

Community Land Trust Conference



October 13-14
2022
Los Angeles

Community Land Trust Innovations

— From Across California —

Bay Area Community Land Trust

The Stuart Street Apartments
& Solano Avenue Apartments



Stuart Street Co-op Apartments



Main Takeaways from Stuart St Partnership

Partnership with a 100+ year old Baptist Church in South Berkeley, with a congregation of people of color, to help their community stay in Berkeley

First investment of City of Berkeley's Small Sites Fund with \$2,053,000 toward renovation (additional funding from LISC and the African American Heritage Fdn)

Single family homes on this block sell for >\$1.2M, while Stuart St rents are affordable at <80% AMI

Cost to rehab was **\$435K per unit**, while the cost to build new tax-credit units is now **\$1M per unit**

Cost to build tax-credit units jumps over acq/rehab

Affordable housing projects top \$1 million per apartment

State housing data shows seven low-income housing projects in California will cost more than \$1 million per apartment to build. Another half dozen proposed projects are also expected to exceed that figure, records show.

Project	City	Apartments	Cost Per Apartment
San Francisco Housing Authority Scattered Sites	San Francisco	69	\$1,226,512
Potrero Block B	San Francisco	157	\$1,180,033
Hayes Valley North	San Francisco	84	\$1,091,875
Galindo Terrace	Concord	62	\$1,046,183
Ancora Place	Oakland	77	\$1,017,419
Roosevelt Park	San Jose	80	\$1,009,707
7th & Campbell	Oakland	79	\$1,002,116

California Department of Housing and Community Development; California Tax Credit Allocation Committee
Ben Poston LOS ANGELES TIMES

Solano Ave project: Ellis Act evictions prevented



Main Takeaways from Solano Ave partnership

Local policies matter: if this had occurred in Albany (a few blocks down Solano Ave), the Ellis Act Eviction would have been easier and faster for the sellers, which would have prevented the CLT's ability to intervene to purchase the building.

We need to partner with local government and policy-makers, including rent boards and other stakeholders, to ensure local policies support our work.

Tenant advocacy was critical to this success

Purchase & Rehab was only possible with: \$3.9M from the City's Small Site Program and \$3.2M from a loan from Enterprise Community Partners

- At the end of the day, **\$550K per unit** to purchase and rehab

Oakland Community Land Trust



Hasta Muerte Coffee Collective:

Purchase utilizing an assignable
first right of refusal and funded
through private offering



OakCLT Current Portfolio

- 20 single-family homeownership, incl. 1 rehab w/JADU
- 7 single-family lease with purchase option (incl. 1 co-op)
- 6 Multi-unit properties (total 37 residential & 5 commercial units)
- 2 single-family homes for transitional housing
- 9 vacant lots (5 for urban farming + 4 for new development)



Hasta Muerte Project Details

- 2 residential units, 1 commercial.
- Commercial unit - workers' collective: Hasta Muerte Coffee Cooperative
- Cooperative negotiated a right of first refusal written into lease
- 3 days to match offer, 45 days to close
- Assigned right to Oakland Community Land Trust
- No time to obtain and close on conventional funding sources
- 3 sources: crowdfunding, OakCLT equity, and private offering
- Primary source: private offering with 0-5% interest optional
- Most chose low-to-no interest, total averages out to about 1.5%
- Intent is to convert to resident/tenant ownership

Proposed Ownership Structures for 2701/2703 Fruitvale Ave



Unit A Ownership



Unit B Ownership



Residential HOA (Units A&B)



