



Scaling Community Ownership by

Bridging Divides

CLT-DEVELOPER PARTNERSHIPS

2025 California Community Land Trust Network Conference
Otharing & Belonging Institute, UC Berkeley

The **Othering & Belonging Institute** is a multidisciplinary center for research, community partnerships and movement strategy at UC Berkeley.



Speakers



**FELIX
AUYEUNG**

Vice President
of Business
Development

MidPen Housing



**JOSEFINA
AGUILAR**

Executive
Director

South Bay
Community
Land Trust



**VANESSA
GONZALEZ**

Co-
Director

Fideicomiso
Comunitario
Tierra Libre



**CAROLINE
CALDERON**

Project
Manager

Little Tokyo
Service Center



VIRGINIAN APTS: SBCLT & MIDPEN



700 SIMMONS: FCTL & LTSC

Agenda

- 1** Speaker Presentations
- 2** Breakout Discussions and Gallery Walk
- 3** Report Back from Breakouts
- 4** Closing and Next Steps

RACI Matrix

Responsible (lead)
Accountable (final decision making authority)
Consulted
Informed

Task (chronological order)	MidPen	SBCLT
Site Acquisition		
Review Purchase Agreement	C	R, A
Provide Site Due Diligence Checklist Template	R	
Provide Site Due Diligence Budget Template	R	
Provide Site Due Diligence Schedule Template	R	
Prepare Due Diligence Checklist, Budget, and Schedule	C	R, A
Contract/Payment for all Site Due Diligence Costs		R, A
Review Site Due Diligence	C	R, A
Prepare Financing Strategy/Strategies	C	R, A
Apply for Financing	C	R, A
Review Financing Materials prior to Submission	R	
Set up Insurance	C	R, A
Entity Formation (if needed)	C	R, A
Schedule		
Provide schedule template	R	
Prepare schedule	C	R, A
Track target dates and major milestones	C	R, A
Outreach		
Develop outreach strategy	C	R, A
Tenant outreach		R, A

Community outreach (if needed)		R, A
Acquisition Financing		
Provide acquisition budget template	R	
Prepare acquisition budget	C	R, A
Review acquisition budget and additional financing applications	R	R, A
Secure acquisition financing	C	R, A
Property Management		
Provide Property Management Plan Template	R	
Prepare Property Management Plan	C	R, A
Review Tenant Files	C	R, A
Review Property Historical Budgets	C	R, A
Provide Form of Lease	R	
Provide Annual Budget Template	R	
Prepare Operating Budget	C	R, A
Select and Contract with Property Management Company	C	R, A
Select and Contract with other Property Vendors	C	R, A
Meet with Tenants and Collect Information Needed (i.e. Income Verification)		R, A
Property Improvements (if needed)		
Prepare Construction Scope	C	R, A
Contractor Selection	C	R, A
Contractor Contracting and Management	C	R, A
Provide Vendor Shortlist as Requested	R	
Vendor Selection	C	R, A
Vendor/Contractor Contract Review	C	R, A

SUN

Inspiration and Vision

GROWING TOGETHER.

Our Leadership and Community

LEAVES

Skills and Practices

HEARTS

Positive Outcomes

TRONCO

Ways of Participating

ROOTS

Values and Strengths

RAIN

Support and Resources

FRUIT

Collective Dreams and Goals

EARTH

Community and
Common
Ground



ROOTS – Values and Strengths

What sustains us. Represents the values, stories, and strengths that each person brings (respect, care, justice, resilience).

Leadership: Collective leadership begins with what we share as a foundation.

TRUNK – Ways of Participating

What keeps the tree standing. Represents how we participate (attending meetings, sharing ideas, rotating roles, helping).

Leadership: Participation is the foundation of collective leadership.

LEAVES – Skills and Practices

What gives energy to the tree. Represents what we learn together (listening, speaking in groups, making decisions, resolving conflicts).

Leadership: Skills help us grow as leaders.

FLOWERS – Positive Outcomes

What shows life and joy. Represents what we achieve when we work together: stronger relationships, mutual support, and shared vision.

Leadership: Flowers are the visible fruits of collective leadership.

FRUITS – Collective Dreams and Goals

What holds the seeds for the future. Represents common dreams and goals (safe housing, stability, flourishing families).

Leadership: The fruits are what we build together for the future of the community.

EARTH – Community and Common Ground

Represents the place where we grow: our community, our neighborhood, the home we share. Without earth, there are no roots.

Leadership: we need a safe and shared space to grow together.

SUN – Inspiration and Vision

Represents the light that guides us. These are the ideas, dreams, and motivations that inspire us.

