



CLAM

*Community Land Trust Association
of West Marin*

2017 ANNUAL REPORT

Erin Montoya

Teacher at West Marin School
and CLAM Resident



Back row: Jorge Martinez, Susan Scott, Mike Hogan, Kim Thompson, Noelle Hiam, Corey Ohama, Marshall Livingston, Maureen Cornelia, Pamela Wright, Ruth Lopez, Christa Burgoyne.

Front row: Laurie Monserrat, Stacey Laumann, Susan Brayton, Kerry Livingston, Stephanie Roth, Myn Adess

Not pictured: Eric Oldmixon, Nancy Vayhinger

Photo: Todd Pickering

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Noelle Hiam
Office Manager

Stacey Laumann
Project Manager

Ruth Lopez
Program Director

Stephanie Roth
Development Director

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Photography:
Todd Pickering

Design & Photography:
Laurie MacMillan/Sunfield Design

CLAM's Essential Ingredient: Community-Owned Land

As many know, CLAM is a local organization that creates affordable homes. But many don't realize that our approach—as a Community Land Trust—is what makes us more than an affordable housing organization.

As a Community Land Trust, we believe that community means place. This is where we live, where many of us make our living, where we build community—and the place we care about and that nurtures us. In addition to place, we believe that community is a commitment to the people in that place, and especially to those who are marginalized within the community.

In West Marin, that sense of community—of caring for place and the people within it—will always be undermined by the high cost of land and housing. Being part of the large, mostly urban Bay Area, West Marin, with its stunning beauty and vast protected parkland, draws an often affluent population that can afford home prices that, for many people who live and work here, are far out of reach.

As a Community Land Trust, CLAM works toward equity and stability for the whole community by restructuring relationships around property. With each property we purchase, we part ways with a local housing market that restricts home ownership to a narrow range of incomes; instead, we create homes designed to serve and support the full community's needs now and in the future.

Property, at its root, reflects a web of relationships. As a Community Land Trust, CLAM works to ensure that web is defined widely enough to incorporate whole segments of community—those who can't afford high home sale or rental prices—that are increasingly left out. In the Community Land Trust world, we use the phrase “permanent affordability,” meaning that the properties we own will forever be affordable to people with a range of incomes. For example, the home that we have just sold at 31 Giacomini Road in Point Reyes Station (see page 4) will be permanently affordable for every family that owns that home for as long as the house exists. In other words, this home has been taken out of the speculative market and is preserved forever for the community's benefit.

One home at a time, two by two—or ten by ten if given the chance—we will continue to restructure relationships through property for the community's benefit. We believe that the economic and racial diversity that results from this work benefits the entire community in countless ways.

The idea of preserving community wealth in this way comes straight out of the Civil Rights Movement of the 1960s, supported by a fascinating history of American land reform movements beginning in the mid-1800s. At CLAM, as in all Community Land Trusts, the governing board is designed so that community members themselves are the decision-makers about acquisition and stewardship of the properties the land trust buys and manages. From the big picture to the little picture, CLAM is about community—and essentially, community-owned *land* held in trust.

By mid 2018, CLAM will provide 20 homes and will make even more available through the Real Community Rentals program. Today, West Marin—from employers whose employees have stable homes, to schools that can have children in the classrooms when families can afford to live here, to teachers themselves who have a place to live—is feeling the benefit of the entire community's commitment to this vision of Community Land Trust.



Kim Thompson, Executive Director



Honoring Board President
Maureen Cornelia

CLAM has benefitted from the extraordinary leadership of Maureen Cornelia during her six-year tenure as Board President, which will conclude at the end of 2018. Her keen intelligence, strategic thinking, and joyful presence have strengthened all aspects of CLAM during a remarkable time of growth and transition. She is admired by all in the organization for her selfless service, her insight, her supportive presence and the set of skills she brings.

As she ends her time as Board President, she is not going far, as she will continue to serve on the board. An impeccable leader and steadfast cheerleader, Maureen has set a model we will be learning from for a very long time.

We celebrate you, Maureen, and we are so grateful for who you are and what you have done for CLAM!

