

**Membership Meeting Minutes**  
**National Community Land Trust Network**  
**October 12, 2007**  
**Midtown Sheraton, Minneapolis, MN**

Meeting convened at 8:40 a.m. CDT. The list of participants can be found in Appendix A.

Housekeeping items (Ona Ferguson)

**Welcome**

Lisa Byers thanked Lincoln Institute of Land Policy for their generous support and funding over the last two years. She also thanked the Minnesota CLT Coalition for the warm welcome and great event. Lisa introduced Glen Gilbert, Executive Director of the CLT Network who introduced himself through a story about his inspiration to begin working in the non-profit world.

**CLT Network Accomplishments and update**

Ona Ferguson reviewed the history of the CLT Network since the meeting in Portland, OR in August 2005.

*Financial Report:* Dev Goetschius provided an update on the finances of the Network. In October, 2006 the Network had \$44,000 in the bank. The board met in October 2006 for a planning retreat and adopted a budget in December 2006. Dev reviewed the major funders of the Network to-date; Lincoln Institute of Land Policy (contract for services including CLT Academy) and NeighborWorks® America (general operating grant). We have 79 member organizations to-date and have received \$49,610 in member dues. We currently have \$149,000 in the bank.

*Resources Committee:* Colin Bloch stated that participants at the 2006 CLT Network Annual meeting had given good feedback to the board about the dues structure. For the time being, the dues structure remains as it was, and the Network will review the feedback presented today and draft a new proposed dues structure for consideration at next year's meeting. As a member organization, the network depends on member dues both for financial support and to prove member involvement and support to potential funders. Member dues will also help to leverage funds from others.

*Membership Committee:* Robert Burns recognized the members of the membership committee. The committee designed and deployed a member survey in April 2007 and has analyzed the results (see notes on presentation by Roger Lewis, below). The membership committee worked with the Minnesota Annual Meeting Committee to organize this conference. He thanked the Minnesota Coalition for all of their work. Going forward, the membership committee will be working on data collection, the 2008 conference, and peer-to-peer networking. They are looking forward to working with Glen to move these projects forward.

*CLT Academy:* Lisa Byers reviewed the composition of the CLT Academy Advisory board: one-third practitioners, one-third trainers and one-third collaborators. John Davis is the acting Dean of the Academy, and Greg Rosenberg is chair of the Best Practices Committee. The Advisory Board developed a 12-month work plan and negotiated a Joint Venture Agreement with the Lincoln Institute. Roger Lewis will be joining the board as co-chair of the Best Practices Committee.

*Communications:* Greg Rosenberg reviewed the progress of the Communications Committee this year. The Committee's goals included branding the network/model, creating a dynamic website, developing Spanish-language materials, putting out a newsletter, and creating press coverage. To date, the Network has launched a

website and produced a quarterly newsletter. The other priorities will be moved up as we go forward with Glen. One main priority is to develop a logo and identity.

### **CLT Network Mission, Goals and Core Principles**

At the membership meeting in July 2006, the membership asked the Board to articulate the Network's core values to inform the membership and guide the organization. The board drafted a statement of mission, goals and core principles which was adopted in December, 2006 and amended in June, 2007 (Appendix C). Members of the board read the core principles aloud. Ona invited participants to provide feedback on the document. Comments have been grouped for readability.

General Feedback on the Seven Core Principles (See Appendix C below)\_

- #2 is exciting because it recognizes the variety in communities.
- It is great that this has been created. It will prove useful for us to provide to our community as we start our work.
- I very much appreciate #7 – openness to a variety of organizational structures. I represent a group that is stretching the model and appreciate that this includes my city-sponsored organization.
- Feels that #3 captures the stewardship concept but should encourage regional information sharing and collaboration

Focusing on Conservation and Greenspaces

- I appreciate the inclusion of CSA and green space in Principle 3. Most CLT groups are focused on affordable housing. I encourage the Network focus more on greenspace conservation if it is indeed a core value, and I would like to see more collaboration with conservation land trusts, the Land Trust Alliance and similarly oriented groups.
- Echo the need to collaborate with conservation groups and work to strengthen our ties.
- There is the perception of conflict between conservation and housing/CLTs.
- Thank you for honoring the connection to land. Thanks for concise, inclusive and gorgeous document!

Data Collection

- Be sure that the value of data collection and evaluation to back up our effectiveness and provide accountability is included.
- Self-awareness as a discipline or field requires data.

There was discussion of the many ways that CLTs can use this one-page document. It can be put in a newsletter, or submitted as part of an article to a local newspaper. It can help show a CLT's board the value of becoming a member organization of the Network. It can also help the Network build a broad community with allied groups by explaining some of what motivates the Network's efforts. Board members confirmed that people and organizations should feel free to use the document to build their own statements of value and principle.

