes on flat lots in the low-density districts, and four-level houses have been approved and developed on sloped lots.
- *Minimum Lot width.* The 30-foot minimum lot width in the R-1 and R-1-A districts allows maximum flexibility in lot configuration, and in this sense minimizes one of the typical obstacles to housing development. The larger minimum widths required for the R-1-B and R-1-C districts – 50 and 100 feet respectively – do not act as constraints in these districts due to the large lot sizes (1 and 5 acres). For example, if a property owner chose to create a minimum-size parcel in the R-1-C with the minimum frontage, the parcel could be more than 2175 feet deep. This example demonstrates that the lot-width requirement in the R-1-C is not unduly restrictive. The same analysis applies to the R-1-B lot width standard, with the same result.
- *FAR.* The floor area ratio standard ranges from .6 for parcels of 4,600 square feet or less, to a maximum of .4 for lots of 7,700 square feet or larger. Thus, for example, a 2,760 square foot home can be built on a 4,600 square foot parcel. While .4 is the maximum FAR for larger lots, there is no maximum home size. The generous FAR for small lots promotes development in the pre-1920’s neighborhoods, where parcels tend to be smaller, and the lack of a maximum home size standard allows builders to

4.0 HOUSING CONSTRAINTS

- meet market expectations on the larger hillside lots. For these reasons, the FAR standard is not a constraint on development.
- *Setbacks.* The standard parcel in the R-1 district measures 75 feet wide by 100 feet deep. When front, rear and side setbacks are subtracted, 3,465 square feet of lot area remains available to accommodate a footprint of up to 2,250 square feet as allowed by the 30% coverage factor. Thus, the two dimensional development envelope created by the R-1 setbacks is substantially larger than needed for the building foundation, allowing the builder flexibility in locating and configuring the home, and avoiding artificial, and possibly costly, constraints. The R-1 district recognizes that many parcels in the district are substandard size and allows reduced front and side yard setbacks for lots that have less than the minimum lot area. As another example, a minimum size, square lot (approximately 141 feet wide by 141 feet deep) in the R-1-A district has an envelope slightly larger than 9,800 square feet that can easily accommodate the 5,000 square foot building footprint allowed by the 35% coverage limit. Narrower lots result in larger envelopes because they have the effect of minimizing the lot area devoted to the front and rear yard setbacks, which are proportionately larger than the side yard setbacks. In the unlikely situation that an otherwise conforming R-1-A lot were so wide that it resulted in an envelope too small to accommodate the maximum coverage standard, the property would qualify for a variance. As in the R-1 district, the R-1-A setback standards create a generous envelope for construction and are not a constraint on housing development. The R-1-B and -C setbacks are slightly larger than the R-1-A requirements, but due to the substantially larger lot sizes (1 and 5 acres) the resulting development envelope is proportionally larger.
 - *Minimum lot area.* As discussed above, lot size standards are set by hillside conditions in the case of the R-1-A, -B, and -C districts, and by the prevailing neighborhood development patterns in the R-1 district. However, the zoning ordinance recognizes the existence of many substandard size lots, and provides that development is permitted on all lots irrespective of parcel size. The ordinance also states that development on substandard size lots shall not be considered "legal nonconforming" by virtue of lot size, thereby avoiding the need for use permits to replace a damaged or destroyed building on a non-conforming lot. Further, the R-1 district has reduced setback and coverage standards for substandard size lots.
 - *Lot coverage* ranges from 35% for substandard sized lots in the R-1 to 15% in the R-1-B district. This range is appropriate for the minimum lot sizes of the respective districts and is not a constraint on housing development. For example, the coverage standard allows a 1,750 square foot building footprint on a 5,000 square foot lot in the R-1 district to accommodate up to 2,350 square feet of building floor area. In the R-1-B district, the maximum lot coverage on a standard size lot is 6,524 square feet. Based on these examples, the coverage standards are not unduly restrictive. In the R-1-C district, coverage is determined based on site characteristics. These properties are generally the steepest lots in the community and therefore need to be evaluated for coverage on a case-by-case basis, due to soil conditions and the possible need to correct landslide conditions.

Conclusions. The R-1 and the R-1-A, -B, and -C development standards have not constrained housing construction in Corte Madera, nor have they been a barrier to the development of affordable housing. Existing densities generally match General Plan land use designations, and the larger lot sizes of the R-1-A, -B, and -C districts are necessary due to hillside conditions. In the past decade, the Town approved 10 single-family homes and 12 second units in the R-1 and the R-1-A, -B, and -C districts. The cumulative effect of the low-density

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housing regulations has been to permit the development of 22 homes, by right, in the past decade. More the 50% of these homes were affordable second units.

Medium density residential district

Description. The R-2 district is Corte Madera's "base" multi-family zoning district. The R-2 district is distributed throughout the flat areas of the community. The minimum lot size is 8,000 square feet, with 4,000 square feet required per dwelling unit. This formula equates to a density of 10.9 units per acre, however, densities up to 21.75 units per acre are allowed for senior housing. The R-2 district allows duplexes and multi-family housing (structures with 3 or more units) by right with no requirement for a use permit. Setback and height standards in the R-2 zoning district match those in the R-1 district. The R-2 district has a usable open space standard of 300 s.f. per unit. There is no FAR formula for the R-2 zoning district. Parking in the R-2 district is based on the number of bedrooms in each dwelling unit, with 1.5 spaces required for an efficiency or single bedroom unit, and 2 spaces required for each unit with more than 1 bedroom. One guest parking space must be provided for every 10 units.

Analysis. Essential elements of the R-2 development standards are assessed below:

- *Building height, lot width, setbacks, and coverage.* These development standards match the corresponding R-1 standards. As discussed above in the analysis of the R-1 standards, the definition and method for measuring height allow for three-story buildings. The lot width and set back standards are minimal and do not act as constraints. The 35% coverage standard allows adequate space to accommodate required parking and landscaping without unduly restricting the potential development yield.
- *Minimum lot area.* The requirement for an 8,000 square foot minimum lot size does not constrain housing development because it is consistent with the lotting patterns in the areas where the R-2 district is applied. Also, the zoning ordinance permits development of substandard lots without the requirement for a variance from the lot area standard.
- *Lot area per dwelling unit.* The requirement for 4,000 square feet of lot per unit results in a density range of up to 10.9 units per acre. The R-2 standards facilitate senior housing by allowing 2,000 square feet of lot area for age-restricted housing. This incentive is not currently available for affordable housing in the R-2 district.

Conclusions. There has been no development in the R-2 district in the past decade because there is only one vacant R-2 property in the community. The R-2 standards are minimal and do not constrain housing development. However, consideration should be given to amending the lot area per dwelling standard to allow affordable housing at 1 unit per 2,000 square feet of lot area, as is permitted for senior housing. This would allow a density range of up to 21.9 units per acre for affordable housing in the R-2 zoning district. Policy H-2.21 and the accompanying implementation program call for amending the Zoning Ordinance to allow affordable housing at 1 unit per 2000 square feet of lot area in the R-2 district.

Overlay districts

Description. While the base residential districts are not an obstacle to housing development, the lack of vacant residentially zoned property zoned for medium- and high-density housing is a significant impediment. In response to this problem, in 2003 the Town amended the zoning ordinance to include four housing overlay districts (see Table 4.3) as part of the

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implementation program for the 2002 Housing Element. The AHO, AHE-A, AHE-B, and AHMU districts allow densities at 25 units per acre by right without the requirement for a use permit and provide other incentives to redevelop properties for affordable housing. In AHE-A districts, 50% of the units must be affordable to qualify for the increased density allowance. The affordability requirement in the AHE-B district is 100% to qualify for the 25 unit per acre density standard. The AHO and AHMU districts are designed to overlay commercial districts. The AHMU district allows 25 units per acre in return for 50% of the units being affordable. The AHO district is similar to the AHMU, except that it requires 100% affordability.

Analysis. Relevant development standards for the overlay districts are discussed below:

- *Base districts.* The AHO district applies to the Old Corte Madera Square neighborhood, where the base zoning is R-2 Low Density Multiple Dwelling and C-1 Local Shopping. Applying the AHO establishes a density standard to properties zoned C-1 where there is currently no density standard, and more than doubles the density standard in the R-2 district. The AHE-A and -B districts can be used to overlay the R-2 district outside the Old Corte Madera Square area, thereby more than doubling the allowed residential density in return for providing affordable housing. The AHMU district may be placed over the C-1, C-2 and C-4 commercial districts. The effect is to allow high-density housing by right without the requirement for a use permit in commercial districts that otherwise require a use permit for housing for which there is no density standard.
- *Building height.* The AHO limits building height to 30 feet. This effectively limits housing to two stories, which is a necessary constraint to preserve the historic character of the Old Corte Madera Square neighborhood. The AHE and the AHMU districts allow building heights up to 38 feet, which is generally considered an incentive for higher densities and affordable housing.
- *FAR.* The AHO and AHE districts do not regulate floor area ratios. The AHMU allows a 1.0 FAR for commercial development in return for providing affordable housing. This is a significant increase over the .34 FAR allowed by the base districts.
- *Setbacks.* In the AHO, the front set back is the same as the base district – 20 feet in the case of the R-2 and 10 feet for the C-1 district. The purpose of this standard is to maintain the character of the street frontage in Old Corte Madera Square. The AHO requires 5-foot setbacks for the side and rear yards, which is considered a minimum standard necessary for access. The AHE-A and -B districts have the same front, side, and rear yard setbacks as the R-2 district; historically, these setbacks have not constrained high-density housing in Corte Madera. The AHMU overlay has the same setbacks as AHO district. The front setbacks are set by the base district in order to preserve the existing street frontage patterns. The requirement for 5-foot side and rear yard setbacks is necessary for pedestrian access.
- *Minimum lot area.* The overlay districts do not have minimum lot area standards, thereby avoiding a potential constraint on housing development.
- *Lot coverage.* Lot coverage for the AHO overlay is set by the base districts, which have a 35% coverage standard in the case of the R-2, and no coverage limits in the C-1 base district. The AHO relies on the base districts in order to maintain the design character of the Old Corte Madera Square neighborhood, where it is applied. The AHE districts have the same 35% coverage requirement as the R-2 base district, so as to be consistent with adjacent R-2 properties where the overlay may not be in effect. The coverage standard for the AHMU is set by the underlying base districts, which have no coverage standards.

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Conclusions. The overlay districts promote high density and affordable housing with a variety of incentives, including increased densities, density bonuses in excess of state density bonus law requirements, increased height limits at 38 feet, a commercial FAR bonus in the AHMU, reduced setbacks in the AHO and AHMU, and reduced parking and open space requirements in all four overlay districts. To date, one project has used standards in the overlay districts as a basis for developing affordable housing. The 79-unit San Clemente Place project was developed in the AHMU district. This experience has shown that the development standards in the overlay districts are an effective incentive for affordable housing.

Neither the base residential districts or the affordable housing overlay districts have restrictions or require use permits for multifamily rental housing, factory-built housing, mobile homes, supportive housing or transitional housing. The R-2 district and the overlay districts allow multifamily rental housing by right without the requirement for a use permit. In order to clarify current practice, the Housing Element Policies *H.1.4 Variety of Housing Choices* and *H.1.5 Special Needs Housing* includes a program to add definitions of factory-built housing, mobile homes, transitional and supportive housing to the Zoning Ordinance as permitted uses in the base residential, and affordable housing overlay districts.

Non-Residential Development Standards

Corte Madera has 10 non-residential zoning districts (see Table 4.4, next page). Two non-residential districts, the C-1 and C-3 commercial districts, allow housing, subject to approval of a conditional use permit. Also, the Zoning Ordinance does not provide any guidance on allow densities in the C-1 and C-3 districts. The use permit requirement and the lack of a density standard are constraints to housing development, including affordable housing. Police H-2.22 and the accompanying implementation program call for updating the C-1 and C-3 development standards to remove these constraints.

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Table 4.4
Non-Residential Development Standards

Zoning district	O Professional & Administrative Office	C-1 Local Shopping	C-2 Regional Shopping	C-3 Highway Commercial	C-4 Commercial Service	M Light Industrial	FC Flood control and Drainage	POS Parks, Open Space and Natural Habitat	P/SP Public & Semipublic Facilities	W Waterbodies & Waterways
Housing allowed?	No	Yes	No	Yes	No	No	No	No	No	No
Building height	NA	30	NA	35	NA	NA	NA	NA	NA	NA
Lot width	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
FAR	NA	.34	NA	.34	NA	NA	NA	NA	NA	NA
Setbacks										
Front	NA	10	NA	20	NA	NA	NA	NA	NA	NA
Side	NA	None required	NA	None required	NA	NA	NA	NA	NA	NA
Rear	NA	None required	NA	None required	NA	NA	NA	NA	NA	NA
Minimum Lot Area	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Lot Area per D.U.(s.f.)	NA	Not specified	NA	Not specified	NA	NA	NA	NA	NA	NA
Lot coverage (maximum %)	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Minimum Open space (s.f.)	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Parking spaces per D.U.	NA	1 bdrm: 1.5 >1 bdrm: 2 Guests: 1 / 10 units	NA	1 bdrm: 1.5 >1 bdrm: 2 Guests: 1 / 10 units	NA	NA	NA	NA	NA	NA

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Affordable Housing Ordinance

The Corte Madera Zoning Ordinance sets inclusionary housing requirements for residential development projects (CMC 18.24.120 – Affordable Housing). Development projects that include from 1 to 9 units are required to provide 1 unit affordable to a lower income household. As an alternative, developers of these smaller projects may pay an in-lieu fee that is based on the difference between the cost of constructing an affordable unit and what a low-income family of three can afford. Projects that include 10 or more dwelling units must include affordable units at the following ratios:

- 5% of the units for very low-income households;
- 10% of the units for low-income households;
- 10% of the units for moderate-income households.

The inclusionary ordinance does not allow projects with 10 or more units to pay the in-lieu fee or to provide the required affordable units off-site. Projects in the affordable housing overlay zones are exempt from the ordinance because by definition they provide affordable housing at ratios in excess of the inclusionary requirements.

The inclusionary ordinance was adopted in 2003, and since that time the Town's experience with the inclusionary ordinance has been limited to small projects. All of the development applications that have been subject to the inclusionary ordinance have been for projects with less than 10 homes. These projects have each paid the in-lieu fee. The in-lieu fee represents approximately 13.4% of the typical residential development fee for a single-family home in Corte Madera (see table 4.7). Given that Corte Madera's impact fees are among the lowest in Marin County (see tables 4.8 and 4.9), the affordable housing in-lieu fee is not a constraint on development

However, the requirement that 25% of the units in projects with 10 or more units must be affordable is a significant constraint to housing development. Appendix D is a pro forma for a hypothetical for-profit project consisting of 80 for-sale units at 40 units to the acre. This pro forma attempts to represent market conditions in Marin County prior to the on set of the recession in 2008. A for-sale model was chosen because in recent years condominium projects have had a higher rate of return than rental projects. The pro forma shows that with 25% of the units priced to sell at rates affordable to very low-, low-, and moderate-income households, the project is not economically feasible.

Housing Element Implementation Program H-2.16-b address this constraint by calling for updating the affordable housing ordinance, including the direction to "adjust the number and/or percentage of affordable units required by income category to rates that promote the achievement of the Town's affordable housing goals without unduly impacting overall housing production and supply."

In addition to the inclusionary rate, Implementation Program H-2.16-b will update the affordable housing ordinance to correct the following problems:

- *In-lieu fee rate.* Currently, the in-lieu fee rate is based on a construction cost of \$125.00 per square foot. This will be updated to reflect current costs.
- *Income categories.* The affordable housing ordinance does not address the very low-income category; this will be corrected.

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- *Flexibility.* The ordinance does not allow the Town the discretion to accept fees in-lieu of requiring that affordable units be included in the project. Similarly, the ordinance does not allow the developer to provide the inclusionary units off site. In some circumstances, the net result of collecting in-lieu fees or providing affordable units off-site may result in more affordable housing than would be the case with the current inflexible approach. Policy H-2.18 states that in-lieu fees will be accepted when it is determined that the dedication of units would provide fewer affordable housing units than could be obtained with the expenditure of in-lieu fees.
- *Monitoring.* H-2.16.b provides that the affordable housing ordinance will be monitored annually to assess results and impacts.
- *Amendment process.* Currently the cost figures for calculating the in-lieu fee and the inclusionary percentages for the various incomes groups are contained in the ordinance. As a result updates require expensive municipal code amendments, whereas other impact fees and dedication requirements are adjusted by simple Town Council resolutions. H-2.16.b calls for streamlining the updating and amendment process.

Fees and Exactions

Development fees charged by the Town of Corte Madera fall into three categories:

1. Processing fees for direct Town services.
2. Development impact fees charged to finance the cost of capital improvements or mitigate project impacts.
3. Fees collected by the Town for other governmental agencies.

Processing fees are collected when a development application is filed. The Town sets the rate for application fees based on the cost to process the application, including the initial receipt of the application materials, analysis and approval of the application, and post-approval administration such as filing and inspections. Most application fees are charged on a time and materials basis. In these cases, the applicant pays a deposit, and the Town draws down on the deposit based on the number hours worked based on an hourly rate that covers the salary of the employee performing the service and a fixed percentage for overhead. Applications for services that require minimal review times are charged flat rates. These rates are based on time studies that have determined the average processing time for a particular service. Table 4.4 lists the processing fees for residential development. The Town has not received any applications for General Plan amendments or rezonings in recent years, due to the lack of vacant property, and these applications will be exceptions to the rule for the foreseeable future. It is Town policy to waive processing fees for affordable housing projects.

The Town of Corte Madera collects five impact fees, listed in Table 4.5 below, to mitigate the effects of residential development projects on the local environment. The impact fee rates were set based in nexus studies as required by the Mitigation Fee Act (Government Code section 66000–66025).

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**Table 4.4
Processing Fees**

Application	Fee	
	Single-family	Multifamily
Planning and Zoning		
General Plan Amendment	Time & materials	Time & materials
Rezoning	Time & materials	Time & materials
Environmental Review	Time & materials	Time & materials
Design Review Application	Time & materials	Time & materials
<i>Variance</i>	Time & materials	Time & materials
<i>Second Unit Permit</i>	Flat Fee = \$1195.00	NA
Subdivision		
Lot Line Adjustment	Time & materials	Time & materials
Tentative Map	Time & materials	Time & materials
Final Map	Time & materials	Time & materials
Building Permits		
Plan Check Fees	Time & materials	Time & materials
Building Permit Fees	\$2,790	\$3,940 for up to 2 stories \$1,985 for each additional story
SMIP Fee	.0001 X building valuation	.0001 X building valuation
Plan Retention Fee	\$1.00 per plan sheet	\$1.00 per plan sheet
Fire Protection		
Fire Sprinklers	\$348	\$785
Plan Check Fees	Time & materials	Time & materials
Public Works		
Sanitary Sewer Permit	\$450	Time & materials
Erosion & Sediment Control Permit	<ul style="list-style-type: none"> • Surface improvement, less than 1,000 sq. ft. -- \$225 • Surface improvement, 1,000 to 5,000 sq. ft. -- \$475 • Surface improvement greater than 5,000 and less than 10,000 sq. feet -- Time & materials 	<ul style="list-style-type: none"> • Surface improvement, less than 1,000 sq. ft. -- \$225 • Surface improvement, 1,000 to 5,000 sq. ft. -- \$475 • Surface improvement greater than 5,000 and less than 10,000 sq. feet -- Time & materials
Grading & Drainage Permit	<ul style="list-style-type: none"> • <100 cubic yards -- \$275 • 100 to less than 1,000 cubic yards \$525 • >1,000 cubic yards -- Time & materials 	<ul style="list-style-type: none"> • <100 cubic yards -- \$275 • 100 to less than 1,000 cubic yards -- \$525 • >1,000 cubic yards -- Time & materials
Floodplain Development Permit (for FEMA Special Flood Hazard Areas)	Cumulative improvement ratios: <ul style="list-style-type: none"> • Less than 40% -- \$225 • 40-50% -- \$275 • Greater than 50% -- Time & materials 	Cumulative improvement ratios: <ul style="list-style-type: none"> • Less than 40% -- \$225 • 40-50% -- \$275 • Greater than 50% -- Time & materials
Plan Check/Inspection Fees	Time & materials	Time & materials

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The Park Dedication Fee may be a constraint on housing development. The Park Dedication Ordinance sets a formula for the amount of land to be dedicated for each new lot resulting from subdivision. Due to the small amount of vacant land remaining for subdivision, a fee is collected in lieu of land dedication. The fee formula is based on the appraised value of the property being subdivided. This could be a constraint in that appraised values may vary significantly among properties resulting in a disproportionate impact among housing projects. Housing Element *Policy H-2.22 Update the Park Dedication Ordinance* calls for updating the ordinance to establish a standard fee for all new lots. Due to the limited number of parcels that are large enough to be subdivided, this fee has not been a significant factor in the local residential development market.

The Town may waive impact fees for affordable housing projects. The Town waived the Traffic impact fee for the San Clemente Place project. Impact fees are due prior to issuance of building Permits, but may be deferred to prior to occupancy.

**Table 4.5
Impact Fees**

Category	Fee	
	Single-family	Multifamily
Park Land Dedication	Dedicate 480-540 sq. ft. of land per unit or payment of equivalent current value of land.	Dedicate 480-540 sq. ft. of land per unit or payment of equivalent current value of land.
Affordable Housing	\$5,342/unit	\$5,342/unit
Sewer Connection Fee	\$6,747/unit	\$6,747/unit
Traffic Impact Fee	\$565 to \$1,010 per unit, depending on location	\$565 to \$1,010 per unit, depending on location
Water Shed #6 Drainage	\$3.04/s.f. of building floor area	\$3.04/s.f. of building floor area
Street Impact	1% of project valuation; charged to projects valued at more than \$10,000 only	1% of project valuation; charged to projects valued at more than \$10,000 only

The Town collects a connection fee for the Marin Municipal Water District and collects impact fees for the Larkspur and Reed school districts as listed in Table 4.6 below.

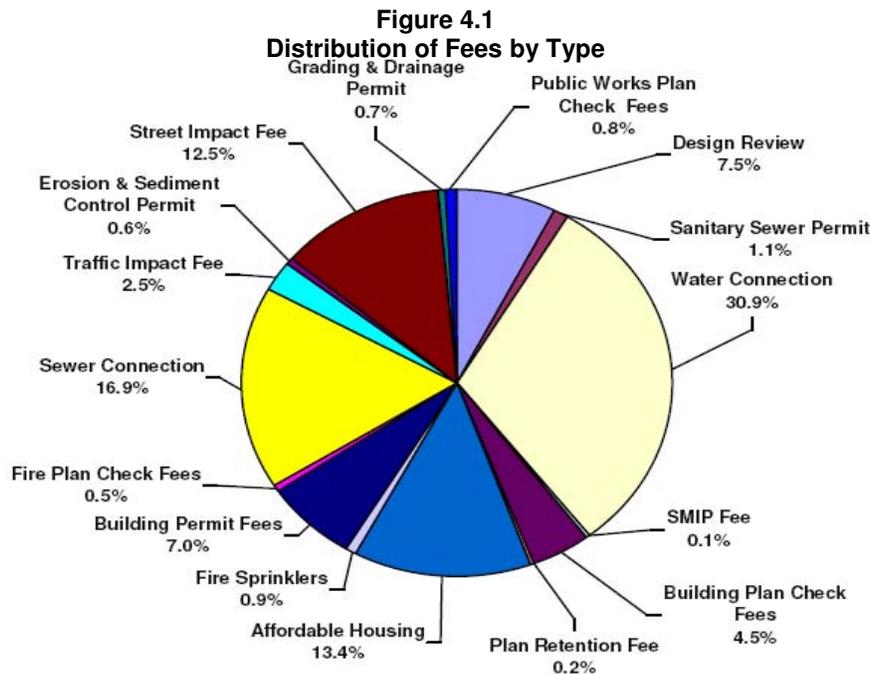
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Table 4.6
Fees collected for Other Agencies

Agency	Category	Fee	
		Single-family	Multifamily
Marin Municipal Water District	Water Connection Fee	\$29,260/acre-feet of estimated annual water consumption; residential use is based on area average annual consumption. The area averages in Corte Madera range from .19 acre-feet (\$5,111) to .46 acre-feet (\$12,374). There are 15 areas, each with a different average.	\$29,260/acre-feet of estimated annual water consumption; residential use is based on area average annual consumption. The area averages in Corte Madera range from .19 acre-feet (\$5,111) to .46 acre-feet (\$12,374). There are 15 areas, each with a different average.
Larkspur School District	School Impact Fee	\$2.63/s.f.	<ul style="list-style-type: none"> • \$2.63/s.f. • \$0.42/s.f. senior housing
Reed School District	School Impact Fee	\$1.40 /s.f	\$1.40 /s.f

Table 4.7 lists the fees that would be collected for a single-family infill home and a 10-unit multifamily apartment or condominium project. The single-family unit is assumed to be 3 bedrooms, with 2,400 s.f. of floor area on a 10,000 s.f. lot with a 400 s.f. garage at a density of 2 units per acre and a construction valuation of \$500,000. The multifamily project is assumed to be ten 2-bedroom units, each with 1,200 s.f. of floor area, on a .5-acre parcel with a construction valuation of \$400,000 per unit.

The distribution of fees by type is shown in Figure 4.1. The water connection fee, sewer connection fee, and school impact fee comprise slightly less than 75% of the total fee



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cost. The Town's Building Division collects the school impact and water connection fees when building permits are issued and passes the proceeds to the respective school districts and the Marin Municipal Water District. The Town does not have the authority to waive or reduce them. The Town's planning and building fees represent about 19% of the total fee. As a matter of policy, the Town waives planning and building fees for affordable housing projects.

**Table 4.7
Residential Development Fees**

Category	Fee	
	Single-family	Multifamily
Design Review Application	\$3,000	\$6,000
Building Plan Check Fees	\$1,800	\$3,600
Building Permit Fees	\$2,790	\$3,940
SMIP Fee	\$50	\$400
Plan Retention Fee	\$85	\$200
Fire Sprinklers	\$348	\$785
Fire Plan Check Fees	\$200	\$400
Sanitary Sewer Permit	\$475	\$4,750
Erosion & Sediment Control Permit	\$225	\$475
Grading & Drainage Permit	\$275	\$275
Public Works Plan Check/Inspection Fees	\$300	\$1,000
Affordable Housing	\$5,342	\$53,420
Sewer Connection Fee	\$6,747	\$67,470
Traffic Impact Fee	\$1,010	\$10,100
Street Impact	\$5,000	\$40,000
Water Connection Fee	\$12,374	\$102,890
Larkspur School Impact Fee	\$6,312	\$31,560
<i>Total</i>	<i>\$46,333</i>	<i>\$327,265</i>

The Marin Countywide Housing Workbook, a joint effort by Marin's towns, cities, and the county, provides a survey of development fees charged by each of the jurisdictions for a single family home and for a 10-unit condominium project. The assumptions for the size and value of these hypothetical projects are the same as for the projects analyzed in Table 4.7, with one exception. The Workbook survey does not include affordable housing in-lieu fees, which are included in Table 4.7. The table below summarizes the broadest findings of the survey. Within the jurisdictions that contributed data, a single family home development is subject to average fees totaling \$46,633. A ten-unit condo development is subject to average fees totaling \$321,071. These figures exclude affordable housing fees.