Coming Home

The Story of 31 Giacomini Road

With its second home for sale, CLAM makes home ownership possible for a family that Marin's housing market has left behind. While many have left West Marin and the County altogether to pursue the possibility of home ownership in more affordable locations, CLAM has created a new home that is affordable to many local wages and salaries. And due to the Community Land Trust model, this home will be resold affordably for generations to come—a true asset in our community.

With fantastic community support, CLAM was able to buy the 3-bedroom, 2-bath home at 31 Giacomini Road in Point Reyes Station in 2017. Located within the Point Reyes Affordable Homes Property built by the Ecumenical Association for Housing (EAH) in 2005, this house and six others were slated to be sold affordably until the project ran into financial difficulty, requiring that all seven houses be sold at market rate.

When the home came up for sale again in 2017, long-time CLAM supporters quickly provided generous very-low-interest loans, enabling CLAM to purchase the property, which sold for \$839,000. We then completed a successful fundraising campaign, enabling us to pay back the lenders as promised.



Photo: Todd Pickering

In addition to our own investment of \$26,000 in the project, in just a few months, CLAM raised \$144,000 in contributions from individuals, as well as more than \$280,000 in grants from the County of Marin, the Marin Community Foundation, Tamalpais Pacific, West Marin Fund, and Mechanics Bank. That allowed us to put the home back on the market for just \$389,000. With that, CLAM permanently removed this home from the speculative real estate market and made it affordable to families for generations to come.

To find eligible buyers, CLAM offered two Homebuyer Education Workshops (both in English and Spanish), connecting interested people with financial education resources and explaining how home ownership with a Community Land Trust works. Applicants for the home were required to be first-time homebuyers with a household size between three and seven persons and a modest household income (below \$92,000 for a family of four, less for smaller household size).



Sixteen families applied to purchase this home. Their applications were reviewed by a mortgage lender specializing in Community Land Trust mortgages. Three prospective buyers qualified to receive a mortgage, and the finalists were chosen by lottery (we literally picked their names out of a hat!).

One of those families will complete the purchase and move into their new home in the Spring of 2018. We celebrate this family's purchase and we delight in what we have all accomplished together—stability, rootedness and home.

CLAM's new purchase
makes home ownership
possible for a family that
Marin's housing market
has left behind.

An Anchored Neighborhood: Coast Guard Property Update



In 2017, with generous support from Catholic Campaign for Human Development and local donors, CLAM hired two new staff: a part-time project manager and a part-time development director, in preparation for our bid to acquire the former US Coast Guard Point Reyes Housing Facility in Point Reyes Station. The housing facility is a full-scale neighborhood of 36 town homes and other amenities that previously housed Coast Guard officers and their families.

We also researched and met with several potential partners who could help us to redevelop the site. We sought a partner with the expertise that best aligns with CLAM's mission, including having the skills necessary for the financing, construction and rehabilitation work that will be needed before homes at the property can be occupied.

Mandated by federal law as the entity to purchase the property from the Coast Guard, Marin County completed an appraisal, septic capacity studies, and some environmental evaluations on the site.

The County is now negotiating the purchase of the site with the US General Services Administration.

LOOKING FORWARD

In 2018, Marin County will hold community meetings to learn what the community feels is most important and needed at the Coast Guard site.

Following community input, the County will issue a Request for Proposals (RFP) from organizations interested in rehabilitating and managing the property.

CLAM will submit a proposal along with our chosen partner. Our goal is to win the bid and to ensure that this new neighborhood becomes a place where homes are stable, the community there is rooted and secure, and the entire neighborhood is shepherded and stewarded by CLAM's structure of community-owned land.

Who Does CLAM Serve?

By the end of 2017, CLAM was providing 17 homes and six Real Community Rentals to a diverse group of individuals and families across Point Reyes, Inverness Park, Inverness, and Stinson Beach. What difference does 23 homes in a community make?

Fifty people, including 7 seniors and 16 children, 24 Latino/as and 26 Anglos, live in these homes, where rents and home prices are stable. This stability relieves a huge amount of stress and worry that so many people experience in our community. And by not facing a long and tiring commute to work every day, residents are able to participate more fully in the life of the community.

