

Columbia Community Land Trust

2025-2027 Strategic Plan

Executive Summary

The Columbia Community Land Trust (CCLT) 2025-2027 Strategic Plan outlines the organizational, financial and portfolio expansion goals. It identifies 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 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 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 2025-27.

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 household 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.

Three-Year Desired Outcomes and Goals

Three-Year Primary Outcomes, Outcomes, and Outcome measures

Desired Outcome: The Columbia Community Land Trust strengthens its partnerships with the city, local banks, donors, and community partners in order to foster a fully functioning CLT with independent and sustainable governance and operations.

Primary Outcome: *The CCLT will redefine and strengthen strategic partnerships with the City and County government, local banks, and donors to foster a fully functioning CLT with independent and sustainable governance and operations.*

2025 Goals

1. Fulfill the CCLT's obligations as a sub-recipient of the City of Columbia ARPA Funds.
2. Improve the online presence of the CCLT and keep the information presented up to date.
3. Create and implement a plan to increase non-governmental donations of land and funding.
4. Study the demographics of present CCLT owners to understand what groups benefit from CCLT activities.
5. Review and revise the CCLT Homebuyer Selection Policy to ensure it is clearly written and suited to Columbia's needs.
6. Strengthen ties and partnerships with other non-profit organizations involved with affordable housing.

2026 Goals

1. Increase public attendance at monthly meetings and include presentations to create a shared understanding of the CCLT and what it might become.
2. Work with the Columbia City Council to identify complementary actions to execute in partnership to move towards organizational sustainability.
3. Work with neighborhood groups and City Staff to identify, acquire, and (when practicable) rehabilitate dilapidated and abandoned properties.
4. Develop a policy on leasing CCLT land to non-profit organizations whose mission is to provide low-income housing, including organizations involved in rentals..

2027 Goals

1. Develop a plan for defining and funding an Executive Director position for the CCLT.
2. Develop a job description for the Executive Director.

Financial

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

Primary Outcome: The CCLT is fiscally sound and maintains a growing and diversifying revenue portfolio.

2025 Goals

1. Collect a minimum of \$9,000 in ground lease fees with no more than 5% uncollectible months.
2. Adjust ground lease fees and other terms of eligibility and ownership to reflect changes in Area Median Income since 2017.
3. Raise \$40,000 from non-governmental sources to support building projects and subsidize initial purchases of homes.
4. Maintain an end-of-year operating reserve account balance of 12 months of operating costs.

2026 Goals

1. Collect a minimum of \$12,000 in ground lease fees with no more than 5% uncollectible months.
2. Raise \$60,000 from non-governmental sources to support building projects and subsidize initial purchases of homes.
3. Maintain an end-of-year operating reserve account balance of 12 months of operating costs.

2027 Goals

1. Collect a minimum of \$15,000 in ground lease fees with no more than 5% uncollectible months.
2. Raise \$80,000 from non-governmental sources to support building projects and subsidize initial purchases of homes.
3. Maintain an end-of-year operating reserve account balance of 12 months of operating costs.

Portfolio Expansion

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

Primary Outcome: The CCLT has an expanding portfolio of permanently affordable housing with successful program participants.

2025-2027 Goal

1. Add at least ten homesites to the CCLT portfolio.

2. 2. Construct or rehabilitate at least ten homes and sell them to low- to moderate-income buyers.