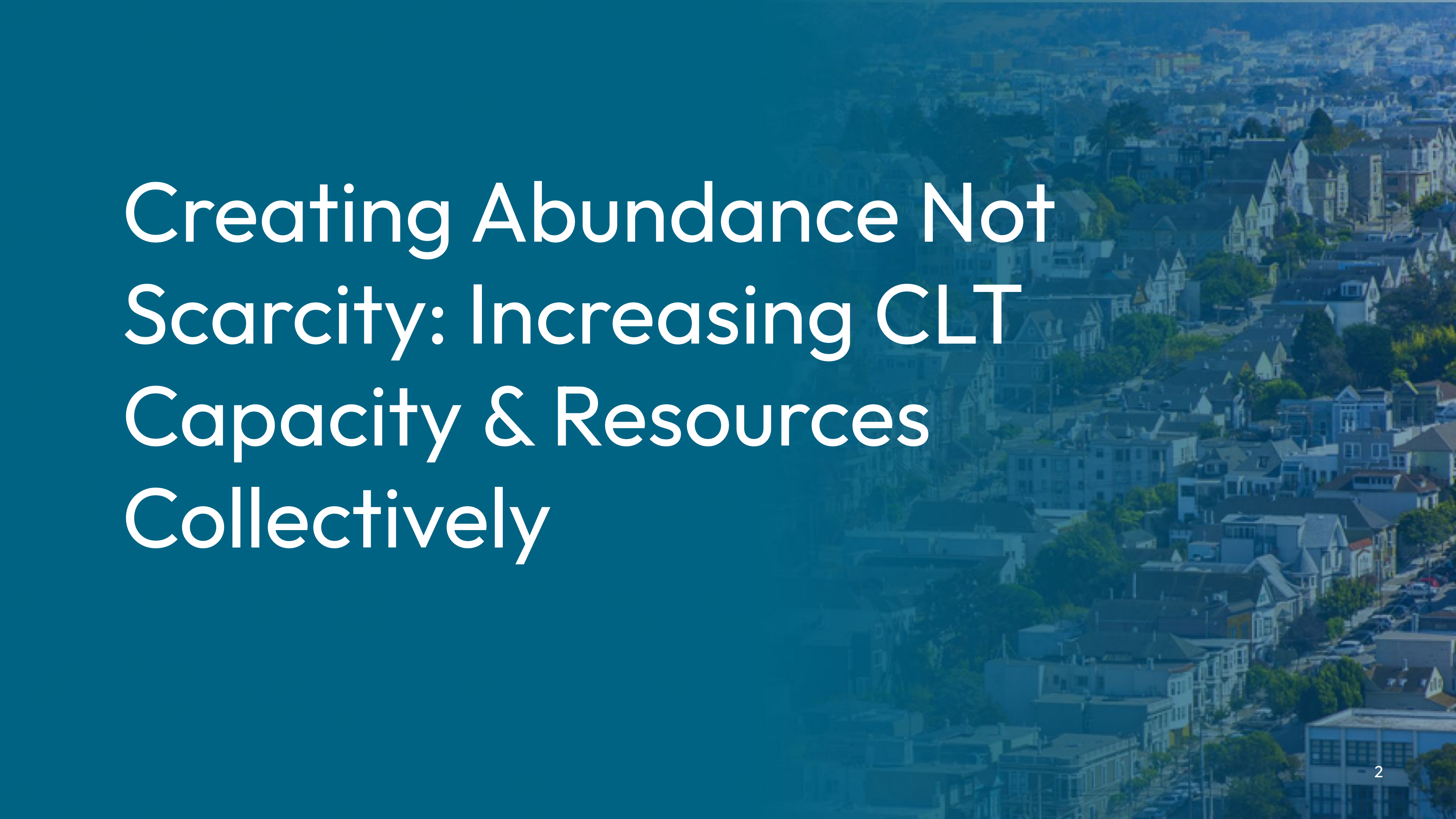


2024 Conference



California
community
land trust
network

Los Angeles
Sept 12–13, 2024

An aerial photograph of a city, likely San Francisco, showing a dense residential area with many houses and buildings. The image is overlaid with a semi-transparent blue filter. The text is written in white, sans-serif font on the left side of the image.