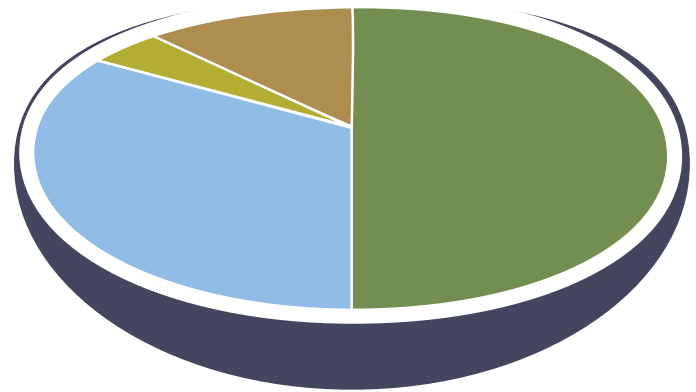
In addition, many of our local organizations and businesses have been strengthened by a local workforce living in CLAM homes and within the Real Community Rentals program. The businesses and organizations that employ residents living in CLAM homes include Building Supply, West Marin School, Bolinas-Stinson School, Point Reyes Library, Stockstill House, the Palace Market, Hog Island Oysters, Point Reyes National Seashore Association, Institute for Bird Populations, Stinson Beach Market, Coast Café, and the Dance Palace.

Folks living locally also volunteer locally— at food banks, for community events, as artists, assisting in schools, and serving on local organizational boards. Clearly, a stable home serves far more than the people it provides shelter for—a stable home strengthens the community.

At CLAM, we feel a particular urgency to create more stable homes. There are now more than 100 families and individuals on our wait list, with 40 new applications in 2017 alone.

A whopping 83% of the people requesting homes work locally and are either in threat of displacement, live in homes too small for their families, have already had to move out of the area and want to return, or have never lived in the community and want to live closer to where they work.

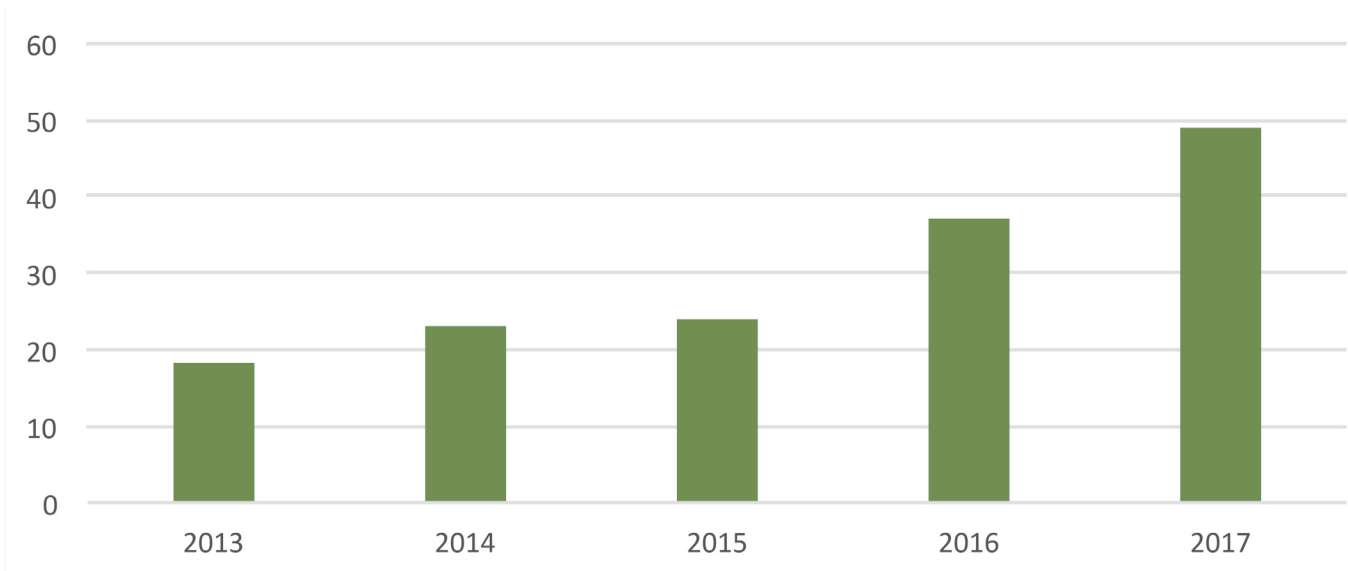
Live/Work from Waitlist



| | |
|-------------------------------------|-----|
| Live and work in West Marin | 50% |
| Commute in to West Marin for work | 33% |
| Commute out of West Marin for work | 4% |
| Neither live nor work in West Marin | 13% |

