



20 years
CLAM
it's just the start
2020 ANNUAL REPORT



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From top left: Myn Adess, Maureen Cornelia, Laurie Monserrat, David Sherwood, Jorge Martinez, Elvira Xaxni, Nancy Vayhinger, Kerry Livingston, Natalia Meyerson, Pamela Wright, Susan Brayton, Corey Ohama, Susan Scott, Eric Oldmixon, Diego Chavarria (Youth Representative)

Welcome to CLAM's 2020 Annual Report

One year ago, we gathered on Zoom to watch the Marin County Board of Supervisors select the CLAM/Eden team to reclaim the Coast Guard housing site in Point Reyes Station as affordable homes for West Marin. It was one month after Marin enacted its first shelter-in-place order and it was the beginning of a year that would change everything.



From top left: Stacey Laumann, Mari Nakagawa, Ruth Lopez, Stephanie Roth, Yesenia Martinez, Kim Thompson

Today, most people in the county have received at least one dose of the vaccine, and it feels as though we are emerging into a new time marked by fresh commitments to explore who we want to be now and what we're called to create. As we do so, we see that we are all leaders, called upon to contribute our unique gifts to the greater whole.

We never could have anticipated that we would be in this moment, having freshly experienced a global pandemic, a racial reckoning, and devastating California wildfires. Yet here we are, with the opportunity to re-envision and shape the Coast Guard neighborhood to embody the future we want to live in: a climate-resilient West Marin, where housing is a human right, where Black and Brown lives matter, where our community has the ability to determine its own future, where the people who work and raise families in West Marin are able to live, grow, and age gracefully here.

As we step toward this collective visioning process, we know that we are already the leaders and creators that we need. How then, shall we shape this next chapter? What do you desire to bring to it? And what systems shall we create for a truly inclusive, sustainable, and thriving community? As a community land trust, it is CLAM's great desire and privilege to be a partner in this time of creation.

CLAM's Resilience Fund helps renters weather the pandemic.

CLAM takes stewardship of our residents as seriously as stewardship of our properties. In April 2020, it became clear that some of our residents would be experiencing long-term financial hardships related to the COVID-19 pandemic. Many CLAM residents work in the service sector, which shrunk during the long shutdown, and they struggled with job cuts, lost wages, and difficulty finding work.

Not wanting any of our residents to have to face losing their homes during that difficult time, CLAM discussed with each resident their ability to cover rent and other living expenses. To help those who were struggling, CLAM established the Resilience Fund. Thanks to the generosity of CLAM donors, along with grants from the West Marin Fund and the California Community Land Trust Network, the fund brought in more than \$26,000, all of which went directly to rental assistance.



Residents at CLAM's Stinson Beach property form a tight knit community that has supported each other through the pandemic. Photo: Denise Rocco-Zilber

A little over half of CLAM residents requested rental assistance at least once during the pandemic. As the months went on, most residents eventually recovered some degree of employment and income. Two households, however, needed rental assistance for more than nine months, and one-third of CLAM residents experienced persistent declines in income. CLAM has continued to help them meet their rent payments.

CLAM residents have expressed overwhelming gratitude for the rental assistance we could provide—their thank you notes and cards of appreciation have lifted all our spirits.

By the Numbers in 2020

Who lives in homes created by CLAM and our Real Community Rentals Program?*

Total Number of People: 63

Seniors: 12

Children: 13

Whites: 36

Latinx: 23

Pacific Islander: 4

Number of people housed through CLAM

No new units of CLAM housing or Real Community Rental units were added in 2020. Some Real Community Rental tenants left the area; those homeowners decided either not to re-rent during the pandemic or sold their property, leading to a slight decline in the number of people housed through CLAM.

2013 - 18	2017 - 49
2014 - 23	2018 - 63
2015 - 24	2019 - 64
2016 - 37	2020 - 62

*Real Community Rentals is a CLAM initiative that offers incentives and support to homeowners willing to create rentals on their property and set rents at reasonable levels.

