

Section 4. Housing Policies and Implementing Programs

H1. Sense of Community and Creation of Successful Partnerships: Enhance our sense of community by identifying shared responsibilities from all sectors within the community (government, business, neighborhoods, non-profits, etc.) that effectively address the City's housing needs.

- H1.1 **Local Government Leadership.** Affordable housing is an important City priority, and the City 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.
- H1.2 **Community Participation in Housing and Land Use Plans.** The City 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.
- H1.3 **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.
- H1.4 **Inter-Jurisdictional Strategic Action Plan for Housing.** The City will coordinate housing strategies with other jurisdictions in Marin County as appropriate to meeting the City's housing needs.

Implementing Programs

H1.A **Gather and Prepare Information and Conduct Outreach on Housing Issues.** Coordinate with local businesses, housing advocacy groups, neighborhood groups, and local Chambers of Commerce and collaborate with affordable and workforce housing organizations in building public understanding and support for workforce and special needs housing. Gather and, as necessary, prepare informational handouts, provide information on the City's updated website, and continue to refer concerned residents to the City's successful affordable housing developments. The City will notify a broad representation of the community to solicit ideas for housing strategies when they are discussed at Planning Commission or City Council meetings. Specific outreach activities include:

- a. Maintain the Housing Element mailing list and send public hearing notices to all interested public and non-profit agencies and affected property owners.
- b. Post notices at City Hall and the library.
- c. Publish notices in the local newspaper.
- d. Post information on the City's website.
- e. Conduct outreach (workshops, neighborhood meetings) to the community as Housing Element programs are implemented.
- f. Publicize Housing Element update meetings and provide opportunities for

participation from housing experts, affordable housing advocates, special needs populations, and the community as a whole.

Responsibility: Planning Department; City Manager; City Council

Financing: Staff time; the City may use funding sources such as Community Development Block Grant (CDBG) funds and City-generated affordable housing funds to implement this program.

Objectives: Handouts, City website, and presentation material

Timeframe: Ongoing

H1.B 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 (including affordable housing, and transitional and supportive housing) within a countywide framework.

Responsibility: Planning Department; City Manager; City Council

Financing: Staff time

Objectives: Coordination with other jurisdictions on housing matters.

Timeframe: Conduct outreach as Housing Element programs are implemented and as affordable housing development projects are proposed. Update website and restock information at the public counter on a monthly basis.

H2. Equal Housing Opportunities: Promote equal housing opportunities for all persons and assure effective application of Fair Housing law.

H2.1 Equal Housing Opportunity. To the extent possible, the City will ensure that individuals and families seeking housing in Larkspur 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.

H2.2 Eligibility Priorities for Deed Restricted Housing. In order to meet a portion of the City’s local housing need, consistent with ABAG Housing Need Determinations, the City 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 City employees, local school employees, or people working in the City of Larkspur or working within a five-mile radius of the City’s boundary.

Implementing Programs

H2.A Update Ordinances. Update the zoning code ordinances to be in compliance with any amendment to the Fair Housing Act.

Responsibility: Planning Department; City Attorney; Planning Commission; City Council

Financing: Staff time

Objectives: Effective implementation of anti-discrimination policies

Timeframe: Ongoing, as needed to implement amendments to the Fair Housing Act.

H2.B Respond to Complaints. The City will receive discrimination complaints and assist in identifying the appropriate legal service, county, or state agency, or Fair Housing

of Marin for referral. 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.

Responsibility: Planning and Building Director

Financing: Staff time

Objectives: Respond to discrimination complaints.

Timeframe: As needed.

H2.C Public Information. The City will maintain brochures and other written material on services, education and information offered by agencies related to discrimination in housing. The material will be available at the Customer Service counter and in the library at City Hall and at other public facilities. It will also be distributed to neighborhood groups and associations and, as appropriate, in community mailings to property owners and residents and to the City website.

Responsibility: Planning; Customer Service

Financing: Staff time

Objective: Promote public information on housing discrimination.

Timeframe: Ongoing

H2.D Equitable Public Services. The City will continue to provide equitable public services throughout the City, including crime prevention, police protection, street lighting, trash collection, recreational facilities and programs, and schools.

Responsibility: City Manager; City Council; All City Departments

Financing: General Fund

Objective: Provide equitable public services throughout the City.

Timeframe: Ongoing

H3. Housing Design: Assure that new housing is well-designed and of an appropriate scale to enhance our neighborhoods and community as a whole.

H3.1 Design that Fits into the Neighborhood Context. To maintain neighborhood identity, sense of community and prevent overbuilding of the property, the design of new housing should have a sensitive transition of scale and compatibility in form to the surrounding area.

