



2017-2019 Strategic Plan

This document is the Columbia Community Land Trust's 3-year Strategic Plan for operations for calendar years 2017 thru 2019. The document includes the organizational mission, vision, values, and 3 year goals as they relate to meeting the CCLT's desired outcomes.

Columbia Community Land Trust

2017-2019 Strategic Plan

Executive Summary:

The Columbia Community Land Trust (CCLT) 2017 Strategic Plan outlines the organizational, financial and housing production goals for the CCLT's first three years of operations. This plan lays out a path to create an organization that is representative of our community, fiscally sound and is decisive in continuing its primary purpose of creating and stewarding permanently affordable housing.

The CCLT was incorporated as an entity on November 3rd 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 finally as the number 1 goal of 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 and making this achievement a reality.

The purpose of this document is to formalize what the CCLT will strive to accomplish in years 2017-2019, as well as how the organization will be positioned to launch forward from year 2019.

Board of Directors

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Jerry Dowell, *President*

Anthony Stanton, *Vice President*

Alex Labrunerie, *Treasurer*

Susan Maze, *Secretary*

Shirley Rhoades

Paul Prevo

Mike Trapp, *Council Liaison*



Mission

Strengthen our community through the creation and stewardship of permanently affordable housing

Vision

A strong community with a growing and diverse portfolio of safe, high quality, energy efficient and permanently affordable housing options.

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, Community Development Department 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 (upon the completion of 7 homes). The Board of Directors is appointed by the City of Columbia, City Council and members serve 2 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 City values and policy objectives for City funded CCLT initiatives.
2. Provide City oversight of organization and assist in garnering new board members.
3. Advocate CCLT accomplishments and new initiatives to fellow City leaders.

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.

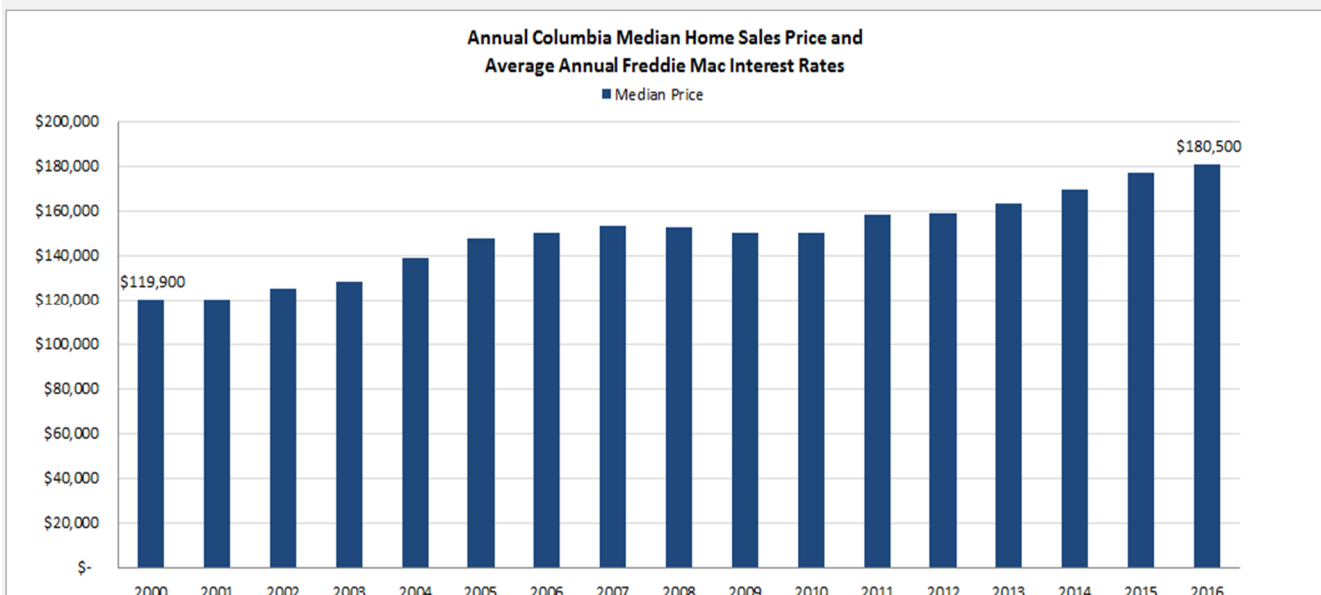
The City of Columbia City Council approved the implementation of the Columbia Community Land Trust on September 6, 2016. City Council later appointed the initial Columbia Community Land Trust (CCLT) board at its November 21, 2016 Council meeting. Site clearance, grading, electrical infrastructure installation and sewer infrastructure installation were completed on the Lynn Street Cottages in December 2016 and construction of the homes is scheduled to begin in late summer of 2017.