Where do CLAM and RCR residents work?

Environmental Action Committee
 Inverness Park Market
 Miyoko's Creamery
 Palace Market
 Point Reyes Library
 Point Reyes National Seashore Association
 Station House Café
 Stinson Beach Market
 Stockstill House / West Marin
 Senior Services
 West Marin Pharmacy
 West Marin School
 Wild West Ferments

Other residents are caregivers, house cleaners, gardeners or are retired and contribute to the community in other ways.

Determined Work and Steady Patience: Coast Guard Update

Our path to creating a neighborhood of affordable homes at the former Coast Guard housing site in Point Reyes Station passed some major milestones in 2020.

In January, after five years of activism urging both the federal government and Marin County to move the project forward, CLAM and our nonprofit partner, Eden Housing, had the opportunity to respond to the county's request for a competitive bid to transform the site into a neighborhood of affordable homes. Reflecting the dire need for local housing, community members endorsed the bid with hundreds of letters and a petition of more than 600 signatures. Many local community organizations also reaffirmed their support for our CLAM/Eden team to redevelop, own, and manage the property.

At a virtual meeting in April, the Marin County Board of Supervisors chose the CLAM/Eden team over the other bidders. "All things being equal," said Board President Katie Rice, echoing other supervisors' comments, "it's really the community support that's so compelling and the community involvement coming in behind CLAM and Eden, and that really tips it for me."

Despite adjusting to the pandemic and bracing from the wildfires that raged over the summer, CLAM continued to work toward the goal of transforming the property into a resilient neighborhood.

Here's a roundup of CLAM's progress on the project to date and a behind-the-scenes look at the work we are engaged in on a daily basis to bring this neighborhood to life.

More Than Meets the Eye

Although the property provided homes to Coast Guard families for more than 30 years, several issues must be resolved before it is ready for new residents.

Crucially, the site lacks a wastewater treatment system (the Coast Guard trucked waste off site several times a week). Our team is working with engineers and conducting extensive research to design a neighborhood wastewater system. With a commitment to climate resiliency, we are developing an understanding of all flows of water on the site—rain water, groundwater and wells, recycled water, and wastewater, as well as sensitive habitats for flora and fauna—as the basis for designing environmentally sound and sustainably integrated water management. Our team is also working closely with Marin County and North Marin Water District to identify a location and conditions that will accommodate an advanced



Exploring a green retrofit at the Coast Guard site. From left: Lindsey Moder (Siegel & Strain architects), Jeremy Hoffman (Eden Housing), Kim Thompson (CLAM), Stacey Laumann (CLAM), Larry Strain (Siegel & Strain architects), Shannon Allison (Alter Engineers), Pieter Colenbrander (OMM Consulting). Photo by Shauna May Photography.

technology waste system while protecting the natural environment of Lagunitas Creek, which runs alongside the property, and the local drinking water aquifer nearby.

Another challenge is that the 30-year-old buildings that housed Coast Guard personnel do not meet current building standards. With our architects, we have evaluated the buildings and identified elements that need significant renovations. Technicians have opened walls and tested materials for asbestos and other hazards. In some buildings there is mold; others need retrofitting for earthquake safety. Our design team will retrofit these older buildings to create highly energy-efficient residences that exceed code standards.

Community Involvement

Beginning in summer 2021, with initial research completed, we will invite community members to a series of meetings to envision with us what this new neighborhood will contain and how it will be integrated with the town. We look forward to planning, designing, and celebrating together.

