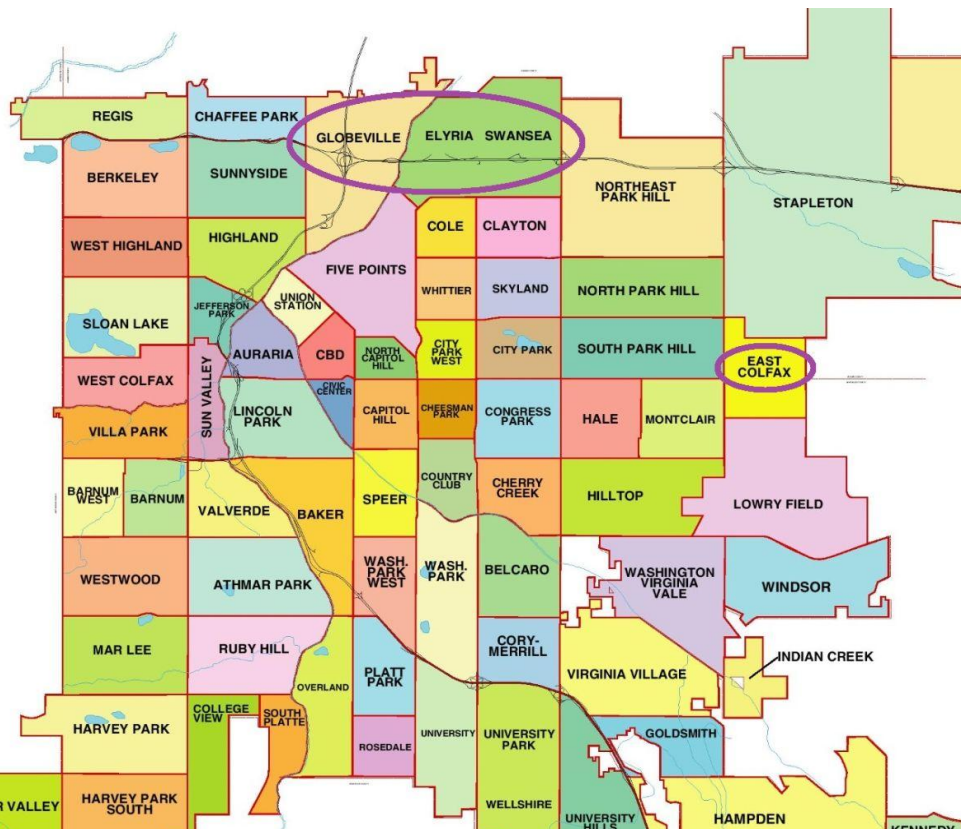


PRESENTATION TO CITY COUNCIL 12/4/24

HOUSING AND HOMELESSNESS WORKING COMMITTEE

Community Land Trusts and Community Ownership



Nola Miguel, Executive Director
Tierra Colectiva Community Land Trust
GES Coalition

Carson Bryant, MINT Director
East Colfax Community Collective



EAST COLFAX
COMMUNITY COLLECTIVE



G.E.S. Tierra Collectiva Community Land Trust





SCALE AND IMPACT

TIERRA COLECTIVA CLT IS IN THE
GES NEIGHBORHOODS (80216)
WHICH ARE ~ 12,000 PEOPLE,
83% LATINO, AVERAGE 50% OF
THE DENVER AMI, 88% ARE AT
RISK OF DISPLACEMENT, AND
ONE OF THE MOST POLLUTED ZIP
CODES IN THE US



- 13 HOMES SOLD, HOUSING OVER 50 PEOPLE
- 1 OPEN SPACE PARCEL (FOOD FOREST AND NATURAL-PARK AREA)
- 25 (FOR-SALE) IN THE PIPELINE (2024-25)
- 170 UNIT AFFORDABLE RENTAL PROJECT (2026)
- 3500 SQ FOOT COMMERCIAL SPACE (2026)

- COMMUNITY CONTROLLED LAND AND STEWARDSHIP
- PREVENTING DISPLACEMENT OF GES NEIGHBORS, CREATING A THRIVING GES
 - COLLECTIVE OWNERSHIP
 - STABLE, LOCAL ECONOMIC STRATEGY
- SOCIAL, RACIAL, ENVIRONMENTAL AND ECONOMIC JUSTICE

