



2009 - 2010 Strategic Plan

Mission

The National Community Land Trust Network provides training, advocacy and resources for its member organizations, which nurture and sustain healthy and economically diverse communities by providing permanently affordable access to land, homes, and related resources.

Key Outcomes

In this time period, the Network will foster the development of CLTs, especially in underserved areas of the South and areas affected by the foreclosure crisis, and to help existing CLTs to improve their performance and to expand their productivity.

Key Outcomes to be achieved by December 31st, 2010 include:

- 1. Education:** Provide high quality training at all levels to CLTs and Shared Equity providers for practitioners, residents, policymakers, and individuals interested in starting, expanding, and/or sustaining a CLT.
 - Develop 7 new CLT Academy courses.
 - Provide 475 participant-days of accessible, place-based training and on-line learning.
 - Develop a credentialing and training system for Academy faculty while increasing the number of trained faculty to 25.
- 2. Information:** Ensure that CLTs at all levels of development can benefit from lessons learned by others by updating CLT related documents and manuals, and by collecting, evaluating, developing, and disseminating best practices for establishing and operating CLTs.
 - Update and expand 2002 ICE CLT Legal Manual and make the document available on line.
 - Document the performance of the CLT model by developing 2 new case studies, conducting 5 surveys to collect CLT performance data, and conducting a resale study.
 - Upgrade website to improve accessibility and increase the number of site visits and resource documents accessed.
- 3. Resources:** Develop and maintain partnerships that bring value to Network members and the CLT community, facilitate access to technical assistance for CLTs, educate policy makers about the effectiveness of the model, and provide CLTs with information on public policy initiatives.
 - Establish a national technical assistance program for CLTs and provide direct technical assistance to 3 emerging and 3 existing CLTs.
 - Facilitate gatherings in at least 2 African American communities in the South to support their efforts to retain access to land in their communities.
- 4. Connecting:** Connect CLTs with each other to facilitate the sharing of experiences and expertise, and provide support for structures and initiatives that allow the CLTs to support each other and to work collectively on issues of common concern.
 - Increase the number of Network member organizations to 125.
 - Organize 7 events to facilitate connections among CLTs and to foster the growth and capacity of regional coalitions.
- 5. Organization:** Build from the Network's current foundation to establish mature, effective, high quality organizational and technological systems that model fiscal responsibility, efficiency, long-term thinking, and creative organizational culture.



Current operating environment

In the current recession the Network and member CLTs are facing significant challenges and new opportunities. The Network's strategic initiatives will focus on helping organizations to deal with these challenges, and take advantage of the opportunities presented. Key factors in the current environment include:

A. Reduced funding

CLTs in areas without access to the federal foreclosure funding are challenged by the reduction in local and state funding as well as a reduction of charitable grants. These organizations have little or no access to capital to purchase land in the slow market conditions, and are working to build new partnerships and to reduce their costs in order to maintain operations.

B. Reduced access to project financing

CLTs that are building homes are suffering from current constrictions in the financial markets. For groups with an immediate need for financing, the lack or higher cost of capital is delaying projects and increasing holding costs.

C. Reduced access to mortgage financing

Lenders are scrutinizing loans and increasing credit score requirements to lower their risk. CLTs are struggling to retain the lenders that have originated loans for CLT buyers. FHA has become the most dominant player in the market, but is not lending on CLT transactions. All this leaves CLT homebuyers with reduced access to mortgage financing. Other mortgage lending alternatives have been slow to develop.

D. Declining home values

As home prices slide, CLT restricted-resale homes are competing with other affordably-priced homes that are unrestricted and, in some cases, even market-rate homes; CLT homes are therefore less attractive and this is causing marketing issues for CLTs. This is forcing some organizations to reduce prices, which along with increased time on the market, affects organizational sustainability.

E. The Foreclosure crisis

Existing CLTs in areas affected by the foreclosure crisis are struggling to shift their development orientation from new construction to acquisition/rehab. Given the successes of the CLT model, and its ability to insulate homebuyers from economic downturns and foreclosure risks, there is a growing interest in the CLT model, including increased interest by local governments in creating CLTs. There is also new federal funding available for the creation and protection of homeownership, which increases the model's attractiveness to local governments.



