

COMMUNITY LAND TRUST WORKSHOP

Salmon Arm Economic Development Society and Partners

October 11, 2023

urban
matters

Workshop Purpose

- To introduce the concept of Community Land Trusts (CLTs) and explore the potential of a CLT in meeting community development needs.



Agenda

- Welcome & Opening Remarks
- Introduction to CLTs
- Exploring Community Goals Supported by CLTs
- City of Salmon Arm Housing Strategy & Development Opportunities
- Best Practice Examples & Governance Models Discussion
- Interactive Dialogue Session
- Conclusion & Next Steps

Housekeeping

- Take care of you
- Planned break
- Provide space for everyone to participate
- Ask questions

What is a Community Land Trust?

Why Establish a CLT?

CLT Roadmap

Dialogue Session



Perpetual affordability
for community



Government partnerships,
donations, bequeathments



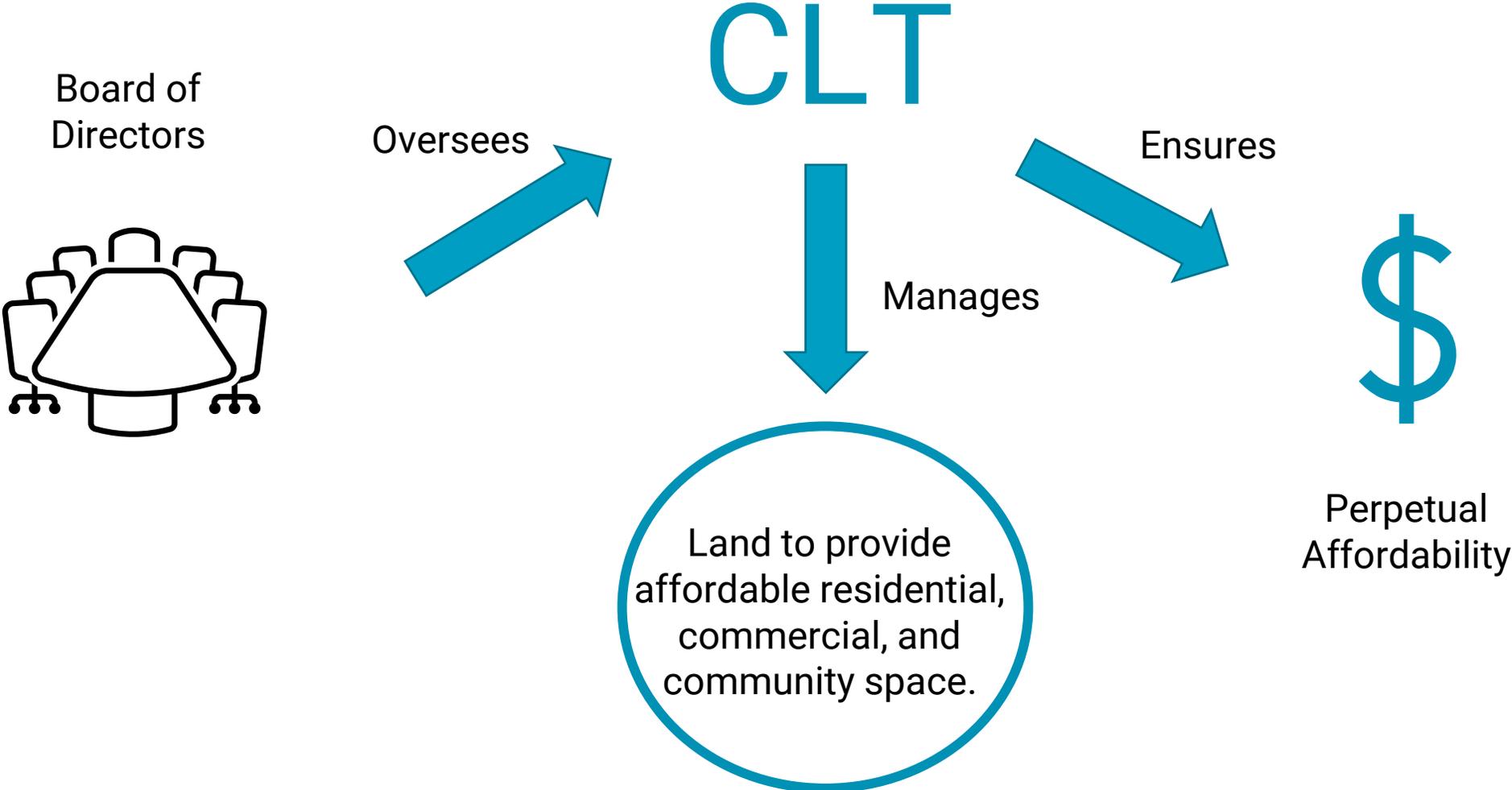
Mixed-tenure housing
type and revenue



Land conservancy and
revenue potential



COMMUNITY LAND TRUSTS



Adapted from Agha, 2008, p.3

TYPES OF CLTS IN CANADA

- **Sector-led** – CLTs formed by the housing sector
 - Examples: Homespace, Calgary; The Community Land Trust, BC, Aboriginal Land Trust Society, BC
- **Community-led** – CLTs formed via grassroots organizing
 - 2010 and onward examples: Parkdale Neighbourhood Land Trust, Toronto; Hamilton Community Land Trust, Ontario.
- **Public-led** – CLTs formed through legislation
 - Only one in Canada – Toronto Islands Residential Community Trust Corporation

CANADA'S CLT SECTOR



Source: Canadian Network of Community Land Trusts, 2023.
www.communityland.ca

DIFFERENT APPROACHES TO FACILITATE HOUSING

1. Local Government Housing Department (not a CLT)
 - City of Richmond
2. Local Government Housing Corporation (can be a CLT)
 - Tofino Housing Corporation and Whistler Housing Authority
3. Non-Profit Society (can be a CLT)
 - Neighbourhood Land Trust in Toronto

PAUSE AND REFLECT

Q & A time!

urban
matters

What is a Community Land Trust?

Why Establish a CLT?

CLT Roadmap

Dialogue Session

Why Establish a CLT?

- create a purpose-built entity whose role is to advance affordable housing developments.
- create some separation between local government political processes and housing implementation.
- fill the role of facilitator and steward of land for the purpose of affordable housing.

Why Establish a CLT?

- preserve, acquire, and provide land that is owned by levels of government
- actively develop new partnerships to support housing development.
- unlock development potential with other institutional partners who can provide land.
- take on additional functions as the need arises, such as the management of amenity contributions from private development, such as land, capital, or turn-key units.

