



# Athens Land Trust

## West Broad Market Garden

### Background & Context:

In November 2010, the Athens Land Trust, working in partnership with the University of Georgia, was awarded a Community Food Project grant from the USDA. The program aimed to increase healthy food options and economic opportunities for low-income residents. However, local zoning restrictions complicated the process of choosing a commercial agriculture site located near the target community. The West Broad property that was eventually selected previously housed the historic West Broad Elementary School that had been fenced off from the community for years.

### Implementation:

In March 2012, the Athens Land Trust broke ground on the community garden located on the playground of the former school. Today, Athens Land Trust manages several agricultural programs at the West Broad Market Garden and will be adding a farmers market in May 2013.

“It’s important to have patience; these things will keep living and keep going.”

### Challenges

Local zoning codes prohibited commercial agricultural land uses on most parcels located near the target community. As a result, implementation was delayed for a full year until a workable solution could be found. The West Broad site was eventually selected because it is owned by the school district and thus exempt from zoning restrictions. The Athens Land Trust does not own the site, but has permission to access the site for its agricultural programs.

### Benefits

The garden has helped the Athens Land Trust expand its relationship and visibility to the local community while addressing an identified community need. Athens Land Trust is also able to serve a large number of residents through the West Broad Market Garden site and at a relatively low cost to the organization.

### Project at a Glance

|  |   |
|--|---|
| Location:                              | Athens, GA  |
| Project Category:                      | Urban Agriculture   |
| Year Completed:                        | 2012  |
| Agricultural Acreage:                  | 1/2 Acre  |
| CLT Role                               | Programmatic Support  |
| Agricultural Activities:               | Community Garden, Market Garden, CSA Market, Produce Stand  |
| Tenure Arrangements for Securing Land: | Partnership with Clarke County School District  |
| Major Partners:                        | Clarke County School District, University of Georgia  |
| Website:                               | <a href="http://www.athenslandtrust.org">www.athenslandtrust.org</a>  |
| Staff Contact:                         | Heather Benham,<br>Director of Operations<br><a href="mailto:heather@athenslandtrust.org">heather@athenslandtrust.org</a> |

### Lessons Learned

CLTs can use many methods to secure access to agricultural land. Athens Land Trust was not able to purchase suitable land due to local zoning codes that severely restricted commercial agricultural land uses. Further, as state tax policies assess CLT land at unrestricted market value, the holding costs associated with fee-simple ownership were prohibitively high. Athens Land Trust found a creative solution by partnering with the Clarke County School District to adapt and reinvigorate an underutilized parcel in the heart of the community.



# Church Community Housing Corp.

## Sandywoods Farm

Image: Rupert Whiteley

### Background & Context:

In 2004, the owner of a 174-acre low-intensity farm approached the Town of Tiverton with the vision of developing the site into a rural arts community. The town brought the project to Church Community Housing Corporation (CCHC), who agreed to develop the site to achieve the town's comprehensive planning goals of preserving open space, maintaining rural character, creating affordable housing, and supporting the local arts community.

### Implementation:

Using a clustered development approach, CCHC created 24 market-rate and affordable homeownership lots and 50 affordable rental units on 26 acres. Another 97 acres were transferred to a conservation land trust for ecological conservation. The remaining acreage went towards preserving farmland and creating a community garden, orchard, and community spaces. The buildings are eco-friendly and powered partially by a wind turbine.

*“Partnerships are really important if you are venturing into something highly specialized like farming. It's not just putting seed in the ground.”*

### Challenges

CCHC quickly found that specific soil conditions, product processing, transportation and markets have to be taken into consideration. CCHC was fortunate to connect with strong partners, including members of the Eastern Rhode Island Conservation District, who brought additional capacity and expertise.

### Benefits

Sandywoods Farms leased up quickly and has a long waiting list for rental housing units due, in part, to demand for the community garden and rural agricultural context. The development was initially marketed solely as an arts community, but prospective renters expressed so much interest in agricultural that the project was rebranded as an 'Art and Agriculture' development. The project has won many awards and garnered media attention, serving to increased organizational visibility.