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**Table 4.8
Average and Median Development Fees in Marin County**

	Average	Median
Single Family Home		
Planning & Building Fees	\$12,832	\$13,368
Impact Fees	\$33,801	\$30,966
Total Fees	\$46,633	\$41,542
10-Unit Condo		
Planning & Building Fees	\$68,422	\$71,942
Impact Fees	\$252,649	\$240,033
Total Fees	\$321,071	\$300,754

Tables 4.9 and 4.10 on the following page show the development fees that would be charged for the two hypothetical developments in each jurisdiction. The charts illustrate the difference between jurisdiction fees and non-jurisdiction fees.

**Table 4.9 Total Development Fees
Single Family Home**



**Table 4.10 Total Development Fees
10-Unit Condo**



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Corte Madera’s residential development fees are in line with the fees charged by other jurisdictions in Marin County. The fees for a single home that are attributable solely to the Town (the “jurisdiction fees” in Tables 4.9 and 4.10) are approximately 3% higher than the median for Marin communities and the county. However, the total development fees charged by the Town for both the hypothetical single family home and the 10-unit condominium project are below the median charged by Marin towns, cities and the county. Accordingly, Corte Madera’s fees have not affected the Town’s competitiveness with neighboring communities in terms of affordable housing.

The preceding analysis shows that the total development fee in Corte Madera represents 8.2% of the construction valuation of a single family home, and 6.8% of the value of a 10-unit multifamily project. When the fees charged by other jurisdictions are discounted from the totals, the Town’s fees represent about one half of the fee burden. Recognizing that, while these costs are typical for the market area, the Town Council has readopted Housing Element Policy *H-2.13 Incentives for Affordable Housing Developments* waiving Town fees for affordable housing.

Processing and Permit Procedures

The Town’s Zoning Ordinance specifies residential uses allowed in each district and the required permits. Single-family homes are allowed in all of the “R” districts and the affordable housing overlay districts without discretionary review, except design review. Similarly, multifamily projects are allowed in the R-2 district and the affordable housing overlay districts with design review. Conditional Use Permits are required for housing in the C-1 and C-2 commercial districts. Table 4.11 lists the zoning districts that allow residential uses along with the required permits.

**Table 4.11
Housing Types Permitted by Zoning District**

Residential use	Zoning District										
	R-1-C	R-1-B	R-1-A	R-1	R-2	AHO	AHE-AA	AHE-B	AHMU	C-1	C-3
Single family detached	DR	DR	DR	DR	DR	DR	DR	DR	DR	UP	UP
Multifamily (rental and condo)	NA	NA	NA	NA	DR	DR	DR	DR	DR	UP	UP
Residential care ≤ 6	P	P	P	P	P	P	P	P	P	UP	UP
Residential care > 6	P	P	P	P	P	P	P	P	P	UP	UP
Emergency shelter											
Single-room occupancy	NA	NA	NA	NA	DR	DR	DR	DR	DR	UP	UP
Manufactured homes	DR	DR	DR	DR	DR	DR	DR	DR	DR	UP	UP
Mobile homes	DR	DR	DR	DR	DR	DR	DR	DR	DR	UP	UP
Transitional Housing	DR	DR	DR	DR	DR	DR	DR	DR	DR	UP	UP
Supportive housing	DR	DR	DR	DR	DR	DR	DR	DR	DR	UP	UP
2 nd unit	SU	SU	SU	SU	SU	NA	NA	NA	NA	NA	NA

P = Permitted use; no permits required
 NA = Not allowed
 UP = Use Permit required
 DR = Permitted use; Design Review permit required for new construction
 SU = Ministerial Second Unit Permit required

The Planning Department has prepared information sheets for each permit type in an effort to clarify the application process. Application forms for each permit type include a checklist that guides property owners and their consultants through the process of preparing a complete application. Permit procedures and standards are discussed below.

4.0 HOUSING CONSTRAINTS

Permitted uses

Permitted uses are allowed without any type of permitting requirement, except Building Permits if construction is involved. Residential care facilities are permitted uses pursuant to California Health and Safety Code section 1502. Residential uses listed in Table 4.11 as requiring a Design Review permit may be treated as permitted uses if they do not involve significant exterior building modifications that would otherwise trigger Design Review. For example, converting a single family home to a duplex in the R-2 district would be treated as a permitted use if the exterior building modifications were modest.

Design Review Permits

A Design Review Permit is required in the "R" districts for any structure or addition larger than 250 s.f. or taller than 15 feet. Design Review Permits do not regulate or allow residential uses per se. Rather, the design review process controls architecture and site development including the following:

- Location of the structure on the site, especially in relation to adjoining sites in terms of view and privacy impacts.
- Grading and tree loss.
- Size and bulk of the proposed building in relation to the character of other buildings in the vicinity.
- Site planning, architectural, and landscaping details.
- Improvements to existing buildings and site features.

Design Review Permits may be approved at the staff level by the Zoning Administrator without a public hearing or by the Planning Commission with a public hearing. Residential remodeling projects that are confined to the first floor are generally reviewed by the Zoning Administrator. Design Review applications for second story additions and new homes, including multifamily projects, are approved by the Planning Commission.

The Design Review chapter of the Zoning Ordinance provides the following design guidelines:

- Single story design is encouraged in all residential districts. This guideline has been superseded by policies in the Land Use Element of the 2009 General Plan. It will be revised in a project to update the Zoning Ordinance.
- In hillside areas, natural land forms and vegetation should be preserved to the maximum extent possible, natural materials and earth tone colors should be used, and grading should be minimized.
- In bay front areas, views are to be preserved by clustering development.
- On exposed hillsides, building design should follow the natural contours of the site.
- Landscaping should use native plants and drought-tolerant species.
- New utilities are to be underground.

4.0 HOUSING CONSTRAINTS

- Senior housing proposals requesting density bonuses are reviewed for proximity to services, compatibility with the character of the surrounding neighborhood, ambient noise levels, parking, and pedestrian access.

The Planning Commission approves Design Review permit applications at public hearings. Most Design Review applications are approved with a single hearing, and the Planning Commission's decision is final unless appealed to the Town Council. The Planning Commission, or the Town Council on appeal, must make the following findings to approve a Design Review Permit application:

- The application is consistent with the General Plan and Zoning Ordinance.
- The project will not unnecessarily remove trees or natural vegetation, and will preserve natural land forms.
- The project will not significantly affect views, privacy, and sunlight.
- The project is in scale and harmonious with development in the vicinity.
- Development materials and techniques are high quality.
- The structure(s), site plan, and landscaping have an internal sense of order.
- To the maximum extent feasible, the project would improve existing sites structures and landscaping , and correct code violations.
- Signs are consistent with the character of building on site.

Second Unit Permits

Consistent with Government code Section 65852.2, second units are allowed in all of the "R" districts as a permitted use. A ministerial Second Unit Permit approved by the Zoning Administrator is required. Second Unit Permit applications that meet the second unit regulations in the Zoning Ordinance are approved. Notice that an application is pending is sent to surrounding properties, but there is no public hearing. The approval process usually takes four weeks. A larger discussion of second units, including the second unit regulations, can be found in Section 3.0, Sites Inventory and Analysis.

Use Permits

Housing may be allowed in the C-1 Local Shopping District and the C-3 Highway Commercial District with a discretionary Conditional Use Permit approved by the Planning Commission. Zoning Ordinance standards for the C-1 and C-3 districts allow "residential units in locations and at densities determined by the Planning Commission to conform to the General Plan." The Town used this authority to approve the 118-unit Aegis senior assisted living complex at the Paradise Shopping Center, which is zoned C-1 Local Shopping District.

The Planning Commission conducts public hearings to review applications for Use Permit for housing in the C-1 or C-3 districts. After considering information in the application and evidence presented at the hearing, the Planning Commission may approve a Use Permit if it makes the following findings:

- The proposed location of the conditional use is consistent with the objectives of the Zoning Ordinance and the provisions of the applicable zoning district.

4.0 HOUSING CONSTRAINTS

- The proposed location and the conditions under which the use would be operated will not be detrimental to the public health, safety, or welfare.
- The proposed conditional use will comply with the General Plan and with the applicable Zoning Ordinance regulations.

While the Town successfully implemented the Aegis project, until recently there has been a potential problem approving Use Permits for housing in commercial districts. Specifically, the General Plan was silent as to whether housing could be allowed in the C-1 and C-3 districts. The 2009 General Plan has corrected this problem by revising the land use designations that support the C-1 and C-3 zoning districts. The 2009 Plan has applied the Mixed-Use: Old Corte Madera Square designation to a C-1 commercial area on the west side of town. This designation allows housing at up to 25.0 dwelling units per acre. Similarly, the 2009 General Plan provides a Mixed-Use Commercial designation to underwrite the C-3 zoning district that covers a number of commercial areas adjacent to Highway 101. This designation also sets a 15.1 to 25.0 density range. These density standards will facilitate the Planning Commission's General Plan consistency findings when it considers Use Permit applications for housing in the C-1 and C-3 districts.

Variance Procedure

The Corte Madera Zoning Ordinance includes a variance procedure to allow development on properties that have special circumstances such that literal enforcement of the zoning regulations would cause practical difficulties or hardships that would be inconsistent with the intent of the ordinance and the General Plan. In Corte Madera, most variance applications are approved by the Zoning Administrator without a public hearing. A limited number of variance applications are reviewed by the Planning Commission at public hearings, usually in tandem with design review applications. The Zoning Administrator and the Planning Commission may grant variances, subject to making the following findings:

- There are special circumstances that apply to the property, including size, shape, topography, location or surroundings that do not apply to other properties with the same zoning.
- Due to the special circumstances, strict application of the zoning regulations would result in practical difficulty that would deprive the property of privileges available to other properties in the same zoning classification.
- The variance would not constitute a special privilege.
- Granting the variance would not be detrimental to the public welfare or injurious to property in the vicinity.
- The variance would be consistent with the objectives of the Zoning Ordinance and the General Plan.

Most variances for housing projects are for relief from setback standards. The special circumstances are usually substandard lot size or steep topography.

Design Review Permits often require variances. In these cases, the Town's policy is to process the applications jointly for a single fee in a combined public hearing. This saves time and costs, and generally simplifies the process.

4.0 HOUSING CONSTRAINTS

Land Division

The Corte Madera Municipal Code recognizes three types of land division:

- Lot line adjustment in which property lines between two or more parcels are moved and no new lots are created.
- Parcel maps that divide a property into four or fewer parcels.
- Subdivision of a property into more than four lots.

Lot line adjustments are ministerial, and are approved by the Planning Director without public hearing. No further Town approvals are required to allow the property owner to record a lot line adjustment.

The Planning Commission conducts public hearings to review applications for parcel maps. Subdivision improvement standards apply to parcel maps. The Planning Commission may grant exceptions from the subdivision standards when it approves parcel maps subject to making findings that match the findings for variance approval. The exception process is integral to parcel map hearings and does not involve a separate review process. The applicants may record a final parcel map after the Town Engineer has reviewed the documents for compliance with the Planning Commission's action.

Subdivision is a three-step hearing process involving public hearings on the Tentative Map by the Planning Commission and the Town Council, and a third hearing by the Town Council on the Final Map. The Planning Commission's determination on the Tentative Map is advisory to the Town Council. The Town Council considers the Planning Commission's recommendation on the Tentative Map, but the Council's hearing is de novo. The Town Council acts on the Final Map without a recommendation by the Planning Commission. The Council's action on the final map is ministerial.

The requirement for dual hearings on Tentative Map applications before both the Planning Commission and the Town Council is not a significant constraint on development. The need to conduct a Town Council hearing adds three weeks to the process. However, given that public is unfamiliar with the subdivision process, because subdivision occurs so infrequently in Corte Madera, it is reasonable to expect that Planning Commission Tentative map approvals would be appealed to the Town Council if the requirement for a Council hearing were not already in place. An appeal hearing would add more time to the process than the requirement for a Town Council denovo hearing given the need for ten day filing window before the appeal hearing can be scheduled. Also, once an appeal has been filed, the Planning Department must prepare a separate staff report on the matters under appeal, in addition to the reporting that is required for the Tentative Map application. The need to draft a staff report on the appeal would extend the Tentative Map processing time line. Accordingly, by eliminating the need for an appeal process, the dual hearing requirement for Tentative Map applications is not a constraint on housing development.

Rezoning

Property owners or the Town may initiate rezonings. The Planning Commission considers rezoning proposals at public hearings. If the Commission concurs with the request, it must make a finding that the revision is consistent with the General Plan and forward its recommendation to the Town Council. The Council in turn considers the requested rezoning at public hearings and may approve the proposal on a finding that the change would be

4.0 HOUSING CONSTRAINTS

consistent with the General Plan. The Town’s rezoning process is the minimum required by the California Government Code and does not involve any unusual constraints on development.

There have been no owner-initiated rezonings in Corte Madera for at least the last ten years. The Town initiated and completed the rezonings on the Wornum Drive property (Site #22 in the Available Land Inventory, Table 3.2), Old Corte Madera Square, and the San Clemente Family Housing site in 2003. These actions applied affordable housing overly districts to the respective properties. The Town did not charge application fees for the rezonings.

Processing Time

Processing time for residential development varies, depending on the scope and complexity of the project. Table 4.12 lists processing times for the various land use approvals that could be required for a residential projects. The listed processing times are for the amount of time between the date an application is complete and ready for processing, and the date the application is approved. The data for design review, variance, second units and use permits are based on applications processed in 2007 through 2009. Due to the lack of applications, comparable data is not available for the land division, rezoning and general plan amendment processes. The

**4.12
Table Processing Time by Permit Type**

Type of Approval or Permit	Median Processing Time (weeks)
Design review	
Zoning Administrator: Home remodel	3
Planning Commission:	
Home remodel	4
New Home	10
Variance	
Zoning Administrator	3
Planning Commission:	4
Second unit permits	4
Use Permit	
Zoning Administrator	3
Planning Commission	4
Land Division	
Lot line Adjustment	4
Parcel Map	6
Tentative Map	10
Rezoning	10
General Plan Amendment	10

times listed for these activities are estimates. Permit processing times in Corte Madera are not a constraint on housing development or maintenance.

Codes and Enforcement

Corte Madera adopts and enforces the California Building Standards Code and subsidiary regulations, contained in Title 24 of the California Code of Regulations. While these standards raise construction costs, they are necessary to protect the public health and safety. Title 24 results in energy savings and lower operating cost for property owners and residents. The Town has amended the Fire Code to require sprinklers for all new residential structures and for any addition or substantial remodel that exceeds 50% of the original structure. The Town believes that this amendment is critical to life safety. Corte Madera has also adopted the Wildland-Urban Interface Code, which reduces fire exposure to buildings that are in or near fire-prone open space areas.

The Town’s code enforcement program is complaint-driven. The Town’s planners and the Building Official investigate alleged code violations and most complaints are resolved voluntarily. The Town has a nuisance abatement ordinance that may be used if necessary.

4.0 HOUSING CONSTRAINTS

The Town may charge additional fees when work has been done without permits and require that the work be brought up to code standards.

The Town is cognizant of Health and Safety Code section 17980(b)(2) and administers code enforcement accordingly.

On- and Off-Site Improvements

The Town of Corte Madera is built out, and all infrastructure, including curbs, gutters, sidewalks, streets, and utilities are in place. Residential development involves hooking up to the existing utilities, which already exist in the right-of-way.

On-site grading and drainage improvements are frequently required for new and remodeled housing, especially in the Corte Madera's older, hillside neighborhoods. Although the public improvements are in place, extensive on-site drainage improvements are often necessary on steep lots to channel flows to the Town's system. On-site drainage improvements can also involve grading and retaining wall work to mitigate erosion and sliding, both for the safety of the property and its occupants and for the protection of adjacent public infrastructure. While these improvements may add to the cost of housing on affected properties, they are necessary for public safety.

Housing for Persons with Disabilities

As noted in the Special Needs section of the Housing Needs Analysis, persons with disabilities have a number of housing needs related to the accessibility of dwelling units; access to transportation, employment, and commercial services; and alternative living arrangements that include on-site or nearby supportive services. The Town ensures that new housing developments comply with the California Building Standards Code and federal requirements for accessibility.

Reasonable Accommodation

Federal and State law impose an affirmative duty on local government to make reasonable accommodations in their zoning and other land use regulations to remove barriers to disabled persons who are seeking housing. The Housing Element must contain policies and programs to implement fair housing laws and to provide housing for all needs groups. In particular, the Housing Element should identify and remove constraints to the development of housing for persons with disabilities, including land use and zoning regulations, and provide reasonable accommodation as one method of promoting equal access to housing. The fair housing laws require that municipalities apply flexibility or waive standards when necessary to eliminate barriers to persons with disabilities. For example, it may be necessary to waive setback standards to allow installation of a ramp to facilitate access to a home.

The California Attorney General has opined that the usual variance or use permit procedure does not provide the correct standard for making fair housing determinations. In the typical process of granting relief from a zoning standard, the focus is on special characteristics of the property. However, in the case of disabled access, the issue is the special need of the individual that makes the zoning standard a barrier to accessing housing. In response to this problem, many California municipalities are adopting fair housing reasonable accommodation procedures to address barriers in land use and zoning regulations.

4.0 HOUSING CONSTRAINTS

Procedures for Ensuring Reasonable Accommodations

The Town of Corte Madera currently approves encroachment permits and variances to allow exceptions to zoning standards for property improvements, such as ramps in setbacks, to provide access to housing for individuals with disabilities. These procedures may conflict with laws applicable to housing for persons with disabilities. Accordingly, Housing Element Implementation Program *H-1.5.b Reasonable Accommodation* establishes a program to amend the Municipal Code to include a reasonable accommodation procedure for providing exceptions to the Zoning Ordinance and other regulations to facilitate access to housing for persons with disabilities.

Efforts to Remove Regulatory Constraints for Persons with Disabilities

The State has removed any local discretion for review of group homes for persons with disabilities. The Town of Corte Madera does not impose additional zoning, building code, or permitting procedures on group homes other than those allowed by State law. There are no Town initiated constraints on housing for persons with disabilities caused or controlled by the Town of Corte Madera. The Town also allows residential retrofitting to increase the suitability of homes for persons with disabilities in compliance with accessibility requirements. Such construction is regulated under Chapter 11A, Housing Accessibility, of the California Building Standards Code. Further, the Town works with applicants who need special accommodations in their homes to ensure that application of building code requirements does not create a constraint. Finally, Housing Element Implementation Program *H-1.5.b Reasonable Accommodation* is a program to amend the Zoning Ordinance to clarify that retrofitted access ramps and other accessibility structures are permitted in setback areas.

Zoning and Other Land Use Regulations

Corte Madera implements and enforces Chapter 11A, Housing Accessibility, of the California Building Standards Code. The Town provides information to all interested parties regarding accommodations in zoning, permit processes, and application of building codes for housing for persons with disabilities.

The Town has not identified any zoning or other land-use controls that could discriminate against persons with disabilities or restrict access to housing for disabled individuals. Examples of the ways in which the Town of Corte Madera facilitates housing for persons with disabilities through its regulatory and permitting processes include:

- The Town permits group homes in all residential districts with no regulatory restrictions, except compliance with the building code.
- The Town does not restrict occupancy of unrelated individuals in group homes and does not define family in a way to restrict access to housing. The Zoning Ordinance defines "family" as "and individual or two or more persons related by blood, marriage or legal adoption, or a group of unrelated persons living as a single housekeeping unit" (CMC §18.04.235). Pursuant to California law, this definition is not limited to individuals, it includes persons not related by blood, marriage, or adoption, and it does not limit the number of persons living in a housing unit. The definition of family does not constrain the development of housing or limit access to housing by people with disabilities.

4.0 HOUSING CONSTRAINTS

- The Town permits housing for special needs groups, including persons with disabilities, without regard to distances between uses. The Land Use Element of the General Plan does not restrict the sites of special needs housing.

Permitting Procedures

The Town does not impose special permit procedures or requirements that could impede the retrofitting of homes for accessibility. The requirements for building permits and inspections are the same as for other residential projects and not burdensome. Town officials are not aware of any instances in which an applicant experienced delays or rejection of a retrofitting proposal for accessibility to persons with disabilities.

As discussed above, the Town of Corte Madera allows group homes by right, as required by State law. No Use Permit or other special permitting requirements apply to such homes. The Town does not impose special occupancy permit requirements or business licenses for the establishment or retrofitting of structures for residential use by persons with disabilities. If structural improvements were required for an existing group home, a building permit would be required. If a new structure were proposed for a group home use, design review would be required as for any other new residential structure. The Town's design review process has not been used to deny or substantially modify a housing project for persons with disabilities to the point where it is no longer feasible. All residential projects in the Town require the same level of design review.

4.3 NON-GOVERNMENTAL CONSTRAINTS

Land Costs

Two major factors contribute to high land costs in Corte Madera: high demand and short supply.³ Land costs in Marin vary both between and within jurisdictions based on factors such as the desirability of the location and the permitted density. The typical land value for a single-family home lot runs between \$300,000 and \$900,000 in Novato, or \$1 million and \$5 million in Tiburon. There have not been any sales of vacant single-family lots in Corte Madera for a number of years. However, based on the sales trends for existing single-family homes, the estimated value of a vacant single-family lot in Corte Madera is between \$450,000 and \$550,000⁴.

Generally, land zoned for multifamily and mixed-use developments is more expensive than property zoned for single-family. As with single-family properties, there have not been any sales of vacant multi-family lots in Corte Madera for a number of years. However, the estimated value of vacant land, zoned for multi-family housing, is \$1,000,000 per acre. Based on a typical multifamily construction in Marin County, land costs add \$50,000-\$65,000 per unit, but can run as upwards of \$75,000.

In Marin County, land costs average around 15-20 percent of construction costs for multifamily developments. Even though land costs for single-family homes vary widely throughout the county, the costs (as a percentage) are significantly higher than for multifamily developments.

³ According to the Marin Economic Commission's Marin Profile 1999: A Survey of Economic, Social and Environmental Indicators, 84 percent of land area in Marin is designated for agriculture, park lands and open space and watershed. Of the remaining land, 11 percent is developed and five percent is listed as potentially developable development.

⁴ Source: Ravasio Real Estate

4.0 HOUSING CONSTRAINTS

Multifamily Construction Costs

Construction costs include both hard costs, such as labor and materials, and soft costs, including architectural and engineering services, development fees, and insurance. For multifamily housing in Marin County, hard costs account for 60-70 percent of the building cost, and soft costs average around 15-20 percent (the remaining 15-20 percent is land costs). Based on recent multifamily developments in the county, hard costs are currently between \$250 and \$400 per square foot for a multifamily unit according to information from affordable housing developer EAH.

With all construction costs and land costs included, total multifamily unit development costs range from \$300 to \$500 per square foot, or between \$400,000 and \$500,000 per unit. These high costs reflect the high cost of land and the expensive finishes that are typical in Marin County.

According to the Association of Bay Area Governments, wood frame construction at 20-30 units per acre is generally the most cost efficient method of residential development. However, local circumstances affecting land costs and market demand will impact the economic feasibility of construction types.

One factor affecting costs is the use of prevailing wage labor. Construction costs for a typical apartment complex in the region (45 units per acre, structured parking, 800 square units), are around \$200,000 a unit for prevailing wage labor and \$175,000 a unit for non-prevailing wage labor. Projects receiving public subsidies, such as affordable housing developments, often must pay prevailing wages.

Costs can change dramatically over time. From 2000-2007 construction costs were rising faster than inflation. In late 2007, costs leveled off and have since been declining, according to EAH. In late 2008 and early 2009, construction costs dropped roughly ten percent.

Single Family Construction Costs

For single-family homes, hard costs often are roughly 40 percent of the total construction cost, soft costs are 20 percent, and land is the remainder. In the region, single-family homes cost roughly \$125 per square foot for a two-story house and \$160 for a three story home.

Financing

Until mid 2008, home mortgage financing was readily available at attractive rates throughout Marin County and California. Rates varied, but ranged from around 6.25 percent to seven percent between 2006 and 2008 for a 30 year fixed rate loan (HSH Associates Financial Publishers). However, rates have been as high as ten or 12 percent in the last decade.

Starting in late 2008, it became harder to get a home purchase loan, but the average interest rate fell to around five percent in 2009. In particular, people with short credit history, lower incomes, or self-employment incomes, or those with other unusual circumstances, have had trouble qualifying for a loan or were charged higher rates.

Small changes in the interest rate for home purchases dramatically affect affordability. A 30-year home loan for \$400,000 at five percent interest has monthly payments of roughly \$2,150. A similar home loan at seven percent interest has payments of roughly 20 percent more, or \$2,660.

4.0 HOUSING CONSTRAINTS

Construction loans for new housing are difficult to secure in the current market. In past years, lenders would provide up to 80 percent of the cost of new construction. In recent years, due to market conditions and government regulations, banks require larger investments by the builder.

Many builders are finding it nearly impossible to get construction loans for residential property at the current time. Complicated projects, like mixed use developments, are often the hardest to finance. Non-profit developers may find it especially difficult to secure funding from the private sector.

Affordable housing developments face additional constraints in financing. Though public funding is available, it is allocated on a highly competitive basis and developments must meet multiple qualifying criteria, often including the requirement to pay prevailing wages. Smaller developments with higher per unit costs are among the hardest to make financially feasible. This is because the higher costs result in a sale price that is above the affordability levels set for many programs. Additionally, smaller projects often require significant inputs of time by developers, but because the overall budget is smaller and fees are based on a percentage of total costs, the projects are often not feasible. These conclusions were developed in research done for the 2009 Marin Housing Element Workbook.

Rental developments tend to be easier to finance than for-sale projects, as there are more sources of funding available. However, recent cuts in public spending statewide have put pressure on these sources. Tax credits used to be a valuable source of revenue for low-income housing developers, but programs have been cut and the tax credit resale market has softened. Though construction costs have been falling for all builders, the potential for tax credit revenue has been falling at an even greater rate, with the result that developers of low-income property are at a greater financing disadvantage than market-rate developers.

Affordable Housing Fund

In 2001 the Corte Madera Town Council adopted a nonresidential development impact fee ordinance and established an Affordable Housing Fund. The impact fee is assessed on a sliding scale based on the expected density of employees, ranging from \$.40 per square foot for warehouse space to \$4.79 per square foot for office buildings. Nonresidential impact fee proceeds are deposited in the Affordable Housing Fund. The Fund also receives affordable housing In-lieu fees that are paid by market rate housing projects to comply with the inclusionary housing ordinance. Expenditures from the Affordable Housing Fund including any interest derived from the fund can only be for "the land or building costs associated with developing housing affordable to low- and very low-income households" (CMC §3.48.030). In 2005 the Town awarded \$84,000 from the fund as a grant for the San Clemente Place housing project. As of late 2009, there was approximately \$10,000 in the Affordable Housing Fund.

5.0 GOALS, POLICIES & PROGRAMS

5.1 OVERVIEW

The Housing Element must identify programs to: (1) identify adequate sites, with appropriate zoning and development standards; (2) assist in the development of adequate housing to meet the needs of extremely low-, very low-, low-, and moderate-income households; (3) address, and remove governmental constraints, including housing for persons with disabilities; (4) conserve and improve the condition of the existing affordable housing stock; (5) preserve assisted housing developments at-risk of conversion to market-rate; and (6) promote equal housing opportunities for all persons. The goals, policies, and programs listed in this section outline the means the Town will use to achieve the quantified objectives represented by the Regional Needs Housing Allocation analyzed in section 3.3 and the quantified objectives discussed below.