Ona asked if the membership feels moved to affirm the mission, goals and core principles. Jeff Corey made a motion to affirm and Allison Handler seconded the motion. Lisa suggested that the language be to affirm the document as written, but to add a principle for data collection and self-awareness. There were some concerns about how the board will take the members' comments and revise the document before affirmation at some later date. Lisa suggested that participants could affirm the document, and the Board could take member comments for revision of the document – to bring back a revised draft to the members for approval via an on-line vote or other special meeting. There was a second motion from Connie Chávez to adopt the principles as stated today, to have the board revise the principles and bring a revised draft for the 2008

membership meeting. Jeff Corey suggested that the best thing would be to adopt the document and have faith that the board will take the members' comments seriously. There was a suggestion to have a vote of affirmation and then to have a second vote to decide the method for revision. The motion from Jeff Corey to affirm the principles was approved unanimously. Lisa promised that the board would take the feedback for revision.

### **Board Elections**

Allison Handler introduced herself because she had to leave before the time designated for nominee introductions.

### **CLT Network Business**

Roger Lewis shared information about the CLT Network today. He reviewed the work of the membership committee to assess CLTs across the country. He highlighted the Lincoln Institute of Land Policy's National Study of CLTs (<http://www.cltnetwork.org/Resources>). He presented the CLT member survey completed in April 2007. It was a web-based survey that asked for member needs, history of assistance, feedback about Fannie Mae changes, feedback on Academy course offerings and needs, and best practices documents that were needed. There were 69 responses, near full participation at the time (and some non-members).

The top three needs identified were: green building, managing CLT operations, and partnering with other community groups. About 70% of respondents had received technical assistance, mainly from Burlington Associates and other CLTs. About 20% of groups said that they had felt negative effects from the Fannie Mae changes (new 2006 rider). There was a question about the potential for working with Freddie Mac, FHA (Freddie won't take anything with permanent affordability, FHA unlikely to make any changes in light of the recent market conditions). Experience sharing of CLTs: most groups said they could help other groups with ground leases (31 groups), partnering (30 groups), start-up (28 groups). Academy: positive response to the current offerings. A meeting participant asked how courses get developed and scheduled. The Organizational Growth and Sustainability and Owner Services courses held here in MN were developed directly in response to the survey results. Please fill out your conference evaluations and future surveys because these will directly inform future offerings. Documents survey respondents wanted access to online: lease, operating manual, working with tax assessors. Needs identified: advanced technical level training and support, partnering with other groups (e.g. Enterprise for Green building, NWA for education). Next steps for following up on the survey results: getting Web Librarian hired to fill out best practices library, create member database, meetings with national/regional partners. Best practices documents to be posted include ICE manual. Feedback is welcome. The results from the survey will be available on the website.

Bill Howard presented an opportunity for partnering with conservation land trusts. He attended the Land Trust Alliance conference last week and presented a seminar about the connections between CLT and conservation land trusts. He was warmly received and was asked to send a message to this group that LTA-affiliated groups are interested in looking for ways to collaborate with the CLT Network and CLTs.

A participant noted that they would like to have data on the groups that are currently working on greenspace, conservation and agriculture.

### **Member Action Item: Adopt 2006 Annual Meeting minutes**

Cheryl Richardson made motion to adopt, Norma Jean Sawyer-Atanda seconded. They were approved unanimously.

### **Member Action Item: Approval of Revised Bylaws**

Lisa Byers reviewed the proposed changes to the bylaws. The changes proposed were suggested mostly in order that the CLT Network comes into compliance with California state law (and to smooth our application for 501c3 status). The Board of Directors has approved the changes. The organization is incorporated in California, which was chosen to symbolically represent the diversity of the CLT Network member organizations. Member organizations each had one ballot, and representatives present voted. Votes were also collected in advance via mail and email for organizations that could not be present.

### **Member Action Item: Election of new board members**

First, Lisa thanked the outgoing board members, Colin Bloch, Bill Howard, and Mary Blackstone. Next, the present nominees introduced themselves. (Allison Handler introduced herself earlier because she had to leave before the time designated for nominee introductions.)

- Allison Handler, Portland Community Land Trust
- Connie Chávez, Sawmill Community Land Trust
- Dev Goetschius, Housing Land Trust of Sonoma County
- Norma Jean Sawyer-Atanda, Bahama Conch CLT of Key West
- Van Temple, Diamond State CLT
- Roger Lewis, Thistle Community Housing

The ballot is included in full (Appendix B).