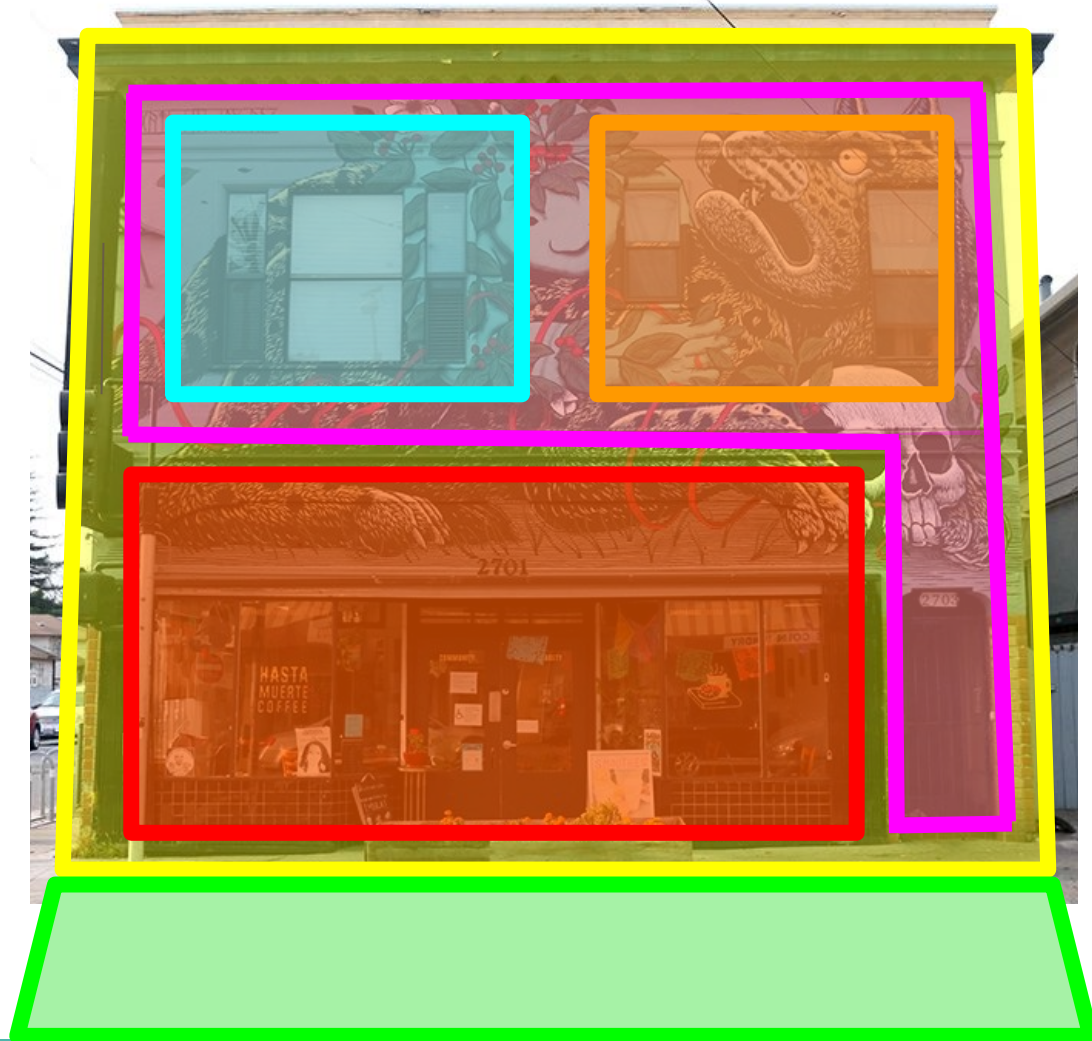
Hasta Muerte Coffee
Ownership



Combo Residential/HMC
Ownership



OakCLT Ownership (Land)



THRIVE Santa Ana

Community Land Trust



THRIVE SANTA ANA...



First Piece of Community-Controlled Land

CURRENT CONDITIONS | SITE PHOTOS

PROJECT SITE | AERIAL VIEW



Walnut and Daisy Micro-Farm

AERIAL VIEW



OVERVIEW LOOKING AERIAL

Community Land Trust of West Marin



CLAM Current Portfolio

- 2 Homeownership
- 18 Rental
 - 2 Multi-unit buildings (total 12 units)
 - 3 Houses + ADUs (6 units)
- 1 Age in Place stewardship (3 units)
- Facilitate 24 community ADUs

Pipeline

- 2 House rehab + new ADUs (4 units)
- 5 Planned gifts of property
- 51 Rentals, Acquisition rehab LIHTC with developer partner - occupy 2027



Community Housing Solutions

“Everyone can be part of the solution”

- **Real Community Rentals (ADUs)**
 - Support development and rental of ADUs on private property.
- **Age In Place**
 - Enable current elders to remain in the community.
 - Secure property for future affordable housing.
- **Planned Giving**
 - Gift or option to purchase property in Wills/Trusts



Age in Place Program - CASE STUDY

- Owner benefits

- Financial security & debt relief
 - \$550,000 purchase price
 - \$150,000 critical upgrades
- Owner retains rental income
- Critical upgrades to main home
- Shared annual property expenses
- Option to age in place

- Owner challenges

- Clear decision not to leave asset to heirs
- Manage tenants

- CLT benefits

- Below market purchase price
 - \$700,00 (3 year payout)
 - Annual expenses of ~\$10,000
- Permit illegal structures/ADUs
- 3 units permanently affordable

- CLT challenges

- Major fundraising effort
- Annual expenses without revenue
- Project management
- Relationship management

Coast Guard Neighborhood - LIHTC Partnership

- Surplus Federal property
- Community & political advocacy
- Collaboration
 - Experienced partner developer
 - Local jurisdiction political will
 - Environmental Resource Agency coordination



San Francisco Community Land Trust (SFCLT)

285 Turk street
&
LEHC co-op conversion



SFCLT mission

- City-wide Preservation
- LEHC creation
- 14 buildings and counting



Courtesy of Kevin DuBay



SFCLT mission

- City-wide Preservation
- LEHC creation
- 14 buildings and counting



Courtesy of Kevin DuBay



CUC - Columbus United Cooperative

- Early POC organizing against displacement
- Creation of 21 units of LEHC homeownership
- Creative financing leveraging public dollars
- Achieved financial sustainability within 5 years
- Critical role of REOC