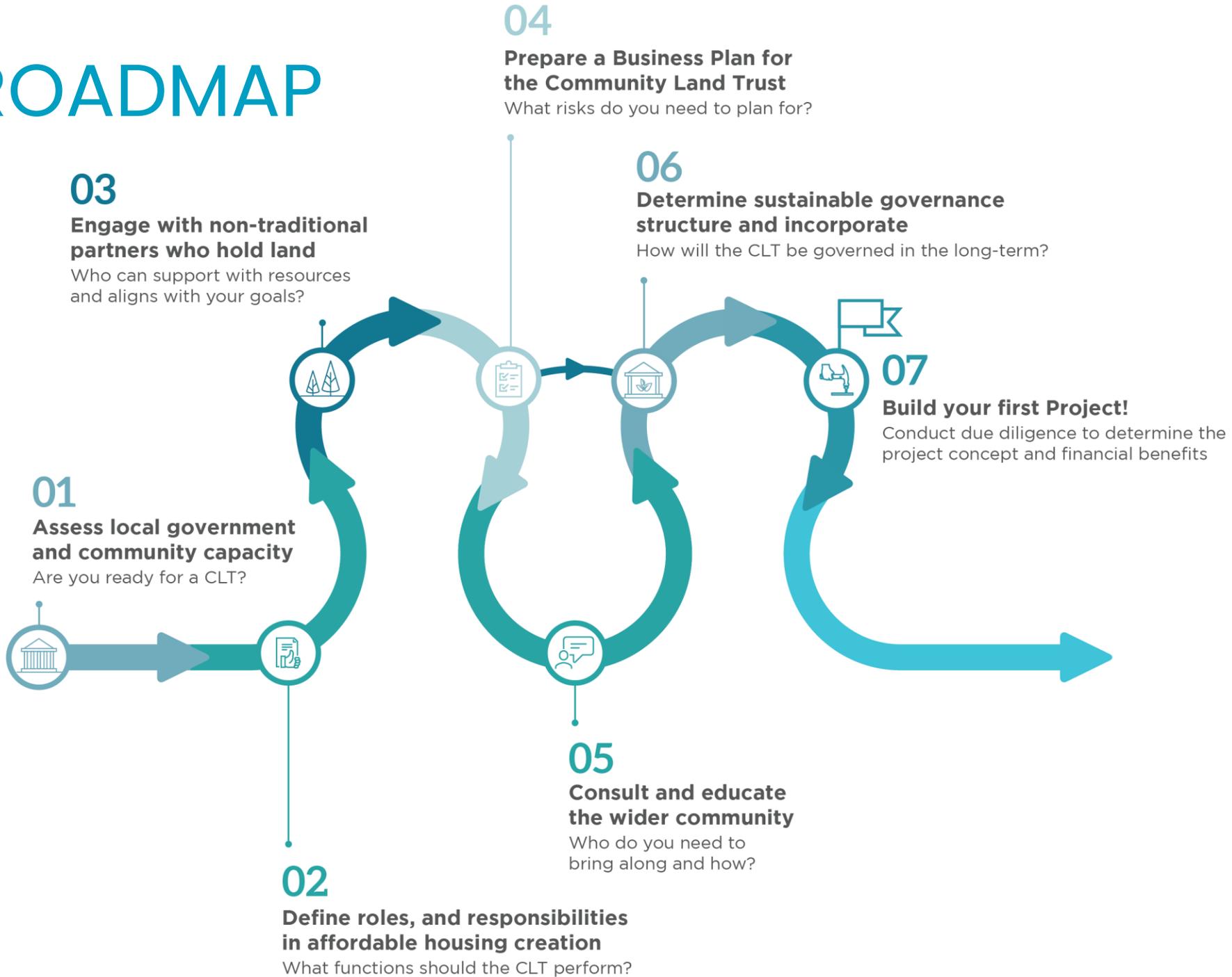
What is a Community Land Trust?

Why Establish a CLT?

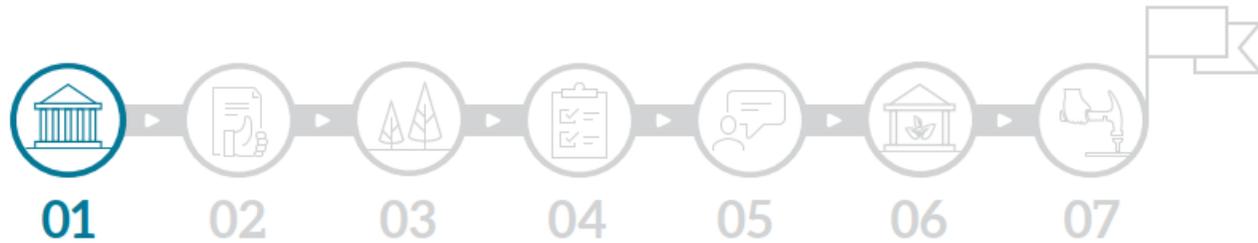
CLT Roadmap

Dialogue Session

CLT ROADMAP



STEP 1 – ASSESS YOUR CAPACITY



Are you ready for a CLT?

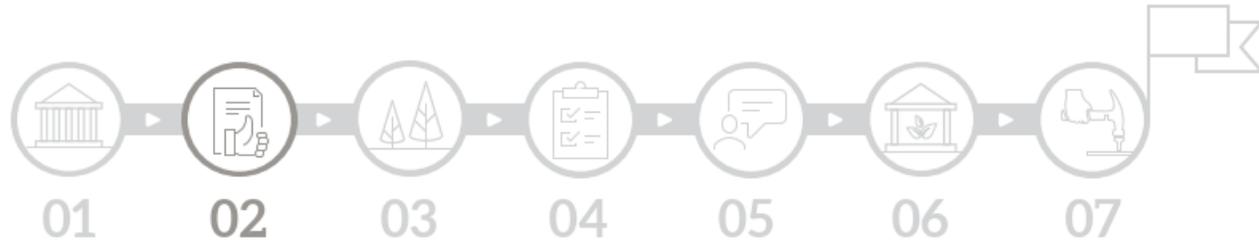
Conditions for success

- Access to local government staff and capacity
- Start-up and long-term funding sources
- Access to land
- Willingness to share control
- Defined affordable housing policies