### **Discussion of 2008 Work Plan**

- Lisa Byers presented the 2008 draft work plan for the Network that was developed by the Board. Participants asked what the 201 course is (a three-day survey course that goes in-depth on the topics from CLT 101), and how the Academy decides where to hold courses (they look for demand within the region).

Participants had time to give quick feedback on the elements of the Work Plan:

#### CLT Academy

- Strong support for 201 course and for reviewing the reading material
- Need class for state/municipal government officials and/or how to collaborate with them
- Issues for CLTs regarding prefabs, condos and development in general
- Madison mid-west summer 2008 combined with Mid-west regional gathering
- Link Academy with NeighborWorks America trainings
- Create an opportunity for larger municipal scale CLTs to network (Irvine)
- Open up train-the-trainer course to staff members of each CLT
- Developing engaged boards and memberships
- CLT 101 easily accessible, local
- Leaseholder initiative tools

#### Member Tools and Evaluations

- Timeframe for best practices portal launch?
- Develop list of CLTs interested in mentoring developing CLTs
- Certification of Technical Assistance providers
- Help CLTs match-up with similar groups (affinity groups?)
- Interactive geographical map with CLTs with data
- Create something like AMA museum assessment program Technical assistance
- Use cohort grouping/affinity groups as recruitment tools

- Track membership data for each CLT

#### 2008 National Meeting

- Evaluate wild card sessions for inclusion in 2008 conference
- Marry national CLT Network meeting to LTA annual meeting

#### Outreach to Members and Potential Members

- Involvement in committees for non-board members
- Questions to members that need help fighting gentrification
- Condensed CLT-specific housing policy digest
- Link to NWA policy briefs?

#### Marketing and Branding

- Get it done! (branding)
- Are there opportunities for national advocacy?
- Need more formal, pro-active promotion of CLT model (circuit riders?)
- Provide support for outreach to state and DC representatives
- Create speakers bureau (organize regionally)
- Funding for CLT development by practitioners-in-residence
- Standard PR materials about CLT model (templates?)
- LOGO

#### Fundraising

- Create links with national groups so local groups can piggy-back with local offices
- Push for local contacts from CLTs for local and regional asks
- Be sensitive to local fundraising efforts
- Help with developing relationships with local community foundations

#### Organizational Development

- Hire web librarian ASAP
- Integrate vendor side of for-profit service providers
- Develop member category for intermediaries (i.e. LISC)

#### **Vote results: Bylaws**

34 organizations submitted votes

32 voted to affirm bylaws without comments

2 voted to affirm bylaws with comments, which will be reviewed by the board.

#### **Board Election Results:**

All candidates were elected.

#### **Closing and Call to Action:**

Glen thanked Ona for her facilitation. Glen will be scheduling calls with each member organization. If you would like to schedule a call, please feel free to contact him at [glen@cltnetwork.org](mailto:glen@cltnetwork.org)

Glen encouraged members to continue their membership, and asked for help figuring out which groups have not been reached. He is also eager to know of individuals who are interested in being involved with the

Network, on committees or otherwise. He is particularly interested in reaching established CLT who have not yet been involved as members of the Network.

The Board of Directors invited participants to attend their afternoon meeting.

Meeting adjourned at 11:31 p.m. CDT.

**Appendix A**  
**Attendees at National CLT Network Annual Meeting October 12, 2007**

Name	Organization
Glen Gilbert	National CLT Network
Veronica Lewis	North Gulfport CLT
Norma Jean Sawyer-Atanda	Bahama Conch CLT of Key West
Chris Flood	First Homes
Joy McCracken	Dakota Land Trust
Michael Brown	Burlington Associates
Van Temple	Diamond State CLT
Ellie Kastanopolous	Equity Trust/Valley CLT
Mark Leonard	LISC – Houston
Crystal Launder	Thistle CLT
Wilfred Gadsden	Citizen's Lighthouse CLT
Anne Battis	Lincoln Institute of Land Policy
Roger Lewis	Thistle Community Housing
Greg Rosenberg	Madison Area CLT
Alice Stokes	National CLT Network
Eunice Massie	NeahCasa
Shirley Lee	First Homes
Bill Howard	First CLT of Chicago
Julie Brunner	OPAL CLT
Ruth Meyers	Coalition for Attainable Homes
Rebecca Fletcher	Equity Trust
Robert Burns	NeighborWorks® America
Allison Handler	Portland CLT
Dena Al-Khatib	Chicago CLT
Paul Schissler	Kulshan CLT
Colin Bloch	
Jeff Corey	Northern CLT
Marianne MacQueen	Yellow Springs Home, Inc.
John Andersen	Na Hale O Maui
Aaron Miripol	Urban Land Conservancy
Dannie Bolden	Gulf County CLT
Tom Hystead	Minnesota CLT Coalition
Dev Goetschius	Housing Land Trust of Sonoma County
Nancy DeVaux	San Juan Home Trust
Rich Webb	Story County Community Housing Corp – Iowa
Jane MacKenzie	Northern Homes CDC
Connie Chávez	Sawmill CLT
Jim Mischler-Philbin	Northern CLT
Don Pulfer	CLT of the Southern Berkshires
John E. Davis	Champlain Housing Trust
Jeff Washburne	City of Lakes CLT
Sarah Buckley	Clackamas CLT
Jeanne Tracey-McAreavey	Community Housing Land Trust of RI
Todd Mandel	Couleecap, Inc.
Cheryl Richardson	First Homes
Sean Allen	First Homes