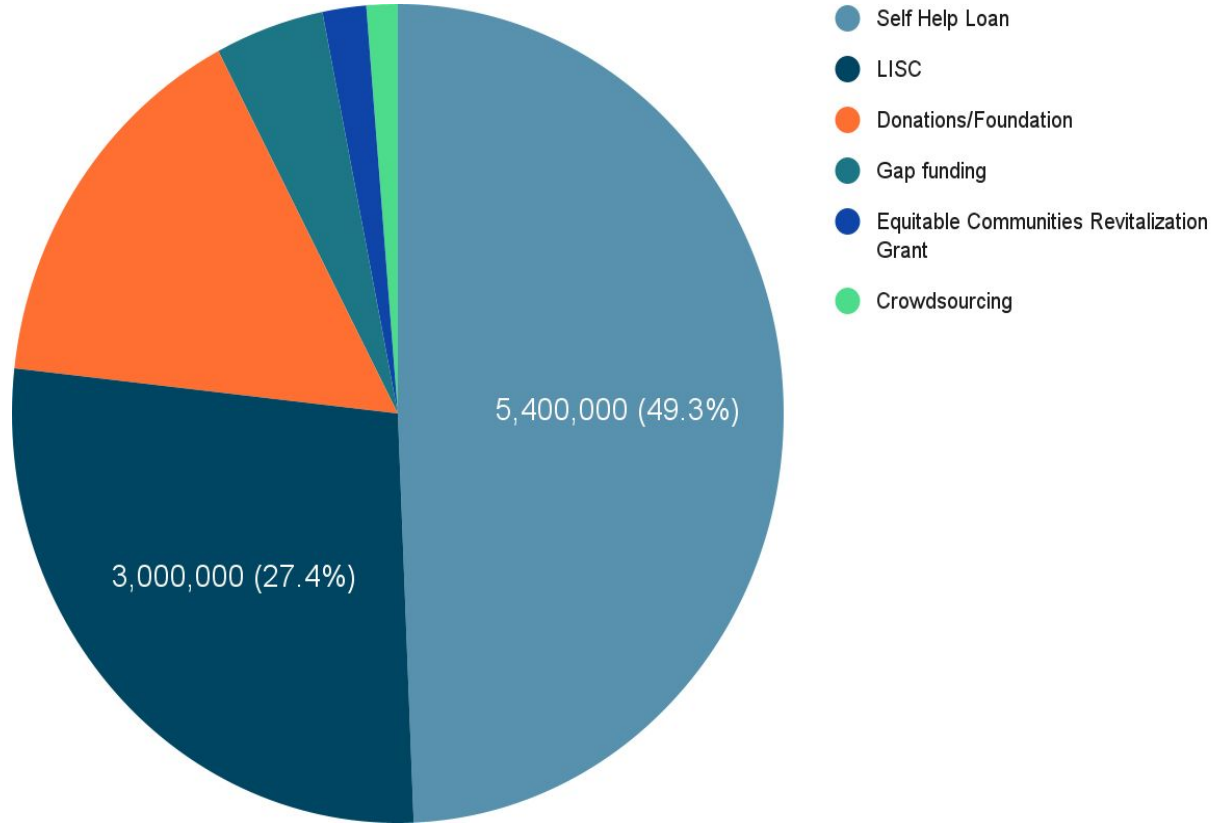


285 Turk st.



- Centering racial equity at the heart of our acquisition strategy
- 40 units, majority Filipino, Black, Indigenous to the Yucatan peninsula/Latinx
- 5-year timeline to LEHC conversion
- Replicating CUC's REOC

285 Turk St Capital Stack



- \$9.3 mil Acquisition
- Post-purchase budget of \$600K
- \$200K environmental remediation
- Total of \$10.1mil

Beverly-Vermont Community Land Trust

Developing LACLT Coalition's Shared Governance Structure

Faizah Barlas
Director of Finance and Operations



The Los Angeles Community Land Trust Coalition



**Boyle
Heights &
East LA**



**South
Central &
South East
LA**



**Koreatown
and
surrounding
neighborhoods**



**Southern
California's
Black
Regions**



**El Sereno &
Northeast
Los
Angeles**

Purpose

The Los Angeles CLT Coalition is an association that convenes movement-driven, BIPOC-led, values-aligned CLTs based in Los Angeles County to advance community ownership and self-determination through shared functions including joint resource development, communications, policy development, program implementation, and collective action.

The Coalition's purpose is to:

- Expand the number of BIPOC-led, values-aligned community land trusts in LA County;
- Expand the portfolio of land, housing, and other land-based assets held by each CLT;
- Expand the organizational and operational capacity of each CLT;
- Develop leaders among the residents of the neighborhoods served by each CLT and within the housing stewarded by each CLT; and
- Further policies to advance decommodification of housing.

Statement of Values

Just Recovery

Decommodify Land
& Housing

Collective Land
Stewardship

Building
Community and
Base

Relationships at the
Center

Collective
Decision-Making

Membership Structure

The Coalition is organized with three tiers of membership:

- Full Members, which are established CLTs, agree to meet participation obligations, and have been invited by the Full Membership to join as Full Members
- Emergent CLT Members are groups that are in the process of forming CLTs.
- Allies are any individuals or organizations that do not qualify as a Full Member or an Emergent CLT Member, but wish to support the Coalition's purpose.

Los Angeles Community Land Trust Coalition

Organizational Chart



Committees and Voting Structure

Steering Committee: Decisions about Long-Term Strategy, Coalition Governance, Membership, Annual Budget, Initiating Policy Campaigns, and Endorsements are made based on Full Consensus. All other decisions are made based on Modified Consensus (2/3rd of the vote).

Finance & Fundraising Committee: Empowered to review and modify the budget, apply to grants and other fundraising aspect, sets budgets for all committees based on request. Recommendations are crafted based on Modified Consensus.

Other Committees: Other committees shall be established by the Coalition from time to time, and the Coalition will decide quorum for those Committees, and may empower those committees to make certain decisions. Decisions to establish or retire Committees will be made and approved at the Coalition Steering Committee Meeting.

Liberty Community Land Trust



As part of an ecosystem that seeks liberation and healing through the development of a democratic economy, Liberty Community Land Trust will preserve and develop permanently affordable housing and commercial spaces, and ensure community stewardship of land.

Liberty CLT: Product of Struggle & Black Self-Determination

Established in December 2019 as a product of community organizing, belief in our right to self-determination and the necessity of building a democratic economy. Our work dates back to the immediate aftermath of the 1992 Uprising, and specifically 2006 (Fix Expo & Crenshaw Subway Coalition).

Liberty Community Land Trust was intentionally created with no geographic boundaries to address Black eraser/displacement crisis, and the goal of taking as much land off of the speculative real estate market and into community hands as quickly as possible. ***“Wherever Black people are in Los Angeles, Liberty will be.”*** (Headquartered and focus area: South Central Los Angeles’ Crenshaw corridor.)

Advancing a Black-centered vision in a multicultural community and region.