Affordable Housing Needs

The Columbia Community Land Trust uses the following definition of affordable housing: Housing for which occupant households spend no more than 30% of their gross monthly income on gross housing costs. Households that expend more than 30% of their gross monthly income on gross housing costs are classified as housing cost burdened.

The City of Columbia has experienced growing concern for affordable housing and the impact of affordable housing on lower income households and neighborhoods. According to 5-year estimates of 2015 American Community Survey data, roughly 57% or over 12,000 of City of Columbia rental households are housing cost burdened, or pay more than 30% of their gross monthly income on total housing costs including utilities. Roughly 20% or over 3,500 City of Columbia owner-occupied households with active mortgages are classified as housing cost burdened. Columbia's median home sales price has risen from \$119,900 in the year 2000, to over \$180,500 by the end of 2016, making the benefits of homeownership increasingly difficult to obtain for lower income working households. The figure below shows this steady rise in median home sales price.

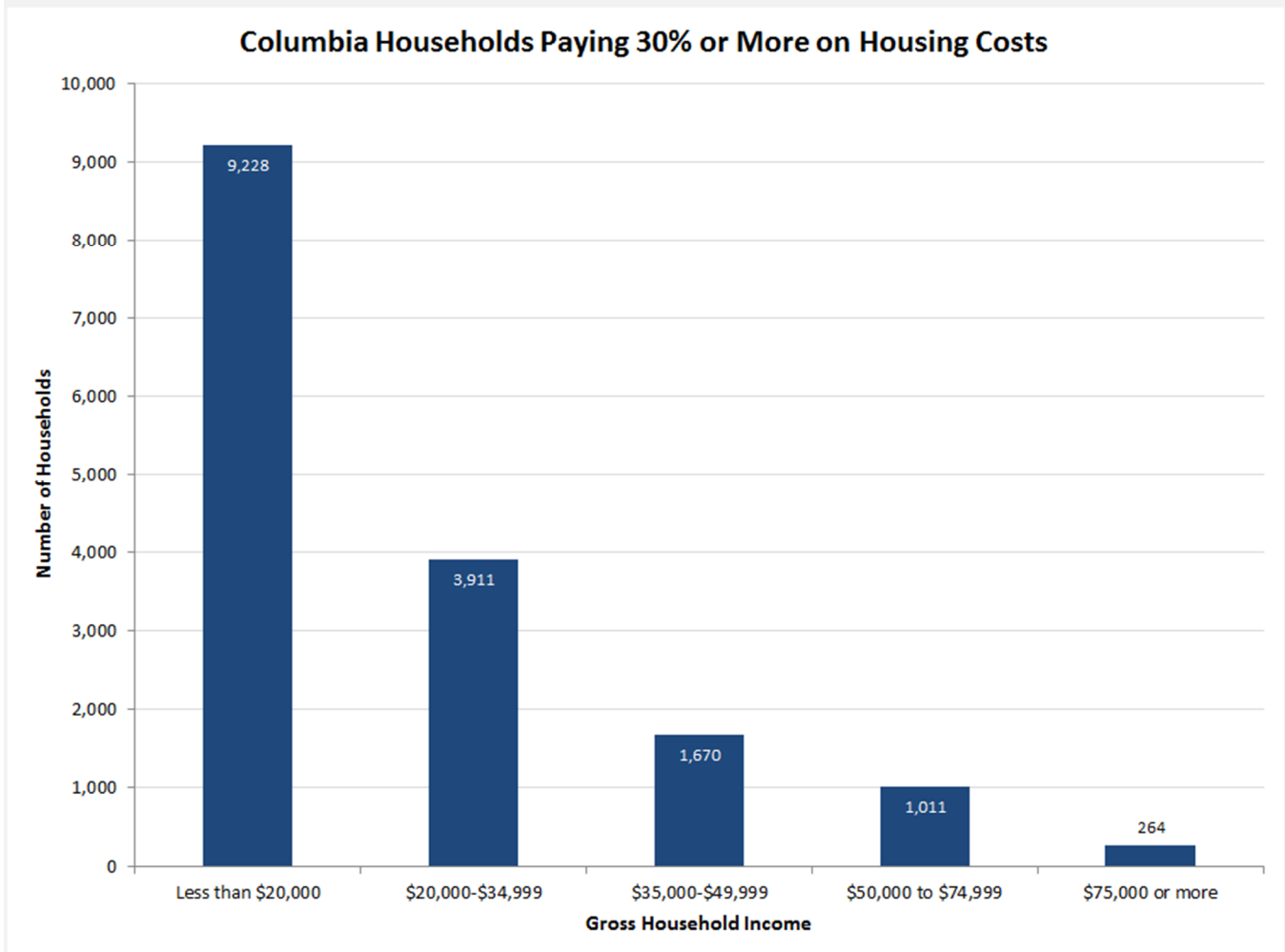


The Columbia Community Land Trust's mission centers on providing "permanently affordable housing." During the first 3 years of its operations, the CCLT's primary objective will be creating permanently affordable homeownership units.

