

Getting Funded, Getting Started! Part 2

Thursday, October 24, 2024
12–4PM

In-person at the **Central Valley
Community Foundation**

1260 Fulton Street, Suite 200 Fresno, CA 93721

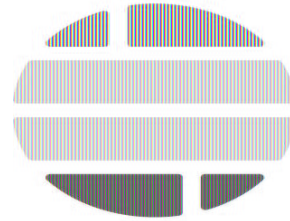
Lunch and Spanish interpretation provided
Se proporciona almuerzo e interpretación al Español



California
community
land trust
network

Max: 2 registrations per organization

Made possible thanks to:



CENTRA
VALLEY
COMMU
FOUNDA



Intro's + Plan for Today

1. Introductions
2. Presentations by Lenders & Funders
3. CACLTN Conference Recap & Lessons Learned
4. Peer learning session
5. Announcements & Closing
6. Happy Hour after [4-6pm]



SJV Community Ownership Program

- RFP, Landscape Scan
- 2023 Workshops
- Conference content, with sessions led by SJV orgs

Making it possible: funding

Government

- ❖ Local
- ❖ State
- ❖ National

Philanthropy

- ❖ Grants
- ❖ Foundations
- ❖ Donations

+

Financial institutions

- ❖ Banks
- ❖ CDFIs
- ❖ Loans

Community

- ❖ Donations
- ❖ Member dues
- ❖ Volunteers
- ❖ Rents

How are the funds used?

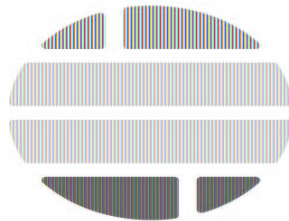
- Operational funding (i.e. personnel, contractors)
 - community programs, stipends
- Acquisition, rehabilitation, maintenance (construction) of properties

Introductions

Who's in the room?

**Name, Organization/Group & where
you're based in the Valley**

Today's Speakers



CENTRA
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Central Valley Community Foundation

The Fresno DRIVE Initiative At-A-Glance



The Fresno DRIVE Initiative is a 10-year investment plan to develop an inclusive, vibrant, and sustainable economy for residents in the Greater Fresno Region.

The Fresno DRIVE coalition is advocating for \$4.2 Billion of new investment over the next decade through the 14 major initiatives in the three investment areas listed below. The initial DRIVE investment plan was crowd-sourced with input from a 300-person Steering Committee representing over 150 civic, business, and community organizations and is led by a 38-member Executive Committee representing education, economic, community and workforce development, business, and grassroots and community leadership.

2030 Community Engagement



30,000

Drive Community Network Residents

2030 Impact Goals



5,500

Small Businesses Supported



14,000

Direct Jobs Created



84,450

Employees Upskilled



30,000

Bachelor's Degrees Attained



47,000

Early Childhood Education Seats



300

New Doctors



12,000

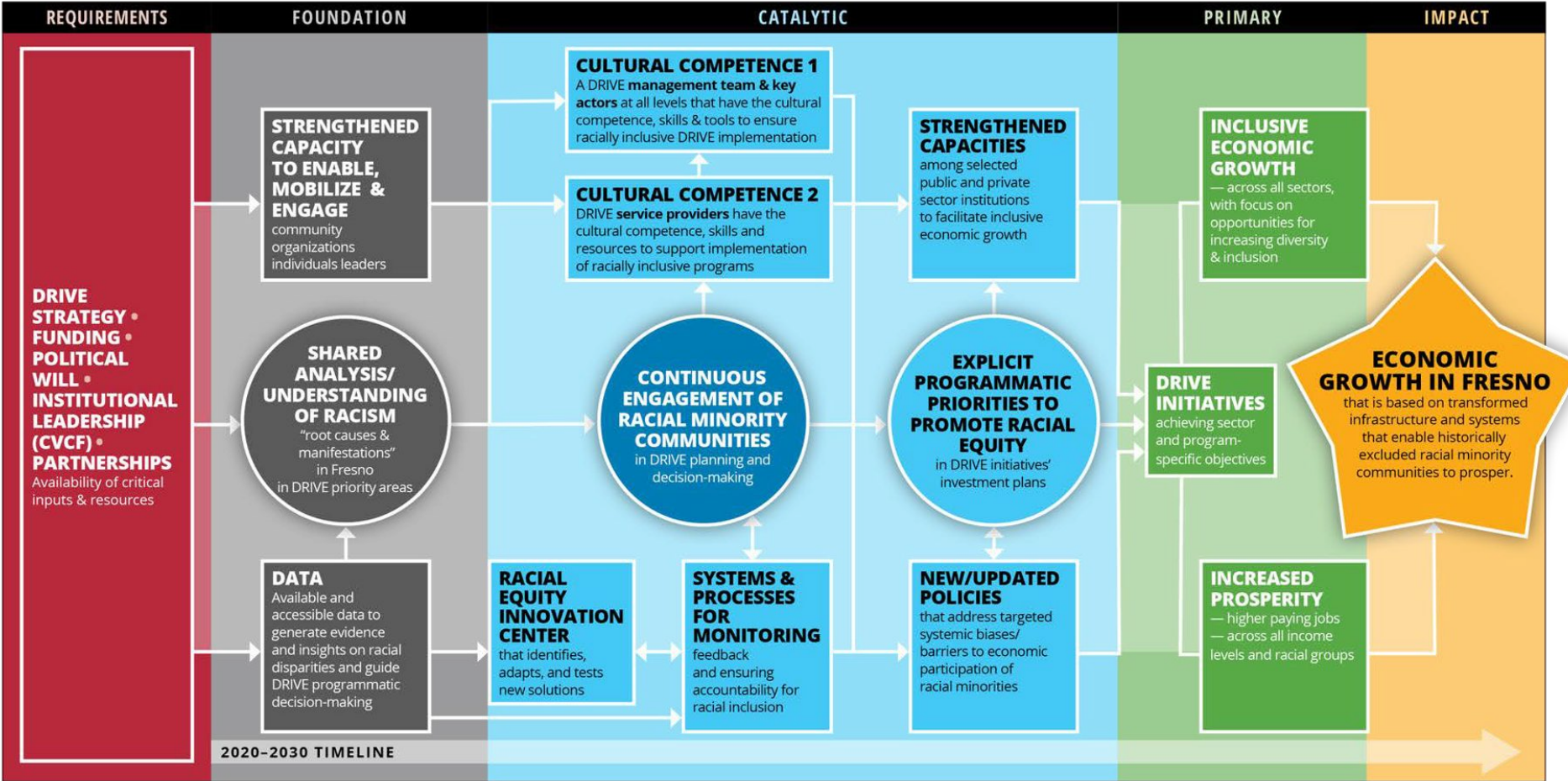
New Affordable Housing Units + 6,000 Renovated



