

CHAPTER 5: GOALS, POLICIES, AND PROGRAMS

Overview

State law requires each jurisdiction to address how it will satisfy the objectives for new residential units as represented by the Regional Housing Needs Allocation (RHNA). Means of achieving the development of these units should be outlined through policies and programs in the Housing Element.

Marin County's housing policies and programs have been revised to reflect the major themes identified through the County's community outreach process and a critical evaluation of the programs and policies from the 2015 Housing Element (found in Appendix B: Evaluation of 2015 Housing Element Programs). Implementing programs are grouped by the housing goals described below. Additionally, under State law to Affirmatively Furthering Fair Housing (AFFH), policies and programs must be examined under the lens of affirmatively furthering fair housing and a commitment to specific meaningful actions (Appendix D: Affirmatively Furthering Fair Housing).

Goal 1: Use Land Efficiently

Use Marin's land efficiently to meet housing needs and implement smart and sustainable development principles.

Goal 2: Meet Housing Needs through a Variety of Housing Choices

Respond to the broad range of housing needs in Marin County by supporting a mix of housing types, densities, affordability levels, and designs.

Goal 3: Ensure Leadership and Institutional Capacity

Build and maintain local government institutional capacity and monitor accomplishments to respond to housing needs effectively over time.

Goal 4: Combat Housing Discrimination, Eliminate Racial Bias, Undo Historic Patterns of Segregation

Lift barriers that restrict access in order to foster inclusive communities and achieve racial equity, fair housing choice, and opportunity for all Californians.

Policies are organized around these four central goals, with an emphasis on facilitating development of housing affordable to lower and moderate income households in Marin. Strategies to aid in achieving these goals include:

- Provide clear standards and incentives for affordable and special needs housing developments to minimize risk and costs to funders and developers.
- Minimize discretionary review; streamline the permitting process.
- Establish programs appropriate to various Marin locations (urban vs. rural) and be responsive to the needs of communities.

These ideas have been carried through in the Housing Element update to be implemented with a series of programs.

Upon adoption, the County will provide the Housing Element to all water and sewer service districts and notify all districts of the requirement to prioritize water and sewer service allocation for new affordable housing development (Government Code Section 65589.7).

Goals and Policies

Housing Goal 1: Use Land Efficiently

Use Marin's land efficiently to meet housing needs and to implement smart and sustainable development principles.

Policy 1.1: Land Use

Enact policies that encourage efficient use of land to foster a range of housing types in our community.

Policy 1.2: Regional Housing Needs Assessment

Maintain an adequate inventory of residential and mixed-use sites to fully accommodate the County's RHNA by income category throughout the planning period.

Policy 1.3: Housing Sites

Recognize developable land as a scarce community resource. Protect and expand the supply and residential capacity of housing sites, particularly for lower income households.

Policy 1.4: Development Certainty

Promote development certainty and minimize discretionary review for affordable and special needs housing through amendments to the Development Code.

Policy 1.5: Design, Sustainability, and Flexibility

Enact programs that facilitate well designed, energy efficient development and

flexibility of standards to encourage outstanding projects.

Housing Goal 2: Meet Housing Needs through a Variety of Housing Choices

Respond to the broad range of housing needs in Marin County by supporting a mix of housing types, densities, affordability levels, and designs.

Policy 2.1: Special Needs Groups

Expand housing opportunities for special needs groups, including seniors, people living with disabilities (including mental, physical, and developmental disabilities), agricultural workers and their families, individuals and families experiencing homelessness, single-parent families, large households, lower income (including extremely low-income) households, and other persons identified as having special housing needs in Marin County.

Policy 2.2: Supportive Services

Link housing to Department of Health and Human Services programs in order to coordinate assistance to people with special needs.

Policy 2.3: Workforce Housing

Implement policies that facilitate housing opportunities to meet the needs of Marin County's workforce, especially those earning lower incomes.

Policy 2.4: Incentives for Affordable Housing

Continue to provide a range of incentives and tools to ensure development certainty and cost savings for affordable housing providers.

Policy 2.5: Preserve Existing Housing

Protect and enhance the housing we have and ensure that existing affordable housing remains affordable and residents are not displaced.

Policy 2.6: Preserve Permanent Housing Inventory

Preserve our housing inventory for permanent residential uses. Discourage or mitigate the impact of short-term rentals and units unoccupied for extended periods of time.

Housing Goal 3: Ensure Leadership and Institutional Capacity

Educate the community regarding the need for a diverse and balanced inventory of housing to further equal access to housing opportunities. Build and maintain local government institutional capacity and monitor accomplishments to respond to housing needs effectively over time.

Policy 3.1: Community Participation

Maintain an open channel of communications among the community, County staff, and decision makers. Ensure inclusive and meaningful efforts are undertaken to obtain input from diverse groups in the community. When needed, employ additional efforts to include those that are typically excluded or under-represented.

Policy 3.2: Coordination

Take a proactive approach in local housing coordination, policy development, and communication. Share resources with cities and towns and other agencies to effectively create and respond to opportunities for achieving housing goals.

Policy 3.3: Research, Monitoring, and Evaluation

Perform effective management of housing data relating to Marin County housing programs, production, and achievements. Monitor and evaluate housing policies on an ongoing basis and respond expeditiously to changing housing conditions and needs of the population over time.

Policy 3.4: Funding

Actively and creatively seek ways to increase funding resources for affordable and special needs housing.

Housing Goal 4: Combat Housing Discrimination, Eliminate Racial Bias, Undo Historic Patterns of Segregation

Lift barriers that restrict access in order to foster inclusive communities and achieve racial equity, fair housing choice, and opportunity for all local workers and current and future residents of Marin.

Policy 4.1: Tenant Protection

Implement policies and actions to protect tenants from unlawful evictions as well as direct and indirect (economic) displacement, and to promote greater education around tenants' rights.

Policy 4.2: Fair Housing Outreach and Education

Proactively conduct outreach and educate the community about fair housing rights and responsibilities.

Policy 4.3: Affirmatively Further Fair Housing

Ensure that the County's land use, development, and housing policies further the goal of equal access to housing opportunities.

Implementing Programs

A housing program can implement more than one goal and multiple policies. Furthermore, some programs and actions may target specific areas of implementation in order to bridge existing service gaps, access to resources, and disproportionate housing needs.

Housing Supply

Program 1: Adequate Sites for RHNA and Monitoring of No Net Loss

The County of Marin has been allocated a need of 3,569 units (1,100 very low income, 634 low income, 512 moderate income, and 1,323 above moderate income units). Based on projected ADUs and entitled projects, the County has met 705 of its RHNA, with a remaining RHNA of 2,864 units (1,343 lower income, 313 moderate income, and 1,208 above moderate income units).

To accommodate this remaining RHNA, the County has identified an inventory of sites with potential for redevelopment over the eight-year planning period. The inventory includes sites that are not identified for rezone and can accommodate 25 additional units under current Countywide Plan (CWP) and Development Code. The inventory also includes sites that will be rezoned/upzoned concurrent with this Housing Element update. Sites identified for rezoning/upzoning can accommodate 3,210 units (see Table H-5.1). The County is committed to redesignating and rezoning accordingly by January 31, 2023. Appendix C contains a detailed parcel listing of properties in the inventory, including those that will be redesignated/rezoned concurrent with the Housing Element update.

Five sites in the inventory are over 10 acres in size. In Marin County, development of lower income affordable housing on large sites is achievable and there is interest in redeveloping larger sites. Zoning amendments, including the designation of a HOD combining district zoning have been applied to each larger property, allowing higher density development on the most developable areas of the properties, selecting out natural constraints or other factors. In many cases, the limited developable area for higher density is under 10 acres.

To facilitate the development of these large sites, the County will:

- Incentivize multi unit development through ministerial review.
- Provide site planning tools such as clustered development within the Form Based Code.
- Meet with property owners and developers to encourage the development of mixed income housing with a mix of unit sizes, types, and prices.

- Allow the development in phases within the eight-year Housing Element Planning period.

Table H-5.1: Summary of Areas to be Rezoned

Existing Zoning	Acreage	Parcels	RHNA Units
Admin and Professional	1.7	1	13
Agriculture and Conservation	200.0	2	275
Agriculture Limited	290.8	11	904
Agriculture Residential Planned	93.3	4	140
Limited Roadside Business	3.3	5	76
Open Area	31.4	1	50
Planned Commercial	30.9	9	365
Public Facilities	45.6	7	224
Residential Agriculture	11.2	3	31
Residential Commercial Multiple Planned	19.4	19	237
Residential Multiple Planned	564.4	13	221
Residential Single Family	12.1	15	175
Residential Single Family Planned	24.1	16	255
Resort and Commercial Recreation	2.2	1	36
Retail Business	1.6	2	36
Village Commercial Residential	17.3	20	172
Total	1,349.3	129	3,210

To ensure that the County complies with Government Code Section 65863 (No Net Loss), the County will monitor the use of residential and mixed-use acreage included in the sites inventory to ensure an adequate inventory is available to meet the County's RHNA obligations throughout the planning period. To ensure sufficient residential capacity is maintained to accommodate the RHNA, the County will develop and implement a formal, ongoing, project-by-project evaluation procedure pursuant to Government Code Section 65863. Should an approval of development result in a reduction of residential capacity below what is needed to accommodate the remaining need for households at an income level, the County will identify replacement sites as part of the findings for project approval, or if necessary, rezone sufficient sites to

accommodate the shortfall and ensure “no net loss” in capacity to accommodate the RHNA within six months.