Implementing Programs

H3.A Family Housing Criteria. *Encourage* developers to submit proposals that conform to the following family housing criteria:

- a) **Variety.** For a family housing project to attract families with a wide range of incomes, a plan should contain a variety of unit and lot sizes. Structures on smaller than standard size lots should be built in a scale appropriate to the lot, and the various-sized units should be interspersed throughout a project.
- b) **Identity.** Each dwelling unit should be designed with an architectural character that promotes a sense of identity for the residents.
- c) **Autonomy.** Where possible, legal constraints should be removed and family dwellings should be so designed as to allow the owner the freedom to make modifications that are not detrimental to a project as a whole.

- d) Storage, including attics and basements. Family units have a critical need for storage and should be provided with an ample volume. These spaces can also provide area for many of the recreation needs of a family.
- e) Private open space. A family unit should have a significant amount of useable open space that is a direct extension of the interior living area, directly accessible to the unit. The area should be suitable in terms of solar orientation and security for activities such as passive and active play, gardening, entertaining, etc. In some instances, it may be appropriate to provide increased common areas to compensate for reduced private open space.
- f) Number of bedrooms. A family housing project should have a reasonable mix of two- and three- bedroom units.
- g) Floor area. Ample floor area should be provided for each unit consistent with the variety and number-of-bedrooms criteria. Living areas in a variety of sizes should be provided.
- h) Laundry. Each unit should have space and hookups necessary for the provision of a washing machine and dryer.
- i) Kitchens. Kitchens should have ample counter space and storage and a natural light source.
- j) Intangibles. Security, privacy, and accessibility are three interrelated characteristics of housing that cover a great deal of territory, and individual families would feel varying degrees of need for each. Some of the more obvious needs are for visual privacy in the private outdoor space, acoustical privacy between units, security provided by access to neighbors and physical security against intruders.
- k) Solar access. Each unit should be designed to maximize solar access to the extent feasible.

Responsibility: Planning Department; Planning Commission; City Council.

Financing: Staff time; application fees.

Objectives: Family housing that is compatible with the neighborhood.

Timeframe: Ongoing

H4. Existing Housing and Neighborhoods Preservation: Protect and enhance the housing we have and ensure that existing affordable housing "at risk" of conversion to market rates will remain affordable.

- H4.1 **Preservation of Residential Units.** The City will discourage the conversion of residential units to other uses and regulate conversions, to the extent permitted by law.
- H4.2 **Condominium Conversions.** Prohibit conversion of existing multi-family rental units to market rate condominium units unless the City's rental vacancy rate is above 5.0 percent, as determined by the State of California Finance Department annual Population Estimates or an alternative source approved by the City Manager and Planning Director. Exceptions include limited equity cooperatives, co-housing and other innovative housing proposals that are affordable to low- and moderate-income households.
- H4.3 **Protection of Existing Affordable Housing.** The City 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.

- H4.4 **Maintenance and Management of Quality Housing and Neighborhoods.** The City will encourage good management practices and the long-term maintenance and improvement of existing housing. The City 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.
- H4.5 **Community Preservation.** Assure the retention of the character of older residential areas by protecting the residences of greatest significance, and ensure the safety of residents and maintain the housing stock by enforcing building and fire codes for all types of residential units.

Implementing Programs

H4.A **Monitor "At Risk" Units.** Monitor assisted properties at-risk of conversion to market rates and work with the Marin Housing Authority, 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 City and the Marin Housing Authority of all proposed conversions of affordable housing units to market rents.

Responsibility: Planning Department, City Manager, and City Council in cooperation with the County

Financing: Staff time

Objectives: Protection of affordable housing (conserve the 120 deed restricted units).

Timeframe: Ongoing

H4.B **Conduct Resale Inspections.** The City will continue to inspect all residential units prior to resale. The inspection reports point out safety related matters to assure that the units meet basic life safety standards.

Responsibility: Building Department

Financing: Staff time; resale inspection fees.

Objectives: Safety and proper maintenance of existing housing.

Timeframe: Ongoing

H4.C **Inspections of Multi-Family Residences.** The Larkspur Fire Department will continue to cooperate with the Marin County Environmental Health Services Division which provides inspections of multi-family residences in Larkspur. As appropriate, the Fire Department, Building Inspector, and Customer Service personnel will provide information to property owners regarding the availability of housing rehabilitation programs and other financial resources. The City will update its website to include links to the Marin Housing Authority and other rehabilitation financing programs by 2015.

Responsibility: Fire Department; Building Inspector; Customer Service

Financing: Staff time

Objective: Protection of existing housing stock.

Timeframe: Ongoing; Update website by 2015.