Leadership: the sun is the vision of what we want to achieve as a community.

RAIN – Support and Resources

Represents the water that gives life: mutual support, resources, training, and care.

Leadership: the rain is the tools and support that allow us to keep growing.

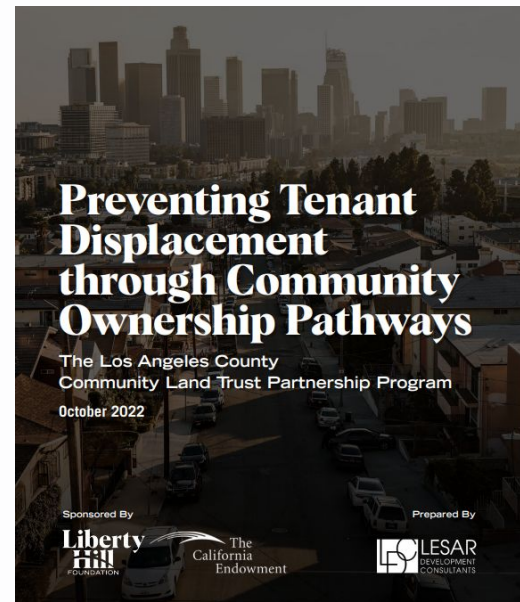


LA CLT Coalition & CDC Partners



LA County Pilot CLT Partnership Program

- \$14 million Pilot Program
- 8 properties, 43 households
- Served as a model for:
 - CA Foreclosure Intervention and Housing Preservation Program
 - Measure ULA's NOAH Acq/Rehab program



With support from the California Endowment, Liberty Hill Foundation commissioned this report to examine how the Los Angeles Community Land Trust Coalition and partners collaborated with LA County to design and implement the \$14 million Pilot CLT Partnership Program.

LA County Pilot CLT Partnership Program



Simmons



224th Street



Atlantic



Kenmore



23rd Street



Bonnie Brae



Bryhurst



Lemp

700 Simmons

Los Angeles Times

To renovate an apartment — and not jack up the rent: These property owners have found a way



Mariana Puche Hernandez in front of her apartment in East Los Angeles that's been renovated and kept affordable by a local community land trust. (Michael Blanchette / Los Angeles Times)

By Andrew Khouri and Ben Poston
Oct. 3, 2024 3 AM PT

- 11 Units, 36 Tenants
- \$ 1.9m Acquisition
- \$ 632,701 Soft Costs & Relocation
- \$ 918,151 Hard Costs

“

The rehabilitation and opening of 700 Simmons not only marks the success of the LA County Pilot CLT Partnership Program, but the transformative impact this program can have for families looking to secure permanently affordable housing... This project is a testament to the collective change we can make when we come together and present a daring and innovative way to address a longstanding housing crisis.

—LA County Supervisor Hilda Solis

”

700 Simmons

Key Supporters & Contributors

CLT Pilot Program, Office of Supervisor Hilda Solis

Sources of Funding

- Grants: Los Angeles County CLT Pilot Program, NeighborWorks, Wells Fargo
- Loan: Nonprofit Finance Fund

Future Plans & Resident Involvement

- Long-term goal: Establish a housing cooperative*
- Short-term goal: Develop a community garden

Resident Leadership

- Destiny: Onsite property manager, LA Times interview
- Mariana: Board member, garden committee, cooperative housing trainee, CLT Network Conference speaker, participated in leadership training, LA Times interview

**If our tenants opt for this form of ownership*



Memorandum of Understanding

Duty	FCTL	LTSC
Identify Project site(s)	Primary responsibility	Approval
Due diligence	Support	Primary responsibility
Conducting resident outreach	Primary responsibility	Support (LTSC to assist with and review resident engagement plan)
Equity financing (County grant funds)	Primary responsibility	Support
Identify and hire professional services (costs to be borne by project)	Approval	Primary responsibility
Acquisition closing/close of escrow	Review	Primary responsibility
Predevelopment	Approval	Primary responsibility
Rehabilitation: Scope of work	Approval	Primary responsibility