<p>Specific Actions and Timeline</p>	<ul style="list-style-type: none"> ▪ Complete redesignation/rezoning of 1,352.5 acres as outlined in Table H-5.1 to fully accommodate the RHNA. Redesignation and rezoning for adequate sites is being taken concurrently with the Housing Element update and to be completed concurrent with or prior to Housing Element adoption before January 31, 2023 (completed). Specifically, the County will completely revamp the Housing Opportunity sites (HOD) policy language in the CWP to outline: <ul style="list-style-type: none"> ○ Allowable density ○ Maximum and minimum number of units ○ Site constraints if any ○ Objective Design Standards category ▪ By January 31, 2023, amend the CWP to adjust the Inland Rural/City-Center corridor boundary and to ensure consistency between CWP and zoning districts. (completed) ▪ Ongoing, maintain an inventory of the available sites for residential development and make it available on County website. Update sites inventory annually to reflect status of individual sites. ▪ By January 2024, implement a formal evaluation procedure pursuant to Government Code Section 65863 to monitor the development of vacant and nonvacant sites in the sites inventory and ensure that adequate sites are available to meet the remaining RHNA by income category. ▪ By the end of 2024, update the Local Coastal Plan to be consistent with the CWP. ▪ Meet with property owners of large sites and County-owned sites at least annually to facilitate development of housing on site. Discussions should include tools to mitigate constraints and appropriate incentives, and available funding to facilitate affordable housing development (see also Program 25:
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	<p>Incentives for Affordable Housing).</p> <ul style="list-style-type: none"> By 2025, identify the appropriate avenues for development/ redevelopment of County-owned sites, through tools such as disposition of properties, land leases, request for proposals, and/or public private partnerships to achieve affordable housing. Pursue follow-up actions to facilitate development of sites within the planning period of this Housing Element, including compliance with the Surplus Land Act.
Primary Responsible Departments	Housing
Funding Sources	General Fund
Relevant Housing Policies	1.1, 1.2, and 1.3

Program 2: By Right Approval

Pursuant to Government Code Section 65583.2, reusing the following types of sites in the County’s sites inventory for lower income RHNA are subject to by-right approval exempt from CEQA and subject only to design review based on objective standards, when a project includes 20 percent of the units affordable to lower income households and no subdivision is proposed:

- Vacant sites that were identified in the County’s 4th and 5th cycles Housing Element as sites for lower income RHNA; and
- Nonvacant sites that were identified in the County’s 5th cycle Housing Element as sites for lower income RHNA.

Parcels that are subject to by-right approval pursuant to State law are identified in Appendix C.

In addition, the County may consider expanding the scope of streamlining:

- For sites not subject to Section 65583.2 - projects that include 20 percent of the units affordable to homeowners at 60 percent AMI or to renters at 50 percent AMI; and/or
- 100 percent affordable projects on any Housing Element sites.

Specific Actions	<ul style="list-style-type: none"> By January 31, 2023, concurrent with the Development Code and CWP update to provide adequate sites for
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and Timeline	RHNA (see Program 1), update the Development Code to address the by-right approval requirements.
Primary Responsible Departments	Planning
Funding Sources	General Fund
Relevant Housing Policies	1.3 and 1.4

Program 3: Replacement Housing

Development on all nonvacant sites designated in the Housing Element, at all income levels, that contain existing residential units, or units that were rented in the past five years, is subject to the replacement housing requirements specified in Government Code sections 65583.2 and 65915.

Specific Actions and Timeline	<ul style="list-style-type: none"> By January 31, 2023, as part of the redesignation and rezoning being undertaken concurrently with the Housing Element update (see Program 1, update the Development Code to address the replacement requirements).
Primary Responsible Departments	Planning
Funding Sources	General Fund
Relevant Housing Policies	1.1, 1.3, and 2.5

Program 4: Accessory Dwelling Units

Accessory Dwelling Units (ADUs) are an important resource to provide lower and moderate income housing in the unincorporated County. To facilitate ADU production, the County will:

- Dedicate a specific page on the County website to provide information and resources for ADU construction.
- Dedicate an ombudsperson position to help applicants navigate the pre-development phase of ADU construction.

- Develop an ADU construction guide to clarify the permit application process and requirements. The guide will outline the required review by various departments and fees required.
- Provide financial assistance to income-qualified property owners to build ADUs using State funds (such as Cal HOME funds).
- Develop incentives or strategies to encourage the use of ADUs as housing units (as opposed to pool houses, for example).
- Develop pre-approved plans for different unit sizes to facilitate the permitting process.
- Develop a fair housing factsheet to be included in the ADU application packet, emphasizing the fair housing responsibility of being a landlord, including compliance with the source of income protection.

<p>Specific Actions and Timeline</p>	<ul style="list-style-type: none"> ▪ Permit on average 35 ADUs or JADUs per year (280 ADUs or JADUs over eight years). ▪ Update ADU webpage semi-annually, or more frequently as needed, to ensure information addresses questions raised by applicants. ▪ By December 2023, create an ombudsperson position to help property owners navigate the ADU pre-development process. ▪ By December 2023, develop pre-approved plans for different ADU unit sizes. ▪ Annually, pursue and allocate financial incentives to support ADU construction with the annual goal of assisting 5 lower income households with ADU construction or deed restricting 5 ADUs as affordable housing. ▪ By the end of 2025, develop incentives or strategies to encourage the use of ADUs as housing units. ▪ By January 31, 2025 and every other year thereafter, review the production of ADUs to verify that Housing Element projections are accurate, including production level and affordability. If production estimates are below the estimates in the Housing Element, within six months of the review, revise the County’s ADU strategies to help achieve overall goal of at least 280 ADUs during the planning period. Revised strategies may include
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	<p>alternative actions such as increased outreach, reduced fees, streamlined process, and/or rezone additional properties if a RHNA shortfall is resulted (see also Program 1 monitoring of no net loss requirements).</p> <ul style="list-style-type: none"> By December 2023, develop a fair housing factsheet to be included in the ADU application packet.
Primary Responsible Departments	Housing; Planning; Building; Environmental Health Services; Public Works
Funding Sources	General Fund; CalHome; Marin County Collaborative REAP
Relevant Housing Policies	1.3, 1.4, 2.4, and 3.4

Program 5: SB 9 Mapping Tool

SB 9 (Government Code Section 65852.21) is a new regulation that allows property owners to build additional units on their properties. In the unincorporated County, properties eligible to utilize SB 9 are limited to those in urbanized areas and in urban clusters, in addition to other exclusions included in the statute. However, opportunities may also exist in the coastal area. The County will facilitate the SB 9 process by developing a mapping tool to help property owners within the urbanized areas determine if their properties may be eligible to utilize SB 9 to add new units onsite. Furthermore, the mapping tool will be used to conduct feasibility of applying SB 9 within the coastal zone.

Specific Actions and Timeline	<ul style="list-style-type: none"> By December 2023, develop and implement an online mapping tool that will identify areas in the unincorporated area that are eligible to use SB 9. By December 2023, develop a fair housing factsheet to be included in the SB 9 application packet, emphasizing the fair housing responsibility of being a landlord, including compliance with the source of income protection. By mid-2024, conduct feasibility of applying SB 9 within the coastal zone. If feasible, consistent with the Coastal Act, amend SB 9 ordinance to include the coastal zone (or portions of).
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	<ul style="list-style-type: none"> ▪ By the end of 2024, develop outreach materials to educate the community regarding SB 9 opportunities, particularly in higher resource neighborhoods. Distribute materials through social media and other platforms. Goal is to achieve 40 SB 9 permits over eight years.
Primary Responsible Departments	Housing; Planning; Public Works
Funding Sources	Marin County Collaborative REAP Funds
Relevant Housing Policies	1.1, 3.1, 3.2, and 3.3

Program 6: Efficient Use of Multi-Unit Land

The County permits single-unit homes in all residential zones and nonresidential zones that permit housing, potentially reducing the achievable density in multi-unit development. Establishing minimum densities will ensure efficient use of the County’s multi-unit land and prohibit the construction of new detached single-unit homes on multi-unit zoned property. Existing single-unit homes on multi-unit zoned property can remain and limited expansion or improvement, or reconstruction to replace units damaged due to accidents or disasters would be permitted.

To facilitate efficient use of land, some jurisdictions have also established target densities (tied to the calculation of RHNA potential, for example) to ensure no net loss of capacity as development occurs.

Also, currently no conventional zones in the County permit multi-unit housing, and only ten percent of the parcels are zoned to permit multi-unit residential use. This limited land available solely for multi-unit use is a potential constraint to housing development.

Specific Actions and Timeline	<ul style="list-style-type: none"> ▪ By December 2023, amend the Development Code to: <ul style="list-style-type: none"> ○ Establish minimum densities for multi-unit and mixed-use zones. ○ Specify the rounding up to the whole number in calculating density. ▪ By December 2023: <ul style="list-style-type: none"> ○ Explore and, if appropriate, develop target density for
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	<p>each zone.</p> <ul style="list-style-type: none"> ○ Create a residential combining district that allows for form-based objective development standards rather than discretionary review. ▪ Annually beginning in 2024, outreach to developers and property owners to promote multi-unit housing opportunities, with the goal of creating 800 units in multi-unit housing.
Primary Responsible Departments	Planning
Funding Sources	General Fund
Relevant Housing Policies	1.1, 2.4, and 2.5

Program 7: Religious and Institutional Facility Housing Overlay

Government Code Section 65913.6 allows a religious institution to develop an affordable housing project at a place of worship owned by the religious institution even if the development requires the religious institution to reduce the number of religious-use parking spaces available. This bill applies only to religious facilities located in zones that allow residential uses.