BREAK TIME

urban
matters

STEP 2 – DEFINE ROLES & RESPONSIBILITIES

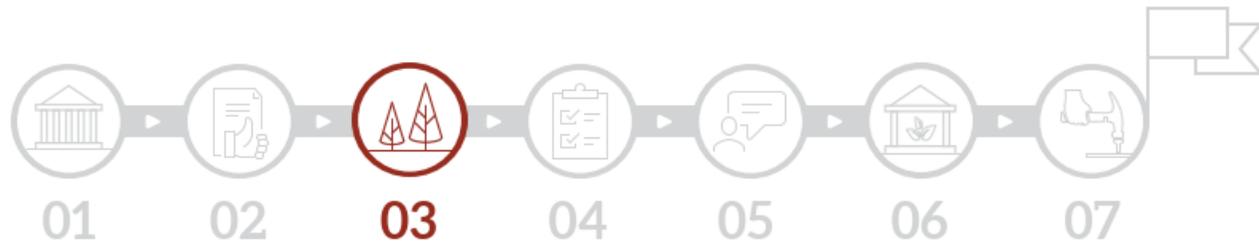


What functions should the CLT perform?

Define the CLT functions:

- Land disposition and development
- Housing policy and advocacy
- Housing development
- Operations
- Marketing, and more...

STEP 3 – ENGAGE NON-TRADITIONAL PARTNERS

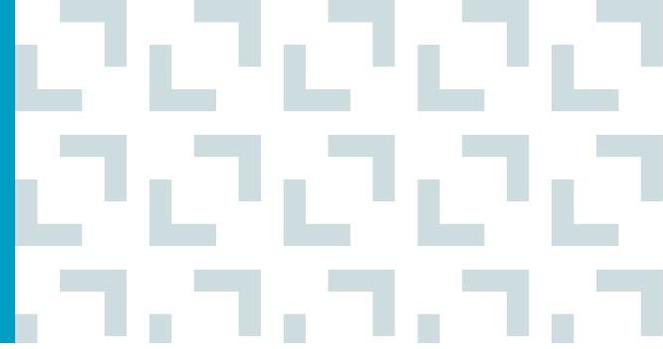


Who can support you with resources that align with your goals?

Six key steps in building strong partnerships:

- Identify potential partners
- Identify developable sites
- Connect with potential partners to identify barriers and opportunities
- Engage with decision-makers on land transfers
- Discuss types of housing the CLT can and should pursue
- Secure written agreement for collaboration

STEP 3 – ENGAGE NON-TRADITIONAL PARTNERS



Critical Barriers

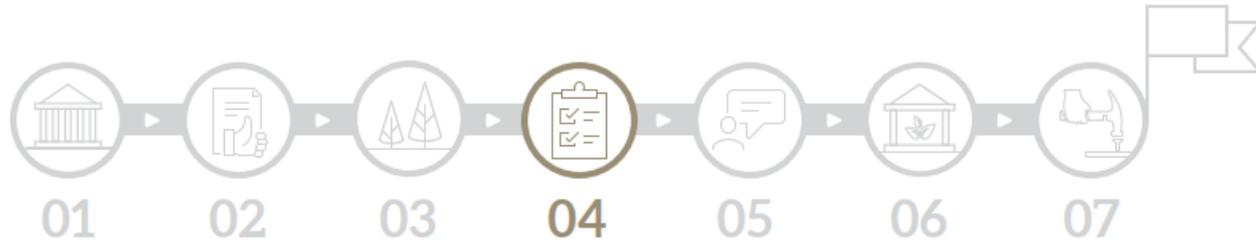
- ✘ Land may only be used for limited defined purposes that do not align with housing due to mandate of organization
- ✘ Site is encumbered through pollution, a covenant on title or not suitable for other legislative physical, environmental, cultural or other reasons
- ✘ Land may be identified for another need, therefore not surplus to operations

Key Opportunities

- ✓ Land has been identified as surplus
- ✓ Partner has set direction/policy for land disposition
- ✓ Partner requires partnership to achieve its objectives



STEP 4 – PREPARE A BUSINESS PLAN



What risks do you need to plan for?