Successful Second Story Addition

Quantified Objectives

California law requires that housing elements include quantified objectives for the number units likely to be constructed, rehabilitated and conserved/preserved by income level for the planning period. The Town of Corte Madera quantified objectives for the 2010 Housing Element are shown in Table 5.1 below.

Table 5.1
Quantified Objectives.

	Income Category	Extremely Low	Very Low	Low	Moderate	Above Moderate	Total Units
New construction	2007 -2014 RHNA	34	34	38	46	92	244
	Units Built 1/1/07 to 6/30/08	31	29	18	1		79
	<i>Remaining Need</i>	3	5	20	45	92	165
Rehabilitation						126	126
Conservation/ preservation				15	16		31

Corte Madera can meet its remaining Regional Housing Needs Allocation for new construction by June 30, 2014 with the sites described in the available land inventory and the programs described in this section. While the available land inventory shows additional capacity, the new construction objectives are a conservative estimate recognizing current economic trends. The rehabilitation objective assumes completion of

5.0 GOALS, POLICIES & PROGRAMS

the 126-unit Madera Vista condominium conversion project that was approved in 2010. As a condition of approval, the Town required that these badly deteriorated units be brought up to code. There are 79 privately managed affordable units in the community. These were built in 2008, and are subject to restrictions to keep them affordable for 55 years. Given this restriction that is set in part by the project funding as well as the conditions of approval, these units are not part of the objectives for conserving/preserving affordability. However, there are 31 below market ownership units in the community that must be monitored to assure that they remain affordable on resale. The Marin County Housing Authority, under contract to the Town, monitors these units and is required to advise the Town when there is a risk that affordability could be compromised.

5.2 GOALS, POLICIES & PROGRAMS

Corte Madera's housing goals, policies, and programs have been revised in response to the outreach process and the evaluation of the 2002 Housing Element as summarized in Section 3 of this updated edition of the Housing Element and as described in detail in Appendix B.

The goals, policies, and programs are organized as follows:

- Goals are broad statements reflecting community values and ideal future vision. Goals are numbered H-1, H-2, etc.
- Policies are specific statements that guide decision-making in order to promote the achievement of a goal. In some instances, a policy may be specific enough to provide clear direction as to how implementation will occur. Policies are listed with corresponding goals and are numbered H-1.1, H-1.2, etc.
- An implementation program is an action or procedure that carries out a policy. Most policies have one or more corresponding implementation programs. Implementation programs are in sequence with goals and policies, and are numbered H-1.1.a, H-1.1.b etc.

Goal H-1 Promote housing opportunity.

Assist in developing housing opportunities for all types and sizes of households and for all economic segments of the community.

Policies and Implementation Programs:

Policy H-1.1.

Diversity of Population. Consistent with the community's housing goals, it is the desire of the Town to maintain a diversity of age, social, and economic backgrounds among residents throughout Corte Madera by matching housing size, types, tenure, and affordability to household needs. Housing opportunities for families with children should not be limited because necessary facilities are not provided on site.

5.0 GOALS, POLICIES & PROGRAMS

Policy H-1.2

Equal Housing Opportunity. To the extent possible, the Town will ensure that individuals and families seeking housing in Corte Madera are not discriminated against on the basis of race, color, religion, marital status, disability, age, sex, family status (due to the presence of children), national origin, or other arbitrary factors, consistent with the Fair Housing Act.

Implementing Program H-1.2.a Anti-Discrimination Ordinance.

The Town will continue to enforce its Anti-Discrimination Ordinance to prohibit discrimination based on the source of a person's income or the use of rental subsidies, including Section 8 and other rental programs. The Town will also require non-discrimination clauses in deed-restricted agreements for housing constructed involving Town participation.

Responsibility:	Planning & Building Department;
Financing:	Staff time.
Product:	Post information and assure effective implementation and enforcement of anti-discrimination policies.
Timeframe:	Ongoing.

Implementing Program H-1.2.b Respond to Complaints.

The Planning Director is the designated Equal Opportunity Coordinator in Corte Madera with responsibility to investigate and deal appropriately with complaints. The Town will refer discrimination complaints to the appropriate legal service, county, or state agency, or Fair Housing of Marin. If mediation fails and enforcement is necessary, refer tenants to the State Department of Fair Employment and Housing or HUD, depending on the nature of the complaint. Publicize this program in coordination with Marin Fair Housing.

Responsibility:	Planning & Building Department.
Financing:	Staff time.
Product:	Respond to discrimination complaints.
Timeframe:	As needed.

Policy H-1.3

Eligibility Priorities for Deed Restricted Housing. In order to meet a portion of the Town's local housing need, consistent with ABAG's Housing Need Determinations, and as a traffic, economic development, and community safety mitigation measure, the Town will provide for targeted marketing and advance notice of deed restricted rental and ownership units in new housing developments, to the extent consistent with applicable fair housing laws, for people living or working in the Town of Corte Madera or living or working within a five-mile radius of the Town's boundary.

5.0 GOALS, POLICIES & PROGRAMS

Implementing Program H-1.3.a Targeted Marketing.

Condition the approval of affordable housing projects and market-rate projects with affordable inclusionary units to conduct a targeted marketing program for deed restricted units. +Targeted marketing programs shall be reviewed for approval by the Planning Commission, and the programs will include an evaluation component.

Responsibility:	Planning & Building Department.
Financing:	Staff time.
Product:	Targeted marketing programs.
Timeframe:	As needed.

Policy H-1.4.

Variety of Housing Choices. In response to the broad range of housing needs in Corte Madera, the Town will strive to achieve a mix of housing types, densities, affordability levels, and designs. The Town will work with developers of nontraditional and innovative housing approaches in financing, design, construction and types of housing that meet local housing needs.

Implementing Program H-1.4.a Housing types

Adopt the following revisions to the Zoning Ordinance to facilitate the development of a full range of housing types and thereby offer a variety of housing choices:

- a. Factory-built housing and mobile homes. Add "factory-built housing" and "mobile homes" to the definition section of the Zoning Ordinance. Amend the Zoning Ordinance to designate factory-built housing as allowed an use in all residential zoning districts subject to the same development standards as all other housing types in these zones, consistent with State law. Establish standards and procedures for mobile homes.
- b. Single room occupancy (SRO) housing. Add "single room occupancy housing" to the definitions section of the Zoning Ordinance as an allowed use in multifamily zoning districts. Amend the Zoning Ordinance to allow SRO housing as a conditionally permitted use in the C-1, C-2, and C-3 zoning districts.

Responsibility:	Planning & Building Department.
Financing:	Staff time.
Product:	Zoning Ordinance amendments.
Timeframe:	Within one year.

Policy H-1.5.

Special Needs Housing. The Town will remove barriers and actively promote development and rehabilitation of housing to meet special needs, including the needs of seniors, people living with disabilities, the homeless, people with HIV/AIDS and other illnesses, people in need of mental health care, single parent families, large families, and other persons identified as having special housing needs.

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Implementing Program H-1.5.a Remove Zoning Barriers

Adopt the following revisions to the Zoning Ordinance to facilitate the development of housing to meet special needs:

- a. *Transitional and supportive housing.* Add “transitional housing” and “supportive housing” to the definition section of the Zoning Ordinance. Amend the Zoning Ordinance to designate transitional and supportive housing as allowed uses in all residential zoning districts subject to the same development standards as all other housing types in these zones, consistent with State law.
- b. *Emergency shelters.* Add “emergency shelter” to the definition section in the Zoning Ordinance. In compliance with SB 2, amend the Zoning Ordinance to allow emergency shelters by right in the Public and Semipublic zoning district, without the requirement for a Use Permit or other discretionary approval. There are currently three churches in the community; one of these is zoned Public-Semi-Public. The Town will offer to rezone the latter two properties to Public/Semi-Public at the Town’s expense, if requested by the property owners. The Town will develop objective written standards for emergency shelters to provide a minimum of 13 beds in the community, and the Town will regulate the facilities. The standards will address items such as the following:
 - the maximum number of beds/persons permitted to be served nightly;
 - required off-street parking;
 - the size/location of exterior and interior onsite waiting and client intake areas;
 - the proximity to other emergency shelters;
 - the length of stay permitted;
 - site lighting;
 - security.

Responsibility:	Planning & Building Department.
Financing:	Staff time.
Product:	Zoning Ordinance amendments and rezoning of two properties.
Timeframe:	Within one year of adoption of the Housing Element

Implementing Program H-1.5.b Reasonable accommodation

Consistent with SB 520 enacted January 1, 2002, reduce barriers in housing for individuals with disabilities through the following actions:

- a. Establish a reasonable Accommodation Procedure in the Zoning Ordinance for providing exceptions for housing for persons with disabilities.
- b. Amend the Zoning Ordinance to clarify that access ramps are allowed in setback areas.

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Responsibility:	Planning & Building Department.
Financing:	Staff time.
Product:	Zoning Ordinance amendments.
Timeframe:	Within one year.

Implementing Program H-1.5.c Neighborhood relations

Encourage positive relations between neighborhoods and providers of emergency shelters and residential care facilities. Providers or sponsors of emergency shelters, transitional housing programs, and community care facilities will be encouraged to establish outreach programs with their neighborhoods. The following actions will be taken:

- a. A staff person from the provider agency will be designated as a contact person (with a posted phone number) with the community to respond to questions or comments from the neighborhood.
- b. Outreach programs will designate a member of the local neighborhood to the provider's Board of Directors.
- c. Neighbors of emergency shelters, transitional housing programs, and community care facilities should be encouraged to provide a neighborly and hospitable environment for such facilities and their residents.

Responsibility:	Planning & Building Department
Financing:	Staff time
Product:	Zoning Ordinance amendments
Timeframe:	On going

Policy H-1.6.

Provision of Affordable Housing for Special Needs Households. The Town will work with groups to provide opportunities through affordable housing programs for a variety of affordable housing to be constructed or acquired for special needs groups, including assisted housing and licensed board and care facilities.

Implementation program H-1.6.a Adaptable Units for the Disabled.

The Town will ensure that new housing developments include units that can be adapted for use by disabled residents.

Responsibility:	Planning & Building Department
Financing:	Staff time.
Product:	Adaptable units in multi-family projects.
Timeframe:	Ongoing.

Implementation program H-1.6.b Residential care homes.

Continue to allow small licensed group homes by right in all residential districts without the requirement for a Use Permit or other discretionary approval for six or fewer persons who are not disabled but are in need of twenty-four hour nonmedical care. Continue to allow small licensed residential care facilities by right in all residential districts without the requirement for a Use Permit or other

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discretionary approval for six or fewer persons who are disabled and in need of twenty-four hour nonmedical care.

Responsibility:	Planning & Building Department
Financing:	Staff time
Product:	Small residential facilities for persons with special needs
Timeframe:	Ongoing

Policy H-1.7

Density Bonuses for Special Needs Housing. The Town will use density bonuses to assist in meeting special housing needs, housing for lower income elderly, and housing for the disabled, consistent with roadway capacity and considering parking needs and neighborhood scale. Senior care facilities, including residential care facilities serving more than six people, shall be treated as residential uses subject to inclusionary housing requirements.

Implementation program H-1.7.a Density bonuses for special needs housing

Continue to grant bonuses for projects that include units for persons with special needs.

Responsibility:	Planning & Building Department
Financing:	Staff time.
Product:	Special needs units in multi-family projects.
Timeframe:	Ongoing.

Policy H-1.8

Housing for Families with Children. Encourage two-and three-bedroom housing units affordable for lower and moderate income families with children.

Implementation program H-1.8.a Family housing amenities

As part of the design review permitting process, require adequate provisions for families with children, including consideration of amenities such as play yards and child care.

Responsibility:	Planning & Building Department
Financing:	Application fees
Product:	Family amenities in housing developments
Timeframe:	Ongoing.

Policy H-1.9

Housing for the Homeless. Recognizing the lack of resources to set up completely separate systems of care for different groups of people, including homeless-specific services for the homeless or people "at risk" of becoming homeless, the Town will work

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with other jurisdictions, as appropriate, to develop a fully integrated approach for the broader low-income population. The Town will support countywide programs to provide for a continuum of care for the homeless including emergency shelter, transitional housing, supportive housing, and permanent housing.

Implementation program H-1.9.a Countywide homeless programs

Actively engage with other jurisdictions in Marin to provide additional housing and other options for the homeless, supporting and implementing Continuum of Care actions in response to the needs of homeless families and individuals. Participate and allocate funds, as appropriate, for County and non-profit programs providing emergency shelter and related counseling services.

Responsibility:	Town council; Planning & Building Department
Financing:	Staff time.
Product:	Countywide strategy for homelessness
Timeframe:	Ongoing.

Policy H-1.10.

Health and Human Services Programs Linkages. As appropriate to its role, the Town will coordinate with other agencies to link together all services serving lower income people with affordable housing resources, with emphasis on housing that serves residents with special needs.

Policy H-1.11.

Rental Assistance Programs. The Town will continue to publicize and create opportunities for using available rental assistance programs, such as the project-based and tenant-based Section 8 certificate programs, in coordination with the Marin Housing Authority (MHA). The Town will also continue to support the use of Marin Community Foundation funds for affordable housing and continue to participate in the Rebate for Marin Renters program administered through MHA.

Implementation program H-1.11.a Rental Assistance Programs

Develop and implement measures to make full use of available rental assistance programs. Actions include:

- a. Requiring that owners of new apartment units accept Section 8 certificates.
- b. Maintain descriptions of current programs to hand out to interested persons.
- c. Provide funding support, as appropriate.
- d. Coordinate with the Marin Housing Authority on rental housing assistance programs, such as Shelter Plus Care, AB2034, HOPWA, the Rental Assistline, Rental Deposit Program, and Welfare to Work Program.

Responsibility:	Planning & Building Department
Financing:	Staff time.

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Product: Rental assistance services
Timeframe: Ongoing.

Policy H-1.12.

Energy Assistance Programs. The Town will publicize and create opportunities for using energy assistance programs, especially for moderate- and lower-income households.

Implementation program H-1.12.a Energy Assistance Programs

Develop and implement measures to publicize the use of energy assistance programs for moderate- and lower-income households. Programs include but are not limited to:

- a. *PG&E conservation rebates.* PG&E offers a wide range of rebates for energy efficient equipment and appliances, including furnaces, duct sealing, whole house fans, air handler systems, swimming pool pumps and motors, water heaters, cool roofs, insulation, room air conditioners, clothes washers, dishwashers, computer monitors, energy-efficient lighting, and recycling of refrigerators, freezers and room air conditioners.
- b. *PG&E Low-Income Home Energy Assistance Program (LIHEAP)* Funded by the federal Department of Health and Human Services, eligible low-income persons, via local governmental and nonprofit organizations, can receive financial assistance to offset the costs of heating and/or cooling dwellings, and/or have their dwellings weatherized to make them more energy efficient.
- c. *PG&E Weatherization Program.* This provides free weatherization services to improve the energy efficiency of homes, including attic insulation, weather-stripping, minor home repairs, and related energy conservation measures.
- d. *Rehabilitation Loans.* The Marin Housing Authority provides low-interest residential rehabilitation loans to very-low income homeowners to make basic repairs correct substandard hazards, and eliminate health and safety issues. Funds can also be used to include energy efficiency improvements.

Responsibility: Planning & Building Department
Financing: Staff time.
Product: energy assistance services
Timeframe: Ongoing.

Goal H-2 Use land efficiently and sustainably.

Develop a variety of housing to meet community needs and to promote sustainability.

Policies and Implementation Programs:

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Policy H-2.1

Housing to meet local needs. Provide for the development of new housing to meet the diverse economic and physical needs of existing residents and projected population capacity by planning for adequate sites and supporting programs to achieve Corte Madera’s Regional Housing Needs Allocation.

Implementation Program H-2.1.a: Provide a variety of housing types and affordability

Strive to promote a mix of housing types, densities, affordability levels, and designs. Promote innovative housing approaches by working with developers to explore “non-traditional” methods to finance, design, and construct different types of housing to meet local needs.

Responsibility:	Planning & Building Department
Financing:	Application fees
Product:	Housing consistent with RHNA
Timeframe:	Ongoing.

Policy H-2.2

Affordable Housing Priorities. The Town will design and implement its programs to assist in the development of adequate housing to reflect the proportions of its unmet Regional Housing Needs Allocation. In prioritizing implementation resources, such as expenditures from the Affordable Housing Fund, the priorities, in descending order, shall extremely low-, very low-, low-, and moderate-income housing needs.

Policy H-2.3

Extremely Low-Income Housing. The Town will assure that the needs of extremely low-income households are addressed in the design and implementation of its housing programs.

Implementation Program H-2.3.a Update programs and ordinances to address the needs of extremely low-income households

Update housing-related ordinances and programs that address specific income categories to include extremely low-income households, including, but not limited to, the following:

- a. Amend the Affordable Housing ordinance to include a percentage of units affordable to extremely low-income households to be included in projects with 10 or more units, or to be used in the formula to calculate in-lieu fees.
- b. Amend the affordable housing requirements for the AHO, AHE-A, AHE-B, and AHMU affordable housing overlay districts to include a percentage of housing affordable to extremely low-income households as part of the affordable housing requirement for the respective districts.

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- c. Amend the Affordable Housing Fund ordinance (CMC § 3.48.030) to state that money placed in the fund and interest derived from the fund shall be expended solely for the land or building costs associated with developing housing affordable to extremely low-, very low-, and low-income households.

Responsibility:	Planning and Building Department
Financing:	Staff time
Product:	Updated housing-related ordinances
Timeframe:	Within one year of Housing Element adoption

Policy H-2.4

Contributions for Workforce Housing from Non-Residential Uses.

Consider housing needs for local workers when reviewing non-residential development proposals. The Town will require non-residential uses to contribute to the provision of affordable workforce housing by techniques such as in lieu fees, provision of housing, or other alternatives of equal value.

Implementation Program H-2.4.a Nonresidential Development Impact Fee

The Town will continue to implement the Nonresidential Development Impact Fee. This fee is collected for any change in use that is to a nonresidential use, for any nonresidential use, and for any expansion of a nonresidential use. Fee proceeds are deposited in the Affordable Housing Fund (CMC, Chapter 3.48).

Responsibility:	Planning & Building Department
Financing:	Application fees
Product:	Impact fees to be used for affordable housing
Timeframe:	Ongoing

Implementation Program H-2.4.b Affordable Housing Fund

The Town will continue to administer the Affordable Housing Fund (CMC, Chapter 3.48).

Responsibility:	Planning & Building Department
Financing:	Application fees
Product:	Affordable housing units and/or land to support affordable housing
Timeframe:	Ongoing

Implementation Program H-2.4.c Affordable Housing Fund Ordinance update

The Town will update the Affordable Housing Fund ordinance as needed to reflect current housing development costs.

Responsibility:	Planning & Building Department
Financing:	Staff time

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Product:	Fee schedule updates
Timeframe:	Ongoing

Policy H-2.5

Employee Housing. The Town will work with employers developing larger projects (20+ employees) to promote local housing opportunities for their employees and will encourage employers to find ways to provide housing assistance as part of their employee package. Developers of major projects in mixed-use areas will be encouraged to consider and propose housing, if feasible.

Implementation Program H-2.5.a Employee housing

As part of the development review process for larger projects, encourage developers to provide housing on-site. Where permitted by the General Plan land use designations, the base zoning district and/or overlay zoning, offer flexible development standards as an incentive to provide on-site employee housing.

Responsibility:	Planning & Building Department
Financing:	Application fees
Product:	Employee housing
Timeframe:	Ongoing

Implementation Program H-2.5.b Employee housing bonus units

As part of the development review process for larger projects, and where permitted by the General Plan land use designations, the base zoning district and/or overlay zoning, offer density bonuses as an incentive to provide on-site employee housing.

Responsibility:	Planning & Building Department
Financing:	Application fees
Product:	Affordable employee housing units
Timeframe:	Ongoing.

Policy H-2.6

First-Time Homebuyer Programs. Support first-time homebuyer programs.

Implementation Program H-2.6.a First-time homebuyer programs

Support first-time homebuyer programs as funding becomes available and combine such programs with housing counseling programs.

Responsibility:	Planning & Building Department
Financing:	Staff time
Product:	First-time buyer loans
Timeframe:	Ongoing.

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Policy H-2.7

High Potential Housing Opportunity Areas. Given the diminishing availability of developable land, the Town has identified housing opportunity areas and sites where a special effort will be made to provide workforce and special needs affordable housing. The Town will evaluate all appropriate incentives to facilitate development at High Potential Housing Opportunity Sites and will take specific actions to promote the development of affordable housing units on these sites (identified in the Implementing Programs).

Implementation Program H-2.7.a Facilitate development of high potential housing opportunity sites

Facilitate the development of affordable housing on high potential sites by using funding resources and other means to assist in on-and off-site mitigation that may be required. Consistent with CEQA Section 15332 ("Infill Development Projects"), seek opportunities for infill development consistent with the General Plan and zoning requirements that can be categorically exempt from CEQA review.

Responsibility:	Planning & Building Department
Financing:	Application Fees
Product:	CEQA compliance
Timeframe:	Ongoing.

Implementation Program H-2.7.b Mixed Use at the Corte Madera Gateway Area.

Promote the redevelopment of the approximately 4.5 gross acre WinCup property at the northeast corner of the intersection of Tamal Vista Boulevard and Wornum Drive to mixed use consisting of high-density residential and local-serving commercial uses. Development at the WinCup site will advance a Sustainable Communities Strategy for new multi-unit housing near existing transit and commercial services.

Amend the Zoning Ordinance to include an MUGD (Mixed Use Gateway District). Development standards will allow for flexibility in the application of building height limits, allowing well designed and appropriately located building(s) to achieve building heights beyond the limits provided for in the existing zoning ordinance, and flexibility in the application of street frontage and interior property line setbacks. Development standards will also allow for flexibility in the application of lot coverage, parking and other standards. Allow a non-residential Floor Area ratio of 0.34, and a minimum residential density of 40.0 dwelling units per gross acre for the existing parcels and/or any parcels resulting from a future land division, providing that the total commercial development shall not exceed 20,000 square feet of floor area.

Responsibility:	Planning & Building Department
Financing:	Application Fees

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Product:	Up to 180 units
Timeframe:	Rezone the site to MUGD within one year of adoption of the Housing Element.

Implementation Program H-2.7.c Actions for Robin Drive

Facilitate development of the Robin Drive property consisting of 15.18 acres of sloping hillsides comprised of two irregular oblong portions connected by a narrow strip of land. The property is designated Medium Density Residential and Open Residential on the General Plan diagram of the Land Use Element. Feasibility studies have shown that 15 single family detached units could be built on the property at planned densities. It shall be the policy of the Town of Corte Madera to implement the mandatory second unit requirement on this property.

At the time an application is proposed for residential development on the property, second units shall be required for at least 50 percent of the market rate units. Apply the following standards for requiring second units:

- a. Applies to all parcels in excess of 7500 square feet.
- b. The 2nd units will be counted as follows: 40% very low income and 60% moderate-income housing based on surveys of second units and the prevailing market conditions in Marin County.
- c. The main units with second units will be exempt from the inclusionary requirement (i.e., the requirement to provide inclusionary units or pay an in-lieu fee).

Responsibility:	Planning & Building Department.
Financing:	Application Fees.
Product:	Up to 22 units, including 7 second units.
Timeframe:	Ongoing.

Implementation Program H-2.7.d Actions for 1421 Casa Buena Drive

Facilitate development of this 1.29-acre property, which is designated Medium Density Residential in the General Plan and has corresponding R-2 residential zoning with an allowable density of up to 11 units per acre. There are no significant constraints on the property.

Responsibility:	Planning & Building Department.
Financing:	Application Fees.
Product:	Up to 11 units.
Timeframe:	Ongoing.

Implementation Program H-2.7.e Actions for Wornum Drive Extension .

Develop up to 25 affordable units on the 1.4-acre former railroad right-of-way that the Town owns directly west of Wornum Drive. Consider emphasizing studio and one-bedroom units and reduced parking requirements in order to maximize the number of households served. Project design shall emphasize enhancement

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of the pedestrian/bicycle pathway and wetlands protection. The Town will take the following specific actions:

- a. Partner with a Non-Profit Developer. Select a qualified non-profit organization to develop the site as an affordable housing project.
- b. Negotiate a Development Strategy. Develop and implement an appropriate strategy for achieving affordable housing on the property. Elements of a strategy include partnering with a developer and providing land.
- c. Market Affordable Housing Units. The Town will oversee marketing the units to assure that Housing Element goals are maximized.
- d. Income Categories. Implement the affordable housing requirement set by the AHE-B overlay district, which applies to the Wornum Drive Extension property. The AHE-B district requirements for a 25 unit project are shown in the following table:

	Income Category		
	Extremely Low	Very Low	Low
Percentage	11%	18%	71%
Number	3	5	17

Responsibility:	Planning & Building Department.
Financing:	Affordable Housing Fund.
Product:	Up to 25 affordable units.
Timeframe:	Within 2 years of Housing Element adoption

Policy H-2.8

Resource Sites for Housing. Resource sites are sites or areas which have opportunities to contribute to meeting the Town's housing needs in a variety of ways, such as with second units, payment of in-lieu housing fees, or having development potential. Some of these sites are large properties with significant constraints to development, such as environmental considerations or ownership issues, which may be accommodated in the future with innovative planning. Due to the constrained nature of these sites, they may or may not be developed during the planning period of this Housing Element, which is through the year 2014. Given this potential and the uncertainties, it is important to the Town that these sites be identified and viewed as a resource.

Implementation Program H-2.8.a Actions for Old Corte Madera Square

Develop up to 20 mixed-use affordable units in smaller in-fill projects in the 6.5-acre Old Corte Madera Square area during the timeframe of the Housing Element. It is estimated that up to about 20 new housing units could be added to the Old Corte Madera Square area in the period covered by this Housing Element. The area is in the R-2 and C-1 "base" zoning districts and the AHO affordable housing overlay district. The AHO district allows mixed-use development with housing at up to 25 units per gross acre and a commercial

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FAR at 1.0, if the housing is affordable. The AHO district also includes design standards to the historic and architectural resources of the Old Corte Madera Square area. It is the Town's policy to offer fast track processing for applications that conform to the AHO district standards, including review and approval of mixed-use development proposals with a single Design Review permit application.

Responsibility:	Planning & Building Department.
Financing:	Application Fees.
Product:	20 affordable units.
Timeframe:	Dependent on developer interest.

Implementation Program H-2.8.b Expansion of The Village Shopping Center

Allow expansion of The Village regional shopping center consistent with Town goals for establishing a mix of land uses. Encourage construction of high-density residential units (including affordable housing) on-site.

The established Floor Area Ratio for the shopping center shall be 0.47. Increased floor area may be accommodated through construction of upper stories, or through expanded building footprints when combined with construction of parking garages.

Modify the Zoning Ordinance to allow for building height bonuses of 15 feet beyond the based zone standard and/or reduce parking standards if proposed development includes affordable housing. Such increases in height shall minimize view impacts to properties with views of San Francisco Bay through thoughtful building design and placement.