The County will establish a Religious and Institutional Facility Housing Overlay with the following potential provisions:

- Expanding the provisions of Section 65913.6 to other institutional uses, such as schools and hospitals, as well as religious facilities located in zones that currently do not allow residential uses.
- Allowing religious and institutional uses to construct up to four ADUs and JADUs onsite when an affordable housing development may not be feasible.

Specific Actions and Timeline	<ul style="list-style-type: none"> ▪ Beginning in 2023, conduct outreach to religious and institutional facilities regarding the Overlay opportunity. ▪ By December 2024, establish a Religious and Institutional Facility Housing Overlay to extend the provisions of Section 65913.6 to other institutional and religious uses. The goal is to create 150 affordable units.
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Primary Responsible Departments	Planning, Housing
Funding Sources	General Fund
Relevant Housing Policies	1.3 and 2.4

Program 8: Development Code Amendments

The County will amend the Development Code to address the following to facilitate development of a variety of housing types:

- **Residential Use in Mixed-Use Development:** - The County allows residential uses on the upper floors and residential units are limited between 25 and 29 percent of the floor area. Amend the Development Code to allow at least 50 percent of the floor area as residential use.
- **Height Limit:** The 30-foot height limit is potentially constraining to achieving a density of 30 units per acre. Amend the Development Code to increase the height limit to 45 feet.
- **Accessory Dwelling Units:** Currently, the County’s ordinance does not allow an ADU to be sold or otherwise conveyed separately from the primary dwelling unit. However, State law makes an exception if the property is owned by a nonprofit organization. The County will amend the ADU regulations to be consistent with State law.
- **Agricultural Worker and Employee Housing:** The County’s provisions for agricultural worker housing is not consistent with the State Employee Housing Act. Furthermore, the Development Code does not contain provisions for employee housing. Pursuant to the Employee Housing Act, any housing for six or fewer employees (in any industry) should be permitted as single-unit residential use. The County will amend agricultural worker provisions in the Development Code to be consistent with State law.
- **Residential Care Facilities:** The County permits residential care facilities for six or fewer persons in all residential zones. For residential care facilities for seven or more persons, a conditional use permit is required. The County will revise the Development Code to permit or conditionally permit large residential care facilities in all zones that permit residential uses, as similar uses in the same zone, and to ensure the required conditions for large facilities are objective and provide certainty in outcomes.

- **Transitional and Supportive Housing:** Pursuant to State law, transitional and supportive housing is to be considered a residential use to be similarly permitted as similar uses in the same zone. Currently, transitional and supportive housing is not specifically identified in the Coastal Zone in areas where residential uses are permitted or conditionally permitted. The Development Code will be amended to address the provision of transitional and supportive housing in the Coastal Zone.

Pursuant to State law (Government Code Section 65650 et seq.), supportive housing developments of 50 units or fewer that meet certain requirements must be permitted by right in zones where mixed-use and multi-unit development is permitted. Additionally, parking requirements are prohibited for supportive housing developments within one half mile of a transit stop. The County will amend Title 24 of the Municipal Code to address the parking requirements to comply with State law (see Program 9).

- **Emergency Shelters:** Government Code Section 65583 requires that parking standards for emergency shelters be established based on the number of employees only and that the separation requirement between two shelters be a maximum of 300 feet. The County Development Code and Title 24 will be revised to comply with this provision.
- **Low Barrier Navigation Center (LBNC):** Government Code section 65660 et seq. requires that LBNCs be permitted by right in mixed-use and nonresidential zones that permit multi-unit housing. The Development Code will be amended to include provisions for LBNC.
- **Density Bonus:** The County adopted an ordinance in 2021 that was consistent with state density bonus law at that time. However, since then, there have been some additional statutory changes. The Development Code will be amended to address all recent changes to the State Density Bonus law.

Specific Actions and Timeline	<ul style="list-style-type: none"> ▪ By December 2023, amend the Development Code and Title 24 as outlined above to facilitate a variety of housing types, especially for special needs populations.
Primary Responsible Departments	Planning, Department of Public Works
Funding Sources	General Fund
Relevant Housing	1.1, 2.1, 2.3, and 2.4

Policies	
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Program 9: Parking Standards

The County’s current parking standards are codified in Title 24 of the Municipal Code. The parking standards will be updated to address the following:

- **Parking for Multi-Unit Housing:** The County current standards are slightly higher than the standards established for the State density bonus program. The County will reduce the parking requirements to match the State density bonus requirements.
- **Supportive Housing:** Pursuant to State law (Government Code Section 65650 et seq.), parking requirements are prohibited for supportive housing developments of 50 units or fewer meeting certain requirements and located within one-half mile of a transit stop.
- **Emergency Shelters:** Government Code Section 65583 requires that parking standards for emergency shelters be established based on the number of employees only, not based on shelter capacity (such as number of beds).

Specific Actions and Timeline	<ul style="list-style-type: none"> ▪ By December 2023, amend Title 24 of the Municipal Code to reduce parking requirements for multi-unit housing, and to revise parking requirements for supportive housing meeting certain criteria and emergency shelters.
Primary Responsible Departments	Public Works
Funding Sources	General Fund
Relevant Housing Policies	1.1 and 2.1

Program 10: Objective Development Standards for Off-Site Improvements

Development projects in the County are required to make on- and off-site improvements. The Objective Design Standards that the County has been working on impact only on-site improvements and cover a property up to the right of way. Many rural communities in the unincorporated areas do not have standardized requirements for off-site improvements (such as streetscape improvements), which can make development uncertain and add costs.

Specific Actions and Timeline	<ul style="list-style-type: none"> By December 2025, establish objective development standards for off-site improvements.
Primary Responsible Departments	Housing; Planning; Public Works
Funding Sources	General Fund
Relevant Housing Policies	1.1 and 1.5

Program 11: Water and Sewer Availability

Availability of water is a significant constraint to housing development in the County and beyond. The County will pursue several strategies to mitigate this constraint to the extent feasible.

The State has a new requirement for county jurisdictions to take over very small water connections and wells (less than 20 connections). DPW has requested proposals for a development of a Marin County Drought and Water Shortage Risk Mitigation Plan that would include the small water districts and coordination with all other Marin Water districts. The Housing Division will work with DPW with the goal of issuing the RFP for the mitigation plan in 2025.

Specific Actions and Timeline	<ul style="list-style-type: none"> Continue to promote sustainability strategies (such as water conservation and recycling). Beginning in 2023, collaborate with water service providers to conduct a strategic water supply assessment in 2023 to evaluate increased supply within Marin (e.g., increased reservoir capacity, new reservoir(s), increase use of recycled water, desalinization plant) and external to Marin (e.g., EBMUD, Russian River water). Annually, pursue funding for infrastructure improvements to facilitate affordable housing development. Issue RFP for the Drought and Water Storage Risk Mitigation Plan in 2025. See also Program 12: Septic for Multi-Unit Housing. Upon adoption of the Housing Element, submit it to all water and sewer districts and notify all water and sewer
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	districts of the requirement to prioritize water allocation for new affordable housing development (Government Code Section 65589.7).
Primary Responsible Departments	Housing, MMWD, NMWD, and major sewer service providers
Funding Sources	General Fund, State infrastructure funds
Relevant Housing Policies	1.5

Program 12: Septic for Multi-Unit Housing

Parts of the County have no sewer services, with properties relying on individual onsite septic systems. The County will pursue strategies to address this constraint to multi-unit development.

Specific Actions and Timeline	<ul style="list-style-type: none"> ▪ In 2023 initiate a study to identify alternative approaches to sewage disposal (e.g., package plants, community systems, incinerator toilets, etc.). Upon completion of the study, update by 2024 the County’s methodology for calculating septic capacity. ▪ In 2024, develop standards for multi-unit development in septic areas. ▪ Annually, pursue funding for infrastructure improvements to facilitate affordable housing development.
Primary Responsible Departments	Housing; Environmental Health Services
Funding Sources	General Fund
Relevant Housing Policies	1.5

Special Needs Housing

Program 13: Reasonable Accommodation

Reasonable Accommodation provides flexibility in the implementation of land use and development regulations in order to address the special housing needs of persons with disabilities. The review and approval process of Reasonable Accommodation requests may delay a person's ability to access adequate housing. The County will expedite Reasonable Accommodation requests. (See also Program 21: Rehabilitation Assistance for funding available to assist lower income households in making accessibility improvements.)

Specific Actions and Timeline	<ul style="list-style-type: none"> Beginning in 2023, offer expedited review and approval of Reasonable Accommodation requests.
Primary Responsible Departments	Planning, Building and Environmental Health Services
Funding Sources	General Fund
Relevant Housing Policies	2.1 and 4.3

Program 14: Universal Design and Visitability

Universal design is the design of buildings or environments to make them accessible to all people, regardless of age, disability, or other factors. Universal design goes beyond ADA requirements but may add to the cost of construction. Typically, local governments incentivize the use of universal design principles.

