

## Draft Toolkit

### How to Establish a Local Acq/Rehab Program

#### Lessons Learned from Los Angeles

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### Steps to Creating a Municipality-Funded, Acq/Rehab CLT Program

#### 1. Create Community Land Trust(s)

- a. [Startup Community Land Trust Hub](#) (Grounded Solutions)
- b. [Starting a Community Land Trust: Organizational and Operational Choices](#) (John Emmeus Davis)
- c. [Community Land Trust Technical Manual](#) (National CLT Network)

#### 2. Build Relationships

- a. Contact the staff of local elected officials and public agencies. Discuss shared values and goals. Describe the value of your organization and your intended outcomes. Build trusting, collaborative relationships.
- b. Build relationships with mission-aligned partners. For example, community development corporations (CDCs), Community Development Financial Institutions (CDFIs), community-based organizations (CBOs) and other stakeholders, advocates and subject-matter experts.
  - i. Report: [CLTs and CDCs: Partners Against Displacement](#) (LISC)
  - ii. Report + Subsidy Calculator Tool: [CLTs and Habitat for Humanity: Helping Homes Stay Affordable For Good](#) (Grounded Solutions)
- c. Build relationships with existing coalitions or create new coalitions.
  - i. Case study example: the [Healthy LA Coalition](#)
- d. CLTs perpetually build relationships in their neighborhood, particularly with residents, through membership engagement and community organizing.

#### 3. Build CLT Capacity and Prove CLT Feasibility Through Research, Pilot Projects and Joint-Venture Partnerships

- a. T.R.U.S.T. South LA
  - i. [T.R.U.S.T. South LA Land Stewardship Projects](#)
  - ii. [T.R.U.S.T. South LA TOD Guide](#)
  - iii. [Preservation Case Study: Rowland Curtis Gardens](#) (California Housing Partnership)
  - iv. [Rowland Curtis Gardens: Evaluating TOD and Community Serving Retail](#) (Enterprise Community Partners)
- b. Beverly Vermont Community Land Trust
  - i. [About BVCLT](#)
  - ii. [LA Eco-Village: BVCLT](#)
- c. Fideicomiso Comunitario Tierra Libre
  - i. [Nuestra Tierra, Nuestro Futuro: A Sustainable Community Ownership and Land Stewardship Pilot in Unincorporated East Los Angeles](#)
  - ii. [Fideicomiso Comunitario Tierra Libre Los Angeles County Business Plan](#)
- d. El Sereno Community Land Trust

- i. [About ESCLT](#)
- ii. Article: [An Indigenous Peoples Vision for Reclaiming our Community](#) (Dignidad)
- iii. Article: [Blaming coronavirus, homeless families seize 12 vacant homes](#) (LA Times)

e. Liberty CLT

#### **4. Create a Working Group to Design a Local Acq/Rehab Program**

- a. Members should include CLTs, CDCs, CBOs, CDFIs and other stakeholders, advocates and subject-matter experts
- b. Logistics best practices
  - i. Create a shared cloud-based storage folder (e.g. in Google drive)
  - ii. Create a shared cloud-based document for running notes
  - iii. Create a recurring meeting and calendar invite
  - iv. Create a listserv with all WG participants
  - v. Create an agenda before each meeting
  - vi. Assign facilitators and notetakers at the beginning of each meeting
  - vii. Capture clear next steps and assign tasks to WG members to complete before the next meeting
- c. Define criteria for property acquisitions
  - i. Define the range of Acquisition parameters
- d. Build a pipeline of potential projects
  - i. Track specific potential projects on shared database
- e. Create property profiles/summary/descriptions for priority properties
- f. Create draft proformas
- g. Build CLT-CDC partnerships
  - i. See “CLT + CDC Acq\_Rehab Roles + Responsibilities Matrix.xlsx” resource
- h. Pitch program to elected officials and public agency staff
  - i. See “AHCC LA Acq\_Rehab WG 10.1.20.pptx” for presentation to LA County
  - ii. See “LA City\_LA Acq\_Rehab WG - CD8 - 11-6-20.pptx” for LA City version
- i. If public partners are interested, meet regularly with staff to further define an acq/rehab program
  - i. Share above tools with them and incorporate their feedback
- j. Meet with mission aligned investors to discuss potential loan products or capital tools available for predevelopment, acquisition and rehab (for example, [Genesis LA](#), [SPARCC](#), [National Housing Trust](#), [Self-Help Credit Union](#))