- HOMEOWNERSHIP—SCATTERED SITE
- DUPLEX, ROWHOUSE AND TANDEM HOMES
- MODULAR HOMES, ACQUISITION/REHAB
- AFFORDABLE RENTAL/COMMERCIAL
- COMMUNITY OWNED LAND CAMPAIGN
 - MEMBERSHIP AND LEADERSHIP DEVELOPMENT
- HISTORIC AND OPEN SPACE PRESERVATION

RESULTS WE ARE ADVANCING



CORE STRATEGIES

DATA AND IMPACT



Current Tierra Colectiva impact

- ▶ Over 50 people housed in our 13 homes that are sold, half of those people are children, all GES residents at risk of displacement
- ▶ All populations that have experienced exclusion from homeownership and housing opportunity: BIPOC, Spanish speaking, Single parent head of households

GES current displacement housing needs

- ▶ To house people instead of displace them in GES we need 30-50%AMI rental and 50-70% AMI homeownership most urgently
- ▶ 88% of our neighbors in GES are at risk of displacement
- ▶ We have 19 families on our homeownership waitlist (fully ready to purchase, have completed all requirements and are pre-approved for a mortgage) and 125 families on our interest list
- ▶ We are re-starting our renter interest list

What impact are we having on displacement and community investment system creation

- ▶ TCCLT is currently meeting only 1% of the need (neighbors at risk of displacement in GES)
- ▶ With the next TC projects in pipeline (200 units) will be at 7%
- ▶ With land acquisition projects (600 units) projected in pipeline will be at 35%; with leverage to continue-this would require around 35M in investment



ITS A POSITIVE FEEDBACK LOOP!! ¡ES RETROALIMENTACIÓN POSITIVA!



GES COALITION

Grassroots & local
organizing that addresses
neighbor driven initiatives
Organización local y de base
que aborda iniciativas
impulsadas por vecinos



TIERRA COLECTIVA

The collective solution to
displacement in our
neighborhoods
La solución colectiva al
desplazamiento en
nuestros barrios



TC CLT BOARD OF DIRECTORS/ MESA DIRECTIVA

Our Board of neighbors approves
the acquisition of a property
Nuestra Junta de Vecinos aprueba
la adquisición de un inmueble



HOUSES & LAND/ CASAS Y TIERRA

More homes means more
stable & affordable housing
options for more neighbors to
stay in GES! ¡Más viviendas
significan opciones de
vivienda más estables y
asequibles para que más
vecinos se queden en GES!



STABILITY STABILIDAD

Stable housing means
neighbors can become part of
the collective community
Una vivienda estable
significa que los vecinos
pueden convertirse en parte
de la comunidad colectiva



The East Colfax Mixed-Income Neighborhood Trust



EAST COLFAX
COMMUNITY COLLECTIVE

In summer 2022, EC3 educated and surveyed the community (majority of whom were BIPOC and <30% AMI) to determine which housing models were a priority.

The community selected the **Mixed-Income Neighborhood Trust (MINT)** as the top model to help achieve the community's affordable housing and anti-displacement goals.

The East Colfax MINT is managed by East Colfax Community Collective.

The East Colfax MINT acquires, owns, and operates, and preserves affordable, mixed-income rental properties throughout the East Colfax Neighborhood

Providing immediate relief and stabilizing rents

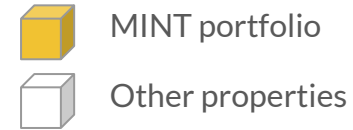
Establishing community control and accountability

Creating long-term affordability

Improving conditions for residents

An illustrative MINT neighborhood:

A scatter-site portfolio alongside homeowners and other rental properties



Initial acquisition: 1371 Xenia Street

EC MINT launched with the acquisition of 1371 Xenia St. in September 2024, a 23-unit apartment building in the heart of East Colfax

Securing these 23 units is a win for residents

Preventing displacement by stabilizing rents and preserving affordability: units were marketed at a 20-30% average increase in rent

Protecting immigrant/refugee housing: building will continue to be a landing spot for families arriving to the US

Improving livability of units: planned renovations include upgrading heating, repairing roof, and building safety

Meeting the need for affordable housing now: in comparison with new construction that can take 3+ years



Next Steps

- EC MINT is actively pursuing other acquisition opportunities in East Colfax
- Goal is to own 100 units by the end of 2025
- Focus is on buildings at risk of flipping and buildings with negligent landlords

WHAT DEFINES COMMUNITY OWNERSHIP—KEY QUESTION—HOW ARE DECISIONS MADE?