Currently, visitability is a requirement for HUD-funded single-unit or owned-occupied housing. Visitability refers to housing designed in such a way that it can be lived in or visited by people who have trouble with steps or who use wheelchairs or walkers. The County may consider expanding the visitability requirement to multi-unit housing.

Specific Actions and Timeline	<ul style="list-style-type: none"> In 2024, study policies and/or incentives to encourage requirements for universal design and visitability, and develop them by 2025 for implementation.
Primary Responsible Departments	Housing, Planning and Building

Funding Sources	General Fund
Relevant Housing Policies	2.1 and 4.3

Program 15: Housing for Farmworkers and Hospitality Workers

Agricultural operations represent an important component of the County’s economic base. Most farming operations are small dairies, individually employing a small number of farmworkers. These farms often do not have the ability to provide housing for all their workers. Year-round fishery operations also employ a significant number of workers collectively. In addition, Marin County is a popular tourist destination. Farmworkers, fishery workers, and hospitality employees typically earn lower incomes and have limited affordable housing options. The County will explore policies that facilitate the provision of affordable housing for these workers. Potential considerations include:

- Setting aside a specific percentage of affordable housing units for farmworkers within larger affordable housing developments.
- Partnering with other jurisdictions, farm operators, hotels, and other hospitality employers in the region to contribute to an affordable housing fund or a community land trust. Funding collected can be used to acquire, develop, and/or rehabilitate housing for farmworkers.
- Requiring hospitality employers to provide housing to temporary employees during peak seasons.

Specific Actions and Timeline	<ul style="list-style-type: none"> ▪ By December 2025, develop strategies for addressing farmworker and hospitality worker housing, with the goal of increasing housing for these employees by 20 percent. ▪ Annually convene with interested employers and affordable housing developers to pursue implementation of strategies for affordable housing and pursue funding at state and federal levels. ▪ In 2028, assess the effectiveness of strategies and modify the approach if necessary, by 2029.
Primary Responsible Departments	Housing

Funding Sources	General Fund
Relevant Housing Policies	2.1 and 2.3

Program 16: Project Homekey

The County is actively pursuing Project Homekey opportunities in order to provide permanent supportive housing for people experiencing homelessness. Homekey is an opportunity for the County to pursue funding for the development of a broad range of housing types, including but not limited to hotels, motels, hostels, single-family homes, multi-unit apartments, adult residential facilities, and manufactured housing, and to convert commercial properties and other existing buildings to permanent or interim housing for the homeless.

Specific Actions and Timeline	<ul style="list-style-type: none"> ▪ In 2023, identify locations that may be appropriate as Project Homekey sites and conduct outreach to interested nonprofit developers to pursue funding from HCD. ▪ Pursue Project Homekey funding annually and if Project Homekey funds become unavailable, pursue other funding sources. ▪ Develop 20 units using Project Homekey over eight years.
Primary Responsible Departments	Housing; Health and Human Services
Funding Sources	HCD Project Homekey Funds; HOME; other affordable housing funds
Relevant Housing Policies	2.1, 2.2, and 4.3

Program 17: Housing for Seniors

The County has a high proportion of aging residents. Many have expressed the need for additional senior housing options, specifically allowing seniors to trade their current homes for other housing that requires less maintenance, is designed to accommodate the mobility needs of seniors, and is more affordable. The County will pursue a variety of housing options for seniors.

Specific Actions and Timeline	<ul style="list-style-type: none"> ▪ In 2023, explore expansion of home match services to help match over-housed seniors with potential lower income tenants or other seniors to save on housing costs. ▪ In 2024, develop incentives and development standards to facilitate various senior housing options (such as senior apartments/homes, co-housing, assisted living, residential care, memory care, and board and care, etc.).
Primary Responsible Departments	Housing
Funding Sources	General Fund
Relevant Housing Policies	2.1 and 4.3

Preservation of Housing

Program 18: Short-Term Rentals

The County may explore options for limiting short-term rentals in all areas of the unincorporated County including West Marin that currently has a moratorium that is set to expire in 2024 in order to preserve housing units for permanent residential use. Strategies may include:

- Prohibiting short-term rentals (no less than 30 days allowed)
- Limiting the number of days the unit can be used for short-term rentals
- Prohibiting short-term rentals in all multi-unit dwellings
- Allowing for short-term rentals if the property is the owner’s primary residence
- Benchmarking the number of short-term rentals allowed to no more than a specific percentage of the community’s rental housing stock

Specific Actions and Timeline	<ul style="list-style-type: none"> In 2024, evaluate and adopt strategies for regulating short-term rentals.
Primary Responsible Departments	Planning
Funding Sources	General Fund
Relevant Housing Policies	2.6 and 3.3

Program 19: Vacant Home Tax

The vacancy rate in the unincorporated County is about 10 percent with close to 60 percent of vacant units used for recreational, seasonal, and occasional purposes. Accessory Dwelling Units in more affluent portions of the unincorporated County are often not occupied as housing units. A vacant home tax is an emerging strategy for discouraging leaving homes unoccupied for extended periods of time.

Specific Actions and Timeline	<ul style="list-style-type: none"> In 2024, study the feasibility of a vacant home tax as a strategy to discourage unoccupied housing units and increase revenue for affordable housing. If appropriate, pursue ballot measures in 2025 to establish tax.
Primary Responsible Departments	Housing
Funding Sources	General Fund
Relevant Housing Policies	2.6

Program 20: Monitoring of Rental Housing

The Marin County Landlord Registry was established in 2019 and requires landlords to report rents and general occupancy information for all rental properties subject to the Just Cause for Eviction ordinance. While the registry is designed to collect data on the rental market, the data provides an incomplete picture since a large portion of rental units are exempt from the Just Cause for Eviction ordinance.

Also, the County Development Code prohibits conversion of multi-unit rental units into

condominiums unless the vacancy rate exceeds five percent and the change does not reduce the ratio of multi-unit rental units to less than 25 percent of the total number of dwelling units in the County.

Specific Actions and Timeline	<ul style="list-style-type: none"> ▪ Continue to implement the Landlord Registry and Condominium Conversion ordinance. ▪ In 2024, expand Landlord Registry requirements to cover all rental units in the unincorporated County.
Primary Responsible Departments	Housing
Funding Sources	General Fund
Relevant Housing Policies	3.3 and 4.1

Program 21: Rehabilitation Assistance

The County supports the housing rehabilitation needs of lower income households through:

- Residential Rehabilitation Loan Program: provides low-interest property improvement loans and technical assistance to qualified, very low income homeowners to make basic repairs and improvements, accessibility improvements, correct substandard conditions, and eliminate health and safety hazards.
- Funding assistance to Marin Center for Independent Living (MCIL) home modification program to increase independence and accessibility for renters and homeowners.

Specific Actions and Timeline	<ul style="list-style-type: none"> ▪ Provide rehabilitation loans to 10 households annually (80 households over eight years). ▪ Provide support for 6 households to make accessibility improvements annually (48 households over eight years). ▪ Continue to support nonprofit organizations in providing rehabilitation assistance to lower income renters and homeowners.
Primary	Housing and Federal Grants

Responsible Departments	
Funding Sources	CDBG
Relevant Housing Policies	2.1, 2.5, 2.6, and 3.4

Program 22: Habitability

The County Department of Environmental Health’s Housing Services conducts inspections on residential structures of three or more units only. Single-unit homes and duplexes are not covered by inspection services.

Specific Actions and Timeline	<ul style="list-style-type: none"> ▪ In 2025, expand the inspection services to cover the entire housing stock.
Primary Responsible Departments	Environmental Health Services
Funding Sources	General Fund
Relevant Housing Policies	2.5 and 2.6

Program 23: Preservation of At-Risk Housing

The County has an inventory of publicly assisted housing projects that offer affordable housing opportunities for lower income households. Most of these projects are deed restricted for affordable housing use long-term. However, 128 units are considered at risk of converting to market-rate housing. The County will work to preserve these at-risk units. Furthermore, two mobile home parks (totaling 102 units) are located in the unincorporated County. A third mobile home park is used as nightly hotel rooms. Mobile homes represent an affordable housing options. The County will monitor the status of these parks.

Specific Actions and Timeline	<ul style="list-style-type: none"> ▪ Annually monitor status of at-risk rental housing projects with the goal of preserving 100 percent of at-risk units. ▪ Ensure tenants are properly noticed by the property owners should a Notice of Intent to opt out of low income use is filed. Notices must be filed three years, one year,
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	<p>and six months in advance of conversion.</p> <ul style="list-style-type: none"> ▪ In the event of a potential conversion, conduct outreach to other nonprofit housing providers to acquire projects opting out of low income use. As funding permits, assist in funding the acquisition or support funding applications by nonprofit providers. ▪ Annually monitor the status of the mobile home parks. In the event of a potential conversion, ensure the owners adhere to relocation requirements mandated by State law. ▪ Consider a Community Opportunity to Purchase Act/Tenant Opportunity to Purchase Act (COPA/TOPA) program (see also Program 30: Tenant Protection Strategies).
Primary Responsible Departments	Housing
Funding Sources	Housing Trust Fund
Relevant Housing Policies	2.5, 2.6, 3.3, and 3.4

Housing Affordability

Program 24: Inclusionary Housing

The County implements an Inclusionary Housing program requiring a 20 percent set aside of new units or lots in a development for affordable housing. Ownership developments must have inclusionary units affordable for low to moderate income households. Rental developments must provide inclusionary units for very low to moderate income households. For both rental and homeownership developments, the larger the project, the deeper the affordability requirements. All inclusionary units must be income-restricted in perpetuity. To enhance housing development feasibility while complying with the inclusionary requirements, the County plans to:

- Modify the inclusionary housing program to expand affordability ranges based on the type and size of projects and to be in compliance with AB 1505.
- Work with Marin County cities and towns to achieve consistency across jurisdictions and to ensure that the policies are aligned with best practices and reflect current market conditions.