Timing: Neither Fast nor Easy

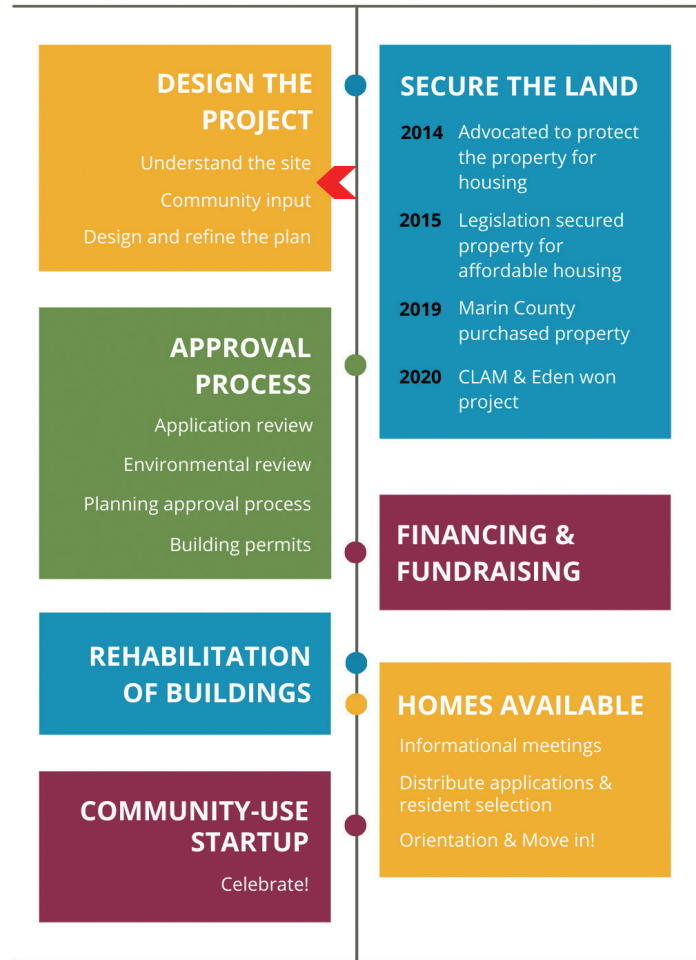
We've always known that bringing the Coast Guard housing site back to life as an affordable community would be neither simple nor quick. Researching, designing, and working through the layers of permitting process with the county and the Coastal Commission all will take longer than any of us would desire. We also know, however, that once completed, this will be a neighborhood serving the need for affordable homes and for community stability long into the future. And for that, we continue to apply both determined work and steady patience.

Our Values Guiding the Project

- Community-owned land on a community land trust model
- A neighborhood fully integrated into the Point Reyes Station village
- Housing available to a spectrum of low and moderate incomes
- Integration of climate-resilient systems, with high-performing sustainable buildings and energy efficiency
- Community input and participation in the redevelopment process
- Community uses in the neighborhood that support community needs



Coast Guard Neighborhood Renewal



WE ARE HERE ANTICIPATED DATES: APPROVAL PROCESS 2022
REHABILITATION 2023 HOMES AVAILABLE 2024



Passion & Purpose: 20 Years of CLAM

Twenty years ago, more than a dozen community members began meeting in living rooms, around kitchen tables, and at Tomales Bay Foods to explore creating a Community Land Trust—a nonprofit organization that owns land in perpetuity and makes the housing on it affordable forever.

2001



Photo courtesy of CLAM

2001: The Community Land Trust Association of West Marin is born.

2005



Photo: Todd Pickering

2005: CLAM acquires a single-family home in Inverness Park and converts it to two affordable rentals.

2008: A deep-green renovation of a CLAM-owned home in Point Reyes Station becomes an affordable rental.

2010



Photo courtesy of CLAM

2010: Led by a local construction team, CLAM completes the first home built to Passive House environmental standards in California.

2010



Photo: Todd Pickering

2010: CLAM acquires Mesa Apartments in Point Reyes Station

2014: After a thorough, energy-efficient renovation of a foreclosed home in Inverness, CLAM sells the home to first-time homebuyers, the first sale of its kind in Marin County. True to the CLT model, CLAM retains ownership of the land while the family owns the home with a long-term land lease.