Creating Abundance Not Scarcity: Increasing CLT Capacity & Resources Collectively

Today's Presenters

Saki Bailey, Executive Director, San Francisco Community Land Trust & Founding member of the CLT Capacity Collaborative

Sergio Pineda, Director of Properties,,Bolinas Community Land Trust & Member of the West Marin Housing Collaborative

Aboubacar “Asn” Ndiaye, Executive Director, Northern California Land Trust, Founding member of the CLT Capacity Collaborative.

Vanessa Gonzalez, Co-Director, Fideicomiso Comunitario Tierra Libre (FCLT)

Brenda Tafoya, Director of Housing Strategies & Co Executive Admin., (El Sereno Community Land Trust)

Oscar Monge, Interim Executive Director, Tenemos que Reclamar y Unidos Salvar la Tierra-South LA (T.R.U.S.T. South LA)



SFCLT is a majority woman and BIPOC led organization. It owns 14 buildings for a total of 151 units in San Francisco. 75% of our residents identify as BIPOC.

The San Francisco Community Land Trust (SFCLT) is a nonprofit organization whose mission is to create permanently affordable housing for low-to-moderate-income people through community ownership of the land. Guided by the principles of anti-displacement and racial justice, SFCLT stabilizes neighborhoods, and creates greater access to housing and homeownership opportunities with a focus on BIPOC communities previously excluded from access to wealth, and in particular, access to homeownership opportunities.



CLT Capacity Building Challenges

This important work of creating community ownership is complex and requires both capacity intensive work and skill sets that tend to be expensive.

This is leading to several negative outcomes:

- 1) Hard to recruit and retain employees**
 - 2) Talent is not representative of community**
 - 3) CLT competition for resources and talent**
- Unsurprisingly, because of all these factors, CLTs across the regions have large capacity constraints and our ability to manage complex projects on our own and to scale the work is in question. This is why so many CLTs work with other developers but we don't think that needs to be the case going forward.**

Democratic, resident-driven community ownership works at the speed of trust and requires both the time and capacity to develop and sustain the model. The value added of this model as compared to mainstream preservation models is huge, but it requires capacity which requires investment.