The County has been meeting with other county jurisdictions to establish uniform policy elements and the generally agreed upon framework includes:

- 20% set-aside goal
- 2-unit minimum project size threshold
- Requirements should be more stringent for larger projects
- Alternative means of compliance when a project is infeasible:
 - in lieu fee
 - land donation in same planning jurisdiction

Other group recommendations include:

- Ensure compliance with AB 1505 on rental policy
- AMI price levels are consistent across tenures when applicable:
 - Very low income – 50 percent AMI (rental only)
 - Low income – 65 percent AMI (rental and for-sale)
 - Moderate income – 100 percent AMI (rental and for-sale)
 - Above moderate income – 135 percent AMI (for-sale only)
- Offering developers with two options to provide very low or low income units

Specific Actions and Timeline	<ul style="list-style-type: none"> ▪ By 2023, modify the Inclusionary Housing program to expand affordability ranges and to comply with State law. ▪ In 2023, coordinate with other County jurisdictions to align inclusionary housing requirements for consistency.
Primary Responsible Departments	Housing, Planning
Funding Sources	General Fund
Relevant Housing Policies	1.1, 1.4, and 2.4

Program 25: Incentives for Affordable Housing

The County will continue to facilitate the development of affordable housing, especially for lower income households (including extremely low income) and those with special housing needs (including persons with disabilities/developmental disabilities, older adults, large households, farmworkers, educators, and people experiencing homelessness). Incentives may also be offered to encourage the inclusion of amenities in affordable housing development, such as childcare facilities and universal design/vistability. Incentives available for affordable housing projects include:

- County density bonus of 10 percent (above State density bonus)
- Potential fee waivers, especially for special needs housing
- Priority processing
- Technical assistance
- Financial participation by the County, subject to funding availability
- Support and assistance in project developer’s applications for other local, State, and federal funds

Specific Actions and Timeline	<ul style="list-style-type: none"> ▪ Continue to offer incentives to facilitate affordable housing. ▪ Annually conduct outreach to affordable housing developers to evaluate the effectiveness of incentives and make appropriate adjustments, and to identify and pursue development opportunities. ▪ Provide support (incentives, technical assistance) to school districts to develop district-owned parcels in unincorporated Marin as affordable educator housing. ▪ Facilitate the development of 300 affordable units over eight years.
Primary Responsible Departments	Housing, Planning
Funding Sources	General Fund; Housing Trust Fund
Relevant Housing Policies	2.4

Program 26: Below Market Rate (BMR) Homeownership Program

The BMR Homeownership program offers low and moderate income, first-time homebuyers the opportunity to purchase specified condominium units in Marin County at less than market value. If the owner of a BMR unit sells, the unit is resold to another income-eligible homeowner.

Homeownership is an important strategy for wealth-building. Due to a history of policies and programs that prevented people of color from accessing homeownership for generations, providing affordable homeownership can help address the growing racial wealth gap.

<p>Specific Actions and Timeline</p>	<ul style="list-style-type: none"> ▪ Maintain 90 BMR units for continued affordable housing for lower and moderate income households. ▪ Successor Agency funds will be exhausted within the eight-year timeframe of the Housing Element. Beginning in 2024 and annually thereafter, pursue additional funding from local, State, and federal programs to expand affordable homeownership opportunities for first-time buyers.
<p>Primary Responsible Departments</p>	<p>Housing, Marin Housing Authority</p>
<p>Funding Sources</p>	<p>Successor Agency to the Marin County Redevelopment Agency; other funding sources (such as in-lieu fees)</p>
<p>Relevant Housing Policies</p>	<p>2.1, 2.4, and 3.4</p>

Program 27: Community Land Trust

Currently, the County has two Community Land Trusts in the unincorporated areas – Community Land Trust Association of West Marin (CLAM) and Bolinas Community Land Trust (BCLT). The County provides financial, administrative, and technical support to the CLTs. The County may facilitate the establishment of additional Community Land Trusts in different Community Planning Areas (CPAs).

<p>Specific Actions and Timeline</p>	<ul style="list-style-type: none"> ▪ Continue supporting the operation of CLTs. ▪ Subject to funding availability, establish additional CLTs in other CPAs.
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Primary Responsible Departments	Housing
Funding Sources	General Fund
Relevant Housing Policies	3.4, 4.1, and 4.2

Program 28: Affordable Housing Funding Sources

The County’s Affordable Housing is funded with a variety of sources:

- Affordable Housing Impact Fee
- Inclusionary Housing In-Lieu fee
- Rental Housing Impact Fee
- Jobs/Housing Linkage Fee
- CDBG
- HOME
- Permanent Local Housing Allocation
- General Fund

In addition, the County continues to pursue additional funding from State and Federal housing programs. Other potential sources may include vacant home tax (see Program 19).

Specific Actions and Timeline	<ul style="list-style-type: none"> ▪ Annually pursue additional funding from State and Federal housing programs. ▪ Facilitate the development of 300 affordable housing units (excluding 200 units projected from the Inclusionary Housing program).
Primary Responsible Departments	Housing
Funding Sources	Affordable Housing Trust Fund
Relevant Housing	3.4

Policies	
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Program 29: Place-Based Planning and Neighborhood Improvements

The County will continue to carry out a variety of place-based measures toward community revitalization to ensure equitable quality of life throughout all communities with a focus in Marin City, Santa Venetia and West Marin communities of Tomales and Bolinas and other areas with higher concentrations of affordable housing or lower income households as applicable. These measures will generally consist of Outreach, Planning and Investment.

Outreach: Consistent with Policy 4.2, these efforts will utilize a variety of methods to ensure transparency, access and meaningful input from all segments of the communities. Outreach will be used to frame the County’s place based efforts and prioritize planning and investment.

Planning: Existing community plans contain goals, policies, and programs that are inconsistent with the Countywide Plan. Where such conflicts exist, the Countywide Plan prevails. The County will pursue and adopt, where appropriate, planning activities in targeted areas. Planning will be comprehensive and address a variety of elements, including but not limited to land use, circulation, safety (including evacuation routes), environmental justice, community facilities and resources and open space and recreation. The County will diligently implement these activities, including budgeting, annually committing or pursuing funding and other resources consistent with existing goals to apply a race equity lens to budgeting, annually reporting on progress in implementation and making adjustments as appropriate in collaboration with community groups and individuals.

Investment: The County will continue to annually prioritize funding and projects as part of its capital improvement program (CIP) and seek additional funding and other resources toward community revitalization in targeted areas. Activities will involve a variety of neighborhood improvements and community development based on outreach including but not limited to infrastructure (e.g., water, sewer, storm drainage), evacuation routes, circulation, community facilities and recreation opportunities, parks, public art, community programs, streetscapes, accessibility, safe routes to school and active transportation. Examples of planned public improvements include:

- Marin City Senior Center and Manzanita Recreation Center capital facility upgrades
- Ongoing maintenance for Marin City’s George Rocky Graham Park.
- Fund local capital improvements of parks and recreation centers and active

outdoor programming in Marin City, San Rafael, Novato, Tomales and Bolinas.

- Santa Venetia:
 - Anticipated pocket park improvements in Pueblo Park and Castro Park
 - Anticipated Lagoon Park improvements
 - Bucks Landing improvements
 - Floodwall project
- Accessibility improvements (curb ramps, etc.) in Marin City and West Novato.
- Potential flood management improvements:
 - Drainage streetscape project in Santa Venetia
 - Flooding and drainage studies and designs for Marin City
 - Marin City Watershed and Flood Mitigation Plan
 - Marin City Pond Flood Reduction project
 - Marin City Portable Pump Station at Donahue
 - Coastal Inundation Plan and flood improvements in Stinson Beach
 - Green Stormwater Infrastructure Planning in East Marin (including Marin City and Santa Venetia)

Specific Actions and Timeline	<ul style="list-style-type: none"> ▪ In 2023, initiate planning activities and adopt the plan for Marin City by 2025. ▪ Annually prioritize CIP and pursue funding to implement planning and improvements in lower income neighborhoods.
Primary Responsible Departments	Housing; Planning
Funding Sources	General Fund and Other Funding (e.g., Federal, State, Regional)
Relevant Housing Policies	1.1 and 4.3

Affirmatively Furthering Fair Housing

Program 30: Fair Housing Outreach and Enforcement

The County refers fair housing complaints to Fair Housing Advocates of Northern California (FHANC) for legal services. The County will assist in fair housing outreach and education, and reasonable accommodations through funding FHANC.