Goals and Strategies

1. Education

The Network provides high quality training at all levels to CLTs and Shared Equity providers for practitioners, residents, policymakers, and individuals interested in starting, expanding, and/or sustaining a CLT. **Strategic Focus:** Provide accessible learning opportunities for both emerging and existing CLTs.

A. Provision of Training: With reduced budgets, CLTs are struggling to participate in costly training events. Web-based training will provide one low cost option. In areas of rapid growth, regional Academy events will provide a place-based option that is lower cost than national events. In the 24 months covered by this plan we will provide 26 days of place-based training, 2 distance-learning courses, and 5 webinars.

- 1) Academy events: Provide a mix of introductory, intermediate, and advanced level on-site courses and seminars, based on assessed needs. (Orlando, Athens, New Orleans, Wisconsin)
- 2) Partner opportunities: Work with partners such as NeighborWorks America (NWA) and Habitat for Humanity to provide training at their regional events (Atlanta, Chicago, Washington DC, New Orleans)
- 3) Distance learning: Provide on-line courses and webinars to extend the training opportunities to those who cannot afford to travel (Troy Gardens, Stewardship, Capacity Building Institute, Intro to CLTs, NSP Funding, additional webinars as needed).

B. Curriculum Development: Given the challenges facing CLTs, the Network will develop courses that address organizational sustainability and the stewardship role of CLTs and expand existing courses to include other models of shared equity. In this 24 months we will develop 4 new CLT courses/seminars, and 2+ on-line learning opportunities.

- 1) Develop 2 new place-based CLT courses: organization sustainability and stewardship.
- 2) Develop place-based versions of 3 shared-equity courses designed for a broad audience: introduction to shared equity homeownership, resales, stewardship.
- 3) Develop a web-based version of the new shared-equity courses.
- 4) Transform the Northwest Regional Capacity Building Institute into a national on-line training that includes technical assistance.
- 5) Create an on-line resource on the Roots of the CLT Movement.

C. Production & Supporting Strategies

1. Faculty:
 - a. Recruit new faculty and provide additional training for Academy faculty.
 - b. Establish a formal credentialing and evaluation system for faculty.
 - c. Set up faculty database with key attributes.

2. Curriculum: Refine Academy's curriculum and continue to incorporate faculty feedback into course revisions.
3. Staff: Hire staff to coordinate Academy activity.

Quantitative Summary:

Education Goals	2007	2008	2009	2010
Course development		1	5	2
Place-based Courses	6	12	12	14
Distance Learning	0	0	2	4
Faculty			20	25

2. Information

The Network works to ensure that CLTs at all levels of development can benefit from lessons learned by others by updating CLT related documents and manuals, and by collecting, evaluating, developing, and disseminating best practices for establishing and operating CLTs. Strategic Focus: Update the ICE legal manual and develop an on-line technical manual and model documents.

A. Legal and Operating Manual and Other Resource Documents: Update and expand the existing CLT resources.

- 1) Expand the public resource library on the website with more peer-reviewed and approved best practices, and links to useful and trusted CLT resources and to the websites of other trusted organizations on topics useful to CLTs.
- 2) Partner with Equity Trust and the E.F. Schumacher Society to provide access to historical CLT documents.
- 3) Revise the ICE CLT Legal Manual and create a broader technical manual. Post chapters to the website as they are completed.
- 4) Review and vet sample documents creating a suite of model documents.

B. Research and Development: Conduct ongoing research on CLTs, with a focus on identifying and developing policies and practices that increase their prevalence, expand their productivity, and improve their performance.

- 1) Support the Development of a database program that enables CLTs and other shared-equity providers to collect, compile, and retrieve data on applicants, homeowners and other impact measures, and facilitates a wide variety of reporting on specific outcomes and benchmarks showing CLT impact across the country (work in collaboration with NCB Capital Impact and the Shared Equity Coalition).
- 2) Support CLTs work on emerging issues such as foreclosure:
 - a. Conduct an annual survey on CLT foreclosures/defaults.
 - b. Work with Shared Equity partners to facilitate information sharing on key topics such as acquisition/rehab and commercial applications.
- 3) Develop case studies to help CLTs share experiences. Complete a case study of CLT experience in weak real estate market conditions.
- 4) Support the resale survey of organizations doing shared-equity homeownership. Identify the partners and outline the key information needed for a national CLT resale study.
- 5) Survey members to identify information system needs.