RAPID GROWTH: From May 2021 - October 2022 8 acquisitions (Entering escrow for 9th this month)

- All cash acquisitions:
 - Scatter-site single-family home acquisitions: (3 in Leimert Park, Angeles Mesa, Manchester Square)
 - Leimert Park Village commercial & cultural preservation: (2)
 - Occupied Multi-family in Hyde Park & Harbor Gateway (LA County Pilot CLT Program)
- New Ground-Up 100% affordable housing multi-family with community-serving ground floor retail, directly across the street from the new Leimert Park Village Metro station

Liberty CLT Operates as Part of the Liberty Ecosystem

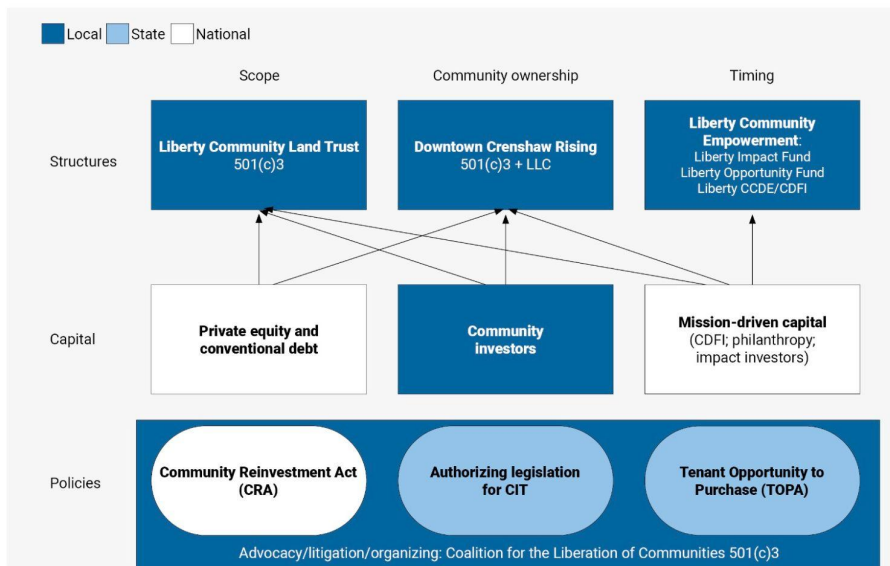
BROOKINGS

The emerging solidarity economy: A primer on community ownership of real estate



Introduction What is community ownership? Origins and evolution The evidence base Existing barriers Conclusion

Figure 2. Place-based structures, capital, and supportive policies to facilitate community ownership in South LA



Source: Brookings Institution.

B Metropolitan Policy Program at BROOKINGS



www.libertyecosystem.org

Liberty CLT Scattered-Site Single-Family Home (1 to 3)

Purchased 3 single-family homes in areas with high Black population to rehab & convert into shared ownership multi-family properties as part of our proof of concept for a large scatter-site housing program:

- Our basis: we can house more, faster than traditional ground up construction
- All cash acquisitions intentionally purchased on the speculative real estate market
 - Proving: with adequate & quick to deploy capital we can beat the speculators
- Exploring different shared land ownership models with a ground lease: traditional homeownership (split lot), co-operatives, tenants-in-common, non-extractive rent-to-own, housing choice voucher

LCLT Purchase:
\$662K

Resale Target:
\$335K-450K
before subsidy

Speculator:
\$603K

Resold:
\$1.075M



3 bd | 3 ba | 1,679 sqft
4829 4th Ave, Los Angeles, CA 90043
Sold: \$1,075,000 | Sold on 02/02/22 | Zestimate®: \$1,111,900
Est. refi payment: \$6,639/mo | Refinance your loan

	Home value	Owner tools	Home details	Neighborhood details
2/2/2022	Sold	\$1,075,000 (+10.9%)	\$640/sqft	Source: CLAW #21-105944 Report
11/24/2021	Contingent	\$969,000	\$577/sqft	Source: CLAW Report
11/17/2021	Listed for sale	\$969,000 (+60.7%)	\$577/sqft	Source: CLAW Report
4/3/2021	Sold	\$603,000 (+7.6%)	\$359/sqft	Source: CRMLS #OC20073311 Report

Liberty CLT: Leimert Park Village Commercial & Cultural Preservation

Leimert Park Village (Africa Town) is the center of Black culture, commerce and consciousness.

New Metro Line has increased displacement pressures on the business community, jeopardizing our economic and cultural base.

In addition to operating our rented space in Leimert Park Village (The Umoja Center), we have acquired two buildings (one building is occupied with community serving low-rent paying Black merchants, and another an unoccupied commercial space).



Liberty CLT: Community-Driven Design & Honoring Legacy

With our CDC partner Venice Community Housing, Liberty CLT & Downtown Crenshaw purchased the site of the burned down former Total Experience Night Club & Recording Studio (soome called it the Apollo of the West) and will build a new 100% affordable housing project on community controlled land. (50+ units)

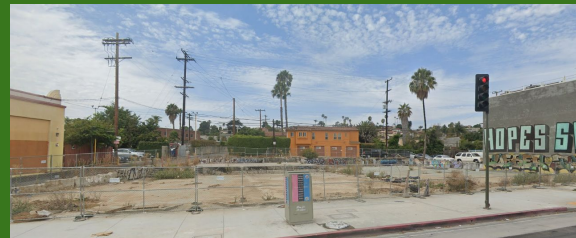
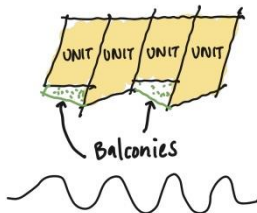
Total Experience RECORDING STUDIOS



TERRACED THEATER BALCONIES



The musical sound waves are articulated by a mix of alternating balconies and units



Multi-Family (LA Pilot Project)