The County also requires a robust Affirmative Fair Housing Marketing Plan (AFHMP) for the occupancy of affordable housing projects. Components of the AMP include:

- Advertising must begin at least 90 days prior to initial or renewed occupancy for new construction and substantial rehabilitation projects.
- Applicable and expanded housing market areas.
- Targeted outreach to the “least likely to apply” – an identifiable presence of a specific demographic group in the housing market area that are not likely to apply for housing due to factors such as insufficient information, language barriers, or transportation impediments.
- Marketing program and residency preference.
- Availability of the Fair Housing Poster and project site signs.
- Evaluation of the effectiveness of the marketing activities.
- Training of marketing staff for fair housing compliance.

<p>Specific Actions and Timeline</p>	<ul style="list-style-type: none"> ▪ Assist an average of 50 residents annually with tenant/landlord dispute resolution, and fair housing inquiries and investigations. ▪ Annually update, or more frequently as needed, the County’s Landlord and Tenant Resources webpage. ▪ Beginning in 2023, increase fair housing outreach to Homeowners Associations, realtors, property managers, and brokers, as well as individual property owners (such as single-unit homes, duplex/triplex units, and ADUs used as rentals). Specifically, promote the State’s Source of Income Protection bills (SB 329 and SB 222) that prohibit discrimination based on the use of public assistance for housing payments (such as Housing Choice Vouchers). ▪ Implement the AFHMP for all new and re-occupancy of affordable housing projects.
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Primary Responsible Departments	Fair Housing Advocates of Norther California; Housing Authority; Housing
Funding Sources	CDBG; General Fund
Relevant Housing Policies	4.1, 4.2, and 4.3

Program 31: Tenant Protection Strategies

Throughout the region, tenants are facing rising rents and increasing risk of eviction due to the economic impact of COVID, as well as displacement from the economic pressure of new development. The County will explore a variety of strategies that strengthen tenant protection. These may include:

- **Rent stabilization:** While AB 1482, the California Tenant Protection Act of 2019, imposes rent caps on some residential rental properties through 2030, it exempts most single-unit homes and condominiums for rent, and multi-unit housing units built within the previous 15 years. Additionally, AB 1482 sets an allowable rent increase in a year to 5% plus the regional cost-of-living index or 10%, whichever is less. Strategies to strengthen rent stabilization include adopting a permanent policy, expanding applicability to units not covered by AB 1482, and/or considering a lower rent increase threshold. However, at this time, compliance with the 1995 Multi-unit Housing Act (Costa Hawkins) is required.
- **Just cause for eviction:** AB 1482 also establishes a specific set of reasons for which a tenancy can be terminated. These include: 1) default in rent payment; 2) breach of lease term; 3) nuisance activity or waste; 4) criminal activity; 5) subletting without permission; 6) refusal to provide access; 7) failure to vacate; 8) refusal to sign lease; and 9) unlawful purpose.

The County passed an ordinance to require a just cause for eviction that applies to properties of three or more dwelling units in January 2019, before the adoption of AB 1482. To strengthen this ordinance, the County will consider expanding “just cause” to all units, and/or including relocation assistance.

No-fault causes, such as substantial remodels, owner move-ins, and withdrawal from the rental market, are the leading cause of evictions and displacement. These no-fault just causes are often used by owners to remove tenants so that rents can be increased to market rate, further eroding naturally occurring

affordable housing stock. Strengthening no-fault just causes for evictions through higher relocation payments, longer eviction notice periods, and a right for a tenant to return can be effective anti-displacement strategies. An expanded just cause ordinance may also include evictions due to substantial repairs and withdrawal from the rental market.

- **Local relocation assistance:** Given both limited rental options and high housing costs in Marin County, many displaced residents are forced to move out of the County entirely. To address this, the County can adopt a local relocation assistance provision that would require owners to provide financial assistance to tenants if pursuing a no-fault termination. The County can also consider requiring greater relocation assistance to special needs groups (e.g., seniors, disabled, female-headed households) and reasonable accommodation for persons with disabilities.
- **Tenant commission:** Typically, most land use policies and planning decisions are made from the perspective of property owners and tenants lack a voice in the planning process. A tenant commission or advisory committee may be an avenue to bring policy discussions that highlight tenant interests to the County. While the proportion of renter-occupied units in the County is growing, there is currently no body within the County where their unique concerns can be raised.
- **Right to Purchase:** When tenants are being evicted due to condominium conversion or redevelopment, offer first right to purchase to displaced tenants to purchase the units.
- **Right to Return:** When tenants are being evicted due to rehabilitation/renovation of the property, offer first right to displaced tenants to return to the improved property.
- **Tenant Bill of Rights:** Adopt a Tenant Bill of Rights (TBR) that serves to establish the standard that all Marin residents have the right to clean, safe and secure housing. The TBR can include an extension of tenant protections to subletters and family members, and mechanisms to address severe habitability issues and market pressures, such as stronger protections for tenants from eviction if they deduct repairs from rent. This provision would also provide anti-retaliation protection for tenants that assert their rights.
- **Community or Tenant Right to Purchase (COPA/TOPA):** Pursue COPA/TOPA as a means to preserve affordability and mitigate potential displacement impacts by offering community organizations or tenants the first opportunity to purchase a residential building if the owner is selling. COPA/TOPA policies offer community organizations or tenants the right to

negotiate and collectively bargain.

In addition, the Marin Housing Authority (MHA) facilitates housing mobility and anti-displacement for Housing Choice Voucher (HCV) recipients via the following policies:

- **Portability:** HCVs are portable across Public Housing Authority (PHA) boundaries, including to different counties.
- **Payment Standards:** MHA petitions for higher payment standards using market rents by ZIP Code, allowing HCV recipients to move to locations of their choices with higher levels of subsidies.

<p>Specific Actions and Timeline</p>	<ul style="list-style-type: none"> ▪ Continue to implement the County’s Landlord Registry requirement. ▪ In 2023, begin community outreach to discuss various tenant protection strategies as outlined above. Study the administrative and financial feasibility and relative efficiency of each strategy. ▪ In 2024, based on the outcome of the community outreach and also assessment of feasibility, adopt appropriate tenant protection strategies. ▪ Continue to work with Marin cities and towns to consider similar policies. ▪ Annually work with Marin Housing Authority to promote the use of HCVs, especially in High/Higher Resource and higher income areas.
<p>Primary Responsible Departments</p>	<p>Housing</p>
<p>Funding Sources</p>	<p>General Fund</p>
<p>Relevant Housing Policies</p>	<p>4.1</p>

Program 32: Comprehensive Review of Zoning and Planning Policies

The County’s Development Code and planning policies have been incrementally developed over time and may have inherited language rooted in segregation. The County will conduct a comprehensive review of its zoning and planning policies to remove discriminatory language or policies that may directly or indirectly perpetuate segregation. This includes reviewing the use of the terms “single-family” residential use, “protecting the character of the neighborhood,” and findings of conditional approval in different regulatory documents.

Specific Actions and Timeline	<ul style="list-style-type: none"> In 2024, conduct a comprehensive review of zoning and planning policies and make appropriate revisions to remove discriminatory language and policies.
Primary Responsible Departments	Housing, Planning, Building
Funding Sources	General Fund
Relevant Housing Policies	1.1 and 4.3

Program 33: Community Engagement and Regional Collaboration

Community Development Agency (CDA) outreach working group work with local communities to obtain input on housing and community development issues, especially to highlight areas that have historically been underserved or underrepresented in these conversations.

The County will also conduct outreach and education to promote the need for and benefits of additional housing in the unincorporated County, especially housing that meets the diverse needs of all socioeconomic segments of the County residents.

In 2019, County staff reconvened a countywide working group of Planning Directors and planning staff to encourage interjurisdictional collaboration on housing issues and solutions, with a specific focus on responding to new state legislation to streamline housing developments. The working group established common goals and coordinated on housing legislation, planning, production, and preservation of existing affordability. The working group meets once monthly and has evolved from briefings and discussions regarding state housing legislation into collaboration on projects to facilitate the development of more housing in Marin County. The working group applied jointly for SB2 planning grants in the summer and fall of 2019 and has started

to collaborate on these grant projects, including Objective Design and Development Standards, an ADU Workbook and Website, and inclusionary housing program updates. The group received funds from ABAG to work collaboratively on shared Housing Element deliverables including translation dollars, Affirmatively Furthering Fair Housing products, visualizations, and a countywide website.

The County will continue to have a leadership role to coordinate with other jurisdictions within the County to expand housing opportunities throughout the County, achieve consistency in policies, and collaborate on affordable housing projects through the Housing Working Group. Specifically, the County has committed to the following:

- Implementation of Housing Element programs: During implementation of the 2023-2031 Housing Element, the County, cities and towns will collaborate on program implementation, especially those related to Affirmatively Furthering Fair Housing and tenant protections, such as:
 - Model ordinances: developing model ordinances to be considered by the Board of Supervisors and City Councils.
 - Outreach and community engagement: Conducting shared outreach and community engagement.
- Housing Element Collaboration: Develop a deeper and more formalized collaboration on the Housing Element in the future. This could include:
 - One Housing Element: Develop one document with shared background, outreach, programs and policies. This would provide consistency, save funds and improve accessibility for stakeholders and housing developers.
 - Consider a Subregional approach: The County and cities and towns will consider developing a subregional approach to meeting the Regional Housing Need Allocation in the next housing element cycle.
 - Shared consultants to conserve resources and develop more consistent policies and programs, the County, cities and towns will seek to hire the same consultants to prepare parts of the housing element, conduct regional outreach and conduct any needed environmental review.
- Funding collaboration: explore ways to more effectively collaborate on shared funding for affordable housing. This could include:
 - Inclusionary policies: Developing more consistent policies and fees to encourage and facilitate more affordable housing as part of new market rate developments and increase funding for affordable housing.