Number of People Housed Through CLAM

| Year | 2013 | 2014 | 2015 | 2016 | 2017 |
|------------------|------|------|------|------|------|
| Number of People | 18 | 23 | 24 | 37 | 49 |



Local Homeowners Step Up to Create Real Community Rentals

By the end of 2017, six local homeowners had affirmed their desire to enhance stability in West Marin by working with CLAM to create an affordable rental on their property. Through their efforts, supported by CLAM's Real Community Rental program, ten more people in West Marin now have a stable, affordable place to live, reducing stressful commutes and fear of displacement.

The program offers tenant selection, zero-interest loans, and other incentives—including permit fee waiver—to create a new rental unit, thanks to an unprecedented partnership involving the County of Marin, Marin Housing Authority, Lilypad Homes, and our local housing organizations—CLAM, Bolinas Community Land Trust, and San Geronimo Affordable Housing Association.

CLAM also partners with West Marin Senior Services to identify seniors who may have a space to rent and would like a tenant who can help them to age in place. We are thankful to the Dominican Sisters of San Rafael for their vision and support on this aspect.

Real Community Rentals program director Ruth Lopez works with property owners to create a unit or rent out a room, and set a rent that covers costs while being affordable to local wages and salaries. She then works with the property owners to find the right new resident.

“Three years ago, I got a great job in Point Reyes Station. I loved what I was doing, but because I couldn't find an affordable place to live nearby, I had a miserable commute. Now, I am thrilled to be living in a home in Inverness Park that I found through CLAM's Real Community Rentals program. I have a garden, can go to the Farmer's Market in the summer and I feel closer to the center of the community. What a difference it makes to finally have a place to call home.”

LAUREN HELTON
Real Community Rentals resident



Real Community Rentals helps re-establish a rental market in West Marin, as many long-time rentals have been lost due to home sales or conversion to short-term rentals.

Throughout 2017, CLAM worked collaboratively with the Bolinas Community Land Trust and the San Geronimo Valley Affordable

Housing Association to conduct workshops in Bolinas, Point Reyes, and San Geronimo to launch the program.

We expect continued collaboration throughout West Marin to create more rental homes through the program in 2018.

Left to right: Rick DiDia (resident), Ruth Lopez (CLAM), Mary Kroninger (landlord).



“Because our cottage has been used infrequently and because there are so few rentals available in West Marin for people who work here, and because my husband and I were CLAM members and supporters for many years, I decided it would be the best use for the cottage to be a home for someone who needs it and for me to be a part of CLAM’s Real Community Rentals program. It made the whole process of tenant selection and follow-up easy and pleasant.”

MARY KRONINGER
Real Community Rentals landlord

Environmental Sustainability? Check!

CLAM’s mission is to create affordable homes in an environmentally sustainable manner. Toward that goal, in 2017 a complete renovation was made to the old and inefficient hot water system at CLAM’s Mesa Apartments in Point Reyes Station. Mesa Apartments provides affordable residences for two seniors and two families with children. Four old water

heaters were located outside the building in sheds that were falling apart. One large water heater was located inside the laundry room and served only the washing machine.

We replaced all five water heaters with two energy-efficient Sanden SANCO2 heat-pump water heaters to supply hot water for all four units and the laundry room. Instead of using electricity (or propane) to heat water, the Sanden heat pump uses a small amount of electricity to extract

heat from the air and transfer it to the water. These heaters do not need a heating element and they are much quieter than hybrid heat pumps.

Also, unlike conventional heat pumps, the Sanden uses carbon dioxide—which has about 4,000 times lower global warming potential than refrigerant. We are thankful for a Community Development Block Grant from the County of Marin that provided funding for this renovation.