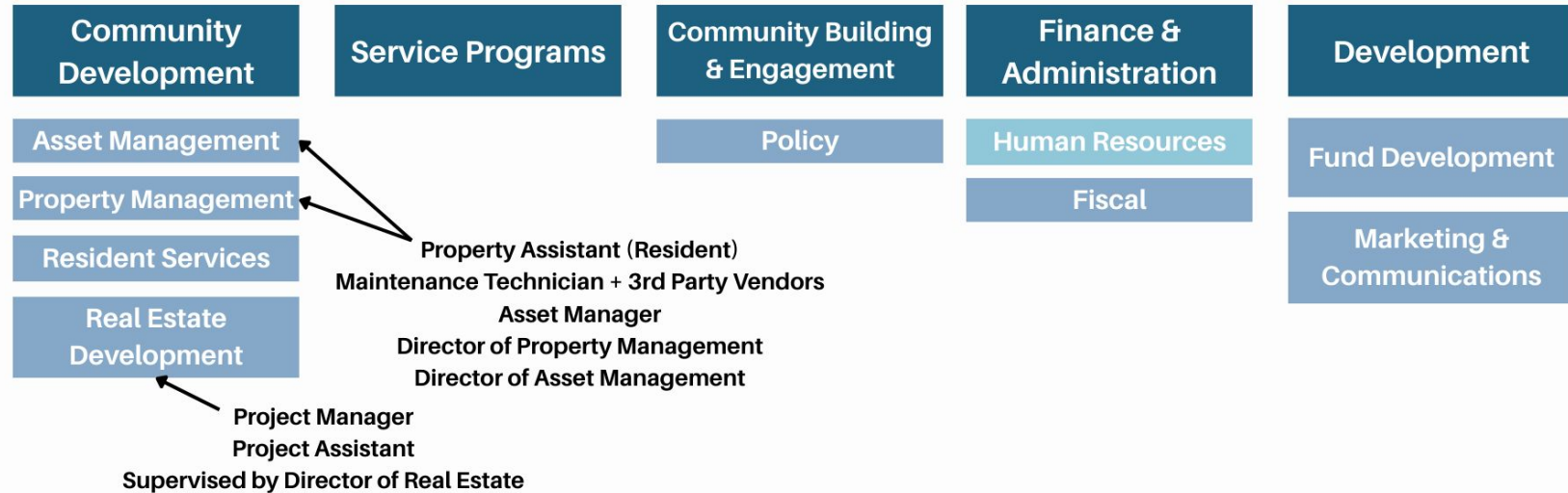
Memorandum of Understanding

Duty	FCTL	LTSC
Rehabilitation: Selecting a general contractor	Approval	Primary responsibility
Resident training	Primary responsibility	Support
Tenant services and support	Primary responsibility	Support (via LTSC's Resident Services Manager & Team)
Property management: rent collection	Support	Primary responsibility
Property management: rental model	Primary responsibility	Approval
Asset management	Support	Primary responsibility
Compliance/County reporting	Support	Primary responsibility

Little Tokyo Service Center



LTSC Department Involvement



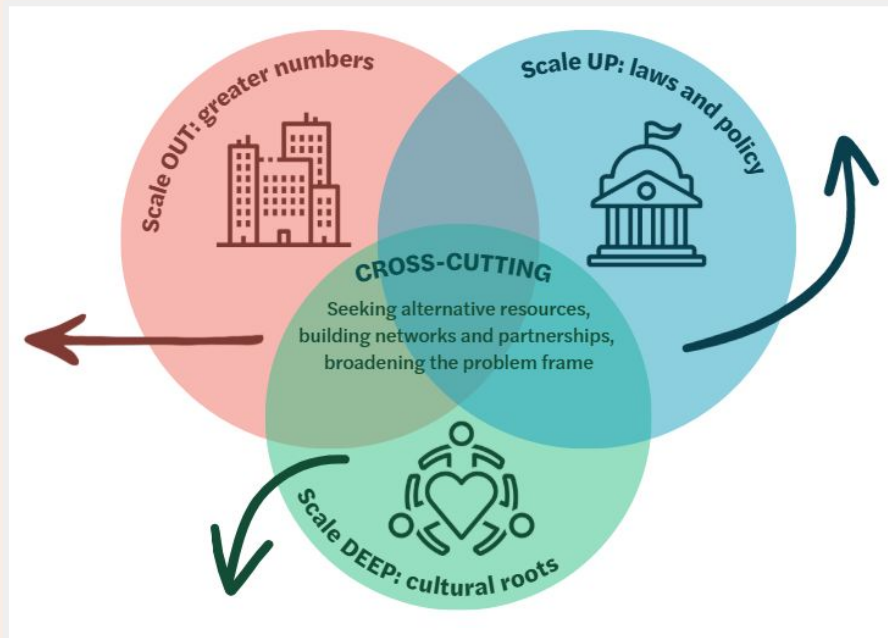
Real Estate Development Consultants

Acquisition	Broker Legal Phase I ESA Lead/Asbestos + Other Testing Surveyor
Predevelopment	Architect Engineers as needed (Mechanical, Electrical, Plumbing, Structural) *Permit Expeditor
Bidding, Rehabilitation, Construction	Architect General Contractor *Construction Management *Labor Compliance
Operations	Property Management Asset Management

*Not part of 700 Simmons but may be necessary for other projects

Takeaways: Scaling Partnerships

- CLT-Developer partnerships can be critical for **scaling out** (building/preserving more units)
- But for these partnerships to truly advance community control, we need to radically reimagine and change **systems (funding, policy, public institutions)** and parts of **ourselves (ways of being and relating to one another, culture)** that get in the way of building trust and real solidarity.