Defining Community Ownership

Local/place- based ownership vs. outsiders coming in

Community control of assets and benefit of appreciation

Having an equitable voice in development and decisions about properties and capital

An economic model based on creating opportunities and stability within a group of people rather than financial gain

An approach to based on shared values - community preservation, intentional growth, affordability, and stability

EXAMPLE: "C" IN THE CLT, COMMUNITY OWNERSHIP STRUCTURE

- Community-based Governance, Tri-partite Board, always $\frac{2}{3}$ neighbors, at least $\frac{1}{3}$ rent-in or own CLT housing/
- Neighborhood **Membership** that elects the board, *Democratized Ownership, Ongoing Connection with Community Organizing*

Control of a CLT

"Classic" CLT model (USA) - tripartite Board structure



Example: EC MINT's governance shifts traditional power dynamics

Residents interpret and uphold the binding Purpose through stewardship positions on the Trust
Stewardship Committee (TSC)

PURPOSE TRUST

Formal, legally-binding Purpose

*Power to appoint managers
who will advance the Purpose*

HOLDING COMPANY

Advances the Purpose through
operations



Purpose drives everything

Explicitly defined in its **Purpose Agreement**

- Largely fixed setup informed by extended community discussions
- Establishes the TSC's formal mandate to advance purpose - which includes affordability, minimizing displacement, and financial stability

Implemented by its **Trust Stewardship Committee**

- 9 person committee
- Made up of community stakeholders, partner organizations, and resident renters
- TSC has a duty to hire and fire Operating Board members who are not acting in accordance with the Purpose

COMMUNITY OWNERSHIP ENSURES OUTCOMES AND IMPACT OF DEVELOPMENT AND AFFORDABLE HOUSING

Traditional benefits of affordable housing

- Stable housing costs
- Long-term affordability
- Better conditions

Benefits of community ownership:

Greater accountability

Advancing community priorities and interests

Shifting power dynamics

Advance greater balance between vision and reality

Closer to the project, “stake” where it belongs

New and creative approaches to funding

Connection to community organizing efforts

Deepening long-term impact through self-imposed mandates around affordability, resident stability, etc

COMMUNITY STEWARDSHIP AND IMPLEMENTATION



Anti-displacement

1. Pre-purchase: Relational Follow up and Localized, Trusted Support
2. Commitment to deep affordability, Commitment to ongoing affordability and stability
3. Facing challenges that prevent homeownership or access for our community head-on

Community Health, Community Whole

1. Put community health improvements first and foremost
2. Decisions are based in community priorities “because your kids live here...”
3. Sustainability both of development and community overall is integral to the approach, resilience hubs emerge organically

Building and generating HOPE

4. Community dinners, block parties, membership organizing and events
5. Homebuyers pay it forward, come to orientations to talk about the process

Education and Organizing ongoing

6. Families integrated with the organizing work and membership overall in neighborhood
7. Ongoing Education for homeowners, resource sharing, legal supports
8. Mutual aid and Community Support

COMMUNITY-LED REAL ESTATE DEVELOPMENT CHALLENGES AND SOLUTIONS

CHALLENGES

1. Non-profit organizations are often small and have small balance sheets, which makes it challenging to acquire conventional financing
2. Competing with market-rate developers/buyers
3. Limited funds for pre-development costs/ initial soft costs
4. Training and development needs for staff, board, community
5. Low risk tolerance for board
6. Public Subsidies are unknown or often changing,

SOLUTIONS



Financial support -

- Intentional funding directed at start up and operating costs
- Public funding and gap financing for projects, such as grants and low-interest, long-term loans
- Credit Enhancement from the City/Housing Authorities/ Foundations
 - a. guarantees for loans, collateral, loss reserves

Other forms of support -

- Access and prioritization for community-led organizations
- Tracking a pipeline of projects for all community-led projects in Denver
- Strategic work with impact investors, including anchor institutions