Hyde Park



Harbor Gateway

Collective Policy Strategy

- Local, City, County, State
- Tenants Opportunity to Purchase Act (TOPA 4 LA)
- Foreclosure Intervention Housing Prevention Program (FIHPP)
- Community Anti-Displacement Prevention Program (CAPP)



Fideicomiso Comunitario Tierra Libre (FCTL)



Fideicomiso Comunitario Tierra Libre (FCTL)

- **FCLT is a grassroots Community Land Trust (CLT) founded in 2018 with the support of community residents and community based organizations**
- **Historically our communities have been disinvested and impacted by for profit development.**
- **FCTL members sought to create an alternative to the housing crisis and displacement of our neighbors, friends and family members by securing community control and community ownership through the CLT model.**

Strategic Partnerships

Community Land Trust	Community Based Organizations	Affordable Housing Developer
Fideicomiso Comunitario Tierra Libre	Community Power Collective	Little Tokyo Service Center Restore Neighborhoods Los Angeles, Inc.



LA CLT Acquisitions



700 Simmons Ave, 11-units, 1930, Unincorporated East LA



108 S. Kenmore, 4 units, 1923, Little Bangladesh, Central LA



111 N. Atlantic, 8 units, 1949, Alhambra



224th Street, 4 units, 1948, Torrance
(Harbor/Gateway)

PARTNERS' ROLES

Community Land Trusts: Design program, advocate for resources, ID/convene partners, acquire/steward land

Mission-Aligned CDC Partners: Train CLT staff, support acq/rehab, initial property management

Public Sector: LA County \$14M CLT Acquisition/Rehab pilot, considering expansion

Philanthropy: Fund CLT advocacy, capacity-building, operations, capital

Capital Partners: Provide flexible capital accessible to BIPOC-led CLTs -- for all stages from predevelopment thru stewardship

Organizing: Simmons Building

Jan -April 2021

LACLT Coalition advocates for CLT Pilot Program

Simmons Building is identified via research. Door knocking is coordinated with CPC/FCTL at the building providing direct services. At the same time LTSC/FCTL make an offer on the building.

May 2021

Building is Acquired. First Tenant Meeting. FCTL/LTSC/CPC formally introduce ourselves. Majority of the households attend.

June 2021

FCTL and CPC have cultural event where Quetzal the band and artist from Colombia facilitate a convivio. We follow up with a resource fair and block party. The intention is to build relationships with tenants and neighbors.



Ongoing...

Monthly Meetings with LTSC, FCTL, and CPC staff and Tenants to: Build Relationships and Trust with Tenants.

Create space in the meetings for tenants to meet each other and get to know organizations. Learn about community land trust, tenant rights, and rehab of building.

Engage tenants with rehabilitation process and decision making. Since building was not fully organized prior to acquisition tenants and organizations are still addressing condition issues, trust building, and asserting tenant rights.

Jan 2023-July 2023

Temporary Relocation and Rehabilitation: Will be difficult task ahead of us. Maintain unity among tenants, continue meeting with tenants, and engage coop conversion.



El Sereno Community Land Trust



El Sereno Community Land Trust



Sua Iris Hernandez
EXECUTIVE DIRECTOR



Angela Flores
COMMUNICATIONS MANAGER



Johanna Iraheta
LAND STEWARDSHIP COORDINATOR



Jennifer Maldonado
COMMUNITY OUTREACH AND EDUCATION
FACILITATOR



El Sereno Community Land Trust

- Housing Justice
- Open Space Preservation
- Co-Operative Economies & Cultural Space Preservation



El Sereno Community Land Trust

Strategies

- Regional Approach
- Partnership Priorities

T.R.U.S.T. South LA

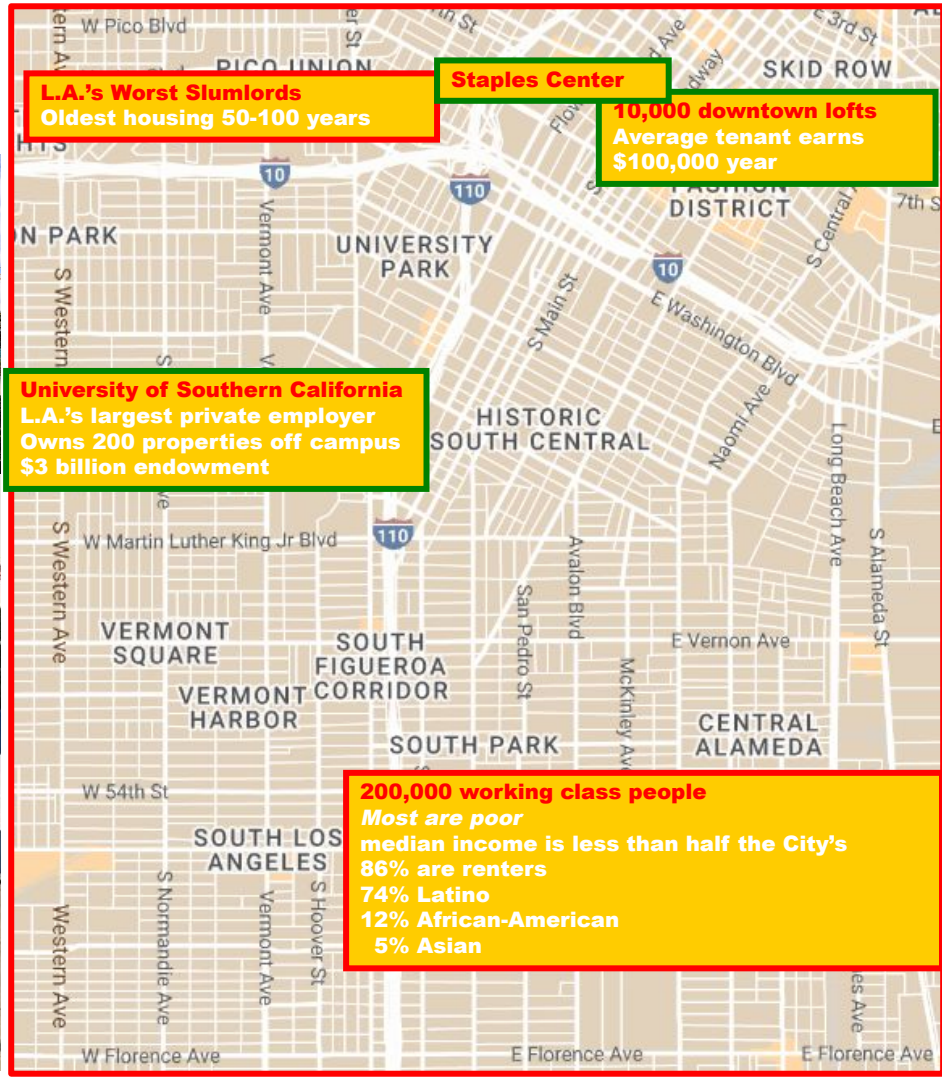
“Preventing Tenant
Displacement through
Community Ownership
Pathways”