H5. Housing and Jobs Linkage: Promote the creation of housing near the workplace and, if it makes sense in the future, establish non-residential use contributions to affordable workforce housing.

- H5.1 **Housing for Local Workers.** City will strive to provide an adequate supply and variety of housing opportunities to meet the needs of Larkspur’s workforce and their families that is within the range of their household income.
- H5.2 **Contributions for Workforce Housing from Non-Residential Uses.** Local housing needs for local workers must be considered when reviewing non-residential development proposals. At such time that it appears job generation will substantially increase in the future the City will investigate and consider a requirement that non-residential uses contribute to the provision of affordable workforce housing by techniques such as in-lieu fees, provision of housing or other alternatives of equal value.

Implementing Programs

H5.A **Identify Existing Employee Housing Opportunities.** As appropriate, work with local school districts, other public agencies, and existing businesses to seek opportunities, as they become available, for helping their employees find needed housing. Seek the commitment of other organizations, such as the Marin Association of Realtors to have their members encourage employers to address employee-housing opportunities.

Responsibility: City Manager; Planning Department

Financing: Staff time

Objectives: Employee housing opportunities provided by local entities.

Timeframe: Ongoing, as time allows.

H6. Variety of Infill and a Balance of Housing Choices: Maintain a diverse population by providing a variety of choices in the type, size, cost and location of new housing and more efficient use of existing housing, including the creative and efficient use of vacant land and the redevelopment of built land within established development areas to support local transit and services, maximize sustainability, and help maintain our environment and open space.

- H6.1 **Diversity of Population.** Consistent with the community’s housing goals, it is the desire of the City to meet its share of the regional housing need and to maintain a diversity of age, social and economic backgrounds among residents throughout Larkspur by matching housing size, types, tenure, and affordability to household needs.
- H6.2 **Variety of Housing Choices.** In response to the broad range of housing needs in Larkspur, the City will strive to promote a diversity of housing types, including single-family detached and attached residences, mobile homes, manufactured housing, multi-family rental and ownership units, second units, and units combined with non-residential uses.
- H6.3 **Transit-Oriented Development Incentives.** The City will maintain existing higher land use densities near 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.

- H6.4 **Regional Transportation/Housing Activities.** The City will facilitate the development of transit-oriented housing development by using the incentives and other means provided through regional transportation plans, to the extent they apply to Larkspur.
- H6.5 **Mixed Use Housing.** Well-designed mixed-use residential/non-residential developments are highly encouraged by the City where residential use is appropriate to the setting and development impacts can be mitigated. The City has provided the following incentives to encourage mixed use development in appropriate locations: modified the Circulation Assessment Permit Ordinance to allow for the development of affordable housing north of Corte Madera Creek; developed more flexible parking requirements to reflect peak period overlap for mixed-use projects; and related permitted residential density and parking requirements to unit size (i.e., allowing fewer parking spaces for small units, affordable housing, or units restricted to seniors).
- H6.6 **High Potential Housing Opportunity Areas.** Given the diminishing availability of developable land, the City will identify housing opportunity areas and sites where a special effort will be made to provide workforce and special needs affordable housing. The City will take specific actions to promote the development of affordable housing units by the year 2023 on these sites (identified in the Implementing Programs).
- H6.7 **Retention and Expansion of Multi-Family Sites at Medium and Higher Density.** The City will protect and strive to expand the supply and availability of multi-family infill housing sites for affordable workforce housing by making the most efficient use of these sites in meeting local housing needs and striving to make sites competitive for subsidies. Pursuant to Government Code Section 65863, the City will not re-designate or rezone residential land identified for multi-family housing in the Housing Opportunity Sites Inventory (Table 20) to lower densities without identifying sufficient additional sites with an equal or greater residential density or making written findings as identified in Government Code Section 65863.

Implementing Programs

H6.A **Work with Developers.** The City will work with developers of non-traditional and innovative affordable housing approaches in design, construction and types of housing that meet local housing needs, especially for extremely and very low income households.

Responsibility: Planning Department; Planning Commission; City Manager; City Council.

Financing: Staff time

Objectives: Additional housing units

Timeframe: Ongoing

H6.B **Continue to Work with the School District.** As the opportunity presents itself, the City will work with the Larkspur School District and Tamalpais Union High School District toward development of affordable housing on any surplus properties.

Responsibility: Planning Department; City Manager; City Council, and School Districts

Financing: Staff time

Objectives: Development of affordable workforce housing.

Timeframe: Dependent on opportunity

H6.C Review and Update Parking and Other Development Standards. Continue to review and update parking and other development standards when necessary 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.

Responsibility: Planning Department; Planning Commission; City Council.

Financing: Staff time

Objectives: More flexible parking and development standards that are reflective of development types.