Meet CLAM's Latino Advisory Committee



Left to right: Jorge Martinez, Maria Rosario Macias, Ruth Lopez, Ana Maria Ramirez, Jesus Martinez, Elvira Xaxni

Not pictured: Beatrix Gomez, Maria Niggle, and Socorro Romo

The Latino community of West Marin provides a large part of the local workforce—from workers on the dairy ranches to shopkeepers in Point Reyes Station. Like other workers, they face challenging issues around stable and reasonably priced housing. Abriendo Caminos is a West Marin Latino leadership group that focuses on addressing community issues and building power. In 2017, the group identified housing as one of the most critical issues facing the Latino community and suggested the formation of a Latino Advisory Committee to work with CLAM. The committee has been meeting regularly to learn how a Community Land Trust works and to help CLAM understand the specific housing needs and concerns within the Latino community. Jorge Martinez, a member of the committee, joined the CLAM board in May.

Committee member Ana Maria Ramirez described the housing situation in West Marin as “extreme and urgent. It directly affects the Latino community.” She said, “Because we are the axis of work for the Anglo community, and since we do not have the economic resources to buy a house, we are forced to live elsewhere.”

Jorge added, “The population continues to grow and there has not been much new housing development in West Marin. The very limited housing available has gone to the highest bidder and most of it is purchased as a secondary or vacation home.”

When asked what they hope to get out of their work with CLAM, Ana Maria said, “I want those who have more resources and security to see where we are. I hope they can ‘put on our shoes’ and improve the situation. I hope we can make changes together for the good of all. May they see others through us and together we can open new horizons.”

Jorge added, “I’m impressed by how involved and dedicated board and staff members are in finding ways to make housing affordable for working families. I find the concept of a community land trust very interesting and how it has been a solution to many different housing issues around the world. I would like the Latino community to be more involved and part of the conversation on how we, as one community, deal with the housing crisis in West Marin.”

Members, Friends, and Institutional Supporters in 2017:

CLAM gratefully acknowledges the following for their support in 2017:

Individual Donors and Members

Helena and Ted Abe
Myn Adess
Tamae & Valentino Agnoli
Laura & Mark Alderdice
Sister Susan Allbritton
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We made every effort to include all supporters in 2017. Please contact us if you were inadvertently omitted.

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Marin Community Foundation
San Francisco Foundation
Tamalpais Pacific
West Marin Fund

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ZUMA

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Amy Fischer, Realtor, Point Reyes Living
Maya Gladstern
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Paul Marcus Wines
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Natalia Meyerson
Terry Nordbye
Betty Pagett
Point Reyes Vineyard
Javier Rodriguez
Sarah Sharrow
Nick Whitney



Income and Expense Statement

January - December 2017

| INCOME | 2017 |
|-----------------------------|------------------|
| Donations - General Support | \$240,115 |
| Donations for Property | \$261,622 |
| Grants | \$103,200 |
| Rental Income | \$119,275 |
| Total Income | \$724,212 |
| | |
| EXPENSES | |
| Personnel | \$215,192 |
| General Operations | \$84,998 |
| Property Stewardship | \$125,456 |
| Total Expense | \$425,647 |

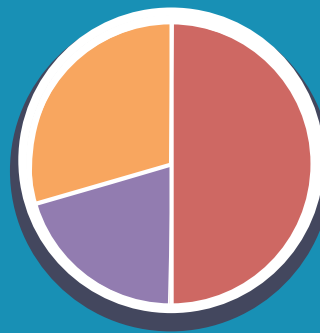
Balance Sheet - Prior Year Comparison

| ASSETS | Dec. 31, 2017 | Dec. 31, 2016 |
|---------------------------------------|-----------------------|-----------------------|
| Checking/Savings | \$637,307.31 | \$453,183.32 |
| Accounts Receivable | \$2,100.00 | \$1,650.00 |
| Other Current Assets | \$9,804.34 | \$9,704.34 |
| Total Current Assets | \$649,211.65 | \$464,537.66 |
| | | |
| Property | \$3,042,696.45 | \$2,211,207.15 |
| Other Assets | \$40,023.34 | \$36,141.40 |
| Total Assets | \$3,731,931.44 | \$2,711,886.21 |
| | | |
| LIABILITIES & EQUITY | | |
| Liabilities | \$1,543,900.34 | \$822,593.38 |
| Equity | \$2,188,031.10 | \$1,889,292.83 |
| Total Liabilities & Equity | \$3,731,931.44 | \$2,711,886.21 |



INCOME

- Donations - General Support
- Donations for Property
- Grants
- Rental Income



EXPENSES

- Personnel
- General Operations
- Property Stewardship



P.O. Box 273
Point Reyes Station, CA 94956