\$450M

Private Investment

DRIVE'S THEORY OF CHANGE





DRIVE



**ECONOMIC
DEVELOPMENT**

**Fresno-Merced
Future of Food Innovation**

**Betting Big
on Small Businesses**

Fresno's Impact Economy

Next Gen Aviation

Wealth Creation



HUMAN CAPITAL

Upskilling

**Pre-Conception to Five
Community Justice Network**

K-16 Collaborative

UCSF Fresno Med School



**NEIGHBORHOOD
DEVELOPMENT**

Downtown 2.0

**Fresno Opportunity
Corridor**

Civic Infrastructure

**Permanent Affordable
Housing**

Permanent Affordable Housing

VISION:
EQUITABLE, AFFORDABLE HOUSING



OBJECTIVE:
**INCREASE ACCESS TO EQUITABLE,
AFFORDABLE HOUSING**
in Fresno by 2030.

LONG-TERM:
CREATE, RESTORE, AND REVITALIZE
over 12,000 quality and affordable units for 25,000 Fresnoans.

INTERMEDIATE OUTCOMES

- New and effective existing anti-displacement policies from the advocacy plan are adopted and sustained (may include iterations of ERAP, EPP, or other programs)
- Displacement Avoidance Community Engagement & Initiatives is launched
- A comprehensive eviction protection program is expanded to prevent wrongful eviction
- Fewer Fresno residents have evictions or foreclosure on their records
- 90% of Fresno families are living in housing units where they spend less than 50% of their income for housing costs

INTERMEDIATE OUTCOMES

- Fresno Infill Gap Finance Fund and Policies are created.
- Increased access to funding/loans mechanisms for residents
- Increased funding for housing development
- New Cottage Housing/ADU/tiny houses are produced by small scale developers
- 500 Units are produced through the Inclusionary Housing Tool
- Public funds are leveraged, and more capital is geared towards housing production
- Diverse Portfolio of Federal, State and Local Funders Investing in Fresno Housing-new construction of affordable units.
- Mechanism created to track the production of housing units from various types of development

**STRATEGY A:
PROTECT &
PREVENT
DISPLACEMENT**
Services to keep families in housing they can afford, or find new housing without having a foreclosure or eviction on their record

**STRATEGY B:
PRESERVE
HOUSING**
Operational and Capital dollars for preserving 6,000 Units of naturally occurring affordable housing

**STRATEGY C:
PRODUCE
AFFORDABLE
HOUSING**
Capital for 6,000 new units (loan or grant)

**STRATEGY D:
PROMOTE
AFFORDABLE
HOUSING
DISTRIBUTED
ACROSS
NEIGHBORHOODS**
Funding for PAH advocacy and organizing

INTERMEDIATE OUTCOMES

- Pre-receivership program is implemented at the City of Fresno
- At least 1,000 of units in CLT, in CFNT, and new forms of affordability protection
- Expanded usage of the Welfare tax exemption to increase number of protected units
- New mechanisms to ensure permanent affordability are developed and monitored
- R3 Funds are Leveraged to Preserve Housing by partnerships and affordable housing developers.