2014



Photo courtesy of CLAM

2014: CLAM learns that the federal government plans to sell the vacant Coast Guard housing neighborhood in Point Reyes Station to the highest bidder. CLAM mobilizes supporters to convince the government to designate the property for local, affordable homes and community benefit.

2016: Local homeowners create affordable second units in their own homes through CLAM's innovative, county-backed project Real Community Rentals. By 2020, the program has created 24 new rentals.

2016: The Stinson Beach community enlists CLAM to acquire an 8-unit apartment building to maintain its affordable units resulting in Stinson's first affordable homes.

2017



Photo: Todd Pickering

2017: CLAM forms a Latino Advisory Council of community members to strengthen the voice of the Latinx community in CLAM's work.

2018



Photo courtesy of CLAM

2018: CLAM purchases a home in Point Reyes Station, then sells to a lower income family of five, converting the home to affordable ownership and retaining control of the land for long term stewardship.

2020



Photo: Todd Pickering

2020: Marin Board of Supervisors unanimously selects the CLAM/Eden Housing team, widely backed by community support, to turn the former Coast Guard housing site into an affordable housing neighborhood.

It's just the start.



Community Housing Solutions

In our area of West Marin, the most effective strategy to preserve affordable homes for working people and those with limited means is to work creatively within existing neighborhoods and with existing properties. With Bay Area prices spiraling upward and demand for homes away from urban centers escalating, we decided in 2020 to redouble our efforts for permanent affordability through a new project, “Community Housing Solutions.”

In this program, CLAM works with individual homeowners to find a solution that meets their needs, while creating permanent affordability for local residents. Although the details will be different in every case, the program is exploring several ways for current homeowners to benefit while ensuring affordable housing in the years to come.