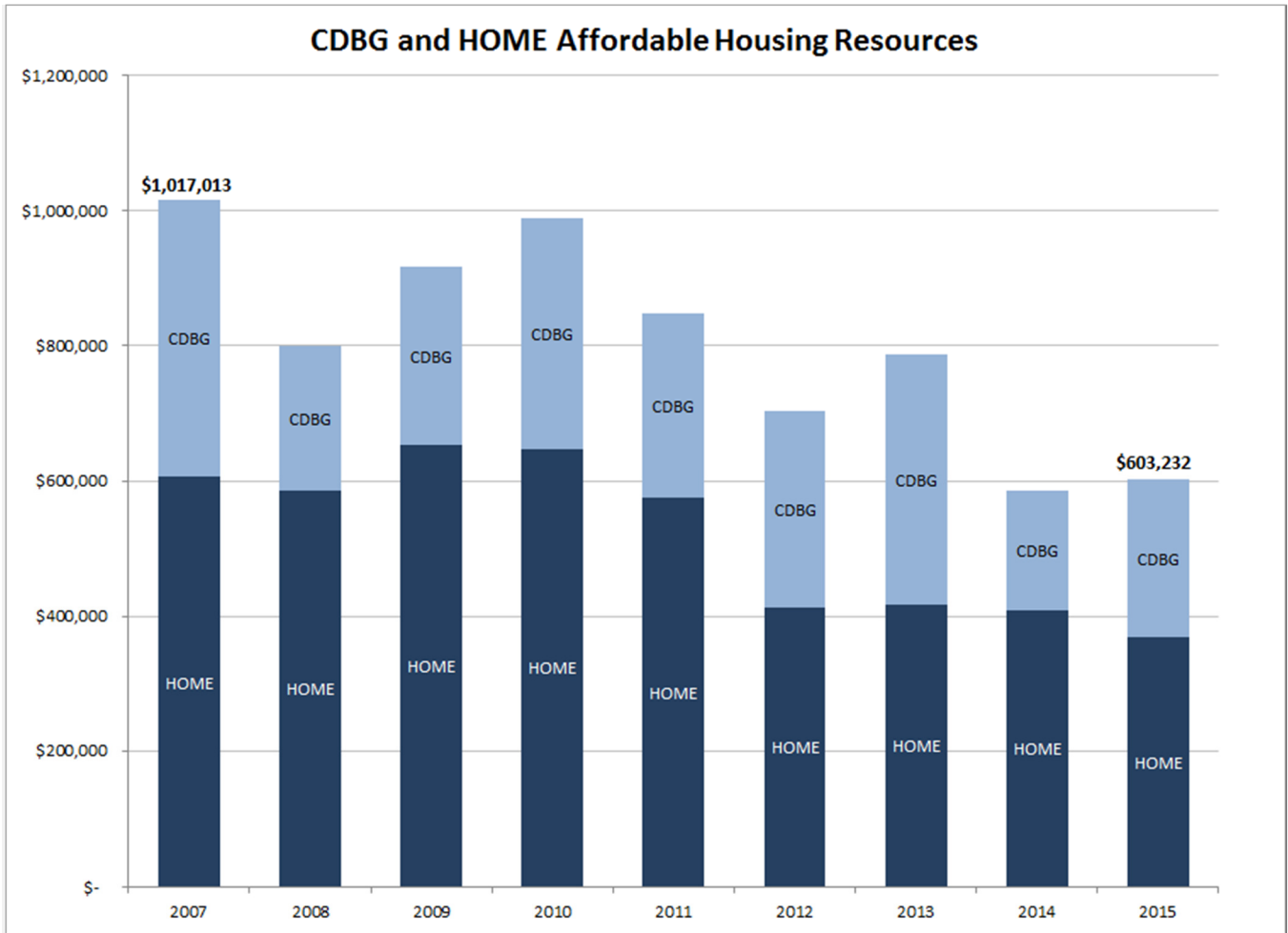
The City of Columbia Community Development Department has been the primary provider of affordable housing efforts targeted towards homeownership. The City of Columbia has helped over 458 households become first-time homeowners since the year 2000 and assisted over 300 owner-occupied households with rehabilitation or repair loans. Legacy City Affordable Housing Programs also included funding local non-profit partners to construct over 50 new single family residential homes since the mid-90s. A recent study of these homes demonstrated a variety of benefits for starting the Columbia Community Land Trust. 25% of these legacy homes had experienced a property

maintenance violation within the past 2 years, 10 of the 50 had turned into rental properties and several had appreciated to a level that was less affordable to the next buyer. The Columbia Community Land Trust will ensure that homes remain owner-occupied, well-maintained and affordable in perpetuity.

Recent average income of first-time homebuyers assisted through the City staff's legacy programs was approximately \$32,000 per year. The CCLT expects to serve similar income ranges in its first homes. The CCLT anticipates that a majority of the market it will serve will involve the estimated 5,581 housing cost burdened households making between \$20,000 and \$75,000 in gross annual income. Columbia households expending more than 30% of their monthly income on housing costs, broken down by income, can be seen on the following table.



Funding for affordable housing continues to decline. The City of Columbia has recently allocated additional local funding support for the CCLT; however, a majority of financial support for local affordable housing efforts is maintained from federal sources, including the Community Development Block Grant (CDBG) and HOME Investment Partnerships Program (HOME). Uncertainty in the federal budget process has resulted in a continued decline in funds available for affordable housing, as shown by the following table.



Summary

With increasing affordable housing needs, decreasing funding and results of a study indicating the need to protect investments in affordable owner occupied housing, the City Council carried forward the idea of starting the Columbia Community Land Trust. City staff worked with the City Council and local community partners to begin the process of creating the Columbia Community Land Trust, in order to protect and leverage public and private investments in affordable housing.



3- Year Desired Outcomes & Goals

Organizational

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

2017 Goals

1. Initial Board of Directors appointed and bylaws approved.
2. Adopt an organizational mission, vision and values.
3. Adopted a formal ground lease for participants.
4. Approve Homebuyer Selection Policy and Stewardship policy.