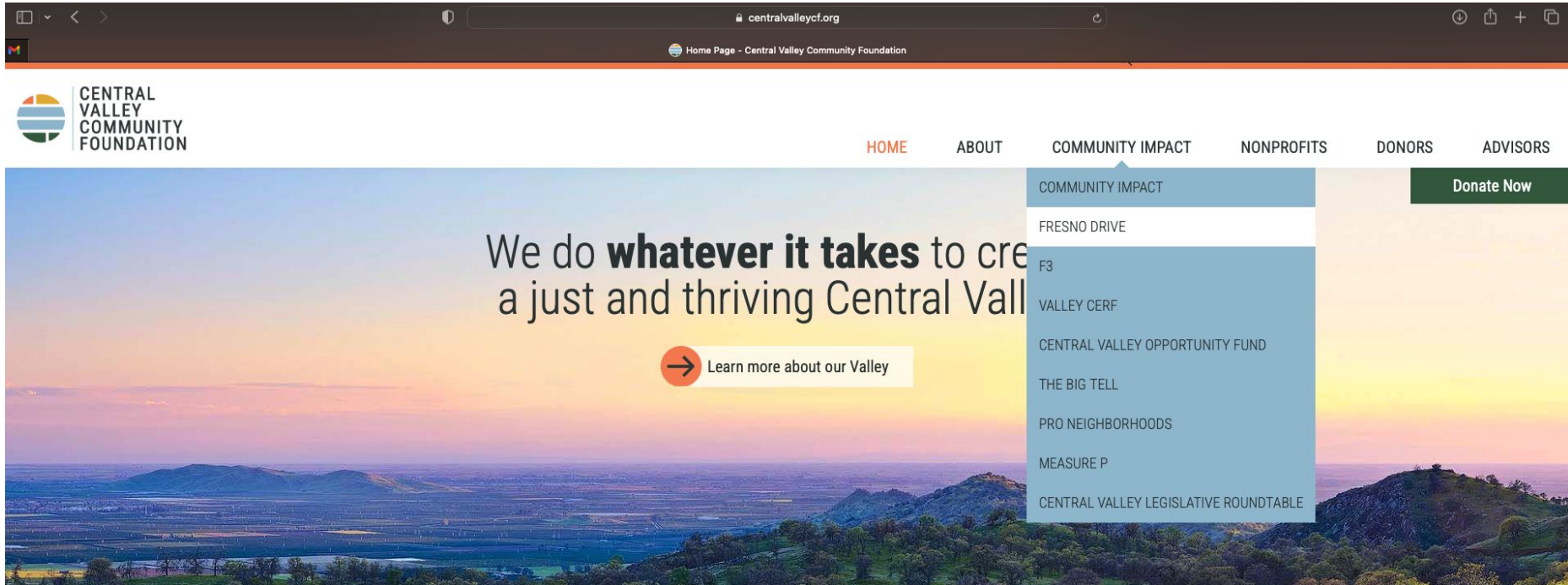
INTERMEDIATE OUTCOMES

- Equitable systems/policies to develop affordable housing across all Fresno Council areas are established
- CBOs, residents, institutions, and other entities with common goal of promoting affordable housing are coordinated
- Inclusionary Housing Tool Requirement is established
- Higher density by-right development is established
- Fresno is in compliance with AB 686 (AFFH Duty), with transparent supporting data

 **DOOR TO
DRIVE Opportunities**

More information at:

<https://centralvalleycf.org/>



Fresno DRIVE Data Dashboard:
<https://www.fresnodrive.org/data-dashboard>

[Click here for DRIVE metrics chart](#)

Questions?

Presenter:

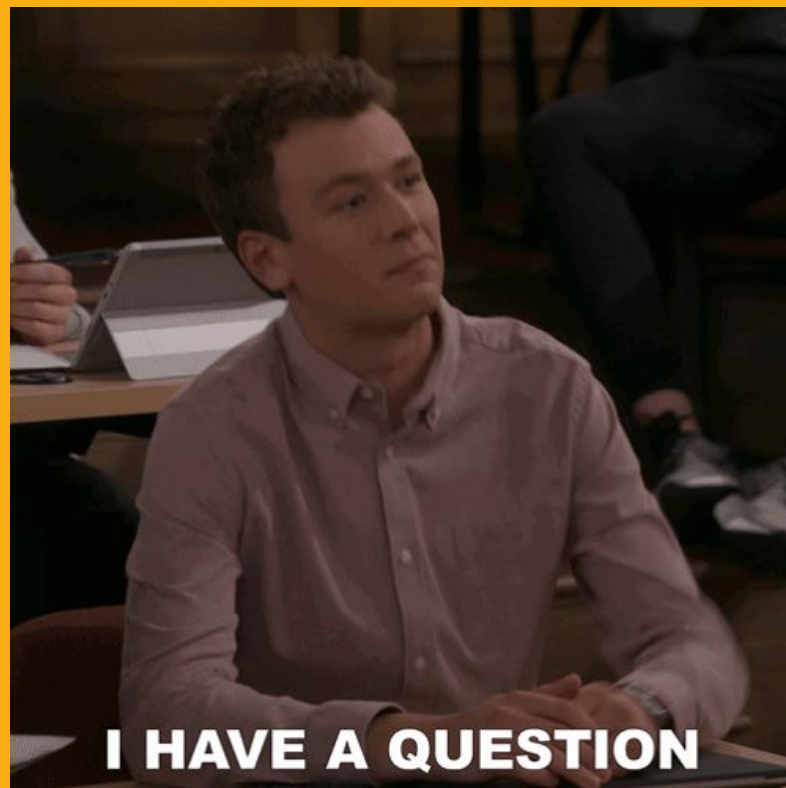
Artie Padilla, DRIVE Initiative Director

artie@centralvalleycf.org | (559) 250-6860 (cell)

Addtl contact:

Karanveer Syal, DRIVE Community Engagement Manager

kvsyal@centralvalleycf.org | (559) 930-2311 (cell)



**Community Vision
Capital & Consulting**

Invest in
Communities





Community Vision is a community development financial institution (CDFI) dedicated to community ownership of community assets.

We do this through socially responsible investing, real estate guidance and financial management advising, innovative programs, grant making and flexible financing.

Our goal is to help build a restorative economy that centers success for Black, Indigenous, and people of color (BIPOC) led nonprofits, small businesses and initiatives.

We leverage grants and donations to build community power and advance racial and economic equity.

Our work combats gentrification and displacement, provides flexible capital for small businesses and increases access to healthy foods, affordable housing and more.

Community Vision

Communities
deserve
a trusted partner
on their journey
towards
financial growth
and stability.

Real Estate
Solutions

Capital
Solutions

Policy and
Impact

Socially
Responsible
Investing

We are a **locally invested, collaborative partner** in **racial & financial equity**. We provide nonprofits, small businesses, and social enterprises with strategic investment and guidance, to deepen work, scale impact, and **strengthen communities**.