**Appendix B**  
**National Community Land Trust Network**  
2007 Board of Directors Ballot

The National Community Land Trust Network is holding elections for five At-large Directors and three Regional Directors. As a member organization of the National Community Land Trust Network, you are entitled to vote for up to FIVE At-Large Directors and ONE Regional Director from your region if there is a candidate up for election.

*In order to ensure that only one ballot is cast per CLT, indicate the name of your member CLT here:*

---

**A. AT-LARGE DIRECTORS**

Vote for up to five people.

- Connie Chavez, Sawmill Community Land Trust, Albuquerque, NM
- John Hamilton, City First Enterprises, Washington, DC
- Roger Lewis, Thistle Community Housing, Boulder, CO
- Norma Jean Sawyer-Atanda, Bahama Conch Community Land Trust of Key West, Key West, FL
- Kelly Weiss, Austin Housing Finance Corporation, Austin, TX

**B. REGIONAL DIRECTORS**

If the CLT you represent is located in one of the regions below,  
please vote for one regional representative.

*I represent a CLT in the \_\_\_\_\_ Region*

**Northeast**

*CT, DC, DE, MA, MD, ME, NH, NJ, NY, PA, RI, VT, WV*

- Van Temple, Diamond State Community Land Trust, DE

**Northwest**

*AK, HI, ID, MT, OR, WA, WY*

- Allison Handler, Portland Community Land Trust, Portland, OR

**Southwest**

*AZ, CA, CO, NM, NV, OK, TX, UT*

- Devika Goetschius, Housing Land Trust of Sonoma County, Petaluma, CA



**Appendix C**  
**National Community Land Trust (CLT) Network**  
**Mission, Goals and Core Principles**  
Adopted by the Membership October 12, 2007

**Mission:**

The National Community Land Trust Network provides training, advocacy and resources for its member organizations, which nurture and sustain healthy and economically diverse communities by providing permanently affordable access to land, homes, and related resources.

**Goals:**

1. Build strong community land trusts rooted in their local communities;
2. Provide comprehensive, timely, effective and affordable training on the theory and practice of CLTs and permanent affordability;
3. Develop and disseminate model documents that articulate policies, procedures, legal issues and government regulations for use by CLTs and municipalities;
4. Advocate at state and national levels for government regulations and lending practices that support CLTs and permanent affordability.

**Core Principles:**

The National Community Land Trust Network will advance the following seven principles to guide the work of its members:

1. **Perpetual Affordability:** We will create homes that are affordable now and ensure their affordability for future generations.
2. **Community Health, Cohesion and Diversity:** We will strengthen the communities in which we work by enhancing the quality of life through affordable housing, community building, education, access to land, and advocacy on behalf of lower income people, people of color and others most often marginalized in society.
3. **Community Stewardship of Land:** We will steward the land for a variety of purposes that benefit the community, such as affordable homes, community based businesses, community supported agriculture, and preservation of green space.
4. **Perpetual Sustainability:** We will create high quality buildings that are environmentally sustainable; we will create exceptional organizations that are economically sustainable; and we will create programs that support residents and staff in achieving long-term success.
5. **Representative Governance:** We best serve our communities if we identify the key stakeholders and involve them in the decision making for the organization, particularly residents on community owned land.
6. **Resident and Community Empowerment:** We will build financial assets, develop leadership skills, create stability, offer mobility and community involvement for our residents, and provide opportunities for our members, board and staff to engage more fully in their community.
7. **Openness to a variety of organizational structures:** We recognize that each community must determine the exact type of organizational structure best suited for the issues, goals and needs of their local community, with the understanding that each National CLT Network member will strive to incorporate the previous six principles within their organization.