



Community Ownership, Community Stewardship





- **Welcome** – Leilah Powell, LISC San Antonio
- **Community Ownership: A Path to Just Development** – Julia Duranti-Martínez, LISC CRI
- **Community Ownership Models** – Julia Duranti-Martínez, Moderator, with Juleny Santa Cruz, ROC; Crystal Requejo, MAUC; and Nadia Mavrakis, Culturingua
- **Break**
- **Cultural Touchpoints for Community Stewardship** – Katie Sirakos, AFN, Moderator, with James Northey, SAGE; Ramon Juan Vasquez, AITSCM; and Graciela Sanchez, Esperanza Peace and Justice Center
- **Local Policy Context and Issues** – Leilah Powell and Sara Wamsley Estrada, NHSD, City of San Antonio.

Grounding

Please turn to someone near you and share:

- Your name and organization
- What brought you to today's event?
- What's an example of a time that you shared a resource with a neighbor or community member (however you choose to define your community), or someone shared a resource with you?

Defining community ownership

“A continuous and hidden history of economic defense and collective well-being.” –Jessica Gordon Nembhard

“Tenures and tactics for the shared acquisition, financing, development, rehabilitation, and stewardship of land and housing among residents in a local community.” –Krystle Okafor

Community-led development on community-owned land puts “property and power into the hands of people historically deprived of both. It is also a bulwark against loss, protecting hard-won gains . . . far into the future.” –John E. Davis

Community ownership is more than having an equity stake in a building or receiving financial benefit from real estate development. Community ownership means that the people most impacted by racial, economic, and environmental injustices have meaningful decision-making power over development



Goals and approaches

Community ownership can advance a variety of interrelated goals to different degrees. Common goals include:

- Preserving affordable rents and affordable homeownership opportunities
- Providing space for small community-serving businesses and organizations
- Promoting quality jobs
- Providing another source of income to nonprofit organizations or cross-subsidy for mixed-use projects
- Promoting community wealth building

These goals can at times be in tension with each other, so defining values and goals at the outside is critical for deciding which approach makes most sense to advance community priorities

Recent report from LISC focuses on community land trusts and community investment trusts as two promising models for commercial development, but there are other models for community ownership of real estate



Graphic: LISC Twin Cities

CLT Basics

Community Land Trusts

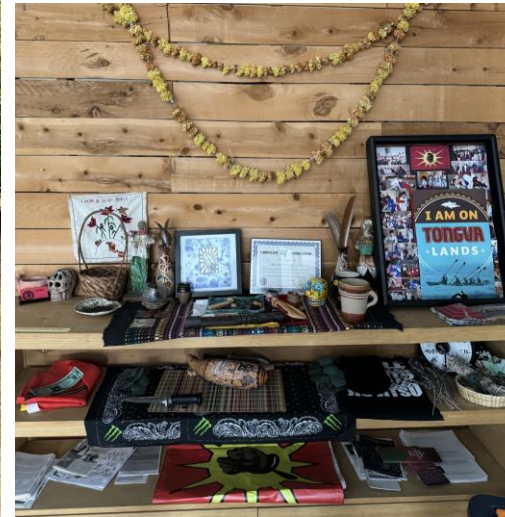
- Separate ownership of land and buildings
- Permanent affordability
- Democratic community governance
- Ultimately, a CLT is a way to give people power over the places that they live.



Graphic: [NYC Community Land Initiative](#)

CLT Impacts

- CLTs are on the rise, with 7x as many established in the 2010s compared to the 1970s
- There are now over 300 CLTs nationwide with more than 40,000 units of housing
- CLT mortgages were 8x less likely to be in foreclosure and 4x less likely to be seriously delinquent through the worst years of the Great Recession.
- On average, shared equity homes are affordable to families at 80% AMI, with homeowners accumulating \$14,000 in equity. Nearly half of CLT homeowners are people of color, 87% are first-time homeowners, and nearly 1/3 of CLT households are headed by single-parent mothers.
- CLTs have also successfully commercial space, community and cultural space, and urban gardens and farms. One 2011 survey found that at least 13 of 96 CLTs that responded had some commercial properties, and some have developed a significant commercial footprint.



Commercial community ownership findings

- Defining clear goals and values at the outset and remaining connected with community members, other solidarity economy groups, and broader movements for racial, economic, and environmental justice are fundamental to ensuring meaningful community ownership.
- In response to both disinvestment and speculation in commercial properties, groups largely moved quickly to acquire and rehabilitate properties first, and then engaged in broader community planning, engagement, and organizing to shape uses for the space and the organization's activities, including plans to eventually transition from nonprofit to direct tenant ownership.