Socially Responsible Investing

Nicole Middleton Holloway
Natural Investments

Our goal is to help build a restorative economy that centers success for Black, Indigenous and People of Color (BIPOC)-led nonprofits, small businesses and initiatives.



Advising and Support

Center for ArtEsteem

We offer culturally centered real estate and financial advising and support, getting information and know-how to communities, advancing projects and mitigating risk.



Catalytic Capital

Richmond Land Trust

Catalytic Capital is pre-development funds, passthrough grants and other “possibility capital” that drive equitable community development projects rooted in BIPOC-led communities.



Responsive Financing

Urban Tilth

We provide flexible financing to support community real estate projects and working capital for nonprofits and small business to help them thrive.



Community Ownership of Community Assets

- *Security of place*
- *Economic and racial equity*
- *Power and wealth development*
- *Investment in permanency*
- *Investments in systems change*
- *Combat gentrification and displacement*
- *Consistency of services*

37 Years of Equitable Community Development

LENDING

\$331MM Lent

CONSULTING & TRAINING

8000+ Workshop Participants

772 Organizations Served through
Consulting

CREDIT ENHANCEMENTS

\$1.3MM in Credit Enhancements

GRANT MAKING

400 grants totaling \$35.3MM provided to
support affordable housing, healthy food
access, and nonprofit stabilization

NMTCs

\$216MM in NMTCs to historically
disinvested communities

LEVERAGE

\$2.26B across portfolio

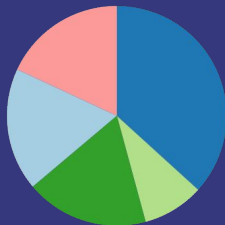


DEMOGRAPHICS

RACE/ETHNICITY

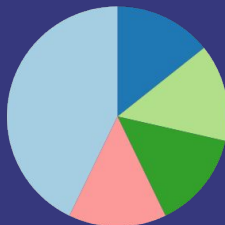
BOARD

Black/AA 36%
White 27%
Latin 18%
Asian 18%
Mixed 18%



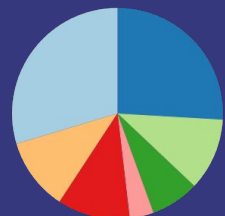
STAFF LEADERSHIP

Black/AA 14%
White 43%
Latin 14%
Mixed 14%
Other 14%



STAFF

Black/AA 26%
White 30%
Asian 11%
Latin 7%
Mixed 4%
Other 11%
SWANA 11%



GENDER



Men
36%



Nonbinary
0%



Women
64%



Men
43%



Nonbinary
0%



Women
57%



Men
44%



Nonbinary
4%



Women
52%



OUR LENDING

TOTAL LOAN POOL *

\$112MM

TOTAL PORTFOLIO
OUTSTANDING *

\$90.2MM

LENDING PIPELINE **

\$35.5MM

IMPACT FY23

Total Loans \$ amount closed: **\$38MM**

Number of Loans: 28

Total other financing leveraged: **\$28MM**

Facility sq. ft. created/preserved: **118,000+**

Housing Units created/preserved: **200+**

Permanent/Construction jobs created: **960+**

Individuals served by these projects: **30,000+**

* As of March '24 compliance reporting.

** Loans in prospect, term sheet issued, underwriting, approved or committed stages.





WHY INVEST WITH COMMUNITY VISION?

SOCIAL JUSTICE INVESTMENT

- Your investment is combined with other social justice minded investors in our loan pool.
- Communities throughout California continue to confront massive inequity in capital distribution.
- Promoting community self-sufficiency and starting a path to community ownership of community assets.
- This work would not be possible without the financial commitment of our community of investors.
- Our Community Investment Flyer outlines our current rates and terms.
 - *Please consider a zero percent investment or you can choose to capitalize your interest. Capitalized interest accrues to principal and is added to our loan pool.*

Program Highlights



Capital Solutions

Lending Overview

- Emerging Developers
- Affordable Housing
- Community Facilities
- Commercial Real Estate
- Operating