Timeframe: Ongoing.

H6.D 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, including: (1) residential over first floor commercial in the C-1 and C-2 commercial zoning districts, (2) live/work units in the commercial and industrial districts, (3) reduced parking requirements for mixed-use with residential in commercial and industrial districts, and (4) allow for the construction of affordable housing, particularly housing for seniors consistent with modifications to the Circulation Assessment Permit Ordinance and Planned Development Zoning Districts made under previous Housing Element programs.

Responsibility: Planning Department; Planning Commission; City Council.

Financing: Staff time

Objectives: Small mixed use units.

Timeframe: Ongoing

H6.E Review of Planned Development Plans. During the application and review process for new or revised Planned Development Districts, ensure they provide for a diversity of housing types to the extent possible, including very low and extremely low income housing.

Responsibility: Planning Department; Planning Commission; City Council.

Financing: Staff time

Objectives: Increased diversity in housing types.

Timeframe: Ongoing

H6.F Facilitate Development at Potential Housing Opportunity Sites. 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, including extremely low and very low 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:

- a) Facilitate the development of affordable housing, especially for very low and extremely low income housing, by using in lieu housing funding resources and other means to assist in on-and off-site mitigation that may be required.
- b) 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.
- c) Investigate the feasibility of implementing variable density requirements as a tool to encourage developers to build a greater volume of smaller, affordable units in certain zoning districts (i.e. R-3, commercial, etc.).

- d) Investigate amending the Zoning Ordinance to require minimum densities in multi-family residential and mixed-use districts to discourage underutilization of parcels and encourage tailored development envelopes.
- e) Investigate amending the General Plan, Specific Plans, and Zoning Ordinance to increase height limits in commercial districts or otherwise allow for greater flexibility in the height limit to better accommodate affordable residential development on mixed-use commercial sites.

Responsibility: Citizen Advisory Committee for the General Plan update; Planning Department; Planning Commission; City Council

Financing: Staff time; General Fund; project applicants

Objectives: Facilitate development of designated potential housing opportunity sites

Timeframe: Ongoing; Conclude feasibility analyses for policy changes in conjunction with General Plan Update (by December, 2017).

H6.G Implement Actions to Address Remaining Very Low Income Housing Need. Work with developers, other agencies and the community to address the very low and extremely low income portion of Larkspur's housing need by offering incentives such as density bonuses, options for clustering units, mix of unit types, second units, "in-lieu" housing funds, fast-track processing, and reduced fees.

Responsibility: Planning Department; Planning Commission; City Council

Financing: Staff time; General Fund

Objectives: Facilitate development of very-low income housing units.

Timeframe: Ongoing

H6.H Implement Actions for the North End of Magnolia Avenue and other Commercial Zoned Lands. Encourage mixed residential/commercial uses on those parcels where a mix of uses is feasible and appropriate, consistent with the General Plan. Support preparation of a Community Plan for the North Magnolia Area to be included in the General Plan Update process.

Responsibility: Planning Department; Planning Commission; City Council

Financing: Staff time; General Plan Maintenance Fund

Objectives: Facilitate development of very-low income housing units.

Timeframe: Update General Plan by 2016

H6.I 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 on Housing Opportunity Sites identified in the available land inventory for multi-family and mixed use development (Table 20). 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 City housing goals and are consistent with Government Code Section 65863.

Responsibility: Planning Department; Planning Commission; City Council

Financing: Staff time

Objectives: Ensure adequate sites for affordable housing

Timeframe: As General Plan Amendments reducing residential density on Housing Opportunity sites are proposed.

H6.J Implement Actions for North of Corte Madera Creek -The Bon Air Center (Potential Housing Opportunity Site). Promote development of mixed-use affordable housing (i.e., residential above commercial) on the Bon Air Shopping Center site. Two property owners primarily own the properties. Depending on the size of the units, the proposed 40 units could be built on two or more of the four properties listed. On one of the properties, the buildings date back to 1972 and are due for upgrades, which allows for the potential redevelopment of the property for mixed use. The General Plan designation allows for up to 21 units per acre, subject to height and parking restrictions. The height limit in this Planned Development District is 35 feet and the parking required for units above commercial is one parking space per unit. The site has more than 100 parking spaces over that required in the Planned District.

