



# City of Columbia, Missouri

## Meeting Minutes

### Community Land Trust Organization Board

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Wednesday, September 26, 2018

6:30 PM

Regular

Room 1C, City Hall

701 E. Broadway  
Columbia

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#### I. CALL TO ORDER

The meeting was called to order at 6:30 pm by Anthony Stanton. Stanton shares that Jerry Dowell, CCLT board President has stepped down and he will now be acting chairperson until the December officer elections. He discusses that there will be a lot to accomplish in the next several months including adding homeowners to the board in the coming months and utilizing consultant Mike Brown.

#### II. INTRODUCTIONS

Present at the meeting were board members Anthony Stanton, Alex LaBrunerie, and Shirley Rhoades and city staff Darcie Clark and Randy Cole. CCLT homeowners, Debra Minor and Linda Head, Burlington Associates Consultant Mike Brown and public member Mike Martin with the Columbia Heartbeat were also in attendance.

**Present:** 3 - Shirley Rhoades, Anthony Stanton and Alexander LaBrunerie

**Excused:** 3 - Paul Prevo, Michael Trapp and Susan Maze

#### III. APPROVAL OF AGENDA

**Motion to approve the Agenda:** Stanton

**Motion to 2nd:** Rhoades

**Not Voting:** Prevo

**Motion passes:** 3:0

#### IV. APPROVAL OF MINUTES

Approval of August 14, 2018 Minutes

**Attachments:** [Draft CCLT 8.14.18 Minutes.docx](#)

**Motion to approve the Minutes:** Stanton

**Motion to 2nd:** LaBrunerie

**Not Voting:** Prevo

**Motion passes:** 3:0

#### V. OLD BUSINESS

##### N. 8th Street Predevelopment

Cole shares that the zoning and platting application has been submitted for the N. 8th street project for 10 homes. Additional discussions were had with planners regarding fire access, storm water and the density of the development and he believes that everything has been worked out and the plans will go before the Planning and Zoning Commission on October 18th. He shares that the goal was to build the neighborhoods vision which has been communicated extensively with city planners.

### Credit Education and Counseling Event

October 13th, the City will be offering a credit education event that will be cohosted with Veterans United. The class and 1 on 1 consultations will hopefully help future homeowners, including future CCLT homeowners be prepared and have solid credit scores prior to the purchase of a home. Individuals call or email Darcie Clark directly to so that she may remind individuals to bring their personal credit scores for the 1 on 1 consults.

### November 29, 2018 Event

Tiffany Manual will be coming, she will speak about the importance of equity in neighborhoods. She spoke last year at the Grounded Solutions National Conference. It will be in the evening and open to the public. The event will be sent out of the community development LISTSERV and the boards and commissions. The following morning there will be a breakfast. The boards and commissions that the CDBG and Housing staff are active with include the Community Development Commission, Loan and Grant Committee, Columbia Community Land Trust and the Fair Housing Task Force will be invited so that they may speak to Tiffany directly and gather more knowledge. The breakfast will also be open to the public.

### 5-Year Consolidated Plan

Cole shares that the City utilizes CDBG and HOME funds that impact many different entities. These funds impact the CCLT and the CHDO partners building the homes. Plans for Fiscal years 2020-2024 will be beginning on how to expend CDBG and HOME funds and there will be a lot of meetings to involve the public and partners. There will also be collaboration and involvement with the boards and commissions.

### Grounded Solutions National Conference 2018

Cole shares that he and Stanton will be attending the conference and they will determine together what sessions they should each attend to bring back beneficial information to share with the board. Mike Brown shared that there will 520 affordable housing practitioners, most community land trust individuals attending the conference.

## VI. REPORTS

### Treasurer's Report

**Attachments:** [August Financials](#)

LaBrunerie discusses the Financials for the month of August. LaBrunerie met with the CCLT accountant, Jack Beard. They discussed the future pricing and potential reviews or audits. The monthly pricing for financials intend to stay the same. The Ground Lease revenue may help with some additional reporting and ideas for more revenue. LaBrunerie requests an outside audit for less than \$3,000 but at this time this cannot be done. At the time of an officer or Treasurer change there would be a good time for an outside audit. Cole shares that according the Strategic Plan there will be several levels of review. There will be a reviewed statement intended in the 2nd and current year. It is not as robust as a full audit but will be useful and more affordable.