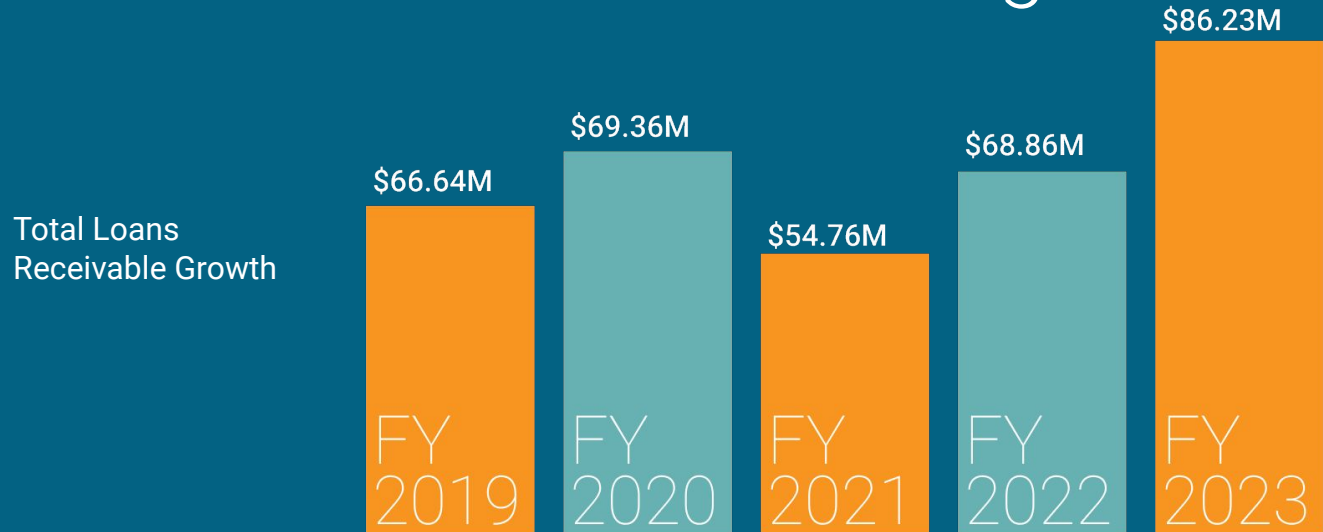
CalCORE: Genesis LA Project



BayREF &
Back in Business:
Charity Cultural
Services Center



Capital Solutions: Growth in Lending



- COVID relief funding from government sources resulted in substantial prepayments during 2020-2021
- New originations spurs portfolio growth 2022-23
- Rising rate environment beneficial to Community Vision's capital structure
- Demand for real estate secured loans to community facilities
- Closed \$38MM in FY '23, up 32% year-on-year





Community Vision

THANK YOU.



Questions?

Joi Eubanks (she/her)
Community Development Officer
jeubanks@communityvisionca.org | (559) 385-1774





STRETCH BREAK / ENERGIZER

Presented by

Mariesa Kubasek
Manager, Consulting

Emma Calvert
Senior Associate, Consulting

Nonprofit Finance Fund x San Joaquin Valley Ownership Project



Nonprofit Finance Fund

We are on a mission to support community-centered organizations led by and serving people of color, helping them access the investment capital and financial knowledge they need to realize their aspirations.



- **Financing:** tailored lending
- **Consulting:** strategic advice
- **Advocacy:** Thought-partnership and knowledge-sharing

Agenda

- About NFF: Who we are and how we can work with CA CLTN
- Share more about NFF's approach and frameworks
 - Inequitable systems thinking
 - Full Cost Funding
- Learn from You: What NFF offerings will support you?
- Next Steps



About NFF's Consulting Work & Approach

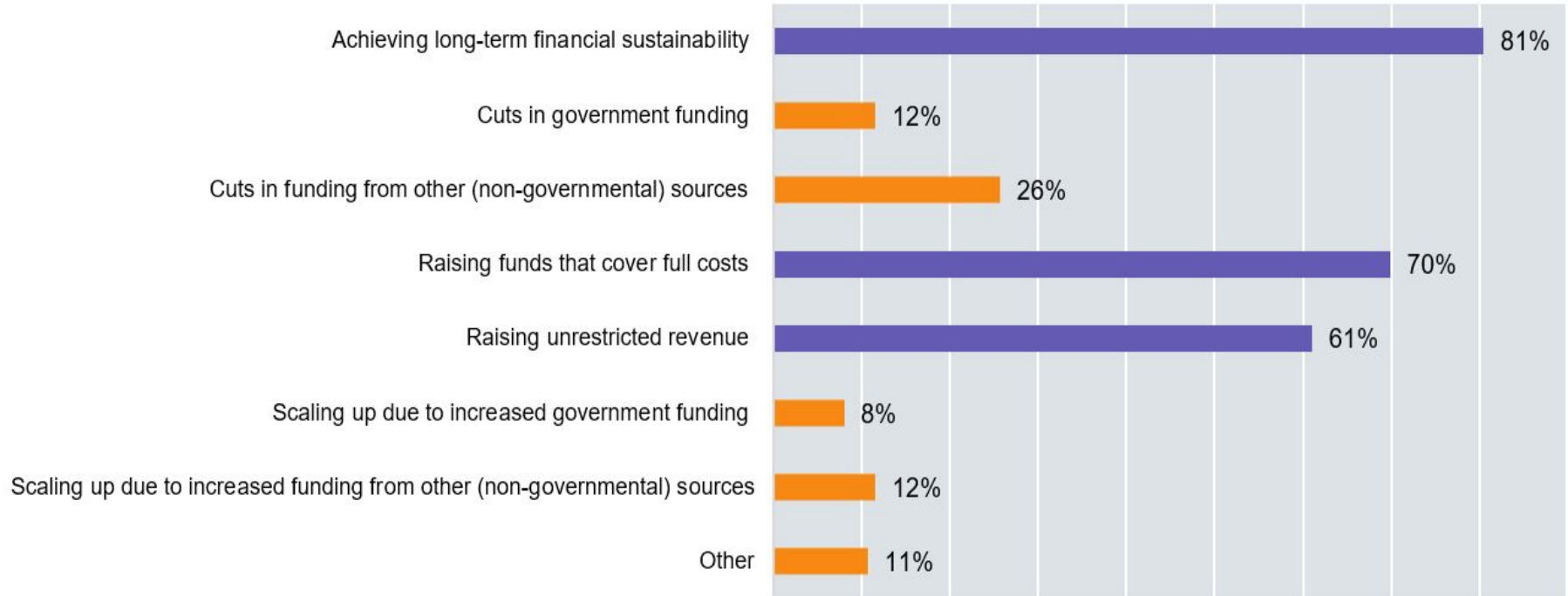
The “What”

- Financial consulting tailored to your specific needs, challenges, and opportunities:
- **Financial projections** for business model change and adaptation
- Financial **storytelling** for funders, boards, & staff
- **Board and staff training** on financial planning and management best practices
- Customized **financial management and planning tools** (cash flow projections, financial dashboard, budgets, scenario planning, program portfolio mapping)
- And more!