CLT Capacity Collaborative is Born

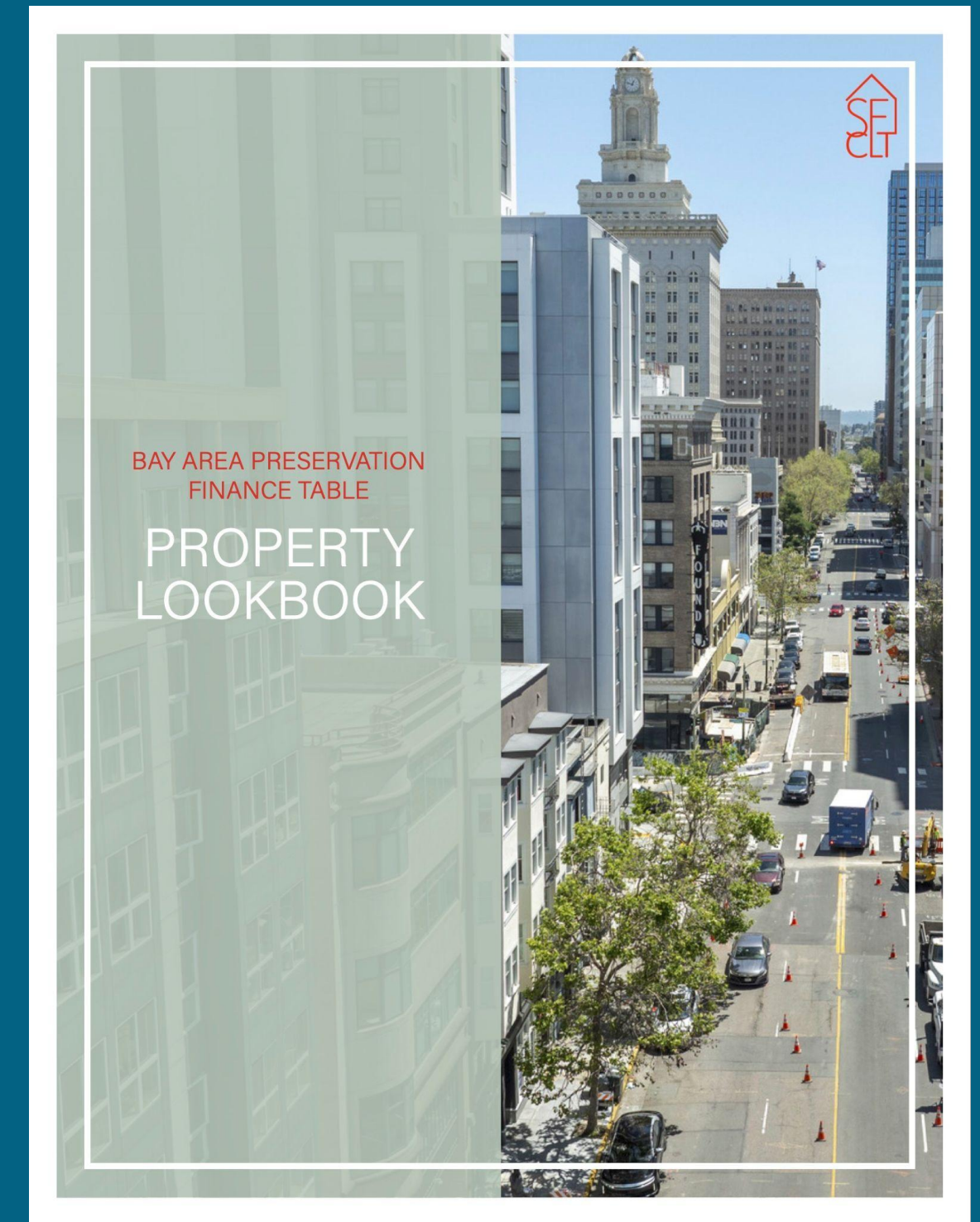
- **SFCLT is leveraging a portion of the \$20 million donated by Mackenzie Scott towards a campaign to create the infrastructure needed for SFCLT and other CLTs to grow and achieve our shared missions.**
- **Towards this end, SFCLT convened the CCC (CLT Capacity Collaborative), a group of fifteen CLTs in the Bay Area and beyond that meet monthly.**
- **SFCLT is offering a fee for service program to increase the capacity of CLTs in the Bay and beyond as the first phase of its work and launching a pilot at the end of this year.**

CCC cohort organizations:

1. **Bolinas CLT**
2. **Care CLT**
3. **CLAM**
4. **Common Space CLT**
5. **NCLT**
6. **PAHALI CLT**
7. **Richmond Land**
8. **South Bay CLT**
9. **Two Valleys CLT**
10. **Fondo de Solidaridad
(Mountain View)**
11. **Mount Tam**
12. **Sacramento CLT**
13. **Supportive Housing
Community Land Alliance**
14. **Just Homes**
15. **SFCLT**

First Collaborative Project

- **A demonstrated pipeline of 20 Community Ownership Projects from 7 CLTS from across 6 Bay Area Counties.**
- **Projects ranging from 1 to 54 units.**
- **A range of developments & ownership types.**



Lookbook Overview Stats

- Map
- Breakdown by project type
- Cost/unit chart
- Financing gap
- Rent and AMI
- Lookbook as starting point for fee for service

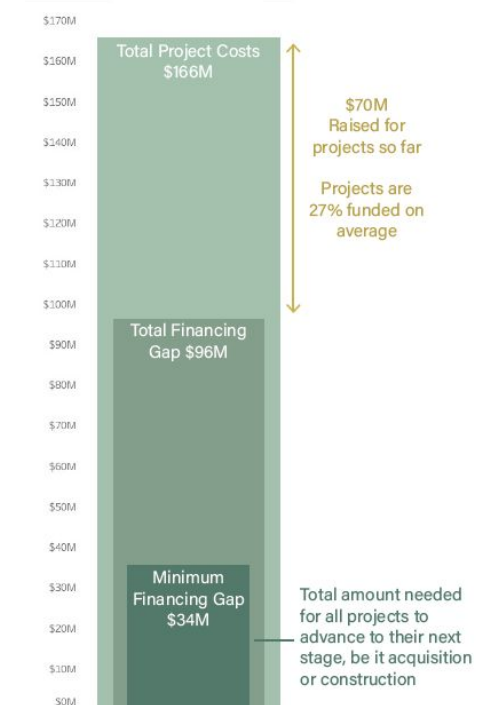
CCC LOOKBOOK PROJECTS OVERVIEW STATS

based on 20 projects submitted to the Lookbook by 7 CLTS in the CLT Capacity Collaborative (CCC)