T.R.U.S.T. South LA, founded in 2005

Is a community-controlled land trust established as a **democratic and permanent steward of land** to challenge the role that speculators, absentee owners, slumlords and corporations have played in deciding our neighborhood's future.

Contested Terrain



TRUST South LA's Rolland Curtis Gardens: (140 Affordable Units + Partnership with Abode



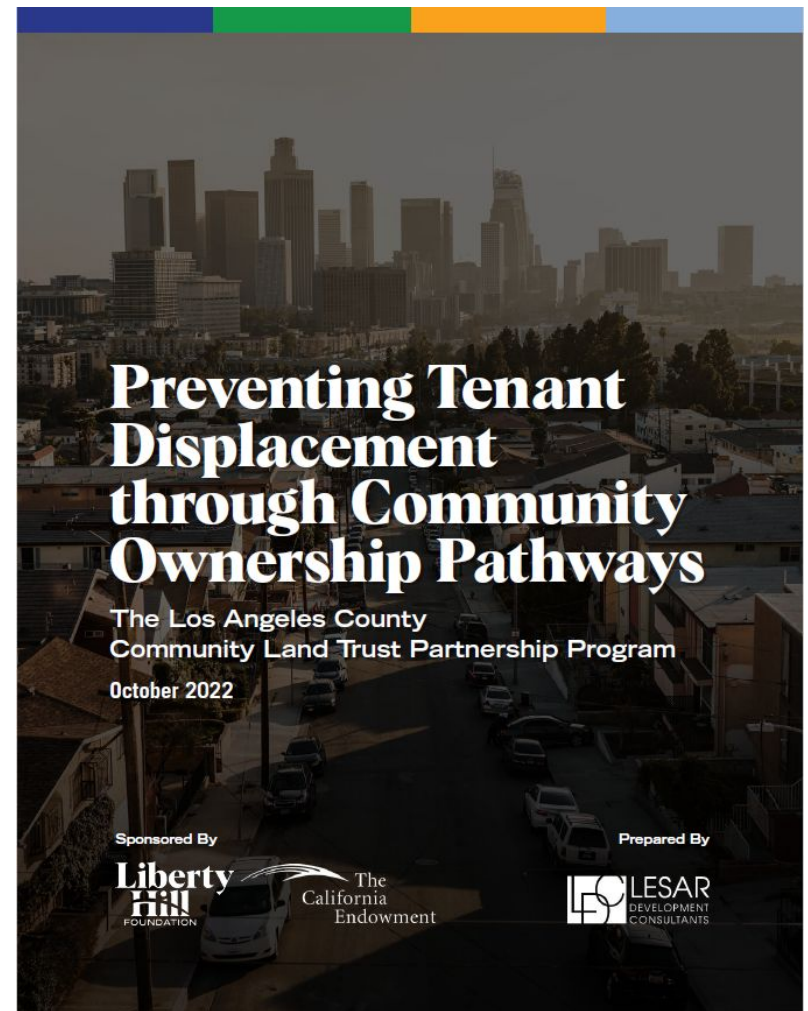
TRUST South LA's Community Mosaic Anti-displacement + Preservation Pilot



“Preventing Tenant Displacement through Community Ownership Pathways”

Key Takeaways from the Report:

Liberty Hill Foundation, with support from the California Endowment, commissioned this independent report to examine how the Los Angeles Community Land Trust Coalition and other partners came together to codesign and implement this \$14 million acquisition and rehabilitation program with the County of Los Angeles.



POST-PANDEMIC CHALLENGES

- Unresolved rent debt & risk of eviction tsumani.
- 70% of MF owned by small landlords.
- Investors amassing billions to buy distressed property.

A “JUST RECOVERY” SOLUTION

- Cross-sector, coordinated advocacy.
- Public sector investment.
- Facilitate capital resources.
- Stabilize existing housing through acq/rehab, affordability in perpetuity, BIPOC community stewardship.



THE RESULT

- [LA County CLT Partnership Program.](#)
- Nov 2020: \$14M allocated by LA County Board of Supervisors.
- Dec-June 2021: co-designed program with LACDA and County CEO + 4 buildings acquired.
- By May 2022: Acquired 43 units in eight 2-11 unit buildings, stabilizing HHs with average 49%AMI.
- Summer/Fall 2022: collaborated on two program evaluation reports + proposing new funding.