A detailed business plan should include:

- CLT Description
- Target Audience/Market
- Scope of Services and Programs
- Governance and Management
- Operations Plan
- Costs and Funding

STEP 5 – CONSULT AND EDUCATE THE WIDER COMMUNITY

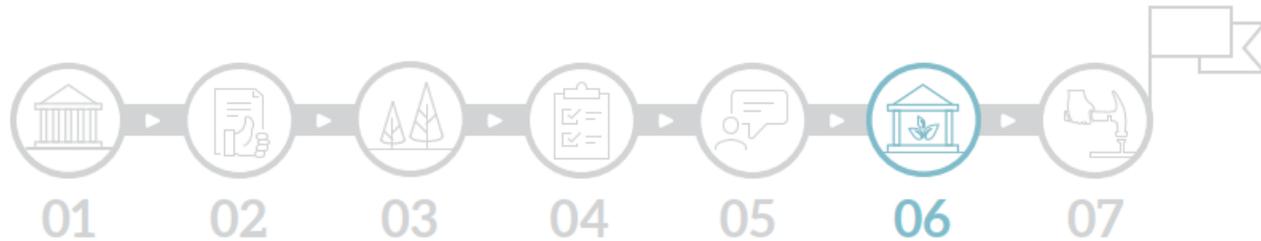


Who do you need to bring along and how?

Quick reference for a typical engagement process:

- Keep local government and partners' decision-making bodies informed and engaged
- Outline engagement process
- Engage with crucial allies, partners, and possible detractors
- Announce intent to crease the CLT
- Begin educating community residents and key stakeholders about the CLT
- Document and incorporate feedback

STEP 6 – DETERMINE SUSTAINABLE GOVERNANCE STRUCTURE

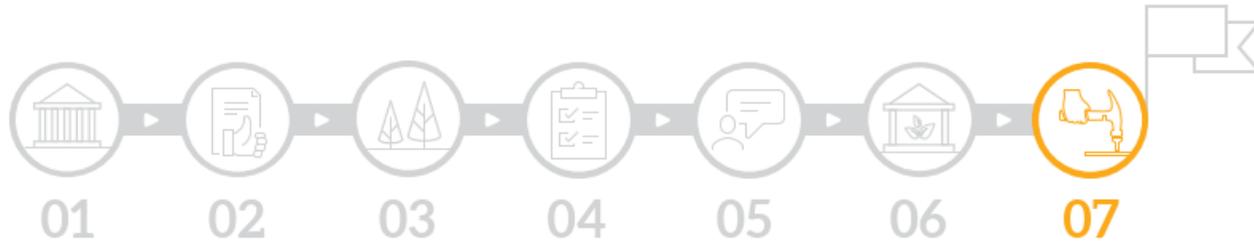


How will the CLT be governed in the long-term?

Five steps will set the path toward incorporation of your CLT:

- Define the local government and CLT relationship
- Consider critical legal foundations before setting up the CLT
- Governance and the composition of your board
- Role of partners in governance
- Incorporate