Photo: Partnership in Property CLT

Commercial community ownership findings

- Groups stressed the importance of commercial feasibility analysis and due diligence on properties, as well as building organizational capacity and strong partnerships with organizations experienced in commercial development
- Because the viability of individual small businesses contributes to the success of the entire endeavor, technical assistance and one-on-one support are critical, and groups may face hard decisions about selecting tenants likely to endure.
- Groups underscored the need for strong local community ownership ecosystems, including supportive public policies and funding to scale these models.



Photo: Partnership in Property CLT

Recommendations

Provide shared learning opportunities and capacity building to advance community ownership planning and organizing efforts. Capacity building for community residents and organizations as well as supportive partners, legal and technical assistance providers, and local and state government partners interested in these models is an important step.

Fund ongoing community organizing, planning, and technical assistance. Community organizing, leadership development, and technical assistance are critical to launching and sustaining community stewardship of any kind of real estate over the long term. There is an urgent need for multi-year, flexible grantmaking to advance community organizing and planning as well as predevelopment, development, and property and asset management.

Design and implement local policies and programs to strengthen community ownership. Developing supportive policies that can help direct public investment and properties to community ownership projects—for example prioritizing CLTs in public land disposition, and passing Community and Tenant Opportunity to Purchase Policies (COPA and TOPA)—is critical for ensuring these models can scale and endure over the long term

Create rapid acquisition, rehabilitation, and construction financing. Affordable financing that can be rapidly deployed to acquire buildings and make needed repairs is critical. The LISC Twin Cities Community Asset Transition Fund is one successful example of pooling public and private funds to support community ownership projects, including a commercial CLT, and could be replicated.

Provide affordable capital credit to community ownership projects. Community-based organizations pursuing their first acquisitions often have limited access to affordable acquisition and construction loans due to high development and land costs, limited balance sheets, and appraisal gaps resulting from historic disinvestment in neighborhoods of color. At the same time, practitioners called on lenders to reevaluate their risk assessment and lending practices, and to be willing to lend to community ownership projects without requiring credit enhancement.

Resources – CLTs

LISC Resources

- [Commercial Community Ownership as a Strategy for Just Development](#) and [Community ownership through real estate: Propelling a movement beyond a moment](#).webinar
- [Pathways to Tenant and Community Control](#) webinar
- [Real Power is in the Land: Community Land Trusts Past, Present, and Future](#)
- [New Communities and Community Land Trusts in Movements for Black Lives, Land and Liberation](#) webinar
- [Community Land Trusts & Community Development: Partners Against Displacement](#)

Other Resources

- [Increasing Community Power and Health through Community Land Trusts: A Report from Five Movement-Driven Community Land Trusts.](#)
- [Creating Community Controlled, Deeply Affordable Housing.](#) Partners for Dignity and Rights.
- [A Guide to Transformative Land Strategies: Lessons from the Field.](#) MIT CoLab.
- [Outperforming the Market: Delinquency and Foreclosure Rates in Community Land Trusts.](#) Lincoln Institute of Land Policy
- [Tracking Growth and Evaluating Performance of Shared Equity Homeownership Programs During Housing Market Fluctuations.](#) Lincoln Institute of Land Policy
- [The 2022 Census of Community Land Trusts and Shared Equity Entities in the United States.](#) Lincoln Institute of Land Policy.

Contact

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Community Ownership Models

How does community ownership help fulfill aspirations and meet current challenges?

Julia Duranti-Martínez, LISC CRI, Moderator

Juleny Santa Cruz, ROC

Crystal Requejo, MAUC

Nadia Mavrakis, Culturingua

Cultural Touchpoints for Community Stewardship

What are the relevance, background and barriers to community ownership?

Katie Sirakos, AFN, Moderator

James Nortey, SAGE

Ramon Juan Vasquez, AITSCM

Graciela Sanchez, Esperanza Peace and Justice Center





Local Policy Context and Issues

A conversation about the requirements for local policies regarding community ownership and the state and federal context.

Leilah Powell, LISC SA

Sara Wamsley, NHSD, City of San Antonio.

Thank you for joining us today.
Please leave us a comment about
how you'd like to be involved in the
community ownership discussion!

LSC