It is noted that the Development District process is described on pages 62 and 63 of this Element. As described, the Preliminary Development Plan provides the general development scheme and parameters of development. The Precise Development Plan is the more specific development plan showing the specific development proposal. It must be consistent with the development parameters provided in the Preliminary Development Plan. In this case, as the Preliminary Development Plan allows for residential uses, the Precise Development Plan would need to be amended to show how the uses would be laid out on the site (i.e., the design of the project) along with parking, landscaping, etc. consistent with the concepts and parameters of the Preliminary Development Plan. As described in the Element, the Precise Development District allows for flexibility in the development standards that might be needed at the time a development is proposed.

a) Offer Development Incentives. The City will evaluate on a biennial basis through the Annual Progress Report the status of this program and the effectiveness of the incentive programs outlined in this Element, including but not limited to flexible development standards and implementation of the following programs:

Program H7.A, Enact Density Bonus and Other Incentives;

Program H7.D, Participation by Property Owners in Federal Programs; and

Program H7.G, Waive/Defer Development Fees.

b) Fast Track Processing. In addition, Program H7.F, Priority Processing, provides for fast track processing with the hiring of a consultant, if necessary, to facilitate permit processing.

Responsibility: Planning Department; Planning Commission; City Council

Financing: Staff time; project applicants; other financing sources, as available

Objectives: 40 additional affordable housing units

Timeframe: Housing development by 2023

H6.K Promote Redevelopment of Underutilized Sites. Implement actions to encourage the redevelopment of underutilized sites identified as housing opportunity sites in this Housing Element, especially to provide very low and extremely low income housing. Actions include reducing development standards as appropriate, meeting with developers and property owners to discuss redevelopment options for specific properties, and making information available about the City's existing incentives and zoning regulations that reduce or waive certain fees for affordable developments.

Responsibility: Planning Department; Planning Commission; City Council

Financing: Staff time
Objectives: Facilitate the redevelopment of underutilized sites to provide affordable housing
Timeframe: Ongoing; reductions of development standards would be approved on a project basis as found appropriate by the Planning Commission or City Council.

H7. Long-Term Affordable Housing: City seeks to provide its “Fair Share” of very-low, low and moderate income housing and to ensure affordable housing remains affordable over a long term.

- H7.1 **Density Bonuses and Other Incentives for Affordable Housing Developments.** The City will use density bonuses and other incentives to help achieve housing goals while ensuring that potential impacts are considered and mitigated.
- H7.2 **Long-Term Housing Affordability Controls.** The City 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).
- H7.3 **Preserve Existing Affordable Housing Stock.** The City will strive to preserve its existing affordable housing stock.
- H7.4 **Inclusionary Housing Approach.** Require the provision of affordable housing as part of residential development throughout the community.
- H7.5 **Inclusionary units** designed for the handicapped are encouraged.
- H7.6 **Priority Processing.** Provide priority processing for all development applications that provide more low- and moderate-income units than are required by the City’s inclusionary policy to reduce the required processing time.

Implementing Programs

H7.A **Impose Resale or Rent Controls on Affordable Units Receiving City Financial Assistance.** Impose resale or rent controls on all affordable units that receive city financial assistance or state housing density bonuses for perpetuity.

Responsibility: Planning Department; Planning Commission; City Council.

Financing: Staff time

Objectives: Preserve affordable units

Timeframe: Ongoing

H7.B **Impose Resale or Rent Controls on Affordable Units Provided through the Inclusionary Housing Program.** Impose resale or rent controls on all affordable units provided through the inclusionary housing program or city subsidies to ensure that they remain affordable for perpetuity, to the extent allowed by funding sources.

Responsibility: Planning Department; Planning Commission; City Council.

Financing: Staff time

Objectives: Preserve affordable units
Timeframe: Ongoing

H7.C Participation by Property Owners in Federal Programs. Encourage and facilitate to the extent possible, participation by property owners in federal for-sale and rental housing assistance programs that maintain affordability for extremely low, very low and low income residents. Continue to coordinate with Marin Housing Authority in encouraging participation in such programs.

Responsibility: Planning Department; City Manager; City Council.
Financing: Staff time
Objectives: Increase number of affordable units
Timeframe: Ongoing

H7.D Work with the Marin Housing Authority. Continue to implement agreements 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 extremely low, very low, low and moderate income units and assure that these units remain at an affordable price level.

Responsibility: Planning Department; City Attorney
Financing: Staff time
Objectives: Implement agreements to maintain affordability of deed restricted housing units
Timeframe: Ongoing

H7.E Priority Processing. Provide a planning consultant to process applications that include more affordable housing than required under the inclusionary policies and/or give the project priority over other applications in getting to a public hearing at the Planning Commission or set up special Planning Commission public hearings to facilitate speedy processing, notwithstanding the requirements of CEQA and the Permit Streamlining Act.

Responsibility: Planning Director; Planning Commission; City Manager
Financing: Cost of consultant is the responsibility of the applicant
Objective: Reduce the cost of affordable housing
Timeframe: Ongoing

H7.F Waive/Defer Development Fees. Consider waiving or deferring development fees for housing projects targeted to lower-income households when needed to ensure project feasibility, especially for developments targeted to very low and extremely low income households.