At the discretion of the Town Council, Implementation Program H-2.8.b may be implemented under the provisions of the PD (Planned Development Overlay District).

Responsibility:	Planning & Building Department.
Financing:	Application Fees.
Product:	Up to 300 units with up to 75 affordable inclusionary units.
Timeframe:	Dependent on developer interest.

Implementation Program H-2.8.c Actions for the Corporation Yard

This 1.25-acre property is the Town's Corporation Yard. It is currently designated Public/Semi-Public on the General Plan Diagram of the Land Use Element. The property is a good housing site due to its flat topography, location close to services, transit, schools and the freeway, and ownership by the Town. Other public agencies have similar facilities nearby, suggesting that it may be possible to share one or more sites, thereby making this parcel available for affordable housing. It shall be the policy of the Town of Corte Madera to take initial steps during the planning horizon of the updated Housing Element to redevelop the

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Corporation Yard as a housing site with at least 15 affordable units. The Town will take the following implementation actions:

- a. Relocation Study. The Town will conduct a study and negotiate with agencies that may be able to share corporation yard facilities including the City of Larkspur, the Marin Municipal Water District and the Tamalpais Union High School District.
- b. Develop a Concept Plan. The Town will prepare a concept plan for developing and financing affordable housing on the property.
- c. Rezoning. Depending on the outcome of the relocation effort, the Town will rezone the property to the Affordable Housing - Exclusive Overlay Zone (AHE-B).

Responsibility:	Planning & Building Department.
Financing:	Staff time; Affordable Housing Fund.
Product:	Up to 25 small (studio/one-bedroom) multiple family housing units.
Timeframe:	Dependent on availability of a relocation site.

Implementation Program H-2.8.d Actions for Madera Bay Park

This property is currently designated Office on the General Plan Diagram of the Land Use Element. Feasibility studies have shown that the property may support up to 128 multi-family housing units if difficult site constraints can be mitigated including proximity to wetlands, soil conditions and the lack of access. The Town's determination whether to approve a project will depend on the amount and price range of affordable units provided and the degree to which constraints are mitigated.

- a. Comprehensive Application. The Town will consider an application to develop the property with a mix of high density affordable and market rate residential units. In order to facilitate environmental review, the Town will only consider a comprehensive application package that addresses all of the necessary development approvals.
- b. Application to amend the Land Use Element to High Density Multi Unit Residential. The Town will consider an amendment to the Land Use Element and the General Plan Diagram to designate the site High Density Multi Unit Residential.
- c. Application to Rezone. The Town will consider an application to rezone the property to the Affordable Housing - Exclusive Housing Overlay Zone (AHE-A).
- d. Flexible Standards. The Town will consider proposals to ease development standards including building height, setbacks and coverage, parking and open space as an incentive to providing affordable housing.

Responsibility:	Planning & Building Department.
Financing:	Application Fees.
Product:	Up to 128 units.
Timeframe:	Dependent on developer interest.

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Policy H-2.9

Retention and Expansion of Multi-Family Sites at Medium and Higher Density. The Town will protect and strive to expand the supply and availability of multi-family infill housing sites for affordable and workforce housing, will make the most efficient use of these sites in meeting local housing needs, and will strive to make sites competitive for subsidies. The Town will not re-designate or rezone residential land for other uses or to lower densities without re-designating or rezoning equivalent land for higher density multi-family development.

Implementation Program H-2.9.a: General Plan Amendments

Preserve those areas designated for medium- and high-density residential development by discouraging General Plan amendments and rezoning actions that would reduce planned residential densities. General Plan amendments and rezoning actions that would reduce residential densities may only be approved subject to findings that such actions would not be detrimental to overall Town housing goals, or where the loss of potential housing is mitigated through a corollary action of the application.

Responsibility:	Planning and Building Department
Financing:	Application Fees, General Fund.
Product:	Housing sites preserved
Timeframe:	On-going

Policy H-2.10

Mixed-Use Housing. Well-designed mixed-use residential/non-residential developments are highly encouraged by the Town where residential use is appropriate to the setting and development impacts can be mitigated. The Town will develop incentives to encourage mixed use development in appropriate locations.

Implementation Program H-2.10.a Mixed-Use Zone

Amend the Corte Madera Zoning Ordinance to add a Mixed-Use Zone to implement the General Plan Mixed-Use land use designations, and apply this zoning to lands so designated on the Land Use Diagram. The Mixed-Use Zone may be applied to properties on a case-by-case basis as an incentive to provide high-density housing. Development standards for the Mixed-Used district may include the following:

- a. Limited height bonuses;
- b. Shared parking in mixed-use developments;
- c. Floor Area Ratio: up to .34, additive to residential densities;
- d. Residential density: 15.1 to 25.0 dwelling units per gross acre.

Responsibility:	Planning and Building Department.
Financing:	General Fund.
Product:	Zoning Ordinance amendment
Timeframe:	Within two years

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Implementation Program H-2.10.b: Mixed Use Development

The Town will support mixed-use projects including residential components, such as live-work combinations or ground-floor retail with upper story residential use. Such projects will be encouraged over standard single-use development proposals where the underlying zoning allows mixed-use developments. Encourage opportunities for live/work developments where housing can be provided for workers on-site or caretaker or other types of housing can be provided in appropriate locations.

Responsibility:	Planning and Building Department
Financing:	Application fees
Product:	Housing in mixed-use projects
Timeframe:	On going

Policy H-2.11

Community Plans. Develop, adopt, and implement Community Plans to encourage mixed-use and transit-oriented development at maximum residential densities within easy walking distance to transit access points where reduced automobile usage and parking requirements are possible. Maximize the use of these limited land resource sites to reduce overall energy, land, water and other costs. Community Plans shall be adopted as amendments to the General Plan.

Implementation Program H-2.11.a: Corte Madera Square Community Plan

Prepare a Community Plan consistent with General Plan Land Use Policy LU-1.4 and Implementation Program LU-1.4.a to encourage mixed-use development in the area. Include incentives for historic preservation and affordable housing. Preparation of the Corte Madera Square Community Plan should be the first priority among the community plans.

Responsibility:	Planning and Building Department
Financing:	General Plan Maintenance Fee
Product:	Community Plan
Timeframe:	On-going

Implementation Program H-2.11.b: San Clemente/Paradise Drive Community Plan

Prepare a Community Plan consistent with General Plan Land Use Policy LU-1.5 and Implementation Program LU-1.5.a to encourage mixed-use development in the area. Include incentives for high density and affordable housing.

Responsibility:	Planning and Building Department
Financing:	General Plan Maintenance Fee
Product:	Community Plan
Timeframe:	On-going

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Implementation Program H-2.11.c: Fifer Avenue/Tamal Vista Boulevard Community Plan

Prepare a Community Plan consistent with General Plan Land Use Policy LU-1.6 and Implementation Program LU-1.6.a. The Community Plan will include incentives encourage infill development consistent with underlying General Plan objectives for mixed-use and multi-family residential development in the area.

Responsibility:	Planning and Building Department
Financing:	General Plan Maintenance Fee; General Fund
Product:	Community Plan
Timeframe:	On-going

Implementation Program H-2.11.d: Tamalpais Drive/Casa Buena Drive Community Plan

Prepare a Community Plan consistent with General Plan Land Use Policy LU-1.7 and Implementation Program LU-1.7.a for the Tamalpais Drive/Casa Buena Drive area. The Community Plan will encourage infill development consistent with underlying General Plan objectives for mixed-use and multi-family residential development in the area.

Responsibility:	Planning and Building Department
Financing:	General Plan Maintenance Fee; General Fund
Product:	Community Plan
Timeframe:	On-going

Implementation Program H-2.11.e: Transit Oriented Development (TOD) Standards

Establish standards and procedures in the Community Plans to promote Transit Oriented Development (TOD), including:

- a. a density bonus (up to an additional 25% in excess of the General Plan maximum);
- b. parking standards to be established on a case-by-case basis, depending upon the location and characteristics of the development;
- c. height limit bonuses to be established on a case-by-case basis on parts of TOD sites as appropriate if the design fits with other nearby uses and within the neighborhood context.

Responsibility:	Planning and Building Department
Financing:	General Plan Maintenance Fee
Product:	Community Plans
Timeframe:	On-going

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Implementation Program H-2.11.f: Regional Transportation/Housing Activities

The Town will coordinate with regional transportation planning activities, and will facilitate transit-oriented housing development by using the incentives and other means provided through regional transportation plans.

Responsibility:	Planning and Building Department.
Financing:	Staff time
Product:	Project funding
Timeframe:	On going

Policy H-2.12

Shopping Center Redevelopment. The Town will promote the development of housing in conjunction with the redevelopment of shopping centers when it occurs.

Implementation Program H-2.12.a Shopping Center Redevelopment

Where consistent with underlying General Plan land use policies, offer Mixed-Use zoning to promote housing in shopping center redevelopment projects.

Responsibility:	Planning and Building Department
Financing:	Application fees
Product:	Housing units in shopping center redevelopment projects
Timeframe:	On going

Policy H-2.13

Incentives for Affordable Housing Developments. The Town will use density bonuses and other incentives to help achieve housing goals while ensuring that potential impacts are considered and mitigated.

Implementation Program H-2.13.a Incentives for affordable housing

As part of the development review process, offer the following incentives to encourage the development of affordable housing:

- a. State Density Bonus Law. Offer density bonuses and at least one other incentive consistent with the State Density Bonus Law (Government Code Section 65915), for developments that include affordable dwelling units consistent with CMC §18.24.120.
- b. Parking: Sites within 0.25 mile of a transit Stop may be permitted up to a 30 percent reduction in parking required by current code; off-site parking alternatives will also be considered.
- c. Facilitating Affordable Housing Development Review. Affordable housing developments shall receive the highest priority and efforts will be made by staff and decision-makers to: (1) provide technical assistance to potential affordable housing developers in processing requirements, including community involvement; (2) consider project funding and

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timing needs in the processing and review of the application; and (3) provide the fastest turnaround time possible in determining application completeness.

- d. **Reduced Fees.** Waive or reduce fees on a sliding scale related to the levels of affordability, such as a rebate of all planning and building fees for affordable units based on the proportion of such units in the project.
- e. **Coordination with Other Agencies.** Coordinate with service providers and other agencies as necessary to create opportunities for the development to be built.
- f. **Use Affordable Housing Fund monies** as appropriate to achieve greater affordability.

Responsibility:	Planning and Building Department
Financing:	Application fees
Product:	Affordable housing units
Timeframe:	On going

Policy H-2.14

Long-Term Housing Affordability Controls. The Town will apply resale controls and rent and income restrictions to ensure that affordable housing provided through incentives and as a condition of development approval remains affordable over time to the income group for which it is intended. Inclusionary units shall be deed-restricted to maintain affordability on resale to the maximum extent possible.

Implementation Program H-2.14.a Affordability controls

Require deed restrictions to maintain affordability as a condition of approval for affordable housing units.

Responsibility:	Planning and Building Department
Financing:	Application fees
Product:	Recorded deed restrictions
Timeframe:	On going

Implementation Program H-2.14.b Affordability management

Continue to implement the agreement with the Marin Housing Authority (MHA) for management of the affordable housing stock in order to ensure permanent affordability, and implement resale and rental regulations for low and moderate income units and assure that these units remain at an affordable price level.

Responsibility:	Planning and Building Department
Financing:	Staff time
Product:	Affordability maintained
Timeframe:	On going

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Policy H-2.15

Affordable Housing Overlay Zones. Implement a range of overlay zoning districts to increase the supply of well-designed affordable housing.

Implementation Program H-2.15.a Affordable housing overlay zones

Continue to allow rezoning to the following affordable housing overlay zoning districts in which residential densities are substantially increased if specified levels of affordability are achieved:

- a. The AFFORDABLE HOUSING - EXCLUSIVE OVERLAY DISTRICT Zone A (AHE-A) requires residential development projects with a minimum of 50 percent below market rate (BMR) units.
- b. The AFFORDABLE HOUSING - EXCLUSIVE OVERLAY DISTRICT Zone B (AHE-B) requires residential development projects comprised of only BMR units.
- c. The AFFORDABLE HOUSING - OPTIONAL OVERLAY DISTRICT Zone (AHO) permits a mix of affordable housing with both residential and non-residential uses while preserving the character of the Old Corte Madera Square area.
- d. The AFFORDABLE HOUSING MIXED USE OVERLAY DISTRICT Zone (AHMU) permits mixed use in commercial areas. Uses permitted or conditionally permitted by the underlying zoning are allowed if at least one-half of the total floor area is for residential uses, and at least one-half of the dwelling units are affordable. Non-residential FAR bonuses and density bonuses may be granted in return for affordable housing.

Affordable housing overlay zones have been applied to the San Clemente Family Housing site and Old Corte Madera Square. Overlay zones may be applied to other properties at the property owners' request.

Responsibility:	Planning and Building Department
Financing:	Application fees
Product:	Affordable housing projects
Timeframe:	On going

Implementation Program H-2.15.b Update affordable housing overlay zone standards

The "affordable housing requirement" in the text of the AHE-B Affordable Housing Exclusive Overlay Zone lists the percentage of affordable housing required by income category for projects within the AHE-B overlay zone. Amend the "affordable housing requirement" in each of the AHE-B overlay zone to reflect the unmet RHNA need for lower income units as follows:

District	Income Category		
	Extremely Low	Very Low	Low
AHE-B	11%	18%	71%

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In small projects, where the percentage of required units for a given income category would result in a requirement for less than one unit, one unit shall be required for that income category.

Responsibility:	Planning and Building Department
Financing:	Staff time
Product:	Updated affordability requirements
Timeframe:	within one year of adopting the updated Housing Element

Policy H-2.16

Inclusionary Housing Approach. To increase affordable workforce housing construction, the Town will require residential developments involving one or more units to provide a percentage of units or an in-lieu fee for extremely low-, very low-, low-, and moderate-income housing. The units provided through this policy are intended for permanent occupancy and must be deed restricted, including but not limited to single family housing, multi-family housing, condominiums, townhouses, locally approved licensed care facilities, stock cooperatives or land subdivisions. Inclusionary zoning requirements will target very low-and low-income rental units and moderate-income ownership units.

Implementation Program H-2.16.a Affordable Housing Ordinance

Continue to implement the Affordable Housing Ordinance.

Responsibility:	Planning and Building Department
Financing:	Application fees
Product:	Affordable housing units and In-lieu fees
Timeframe:	On going

Implementation Program H-2.16.b Update the Affordable Housing Ordinance

Update the Inclusionary Housing Element. Consider the following issues as part of the process to update the Inclusionary Housing Ordinance.

- a. Adjust the number and/or percentage of affordable units required by income category to rates that promote the achievement of the Town's affordable housing goals without unduly impacting overall housing production and supply.
- b. Adjust the income categories to include extremely low-income households.
- c. Adjust the in-lieu fee schedule to assure that the fee rate adequately address the cost of providing an affordable unit or the required fraction of an affordable unit.
- d. Revise the ordinance to allow the Town council to accept in-lieu fees for projects with 10 or more units when it is determined that the dedication of units would provide fewer affordable housing units than could be obtained with the expenditure of in-lieu fees.
- e. Allow an exception the inclusionary requirement for the AHO district.

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- f. Revise the ordinance to require an annual review by the Town Council to evaluate the effect of the ordinance on overall housing production and to assure that supply is not unduly impacted.

Responsibility:	Planning and Building Department
Financing:	Staff time
Product:	Updated Affordable housing Ordinance
Timeframe:	Within two years of Housing Element adoption

Policy H-2.17

Options for Meeting Inclusionary Requirements. The primary intent of the inclusionary requirement is the construction of new units on-site, with the focus being multi-family housing developments with deed restrictions to support long periods of affordability. Second priority for meeting inclusionary requirements shall be the construction of units off-site or the transfer of land and sufficient cash to develop the number of affordable units required within the same community or planning area. If these options are not practical, other alternatives of equal value such as in-lieu fees or rehabilitation of existing units may be considered.

Policy H-2.18

Payment of In-Lieu Fees. Payment of in-lieu fees will only be accepted when it is determined that transfer of land and/or dedication of units would provide fewer affordable housing units than could be obtained by the expenditure of in-lieu fees on affordable housing development within the planning area. Fees paid in-lieu of providing units on site shall be of a value to adequately address the number of units required to be provided. The amount of the fee shall be established by a schedule that is periodically reviewed and updated by the Town Council.

Policy H-2.19

Second Dwelling Units. Encourage well-designed, legal second units in all residential neighborhoods.

Implementation Program H-2.19.a Second Unit Ordinance

Continue to implement the Second Unit Ordinance.

Responsibility:	Planning and Building Department
Financing:	Application fees
Product:	17 second units by 2014
Timeframe:	On going

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Policy H-2.20

Second Dwelling Units in New Development. Require second units as part of new single-family subdivision development where four or more new units are proposed.

Implementation Program H-2.20.a Requirements for second units in new development.

Amend the Zoning Ordinance to establish a mandatory Second Unit requirement based on the following:

- a. Apply these requirements in the R-1-A, -B, -C and R-I residential zoning districts on parcels in excess of 7,500 square feet.
- b. As a condition of approval of any parcel map or tentative map, resulting in four or more parcels, 50% plus one of all parcels created by the land division in excess of 7,500 square feet would be subject to the mandatory second unit requirement. In the event that only one of the new parcels is larger than 7,500 square feet, that lot would be subject to the requirement.
- c. Any new unit on any parcel covered by this requirement would be required to build a second unit. A new unit would include any construction that would increase the size of an existing unit or tear-down by 75% or more.
- d. Mandatory 2nd units would not be counted for purposes of calculating the inclusionary requirement or development density.
- e. The 2nd unit and the main unit would be exempt from the inclusionary requirement (i.e., the requirement to provide inclusionary units or pay an in-lieu fee).

Responsibility:	Planning and Building Department.
Financing:	Application fees.
Product:	17 second units by 2014
Timeframe:	On going

Policy H-2.21

Legalization of Existing Second Dwelling Units. Establish an amnesty program for illegal second units that will provide a period for owners of un-permitted units to register their units and make them legal.

Implementation Program H-2.21.a Second Unit Amnesty

Establish an amnesty program for second units that do not have permits in order to increase the legal housing stock. A specific period will be allowed for owners of illegal units to register their units without incurring fines. Consider including the following provisions in an amnesty program:

- a. Waiving permit fees.
- b. Adjusting the second unit regulations to facilitate the approval of existing second units.

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- c. Require second units that are granted amnesty to comply with the Housing Code.
- d. Exempt second units that are granted amnesty from the limit on the number of second units allowed in the Christmas Tree Hill overlay district as specified in CMC § 18.18.405(K) and 18.18.410.

Responsibility:	Planning and Building Department.
Financing:	Staff time.
Product:	17 second units by 2014
Timeframe:	On going

Policy H-2.22

Update the Park Dedication Ordinance. Revise and update the Park Dedication Ordinance to establish a standard park fee for all new lots and housing units.

Implementation Program H-2.22.a Park Dedication Ordinance update

Revise the Park Dedication Ordinance to set the in-lieu fee for parkland acquisition at a rate based on the value of an acre of parkland rather than the appraised value of the property being subdivided. Consider revising the ordinance to include an in-lieu parkland dedication fee to be paid by housing developments on existing lots.

Responsibility:	Planning and Building Department
Financing:	General Plan Maintenance Fee
Product:	Updated Park Dedication Ordinance
Timeframe:	Within two years

Policy H-2.23

R-2 Density Standards. Revise and update the Zoning Ordinance to establish a density standard for affordable housing units in the R-2 district.

Implementation Program H-2.23.a R-2 Density Standard

Revise the Zoning Ordinance to allow affordable housing at 1 unit per 2,000 square feet of lot area.

Responsibility:	Planning and Building Department
Financing:	General Plan Maintenance Fee
Product:	Zoning Ordinance Revision
Timeframe:	Within two years

Policy H-2.24

C-1 and C-3 Development Standards. Revise and update the Zoning Ordinance to establish a density standard for housing by right in the C-1 and C-3 districts.

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Implementation Program H-2.24.a C-1 and C-3 Development Standards

Revise the Zoning Ordinance to specify the residential density to be allowed in the respective districts. Establish appropriate residential development standards and allow housing by right without the requirement for a use permit.

Responsibility:	Planning and Building Department
Financing:	General Plan Maintenance Fee
Product:	Zoning Ordinance Revision
Timeframe:	Within two years

Goal H.3 Protect and enhance existing housing and community character.

Maintain the high quality of existing housing and blend well designed housing into established neighborhoods.

Policies and Implementation Programs:

Policy H-3.1

Develop and implement residential Design Guidelines.

Implementation Program H-3.1.a Adopt Residential Design Guidelines

Adopt and apply Residential Design Guidelines, applicable throughout the Town, with focused design approaches for specific residential neighborhoods, including Mariner Cove and Christmas Tree Hill. The Guidelines shall include sections focused on architecture, size and scale of structures, building materials and colors, landscaping, grading, views and similar development subjects.

Responsibility:	Planning & Building Department
Financing:	General Plan Maintenance Fund
Product:	Residential design guidelines
Timeframe:	On going

Implementation Program H-3.1.b Design Flexibility

Review and, as necessary, revise the Zoning Ordinance development standards to ensure flexibility and promote the use of innovative site planning and design solutions.

Responsibility:	Planning & Building Department
Financing:	General Plan Maintenance Fund
Product:	Residential design guidelines
Timeframe:	Within 3 years.

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Policy H-3.2

Housing Design Principals. The intent in the design of new housing is to provide stable, safe, and attractive neighborhoods through high quality architecture, site planning, and amenities that address the following principals:

- a. Reduce the Perception of Building Bulk. In multi-unit buildings, require designs that break up the perceived bulk and minimize the apparent height and size of new buildings, including the use of upper story step backs and landscaping. Create multi-family buildings that have the appearance of gracious single-family homes. Windows and doors, for example, are an important element of building design and an indicator of overall building quality.
- b. Recognize Existing Street Patterns. Incorporate transitions in height and setbacks from adjacent properties to ensure development character and privacy. Design new housing so that it relates to the existing street pattern and creates a sense of neighborliness with surrounding buildings.
- c. Enhance the "Sense of Place" by Incorporating Focal Areas. Design new housing around natural and/or designed focal points, emphasized through direct pedestrian/pathway connections. Respect existing landforms, paying attention to boundary areas and effects on adjacent properties.
- d. Minimize the Visual Impact of Parking and Garages. Discourage home designs in which garages dominate the public facade of the home (e.g. encourage driveways and garages to be located to the side of buildings and recessed, or along rear alleyways or below the building in some higher density developments).
- e. Use Quality Building Materials. Building materials should be high quality, long lasting, durable and energy efficient.

Implementation Program H-3.2.a: Housing Design Principals

Incorporate the principals of Policy H-3.2 in the Residential Design Guidelines.

Responsibility:	Planning & Building Department
Financing:	General Plan Maintenance Fund
Product:	Residential design guidelines
Timeframe:	Within 3 years.

Policy H-3.3

Residential Scale and Character. Ensure that new residential development and upgrades to existing residential development are compatible with existing neighborhood character and structures.

Implementation Program H-3.3.a: Residential Scale and Character

Require that new single-family, residential mixed-use, medium-density, and high-density residential development and upgrades to existing residential development are of high quality and in accordance with the Housing Chapter, Resource Conservation and Sustainability Chapter, and Community Design Chapter of the General Plan, and with Town adopted Design Guidelines.

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Responsibility:	Planning & Building Department
Financing:	General Plan Maintenance Fund
Product:	Residential design guidelines
Timeframe:	On going

Policy H-3.4

Preservation of Residential Units. The Town will discourage the conversion of residential units to other uses and regulate, to the extent permitted by law, conversion of rental developments to non-residential uses to protect and conserve the rental housing stock.

Policy H-3.5

Condominium Conversions. Except for limited equity cooperatives and other innovative housing proposals which are affordable to lower income households, the Town will conserve its existing multiple family rental housing by prohibiting conversions of rental developments to condominium ownership unless the effective vacancy rate for available rental units is more than 5%.

Implementation Program H-3.5.a: Condominium Conversion Ordinance

Continue to enforce the condominium conversion Ordinance.

Responsibility:	Planning & Building Department
Financing:	Application fees
Product:	Preservation of rental units
Timeframe:	Ongoing

Policy H-3.6

Protection of Existing Affordable Housing. The Town will strive to ensure that affordable housing provided through government subsidy programs, incentives and deed restrictions remains affordable over time, and intervene when possible to help preserve such housing.

Implementation Program H-3.6.a: "At Risk" units

Continue to fund the Marin Housing Authority's program to monitor at risk affordable units. Continue to work with the Marin Housing Authority to identify assisted properties at risk of conversion to market rates and work with the property owners and/or other parties to ensure that they are conserved as part of the Town's affordable housing stock. Consider use of the Affordable Housing Fund to provide seed money for the monitoring program.

Responsibility:	Planning & Building Department
Financing:	Staff time
Product:	Preservation of rental units
Timeframe:	On-going

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Policy H-3.7

Protect and conserve the existing housing stock and existing residential areas. Require owners to maintain their properties in good condition and appearance and to eliminate unsafe and unhealthy conditions. Protect residents and maintain the housing stock by enforcing the Zoning Ordinance and the Building, Housing, and Fire Codes for all types of residential units. The Town will encourage programs to rehabilitate viable older housing and to preserve neighborhood character and, where possible, retain the supply of very low- to moderate-income housing.

Implementation Program H-3.7.a. Code Enforcement

Continue Zoning, Building, and Fire Code enforcement to ensure compliance with development and maintenance regulations as well as health and safety standards.

Responsibility:	Planning & Building Department
Financing:	Staff time and Affordable Housing Fund
Product:	Housing conservation
Timeframe:	On-going

Implementation Program H-3.7.b: Property Maintenance Ordinance

As part of the project to update the Zoning Ordinance, adopt a Property Maintenance Ordinance that will authorize the Town to abate poorly maintained properties.

Responsibility:	Planning & Building Department
Financing:	Staff time
Product:	Property Maintenance Ordinance
Timeframe:	within 3 years

Implementation Program H-3.7.c: Rehabilitation and Energy Loan Programs.

Coordinate with the Marin Housing Authority and PG&E to make available loan programs to eligible owner-and renter occupied housing.

Responsibility:	Planning & Building Department
Financing:	Staff time
Product:	Loans provided to rehabilitate very low and low income housing (8 loans in total, with 4 very low income and 4 low income)
Timeframe:	Ongoing

Goal H-4 Expand participation, coordination, and monitoring.

Encourage and enhance intergovernmental, public, and private cooperation to achieve an adequate supply of housing for all residents of the community and to develop funding for fund supporting programs.

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Policies and Implementation Programs:

Policy H-4.1

Local Government Leadership. Affordable housing is an important Town priority. The Town will take a proactive leadership role in working with community groups, other jurisdictions and agencies, non-profit housing sponsors, and the building and real estate industry in following through on identified Housing Element implementation actions in a timely manner.

Implementation Program H-4.1.a Community outreach

Prepare information and conduct outreach on housing issues. Coordinate with local businesses, housing advocacy groups, neighborhood groups, and the Chamber of Commerce and participate in the Marin Consortium for Workforce Housing in building public understanding and support for workforce and special needs housing. Consider the following topics and activities for inclusion the community outreach effort:

Topics --

- a. Housing needs.
- b. Housing programs (second units, rental assistance, rental mediation, rehabilitation loans, etc.).
- c. Fair Housing laws.
- d. Second Unit Programs.
- e. Town Anti-Discrimination Ordinance.