### Ground Lease Payments Received

The Ground Leases payments have been coming in on Lynn St. LaBrunerie asks the present homeowners how things are going. Linda shares that "they are going good".

### Treasurer's Report

**Attachments:** [August Financials](#)

**Motion to approve the Treasurer's report: Stanton**

**Motion to 2nd: Rhoades**

**Not Voting: Prevo**

**Motion passes: 3:0**

## VII. SPECIAL ITEMS

Mike Brown of Burlington Associates Strategic Planning Session

**Attachments:** [Columbia CLT Functions-Mike Brown](#)

[Strategic Plan](#)

Brown shares that the last time he was in Columbia assisting with CCLT was July 2017. There was a tent on Lynn Street for the Ground Breaking, and he felt it is incredibly cool to see homes and homeowners now. He touches on how the agreement between the City of Columbia and the CCLT is to utilize the resources that the city has through the CCLT as a way to maximize them. Brown shares that he understands that the CCLT is looking at what their next move should be and if they should continue the current relationship with the City and what should the CCLT work on to improve. He shares that reviewing the strategic plan, the CCLT is on track to exceed some of the goals put in place and is doing very well with the progress that they are making.

*James Pounds a public member with interest in Affordable Housing arrives.*

Mr. Martin, member of the public, asked for clarification of duties of the board and staff. It was clarified that Darcie Clark is City staff and completes the minutes that are reviewed and approved by the CCLT board and Secretary Susan Maze. City staff conducts the administrative responsibilities for the CCLT per their agreement.

Brown continues the discussion about where the board would like to be in the next several years and reviews the functions document that he typed up. Brown shares that the most important is stewardship for the properties. Stewardship begins before individuals move in, making sure they understand the differences and benefits of a CCLT home, and homeownership in general if they have never owned a home prior. Mr. Pounds asks if they are like covenants. Brown shares that they are similar to an HOA, as they are a legal instrument for the homeowner to use the property as well as the expectations related to the property. CCLT's are for assisting individuals to get into homes and be successful, not for housing production alone. Stanton shares that as any business, capital needs to be considered. Accessing and making sure that there is a flow of money to continue doing what they are doing. Brown agrees, the CCLT is a small business and has many duties to continue functioning. Brown asks, is there anything that the CCLT should and could do better or differently. Linda Head, a CCLT homeowner shares that in her experience, every question has been answered and they feel that they can call and get a response when needed. Brown shares that Ms. Head's response is stewardship done well. Brown then goes back to the reason the CCLT was set up was to be the "wise use of city resources", and that the city is considerable assets to the CCLT in his opinion but does have complications. The board supervises staff that they do not employ and city staff has two bosses in a sense, with the City of Columbia and the CCLT. It is not bad, just a potential complication. The CCLT is a hybrid of the CCLT and the City. Stanton shares that the relationship is like a "parent, child" in that the City acts as a "parent" to prepare the CCLT with resources and experience for it to someday act on its own and the CCLT should always work to be self-sustaining in the future because at a point, the CCLT would need to compensate the City for their administrative duty.

Mr. Martin requested clarification of the CCLT as to if it is a "creature" of the city or not.

Cole shared that the CCLT did indeed incorporate the CCLT in November 2016 done by