LA County CLT Pilot Implementation

- Awarded \$500,000 recoverable grant from SPARCC-LA for due diligence and deposits
- County Counsel drafted funding, grant and monitoring agreements
- Established CLT-CDC partnerships
 - El Sereno CLT + Habitat for Humanity San Gabriel Valley
 - Fideicomiso Comunitario Tierra Libre + Little Tokyo Service Center
 - Beverly Vermont CLT + Brilliant Corners
 - Liberty CLT + Venice Community Housing
 - TRUST South LA
- CLTs + partners actively pursued properties across the County

Figure 3: Property Acquisition Selection Criteria

Category	Parameter	Parameter
Property	Housing Type*	Multifamily, 4-20 units
	Purchase Price*	\$150,000 - \$350,000
	Building Class	B/C (~50K per unit in rehab costs)
	Proximity to Transit	0.5 miles; also consider TOD area
Tenants	Organized Tenants	Engaged and interested in ownership At risk of being displaced
	Household income	30-80% Area Median Income (AMI)
	Displacement Risk	Gentrified, Disadvantaged Area (Displacement Map); Factors: Planned investment, California Tax Credit Allocation Committee/ Housing and Community Development Opportunity Map
Preferences only	LA County	Unincorporated LA County
	Distance from Freeway	> 500 feet

Figure 6: Proposed Process for Acquisition of Non-Chapter 8 Properties ¹⁸	Estimated Timeline
1. CLT Working Group and Board Offices select properties for acquisition.	January – June 2021
2. County and CLTs conduct due diligence on properties.	January – June 2021
3. Create Grant and Monitoring Agreements between LACDA and CLTs.	February 2021
4. LACDA wires funds to escrow company for acquisition of properties.	February – June 2021
5. CLTs, Board Offices, and partners inform owners and residents about ownership opportunities; develop plan to prevent displacement.	February – June 2021

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LA County CLT Pilot Program. TRUST South LA Acquisitions