#### **5. Advocate for Local Policies and Funding**

- a. LA County
  - i. [Creating Opportunities for Building Equity: Developing a Pilot Community Land Trust Partnership Program](#)
    - 1. Lessons Learned from Alameda County: [Chapter 8 Tax Sale Manual](#) (Hello Housing)

- ii. [Creating Opportunities for Building Equity Beyond Chapter 8 Properties: Expanding the Pilot Community Land Trust Partnership Program](#)
    - 1. [Statement from Supervisor Hilda Solis](#)
    - 2. Article: [Supervisors Expand Pilot Community Land Trust Partnership Program](#)
  - iii. Opportunity to Purchase (Right of First Offer and Refusal)
    - 1. Report: “[De-Commodifying Housing During COVID-19.](#)” (see Chapter 4 on “Establishing the Right to Purchase” and Chapter 5 for popular education infographics)
    - 2. Policy Summary (LAFLA)
- b. LA City
  - i. [Surplus Land + CLTs](#)
  - ii. [Right of First Refusal](#)
    - 1. [Letter of support and amendments](#)
  - iii. [Social Housing](#)
- c. California
  - i. [SB 1079 Residential property: foreclosure](#)
    - 1. Article: [Buying a foreclosed home in California is about to change](#) (LA Times)

Other resources from Bea/LDC:

- <https://shelterforce.org/2021/07/13/gaining-scale-how-some-community-land-trusts-are-getting-bigger/> Stewardship Works: Community land trusts succeed in curing delinquencies and preventing foreclosures, and the numbers show it.
- a [publication](#) and [website](#) from the Center for Community Land Trust Innovation that provides information on the International CLT movement, including some case studies
- an important [recent report](#) that some colleagues released recently on CLTs for ELI
- [Community-Owned Land Trusts Catch Hospitals' Eye](#) The dual benefits of community ownership mean better health for residents and patients.
- [Opening Doors: Land Banks and Community Land Trusts Partner to Unlock Affordable Housing Opportunities](#)
- [Increasing Community Power and Health Through Community Land Trusts: A Report from Five Movement-Driven CLTs](#): a publication she prepared last year in conjunction with CLTs based in California Endowment Building Healthy Communities sites in Oakland, Sacramento, Santa Ana, East LA and South LA:
- These two were a good 101 on the difference between subsidy retention and subsidy recapture, that make the case for public entities to invest in CLT's :
  - [Subsidy Retention and Subsidy Recapture](#): This paper describes the different models between subsidy retention and subsidy recapture
  - [Understanding subsidy retention](#)
- [SPARCC Community Ownership Resource Guide](#)
- a recent [series on Community Ownership](#) in Shelterforce

- and the [Grouned Solutions](#) website
- [PBS Newshour: Can this Innovative Housing Model Help Solve California's Affordable Housing Crisis?](#)
- <https://cltweb.org/resources/clt-directory/>
- <https://shelterforce.org/2021/07/12/understanding-community-land-trusts/>
- [https://shelterforce.org/2015/10/15/organizing and the community land trust model/](https://shelterforce.org/2015/10/15/organizing_and_the_community_land_trust_model/)
- [https://shelterforce.org/2016/02/04/have\\_we\\_been\\_wasting\\_affordable\\_housing\\_money/](https://shelterforce.org/2016/02/04/have_we_been_wasting_affordable_housing_money/)
- <https://shelterforce.org/2018/07/30/solutions-to-an-unjust-housing-system/>
- <https://shelterforce.org/2018/05/07/shared-equity/>
- [https://shelterforce.org/2010/12/24/stewardship\\_works/](https://shelterforce.org/2010/12/24/stewardship_works/)
- A 2021 Model Deed restriction template which can be used to develop the legal agreement between a shared equity homeownership program and a homeowner.
- A 2011 Model Ground Lease, or an agreement between a CLT and a homeowner, which can be used to ensure that the homebuyers may access mortgages originated and sold to Fannie Mae or Freddie Mac.
- A list resources for accessing mortgage financing options
- And an interesting step by step guide : <https://groundedsolutions.org/start-upclthub>
- Startup Community Land Trust Hub: This six-part guide will help you and your community move forward in forming a new community land trust.