STEP 7 – INITIATE THE TYPICAL PROJECT DEVELOPMENT PROCESS

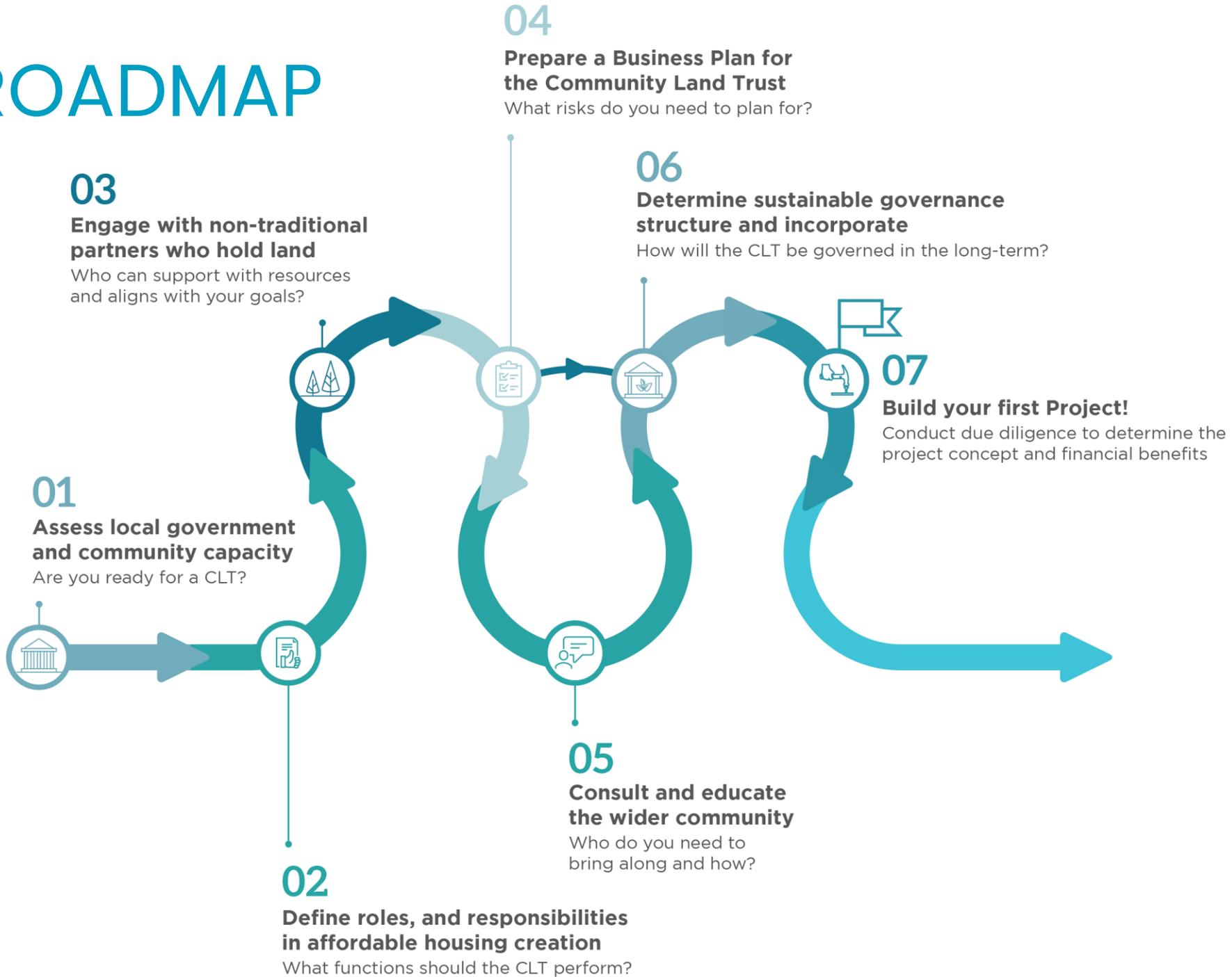


Conduct due diligence, determine the project concept, and define financial benefits.

A few tips for this part of the journey:

- Conduct general site-specific due diligence
- Jointly define the Project Concept
- Assess what financial benefits can be achieved for all parties

CLT ROADMAP



PAUSE AND REFLECT

Q & A time!

urban
matters

What is a Community Land Trust?

Why Establish a CLT?

CLT Roadmap

Dialogue Session

QUESTIONS TO FOCUS ON

1. In what ways do you envision a CLT benefiting Salmon Arm's community?
2. How do you see your role or your organization's role in the formation or operation of a CLT?
3. What challenges or risks do you anticipate, and how might we mitigate them?
4. Are there any specific community needs you believe a CLT can address most effectively?
5. How should the CLT prioritize its focus areas (e.g., housing, commercial, agricultural)?

REPORTING BACK

1. Round table reporting back to the group on key points discussed

CLOSING REMARKS

THANK YOU!

urban
matters