1441 W 23rd St, LA CA 90007 (2-plex)

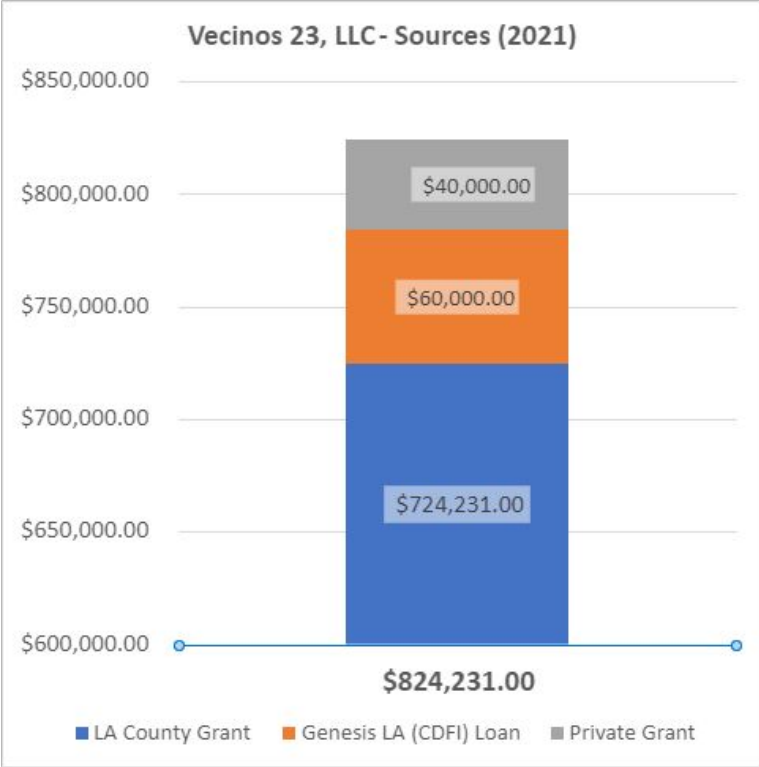


1427 S Bonnie Brae, LA CA 90006 (4-plex)



LA County CLT Pilot Program. TRUST South LA Acquisitions

1441 W 23rd St, LA CA 90007 (2-plex)

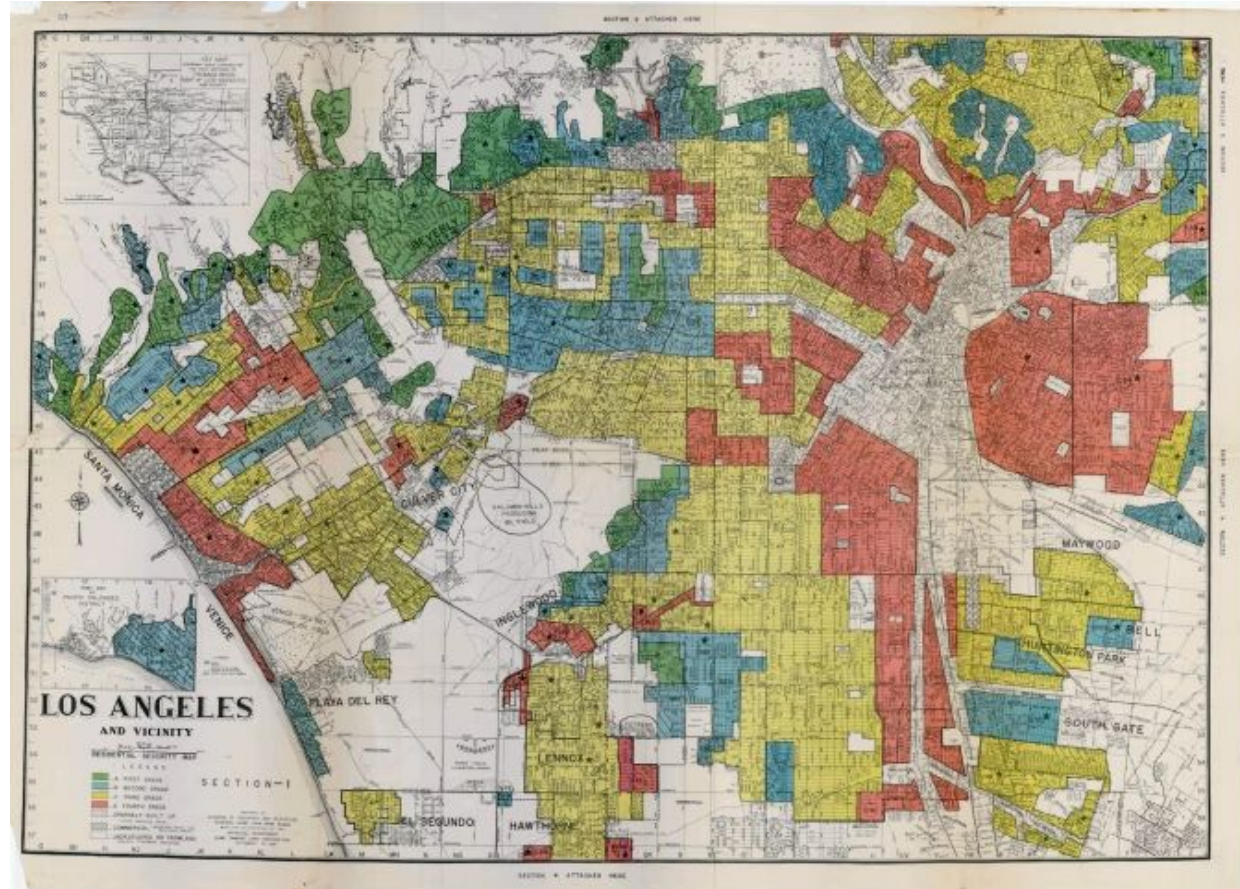


1427 S Bonnie Brae, LA CA 90006 (4-plex)



Racial Equity + Considerations

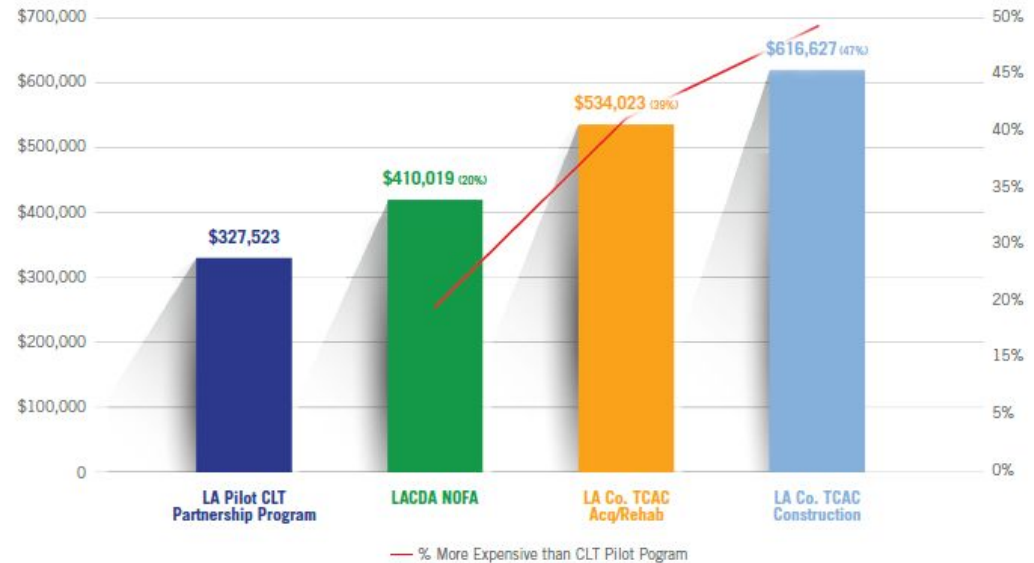
- 43 Units, 110 individuals (95% BIPOC)
- LA County Anti-racism, Diversity, and Inclusion Initiative (ARDI)
- Pilot Program design and goals contained targeted actions to advance racial equity
- Consider impacts of redlining + discriminatory practices
- GARE Equity Racial Equity Tool Analysis



Report Findings and Recommendations

- LA CLT County Pilot “adds to the housing preservation tool box”
- Total Development Cost (TDC) is 47% less than New Construction
- In the same 5 yrs, we forecast preserving 430 units, compared to 75 new LIHTC units.
- Existing affordable housing leaks in the affordable housing system
- Projected annual operating expenses meet the LACDA NOFA’s minimum underwriting threshold.

Figure 7: 2019-2021 Average Total Development Cost Per Unit



Program	2019*	2020*	2021	2019-2021 Avg
LA County TCAC New Construction**	\$634,877	\$623,238	\$591,766	\$616,627
LA County TCAC Acq/Rehab Projects**	\$478,603	\$531,351	\$592,116	\$534,023
LACDA NOFA Program***	\$478,177	\$341,861	N/A	\$410,019
LA County Pilot CLT Properties****			\$327,523	\$327,523

Report Findings and Recommendations

1. Establish the Pilot Program as a permanent program
2. Retain the single-source subsidy structure
3. Accompany future rounds of funding with flexible, rapidly deployed pre-development funds
4. Standardize programmatic requirements, closing checklists, and guidelines for deployment of funds
5. Establish the program as a housing reparations program to advance racial justice and a post-pandemic just recovery in the county
6. Establish a bench of legal counsel, real estate professionals, and technical assistance providers



Report was released last night!

“Preventing Tenant Displacement through Community Ownership Pathways”