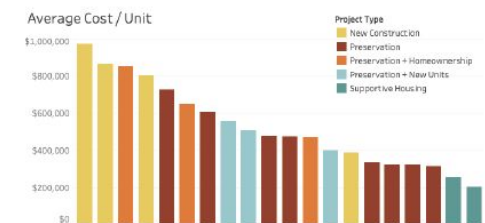
20 projects | 7 CLTS | 314 units | 16 preservation projects, 4 new construction projects | total portfolio value: \$152M
total portfolio cost: \$166M | average percent funded: 27% | total gap financing: \$96M | minimum gap financing: \$34M



FINANCING



UNITS

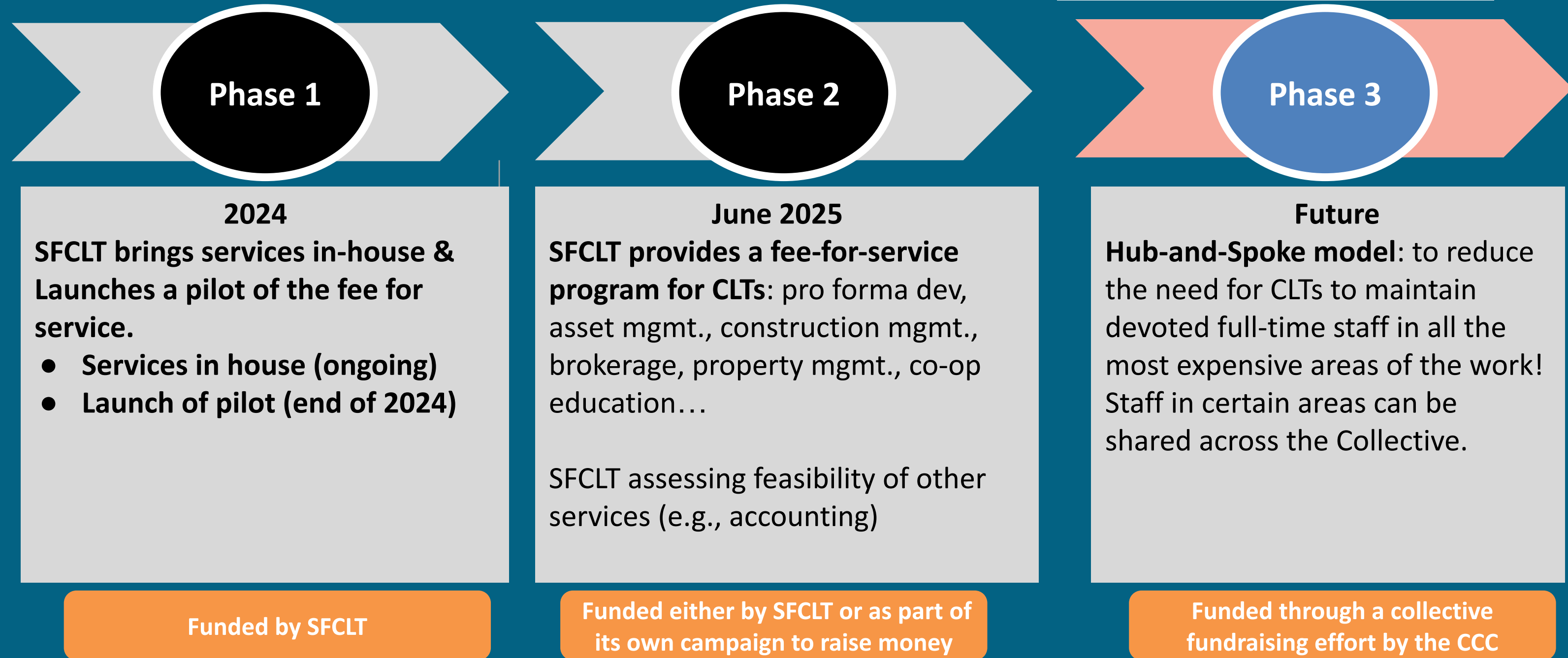


RENT



CCC Overview: 3-Phased Approach

The CCC is envisioned to address capacity and scale issues by allowing CLTs to focus on what we do best – tenant organizing and stewardship.



