

Northwest Community Land Trust Coalition

Strategic Plan

Adopted December 1, 2004

by the Northwest Community Land Trust Coalition Board of Trustees

Mission Statement

The **mission** of the Northwest Community Land Trust Coalition (NwCLTC) is to coordinate, support, and enhance the activities of the community land trusts (CLTs) based in the Pacific Northwest so that, working together and independently, these CLTs can provide permanently affordable access to land for housing and other community needs that serve low- and moderate-income members of their communities.

Vision

NwCLTC members share the **vision** of the Pacific Northwest as home to a strong **Coalition** serving a growing number of dynamic, effective, and sustainable CLT organizations.

Over the next several years, the NwCLTC's growing impact will be enhanced by a small but effective staff facilitating the work of CLTs across the Northwest. The Coalition's accomplishments and strong track record will lead to:

- An increased number of CLTs in the region and more members of NwCLTC;
- Dedicated and accessible funds to support CLT projects;
- Increased production of affordable housing by CLTs;
- Significant gains in support for the CLT movement;
- Clear policy preference for permanently affordable homeownership; and
- Strong partnerships with other nonprofits and across interest and issue areas.

Across the Northwest region, CLTs will be widely recognized and highly valued for their professional management skills and innovative strategies for building healthy communities. CLTs work to ensure permanently affordable access to land as the foundation for their efforts to create:

- Affordably priced homes for sale to low and moderate income households so that people can live in the communities where they work and build equity to invest in their future;
- Innovative and appropriate economic development activities; and
- Effective community stewardship of the land.

NwCLTC Values

The Coalition's core values include:

- Supporting all CLTs to achieve excellence in management, program delivery and community connections;
- Accomplishing our social goals in a fiscally responsible manner;
- Emphasizing the use of affordable housing resources to ensure permanent affordability;
- Encouraging a thoughtful and respectful regard for land as a community asset by ensuring it's careful use;

- Promoting sustainable approaches and relationships that steward the community’s economic, social and natural capital;
- Providing a welcoming and supportive environment for new CLTs; and
- Maintaining the informal and grass-roots nature of gatherings.

Strategies and Activities

1) Increase public awareness of the CLT model and promote a common agenda resulting in favorable policies and increased resources to benefit the work of CLTs across the region.

- a) Create tools and materials that communicate the CLT model.
 - i) Work collectively to develop a consistent and compelling message that all CLTs can use.
 - ii) Design and produce effective marketing materials to promote the CLT model with donors, funders and policy makers.
- b) Develop advocacy tools for use in local communities that will advance understanding of the model and lead toward local policies that support CLTs.
 - i) Work with Burlington Associates, the coalition of Minnesota CLTs, the Institute for Community Economics, and others to identify the appropriate measures and begin collecting data to quantify the impact of CLT efforts.
- c) Provide focused and coordinated public policy advocacy opportunities for member CLTs.
 - i) Actively support a national legislative agenda of issues relevant to CLT efforts.
 - ii) Participate actively in the Washington Low Income Housing Alliance and the Oregon Affordable Housing Caucus to develop and support a legislative agenda favorable to CLTs.
 - (1) Pursue legislative approaches to address property tax valuation concerns.
 - iii) Track issues in Oregon and Washington of interest to CLT members and disseminate information to members regularly.

2) Secure additional financial resources to support the work of CLTs.

- a) Develop a business plan to create a revolving loan fund for CLTs.
- b) Explore ways to secure additional project funding including: set-aside “gap” funding to increase affordability; interim construction financing (ideally low- or no-interest); and purchase mortgage financing.

- c) Consider building relationships with national funders and funder collaboratives to solicit funding for the Coalition and/or as pass-through funding to CLTs.
- d) Undertake joint fundraising initiatives to secure funding for Coalition and member CLTs from private, philanthropic sources.

3) Build the capacity of individual CLT members leading to more productive, effective, and sustainable organizations serving their communities.

- a) Develop a nationally-recognized and certificated CLT Academy providing high quality, skills-based and leadership development training.
 - i) Explore possibilities for a larger organization to “own” curriculum and support its development.
 - ii) Research successful academy models to determine what already exists to avoid duplication.
 - iii) Secure funding to support curriculum design planning session involving CLTs, the coalition of Minnesota CLTs, the Institute for Community Economics, technical assistance providers, and higher education faculty. Orient and share initial ideas through conference calls.
 - iv) Convene curriculum design planning session concurrent and interactive with the spring, 2005 NwCLTC meeting. Present basic course outline for review and feedback.
 - v) Conduct fundraising efforts to finance first academy offering in 2006.
- b) Provide internally or facilitate the acquisition of technical assistance through established providers.
- c) Explore development of a circuit rider approach that provides visits to individual CLTs by persons with specific expertise to share best practices.
- d) Offer mentoring and coaching opportunities for new CLT organizations and new staff.
- e) Provide opportunities for shared staffing and collective purchasing among members.
- f) Explore ways to apply the CLT model to projects other than housing and disseminate project models.

4) Strengthen the ties and mutual support among member CLTs in the region by creating a strong coalition within the Northwest, and with national counterparts such as the Institute for Community Economics, Neighborhood Reinvestment Corporation, and other regional coalitions by collaborating when appropriate to achieve goals.

- a) Support twice yearly NwCLTC gatherings for networking, problem-solving, training, NwCLTC governance, and individual renewal.
- b) Manage the “listserv” tool to ensure that it is widely used and well respected.
- c) Staff the NwCLTC appropriately to implement the strategic plan.
- d) Continue and maintain a strong and productive relationship with ICE.
- e) Explore feasibility of applying for a NeighborWorks designation.

5) Foster and support greater geographic representation through the thoughtful and strategic growth of new and existing CLTs in the region.

- a) Work collectively to support grass-roots interest in CLTs by sharing materials and resources as appropriate with funders, community groups, and other nonprofits.
- b) Direct start-up questions to ICE to access “how-to” materials.
- c) Create a speakers bureau with trained volunteers and written materials to:
 - i) Take advantage of opportunities to present the CLT model at appropriate conferences throughout the Northwest;
 - ii) Visit local communities and share information on CLTs when invited.