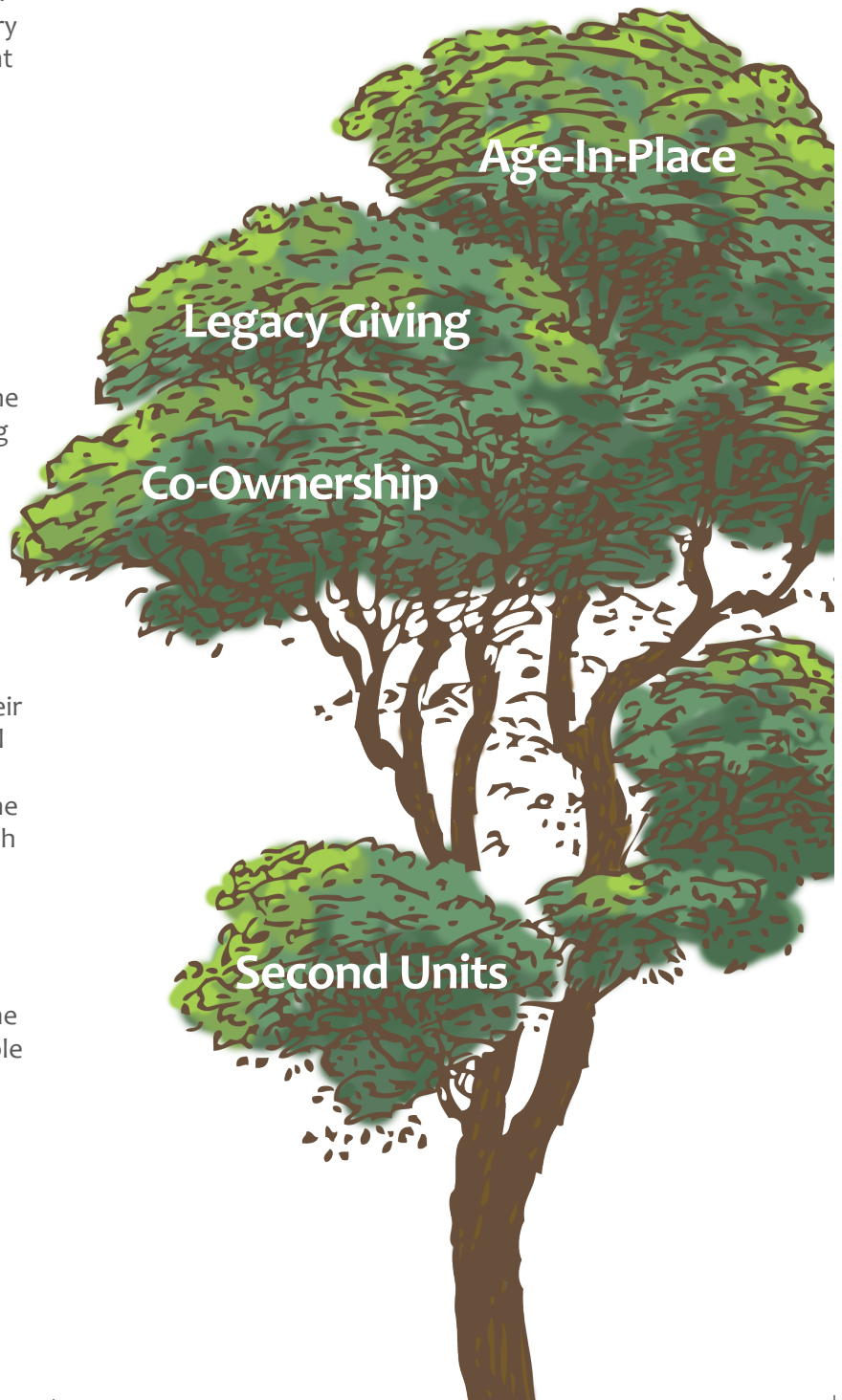
Age-In-Place: A homeowner can sell or donate their residence to CLAM while retaining the right to live there as long as they want. In this arrangement, the homeowner receives both tax advantages and a cash infusion to enable them to stay in and maintain their home. When the owner no longer needs the home, CLAM takes full possession and makes the home available for sale or rental affordably while still owning the land. A homeowner can create a rental unit within the space of their home or property through CLAM’s Real Community Rentals program. The homeowner gains income while providing an affordable home for a local tenant.

Legacy Giving: Through their will or trust, a homeowner can donate their home to CLAM upon their death (receiving attractive tax advantages). CLAM will ensure the home is permanently affordable for future owners or renters. A person can also leave a part of the value of their home to CLAM, or provide for CLAM with monetary or other gifts.

Second Units: A homeowner can create a rental unit within the space of their home or property through CLAM’s Real Community Rentals program. The homeowner gains income while providing an affordable home for a local tenant.

Co-Ownership: A homeowner can sell part of their home or property to an income-qualified tenant, becoming co-owners with the tenant. Or households could purchase property together as tenants-in-common, making owning property more affordable. CLAM can serve as a partner in these arrangements by purchasing the value of the land and selling only the buildings to a tenants-in-common arrangement, making ownership even more affordable.

Working together, we can create affordable homes protected from the dramatic ups and downs of the housing market, sustaining local families and individuals while benefiting the community as a whole.



Employer's Perspective: Gordon Hull, Heidrun Meadery



Photo: Courtney Caldwell

The lack of affordable homes in West Marin takes a serious toll on local workers. For local employers, it affects their ability to find and retain employees.

CLAM recently spoke with Gordon Hull, owner of Heidrun Meadery on Highway 1 just north of Point Reyes Station, and a CLAM Business Sponsor, about the impact that housing scarcity has on his employees and his business.

How many employees do you have at Heidrun Meadery and how many of them live locally?

We currently have 11 employees, four of whom live right here in Point Reyes. The rest of our employees commute from San Francisco, Fairfax, Novato, and Napa. The guys living in San Francisco and Napa have an hour commute each way.