The “How”

- **Strengths-based, partnership approach:** YOU, our clients, are the experts in your field.
- **Responsiveness:** We're here for quick conversations or longer one-on-one sessions, all guided by your capacity, needs, and questions.
- **Trust-based pace:** We lead longer range, multi-month projects to cultivate trust and shared understanding.
- **Learning in community:** We hold space for peer learning in workshops and webinars to strengthen both individual organizations and networks.

Top 3 financial challenges



National State of the Nonprofit Sector, 2022
CA (rural to large cities served) organizations n =113

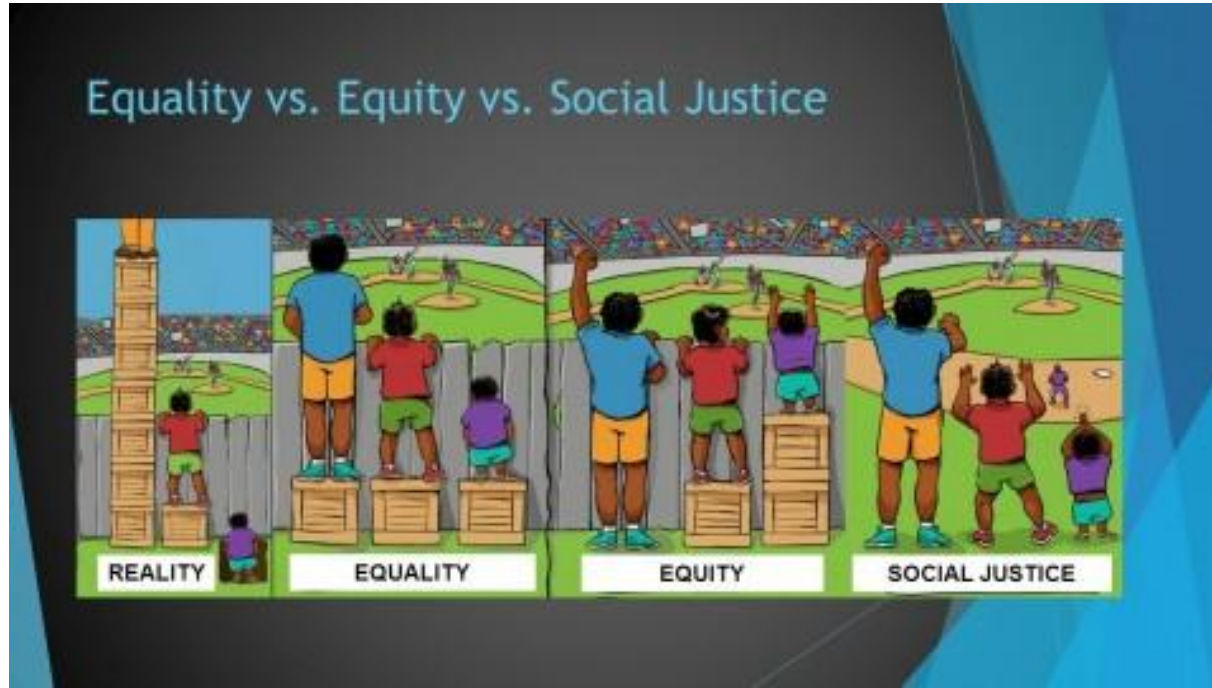
Myth of a Level Playing Field: Power Dynamics and Equity on an Organizational Level

Multiple, complex layers within and between organizations



Moving toward equity and social justice

[“Interaction Institute for Social Change”](#) | Artist: Angus Maguire.”



What is Full Cost?

A better way to talk about cost in the nonprofit sector

Full cost names and claims all the financial resources it takes to run an effective organization for the long haul

- Lifts the sector out of the false dichotomy of program vs overhead
- Captures both short- and long-term needs
- Holistic, grounded in context, allows for nuance and change over time
- A tool to advance racial equity
- Aligned with Trust-Based Philanthropy



How is this applicable to Community Land Trusts?

	Total Expenses Operating, non-operating, and unfunded expenses
	Working Capital Access to cash for day-to-day needs
	Reserves Savings, a “rainy day” fund, facilities reserve
	Debt Principal Repayment Mortgage, line of credit, etc.
	Fixed Asset Additions Money to purchase a new building, new land, or new equipment
	Change Capital Resources to adapt, grow, partner, or down-size

Must haves for *all* CLTs

Sometimes needed by *some* CLTs

*Defining Unfunded Expenses

Unfunded expenses: expenses that are not currently incurred, but, if covered, would allow the organization to work at their current level in a way that is reasonable and fair

- “Sweat equity” – overworking and underpaying staff – is the most common example, such as:
 - The gap between current wages and fair wages *for the exact same amount of work*.
 - The cost to hire a 20hr/week assistant that would allow the ED to reduce her time from 60hr/week to 40hr/week.
- Other examples: unfilled positions, sub-par supplies, slow internet

Unfunded expenses are not:

Expenses to expand or do more



How do barriers to financial resources and capital show up for your organization? For the field?

An exercise in reimagination: What could be possible – for your organization and for the field – if these barriers didn't exist? What would the sector look like?

What resources and support do you need?



Wrap Up & Next Steps

Thank you for your time today, we look forward to connecting with you in 2025

Please reach out with any questions in the meantime!