- Regional housing trust fund: Consider the establishment of a regional housing trust fund which would make state applications more competitive and lower the administrative burden for cities and towns.
- Community Development Block Funds: Continue to collaborate as an entitlement community on using CDBG funds to fund affordable housing and leverage other State and Federal Sources.
- Permanent Local Housing Allocation (PLHA): Continue to collaborate as an entitlement community to use PLHA funds on housing-related projects and programs that assist in addressing the unmet housing needs of our local communities.
- The Bay Area Housing Finance Authority (BAHFA): Actively participate and support the efforts of BAHFA to raise funds to help address affordable housing and housing stability.
- Shared staffing: With the exceptions noted above, the County, and cities and towns address most housing issues individually, and often with limited staff and financial resources. Programs and policies in the Housing Element require concrete goals and deliverables which will be difficult for smaller jurisdictions to achieve with all of the other obligations associated with their work. Shared staffing initiatives would encourage coordination and working together to tackle the housing crisis on a larger scale through shared housing staff to provide expertise and local knowledge to support affordable housing developers. This would also result in consistency throughout the county and adoption of best practices.

Specific Actions and Timeline	<ul style="list-style-type: none"> ▪ By December 2023, develop a work plan and present to the BOS to identify new geographic areas/populations for outreach and establish a protocol for conducting outreach, with coordinated efforts with County CDA. ▪ In 2023 and annually thereafter, continue working with the regional working group on housing to coordinate and collaborate on regional solutions to housing issues as outlined above.
Primary Responsible Departments	Housing, Planning
Funding Sources	General Fund

Relevant Housing Policies	3.1, 3.2, 4.2, and 4.3
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Affirmatively Furthering Fair Housing Action Matrix

The following table summarizes the County’s implementation actions to further fair housing. Individual housing programs may have different impacts on furthering housing choices. Fair housing actions are grouped into the five themes:

- Fair housing outreach and enforcement
- Housing mobility through expanded choices in housing types and locations
- New opportunities in high resource areas
- Place-based strategies for neighborhood improvements
- Tenant protection and anti-displacement

Housing programs are often implemented throughout the unincorporated areas. However, individual programs may have targeted locations for specific actions, increased outreach efforts, and/or priority for allocation of resources.

Specific Actions and Timeline	<ul style="list-style-type: none"> ▪ In 2027, conduct a mid-term review of the County’s meaningful actions to affirmatively further fair housing as outlined in the Action Matrix below, to determine the effectiveness of the actions and strategies in expanding affordable housing choices for lower income and special needs populations. If specific actions are not meeting the intended goals and objectives, develop new or improved strategies by July 2028.
Primary Responsible Departments	Housing, Planning
Funding Sources	General Fund
Relevant Housing Policies	4.1, 4.2, and 4.3

Table H-5.2: AFFH Action Matrix

Program	Specific Commitment	Timeline	Geographic Targeting	Eight-Year Metrics
Housing Mobility				
Program 4: Accessory Dwelling Units	Develop a fair housing factsheet to be included in the ADU application packet.	By December 2023	Throughout unincorporated County, with emphasis in High/Higher Resource areas, as well as higher income neighborhoods	280 ADUs or JADUs; seek to achieve 50 percent of ADUs/JADUs in High/Higher resource areas and higher income areas and Concentrated Areas of Affluence
	Dedicate an ombudsperson position to help applicants navigate the pre-development phase of ADU construction.	2023-2031		
Program 6: Efficient use of Multi-Unit Land	Outreach to developers and property owners to promote multi-unit housing opportunities.	Annually beginning in 2024	Throughout unincorporated County	As part of facilitate housing to meet the County's RHNA, create 800 units of multi-unit housing over eight years. Seek to achieve 200 units (not limited to RHNA) in High/Higher resource area and higher income and Concentrated Areas of Affluence

Table H-5.2: AFFH Action Matrix

Program	Specific Commitment	Timeline	Geographic Targeting	Eight-Year Metrics
<p>Program 7: Religious and Institutional Facility Housing Overlay</p>	<p>Establish a Religious and Institutional Facility Housing Overlay to extend the provisions of Section 65913.6 to other institutional and religious uses.</p>	<p>By December 2024</p>	<p>Throughout unincorporated County, with emphasis in High/Higher Resource areas and higher income neighborhoods</p>	<p>Create 150 affordable units within the Overlay, including 100 units in High/Higher Resource areas and higher income neighborhoods and Concentrated Areas of Affluence</p>
<p>Program 8: Development Code Amendments</p>	<p>Amend County Development Code to facilitate the development of a variety of housing types.</p>	<p>By December 2023</p>	<p>Throughout unincorporated County</p>	<p>Achieve 25 percent of affordable housing for special needs populations</p>
<p>Program 13: Reasonable Accommodation</p>	<p>Offer expedited review and approval of Reasonable Accommodation requests.</p>	<p>Beginning in 2023</p>	<p>Throughout unincorporated County</p>	<p>Not applicable</p>
<p>Program 14: Universal Design and Visitability</p>	<p>Study policies and/or incentives to encourage requirements for universal design and visitability, and develop them by 2025 for implementation.</p>	<p>Study in 2024 Develop policies/incentives by 2025</p>	<p>Throughout unincorporated County</p>	<p>Increase accessible units by 10 percent</p>

<p>AFFH Mobility Actions:</p>	<p>Employ a variety of additional strategies to promote housing choices and affordability, including but not limited to:</p> <ul style="list-style-type: none"> Alternative Land Use Strategies: The County will explore and pursue alternative land use strategies and make necessary amendments to zoning or other land use documents to facilitate a variety of housing choices, including but not limited to missing middle zoning in addition to SB 9 such as SB 10, adaptive reuse, more than one JADU per structure, acquiring and adding affordability to existing structures and upzoning. For example, see Program 4: Accessory Dwelling Units, Program 6: Efficient Use of Multi-Unit Land and Program 7: Religious and Institutional Facility Housing Overlay, Program 26: low Market Rate (BMR) Homeownership Program. Housing Choice Vouchers (see Program 31: Tenant Protection Strategies) Home Share (see Program 17: Housing for Seniors) 	<p>2023-2031 Conduct mid-term review in 2027 and adjust strategies as necessary</p>	<p>High/Higher Resource areas and higher income neighborhoods and concentrated areas of affluence</p>	<p>200 units</p>
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Table H-5.2: AFFH Action Matrix

Program	Specific Commitment	Timeline	Geographic Targeting	Eight-Year Metrics
	<ul style="list-style-type: none"> • Inclusionary Housing (Program 24) • Short-Term Rentals (Program 18) to preserve housing units for permanent residential use • Vacant Home Tax (Program 19) to discourage unoccupied housing units and increase revenue for affordable housing 			
<p>Program 15: Housing for Farmworkers and Hospitality Workers</p>	<p>Develop strategies for addressing farmworker and hospitality worker housing,</p>	<p>By December 2025</p>	<p>Throughout unincorporated County, with a focus in higher resource areas</p>	<p>Increase housing for these employees by 20 percent</p>
<p>Program 16: Project Homekey</p>	<p>Identify locations that may be appropriate as Project Homekey sites and conduct outreach to interested nonprofit developers to pursue funding from HCD.</p>	<p>In 2023</p>	<p>Throughout unincorporated County</p>	<p>Develop 20 units</p>
<p>Program 17: Housing for Seniors</p>	<p>Explore expansion of home match services to help match over-housed seniors with potential lower income tenants.</p>	<p>In 2023</p>	<p>Throughout unincorporated County</p>	<p>Increase home matches by 20 percent</p>

Table H-5.2: AFFH Action Matrix

Program	Specific Commitment	Timeline	Geographic Targeting	Eight-Year Metrics
	Develop incentives and development standards to facilitate various senior housing options (such as senior apartments/homes, co-housing, assisted living, etc.).	In 2024	Throughout unincorporated County	Increase senior housing units by 20 percent
Program 21: Rehabilitation Assistance	Provide support for households to make accessibility improvements.	Annually	Throughout unincorporated County	Assist 48 households
Program 26: Below Market Rate (BMR) Homeownership Program	Provide support for first-time low and moderate income homebuyers to purchase a home at below-market value.	Annually	Throughout unincorporated County	Maintain 90 BMR units but pursue to increase affordable homeownership
Program 31: Tenant Protection Strategies	Work with MHA to promote the use of HCVs.	Annually	Throughout unincorporated County, with emphasis in High/Higher Resource areas and higher income neighborhoods	Increase the use of HCV in High/Higher Resource areas by 20 percent over eight years (over baseline 2023)
Program 33: Community Outreach and Regional Collaboration	Develop model ordinances to facilitate affordable housing development and tenant protection to be considered by the Board of Supervisors and City Councils. Conduct shared outreach and community engagement.	Annually	Throughout the County, including in High Resource communities	Increase affordable housing construction throughout the County, especially in High Resource communities