C. Production & Supporting Strategies

1. Establish a password protected members-only section of the website for presenting and discussing possible new best practices.
2. Develop on-line data management tools to support member services.
 - a. Identify technologies that can most effectively deliver critical services to members. Build these capacities into the new Network website.
 - b. Create a technology plan to aid in program delivery, to support local members of the National CLT Network, and to gather data on CLT performance.
3. Support the establishment of an on-line member database and data management system that will not only gather member information, but also lay the groundwork that will enable the Network to measure CLT impacts across the country and therefore provide ways to better tell the CLT story (work in collaboration with the Shared Equity Coalition).

Quantitative Summary:

Information Production	2007	2008	2009	2010
Manual (chapters)			12	15
Case Studies			1	2
Research:				
Surveys	1	2	2	3
Develop Performance Database			√	√
Resale Study			√	√

3. Resources

The Network develops and maintains partnerships that bring value to Network members and the CLT movement, facilitates access to technical assistance for CLTs, educates policy makers about the effectiveness of the model, and provides CLTs with information on public policy initiatives.

Strategic Focus: Develop key partnerships that support CLT efforts and educate policy makers about the effectiveness of the model and work to open up additional resources for CLTs.

- A. Partnerships:** Develop resources to help CLTs to better serve their communities.
 - 1) Continue to partner with Lincoln Institute of Land Policy to develop trainings and other resources for CLTs.
 - 2) Continue to partner with NeighborWorks America to deliver high quality trainings on CLTs and foreclosure resources.
 - 3) Work with Habitat International to outline opportunities for Affiliate and CLT collaborations.
 - 4) Work with the Ford Foundation and with NCB Capital Impact's Shared Equity Coalition to expand resources for CLTs.
 - 5) Heritage Lands Initiative: Partner with grassroots groups in African American communities in the South to develop strategies for preventing the loss of lands and the displacement of people who have historically called these communities their home.
 - 6) Explore the development of loan resources for CLTs.
- B. Technical Assistance:** Increase access to high quality, CLT-specific technical assistance.
 - 1) Help CLTs with technical issues by referring them to experienced CLTs and/or consultants.
 - 2) Develop a national technical assistance program.

- 3) Provide immediate assistance to support the development of CLTs in New Orleans and Alabama.
- 4) Assess the TA needs of Network members.

C. Public Policy: Educate CLTs on policy issues, and policy makers on the effectiveness of the CLT model.

- 1) Maintain and make accessible up-to-date information on foreclosure legislation and other issues critical to the mission of CLTs.
- 2) Work selectively, with partners, to support public policy important to CLTs with a focus on expanding mortgage lending resources for CLT homebuyers (i.e. FHA and Fannie Mae).
- 3) Identify and work with partners such as National NeighborWorks Association (NNA) on public policy initiatives that promote the work of CLTs.

D. Other

- a. Research group insurance options for CLTs

E. Production & Supporting Strategies

1. Apply for funding from the Ford Foundation to support the development of a national TA program and TA for New Orleans.
2. Hire a Director of Technical Assistance and create the help desk.
3. Develop key policy partnerships.

Quantitative Summary:

Resources	2007	2008	2009	2010
Key Partnerships	1	1	2	3
Technical Assistance:				
Emerging CLTs			2	4
Existing CLTs			1	2
Help desk				√
Significant Policy Issues		1	2	3
Develop Other resources				√

4. Connecting: Networking and Communication

The Network’s core goals are to connect CLTs with each other, to facilitate the sharing of experiences and expertise, and to provide support for structures and initiatives that allow the CLTs to support each other and to work collectively on issues of common concern. Strategic Focus: Foster regional coalitions, peer-to-peer learning, and open source sharing.