Mariesa Kubasek

mkubasek@nff.org

Emma Calvert

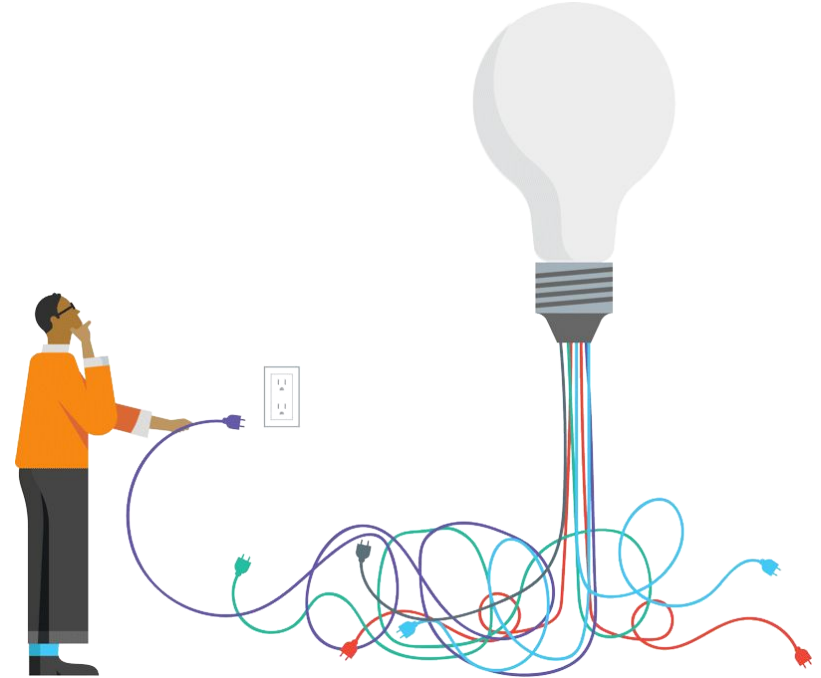
Ecalvert@nff.org



Appendix

Resources

- [Nonprofit Financial Management Webinars](#)
- [Full Cost Videos](#)
- [Deciding on a Facility Project Blog](#)



Owning Your Full Cost Mindset and Story



Full Cost is a journey that starts with knowing and valuing ourselves

Resource: NFF's [Full Cost Workbook](#)

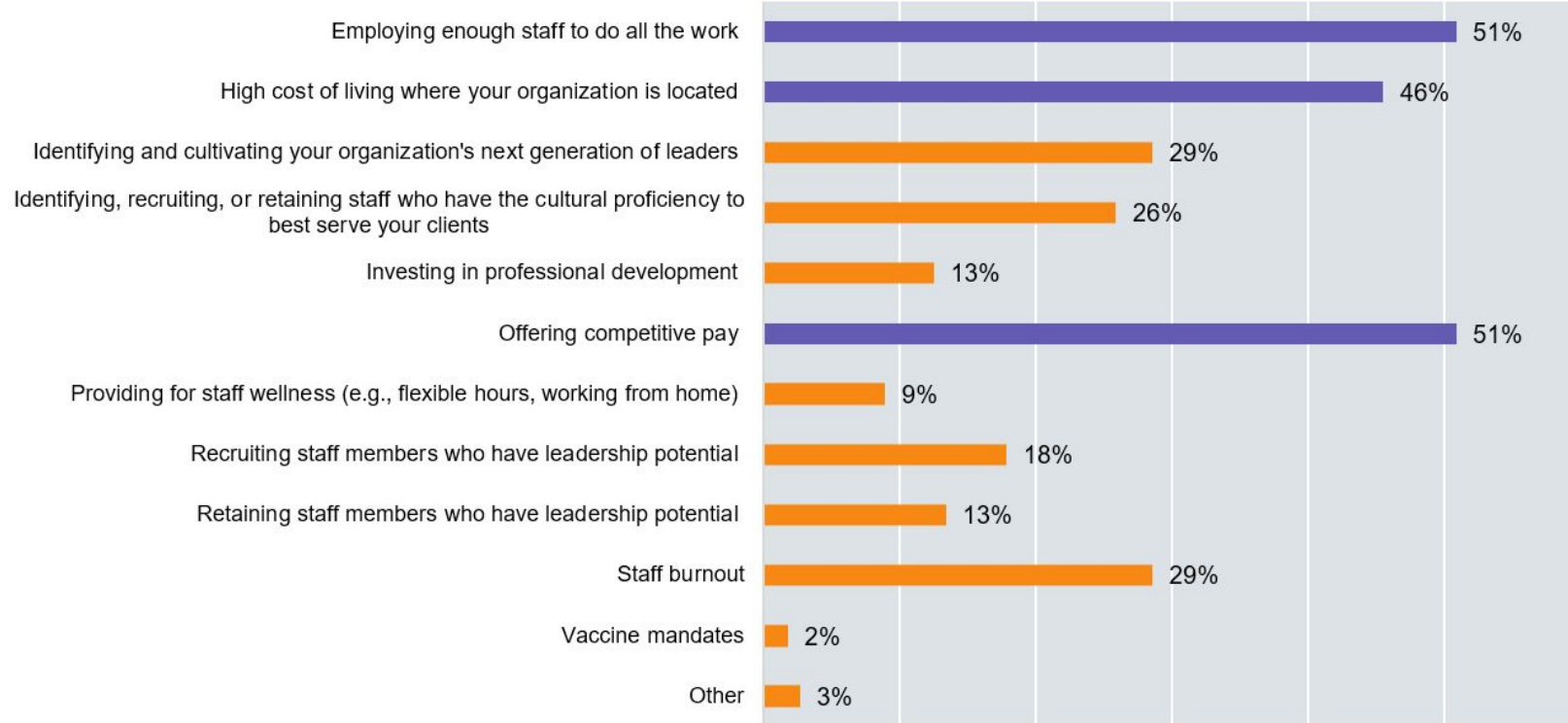


Full Cost takes time. Set and share specific intentional goals and communicate those goals directly with stakeholders



No organization owns this work alone. This about changing major assumptions, mindsets, and power dynamics in the sector as a whole

Top 3 staff management challenges



National State of the Nonprofit Sector, 2022
CA (rural to large cities served) organizations n =112

Questions?

