



## 2020-2021 Strategic Plan

This document is the Columbia Community Land Trust's 3-year Strategic Plan for operations for calendar years 2020 thru 2021. The document includes the organizational mission, vision, values, and goals within the remaining 2 years of the City-CCLT operating agreement.

# Columbia Community Land Trust

## 2020-2021 Strategic Plan

### Executive Summary:

The Columbia Community Land Trust (CCLT) 2020-2021 Strategic Plan outlines the organizational, financial and housing production goals for the CCLT's final 2 years of operation under the City-CCLT operating agreement. This plan identifies critical next steps to creating further organizational stability and fulfilling its primary purpose of creating and stewarding permanently affordable housing.

The CCLT was incorporated as an entity on November 3<sup>rd</sup> of 2016, the Board of Directors was appointed by the Columbia City Council on November 24, 2016 and organizational bylaws were adopted on January 10, 2017.

The CCLT organization was born out of a City of Columbia, City Council initiative to further the creation and preservation of affordable housing. This initiative dates back to public discussions and the final report of the Affordable Housing Policy Task Force formulated in 2008, the City's 2010-2014 Consolidated Plan, the City Visioning process and the 2015 City of Columbia Affordable Housing Symposium. Each public process and individual voice of the discussion played a critical role in moving this initiative forward.

The purpose of this document is to formalize what the CCLT will strive to accomplish in years 2020-2021, as well as how the organization will be positioned to move towards independent operations in year 2022.

### Board of Directors

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Anthony Stanton, *President*

Richard Mendenhall, *Vice President*

Alex Labrunerie, *Treasurer*

Susan Maze, *Secretary*

Shirley Rhoades

Scott Crystal

Linda Head



## Mission

To support low to moderate income Columbia households through the creation and stewardship of permanently affordable housing.

## Vision

A strong CLT with a growing and diverse portfolio of safe, high quality, energy efficient and permanently affordable housing for low to moderate income households.

## Values

### **Stewardship:**

*We value the importance of protecting public and private investments in housing, neighborhoods and individual households to ensure a sustainable and growing organization to pass on to future generations.*

### **Empowerment:**

*We value the importance of creating opportunities and environments that give power to neighborhood representatives, community and business leaders and lower income participant households, to govern this organization.*

### **Diversity:**

*We recognize the differences between people and acknowledge that these differences bring tremendous value to understanding and identifying steps towards solving complex community and social challenges.*

### **Fairness:**

*We value and are committed to treating everyone with dignity, respect and fairness. We value democratically decided policies and procedures, as well as the ability to exercise judgment when confronted with unique circumstances.*

### **Innovation:**

*We value and encourage change, creativity and a commitment to seeking improved practices. We have a firm commitment to finding better ways to create permanently affordable housing and stabilize neighborhoods.*

## Columbia Community Land Trust Organization

The CCLT organization is made up of a governing Board of Directors and its operations are directed by City of Columbia, Housing Programs Division staff. The CCLT Board also maintains a Council liaison. The goal of this current structure is to balance the goals of creating an organization that is representative of our community and also maintains critical expertise.

### *Board of Directors*

The CCLT Board of Directors consists of 3 equal parts: community and business leaders, neighborhood representatives and program participants. The Board of Directors is appointed by the City of Columbia, City Council and members serve 4 year staggered terms. The Columbia City Council designates 1 Council Person to serve as the Council Liaison to the CCLT.

*Roles: Board Members, City Staff and Council Liaison*

### **CCLT Board**

1. Make policy decisions aligned with a shared vision that reflects the needs and desired outcomes of all the relevant stakeholders.
2. Provide oversight and support to City staff relevant to your board position.
3. Advocate the CCLT's mission and vision to our community partners and funders.