West Marin Housing Collaborative



West Marin Housing Collaborative

Membership



Values **Racial + Economic + Climate Justice | Solidarity | Decommodification of Housing + Land | Collaboration | Sustainability**

1. Past

- Founded pre-pandemic
- Provide support network
- **Secured regional funding** (transient occupancy tax)
- Formalized post-pandemic
- **Invested in organizational scaffolding**
- Supported three orgs through leadership transitions

2. Present

- **Awarded \$450,000 over two-years** from two community foundations
- Hired **Kim Thompson** as the lead consultant
- Working to Increase capacity for all organizations and partners
- **Be additive!**

3. Future Outcomes

- Substantially **increased funding** for affordable housing development
- A **faster delivery timeline** for affordable homes in West Marin
- An **increased portfolio** of existing West Marin homes being utilized for **affordable rental homes**
- **Reduced operating costs** for key functions for each member organization

West Marin Housing Collaborative

Stakeholders
+ Partners



Collectively Committed to Centering and Amplifying BIPOC Leadership and Voices in Marin County





Northern California Land Trust

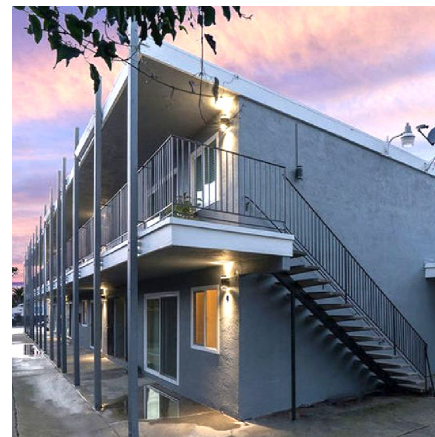
NCLT: Mission

WHO IS
NCLT?

- ❑ Established in 1973, The Northern California Land Trust ("NCLT") is a nonprofit community land trust ("CLT") whose mission is to incubate, provide, and support **permanently affordable housing** on community-owned and governed land throughout the San Francisco Bay Area.
- ❑ NCLT offers a menu of permanently affordable housing solutions:



Co-Living
(Rental)



Multifamily
(Rental)



Co-Ops
(Ownership)



Condos
(Ownership)



Single Family
(Ownership)



NCLT currently stewards permanently 122 affordable units across 21 projects in the San Francisco Bay Area

NCLT: Core Values

WHO IS
NCLT?

- We envision a world where everyone has **secure, sustainable, healthy, and affordable** places to live and the opportunity to thrive. We believe that housing security provides the stability and foundation that support both individuals and the communities around them.



Racial Justice

We prioritize BIPOC communities, reject non-inclusive work, and cultivate an equitable, inclusive organizational culture.



Community-driven

We respond to the needs of community – partners, residents, and ourselves – by ensuring decisions are rooted with people.



Housing Justice

We advocate for equitable futures, grounded in the need to repair the harms embedded in historical financial and land use practices.



Self-determination

We trust and value residents as co-stewards, through shared leadership and democratic practice within our organization and communities.

NCLT: Core Competencies

Four Core NCLT Areas of Focus



Advocate

NCLT advocates for change to critical policy impacting permanently affordable housing



Provide Housing

NCLT develops, acquires, rehabilitates, and manages permanently affordable housing



Consult & Train

NCLT assists and train housing groups to strengthen and increase permanently affordable housing



Incubate

NCLT helps incubate new Community Land Trusts supporting permanently affordable housing

NCLT: Consult & Train

- ❑ **NCLT provides technical assistance services to housing organizations and administers resident training programs.**
- ❑ Technical Assistance.
 - NCLT has assisted potential new and existing housing organizations such as tenant-initiated co-ops, emerging CLTs, and other groups wanting to create or expand permanently affordable housing & community facilities.
 - Over the past decade, NCLT provided over \$1.5 million in technical assistance services to potential and existing community-led housing organizations.
- ❑ Resident Stewardship.
 - NCLT has trained and supported homeowners, residents, and community members as a part of its stewardship program. This includes training, tools, and resources to help groups that want to move their rental to resident-controlled models, as well as supporting residents through difficult macroeconomic and personal events.