So how do we do this *together*?

1

COLLABORATION: We need to build the openness and muscle for development partnerships — both in terms of the technical practice/capacity, and the shifts in culture/mindset toward collaboration. **How can we do this: what works, what tools/resources are needed, what needs to change?**

2

COMMUNITY CONTROL: We need partnership practices/structures that uphold community ownership principles and resident self-determination. **How can we design partnerships to meaningfully center resident participation and leadership?**

3

PUBLIC FUNDING AND INFRASTRUCTURE: The field needs more public funding opportunities and program infrastructure that support CLT-led partnerships. **What types of funding and program infrastructure would best serve CLTs and our partners?**

4

CAPACITY AND CRISIS: The field is over capacity and our communities are facing many external threats and crises. **How can we create new capacity for partnerships? How do we set them up to be ready for political openings and crises? What do we want to move forward when those moments arise?**

5

BROADER ECOSYSTEM: The field lacks spaces and support for long-term ecosystem building work, carved out from day-to-day development and operations. **What might these spaces look like? What support can CACLTN or other partners provide to create/hold these spaces? What other organizations/expertise need to be brought in?**

Breakout Discussions

- **Choose one topic to dive deeper into:** What are you wondering about most?
- **Initial Reflections (5 mins):** Pair up with someone at that station. Together, reflect on the question at your station, write your responses on post-its
- **Facilitated Group Discussion (7 mins):** Post your responses on the flip chart, review others' post-its and discuss as a full group at your station. **Please assign one volunteer take notes and one to report back to the full group!**

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Thank You!

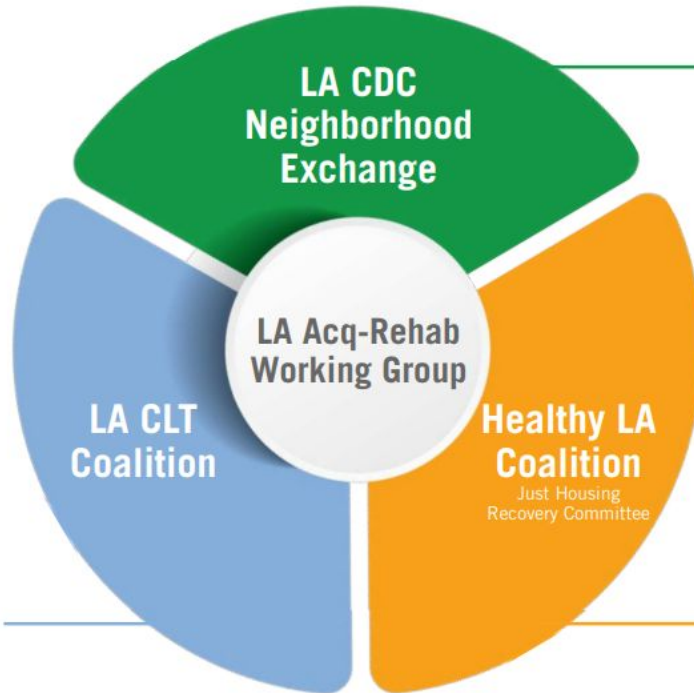
LA County Pilot CLT Partnership Program

LA Acq/Rehab Working Group

Technical Support Partners:

- CTY Housing
- Enterprise Community Partners
- Genesis LA
- Legal Aid Foundation of Los Angeles
- Sandra McNeill Consulting
- Strong, Prosperous, Resilient Climate Communities (SPARCC)

- Beverly-Vermont CLT
- T.R.U.S.T. South LA
- Liberty CLT
- El Sereno CLT
- Fideicomiso Comunitario Tierra Libre



- East Los Angeles Community Corporation (ELACC)
- Esperanza Community Housing
- LA Family Housing
- Little Tokyo Service Center (LTSC)
- PATH Ventures
- Thai CDC
- T.R.U.S.T. South LA
- Venice Community Housing
- Women Organizing Resources, Knowledge, and Services (WORKS)
- Network of 330+ organizations