2018 Goals

1. CCLT Program participant Board Members appointed.
2. Increase Board Engagement by designating ownership of reporting responsibilities: marketing of efforts, fundraising, welcoming of new participant homeowners and other responsibilities as identified.

2019 Goals

1. Staffing plan completed to manage increased workload and growing portfolio.

Financial

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

2017 Goals

1. Obtain 501c3 status.
2. Adopt financial policies and procedures.
3. Develop effective monthly financial reporting for Treasure to report at monthly meetings.
4. Identify 3rd party entity/person to reconcile bank statements to reporting of expenditures.
5. Develop system for maintaining required reporting to MO Secretary of State and IRS.
6. Complete Federal Home Loan Bank (FHLB) application to obtain funding for 2nd CCLT project.

2018 Goals

1. Obtain all necessary funding sources to begin 2nd CCLT project.
2. Procure outside firm to complete a “Compilation” financial statement for year 1 by the end of the 2nd quarter.
3. Develop fundraising plan for Columbia Community Land Trust.
4. Obtain an end of year Repair and Maintenance Reserve Account balance of \$4,300.
5. Collect \$2,280 in ground lease fees with no more than 5% uncollectable months.
6. Create a fundraising plan to increase non-city budget funding sources.
7. Maintain an end of year operating reserve account balance of 3 months of operating costs.
8. Meet MBE/WBE guidelines and Section 3 requirements of the Housing and Urban Development Act of 1968.

2019 Goals

1. Procure an outside firm to conduct a “Review” of Financial Statements
2. Develop budget for funding staffing plan to manage increased workload and growing portfolio.
3. Obtain an end of year Repair and Maintenance Reserve Account balance of \$9,060.
4. Collect \$4,680 in ground lease fees with no more than 5% uncollectable months.
5. Implement fundraising plan to increase non-city budget funding sources.
6. Budget for full audit of year 3 prior to the ending of the 2nd quarter of Year 4.
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.

Housing Production

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

2017 Goals

1. Complete pre-development of the Lynn Street Cottages and begin construction.
2. Execute Community Housing Development Organization (CHDO), CCLT and City funding agreements for local CHDOs on 103, 105, 115 Lynn and 804 King.
3. Begin pre-development of N. Eighth Street project and engagement of neighborhood.
4. Purchase 3 properties for FY 2017 CHDO funded projects.

2018 Goals

1. Complete construction of the following homes:
 - 103, 105, 107, 109, 111, 113 and 115 Lynn- **7 homes**
2. Execute CHDO, CCLT and City funding agreements for local CHDOs on 700 Oak.
3. Complete pre-development of 4 N. Eighth Street properties and begin construction.
4. Identify Year 3 projects to begin pre-development with construction in year 4.
5. Begin Construction of 3 FY 2017 CHDO funded properties.
6. Purchase 3 properties for FY 2018 CHDO funded properties.

2019 Goals

1. Complete construction of the following homes:
 - 4 N. Eighth Street properties, 700 Oak and 804 King.-**6 homes**
 - FY 2017 CHDO funded properties-**3 homes.**
2. Begin construction of 3 FY 2018 CHDO funded properties.
3. Purchase 3 properties for FY 2019 CHDO funded properties.

CCLT Property Inventory Projection

- 103 Lynn-CHDO property to be completed by Central Missouri Community Action (CMCA) in FY 2018.
- 105 Lynn- CHDO property to be completed by Job Point in FY 2018.
- 107, 109, 111, 113-Lynn Street Cottages to be completed by CCLT Builder in FY 2018.
- 115 Lynn-CHDO property to be completed by Habitat in FY 2018.
- 700 Oak-CHDO property to be completed by Job Point by late 2018 or early 2019.
- 804 King- CHDO property to be completed by CMCA by late 2018 or early 2019.
- 4 N. Eighth Street Properties-Addresses TBD-to be completed by early 2019.
- **3 FY 2017 CHDO properties-Addresses TBD-to be completed in 2019.**

16 properties total to be completed by end of FY 2019.