Responsibility: City Council
Financing: General Fund
Objective: Facilitate construction of affordable housing
Timeframe: Ongoing

H7.G Notify Local Water and Service Providers. Upon adoption of Housing Element, provide a copy to local water and service providers, including the Marin Municipal Water District, Ross Valley Sanitary District No. 1, and Central Marin Sanitary District.

Responsibility: Planning Director
Financing: Staff time

Objective: Notify local utility providers of city policies and programs pertinent to their operation

Timeframe: Ongoing with each adopted revision or update

H8. Second Dwelling Units: Encourage well-designed, legal second units in all residential neighborhoods.

H8.1 New Second Dwelling Units Approach. Enable construction of second units as an important way to provide workforce and special needs housing. Because they provide smaller relatively more affordable housing, the City shall continue to encourage the construction of new second units and the legalization of existing second units under criteria that will mitigate potential adverse impacts to the neighborhood in which it is located.

H8.2 Second Dwelling Unit Development Standards. Review and reconsider provisions of the existing Second Dwelling Unit ordinance with the intent of removing barriers to the creation of units.

H8.3 Second Dwelling Units in New Development. When possible, require some second units as part of new single-family subdivision development where two or more new units are proposed.

Implementing Programs

H8.A Legalization of Existing Second Units. Work with property owners to encourage the legalization of existing second units.

Responsibility: Planning Department; Planning Commission; City Council

Financing: Staff time

Objectives: Increase the number of legal second units within the City and encourage existing units to be brought up to code

Timeframe: Ongoing.

H8.B Sewer and Water Hook-Up Fees for Second Units. Support the efforts of other local jurisdictions and work with the sanitary districts to reduce or waive fees for affordable units and second units, thereby encouraging and facilitating development of these types of housing units.

Responsibility: Planning Department; City Manager; City Council

Financing: Staff time

Objectives: Remove barriers to the creation of second units

Timeframe: Water connection fee reduction completed 2004; sewer connection fee reduction ongoing

H8.C Adopt Development Standards and Outreach Program for Junior Second Units. Adopt development standards and develop outreach program to encourage production of junior second units, whereby an existing bedroom in a single-family home is converted to an independent living unit. Standards to consider include:

- Maximum size of 500 square feet;
- Wet-bar kitchen with limited sink size (14" x 16" max.) and small drain line (max. 1.5" diameter) to preclude a larger sink or garbage disposal;

- Limitation on the length of associated counter and cabinets (e.g. no more than six feet);
- Prohibition of natural gas or 220v electrical service to preclude a full-sized cooking appliance;
- Prohibition on installation of a dedicated electrical circuit, gas line, gas stubout or plumbing stubout to preclude future service expansion.
- Private bathroom requirement;
- No additional parking beyond that required for the single-family home;
- On-site owner occupancy required.

Responsibility: Planning Department; Planning Commission; City Council

Financing: Staff time

Objectives: Encourage development of second units

Timeframe: Adopt standards by 2015

H9. Special Needs Housing: Provide housing for population groups who require special assistance (special needs groups include: homeless persons; people with disabilities; the elderly; people with serious illnesses, substance abuse or in need of mental health care; large families; single parent households; and other persons in the community identified as having special housing needs).

- H9.1 **Special Needs Groups.** The City will actively promote the development and rehabilitation of housing to meet the needs of special needs groups, 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.
- H9.2 **Provision of Affordable Housing for Special Needs Households.** The City will work with groups to provide opportunities through affordable housing programs for a variety of affordable housing to be created for special needs groups, including assisted living and licensed group homes, and residential care facilities.
- H9.3 **Density Bonuses for Special Needs Housing.** The City will use density bonuses to assist in meeting special housing needs. Senior care facilities, including residential care facilities serving more than six people, shall be subject to inclusionary housing requirements.
- H9.4 **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 City will work with other jurisdictions, as appropriate, to develop a fully integrated approach for the broader low-income population.

Implementing Programs

H9.A **Accessible/Adaptable Units for the Disabled.** The City will ensure that new construction conform to applicable California Building Code regulations addressing accessibility requirements for disabled persons. Pursuant to the Central Larkspur Area Specific Plan (CLASP), the City will also require that senior housing in the CLASP Subareas

use universal design principles to ensure adaptability and accessibility for disabled persons.

Responsibility: Planning Department; Planning Commission; City Council.

Financing: Staff time

Objectives: Require a state-specified percentage of newly constructed units, as applicable under state law, to be accessible to disabled persons

Timeframe: Ongoing, subject to amendments to the California Building Code.