Table H-5.2: AFFH Action Matrix

Program	Specific Commitment	Timeline	Geographic Targeting	Eight-Year Metrics
New Opportunities in High Resource Areas				
Program 4: Accessory Dwelling Units	Pursue and allocate financial incentives to support ADU construction with the annual goal of assisting 5 lower income households with ADU construction or deed restricting 5 ADUs as affordable housing.	Annually	Throughout unincorporated County, with emphasis in High/Higher Resource areas and higher income neighborhoods (including Racially Concentrated Areas of Affluence)	Seek to achieve 50 percent of ADUs/JADUs in High/Higher Resource areas and higher income neighborhoods and Concentrated Areas of Affluence 40 ADUs as affordable housing
Program 5:	Develop a fair housing factsheet to be included in the SB 9 application packet.	By December 2023	Throughout unincorporated County, with emphasis in	Achieve 40 SB 9 permits over eight

Table H-5.2: AFFH Action Matrix

Program	Specific Commitment	Timeline	Geographic Targeting	Eight-Year Metrics
SB 9 Mapping Tool	<p>Develop and implement an online mapping tool that will identify areas in the unincorporated area that are eligible to use SB 9.</p> <p>Develop outreach materials on SB 9 opportunities and distribute via multi-media platforms.</p>	By December 2024	High/Higher Resource areas and higher income neighborhoods	years, with the goal of achieving 50 percent in High/Higher Resource areas and higher income neighborhoods and Concentrated Areas of Affluence
Program 7: Religious and Institutional Facility Housing Overlay	Establish a Religious and Institutional Facility Housing Overlay to extend the provisions of Section 65913.6 to other institutional and religious uses.	By December 2024	Throughout unincorporated County, with emphasis in High/Higher Resource areas and higher income neighborhoods	Create 150 affordable units within the Overlay, including 100 units in High/Higher Resource areas and higher income neighborhoods and Concentrated Areas of Affluence

Table H-5.2: AFFH Action Matrix

Program	Specific Commitment	Timeline	Geographic Targeting	Eight-Year Metrics
<p>Program 24: Inclusionary Housing</p>	<p>Modify the Inclusionary Housing program to expand affordability ranges and to comply with State law</p>	<p>By 2023</p>	<p>Throughout unincorporated County</p>	<p>Increase affordable housing by 500 units with a target of 25 percent in High/Highest Resource, higher income and concentrated areas of affluence</p>
<p>Program 33: Community Outreach and Regional Collaboration</p>	<p>Funding collaboration: explore ways to more effectively collaborate on shared funding for affordable housing. This could include:</p> <ul style="list-style-type: none"> • Inclusionary policies • Regional housing trust fund • Community Development Block Funds • Permanent Local Housing Allocation • Bay Area Housing Finance Authority 	<p>By 2024</p>	<p>Throughout the County</p>	<p>Increase affordable housing construction throughout the County, especially in High Resource communities</p>

Table H-5.2: AFFH Action Matrix

Program	Specific Commitment	Timeline	Geographic Targeting	Eight-Year Metrics
Place-Based Strategies for Neighborhood Improvements				
Program 10: Objective Development Standards for Off-Site Improvements	Establish objective development standards for off-site improvements	By December 2025	Rural communities	Development Code amended
Program 12: Septic for Multi-Unit Housing	Develop standards for multi-unit development in septic areas. Initiate a study to identify alternative approaches to sewage disposal (e.g., package plants, community systems, incinerator toilets, etc.). Upon completion of the study, update by 2024 the County's methodology for calculating septic capacity.	Study in 2022/2023 Update methodology by 2024	Rural communities, with emphasis in West Marin, Greenpoint-Blackpoint	Development Code amended
Program 27: Community Land Trust	Subject to funding availability, establish additional CLTs in other CPAs.	2023-2031	Marin City and areas along City Centered Corridor	Create 100 affordable units through CLTs

Table H-5.2: AFFH Action Matrix

Program	Specific Commitment	Timeline	Geographic Targeting	Eight-Year Metrics
Program 29: Place-Based Planning and Neighborhood Improvements	Initiate Marin City Community Plan, with the goal of adopting the plan by 2025 and employ a variety of place based strategies toward community revitalization that includes outreach, planning and investment	Initiate in 2023 with adoption in 2025 and annually commit and pursue funding and other resources	Marin City West Marin communities of Tomales and Bolinas, and Santa Venetia, as well as other areas where there are high concentrations of affordable housing and/or lower income households	Pursue at least 24 improvement projects over eight years In collaboration with targeted communities, establish priorities and metrics and incorporate into mid-term evaluation and make adjustments as appropriate
	Pursue public improvement projects in communities with higher concentration of low income households as outlined in program description	Annually	Neighborhoods with concentrations of lower income households, including: Marin City; West Novato; West Marin communities of Tomales and Bolinas; Santa Venetia; and Stinson Beach	
Tenant Protection and Anti-Displacement				
Program 3: Replacement Housing	Update Development Code to address replacement requirement	By December 2022	Throughout unincorporated County	Development Code amended

Table H-5.2: AFFH Action Matrix

Program	Specific Commitment	Timeline	Geographic Targeting	Eight-Year Metrics
Program 15: Housing for Farmworkers and Hospitality Workers	Develop strategies for addressing farmworker and hospitality worker housing.	By December 2025	Throughout unincorporated County, with emphasis in West Marin	Increase housing dedicated for farmworkers or hospitality workers by 20 percent
Program 16: Project Homekey	Identify locations that may be appropriate as Project Homekey sites and conduct outreach to interested nonprofit developers to pursue funding from HCD.	In 2023	Throughout unincorporated County	Develop 20 Project Homekey units
Program 18: Short-Term Rentals	Evaluate and adopt strategies for regulating short-term rentals.	In 2023	Throughout unincorporated County, with emphasis in West Marin where a larger number of units are being used as vacation rentals	Development Code amended
Program 19: Vacant Home Tax	Study the feasibility of a vacant home tax as a strategy to discourage unoccupied housing units and increase revenue for affordable housing. If appropriate, pursue ballot measures to establish tax.	Study in 2024 Pursue ballot in 2025	Throughout unincorporated County	Issue placed on Ballot
Program 20: Monitoring of Rental Housing	Expand Landlord Registry requirements to cover all rental units in the unincorporated County.	In 2024	Throughout unincorporated County	Collect accurate rental data

Table H-5.2: AFFH Action Matrix

Program	Specific Commitment	Timeline	Geographic Targeting	Eight-Year Metrics
Program 23: Preservation of At-Risk Housing	Monitor status of at-risk projects with the goal of preserving 100% of at-risk units	Annually	Throughout unincorporated County, with emphasis in Marin City and Santa Venetia	Preserve 128 at-risk rental units Preserve 102 mobile home park units
Program 31: Tenant Protection Strategies	Begin community outreach to discuss various tenant protection strategies and adopt appropriate tenant protection strategies.	Begin outreach in 2023 Adopt strategies in 2024	Throughout unincorporated County, with emphasis in Marin City and West Marin where risk of displacement is high	Tenant protection strategies adopted
	Work with MHA to promote the use of HCVs.	Annually	Throughout unincorporated County, with emphasis in High/Higher Resource areas and higher income neighborhoods	Increase the use of HCV in High/Higher Resource areas by 20 percent over eight years (over baseline 2023)

Table H-5.2: AFFH Action Matrix

Program	Specific Commitment	Timeline	Geographic Targeting	Eight-Year Metrics
Fair Housing Outreach and Enforcement				
Program 30: Fair Housing Outreach and Enforcement	Assist an average of 50 residents annually with tenant/landlord dispute resolution, and fair housing inquiries and investigations.	Annually	Throughout unincorporated County	Assist 400 residents
	Increase fair housing outreach to Homeowners Associations, realtors, property managers, and brokers, as well as individual property owners (such as single-unit homes, duplex/triplex units, and ADUs used as rentals).	Beginning in 2023 and annually thereafter	Throughout unincorporated County, with emphasis in West Marin, Marin City, and Santa Venetia	Conduct 40 outreach events
	Implement Affirmative Fair Housing Marketing Plan (AFHMP) for affordable housing projects.	Ongoing	Throughout unincorporated County, with emphasis in West Marin, Marin City, and Santa Venetia, and other lower income neighborhoods	Tenant profile of affordable housing projects with targeted population matching or exceeding the proportion of the housing market area or expanded housing market area

Table H-5.2: AFFH Action Matrix

Program	Specific Commitment	Timeline	Geographic Targeting	Eight-Year Metrics
Program 32: Comprehensive Review of Zoning and Planning Policies	Conduct a comprehensive review of zoning and planning policies to remove discriminatory language and policies.	In 2025	Throughout unincorporated County	Not applicable
Program 33: Community Engagement and Regional Collaboration	Develop a work plan and present to the BOS to identify new geographic areas/ populations for outreach and establish a protocol for conducting outreach, with coordinated efforts with County CDA.	By December 2023	Throughout unincorporated County, with emphasis in West Marin, Marin City, and Santa Venetia	Conduct 40 outreach events

Quantified Objectives

For the 2023-2031 planning period, the County has established quantified objectives for construction, preservation, and rehabilitation of housing in the unincorporated areas. Pursuant to State law, quantified objectives can be established based on trends and available resources.

Table H-5.3: Summary of Quantified Objectives (2023-2031)

	Extremely Low	Very Low	Low	Moderate	Above Moderate	Total
RHNA	550	550	634	512	1,323	3,569
New Construction	50	200	250	200	500	1,200
Rehabilitation Assistance	28	50	50			128
Preservation of At-Risk Housing	57	58	115			230