NCLT: **Incubate** | *Recent Impact*

- ❑ NCLT provides incubation services to housing organizations and resident training programs.

Incubated



PAHALI

Preserving Affordable Housing Assets Longterm, Inc. is an East Palo Alto CLT that seeks to preserve affordable housing and prevent economic displacement.



SHCLA

The Supportive Housing Community Land Alliance (SHCLA) creates environmentally & socially sustainable housing in high opportunity neighborhoods for people with serious mental health challenges in Alameda County.



POCSHN

The POC Sustainable Housing Network is committed to creating an entire ecosystem of POC-centered co-housing, cooperative housing, and intentional communities that are ecologically, emotionally, spiritually and culturally regenerative spaces.

Under Incubation



AST

The Artist Space Trust builds upon the community land trust movement to secure permanently affordable spaces for artists to work and live, ensuring the health and vitality of our communities for generations to come.



Vallejo CLT

The Vallejo CLT initiative empowers Vallejo's community to establish and oversee permanently affordable housing through a Community Land Trust (CLT).

NCLT: **Incubate** | *Recent Impact*

- ❑ NCLT is currently developing the infrastructure for an incubation hub to help community ownership organizations, non-profits, and government partners accelerate their efforts to leverage land to meet community needs.



PAHALI

Preserving Affordable Housing Assets Longterm, Inc. is an East Palo Alto CLT that seeks to preserve affordable housing and prevent economic displacement.



SHCLA

The Supportive Housing Community Land Alliance (SHCLA) creates environmentally & socially sustainable housing in high opportunity neighborhoods for people with serious mental health challenges in Alameda County.



POCSHN

The POC Sustainable Housing Network is committed to creating an entire ecosystem of POC-centered co-housing, cooperative housing, and intentional communities that are ecologically, emotionally, spiritually and culturally regenerative spaces.



AST

The Artist Space Trust builds upon the community land trust movement to secure permanently affordable spaces for artists to work and live, ensuring the health and vitality of our communities for generations to come.



Vallejo CLT

The Vallejo CLT initiative empowers Vallejo's community to establish and oversee permanently affordable housing through a Community Land Trust (CLT).



LACLT Coalition Impacts



Contact Information

Saki Bailey
sbailey@sfclt.org

Annie O'Connor
aconnor@bolinaslandtrust.org

Aboubacar "Asn" Ndiaye
asn.ndiaye@nclt.org

Vanessa Gonzalez
vanessa@fctl.la

Brenda Tafoya
htafoya@elserenocommunitylandtrust.org

Oscar Monge
oscar@trustsouthla.org



Governance Structure

LACLT Coalition Steering Committee

- Votes to approve overall LACLT Coalition budget for each committee, programs and operations
- Obtains updates from each committee space
- Makes LACLT Coalition strategic decisions

Finance and Fundraising ✓

- Decides which grants and funders to pursue
- Reviews and updates budget and spending
- Receives budgeted funds and decides how to spend
- Decides on final budget approval, grant funds, splitting decision and consultants to bring in to LACLT Coalition space

Policy Advocacy ✓

- Open to all full and emergent members, partners, and allies as decided by Steering Committee
- Discusses relevant land use and housing justice policy strategies
- Tracks county, city, and state policy opportunities that support CLT models and community control
- Arranges meetings with elected officials and department staff

Real Estate & Land Justice ✓

- Open to all members and CDC partners
- Attended by all project leads in acq/rehab grant programs
- Land justice and acquisition programming, project management support, asset management, and lender conversations
- Workshopping space and major updates provided at the LACLT Coalition meeting

Ad-Hoc Committees ✓

Examples:

- Regional SPARCC Infrastructure Convening
- Hiring Committee
- Communications
- Tribal Committee