A. Connecting/Networking: Organize events and create and support forums to facilitate connections.

- 1) Continue to increase the connection and cohesion among participants through the Annual Meeting in Athens in October 2009:
 - a. Assess member needs and resources through a survey and discussions.
 - b. Provide opportunities for networking by interest areas and region in addition to introductory and advanced level training and opportunities for practitioners to discuss emerging issues.

- c. Highlight and support the work of the southeast CLTs.
- 2) Identify a host and location for the 2010 National Conference by December 2009.
- 3) Maintain a list serve/chat room that facilitates peer-to-peer technical assistance and information and resource sharing among members and others interested in CLTs.
- 4) Support members in their efforts to work as cohesive teams in their respective regions:
 - a. Include time for regional coalition-building work at trainings and the annual meeting.
 - b. Meet with regional CLT Coalitions to address common issues like messaging and the development of quality printed materials.

B. Communication, Outreach, and Membership Recruitment: Expand membership and maintain timely communications.

- 1) Contact CLTs to better understand their needs and to encourage them to join the Network.
- 2) Create an e-newsletter to communicate Network efforts and to disseminate information and share stories that will help CLTs to grow and to connect.
- 3) Grow the Network voting membership to at least 110 in 2009 and 125 in 2010 by reaching out to non-member CLTs and promoting Network services.
- 4) Increase the number of supporting partners by expanding outreach.

C. Production & Supporting Strategies

- 1. Coordinate direct outreach and member recruitment.
- 2. Revise the Supporting Partners fee schedule and recruit new partners.

Quantitative Summary:

Connecting	2007	2008	2009	2010
Events	1	1	3	4
Coalition support			√	√
Newsletter	√			√
Voting Membership	80	80	110	125

5. Organizational Systems

The Network is building from its current foundation to establish mature, effective, high quality organizational and technological systems that model fiscal responsibility, efficiency, long-term thinking, and creative organizational culture. We are continuing to strengthen and expand existing partnerships and to build new ones that will support the implementation of this strategic plan. We continue to build our credibility and visibility, and work to ensure that our materials represent us well. Some specific organizational capacity goals are identified as Supporting Strategies under each subsection above. Strategies that support all of the above strategic goals for this period are:

A. Organizational Development: Assess systems and develop the structures, financial base, and capacity to carry out the organization’s mission and goals.

- 1) Board:
 - a. Adopt additional governance policies (Whistleblower Policy and others as needed).
 - b. Develop a strategic plan for the organization beyond 2010.
 - c. Review committee charters and revise as needed to clarify roles and responsibilities.

- d. Continue to strengthen the board by completing an annual board self-evaluation, developing a succession plan for top leadership, and consciously looking at the development of new leadership with goals for increasing geographic, ethnic, and age diversity.

2) Operating Systems:

- a. Evaluate and refine administrative systems as needed to meet our growing needs.
- b. Establish filing and accounting systems that enable Board and staff to access information via the web.
- c. Identify and fill needs for new staff and for outside resources to supplement the staff. Modify existing staff responsibilities as needed to support effective and efficient delivery of services and the implementation of the strategic plan.
- d. Maintain a compliance reporting system that assures that all reporting is timely and of the highest quality.

B. Fundraising: Work with partners to develop strong relationships that will help support the capacity building needed to serve members.

- 1) Maintain strong and creative relationships with existing funder-partners.
- 2) Refine fundraising plan and campaign.
- 3) Identify additional funder-partners and submit applications.

C. Marketing: Develop written materials and graphics that reflect the mission and core competencies.

- 1) Ensure that all Network materials have a consistent message and feel.
- 2) Continue to assess and refine Network branding as the work of the organization evolves.