### **Council Liaison**

1. Communicate broader and collective City Council policy objectives.

### **City Staff**

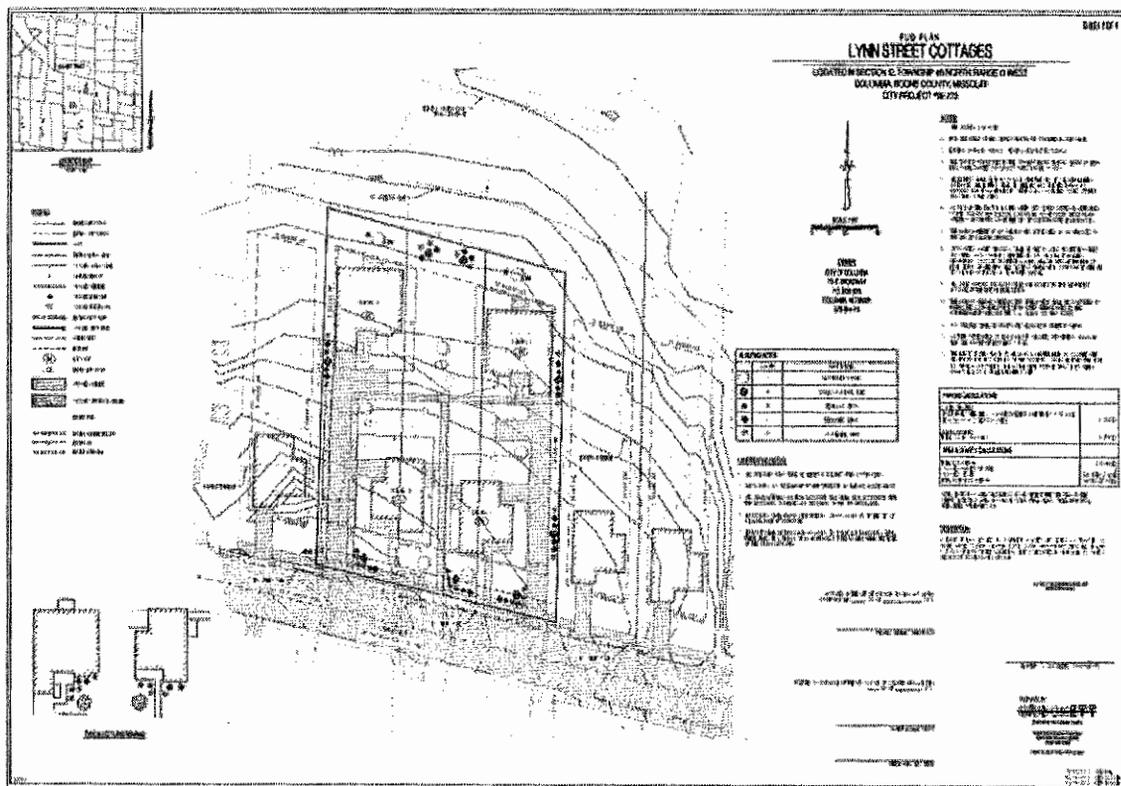
1. Provide staffing support and policy analysis to CCLT Board.
2. Present CCLT accomplishments and initiatives to the community.
3. Work with the Board to identify and pursue additional funding opportunities.
4. Oversee daily operations:
  - a. Develop and administer policies and procedures.
  - b. Manage bank account and coordinate communication to legal and accounting services.
  - c. Ensure annual reporting and compliance measures are met.
  - d. Implement annual goals and initiatives of the CCLT.



## History of the Organization

The City Council approved the purchase of land located on Lynn Street for the purpose of developing affordable housing under the community land trust model (CLT) in August of 2015. \$200,000 General Fund Savings was appropriated within the FY 2016 City Budget for the purpose of developing four energy-efficient and universally designed affordable homes on Lynn Street and starting a community land trust organization. The City Council also approved the procurement of Mike Brown of Burlington Associates to assist in working with City staff and a local CLT Steering Committee to determine the feasibility of starting a CLT in Columbia. The Steering Committee deliberated for several months and eventually recommended to the City Council that it proceed with implementing a CLT in Columbia, MO. Mike Brown of Burlington Associates continued his work with the Steering Committee and eventually the Columbia Community Land Trust's initial Board of Directors to implement a fully functional CLT in Columbia, MO.