As a local employer, how is a lack of affordable housing in West Marin affecting your employees or affecting your ability to find and retain employees?

The housing problem here increases our employee attrition rate significantly and, as you might imagine, puts stress on our non-local employees. It's the same for every other food producer in the area. We can attract well-qualified job applicants with great pay, benefits and quality-of-life perks, but once they look into the housing situation it's usually a non-starter for them. Or they decide to accept a position with us on the premise that if they're diligent in their housing search, surely something will materialize – which never happens. So they tolerate a long commute for a year or so and then burn out—understandably!

It's not just disruptive to our business, either; it also affects these folks' lives, careers, family plans. And it contributes to the discontinuity of our community's social culture.

Have you seen changes in the availability of housing since the beginning of the COVID-19 pandemic?

Oh gosh, if anything, it's gotten worse. My Farm Manager has been looking for housing in the area for himself and his fiancée for well over a year. He commutes from Napa, so you can understand how important closing that distance is for him. But there are virtually no leads on housing opportunities anymore. The Great Pandemic Migration has drained what little was left in the well and we'll probably lose this exceptional employee as a result.

What has motivated you to support CLAM as a Business Sponsor?

I think of CLAM as an organization that's out there vigorously shaking the tree of housing opportunity every day on behalf of our town. Unfortunately, our housing market requires that extra effort. I want to do my part to build CLAM's resources, both to help create a more vibrant community and to lessen the challenges local employers face in hiring and retaining workers.

Are there policy issues related to creating affordable housing that you think CLAM should be involved in?

I'd like to see the County addressing this problem more proactively by increasing incentives to landowners to create affordable housing. As an example, on our farm just outside Point Reyes Station, we could develop additional housing within the footprint of existing structures if the County provided streamlined and affordable permitting processes to upgrade existing facilities. I imagine there are other farms that would be interested in the same opportunities to repurpose aging and underutilized structures.

What is the most important thing CLAM should be doing now?

CLAM's mission requires extensive networking and creative solutions. CLAM should continue to grow its resources so that it can meet the affordable housing demands of the community. As individuals, we all need to do our part to help CLAM achieve that objective.

Support our local businesses!
Heidrun Meadery
heidrunmeadery.com

Members, Friends, and Institutional Supporters in 2020

CLAM gratefully acknowledges the following for their support:

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Enterprise Community Partners
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Income and Expense Statement

January - December 2020

INCOME	2020
Donations - General Support	\$394,140
Donations - Restricted (Coast Guard Project)	\$209,166
Rental & Related Property Income	\$335,435
Grants for Projects & Operations ((\$100,000 for 2021))	\$287,860
Total Income	\$1,226,601
EXPENSE	
Personnel	\$398,541
Operations	\$114,222
Property	\$282,822
Total Expense	\$795,585
NET ORDINARY INCOME	\$431,016

Balance Sheet - Prior Year Comparison

ASSETS	Dec. 31, 2020	Dec. 31, 2019
Checking/Savings ((\$1,050,109 restricted for Coast Guard Project))	\$1,955,051	\$1,283,828
Accounts Receivable	\$86,526	\$222,764
Total Current Assets	\$2,041,577	\$1,506,592
Fixed Assets, net	\$5,788,291	\$5,824,707
Other Assets	\$42,928	\$51,561
Total Assets	\$7,872,796	\$7,382,860
LIABILITIES		
Current Liabilities	\$254,413	\$178,904
Long-Term Liabilities	\$2,367,276	\$2,383,865
Total Liabilities	\$2,621,689	\$2,562,769
EQUITY	\$5,251,107	\$4,820,091
Total Liabilities & Equity	\$7,872,796	\$7,382,860



CLAM

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OF WEST MARIN

P.O. Box 273 Point Reyes Station, CA 94956 clam-ptreyes.org (415) 663-1005