Quantitative Summary:

Staff	2007	2008	2009	2010
Executive Director	0.25	1	1	1
Admin Director	0	0.9	1	1
Academy Director	0	0	0	0.5
Technical Assistance	0	0	0	1
Admin Support	0.5	0	0	0
Total Staff (FTE)	0.75	1.9	2	3.5
Funding Sources	2007	2008	2009	2010
Major Supporters	1	1	2	3
Supporting Partners	0	3	6	20

National CLT Network Strategic Plan January 2009- June 2010: Appendix

2009 Board of Directors

Dena Al-Khatib

Chicago Community Land Trust
Chicago, IL

Robert Burns

NeighborWorks® America
Washington, DC

Lisa Byers (**President 2006-2008**)

OPAL (Of People and Land) Community Land Trust
Orcas Island, WA

Bedilia Campbell

Community Training Works
Miami, FL

Connie Chavez, **President**

Saw Mill Community Land Trust
Albuquerque, NM

Marie Cirillo

Woodland Community Land Trust
Clairfield, TN

Devika Goetschius, **Vice President**

Housing Land Trust of Sonoma County
Petaluma, CA

Joe Gray

JEG Urban Planning Associates, Inc.
Boynton Beach, FL

John Hamilton, **Treasurer**

City First Enterprises
Washington, DC

Allison Handler

Decisions Decisions
Portland, OR

Jim Mischler-Philbin (**President 2009**)

Northern Communities Land Trust
Duluth, MN

Norma Jean Sawyer

Bahama Conch Community Land Trust
Key West, FL

Doug Smoot

Habitat for Humanity – Sacramento
Roseville, CA

Van Temple, **Secretary**

Diamond State Community Land Trust
Ardencroft, DE

Ramone Valeriano

People Trust/Austin CLT
Austin, TX

Academy Advisory Board

John Davis, **Dean**

Burlington Associates
Burlington, VT

Jeff Corey, **Curriculum Committee Chair**

Northern Communities Land Trust
Duluth, MN

Marge Misak, **Best Practices Committee Chair**

Cuyahoga Community Land Trust
Cleveland, OH

Staff

Roger Lewis

Executive Director
Boulder, CO

Jessica Grant

Administrative Director
Portland, OR

Roots

The modern-day Community Land Trust, as both a model and a movement, is relatively new, with the first CLTs only appearing in the United States in the 1970s. The roots of the CLT are much older. From an ethic of land stewardship found in Biblical scriptures, Native American traditions, and the New England custom of the village commons, the CLT draws its inspiration for removing land from the speculative market and managing it for the common good. From the social theories of Henry George and the social experiments of the Garden Cities Movement in England and the Jewish National Fund in Israel, the CLT derives its mechanisms for leasing land and capturing socially-created real estate gains for the benefit of a larger community. From Mahatma Gandhi and the Gramdan Movement in India, the CLT draws its concept of trusteeship, preserving access to land and housing for populations historically excluded from the economic and political mainstream. From the Civil Rights Movement in the American South, the CLT draws its commitment to open membership, inclusive governance, and direct accountability to the community it serves. This is a heritage shared by all CLTs, no matter how much their particular organizational and operational features may differ from one another.

Core Principles

The National Community Land Trust Network will advance the following seven principles to guide the work of its members:

1. **Perpetual Affordability:** We will create affordable access to land and homes, and ensure affordability for future generations.
2. **Community Health, Cohesion, and Diversity:** We will strengthen the communities in which we work by enhancing the quality of life through affordable housing, community-building, education, access to land, and advocacy on behalf of people of lower incomes, people of color, and others most often marginalized in society.
3. **Community Stewardship of Land:** We will steward the land for a variety of purposes that benefit the community, such as affordable homes, community-based businesses, community-supported agriculture, and preservation of green space.
4. **Perpetual Sustainability:** We will create high quality buildings that are environmentally sustainable and accessible; we will create exceptional organizations that are economically sustainable; and we will create programs that support residents and staff in achieving long-term success.
5. **Representative Governance:** We will integrate the key stakeholders in the decision-making of the organization, particularly residents on community owned land.
6. **Resident and Community Empowerment:** We will build financial assets, develop leadership skills, create stability, offer mobility and community involvement for our residents, and provide opportunities for our members, board, and staff to engage more fully in their communities
7. **Openness to a variety of organizational structures:** We recognize that each community must determine the exact type of organizational structure best suited for the issues, goals, and needs of their local community, with the understanding that each National CLT Network member will strive to incorporate the previous six principles within their organization.