Mariesa Kubasek, Manager, Consulting
mkubasek@nff.org

Emma Calvert, Senior Associate, Consulting
Ecalvert@nff.org



CA CLT Network 2-day conference Recap & Lessons Learned



Bus Tours: Fideicomiso Comunitario Tierra Libre





EL SERENO CLT TOUR



<https://elserenocommunitylandtrust.org/>



LA CHINATOWN CLT TOUR



- LA Chinatown CLT - <https://www.lachinatownclt.org/>
- Chinatown Community for Equitable Development (CCED) - <https://www.ccedla.org/>

Opportunities for connection!



Presence & learning

✧ Central Valley Roundtable

✧ CLTs for Artists and Artists for CLTs

✧ Community Organizing to Activate Vacant Lots

✧ Community Ownership in the San Joaquin Valley



Check out materials on website!

[ABOUT](#) ▾[MEMBERSHIP](#) ▾[RESOURCES](#) ▾[EVENTS](#) ▾[NEWS](#) ▾[CONTACT](#)

Upcoming Workshops

[San Joaquin Valley Workshops](#)[2024 CA CLT Network Conference](#)[2023 CA CLT Network Conference](#)[2022 CA CLT Network Conference](#)

Share and Connect at the 2024 Conference

SEPTEMBER 12 – 13, 2024

THE CENTER FOR HEALTHY COMMUNITIES
IN DOWNTOWN LOS ANGELES

[VIEW ALL PHOTOS](#)[VIEW PRESENTATIONS](#)

Peer learning session: Merced



Peer learning session: Merced

Summary - Post event

- 6 grassroot youth-led/centered organizations working to establish umbrella 501(c)(3) for community-owned development; practicing shared governance
- Vision: development of a youth center; community garden; birthing center, etc.
 - Purpose/goals: cultural heritage, intergenerational learnings, rematriation of the land, (re)connection, safe space(s) for LGBTQIA+ youth
- Orgs involved:
 - [Youth Outreach & Learning Institute \(YOALI\)](#) | [Instagram](#)
 - Young Revolutionary Front - [Instagram](#) | [Facebook](#)
 - Central Valley BIPOC Coalition - [Instagram](#) | [Facebook](#)
 - South East Asian Youth Alliance (SEAYA) - [Instagram](#)
 - Valley Visions Collective - [Instagram](#)
 - Love, Faith & Hope Inc.
 - Supporting state org: [Youth Organize! California \(YO! CALI\)](#)
- **ASK TO ATTENDEES: Share 501(c)(3) establishment tips, lessons, etc.**

Reflection



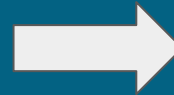
— **Head:** What did you learn today?

— **Heart:** What resonated with you today? How do you feel post-workshop?

— **Feet:** What actions or next steps will you take after today?

Upcoming CLT workshops

- **Wed. 10/30 @ 6:30pm:**
Community Land Trusts &
Preserving our Homes &
Democracy **by CACLT Action**
& **TOPA4LA**



- **Tues. 11/12 @ 12pm - 1pm:**
Land Donation / Bargain
Sales - Follow up
workshop **by CACLTN**

Closing & Announcements

- Sign up for the CLT Network's [monthly newsletter](#)
- Learn more about SJV Technical Assistance by contacting Jacky - jacky@cacitnetwork.org or (559)903-6633
- Job posting for Co-Director of Policy! Due 11/04 www.cacitnetwork.org/hiring



SAN JOAQUIN VALLEY TECHNICAL ASSISTANCE PROGRAM

Real Estate

- Develop your property acquisition strategy
- Determine the feasibility of a specific acquisition opportunity
- Plan for rehab and/or tenant education

Legal

- Draft bylaws and partner agreements
- Incorporate as a 501(c)(3) and/or LEHC
- Draft and review your ground lease(s)

Business Planning

- Create a working business plan
- Revise or project budget/ staffing needs

Organizational Capacity Building

- Creating governance and membership structures for the organization
- Taking your CLT into it's next chapter of growth

4.5 HOURS

Per TA Topic

Each Member Organization Can Access FREE Consultations With Providers

Currently TA is available to a limited number of SJV organizations. To find out more please call Jacky Rivera (559)903-6633 | jacky@cacitnetwork.org

THE PROVIDERS



LEGAL
Christina Oatfield
Attorney



REAL ESTATE & BUSINESS PLANNING
CTY Housing
Advisors



REAL ESTATE & BUSINESS PLANNING
Francis McIlveen
Founder, Land + Liberty
Former NCLT Staff (17 Yrs)



ORGANIZATIONAL CAPACITY BUILDING
Kim Thompson
Founder, Kim Thompson Consulting
Former Exec Director of Community Land Trust Association of West Marin

LEARN MORE AT:



Community Events

- 10/27 @ 1pm – 5:30pm: CCEJN's Cycle of Life at La Milpa @ Fresno
- 10/29 – 10/30: CalCAN Summit @ Davis
- 11/01 – 11/02: Dia de Los Muertos @ Merced
- 11/06 – 11/08: Rural Housing Summit @ Pacific Grove
- 11/15: Central Valley Equity Conference @ Fresno



JOIN US!



4pm - 6pm @ 712 Fulton St
10 min walk | 4 min drive

California
community
land trust
network

THANK YOU!