H9.B Density and Parking Standards for Senior Housing Projects. Continue to waive density and parking standards for senior housing projects if the city finds that 1) potential impacts to traffic and the environment are acceptable and 2) development is compatible with neighborhood scale (e.g., the recent parking requirement reductions for the senior housing units in the Rose Garden Project, CLASP Subarea #3).

Responsibility: Planning Department; Planning Commission; City Council.

Financing: Staff time

Objectives: Encourage additional housing for the elderly

Timeframe: Ongoing

H9.C Waive/Defer City Fees. Continue to waive or defer City fees, as appropriate, for housing projects that meet special needs when necessary to improve the financial feasibility of such projects.

Responsibility: City Council

Financing: General Fund

Objective: Facilitate construction of housing projects that meet special needs

Timeframe: Ongoing

H9.D Rental Units for Larger Families. Require apartment projects receiving financial incentives from the City to include units with more than two bedrooms.

Responsibility: Planning Department; Planning Commission; City Council

Financing: Staff time

Objective: Facilitate construction of housing projects that serve larger families

Timeframe: Ongoing

H9.E Building Codes. Review City building codes to determine consistency with HUD regulations and State law concerning housing for persons with disabilities. Require developers to strictly comply with these regulations in order to increase the stock of housing accessible to persons with disabilities.

Responsibility: Building Official; City Council.

Financing: Staff time

Objectives: Maintain zoning and building codes as fair and equitable and in accord with State law

Timeframe: Ongoing

H9.F Support Countywide Programs. The City will support countywide programs that provide for a continuum of care for the homeless including emergency shelter, transitional housing, supportive housing and permanent housing.

Responsibility: City Council.

Financing: General Fund

Objectives: Provide housing for the homeless

Timeframe: Ongoing

H9.G Needs of Homeless Families and Individuals. The City will participate in the Marin County Point in Time Homeless Count, a biannual analysis of the needs of unsheltered homeless families and individuals in its jurisdiction. An analysis of the data gathered in the Point in Time Homeless Count will be included in the Housing Element. The analysis will include an estimate of the number of unsheltered individuals within the City, significant issues faced by that population (including substance abuse, domestic violence, or mental illness), and an index of available services including emergency, transitional, and supportive housing.

Responsibility: Planning Department

Financing: Staff Time

Objectives: Provide a regular analysis of special needs faced by the unsheltered homeless in order to provide services to best meet those needs

Timeframe: Ongoing with each Housing Element update, as required by State Housing Element Law.

H10. Special Needs Support Programs: Provide housing assistance for special needs and link housing to Health and Human Services programs helping meet the needs of seniors, people with disabilities, homeless and others.

H10.1 Rental Assistance Programs. The City 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 City 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.

H10.2 Health and Human Services Programs Linkages. As appropriate to its role, the City 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 sub-populations 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, and other economically challenged or underemployed workers.

H10.4 Emergency Housing Assistance. Participate and allocate funds, as appropriate, for County and non-profit programs providing emergency shelter and related counseling services.

Implementing Programs

H10.A 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:

- a) Maintain reference links to appropriate agencies and other resources to the City website.
- b) Provide funding support, as appropriate.

- c) Refer interested parties to the Marin Housing Authority for rental housing assistance programs, such as Shelter Plus Care, AB2034, HOPWA, Rental Deposit Program, and Welfare to Work Program.

Responsibility: Customer Service; Marin Housing Authority; City Council; Marin Community Foundation

Financing: Staff time

Objectives: Continued use of rental housing programs at current funding levels

Timeframe: Ongoing

H10.B 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.

Responsibility: Planning Department; City Manager; City Council

Financing: Staff time

Objectives: Assist in addressing emergency shelter needs in a comprehensive, countywide manner

Timeframe: Annual participation, as appropriate

H11. Funding for Affordable Housing: Be aggressive and creative in finding ways to increase ongoing local funding resources for low income special needs housing.

H11.1 **Local Funding for Affordable Housing.** The City 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.

H11.2 **Coordination among Projects Seeking Funding.** Ensure access to, and the most effective use of, available funding in Larkspur 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 Larkspur.

H11.3 **Housing Trust Fund.** Implement the Affordable Housing Trust Fund, using collected in-lieu fees to provide a source of funding for affordable housing.

H11.4 **Waive City Processing Fees.** Waive City fees for processing discretionary permits for stand-alone affordable housing projects.

Implementing Programs

H11.A Affordable Housing Trust Fund Ordinance. Continue to implement the Housing Trust Fund Ordinance, using monies paid into the fund to develop or rehabilitate units affordable to extremely low, very low and low income households, or for the purchase of market rate units for conversion to affordable housing units.