Activities --

- a. Provide written material at public locations (including social service centers and at public transit locations, where feasible) and on the Town's website.
- b. Provide information to real estate professionals, property owners and tenants on their rights, responsibilities, and the resources available to address fair housing issues.
- c. Work with local non-profit and service organizations to distribute information to the public.
- d. Using materials from the Marin Housing Workbook and Corte Madera Housing Element, provide information to improve awareness of housing needs, issues and programs (e.g., PowerPoint presentations; display; pamphlets; and facts sheets).
- e. Fair Housing in-service training, press releases, direct contact with interest groups, and posting of fair housing laws, contacts and phone numbers.

Responsibility:	Planning & Building Department
Financing:	Application fees
Product:	Neighborhood meetings
Timeframe:	On going

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Policy H-4.2

Community Participation in Housing and Land Use Plans. The Town will undertake effective and informed public participation from all economic segments and special needs groups in the community in the formulation and review of housing and land use issues.

Implementation Program H-4.2.a Neighborhood Meeting Procedures

Adopt Neighborhood Meeting Procedures that will encourage developers to have neighborhood meetings with residents early on as part of major development application process. Continue to require developers of major projects to have neighborhood meetings with residents early in the process to undertake problem solving and facilitate more informed, faster, and constructive development review.

Responsibility:	Planning & Building Department
Financing:	Staff time; application fees
Product:	Neighborhood meeting procedures
Timeframe:	Within 2 years

Policy H-4.3

Inter-Jurisdictional Planning for Housing. The Town will coordinate housing strategies with other jurisdictions in Marin County as appropriate to meeting the Town's housing needs.

Implementation Program H-4.3.a Inter-jurisdictional planning

Collaborate on the Marin Countywide Housing Workbook and other inter-jurisdictional efforts to plan for and provide housing. Continue to implement agreed-upon best practices, shared responsibilities, and common regulations to respond to housing needs within a countywide framework.

Responsibility:	Planning & Building Department
Financing:	Staff time
Product:	effective, efficient response to housing needs
Timeframe:	On going

Policy H-4.4

Organizational Effectiveness. Recognizing that there are limited resources available to the Town to achieve housing goals, the Town will seek ways to organize and allocate staffing resources effectively and efficiently to implement the programs of the housing element.

Implementation Program H-4.4.a Planning & Building Department

The Town Planning and Building Department will continue to exercise lead responsibility for implementing and coordinating housing policy and programs in Corte Madera. The Planning and Building Department will continue to report to

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the Town Manager and will provide staff support to the Planning Commission and Town Council for housing policy.

Responsibility:	Planning & Building Department
Financing:	Staff time
Product:	Effective housing programs
Timeframe:	On going

Policy H-4.5

Local Funding for Affordable Housing. The Town will seek ways to reduce housing costs for lower income workers and people with special needs by continuing to utilize local, state and federal assistance to the fullest extent to achieve housing goals and by increasing ongoing local resources.

Implementation Program H-4.5.a Staff responsibilities

Planning and Building Department staff will continue to work with community and elected leaders to identify potential revenue sources, establish funding criteria, and develop administrative procedures for developing and implementing local sources of funding (enhanced by other sources where possible) to support local affordable housing initiatives.

Responsibility:	Planning & Building Department
Financing:	Staff time
Product:	Housing funding
Timeframe:	On going

Policy H-4.6

Coordination Among Projects Seeking Funding. Ensure access to, and the most effective use of, available funding in Corte Madera by providing a mechanism for coordination among affordable housing developments when they seek funding from various sources. Continue to seek and participate in available federal, state, county, nonprofit, and philanthropic programs suitable for maintaining and increasing the supply of affordable housing in Corte Madera.

Implementation Program H-4.6.a Funding coordination

Recognizing that limited resources are available from the State and other sources, and accessing such resources is highly competitive, the Town of Corte Madera will participate in efforts to establish administrative procedures to ensure adequate coordination between jurisdictions and development proposals on their various housing activities and funding proposals, ensuring that local projects are competitive for outside funding sources and that these resources are used in the most effective manner possible. Potential sources of funding include, but are not limited to:

- a. CDBG/HOME;
- b. Marin Community Foundation;

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- c. Applications for mortgage revenue bonds and/or mortgage credit certificates;
- d. Affordable Housing Fund;
- e. Tax credit allocation;
- f. California Housing Finance Agency (CHFA).

This shall be an on-going effort. The Planning and Building Department will make an annual progress report to the Town Council on its funding coordination program.

Responsibility:	Planning & Building Department
Financing:	Staff time
Product:	Efficient use of available funding for high priority projects
Timeframe:	On going; report annually

Policy H-4.7

Affordable Housing Fund. Continue to implement and augment the Housing Trust Fund for the purpose of creating a permanent source of funding for affordable housing.

Implementation Program H-4.7.a Affordable Housing Fund

Continue to Implement the Town's Affordable Housing Fund Ordinance and Operating Procedures. Explore other streams of financing to add to or match these funds. If additional funding sources are identified, establish administrative guidelines for land acquisition for affordable housing capital improvements for affordable housing developments and for other implementation actions.

Responsibility:	Planning & Building Department
Financing:	Staff time
Product:	Efficient use of available funding for high priority projects
Timeframe:	On going

Policy H-4.8

Housing Element Monitoring, Evaluation and Revisions. The Town will establish a regular monitoring and update process to assess housing needs and achievements, and to provide a process for modifying policies, programs and resource allocations as needed in response changing conditions.

Implementation Program H-4.8.a Housing Element review

The Corte Madera Planning Commission and Town Council will conduct an Annual Housing Element Review. Provide opportunities for public input and discussion, in conjunction with State requirements for a written review by July 1 of each year. (Per Government Code Section 65400). Based on the review, establish annual work priorities for staff, Planning Commission and Town Council.

Responsibility:	Planning & Building Department
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Financing:	Staff time
Product:	Annual assessment of housing programs
Timeframe:	On going

Implementation Program H-4.8.b Housing Element update

Undertake housing element updates as needed, including an update to occur no later than June of 2014, in accordance with State law requirements.

Responsibility:	Planning & Building Department
Financing:	Staff time
Product:	Updated Housing Element
Timeframe:	On going

APPENDIX A

Citizen Participation



THE TOWN OF
CORTE MADERA
MARIN COUNTY CALIFORNIA

300 TAMALPAIS DRIVE
CORTE MADERA, CA
94925-1418

www.ci.corte-madera.ca.us

TOWN MANAGER
TOWN COUNCIL
415-927-5050

TOWN CLERK
415-927-5086

FINANCE / BUS. LICENSE
415-927-5055

FIRE DEPARTMENT
415-927-5077

PLANNING / ZONING
415-927-5064

BUILDING INSPECTOR
415-927-5062

TOWN ENGINEER
PUBLIC WORKS
415-927-5057

RECREATION DEPARTMENT
415-927-5072

SANITARY DISTRICT NO. 2
415-927-5057

TWIN CITIES POLICE AUTHORITY
415-927-5150

The Town Council Invites You to Apply to Serve on the Citizens' Advisory Committee for the Housing Element

The Corte Madera Town Council is inviting interested persons to apply to serve on the Citizens' Advisory Committee that will advise the Planning Commission and the Town Council on the preparation of the updated Housing Element. The Town Council intends to appoint up to 15 people to the Committee. The Committee is expected to meet bi-weekly for four to six months.

The Housing Element is a part of the Town General Plan that guides development in the community. The State of California mandates cities and towns to update the Housing Element every five years. As part of this mandate, the State requires local governments to plan for their existing and projected housing needs, including their assigned share of the regional housing need. Corte Madera is required to plan for 244 units as its share of the regional housing need for 2009 through 2014. The Housing Element addresses other housing issues as well, including the desired mix of housing types, tenure, and affordability, and the links between housing, jobs, and traffic congestion.

The Citizens' Advisory Committee will work with Town staff in the preparation of the updated Housing Element. The Committee will review and comment on draft studies and policies as they are prepared and will conduct at least one community meeting to get public input on housing needs and proposed policies.

The Town Council is inviting residents, members of the business community, and other interested persons to apply to serve on the Citizens Advisory Committee for the Housing Element. Application forms may be picked up from the Town Clerk at Town Hall, 300 Tamalpais Drive in Corte Madera, or by calling 927-5086. Applications should be submitted no later than August 12, 2009. The Town Council will interview applicants and make appointments to the Citizens' Advisory Committee at the August 18 Town Council meeting.

For more information on the Citizens' Advisory Committee or the Housing Element, call the Town Planning Director, Robert Pendoley, at 927-5066.



THE TOWN OF
CORTE MADERA
MARIN COUNTY CALIFORNIA

300 TAMALPAIS DRIVE
CORTE MADERA, CA
94925-1418

www.ci.corte-madera.ca.us

TOWN MANAGER
TOWN COUNCIL
415-927-5050

TOWN CLERK
415-927-5086

FINANCE / BUS. LICENSE
415-927-5055

FIRE DEPARTMENT
415-927-5077

PLANNING / ZONING
415-927-5064

BUILDING INSPECTOR
415-927-5062

TOWN ENGINEER
PUBLIC WORKS
415-927-5057

RECREATION DEPARTMENT
415-927-5072

SANITARY DISTRICT NO. 2
415-927-5057

TWIN CITIES POLICE AUTHORITY
415-927-5150

PRESS RELEASE

June 24, 2009

Corte Madera Town Council to Appoint a Citizens' Advisory Committee for the Housing Element

The Corte Madera Town Council is inviting interested persons to apply to serve on the Citizens' Advisory Committee that will advise the Planning Commission and the Town Council on the preparation of the updated Housing Element. The Town Council intends to appoint up to 15 people to the Committee. The Committee is expected to meet bi-weekly for four to six months.

The Housing Element is a part of the Town General Plan that guides development in the community. The State of California mandates cities and towns to update the Housing Element every five years. As part of this mandate, the State requires local governments to plan for their existing and projected housing needs, including their assigned share of the regional housing need. Corte Madera is required to plan for 244 units as its share of the regional housing need for 2009 through 2014. The Housing Element addresses other housing issues as well, including the desired mix of housing types, tenure, and affordability, and the links between housing, jobs, and traffic congestion.

The Citizens' Advisory Committee will work with Town staff in the preparation of the updated Housing Element. The Committee will review and comment on draft studies and policies as they are prepared and will conduct at least one community meeting to get public input on housing needs and proposed policies.

The Town Council is inviting residents, members of the business community, and other interested persons to apply to serve on the Citizens Advisory Committee for the Housing Element. Application forms may be picked up from the Town Clerk at Town Hall, 300 Tamalpais Drive in Corte Madera, or by calling 927-5086. Applications should be submitted no later than August 12, 2009. The Town Council will interview applicants and make appointments to the Citizens' Advisory Committee at the August 18 Town Council meeting.

For more information on the Citizens' Advisory Committee or the Housing Element, call the Town Planning Director, Robert Pendoley, at 927-5066.

Kinsey, moderator Stephanie Faucher and Assemblyman Jared Huffman.



THE TOWN OF
CORTE MADERA
SAN MATEO COUNTY CALIFORNIA

Community Workshop
Sponsored by
**Citizens' Advisory Committee for the
Town of Corte Madera
Housing Element**

Wednesday, November 18, 2009
Recreation Center
498 Tamalpais Drive, Corte Madera
7:00 P.M.

The Town of Corte Madera will hold a community workshop on Wednesday, November 18, to discuss the Housing Element of the Town General Plan. As mandated by California state law, the Town is currently in the process of updating the Housing Element and has appointed a Citizens' Advisory Committee to oversee the process. The Advisory Committee has scheduled this workshop to inform residents about the update project and to solicit comments.

The State of California requires communities to revise the Housing Element every 5 to 8 years. The State also mandates the number of new housing units that towns, cities, and counties must plan for in their Housing Elements. The Town of Corte Madera is required to plan for an additional 244 housing units in the updated Housing Element for the period 2009 through 2014. While the Town is required to plan for new housing, it is not required to actually build the new units. In addition to planning for new housing, the updated Housing Element will develop policies and programs for special needs groups, such as the senior citizens and disabled persons, and will examine steps the Town can take to preserve existing housing and neighborhoods.

At the workshop, the Citizens' Advisory Committee will discuss and answer questions on their work to date, including what the State requires in the Housing Element, housing needs they have identified in the community, and goals they have developed for the updated Housing Element.

We Call

APPENDIX B

Evaluation of 2002 Housing Element Policies and Programs

APPENDIX B EVALUATION OF 2002 HOUSING ELEMENT POLICIES AND PROGRAMS

Policy/Program Title <i>Ref. # and brief description</i>	Objective <i>quantified where applicable or narrative</i>	Achievements / Results	Evaluation / Barriers to Implementation <i>was it successful? reasons why it was or was not implemented or able to meet its objectives</i>	Recommendations for the Housing Element Update <i>continue as is / continue with modifications (specify) / or delete</i>
<p>(H1.1) Local Government Leadership. Affordable housing is an important Town priority, and the Town will take a proactive leadership role in working with community groups, other jurisdictions and agencies, non-profit housing sponsors, and the building and real estate industry in following through on identified Housing Element implementation actions in a timely manner.</p>	<p>To promote the early attainment of housing goals.</p>	<p>The Town worked with a EAH, a non profit, to achieve the development of a 79-unit affordable housing project</p>	<p>The Town was successful with this goal in that it exceeded its RHNA allocation for very low- and low-income units.</p>	<ul style="list-style-type: none"> •Continue this policy. •Renumbered: H-4.1
<p>(H1.2) Community Participation in Housing and Land Use Plans. The Town will undertake effective and informed public participation from all economic segments and special needs groups in the community in the formulation and review of housing and land use issues.</p>	<p>To inform residents about the need for housing, especially affordable housing, and build support.</p>	<ul style="list-style-type: none"> • Conducted a neighborhood meeting to solicit input on a proposed affordable housing project. • Appointed Citizen Oversight Committee for updated Land Use Element, which includes policies establishing new sites for housing. The Committee conducted numerous public meetings and tow community workshops • Appointed a Citizens Advisory Committee to oversee the preparation of the 2009 – 2014 Housing Element. 	<p>The Town was largely successful with this policy; however, more outreach to special needs groups is warranted.</p>	<ul style="list-style-type: none"> •Continue this policy. •Renumbered: H-4.2

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<p>(H1.3) Neighborhood Responsibilities within Corte Madera. The Town will seek ways, specific to each neighborhood, to provide additional housing as part of each neighborhood's fair share responsibility and commitment to help achieve community-wide housing goals. This may range from in-lieu fees and second units, to new housing construction.</p>	<p>To promote new housing in all areas of the community.</p>	<ul style="list-style-type: none"> • The updated General Plan Land Use Element has designated areas for new housing in mixed-use development in a dispersed pattern in the principal neighborhoods in the community. • The Second Unit Ordinance has been revised to make it easier to develop second units in all neighborhoods. 	<ul style="list-style-type: none"> • Four community plan areas are included in the 2009 General Plan to encourage high density and affordable housing. • This policy has been superseded by the updated Land use Element, which has distributed the Mixed-Use designation throughout the community. 	<p>This policy has been replaced with mixed-use designations and community plan areas in the Land Use Element of the updated General Plan</p>
<p>(H1.4) Neighborhood Meetings. Developers of any major project will be encouraged to have neighborhood meetings with residents early in the process to undertake problem solving and facilitate more informed, faster and constructive development review.</p>	<p>Communication between developers and neighbors to promote problem solving and build support.</p>	<p>A neighborhood meeting was held for the one major project during the planning period. The project was modified in response to comments.</p>	<p>The neighborhood meeting process was successful.</p>	<ul style="list-style-type: none"> •Continue this policy. •Renumbered as H-4.2.a
<p>(H1.5) Inter-Jurisdictional Strategic Action Plan for Housing. The Town will coordinate housing strategies with other jurisdictions in Marin County as appropriate to meeting the Town's housing needs.</p>	<p>Address local housing needs by working with other jurisdictions within the County.</p>	<p>For the second time, the Town participated in the County-wide effort to update the Marin Housing Workbook. The Town was represented on the Housing Workbook Technical Advisory Committee and contributed financially to the program.</p>	<p>The workbook allows the communities to share resources, successful strategies and best practices. It is a forum for communication and cooperation.</p>	<ul style="list-style-type: none"> •Continue the program. •Renumbered as H-4.3

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<p>(H1.A) Establish Neighborhood Meetings Procedures. Adopt Neighborhood Meeting Procedures that will encourage developers to have neighborhood meetings with residents early on as part of major development application process.</p>	<p>To adopt procedures for neighborhood meetings.</p>	<p>The procedures were not developed. However, a successful neighborhood meeting was conducted for the major affordable housing project that was approved during the period covered by the last Housing Element (see H.1.3 above).</p>	<ul style="list-style-type: none"> • The program was partially successful in that a productive meeting was held for the major affordable housing application that was received in the period covered by the last Housing Element.. • Meeting procedure were not developed due to the limited demand for neighborhood meetings (there were two major development applications in the planning period) 	<ul style="list-style-type: none"> • Continue this program. • Renumbered as H-4.2.a
<p>(H1.B) Prepare Information and Conduct Outreach on Housing Issues. Coordinate with local businesses, housing advocacy groups, neighborhood groups, and the Chamber of Commerce and participate in the Marin Consortium for Workforce Housing in building public understanding and support for workforce and special needs housing.</p>	<p>To build public support for affordable and special needs housing</p>	<p>The Town consulted with neighborhoods, housing advocates and other groups in the preparation of the recently updated General Plan</p>	<p>Local businesses and other groups supported proposed polices in the draft updated Plan that promote the development of needed housing.</p>	<ul style="list-style-type: none"> • Continue this program. • Renumbered as H-4.1.a

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<p>(H1.C) Collaborate in an Inter-Jurisdictional Strategic Action Plan for Housing. Work toward implementing, whenever possible, agreed-upon best practices, shared responsibilities and common regulations to efficiently and effectively respond to housing needs within a countywide framework. The Strategic Action Plan program should be coordinated by the Marin County Affordable Housing Strategist and be available to assist participating cities and towns.</p>	<p>To coordinate with other jurisdictions on housing matters.</p>	<ul style="list-style-type: none"> • The Strategic Action Plan was to be a countywide program led by the Marin County Community Development Agency. The County did not implement the program or appoint an Affordable Housing Strategist. • For the second time, the Town participated in the County-wide effort to update the Marin Housing Workbook. The Town was represented on the Housing Workbook Technical Advisory Committee and contributed financially to the program. 	<ul style="list-style-type: none"> • Barriers to the Strategic Action Plan included lack of political will and financial resources, lack of staff resources, lack of interest on a countywide basis, and turnover of staff and volunteers assigned to the County's program • The workbook allows the communities to share resources, successful strategies, and best practices. It is a forum for communication and cooperation. 	<ul style="list-style-type: none"> • Revise this program to focus on countywide collaboration, including, but not limited to, the Housing Element Workbook. • Delete the reference to the Strategic Action Plan. • Renumbered as H-4.3
<p>(H1.6) Equal Housing Opportunity. To the extent possible, the Town will ensure that individuals and families seeking housing in Corte Madera are not discriminated against on the basis of race, color, religion, marital status, disability, age, sex, family status (due to the presence of children), national origin, or other arbitrary factors, consistent with the Fair Housing Act.</p>	<p>To combat housing discrimination.</p>	<p>The Town has adopted an antidiscrimination ordinance.</p>	<ul style="list-style-type: none"> • The Town did not receive any discrimination complaints since adoption of the 2002 Housing Element • One barrier to success may be the lack of publicity about the anti-discrimination ordinance • Marin Fair Housing is active on this issue. People may prefer to file complaints with that agency because they are not aware of the Town's ordinance. 	<ul style="list-style-type: none"> • Continue this policy. • Renumbered as H-1.2

Policy/Program Title <i>Ref. # and brief description</i>	Objective <i>quantified where applicable or narrative</i>	Achievements / Results	Evaluation / Barriers to Implementation <i>was it successful? reasons why it was or was not implemented or able to meet its objectives</i>	Recommendations for the Housing Element Update <i>continue as is / continue with modifications (specify) / or delete</i>
<p>(H1.7) Eligibility Priorities for Deed Restricted Housing. In order to meet a portion of the Town's local housing need, consistent with ABAG Housing Need Determinations, and as a traffic, economic development and community safety mitigation measure, the Town will provide for targeted marketing and advance notice of deed restricted rental and ownership units in new housing developments, to the extent consistent with applicable fair housing laws, for Town employees, or people working in the Town of Corte Madera or working within a five-mile radius of the Town's boundary.</p>	<p>To assure that affordable housing meets local needs.</p>	<p>A targeted marketing program was implemented for the 79-unit San Clemente Place affordable housing project.</p>	<ul style="list-style-type: none"> • This policy has been successful. 85% of the initial residents at the San Clemente Place project worked or lived within five miles of the Town limits at the time they applied for housing. • Success was partly due to the Town's outreach to Marin Fair Housing. 	<ul style="list-style-type: none"> • Continue this policy. • Renumbered as H-1.3
<p>(H1.D) Enforce the Town's Anti-Discrimination Ordinance. The Town will continue to enforce its Anti-Discrimination Ordinance to prohibit discrimination based on the source of a person's income or the use of rental subsidies, including Section 8 and other rental programs. . The Town will also require non-discrimination clauses in deed-restricted agreements for housing constructed involving Town participation.</p>	<p>To post information and assure effective implementation and enforcement of anti-discrimination policies.</p>	<p>A non-discrimination clause was included in the deed restriction for the San Clemente Place project.</p>	<p>The Town did not receive any discrimination complaints during the last planning period</p>	<ul style="list-style-type: none"> • Continue this program. • Renumbered as H-1.2.a
<p>(H1.E) Respond to Complaints. The Director of Environmental Services is the designated Equal Opportunity Coordinator in Corte Madera with responsibility to investigate and deal appropriately with complaints. The Town will refer discrimination complaints to the appropriate legal service, county, or state agency, or Fair Housing of Marin. If mediation fails and enforcement is necessary, refer tenants to the State Department of Fair Employment and Housing or HUD, depending on the nature of the complaint.</p>	<p>To respond to discrimination complaints.</p>	<p>The Town did not receive any discrimination complaints since adoption of the 2002 Housing Element</p>	<ul style="list-style-type: none"> • One barrier to success may be the lack of publicity about the anti-discrimination ordinance • Marin Fair Housing is active on this issue. People may prefer to file complaints with that agency because they are not aware of the Town's ordinance. 	<ul style="list-style-type: none"> • Modify this program to include publicity about the Town's antidiscrimination ordinance. • Coordinate publicity with Marin Fair Housing. • Renumbered as H-1.2.b

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<p>(H2.1) Housing Design Process. The Town will review proposed new housing to achieve excellence in development design in an efficient process.</p>	<p>To promote high quality housing design.</p>	<p>New housing has been generally high quality design.</p>	<p>The design guidelines in H2.3 have improved the design review process for residential projects.</p>	<ul style="list-style-type: none"> • Comment: the Community Design Element of the General Plan, adopted in April 2009, expands on the basic design guidelines for residential development. • This policy has been superseded by policies in the Community Design element of the updated General Plan. This policy has been deleted from the updated Housing Element.
<p>(H2.2) Design that Fits into the Neighborhood Context. It is the Town's intent that neighborhood identity and sense of community will be enhanced by designing all new housing to have a sensitive transition of scale and compatibility in form to the surrounding area.</p>	<p>To enhance neighborhood identity.</p>	<p>Design review for new housing has emphasized consistency with neighborhood scale</p>	<p>In 2007, the Town adopted a Floor Area Ratio ordinance for single family construction in order to assure that new development would be in scale with the surrounding neighborhood</p>	<ul style="list-style-type: none"> • Continue this policy. • Renumbered as H-3.3.
<p>(H2.3) Housing Design Principals. The intent in the design of new housing is to provide stable, safe, and attractive neighborhoods through high quality architecture, site planning, and amenities that address the following principals: see additional information</p>	<p>To promote desirable neighborhoods with high quality residential in-fill development.</p>	<p>New housing has been generally high quality design incorporating the principals listed in H2.3</p>	<ul style="list-style-type: none"> • The design guidelines in H2.3 have improved the design review process for residential projects. • The Community Design Element of the General Plan, adopted in April 2009, expand on the basic design guidelines for residential development. 	<ul style="list-style-type: none"> • Continue this policy. • Renumbered as H-3.2.