City Council with specific details about structure included in the ordinance. The CCLT is seen as a subsidiary nonprofit with its own 501(c)(3). The CCLT could potentially separate someday in the future with several different actions and questions to be considered in the future. Brown returns back, to discuss that the board and staff work to clarify duties and needs. He discusses the five year agreement and the CCLT and City are in year two. He shares that planning the future of the CCLT could include planning for staffing cost. Brown recommends the cost of staffing be looked at and be planned for. Stanton shares that the CCLT should utilize board member Susan Maze as a fundraising tool. He shares that the CCLT needs to take advantage of the momentum that it has. He discusses that the CCLT has a competitive edge within board member and the relationship with the City that many CLT's do not have. LaBrunerie discusses putting together a steering committee together for fundraising. Brown offers calling the fundraisers "Friendraisers". Cole shares that he feels the relationship that the CCLT has with the City would pose a challenge because the City has a lot of capacity that it is already giving to the CCLT at no cost. Stanton feels that because the CCLT is backed by the government, that it may be more successful and more likely to back the CCLT because of all of the accountability. Stanton also shares that he believes that there will be other organizations who will attempt to duplicate what the CCLT intends to do and that needs to be considered and wants to make sure that the CCLT is protected as an organization. Brown raises the question, does it make sense to begin conversation about extending the operating agreement beyond the original five years? He shares the he has seen CLT's sponsored by City's elsewhere and he is basing his recommendation on his experience. Stanton agrees that the agreement be negotiate for another five years and seriously plan for separation around the seven to ten year mark and keep functioning as a business. Cole shares that he anticipates that there will always be a relationship is some form between the City and the CCLT. Stanton shares that his hope is to "pay their way" to the city to continue to be successful and maintain a good relationship. Mr. Martin shared that he did not feel that the Council or public are familiar with the structure or function of the CCLT and the City of Columbia's relationship. He shares that he feels that it is odd to have the CCLT pay administrative costs back to a city. Brown shares that the City Council is aware as the agreement is all in the ordinance signed by Council. Brown also discusses that the city was very aware of the structure included in the written operating agreement. Stanton shares that the current CCLT board hopes to be as self-sustaining as possible and limit the burden on tax payers to whatever extent that it can be. LaBrunerie also explains that at some point the CCLT will expand beyond the capacity of the current staff and will need to hire additional support and must plan for that to occur in the future.

Ground Lease fees are discussed, the current fee that homeowners pay monthly is \$40. It must be considered that affordability for the homeowners is considered as well as the income to the CCLT. Linda Head expresses the many benefits that the homeowners receive with the Ground Lease including ground maintenance and the assistance from staff when needed. He discusses other ways that CCLT's cover their costs at the time of sales. Stanton requests information from Brown about how other land trusts operate. Stanton brings up the thought about Rental being integrated into the CCLT. Brown shares that approximately 60% of the CLT's have rental properties in some form. Rhoades shares that Rental would be a big step and that it would take a lot more money and a lot more responsibility. Brown shares that Rental is a different business model and will take a lot more staff time, because there is not currently a property manager in house. Rehabbing existing housing stock is also discussed. Accessory dwelling units are also brought up in discussion with the CHDO's. Brown shares in his final report he plans to write up the many paths that the CCLT may take in the future.

## VIII. GENERAL COMMENTS BY PUBLIC, MEMBERS AND STAFF

Mr. Martin asks more about the CCLT's plan to have Rental properties and asks that if it is safe to say that this is a direction for the CCLT. Cole states that the CCLT is exploring the feasibility of rental and if that would be a good strategic direction for the CCLT. Stanton shares that because the CCLT is new, they are considering any and all options for the CCLT. Mr. Pounds asked if the Columbia Housing Authority already has rental in their portfolio. Stanton shared from his personal experience and opinion he sees that there is still a need with section 8 vouchers and there is a need to be met to fulfill the unserved section 8 need. More research needs to be done. Mr. Pounds also asks about where the subsidy comes from. Cole shares that the subsidy comes from three different areas including CDBG, and HOME funds.

## IX. NEXT MEETING DATE

October 9, 2018

## X. ADJOURNMENT

The meeting adjourned at 8:05 pm.

**Motion to Adjourn: Stanton**

**Motion to 2nd: LaBrunerie**

**Not Voting: Prevo**

**Motion passes: 3:0**

Members of the public may attend any open meeting. For requests for accommodations related to disability, please call 573-874-CITY (573-874-2489) or email [CITY@CoMo.gov](mailto:CITY@CoMo.gov). In order to assist staff in making the appropriate arrangements for your accommodation, please make your request as far in advance of the posted meeting date as possible.