Responsibility: Planning Department; City Manager; City Council

Financing: Staff time
Objectives: Provide funding to facilitate implementation of Housing Element programs
Timeframe: Ongoing

H11.B Seek Additional Local Sources of Funding. Continue to seek local sources of funding to support affordable housing, including consideration of:

- a) In-lieu fee payments under inclusionary requirements (residential and non-residential developments).
- b) Voluntary donations.
- c) Increase in the Transient Occupancy Tax, if it becomes practical for assisting with meeting housing needs (as an alternative, increased revenue from an increase in the number of transient occupancy rooms could be used to support affordable housing).

Responsibility: City Manager; City Council
Financing: Staff time
Objectives: Create additional sources of funding
Timeframe: Ongoing

H11.C Contacts with Nonprofit Housing Organizations. Maintain contacts with nonprofit housing organizations to benefit from their expertise in developing and supporting affordable housing, including extremely-low and very-low income housing. Refer potential developers of housing to these organizations for assistance.

Responsibility: Planning Department; City Manager; City Council.
Financing: Staff time
Objectives: Efficient use of available funding for high priority developments
Timeframe: Ongoing

H12. Green Building Standards: Encourage energy and resource conservation in housing.

H12.1 Energy Conservation Features in New Design. The City will promote the use of energy conservation in the design of residential development.

H12.2 Energy Conservation in Older Homes. The City will promote energy conservation in the City’s older homes.

Implementing Programs

H12.A Evaluation of Residential Projects. Continue to evaluate residential projects for consistency with Section 66473.1 (Energy Conservation) of the Subdivision Map Act during the development review process.

Responsibility: Planning Department; Planning Commission; City Council.
Financing: Staff time
Objectives: Energy conservation
Timeframe: Ongoing

H12.B Ensure compliance with California Building Code (CBC) Green Building Standards (CalGreen). Pursuant to LMC 15.17, continue to review all planning and building permit applications for new development and/or substantial renovations for compliance with the California Green Building Standards Code (CalGreen).

Responsibility: Planning Department; Building Department; Public Works

Financing: Staff time

Objectives: Improve resource utilization of new construction

Timeframe: Ongoing; Subject to amendments to the California Building Code.

H12.C Home Energy Conservation Programs. Continue to partner with Marin Clean Energy (MCE), PG&E, and other community organizations to provide information about energy conservation programs and initiatives.

Responsibility: Planning Department; Customer Service

Financing: Staff time

Objectives: Encourage household participation in energy-saving programs offered by local utility providers and other organizations

Timeframe: Ongoing

H12.D State of California Energy Conservation Programs. Continue to provide information about energy conservation programs offered by the State of California, including rebates for efficient appliances, solar power generation, and home energy rating systems.

Responsibility: Planning Department; Customer Service

Financing: Staff time

Objectives: Encourage household participation in energy-saving programs and incentives offered by the State of California

Timeframe: Ongoing

H13. Effective Implementation and Monitoring: Take a proactive approach in sharing resources and making organizational changes to effectively create and respond to opportunities to achieve housing goals.

H13.1 Effective and Efficient Management of Data. Work with other jurisdictions to establish standardized methods (procedures, definitions, responsibilities, etc.) for the effective and efficient management of housing data among all jurisdictions in Marin and to establish a regular monitoring and policy/actions/priorities update process to assess needs achievements on an ongoing basis. Also, to effectively respond to changing conditions and the changing needs of the population.

H13.2 Organizational Effectiveness. In recognition that there are limited resources available to the City to achieve housing goals, the City will seek ways to organize and allocate staffing resources effectively and efficiently to implement the programs of the housing element.

H13.3 Housing Element Monitoring, Evaluation and Revisions. The City 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.

Implementing Programs

H13.A Conduct an Annual Housing Element Review. Develop a process for the assessment of Housing Element implementation through annual review by the Larkspur Planning Commission and City Council. Provide opportunities for public input and discussion, in conjunction with State requirements for a written review by April 1 of each year. (Per Government Code Section 65400). Based on the review, establish annual work priorities for staff, Planning Commission and City Council.

Responsibility: Planning Department; Planning Commission; City Council

Financing: Staff time

Objectives: Annual review of the Housing Element

Timeframe: Annually by April 1, prior to the budget cycle

H13.B Update the Housing Element Regularly. Undertake housing element updates as needed in accordance with State law requirements.

Responsibility: Planning Department; Planning Commission; City Council.

Financing: Staff time

Objectives: Comprehensive update of the Housing Element

Timeframe: Future updates according to Housing Element update schedule, as determined by the State Department of Housing and Community Development