The City of Columbia City Council approved the implementation of the Columbia Community Land Trust on September 6, 2016. City Council later appointed the initial Columbia Community Land Trust (CCLT) board at its November 21, 2016 Council meeting. Site clearance, grading, electrical infrastructure installation and sewer infrastructure installation were completed on the Lynn Street Cottages in December 2016 and construction and sale of the homes was completed in spring of 2018.



Lynn Cottages PUD

## 2- Year Desired Outcomes & Goals

**Desired Outcome: The Columbia Community Land Trust is a fully functioning CLT with independent and sustainable governance and operations.**

### 2020 Goals

1. Develop a communication policy to formalize policies and procedures for staff communication with Executive Officers and President, as well as communication guidelines for interacting with the media, funders and City Council.
2. Conduct organizational sustainability work session with the Columbia City Council to identify complimentary actions to execute in partnership to move towards organizational sustainability.
3. Develop CCLT Board Member Training Manual for new and existing CCLT Board members.

### 2021 Goals

1. Develop Job Description for future CCLT Executive Director Position.
2. Develop feasibility assessment plan for becoming an independent 501(c)3 organization.

## Financial

**Desired Outcome: The Columbia Community Land Trust is fiscally sound and maintains a growing and diversifying portfolio of revenue.**

### 2020 Goals

1. Obtain all necessary funding sources to fully execute the Cullimore Cottages project.
2. Develop three year estimated financials for becoming an independent organization.
3. Procure outside firm to complete a "Review" of financial statement for 2019 to be completed by no later than June 1, 2020.
4. Identify and implement additional procedures resulting from "Review" of Financial Statements for 2019.
5. Collect a minimum of \$5,000 in ground lease fees with no more than 5% uncollectable months.
6. Create and implement a fundraising plan to increase non-city budget funding sources.
7. Maintain an end of year operating reserve account balance of 6 months of operating costs.
8. Meet MBE/WBE guidelines and Section 3 requirements of the Housing and Urban Development Act of 1968.

### 2021 Goals

1. Procure full audit of 2020 financials.
2. Develop budget for funding staffing plan to manage increased workload and growing portfolio.
3. Obtain an end of year Ground Lease account balance of \$15,000.
4. Collect a minimum \$6,000 in ground lease fees in FY 2020 with no more than 5% uncollectable months.
5. Maintain an end of year operating reserve account balance of 9 months of operating costs.
6. Meet MBE/WBE guidelines and Section 3 requirements of the Housing and Urban Development Act of 1968.

## Housing Production

**Desired Outcome: The Columbia Community Land Trust has an expanding portfolio of permanently affordable housing with successful program participants.**

### 2020 Goals

1. Complete pre-development of the Cullimore Cottages including biotention and site improvements.
2. Execute Community Housing Development Organization (CHDO), CCLT and City funding agreements for local CHDOs on 5 Cullimore Cottages homes for 2020 construction.
3. Identify builder for 5 CCLT Cullimore Cottages homes for 2020 construction.
4. Receive 7 Third Avenue, 9 Third Avenue into portfolio.
5. Sell 19 Third Avenue.

2021 Goals

1. Ensure completion of construction on all Cullimore Cottages homes.
2. Begin construction on 210 and 212 Hickman Avenue properties.
3. Begin construction on 6 Fourth Avenue.

**CCLT Property Inventory Projection**

- 7 Third Avenue spring of 2020.
  - 9 Third Avenue spring of 2020.
  - 19 Third Avenue spring of 2020.
  - 5 N. 8<sup>th</sup> Street Properties to be completed by fall 2020 and sold in 2021.
  - 5 N. 8<sup>th</sup> Properties to be completed by summer of 2021.
- 13 additional properties** to be added to CCLT portfolio by end of FY 2021.