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(H2.A) Update Housing Design Review Criteria. Update design principals and guidelines that will establish effective, consistent development review criteria for use by applicants, the community, staff and decision-makers. Review and modify the Design Review Process to consider the following items: see additional information	A more efficient design review process.	The Design Review process was modified to more clearly delineate required levels of review for various projects.	The goal of a more efficient, user friendly application and review process was achieved by modifying internal office procedures and revising handouts.	The review is complete; additional review of procedures is not warranted at this time.
(H2.4) Preservation of Residential Units. The Town will discourage the conversion of residential units to other uses and regulate, to the extent permitted by law, conversion of rental developments to non-residential uses to protect and conserve the rental housing stock.	To conserve the rental housing stock.	There have been no conversions since adoption of the 2002 Housing Element	This programs succeeded in large part because no conversions have been proposed since adoption of the 2002 Housing Element	<ul style="list-style-type: none"> • Modify the policy description to make clear that it applies to conversions from residential to non-residential uses. • Renumbered as H-3.4.
(H2.5) Condominium Conversions. Except for limited equity cooperatives and other innovative housing proposals which are affordable to lower income households, the Town will conserve its existing multiple family rental housing by prohibiting conversions of rental developments to condominium ownership unless the effective vacancy rate for available rental units is more than 5%.	To preserve the stock of rental housing.	There have been no condo conversions since adoption of the 2002 Housing Element.	During the period covered by the 2002 Housing Element, the rental vacancy rate has been below 5%.	<ul style="list-style-type: none"> • Continue this policy • Renumbered as H-3.5

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<p>(H2.6) Protection of Existing Affordable Housing. The Town will strive to ensure that affordable housing provided through government subsidy programs, incentives and deed restrictions remains affordable over time, and intervene when possible to help preserve such housing.</p>	<p>To preserve the stock of affordable housing.</p>	<ul style="list-style-type: none"> • The Town entered an agreement with the Marin Housing Authority to underwrite the Authority’s Below Market Rate monitoring program. • No affordable housing covered by Program H2.6 was converted to market rate or otherwise compromised during the period covered by the 2002 Housing Element. 	<p>Maintenance of the BMR monitoring program helps to preserve affordable ownership opportunities.</p>	<ul style="list-style-type: none"> • Continue this policy. • Renumbered as H-3.6
<p>(H2.7) Maintenance and Management of Quality Housing and Neighborhoods. The Town will encourage good management practices and the long-term maintenance and improvement of existing housing. The Town will encourage programs to rehabilitate viable older housing and to preserve neighborhood character and, where possible, retain the supply of very low to moderate income housing.</p>	<p>To preserve existing housing and neighborhoods.</p>	<p>The Town did not adopt any specific program to implement this policy.</p>	<p>Due to competing demands for staff and budget resources, the Town did not adopt any specific programs to implement this goal.</p>	<p>Updated and renumbered as H-3.7</p>
<p>(H2.8) Community Preservation. Assure the retention of the single-family character of older residential areas, and protect residents and maintain the housing stock by enforcing housing and other codes for all types of residential units. In selected neighborhoods, as necessary, the Town may undertake aggressive code enforcement combined with community education and possible assistance for housing rehabilitation and maintenance to assure community preservation.</p>	<p>To preserve existing housing and neighborhoods.</p>	<p>The Town implements code enforcement in response to complaints</p>	<p>Due to competing demands for staff and budget resources, enforcement is limited.</p>	<ul style="list-style-type: none"> • Modify this policy to delete the reference to aggressive code enforcement is selected neighborhoods. The community does not have areas that warrant concentrated code enforcement. • Updated and renumbered as H-3.7

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<p>(H2.B) Monitor At Risk Units. Identify and monitor assisted properties at risk of conversion to market rates and work with the property owners and/or other parties to ensure that they are conserved as part of the county's affordable housing stock. Identify funding sources and timelines for action, and prepare an ordinance requiring a one year notice to residents, the Town and the Marin Housing Authority of all proposed conversions of affordable housing units to market rents.</p>	<p>Protection of at risk housing.</p>	<ul style="list-style-type: none"> • The Town entered an agreement with the Marin Housing Authority to underwrite the Authority's Below Market Rate monitoring program. • No affordable housing was converted to market rate or otherwise compromised during the period covered by the 2002 Housing Element. 	<ul style="list-style-type: none"> • The Housing Authority's BMR monitoring program notifies the Town if an affordable ownership unit is in danger of foreclosure that could take the unit out of the affordable program. • The Town did not adopt a notification ordinance due to competing demands for staff and budget resources. • There is only one assisted rental project in the community; it is in the second year of a 55-year affordability agreement. Accordingly, there are no affordable rentals at risk of conversion. • The BMR monitoring program provides adequate notice to the town if an affordable ownership unit is at risk. • Adoption of a notification ordinance is not warranted. 	<ul style="list-style-type: none"> • Continue this program. • Revised and renumbered as H-3.6
<p>(H2.C) Implement Rehabilitation and Energy Loan Programs. Coordinate with the Marin Housing Authority and PG&E to make available loan programs to eligible owner- and renter- occupied housing.</p>	<p>Loans provided to rehabilitate very low- and low-income housing (8 loans in total, with 4 very low-income and 4 low-income).</p>	<p>The Town did not implement this program.</p>	<p>Due to competing demands for staff and budget resources, the Town did not implement this program.</p>	<ul style="list-style-type: none"> • Continue this Program • Renumbered as H-3.7.c

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<p>(H3.1) Housing for Local Workers. Town will strive to provide an adequate supply and variety of housing opportunities to meet the needs of Corte Madera’s workforce and their families, striving to match housing types and affordability, with household income.</p>	<p>To increase the supply of affordable housing for local workers.</p>	<ul style="list-style-type: none"> • The Town exceeded its RHNA allocation • Targeted marketing for a 79-unit affordable project resulted in 85% of initial rent up going to households that lived or worked within 5 miles of the town at the time they qualified for the housing. 	<p>The success was due in large part to zoning incentives</p>	<ul style="list-style-type: none"> • Revise this policy to include all households in addition to workforce. • Renumbered as H.2.1
<p>(H3.2) Contributions for Workforce Housing from Non-Residential Uses. Local housing needs for local workers must be considered when reviewing non-residential development proposals. The Town will require non-residential uses to contribute to the provision of affordable workforce housing by techniques such as in-lieu fees, provision of housing or other alternatives of equal value.</p>	<p>To mitigate the impact of development that creates new jobs in the community</p>	<ul style="list-style-type: none"> • The Town has adopted a nonresidential development impact fee. • The Town has collected \$88,000 in nonresidential development impact fees. 	<p>The Town has not encountered any significant problems with implementing this policy.</p>	<ul style="list-style-type: none"> • Continue this policy. • Renumbered as H-2.4.
<p>(H3.3) Employee Housing. The Town will work with employers developing larger projects (20+ employees) to promote local housing opportunities for their employees and will encourage employers to find ways to provide housing assistance as part of their employee package. Developers of major projects in mixed-use areas will be encouraged to consider and propose housing, if feasible.</p>	<p>To encourage the development of housing to mitigate job growth</p>	<ul style="list-style-type: none"> • The Town has adopted a nonresidential development impact fee. • The Town has collected \$88,000 in nonresidential development impact fees. 	<p>There have been no proposals for larger projects in the period covered by the 2002 Housing Element</p>	<ul style="list-style-type: none"> • Continue this policy. • Renumbered as H-2.5.

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(H3.A) Complete Commercial/Housing Nexus Study. In coordination with Marin County, review the Nexus Study (already in draft form) to determine appropriate and possible contributions for affordable housing from residential and non-residential uses, and to document the relationship between job growth and affordable housing needs of various types of development.	Legal basis for non-residential to housing linkage.	The Nexus Study was completed and was the basis for the nonresidential development impact fee that was subsequently adopted by the Town.	This programs was a success. It resulted in adoption of the non-residential development impact fee which has generated \$88,000 for the Town's Housing Fund.	This program is complete; continuation is not warranted.
(H3.B) Review and Update the Job/Housing Linkage Fee Program. Review the Jobs/Housing Linkage Fee Ordinance with consideration of the following exaction requirements: see additional information	To implement programs to mitigate the impact of job creation on housing.	<ul style="list-style-type: none"> The Town has adopted a nonresidential development impact fee that incorporates the exaction requirements. The Town has collected \$88,000 in nonresidential development impact fees. 	There were no significant problems implementing this program	<ul style="list-style-type: none"> Continue this program Renumbered as H-2.4.a
(H3.C) Identify Existing Employee Housing Opportunities. Work with local school districts, public agencies, and existing businesses to seek opportunities for helping their employees find needed housing, such as purchasing or leasing larger facilities to provide local housing opportunities, mortgage buy-downs or subsidies, rent subsidies, etc. Seek the commitment of other organizations, such as the Marin Board of Realtors to have their members encourage employers to address employee housing opportunities.	To provide housing for locally employed persons.	The Town has not implemented this program.	<ul style="list-style-type: none"> Due to competing demands for staff and budget resources, the Town has not implemented this program. This program is broad and vague. This program may not be feasible in that local businesses are un likely to afford housing subsidies or other forms of assistance. 	Delete this program.
(H3.D) Implement Actions for First-Time Homebuyer Programs. Provide first-time homebuyer programs as funding is available and combine such programs with housing counseling programs.	To promote housing opportunities for first time buyers.	The Town has not implemented this program.	Due to competing demands for staff and budget resources, the Town has not implemented this program.	Renumbered as H-2.6

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<p>(H3.E) Provide Housing for Teachers. The Town will initiate discussions among motel and hotel owners in Corte Madera, the schools and non-profit housing sponsors for the acquisition, conversion and/or lease of units for use as long-term, affordable teacher housing. Tasks which the Town will undertake will include, but not be limited to: (1) support necessary to obtain funding commitments from governmental programs and non-governmental grants; (2) assistance in permit processing; (3) possible waiver of fees; (4) use of local funds if available; and (5) contact with transient-occupancy use owners.</p>	<p>To promote housing opportunities for teachers.</p>	<p>The Town has not implemented this program.</p>	<ul style="list-style-type: none"> • Due to competing demands for staff and budget resources, the Town has not implemented this program. • This program would not be as cost effective as other programs in this Housing Element that are more broadly focused on increasing the supply of affordable housing. 	<p>Delete this program.</p>
<p>(H3.4) Diversity of Population. Consistent with the community's housing goals, it is the desire of the Town to maintain a diversity of age, social and economic backgrounds among residents throughout Corte Madera by matching housing size, types, tenure, and affordability to household needs. Housing opportunities for families with children should not be limited because necessary facilities are not provided on site.</p>	<p>To encourage a variety of housing that supports social diversity in the community.</p>	<p>Over 90% of the units approved from 1999 to 2006 were multifamily rentals, including 118 units of senior housing and 58 units designed for families. This was a substantial increase to the multifamily, rental stock.</p>	<p>This policy succeeded largely due to the Town's strategy of zoning incentives.</p>	<ul style="list-style-type: none"> • Continue this policy. • Renumbered as H-1.1.
<p>(H3.5) Variety of Housing Choices. In response to the broad range of housing needs in Corte Madera, the Town will strive to achieve a mix of housing types, densities, affordability levels and designs. The Town will work with developers of non-traditional and innovative housing approaches in financing, design, construction and types of housing that meet local housing needs.</p>	<p>To provide incentives for the development of a variety of housing to meet local needs.</p>	<p>The Town worked with for profit and nonprofit commercial and housing developers to execute non-traditional approaches for housing development, including mixed-use projects. This effort resulted in 197 multifamily rentals.</p>	<p>This policy succeeded largely due to the town's strategy of zoning incentives.</p>	<ul style="list-style-type: none"> • Continue this policy. • Renumbered as H-1.4.

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<p>(H3.6) High Potential Housing Opportunity Areas. Given the diminishing availability of developable land, the Town will identify housing opportunity areas and sites where a special effort will be made to provide workforce and special needs affordable housing. The Town will take specific actions to promote the development of affordable housing units by the year 2006 on these sites (identified in the Implementing Programs). The Town will use the following criteria in selecting Housing Opportunity sites or areas: see additional information</p>	<p>To apply incentive zoning to specific properties identified in the Housing Element.</p>	<ul style="list-style-type: none"> • Affordable housing overlay zones were applied to three high potential sites listed in the 2002 Housing Element. • One of the sites was developed as the 79-unit San Clemente Place affordable housing project. 	<p>This policy succeeded largely due to the Town's strategy of zoning incentives.</p>	<ul style="list-style-type: none"> • Continue this policy. • Renumbered as H-2.7.
<p>(H3.7) Resource Sites for Housing. Resource sites are sites or areas which have opportunities to contribute to meeting the Town's housing needs in a variety of ways, such as with second units, payment of in-lieu housing fees, or having development potential. Some of these sites are large properties with significant constraints to development, such as environmental considerations or ownership issues that may be accommodated in the future with innovative planning. Due to the constrained nature of these sites, they may or may not be developed during the planning period of this Housing Element, which is through the year 2006. Given this potential and the uncertainties, it is important to the Town that these sites be identified and viewed as a resource.</p>	<p>To acknowledge lower priority potential housing sites.</p>	<ul style="list-style-type: none"> • The Town designated 3 resource sites • The designated resource sites remain available. 	<p>There were no applications to develop these properties during the period covered by the 2002 Housing Element.</p>	<ul style="list-style-type: none"> • Continue this policy. • Renumbered as H-2.8.

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<p>(H3.8) Retention and Expansion of Multi-Family Sites at Medium and Higher Density. The Town will protect and strive to expand the supply and availability of multi-family infill housing sites for affordable and workforce housing, will make the most efficient use of these sites in meeting local housing needs, and will strive to make sites competitive for subsidies. The Town will not redesignate or rezone residential land for other uses or to lower densities without redesignating or rezoning equivalent land for higher density multi-family development.</p>	<p>To expand the stock of property available for multifamily housing development.</p>	<ul style="list-style-type: none"> • Affordable housing overlay zones were applied to three high potential sites listed in the 2002 Housing Element. • The overlay zones permit up to 31.5 units per acre • One of the sites was developed as the 79-unit San Clemente Place affordable housing project. • The Town adopted Policy LU-1.9 in the 2009 General Plan restricting resignation or rezoning of properties designated for medium- and high-density residential development when redesignation would reduce planned densities. 	<p>This policy succeeded largely due to the Town's strategy of zoning incentives which include high density residential zoning classifications</p>	<ul style="list-style-type: none"> • Continue this policy. • Renumbered as H-2.9.
<p>(H3.F) Facilitate Development at High Potential Housing Opportunity Sites. Undertake a General Plan Amendment, Rezoning and other implementing actions to facilitate the construction of affordable housing at key sites to meet the jurisdiction's fair share of the regional housing need for lower income households. Ensure that local affordable housing developments will be competitively positioned to access affordable housing finance sources (such as tax credits and tax-exempt bonds). Specific steps and the schedule (in parenthesis) are as follows: see additional information</p>	<p>To create procedures, development standards, and other means to facilitate development of designated high potential housing opportunity sites.</p>	<p>The Town implemented the six steps listed in this program as discussed in H3.G, H3.H, and H3.I below</p>	<p>See evaluations of H3.G, H3.H, and H3.I below</p>	<p>See evaluations of H3.G, H3.H, and H3.I below</p>

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<p>(H3.G) Implement Actions for Wornum Drive Extension (High-Potential Housing Opportunity Site). Develop up to 25 affordable units on the 1.4-acre former railroad right-of-way that the Town owns directly west of Wornum Drive. Consider emphasizing studio and one-bedroom units and reduced parking requirements in order to maximize the number of households served. Project design shall emphasize enhancement of the pedestrian/bicycle pathway and wetlands protection. The Town will take the following specific actions by the dates shown in parenthesis: see additional information.</p>	<p>To facilitate the development of 25 units on a 1.4 acre site owned by the Town.</p>	<p>The Town amended the General Plan designation for the site to High Density and rezoned the property. The town also distributed an RFP for a non-profit housing developer. The Town received a number of inquiries, but no proposals.</p>	<p>This is a highly constrained site that includes a small area of wetlands and a public pedestrian/bike path. These constraints appear to have been barriers to development proposals.</p>	<ul style="list-style-type: none"> • Issue an RFP with emphasis on special needs housing and smaller units •
<p>(H3.H) Implement Actions for San Clemente Drive Housing Site (High-Potential Housing Opportunity Site). Develop up to 50 affordable units on the 3.5-acre San Clemente Drive site. This privately owned property is comprised of two vacant parcels and one parcel containing a lumberyard. The property is part of the area included in the Paradise/San Clemente Area Specific Plan. The Town will take the following specific actions (dates noted in parenthesis) to promote the development of affordable housing on this property by 2006: see additional information</p>	<p>To promote the development of 50 affordable units.</p>	<ul style="list-style-type: none"> • The Town applied an affordable overly zone to this property and took other measures listed in the policy. • The Town approved a 79-unit affordable housing project which was built in 2006-2007 and occupied in 2008 	<ul style="list-style-type: none"> • Incentives and standards in the overlay district encouraged a partnership between a commercial and a non profit developer. • Density bonuses in the in the overlay district allowed development at 29 units per acre. • The Town waived fees and provided grant money from the nonresidential in-lieu fee fund to promote financial feasibility. • The project was approved with a single Design Review Permit. 	<p>This program is complete; continuation not warranted.</p>

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<p>(H3.1) Implement Actions for Old Corte Madera Square (High-Potential Housing Opportunity Site). Develop up to 20 mixed-use affordable units in smaller in-fill projects in the 6.5-acre Old Corte Madera Square area during the timeframe of the Housing Element. It is estimated that up to about 20 new housing units could be added to the Old Corte Madera Square area in the near-term if the area were rezoned to establish development standards that encourage affordable housing in mixed-use and/or exclusively residential projects. The rezoning should also include standards to protect the historic character of the area. The Town will take the following specific actions (dates noted in parenthesis) to promote the development of affordable housing in the Old Corte Madera Square area by 2006: see additional information</p>	<p>To promote the development of 20 mixed-use affordable units.</p>	<ul style="list-style-type: none"> • The Town applied an affordable overlay zone to this property and took other measures listed in the policy. • The Town has not received any development proposals for the area within the overlay zone. 	<p>The apparent barrier to success is the lack of strong market demand that would justify redevelopment of existing properties in the Old Corte Madera Square area. Demand is expected to increase in the future.</p>	<ul style="list-style-type: none"> • Continue this program. • Renumbered as H-2.8.a

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<p>(H3.J) Implement Actions for Madera Bay Park (Housing Resource Site). This property is currently designated Office on the General Plan Diagram of the Land Use Element. Feasibility studies have shown that the property may support up to 128 multi-family housing units if difficult site constraints can be mitigated including proximity to wetlands, soil conditions and the lack of access. The Town will take the following actions to promote the construction of a residential development on the Madera Bay Park property in which at least 50 percent of the units are affordable. The Town's determination whether to approve such a project will depend on the amount and price range of affordable units provided and the degree to which constraints are mitigated.</p>	<p>To promote the construction of housing on the Madera Bay Park property with 50% of the units affordable.</p>	<p>This program is to be initiated by an application from the property owner. The property owner has not filed an application.</p>	<p>The site constraints may be a barrier to implementation.</p>	<ul style="list-style-type: none"> • Continue this program. • Renumbered as H-2.8.d

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<p>(H3.K) Implement Actions for the Corporation Yard (Housing Resource Site). This 1.25-acre property is the Town's Corporation Yard. It is currently designated Public/Semi-Public on the General Plan Diagram of the Land Use Element. The property is a good housing site due to its flat topography, location close to services, transit, schools and the freeway, and ownership by the Town. Other public agencies have similar facilities nearby, suggesting that it may be possible to share one or more sites, thereby making this parcel available for affordable housing. It shall be the policy of the Town of Corte Madera to take initial steps during the planning horizon of the updated Housing Element to redevelop the Corporation Yard as a housing site with at least 15 affordable units. The Town will take the following implementation actions: see additional information</p>	<p>25 small multiple family housing units and maximum affordability</p>	<p>No action has been taken on this program.</p>	<p>There are no sites available for relocating the corporation yard at this time.</p>	<ul style="list-style-type: none"> • Continue this program. • Renumbered as H-2.8.c
<p>(H3.L) Implement Actions for Robin Drive (Housing Resource Site). The Robin Drive property consists of 15.18 acres of sloping hillsides comprised of two irregular oblong portions connected by a narrow strip of land. The property is designated Medium Density Residential and Open Residential on the General Plan diagram of the Land Use Element. Feasibility studies have shown that 15 single family detached units could be built on the property at planned densities. It shall be the policy of the Town of Corte Madera to implement the mandatory second unit requirement on this property.</p>	<p>7 to 8 second units</p>	<p>This program is to be initiated by an application from the property owner. The property owner has not filed an application.</p>	<p>For business reasons, the property owner has not chosen to initiate development.</p>	<ul style="list-style-type: none"> • Continue this program. • Renumbered as H-2.7.c

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<p>(H3.M) Review Multi-Family Sites Zoning as Part of the General Plan Update. The Town will review and amend its multi-family residential standards and procedures in order to assure protection and efficient development of multi-family infill housing sites that are consistent with the Corte Madera General Plan and Zoning Ordinance and appropriate for affordable and workforce housing. Such sites and opportunities may include or consider the following: see additional information</p>	<p>To increase the opportunities for multi-family development.</p>	<ul style="list-style-type: none"> • High density Multi-Unit residential designation added to the General Plan. • Mixed-Use designation added to the General Plan to encourage redevelopment of underutilized commercial and industrial properties. • A program EIR was adopted for the updated General Plan to expedite environmental review for housing projects. • General Plan EIR includes baseline data and assessment of impacts under maximum development scenarios to assess impacts and required mitigation. 	<p>Rezoning to allow small percentage of sites in single-family neighborhoods where higher density could be allowed deemed not appropriate.</p>	<p>This program is complete; continuation not warranted.</p>
<p>(H3.N) Review and Update Parking Standards. Review and update parking standards based on the most up-to-date empirical studies to allow for more flexible parking requirements to help facilitate infill, transit-oriented and mixed use development. Consider the following: see additional information</p>	<p>More flexible parking standards that are reflective of development types.</p>	<p>The update was completed. Parking standards were revised:</p> <ul style="list-style-type: none"> • Standard for 3-bedroom rentals reduced to 2 spaces • 50% allowance for shared parking in mixed-use projects 	<p>Use of public parking to satisfy residential requirements was rejected.</p>	<p>This program is complete; continuation not warranted.</p>
<p>(H3.9) Transit-Oriented Development Incentives. The Town will establish land use arrangements and densities that facilitate efficient public transit systems, and will provide incentives for housing developments within an easy walking distance of transit stops, where reduced automobile use and parking requirements are possible.</p>	<p>To promote transit oriented development</p>	<p>The Land Use Element of the 2009 General Plan requires preparation of community plans for 3 areas on the Highway 101 corridor. The General Plan requires that these areas be planned for transit oriented development.</p>	<p>The 2009 General Plan was adopted in April 2009; work on the community plans has not started.</p>	<ul style="list-style-type: none"> • Continue this policy. • Revised and renumbered as H-2.11.e

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<p>(H3.10) Regional Transportation/Housing Activities. The Town will coordinate with regional transportation planning activities, and will facilitate transit-oriented housing development by using the incentives and other means provided through regional transportation plans.</p>	<p>Housing close to transit.</p>	<p>The Town approved a 79-unit affordable housing project within walking distance of regional bus lines. The town applied an overlay zone as an incentive for this housing.</p>	<ul style="list-style-type: none"> • Barrier: transit service is limited • Opportunity: commercial properties near the highway 101 transit corridor may be ready for redevelopment to mixed use including housing within the next 5 to 10 years. 	<ul style="list-style-type: none"> • Continue this policy. • Renumbered as H-2.11.f
<p>(H3.O) Establish Transit Oriented Development (TOD) Zoning Standards as part of the General Plan Update. Establish standards and procedures in the Zoning Ordinance to promote Transit Oriented Development (TOD), including: (1) a density bonus (up to an additional 25% in excess of the General Plan maximum); (2) parking standards to be established on a case-by-case basis, depending upon the location and characteristics of the development; and (3) height limit bonuses to be established on a case-by-case basis on parts of TOD sites as appropriate if the design fits with other nearby uses and within the neighborhood context.</p>	<p>To promote TOD</p>	<ul style="list-style-type: none"> • Two TOD/mixed-use designations established and applied to two specific sites as part of the General Plan update • The updated General Plan delineates three community plan areas with policies supporting TOD and mixed-use development 	<p>The updated General Plan was adopted in April 2009. To date, property owners have not submitted applications.</p>	<ul style="list-style-type: none"> • Continue this program. • Renumbered as H-2.11.e
<p>(H3.P) Identify and Designate TOD Sites as part of the General Plan Update. Identify and map potential TOD sites, and undertake General Plan, rezoning and environmental review as necessary to facilitate their development.</p>	<p>To promote TOD</p>	<ul style="list-style-type: none"> • Two TOD/mixed-use designations established and applied to two specific sites as part of the general plan update • The updated General Plan delineates three community plan areas with policies supporting TOD and mixed-use development 	<p>The update General Plan was adopted in April 2009. To date, property owners have not submitted applications.</p>	<ul style="list-style-type: none"> • Continue this program. • Revised to require preparation of community plans • Renumbered as H-2.11 and H-2.11.e

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<p>(H3.11) Mixed-Use Housing. Well-designed mixed-use residential/non-residential developments are highly encouraged by the Town where residential use is appropriate to the setting and development impacts can be mitigated. The Town will develop incentives to encourage mixed-use development in appropriate locations.</p>	<p>To facilitate mixed use housing projects with incentives</p>	<ul style="list-style-type: none"> • The Town adopted an Affordable Housing Mixed Use (AHMU) overlay zone with density bonuses as an incentive for mixed use development. • A 79-unit affordable apartment complex as part of a mixed use project in the AHMU district. • A 118-unit senior housing project as part of a shopping center redevelopment project. • The Town adopted 4 mixed use land use designations in the 2009 General Plan. 	<ul style="list-style-type: none"> • An affordable housing overlay zone provided incentives for the 79-unit mixed-use project. • A planned unit development approach to the shopping center redevelopment was an inducement for the senior housing project. 	<ul style="list-style-type: none"> • Continue this policy. • Renumbered as H-2.10
<p>(H3.12) Redevelopment of Shopping Centers. The Town will promote the development of housing in conjunction with the redevelopment of shopping centers when it occurs.</p>	<p>Increased housing supply through redevelopment of shopping centers.</p>	<ul style="list-style-type: none"> • A 118-unit senior housing project was built as part of a shopping center redevelopment project. • The Town adopted a mixed-use land use designation and applied it to a shopping center in the 2009 General Plan. 	<p>A planned unit development approach to shopping center redevelopment facilitated the senior housing project.</p>	<ul style="list-style-type: none"> • Continue this policy. • Renumbered as H-2.12
<p>(H3.Q) Expand Mixed Use Development Standards and Incentives as part of the General Plan Update. Assess impediments and create incentives for mixed use housing development, including changes to zoning and development code standards to make affordable housing development possible in mixed use zones. Conduct an inventory of available sites and amend the Zoning Ordinance to allow the following in mixed-use projects: see additional information</p>	<p>To promote mixed-use development.</p>	<ul style="list-style-type: none"> • Updated General Plan includes four mixed-use land use designations. • Affordable Housing Mixed Use (AHMU) zoning district adopted consistent with H3.Q 	<p>AHMU applied to a 3.5 acre property that was subsequently developed with housing and commercial development</p>	<p>This program is complete; continuation not warranted.</p>

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<p>(H3.R) Conduct a Survey of Potential Mixed Use Sites as Part of the General Plan Update. Conduct a survey of non-residential sites to identify sites that have the potential for mixed use development or redevelopment, as follows: see additional information</p>	<p>To promote mixed-use development.</p>	<ul style="list-style-type: none"> • Updated General Plan includes four mixed-use land use designations. • The mixed use designation has been assigned to approximately 80 properties. 	<ul style="list-style-type: none"> • One mixed-use property (designated mixed-use in 2003) has been developed (see H3Q above). • Other parcels were designated mixed-use in the updated General Plan, adopted in April 2009. To date, property owners have not submitted applications. <p>This program is complete; continuation not warranted.</p>
<p>(H3.S) Implement Mixed Use Development Opportunities. Encourage mixed residential/commercial uses on those parcels where a mix of uses is feasible and appropriate, consistent with the General Plan, through the following and other means, if appropriate: (1) increased densities; (2) reduced unit sizes; (3) allowances for ground-floor retail; and (4) modifications to parking requirements. The Town will also consider applying the Affordable Housing Optional overlay district to appropriate commercial locations. Continue to permit residential uses as conditional uses in commercial zoning districts (light-industrial district excluded).</p>	<p>4 small mixed-use units.</p>	<ul style="list-style-type: none"> • Updated General Plan includes four mixed-use land use designations. • The mixed use designation has been assigned to approximately 80 properties. 	<ul style="list-style-type: none"> • One mixed-use property (designated mixed-use in 2003) has been developed (see H3Q above). • Other parcels were designated mixed-use in the updated General Plan, adopted in April 2009. To date, property owners have not submitted applications. <ul style="list-style-type: none"> • Continue this program. • Revised and renumbered as H-2.10.b

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(H3.13) Density Bonuses and Other Incentives for Affordable Housing Developments. The Town will use density bonuses and other incentives to help achieve housing goals while ensuring that potential impacts are considered and mitigated. The Town will consider the following possible incentives for developments containing a significant percentage of very low or low income units on-site: see additional information	To increase housing supply by offering density bonuses.	A 79-unit affordable housing project was approved and built with density bonuses.	The 79-unit San Clemente Place project was approved with a mixed-use overlay zoning district that provided density bonuses for affordable housing. <ul style="list-style-type: none"> • Continue this policy. • Revised and renumbered as H-2.13
(H3.14) Long-Term Housing Affordability Controls. The Town will apply resale controls and rent and income restrictions to ensure that affordable housing provided through incentives and as a condition of development approval remains affordable over time to the income group for which it is intended. Inclusionary units shall be deed restricted to maintain affordability on resale to the maximum extent possible (typically in perpetuity or at least 55 years)	To assure that price controls are maintained on affordable housing projects.	As a condition of approval, the 79-unit San Clemente Place affordable project is deed restricted to maintain affordability for 55 years.	The Town was unsuccessful applying affordability controls to a 118-unit senior assisted living facility. The high cost of support services that was part of the monthly fee made the facility too expensive for persons who would have qualified for affordable housing. <ul style="list-style-type: none"> • Continue this policy. • Renumbered as H-2.14.
(H3.T) Enact Density Bonus Zoning and Other Incentives. Amend the Zoning Ordinance to encourage an increase in the supply of well-designed housing for very low, low and moderate income households.	To increase flexibility for well-designed affordable housing development.	The Town amended the zoning ordinance to include density bonuses for affordable housing.	The Town has not received applications that would qualify for density bonuses. This is principally due to the lack of vacant land for residential development. <p>This program is complete; continuation not warranted.</p>

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<p>(H3.U) Adopt an Affordable Housing Overlay Zone Zoning Designation. Amend the Corte Madera Town Zoning Ordinance to establish affordable housing overlay zones in which residential densities will be substantially increased if a specified level of affordability is achieved. Two types of affordable housing overlay districts should be provided: (1) exclusive zones in which affordable housing will be required, and (2) optional zones in which incentives will be offered to encourage the provision of affordable housing.</p>	<p>To increase the supply of affordable housing.</p>	<p>The Town amended the zoning ordinance to include four types of affordable housing overlay zones.</p>	<p>This policy facilitated development of the San Clemente Place affordable housing project</p> <ul style="list-style-type: none"> • This program is complete; continuation not warranted. • Replaced by Policy H-2.15 and Implementation Program H-2.15, which implement the overlay zones.
<p>(H3.V) Link to Funding Resources. Establish specific uses of housing funds and/or land donations generated through the inclusionary housing program. As appropriate, specific sites will be designated where affordable housing will be required through zoning (through Affordable Housing Overlay zoning) and provide incentives and other means to make that development happen.</p>	<p>To direct the expenditure of the nonresidential impact fees and affordable housing in-lieu fees</p>	<p>Nonresidential impact fees and affordable housing in-lieu fees are placed in the Affordable Housing Fund. The ordinance that established the Affordable Housing Fund limits the expenditure of fund proceeds to the development of housing affordable to low- and very low-income households.</p>	<p>The Town granted \$88,000 from the Affordable Housing Fund for construction of the San Clemente Place project.</p> <p>This program is complete; continuation not warranted.</p>

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<p>(H3.15) Inclusionary Housing Approach. To increase workforce affordable housing construction, the Town will require residential developments involving one or more units to provide a percentage of units or an in-lieu fee for very low, low and moderate income housing. The units provided through this policy are intended for permanent occupancy and must be deed restricted, including but not limited to single family housing, multifamily housing, condominiums, townhouses, locally approved licensed care facilities, stock cooperatives or land subdivisions.</p>	<p>To increase the supply of affordable units by requiring the actual construction of unit or in-lieu fee payments</p>	<p>The Town has adopted an inclusionary ordinance requiring affordable units or in-lieu fees.</p>	<p>This policy has had limited effectiveness due to the small number of applicable projects that have been proposed since the inclusionary ordinance was adopted.</p>	<ul style="list-style-type: none"> • Continue this policy. • Renumbered as H-2.16
<p>(H3.16) Income Levels. Inclusionary zoning requirements will target very low or low income rental units and low or moderate income ownership units.</p>	<p>To increase the supply of affordable units at levels consistent with the income levels set by the RHNA allocation.</p>	<p>The Town has adopted an inclusionary ordinance requiring affordable units at ratios consistent with the RHNA allocations.</p>	<p>This policy has had limited effectiveness due to the small number of applicable projects that have been proposed since the inclusionary ordinance was adopted.</p>	<ul style="list-style-type: none"> • Continue this policy. • Revised and renumbered as H-2.16.b
<p>(H3.17) Options for Meeting Inclusionary Requirements. The primary intent of the inclusionary requirement is the construction of new units on-site, with the focus being multifamily housing developments with deed restrictions to support long periods of affordability. Second priority for meeting inclusionary requirements shall be the construction of units off-site or the transfer of land and sufficient cash to develop the number of affordable units required within the same community or planning area. If these options are not practical, then other alternatives of equal value such as in-lieu fees or rehabilitation of existing units may be considered.</p>	<p>To guide the construction and location of inclusionary units</p>	<p>The Town has adopted an inclusionary ordinance requiring affordable units or in-lieu fees.</p>	<ul style="list-style-type: none"> • This policy has had limited effectiveness due to the small number of applicable projects that have been proposed since the inclusionary ordinance was adopted. • The inclusionary ordinance that implements this policy does not allow the options described in the policy for projects with more than 10 units 	<ul style="list-style-type: none"> • Continue this policy. • Renumbered as H-2.17.

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<p>(H3.18) Payment of In-Lieu Fees. Payment of in-lieu fees will only be accepted when it is determined that transfer of land and/or dedication of units would provide fewer affordable housing units than could be obtained by the expenditure of in lieu fees on affordable housing development within the planning area. Fees paid in-lieu of providing units on site shall be of a value proportionally equivalent to the number of units required to be provided. The amount of the fee shall be established by a schedule that is periodically reviewed and updated by the Town Council.</p>	<p>To assure that in-lieu fees yields a housing benefit equivalent to the construction of new units.</p>	<p>The Town has adopted an inclusionary ordinance requiring affordable units or in-lieu fees.</p>	<ul style="list-style-type: none"> • This policy has had limited effectiveness due to the small number of applicable projects that have been proposed since the inclusionary ordinance was adopted. • The inclusionary ordinance that implements this policy does not allow payment of in-lieu fees for projects with more than 10 units <ul style="list-style-type: none"> • Continue this policy. • Renumbered as H-2.18.
<p>(H3.W) Revise Inclusionary Housing Regulations. Amend the Zoning Ordinance to include Inclusionary Housing requirements for residential projects, including development of specific income targets and in-lieu fee formula. Guidelines for development of an inclusionary program need to meet specific legal tests, but should include consideration of the following: see additional information</p>	<p>To make the inclusionary ordinance more effective</p>	<p>The inclusionary ordinance was updated in 2003.</p>	<p>The lack of construction activity has been a barrier to success with this program.</p> <ul style="list-style-type: none"> • This program is complete. • Implementation of the inclusionary program continues with Policy H-2.16 and Implementation Program H-2.16.a
<p>(H3.X) Work with the Marin Housing Authority. Continue to implement the agreement with the Marin housing Authority (MHA) for management of the affordable housing stock in order to ensure permanent affordability, and implement resale and rental regulations for low and moderate income units and assure that these units remain at an affordable price level.</p>	<p>Implement agreements to maintain affordability of deed restricted housing units.</p>	<p>The Town entered an updated 5-year agreement with MHA in 2007</p>	<p>The Town has agreed to make an annual financial contribution to MHA to ensure the success of the monitoring program.</p> <ul style="list-style-type: none"> • Continue this program. • Renumbered as H-3.6.a.

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(H3.19) New Second Dwelling Units Approach. Enable construction of well-designed second units, consistent with parking and street capacity, as an important way to provide workforce and special needs housing.	To promote the increase of affordable housing by allowing second units	The Town has updated its second unit ordinance to make it easier to approve second unit permits. 12 second units have been approved since 1999.	The updated ordinance allows second units by right. Permit approvals are ministerial. <ul style="list-style-type: none"> • Continue this policy. • Renumbered as H-2.19.
(H3.20) Second Dwelling Unit Development Standards and Permit Process. Utilize the following approach for second dwelling unit development standards and processing: (a) limit the size of second dwelling units to maintain affordability; (b) require design review rather than a use permit process for units that meet required standards and guidelines; (c) reduce or eliminate per unit fees in recognition of the small size and low impacts of second dwelling units; (d) allow higher height limits, in limited circumstances and consistent with design policies, to permit units over detached garages, or under garages in hilly areas; (e) provide flexibility in the parking standards for second dwelling units depending on the neighborhood setting; (f) allow for attractively designed and sited detached second dwelling units; and (g) require owner occupancy of either one of the units.	To promote the increase of affordable housing by allowing second units	<ul style="list-style-type: none"> • The Town has updated its second unit ordinance to make it easier to approve second unit permits. Items (a) through (g) are incorporated in the updated ordinance. • 12 second units have been approved since 1999. 	The updated ordinance allows second units by right. Permit approvals are ministerial. <p>This policy is complete; continuation not warranted.</p>
(H3.21) Second Dwelling Units in New Development. Require some second units (unequal duets) and occasional duplexes as part of new single-family subdivision development where four or more new units are proposed.	To promote the increase of affordable housing by requiring second units in single family subdivisions.	There have been no results from this policy.	There were no proposals for single-family subdivisions of four or more units in the period covered by the 2002 Housing Element. <ul style="list-style-type: none"> • Continue this policy. • Renumbered as Policy H-2.20 and Implementation Program H-2.20.a.

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(H3.22) Legalization of Existing Second Dwelling Units. Establish an amnesty program for illegal second units which will provide a period of time for owners of un-permitted units to register their units and make them legal.	To increase the supply of <u>legal</u> second units.	The Town has not implemented this program.	Due to competing demands for staff and budget resources, the town did not adopt any specific programs to implement this goal. <ul style="list-style-type: none"> • Continue this policy. • Renumbered as Policy H-2.21.
(H3.Y) Modify Second Dwelling Unit Development Standards and Permit Process. Continue to allow second dwelling units, and review and modify the following second unit development requirements in the Zoning Ordinance: see additional information	<ul style="list-style-type: none"> • To update the second unit ordinance. • 12 new second units by 2006. 	<ul style="list-style-type: none"> • The second unit ordinance was updated consistent with H3.Y. • 12 second units have been approved since 1999. 	The updated second unit ordinance has not encountered any significant barriers. <p>This program is complete.</p>
(H3.Z) Establish an Amnesty Program for Un-Permitted Second Units. Establish an amnesty program for second units that do not have permits in order to increase the legal housing stock while assurances are made of continued affordability of the unit as low income housing, such as agreement to accept Section 8 vouchers or other mechanisms. A specific period of time will be allowed for owners of illegal units to register their units without incurring fines, along with assurances of long-term affordability of the unit and to make them legal.	<ul style="list-style-type: none"> • Adoption of procedures. • 4 legalized units. 	The Town did not implement this program.	Due to competing demands for staff and budget resources, the Town has not implemented this program. <ul style="list-style-type: none"> • Continue this program. • Renumbered as Implementation Program H-2.21.a.
(H3.AA) Establish Requirements for New Second units in New Development. Amend the Zoning Ordinance to establish a mandatory Second Unit requirement based on the following: see additional information	<ul style="list-style-type: none"> • Adoption of procedures and requirements • 10 new second units by 2006. 	The Town did not implement this program	Due to competing demands for staff and budget resources, the Town has not implemented this program. <ul style="list-style-type: none"> • Continue this program. • Renumbered as Implementation Program H-2.20.a.

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<p>(H4.1) Special Needs Groups. The Town will actively promote development and rehabilitation of housing to meet special needs groups, including the needs of seniors, people living with disabilities, farmworkers, the homeless, people with HIV/AIDS and other illnesses, people in need of mental health care, single parent families, large families, and other persons identified as having special housing needs.</p>	<p>Increased housing for special needs groups</p>	<p>The Town approved and facilitated development of the Aegis assisted living facility and San Clemente Place project, both of which include house for special needs groups</p>	<ul style="list-style-type: none"> • This policy succeeded largely due to the Town's strategy of zoning incentives • See discussion of programs H4.A, H4.B, and H4.C which implement this policy 	<ul style="list-style-type: none"> • Continue this policy. • Renumbered as H-1.5.
<p>(H4.2) Provision of Affordable Housing for Special Needs Households. The Town will work with groups to provide opportunities through affordable housing programs for a variety of affordable housing to be constructed or acquired for special needs groups, including assisted housing and licensed board and care facilities.</p>	<p>To increase the supply of affordable housing for special needs groups.</p>	<p>The San Clemente Place project includes affordable units for people with special needs including supportive housing for persons at risk of homelessness, 3-bedroom units for larger families, and accessible units equipped for disabled persons.</p>	<ul style="list-style-type: none"> • This policy succeeded largely due to the Town's strategy of zoning incentives • See discussion of programs H4.A, H4.B, and H4.C which implement this policy 	<ul style="list-style-type: none"> • Continue this policy. • Renumbered as H-1.6.
<p>(H4.3) Density Bonuses for Special Needs Housing. The Town will use density bonuses to assist in meeting special housing needs, housing for lower income elderly and disabled, consistent with roadway capacity and considering parking needs and neighborhood scale. Senior care facilities, including residential care facilities serving more than six people, shall be treated as residential uses subject to inclusionary housing requirements.</p>	<p>To increase the supply of housing available to persons with special needs.</p>	<p>The Town granted a density bonus to the San Clemente Place project which includes housing for persons with special needs (see H4.3 above).</p>	<ul style="list-style-type: none"> • This policy succeeded largely due to the Town's strategy of zoning incentives • See discussion of programs H4.A, H4.B, and H4.C which implement this policy 	<ul style="list-style-type: none"> • Continue this policy. • Renumbered as H-1.7.

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<p>(H4.4) Housing for the Homeless. Recognizing the lack of resources to set up completely separate systems of care for different groups of people, including homeless-specific services for the homeless or people "at risk" of becoming homeless, the Town will work with other jurisdictions, as appropriate, to develop a fully integrated approach for the broader low-income population. The Town will support countywide programs to provide for a continuum of care for the homeless including emergency shelter, transitional housing, supportive housing and permanent housing.</p>	<p>To promote a continuum of housing services, especially for the homeless, by working with other jurisdictions.</p>	<ul style="list-style-type: none"> • The Town contributes to the county-wide rental assistance program • The Town contributed to, and participated in, the county-wide effort to develop the Housing Element Workbook 	<p>The opportunities to participate in multi-jurisdictional programs have been limited.</p> <ul style="list-style-type: none"> • Continue this policy. • Renumbered as H-1.9.
<p>(H4.5) Housing for Families with Children. Encourage two-and three-bedroom housing units affordable for lower and moderate income families with children.</p>	<p>To increase the stock of affordable two- and three-bedroom units.</p>	<p>The San Clemente Place project includes 33 affordable two-bedroom units and 25 affordable three-bedroom units</p>	<p>The Affordable Housing Mixed Use overlay zone and other supportive policies in the Housing Element made this project possible.</p> <ul style="list-style-type: none"> • Continue this policy. • Renumbered as H-1.8.
<p>(H4.A) Assure Good Neighborhood Relations Involving Emergency Shelters and Residential Care Facilities. Encourage positive relations between neighborhoods and providers of emergency shelters and residential care facilities. Providers or sponsors of emergency shelters, transitional housing programs and community care facilities will be encouraged to establish outreach programs with their neighborhoods. The following actions will be taken: see additional information</p>	<p>Create procedures, development standards and other means to facilitate development of high potential housing opportunity sites.</p>	<p>The Town did not implement this program.</p>	<p>The Town did not implement this program because there are no emergency shelters, residential care facilities, transitional programs, or community care facilities in Corte Madera.</p> <ul style="list-style-type: none"> • Continue this program. • Renumbered as H-1.5.c.

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<p>(H4.B) Adaptable Units for the Disabled. The Town will ensure that new housing developments include units that can be adapted for use by disabled residents.</p>	<p>3% of the units to be built by July, 2006 (10 units) to be accessible.</p>	<ul style="list-style-type: none"> • All of the units in the Aegis project are accessible. • All of the ground floor units in the San Clemente Place project are accessible. All of the second and third floor units are adaptable. They are designed so that they can be made fully accessible to disabled persons. 	<p>This program was successful due to the marketing strategies of the project sponsors and support from the Town including the approval of a mixed-use approach to development for the Aegis project and affordable housing overlay zoning for San Clemente Place.</p> <ul style="list-style-type: none"> • Continue this program. • Renumbered as H-1.6.a.
<p>(H4.C) Remove Constraints on Housing for People with Disabilities. The Town will conduct an evaluation of potential and actual constraints on the development of housing for persons with disabilities. If constraints are found, the Town will remove them barriers to housing access for the disabled with ordinance amendments and policy changes as appropriate. The evaluation will include, but not be limited to, procedures for the approval of group homes, ADA retrofit efforts, noncompliance issues between the zoning ordinance and ADA, and other measures that provide flexibility in the development of housing for persons with disabilities. The following steps will be taken (dates noted in parenthesis): see additional information</p>	<p>Ordinance amendments and policy changes to remove barriers to development of housing for the disabled.</p>	<p>The Town did not implement this program.</p>	<p>The Town commissioned an ADA accessibility survey. However, due to costs, the scope of the survey did not include the housing accessibility issues covered by H4.C</p> <ul style="list-style-type: none"> • Continue this program. • Replaced with H-1.5..b and H-1.6.a

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<p>(H4.6) Rental Assistance Programs. The Town will continue to publicize and create opportunities for using available rental assistance programs, such as the project-based and tenant-based Section 8 certificates programs, in coordination with the Marin Housing Authority (MHA). The Town will also continue to support the use of Marin Community Foundation funds for affordable housing and continue to participate in the Rebate for Marin Renters program administered through MHA.</p>	<p>To promote rental assistance programs</p>	<p>The Town continues to contribute funds to the Marin Housing Authority for the implementation of several rental assistance programs, including the Marin Housing Assistline, Rebate for Marin Renters, and other housing-related social service programs.</p>	<p>This policy has been implemented in part. More could be done to provide information on available programs.</p>	<ul style="list-style-type: none"> • Continue this policy. • Renumbered as H-1.11
<p>(H4.7) Health and Human Services Programs Linkages. As appropriate to its role, the Town will seek ways to link together all services serving lower income people to provide the most effective response to homeless or at risk individuals by providing a highly responsive set of programs corresponding to the unique needs of all subpopulations which make up the County's homeless population, including adults, families, youth, seniors, and those with mental disabilities, substance abuse problems, HIV/AIDS, physical and developmental disabilities, multiple diagnoses, veterans, victims of domestic violence, farm workers, and other economically challenged or underemployed workers.</p>	<p>To promote the coordination of services to the homeless or persons at risk of homelessness</p>	<p>The Town facilitated the construction of 10 special needs units at the San Clemente Place project.</p>	<p>The policy is overly broad. The Town does not have the resources to coordinate the broad range of social services as envisioned in this policy statement</p>	<p>This policy has been revised and renumbered as H.10</p>

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(H4.8) Homesharing. Encourage shared housing at locations in accord with standards established by the Town for low- and moderate-income residents without significantly impacting the neighborhood (parking and access).	To promote the use of existing housing resources for low- and moderate-income households.	The Town did not implement this program.	<ul style="list-style-type: none"> • Competing demands for staff and budget resources have made this a low priority program. • There are no regulatory constraints to shared housing. 	Delete this policy.
(H4.9) Emergency Housing Assistance. Participate and allocate funds, as appropriate, for County and non-profit programs providing emergency shelter and related counseling services.	To provide emergency housing assistance.	The Town did not implement this program.	Due to competing demands for staff and budget resources, the Town has not implemented this program.	<ul style="list-style-type: none"> • Continue this policy. • Revised and renumbered as H-1.9.a.
(H4.D) Assist in the Effective Use of Available Rental Assistance Programs. Develop and implement measures to make full use of available rental assistance programs. Actions include: see additional information	Continued use of rental housing programs at current funding levels.	The Town continues to contribute funds to the Marin Housing Authority for the implementation of several rental assistance programs, including the Marin Housing Assistline, Rebate for Marin Renters, and other housing-related social service programs.	There have been no significant barriers to the implementation of this program.	<ul style="list-style-type: none"> • Continue this program. • Renumbered as H-1.11.a
(H4.E) Engage in Countywide Efforts to Address Homeless Needs. Actively engage with other jurisdictions in Marin to provide additional housing and other options for the homeless, supporting and implementing Continuum of Care actions in response to the needs of homeless families and individuals. Participate and allocate funds, as appropriate, for County and non-profit programs providing emergency shelter and related counseling services.	Assist in addressing emergency shelter needs in a comprehensive, countywide manner.	The Town did not implement this program.	Due to competing demands for staff and budget resources, the Town has not implemented this program.	<ul style="list-style-type: none"> • Continue this program. • Renumbered as H-1.9.a.

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<p>(H4.F) Create Homesharing and Tenant Matching Opportunities. Continue the Town’s relationship with organizations such as the Marin Housing Authority in implementing the homesharing program. Study the need for single parent shared housing and determine whether there are constraints the Town could remove without adversely affecting single family neighborhoods.</p>	<p>To promote home sharing opportunities</p>	<p>The Town has not implemented this program.</p>	<ul style="list-style-type: none"> • Competing demands for staff and budget resources have made this a low priority program. • There are no regulatory constraints to shared housing. 	<p>Delete this program.</p>
<p>(H5.1) Local Funding for Affordable Housing. The Town will seek ways to reduce housing costs for lower income workers and people with special needs by continuing to utilize local, state and federal assistance to the fullest extent to achieve housing goals and by increasing ongoing local resources.</p>	<p>To increase funding for affordable and special needs housing.</p>	<p>The Town implemented the nonresidential impact fee, the affordable housing in-lieu fee and the affordable housing fund. The fund collected \$88,000.</p>	<p>The nonresidential impact fee established a direct linkage between economic development and the cost of housing to support new jobs.</p>	<ul style="list-style-type: none"> • Continue this policy. • Renumbered as H-4.5.
<p>(H5.2) Coordination Among Projects Seeking Funding. Ensure access to, and the most effective use of, available funding in Corte Madera by providing a mechanism for coordination among affordable housing developments when they seek funding from various sources. Continue to seek and participate in available federal, state, county, nonprofit, and philanthropic programs suitable for maintaining and increasing the supply of affordable housing in Corte Madera.</p>	<p>To maximize the effective use of affordable housing funds.</p>	<p>The Town provided assistance to the sponsor of the San Clemente Place project in its application for tax credit allocation funding by doing the following:</p> <ul style="list-style-type: none"> • Providing evidence that the Town had granted an impact fee waiver. • Providing evidence that the Town waived application fees • Providing documentation of a grant from the Town’s affordable housing fund; • Providing evidence of zoning and a density bonus. 	<p>Policy H5.2 provided a basis for allocating staff resources to assist with coordination for the San Clemente Place project.</p>	<ul style="list-style-type: none"> • Continue this program. • Renumbered as H-4.6.

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<p>(H5.3) Housing Trust Fund. Continue to implement and augment the Housing Trust Fund for the purpose of creating a permanent source of funding for affordable housing.</p>	<p>To provide a local funding source for affordable housing.</p>	<p>The Town continues to implement this policy</p>	<p>The lack of vacant land for new residential and nonresidential development, and the lack of credit for the redevelopment of existing properties is a restraint on the development that generates revenue for the housing trust fund.</p> <ul style="list-style-type: none"> • Continue this policy. • Renumbered as H-4.7.
<p>(H5.A) Continue to Implement the Town's Housing Trust Fund Ordinance and Operating Procedures. Adopt a Housing Trust Fund Ordinance, specifying that monies paid into the fund will be used to develop or rehabilitate units affordable to very low and low-income households. Explore other streams of financing to add to or match these funds, and establish administrative guidelines for land acquisition for affordable housing; capital improvements for affordable housing developments; and other implementation actions.</p>	<p>To provide funding for implementing Housing Element programs</p>	<ul style="list-style-type: none"> • The Town adopted an Affordable Housing Fund ordinance, including regulations specifying that the revenues shall be used for very low- and low-income housing development. • The Town has not adopted guidelines for other implementation actions. 	<ul style="list-style-type: none"> • This program has been successful in that the Affordable Housing Fund has been established and used to support affordable housing development. • The Town does not have programs for land acquisitions or capital improvements to support affordable housing <ul style="list-style-type: none"> • Continue this program. • Renumbered as H-4.7.a
<p>(H5.B) Seek Additional Local Sources of Funding. Develop permanent local sources of funding to support affordable housing, including consideration of:</p> <ol style="list-style-type: none"> In-lieu fee payments under inclusionary requirements (residential and non-residential developments) Voluntary donations Increase in the Transient Occupancy Tax (as an alternative, increased revenue from the increase in the number of transient occupancy rooms could be used to support affordable housing). 	<p>To create additional funding sources.</p>	<ul style="list-style-type: none"> • The Town developed an in-lieu fee as part of the ordinance requiring inclusionary housing. • The Town adopted a non-residential development impact fee. 	<ul style="list-style-type: none"> • The in-lieu fee and the non-residential impact fee have been successful. • Use of the Transient Occupancy Tax is considered infeasible due to decreasing revenues caused by economic conditions and state take-aways. <p>This program is complete; therefore, continuation not warranted</p>

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<p>(H5.C) Designate Staff to Generate Local Funding Sources. Specify that in the next year staff will work with community and elected leaders to identify potential revenue sources, establish funding criteria, and develop administrative procedures for developing and implementing local sources of funding (enhanced by other sources where possible) to support local affordable housing initiatives.</p>	<p>To allocate staff resources to generate additional funding for housing</p>	<ul style="list-style-type: none"> • The Town developed an in-lieu fee as part of the ordinance requiring inclusionary housing. • The Town adopted a non-residential development impact fee. 	<ul style="list-style-type: none"> • While the in-lieu fee and the non-residential impact fee have been successful, the Town has not developed other funding sources as envisions by this program. • Due to competing demands for staff and budget resources, the Town has not fully implemented this program. <ul style="list-style-type: none"> • Continue this program. • Renumbered as H-4.5.a
<p>(H5.D) Coordinate Funding Among Development Proposals. Recognizing that limited resources are available from the State and other sources, and accessing such resources is highly competitive, the Town of Corte Madera will participate in efforts to establish administrative procedures to ensure adequate coordination between jurisdictions and development proposals on their various housing activities and funding proposals, ensuring that local projects are competitive for outside funding sources and these resources are used in the most effective manner possible. Potential sources of funding include, but are not limited to: [see additional information].</p>	<p>Efficient use of available funding for high priority developments</p>	<p>The Town has not implemented this program.</p>	<p>This program was to be implemented through the Housing Assistance Team (see H5.G and H5.H below) which did not come to fruition.</p> <ul style="list-style-type: none"> • Continue this program. • Renumbered as H-4.6.a..
<p>(H5.4) Organizational Effectiveness. In recognition that there are limited resources available to the Town to achieve housing goals, the Town will seek ways to organize and allocate staffing resources effectively and efficiently to implement the programs of the housing element.</p>	<p>Efficient organization of staff resources to support housing.</p>	<p>The Town Planning Director is charged with responsibility for coordinating housing policy implementation.</p>	<p>Focusing responsibility for housing programs on a department head helps to promote efficient use of staff resources.</p> <ul style="list-style-type: none"> • Continue this policy. • Renumbered as H-4.4.

Policy/Program Title <i>Ref. # and brief description</i>	Objective <i>quantified where applicable or narrative</i>	Achievements / Results	Evaluation / Barriers to Implementation <i>was it successful? reasons why it was or was not implemented or able to meet its objectives</i>
(H5.5) Housing Element Monitoring, Evaluation and Revisions. The Town will establish a regular monitoring and update process to assess housing needs and achievements, and to provide a process for modifying policies, programs, and resource allocations as needed in response changing conditions.	To regularly monitor and update the Housing Element.	The Town prepared and submitted to the State an annual monitoring report in 2006.	This policy was only partially successful. The Town should renew its commitment to annually monitoring Housing Element programs <ul style="list-style-type: none"> • Continue this policy. • Renumbered as H-4.8
(H5.E) Conduct an Annual Housing Element Review. Develop a process for the assessment of Housing Element implementation through annual review by the Corte Madera Planning Commission and Town Council. Provide opportunities for public input and discussion, in conjunction with State requirements for a written review by July 1 of each year. (Per Government Code Section 65583(3)). Based on the review, establish annual work priorities for staff, Planning Commission and Town Council.	Annual review of the Housing Element	The Town prepared and submitted to the State an annual monitoring report in 2006.	This policy was only partially successful. The Town should renew its commitment to annually monitor Housing Element programs <ul style="list-style-type: none"> • Continue this program. • Renumbered as H-4.8.a
(H5.F) Update the Housing Element Regularly. Undertake housing element updates as needed, including an update to occur no later than June of 2006, in accordance with State law requirements.	Assure consistency with State law	Housing Element update in process with anticipated adoption in December 2009	This program is successfully implemented through this process. <ul style="list-style-type: none"> • Continue this program. • Renumbered as H-4.8.b.

Policy/Program Title <i>Ref. # and brief description</i>	Objective <i>quantified where applicable or narrative</i>	Achievements / Results	Evaluation / Barriers to Implementation <i>was it successful? reasons why it was or was not implemented or able to meet its objectives</i>
<p>(H5.G) Support Establishment of a Countywide Housing Assistance Team (HAT). Support through coordination and other means, as determined appropriate for the Town, the establishment of a Housing Assistance Team who can advise and assist staff in implementing housing programs and facilitating development of partnerships with affordable housing developers for specific projects. The HAT can consist of a pool of specialists with the following specialties: A local architect, an individual with knowledge regarding underwriting housing financing and available funding sources, a local community representative who is knowledgeable about local issues.</p>	<p>Establishment of a technical assistance team to assist in Housing Element implementation.</p>	<p>This was to be a countywide program led by the Marin County Community Development Agency. The County did not implement the program. Accordingly, the Town did not implement this program.</p>	<p>Barriers included lack of political will and financial resources lack of staff resources, lack of interest on a countywide basis, and turnover of staff and volunteers assigned to the County's program</p> <p>Delete this program</p>
<p>(H5.H) Support Establishment of a Permanent County Affordable Housing Strategist Position. Support through coordination and other means, as determined appropriate for the Town, the establishment of a full-time, permanent County Housing Strategist position with adequate support staffing to work with the Town in creating affordable housing opportunities. The role of the Affordable Housing Strategist and supporting staff will be to implement the recommendations of the Inter-Jurisdictional Strategic Action Plan for Housing and coordinate the HAT, as described above.</p>	<p>Establishment of an Affordable Housing Strategist to assist in program implementation.</p>	<p>This position was to be part of the Countywide Housing Assistance Team discussed above (H3.G). The County did not implement the Housing Assistance Team program. Accordingly, the Town did not implement this program.</p>	<p>Barriers included lack of political will and financial resources lack of staff resources, lack of interest on a countywide basis, and turnover of staff and volunteers assigned to the County's program</p> <p>Delete this program</p>

Policy/Program Title <i>Ref. # and brief description</i>	Objective <i>quantified where applicable or narrative</i>	Achievements / Results	Evaluation / Barriers to Implementation <i>was it successful? reasons why it was or was not implemented or able to meet its objectives</i>	Recommendations for the Housing Element Update <i>continue as is / continue with modifications (specify) / or delete</i>
<p>(H5.I) Support Establishment of a Countywide Housing Data Clearinghouse. Support through coordination and other means, as determined appropriate for the town, the establishment of a central housing data clearinghouse, under the Housing Strategist position (see program H5.H above), with up-to-date information on housing conditions in the County (by jurisdiction), best practices, State law, funding opportunities, and related housing information. Procedures for data collection and tracking will need to be established. The data will provide the following information: [see additional information].</p>	<p>Establishment of data methodologies; effective data collection and monitoring.</p>	<p>This was to be a countywide program led by the Marin County Community Development Agency. The County did not implement the program. Accordingly, the Town did not implement this program.</p>	<p>Barriers included lack of political will and financial resources lack of staff resources, lack of interest on a countywide basis, and turnover of staff and volunteers assigned to the County's program</p>	<p>Delete this program</p>

APPENDIX C

Text of the Draft Mixed-Use Gateway Zoning District Regulations

18.18.1000 MUGD MIXED-USE GATEWAY OVERLAY DISTRICT

18.18.1010 – Purposes.

The Mixed-Use Gateway Overlay District is established by this chapter to achieve the following purposes:

- (1) To rezone the Gateway property currently zoned M Light Industrial District and as described in the Housing Element with a mixed use multi-family residential/local serving commercial overlay zoning designation (MUGD) that may be activated at the time of property redevelopment.
- (2) To provide for the continuation of legal land uses permitted by the existing underlying M Light Industrial District zoning of a property until the property is redeveloped for residential uses in accordance with the MUGD Mixed-Use Overlay District.
- (3) To provide a means of achieving the residential housing objectives of the housing element of the general plan, particularly by encouraging new high-density residential development (40 units per gross acre) that includes affordable housing on parcels of 1 or more acres in size.
- (4) To designate an appropriately located area for high-density residential development in conjunction with local-serving commercial uses to provide efficient use of land resources.
- (5) To limit the number of off-street parking spaces needed to serve new residential development by locating local serving commercial uses within a high-density residential complex and in an area served by transit.
- (6) To limit the number of off-street parking spaces required based on dwelling unit bedroom size or unit square footage.
- (7) To ensure adequate light, air privacy and open space for each high-density dwelling unit by providing less restrictive building height limits.

18.18.1020 – MUGD Applicability.

All provisions of Chapter 18.14 shall remain in effect until any property to which this ordinance is applicable is approved for redevelopment in compliance with the provisions of the MUGD Mixed-Use Gateway Overlay District. Upon approval of a project in accordance with the MUGD Mixed-Use Gateway Overlay District, all future uses of the property shall comply with the MUGD Overlay District regulations.

18.18.1030 – Permitted and Conditional Uses in the Mixed-Use Gateway Overlay District

The following schedule indicates by the symbol "P" uses that are permitted uses and the symbol "C" for uses that are conditional uses.

USES	Permitted/ Conditional
(1) Multiple Dwelling Units	P
(2) Incidental and Accessory Structures and Uses for the Exclusive Use of the Residents on the Site and their Guests Limited to the Following:	
A) Parking Garage, Structure and Carports	P
B) Storage Building or Area	P

C) Recreation Room(s)	P
D) Common Swimming Pool	P
(3) Residential Care Facilities as defined in Section 18.04.650	C
(4) Small Family Day Care	P
(5) Local Shopping Uses as provided for in Section 18.12.020 – C-1:	See Section 18.12.020

18.18.1040 – Mixed-Use Gateway Overlay District Development Standards:

The development standards for the MUGD Mixed-Use Gateway Overlay District shall be as shown in the following table. The MUGD development standards shall apply to all properties that meet the affordable housing requirement described in section 18.18.1070.

STANDARD	REQUIRED
Minimum Dwelling Units per Gross Acre	See Section 18.18.1060
Minimum Lot Area	1 Acres
Minimum Lot Street Frontage	50 feet
Minimum Lot Width	None
Front Setback	Flexible
Rear Setback	Flexible
Side Setback	Flexible
Building Lot Coverage (maximum %)	None
Useable Open Space (square feet per unit)	50 sq.ft./unit
Maximum Building Height	38 ft. along all street frontages, 48 feet on inner portions of lot.
Floor Area Ratio (FAR)	None
Signage	
Residential Development	Conform to Chapter 18.22 for residential uses.
Commercial Development	Conform to Chapter 18.22 for C-1 District.
Off-Street Parking Required	
Studio Unit	1 space per unit
1-Bedroom Unit	1 space per unit
2-Bedroom Unit	1.5 spaces per unit
3-Bedroom or larger Unit	2 spaces per unit
Guest Parking	1 space for every 10 dwelling unit
Commercial Uses	As required in Chapter 18.20.030

18.18.1050 – Special and General Provisions.

The provisions of Section 18.08.030 and Section 18.08.040 shall apply in that portion of all underlying zones redeveloped subject to this MUGD Mixed-Use Gateway Overlay District, except as specifically regulated or otherwise provided by this Chapter.

18.18.1060 – Density of Development/Residential Density Bonus.

The regulations in this section shall apply to all parcels designated MUGD as shown on the adopted town zoning map.

- (1) Residential: Residential density in the MUGD Overlay District shall be zero. Notwithstanding any other provision of this title relating to density, in the event that a project complies with the requirements of Section 18.18.1070, the minimum residential density shall be 40 units per gross acre. For the purpose of this Chapter, residential density means the number of dwelling units permitted per gross acre of land, usually described in acres. For the purposes of calculating residential density, portions of the site developed in non-residential uses shall be included in the calculation of gross area of land.
- (2) Commercial: The total area of commercial uses shall be limited to 10,000 square feet. Site area use for commercial uses may also be used to calculate the total permitted residential density for the site.

18.18.1070 – Affordable Housing Requirement.

Residential development within the MUGD Mixed-Use Gateway Overlay District shall provide the following mix of affordable dwelling units:

- (1) Low-income households: seven percent of total units in the development;
- (2) Very low-income households: two percent of total units in the development;
- (3) Moderate-income households: one percent of total units in the development.

If the required percentages for a specific mix of affordable dwelling units yields a number with a fraction greater than .5, the number shall be rounded up to the next whole number. In no case must the total number of affordable dwelling units exceed 10% of the total number of units after rounding up to the next whole number.

No more than one half of the required affordable dwelling units may be studio-efficiency units.

Exceptions from the mix of affordable dwelling units as set forth above may be approved by the Planning Commission and/or Town Council based on findings that the exception(s) is necessary to achieve the goals of the Housing Element.

18.18.1080 Continued affordability.

Prior to approval of building permits, the applicant shall execute an Agreement with the Town ensuring the continued affordability of the affordable dwelling units for a period of fifty-five years.

18.18.1090 – Useable Open Space.

For each dwelling unit on the site, 50 square feet of useable open space shall be required subject to the following conditions:

- (1) The usable open space may be common space accessible to more than one dwelling unit, or may be private space for the exclusive use of the residents of the development.
- (2) Common usable open space shall have a minimum area of 300 square feet, and shall have no dimension less than 15 feet.
- (3) Private open space shall have a minimum area of fifty square feet, and shall have no dimension less than five feet.

- (4) All useable open space areas shall be maintained in a permanent and orderly condition.

18.18.1100 – Plan Review.

Notwithstanding the provisions of Section 18.18.015 and Section 18.18.020, Preliminary and Precise Plans shall not be required for redevelopment projects in the MUGD Mixed-Use Gateway Overlay District. Development in the MUGD district shall be subject to design review approval. A design review application shall be processed concurrently with any other application for development in the district.

18.18.1110 – Design Review.

Design review approval pursuant to Section 18.18.030 is required for all structures and improvements in the MUGD. However, neither the design review approval nor the conditions of design review approval shall result in prohibiting or financially impeding the applicant from attaining a residential density of 40 units per gross acre.

18.18.1115 – Incentives and Concessions.

The following incentives and concessions may be requested of the Town Council to facilitate construction of a new high-density residential/affordable development that achieves the residential housing objectives of the Housing Element.

A. – Administrative Fees.

Notwithstanding the provisions of Section 18.02.100, the Town Council may waive, reduce, or rebate fees for processing the various applications for development in the MUGD Mixed-Use Overlay District.

B. – Traffic Impact and Mitigation Fees.

The Town Council may waive, reduce, or rebate traffic impact mitigation fees for the number of affordable dwelling units required by Section 18.18.1070.

C. – Park Dedications and Fees.

The Town Council may waive, reduce, or rebate dedications, reservations or in-lieu fees for land used for park and recreational purposes for the number of affordable dwelling units required by Section 18.18.1070.

APPENDIX D

Pro Forma, 80–Unit Multi Family Project with 25% Affordability Component

CORTE MADERA MULTI FAMILY HOUSING

Summary

Based on SBA plans submitted for Site Permit

Area Description	Gross S.F.	Cost per g.s.f.	Construction cost	Sale Price on Net S.F.	Value
Residential Sellable	77,975	\$225	\$17,544,375	see Unit Detail	\$ 49,354,450
Retail	-	\$175	\$0	\$380	\$ -
Residential Common Areas	20,000	\$170	\$3,400,000		
Amenities	4,000	\$85	\$340,000		
Subterranean Garage	46,080	\$115	\$5,299,200		
Total Construction	148,055	\$179.55	\$26,583,575	Project Sales	\$ 49,354,450
Construction Contingency		5%	\$1,329,179	Sales & Marketing @5%	(\$2,467,723)
Land			\$7,000,000	Net Value on Unit Sales	\$ 46,886,728
Soft Costs		24.8%	\$8,332,358	Profit	\$ 3,641,616
BMR Fee & Carry			\$0	Spread	7.8%
TOTAL COSTS			\$43,245,111		

MARKET RATE SALES PRICE PER FOOT \$ 750

- Assumptions:**
- 1 2 acres in Corte Madera, Zoning for 40 units per acre
 - 2 Height Limits will allow for 3-4 story structures (38 feet along street frontages)
 - 3 FAR is not restricted
 - 4 Front, Rear and Side yard setbacks are 10 feet
 - 5 25% BMRs
 - 6 BMRs provided are Low and Moderate
 - 7 BMR IN Lieu Fee is not applied
 - 8 Parking is provided at average of 1.5 per unit
 - 9 Guest Parking is 1 per 8 units
 - 10 All City Fees are waived

BMR Required 25% with 0% ILFees allowed - Not a Feasible Project

Sales Price per foot would need to be far in excess of \$750 for a required 20% margin (Spread) to make this a viable AND FINANCABLE project.

Soft Costs

CORTE MADERA GATEWAY CONDOS

ASSUMES	MONTHS OF LAND CARRY	3	Assume other months offset by income
	MONTHS OF CONSTRUCTION	22	
	INTEREST RATE FOR LAND	6.75%	
	INTEREST RATE FOR CONSTRUCTION	6.75%	
	AVG SALE PERIOD	18	Months

CONSTRUCTION LOAN FEES	0.5%	\$	132,917.88	For construction loan only
INTEREST Land during construction & sale		\$	1,338,750.00	Value of VPI, Inc. carry
Construction Loan		\$	1,644,858.70	50% Disbursed
Construction Loan during sale period		\$	1,345,793.48	
Subtotal of points & interest		\$	4,462,320.06	
<hr/>				
PROJECT MANAGEMENT		\$	398,753.63	1.5% Budget
CONSULTANTS		\$	583,240.00	See fee detail
SPECIAL INSPECTIONS		\$	15,000.00	
PROPERTY TAXES DURING CONSTRUCTION	1.25%	\$	218,750.00	
INSURANCE - WRAP POLICY		\$	1,860,850.25	7.0% Hard Costs
CONTRACTOR'S BOND (Subguard from Zurich)		\$	398,753.63	1.5% Hard Costs
TITLE		\$	5,000.00	
EXPEDITING & ENTITLEMENTS		\$	70,000.00	
LEASE-UP CONSULTANTS & MGMT.			included as 5% of Retail Value	
APPRAISALS & REVIEW		\$	12,000.00	
ACCOUNTING (24 MONTHS)			included in Project Management	
CITY FEES		\$	-	See fee detail
UTILITY FEES		\$	45,000.00	
BMR BUY OFF FEE			included in summary	
DEVELOPMENT AGREEMENT LEGAL			N/A	
LEGAL/CONDO MAP		\$	20,000.00	
SUBTOTAL		\$	8,089,667.56	
CONTINGENCY	3.00%	\$	242,690.03	
<hr/>				
TOTAL SOFT		\$	8,332,357.59	
PERCENT OF HARD + LAND COSTS	24.8%			

CORTE MADERA MULTI FAMILY HOUSING
Fee Summary

Item	Cost Component	Total	Per Gross S.F.	Per Net Sellable S.F.	Per Unit	Subtotals	Notes
City Fees							
1	CUP Application Fee	\$0	\$0.00	\$0.00	\$0	\$0	actual
2	Variance Application Fee	\$0	\$0.00	\$0.00	\$1,900		actual
3	Condo Map Application Fee	\$0					actual
4	Condo Map Review Fee	\$0					actual
5	Soils/Geologic Report Review	\$0	\$0.00	\$0.00	\$0		
6	Muni Fee per g.s.f. of retail	\$0	\$10.25	\$0.00	\$0		estimate
7	Demo Permit Fee	\$0	\$0.00	\$0.00	\$0		actual
8	Building Permit	\$0	\$0.00	\$0.00	\$0		estimate
9	Plan Check Fee	\$0	\$0.00	\$0.00	\$0		estimate
10	Strong Motion Fee	\$0	\$0.00	\$0.00	\$0		
11	DRF Fee	\$0	\$0.00	\$0.00	\$0		
12	Document Imaging	\$0	\$0.00	\$0.00	\$0		
13	Electrical Permit	\$0	\$0.00	\$0.00	\$0		
14	Mechanical Permit	\$0	\$0.00	\$0.00	\$0		
15	Plumbing Permit	\$0	\$0.00	\$0.00	\$0		
16	Fire Plan Check	\$0	\$0.00	\$0.00	\$0		
17	Fire Sprinkler Permit	\$0	\$0.00	\$0.00	\$0		
18	Fire Alarm Permit	\$0	\$0.00	\$0.00	\$0		
19	Street Improvement Filing Fee	\$0	\$0.00	\$0.00	\$0		
20	Minor Sidewalk Encroachment	\$0	\$0.00	\$0.00	\$0		
21	Sewer Utility Fee	\$0	\$0.00	\$0.00	\$0		
22	Water Inspection Fee	\$0	\$0.00	\$0.00	\$0		
23	Grading Permit	\$0	\$0.00	\$0.00	\$0		
24	Hauling Permit	\$0	\$0.00	\$0.00	\$0		
25	Demo/Recycling	\$0	\$0.00	\$0.00	\$0	All City Fees	
26	NPDES/SWPP	\$0	\$0.00	\$0.00	\$0	\$0	
27	School Impact Fee for Residential - High School	\$0	\$0.00	\$1.53	\$0		
	School Impact Fee for Retail - High School	\$0	\$0.00		\$0		
28	School Impact Fee for Residential - Elementary School	\$0	\$0.00			All School Fees	
	School Impact Fee for Retail - Elementary School	\$0	\$0.00			\$0	
Consultant Fees							
	Architect	\$300,000	\$3.06	\$3.85	\$3,750		Estimate
	Structural Engineer, including shoring	\$100,000	\$1.02	\$1.28	\$1,250		Contract
	MEP Consultant	\$100,000	\$1.02	\$1.28	\$1,250		Estimate
	Acoustic Consultant	\$5,500	\$0.06	\$0.07	\$69		Estimate
	Waterproofing Consultant	\$5,500	\$0.06	\$0.07	\$69		Estimate
	Geotechnical Consultant	\$10,000					Contract
	Landscape Architect	\$10,000					Estimate
	Survey/Condo Map	\$32,500	\$0.33	\$0.42	\$406		Contract
	Crack Monitoring	\$12,000	\$0.12	\$0.15	\$150		Estimate
	Archeological	\$7,740	\$0.08	\$0.10	\$97	All Consultant Fees	Estimate
	Historic Report	\$0	\$0.00	\$0.00	\$0	\$583,240	Contract
Expediting & Entitlements							
	Expediting	\$35,000	\$0.36	\$0.45	\$438		Estimate
	Legal fees for entitlements	\$35,000	\$0.36	\$0.45	\$438	All Ex & In Fees	Estimate
	Total Fees	\$653,240	\$6.67	\$8.38	\$8,166	\$70,000	

		program	multiplier
# Residential Units:	80	120	0.667
Gross Residential Building Area:	97,975	144,000	0.680
Gross Retail Building Area:	0	24,000	0.000
TOTAL GROSS AREA (SQ. FT.):	97,975		
Less Corridors/Stairwells/Common Areas	20,000		
Net Sellable Residential Square Footage	77,975		
Net Sellable Total Square Footage	77,975		
Gross Building Area to Net Sellable Area	1.26		

CORTE MADERA MULTI FAMILY HOUSING

Residential Unit Detail

\$750

BMR Required 25% with 0% In Lieu Fees allowed

	Unit Count	Beds	Area	Total Area	Market Price per s.f.	Market Rate Unit Value	Market Rate Total Value	BMR Includ. Unit Value	Total Value	Unit Mix	BMR inclusion ary @ 25%	BMR in lieu @ 0%	
1	UNIT 101	8	2-"MOD"	1,050	8,400	\$750	\$787,500	\$6,300,000	\$277,300	\$2,218,400	1 Bed 1 Bath	8 Units	2 Units
2	UNIT 102	8	1	800	6,400	\$750	\$600,000	\$4,800,000	\$600,000	\$4,800,000	26 Units	1.30 Units	1.30 Units
3	UNIT 103	16	2	1,100	17,600	\$750	\$825,000	\$13,200,000	\$825,000	\$13,200,000	33%		
4	UNIT 104	5	1	750	3,750	\$750	\$562,500	\$2,812,500	\$562,500	\$2,812,500	2 Bed 2 Bath	8 Units	2 Units
5	UNIT 105	16	2	1,000	16,000	\$750	\$750,000	\$12,000,000	\$750,000	\$12,000,000	44 Units	2.20 Units	2.20 Units
6	UNIT 106	4	2-"VERY LOW"	900	3,600	\$750	\$675,000	\$2,700,000	\$146,100	\$584,400	55%		
7	UNIT 107	8	1 - "LOW"	700	5,600	\$750	\$525,000	\$4,200,000	\$158,800	\$1,270,400	3 Bed 2 Bath	4 Units	0 Units
8	UNIT 108	5	1	825	4,125	\$750	\$618,750	\$3,093,750	\$618,750	\$3,093,750	10 Units	.50 Units	.50 Units
9	UNIT 109	10	3	1,250	12,500	\$750	\$937,500	\$9,375,000	\$937,500	\$9,375,000	13%		
		80			77,975			\$58,481,250		\$49,354,450	TOTAL	20.00 Units	.00 Units
											80 Units		

Parking REQ.	1.5	120
Guest / 10 units	1	8 Assumes shared Guest & Retail Parking
Commercial	0	0
Area per Stall	360	46080

1 Bed BMR's are Low
 2 Bed BMR's are Moderate
 BMR In Lieu Fee is \$98,000 per Unit

BMR expense - in lieu at 0%

1 bed fee	\$ -
2 bed fee	\$ -
3 bed fee	\$ -
Fee for 1 bed	\$ -
Fee for 2 bed	\$ -
Fee for (0) 3 bed	\$ -
Total in-lieu fee	\$ -
In -lieu fee interest	\$ -
Fee + interest	\$ -

TOTAL SQ. FT.	\$49,354,450
5% Sales Costs	\$2,467,723
Adj. Value	\$46,886,728
BMR fee	\$0
Net Value	\$46,886,728
Delta	\$46,886,728

LOSS
Due to BMRs
DELTA
\$0
\$9,126,800

MARKET VALUE OF BMR'S #REF!

FLOOR	USE	SQ. FT.
BASEMENT	PARKING	128 SPACES
GROUND	RETAIL	10,000
	TRANSFORMER STORAGE, ETC.	1,900
	RESIDENTIAL LOBBY	3,000

APPENDIX E

DRAFT LETTER TO WATER AND SANITATION SERVICES PROVIDERS

RE SB 1087

Paul Helliker, General Manager
Marin Municipal Water District
220 Nellen Ave.
Corte Madera, CA 94925

Dear Mr. Helliker,

Chapter 727, Statutes of 2005 (SB 1087) requires local governments to provide a copy of the adopted housing element to water and sewer providers. As you know, water and sewer providers must grant priority for service allocations to proposed developments that include housing units affordable to lower-income households. Enclosed please find a copy of Corte Madera's most recent housing element, which the Town Council adopted on April 5, 2011.

California law requires towns, cities, and counties to periodically update their housing elements to address their share of the regional housing need as determined by the council of governments for the area. ABAG has assigned Corte Madera a Regional Housing Need Allocation (RHNA) of 244 units. With credit for 79 units built since 2006, the Town's remaining unmet RHNA is 165 units.

Over all, the Town's most urgent need is to improve the jobs/housing balance. Currently, there are 1.8 jobs for every housing unit in the community. The most desirable ratio, in terms of transportation impacts, greenhouse gas emissions, and economic effects, is 1.0 to 1.5 jobs for every home. This imbalance results in part from the high cost of housing and the relatively low wage rate for many of the retail jobs in our local economy. In short, the need is for more housing affordable to moderate and lower income households. Other urgent needs include housing that is affordable and appropriately designed for our growing senior population and people with disabilities, and the special needs of single-parent households and other families with children.

The 2010 Housing Element sets out a range of policies to meet these needs, focusing on in-fill and mixed-use development strategies. Please note the sites inventory and analysis in Chapter 3. The Town will be putting particular emphasis on promoting development, and redevelopment of a series of "high potential" sites that are identified in the inventory. As opportunities present themselves at these properties, Town staff will be working with your agency to assure that these sites get the highest priority for water service.

As always we appreciate your continuing cooperation and assistance. Please do not hesitate to call me at 927-5059 if I can answer and questions.

Sincerely,

Dan Bell
Planning Director

Jason Dow, General Manager
Central Marin Sanitation Agency
1301 Anderson Drive
San Rafael CA 94901

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California law requires towns, cities, and counties to periodically update their housing elements to address their share of the regional housing need as determined by the council of governments for the area. ABAG has assigned Corte Madera a Regional Housing Need Allocation (RHNA) of 244 units. With credit for 79 units built since 2006, the Town's remaining unmet RHNA is 165 units.

Over all, the Town's most urgent need is to improve the jobs/housing balance. Currently, there are 1.8 jobs for every housing unit in the community. The most desirable ratio, in terms of transportation impacts, greenhouse gas emissions, and economic effects, is 1.0 to 1.5 jobs for every home. This imbalance results in part from the high cost of housing and the relatively low wage rate for many of the retail jobs in our local economy. In short, the need is for more housing affordable to moderate and lower income households. Other urgent needs include housing that is affordable and appropriately designed for our growing senior population and people with disabilities, and the special needs of single-parent households and other families with children.

The housing element sets out a range of policies to meet these needs, focusing on in-fill and mixed-use development strategies. Please note the sites inventory and analysis in Chapter 3. The Town will be putting particular emphasis on promoting development, and redevelopment of a series of "high potential" sites that are identified in the inventory. As opportunities present themselves at these properties, Town staff will be working with your agency to assure that these sites get the highest priority for water service.

As always we appreciate your continuing cooperation and assistance. Please do not hesitate to call me at 927-5059 if I can answer and questions.

Sincerely,

Dan Bell
Planning Director