### Project at a Glance

|  |  |
|--|--|
| Location:                              | Tiverton, RI   |
| Project Category:                      | Urban/ Rural Agriculture   |
| Year Completed:                        | 2010   |
| Agricultural Acreage:                  | 174 Acres  |
| CLT Role                               | Securing Land  |
| Agricultural Activities:               | Farmland Preservation, Community Garden, Orchard   |
| Tenure Arrangements for Securing Land: | Fee Simple Ownership, Ground Lease, Conversation Easement  |
| Major Partners:                        | Town of Tiverton, Rhode Island Housing, Eastern Rhode Island Conservation District                         |
| Website:                               | <a href="http://www.sandywoodsfarm.org">www.sandywoodsfarm.org</a>   |
| Staff Contact:                         | Brigid Ryan,<br>Senior Project Manager<br><a href="mailto:bryan@cchcnewport.org">bryan@cchcnewport.org</a> |

### Lessons Learned

Local planning and knowledge are crucial. CCHC was presented with a large parcel of land and worked with the community to develop opportunities outside the 'highest and best' use. CCHC was willing to look at the variety of needs identified by the community (through the town's comprehensive plan) in addition to traditional housing. By taking this comprehensive approach, CCHC was able to integrate housing with other significant community goals like preserving agricultural open space and creating opportunities for the arts.





# Dudley Neighbors, Inc.

## Dudley Greenhouse

### Background & Context:

In 2004, the Dudley Street Neighborhood Initiative (DSNI) acquired the site of an abandoned automotive garage. The property was heavily contaminated and required significant environmental remediation. At the same time, the Massachusetts Highways Department (MHD) settled a lawsuit with the EPA and was required to undertake a supplemental environmental project. In lieu of paying a fine, MHD financed the \$1.5 million Dudley Greenhouse project. Increasing access to healthy food options had long been an emphasis of DSNI.

### Implementation:

A series of community discussions led to the idea of redeveloping the site as a community-owned, commercial greenhouse. A concrete cap was placed over the contaminated soil, with greenhouse production occurring in raised planter beds. The site is now owned by Dudley Neighbors, Inc., the CLT subsidiary of DSNI. Half the greenhouse is designated for commercial agriculture and leased at nominal rates to The Food Project, a local nonprofit. The remaining portion of the site is set-aside for community groups and local residents.

“The work of a CLT is not just to manage properties, but to engage the community in what they want to see in the land trust, whether that’s commercial, a greenhouse or agricultural land.”

### Challenges

DNI was unable to secure its initial greenhouse tenant and the structure sat vacant for nearly five years. However, DNI was well positioned to absorb the unexpected vacancy loss as the project was completed without incurring debt and the organization’s tax-exempt status allowed for minimal holding costs.

### Benefits

The Dudley Greenhouse serves as an amenity that supports the marketability of DSNI housing units. Many prospective buyers are attracted to the idea of a community that is based around healthy, locally grown food. The project also helped fulfill the community’s goals of increasing access to quality open spaces.

### Project at a Glance

|  |   |
|--|---|
| Location:                              | Roxbury, MA   |
| Project Category:                      | Urban Agriculture   |
| Year Completed:                        | 2006  |
| Agricultural Acreage:                  | 10,000 SF   |
| CLT Role                               | Securing Land   |
| Agricultural Activities:               | Community Garden, Commercial Agriculture  |
| Tenure Arrangements for Securing Land: | Fee Simple Ownership  |
| Major Partners:                        | The Food Project, Massachusetts Highway Department  |
| Website:                               | <a href="http://www.dsni.org">www.dsni.org</a>  |
| Staff Contact:                         | Harry Smith, Director of Sustainable and Economic Development<br><a href="mailto:hsmith@dsni.org">hsmith@dsni.org</a> |

### Lessons Learned

Community engagement is particularly important in the urban agriculture setting, where CLTs often rely on local residents to carry out agricultural production. Harry Smith of DNI explained, “We were not going to [the residents] and saying, ‘you should be growing your own food.’ They came to us saying, ‘we want to have a garden, we want land to grow on.’ A large-scale, expensive project, like the Dudley Greenhouse, needs to occur within the context of a larger community visioning process.



## Durham CLT

### City Garden

### Background & Context:

In the late 1980s, Duke University sold a number of properties in the Burch Avenue neighborhood to the Durham CLT. One of the properties included a noncompliant lot that was too small for housing development, which the Burch Avenue Neighborhood Association advocated to become a community garden. Durham CLT was happy to support this community-based vision and eager to find a constructive use for the vacant lot.

### Implementation:

Construction of the community garden was financed through in-kind contributions and grant funds. The Burch Avenue Neighborhood Association is now responsible for overseeing the community garden, as Durham CLT does not have the organizational capacity or expertise to manage the program directly. However, Durham CLT periodically helps the community garden access grant funds by acting as a fiscal agent.

“Community gardens provide food for the body and the soul.”

### Challenges

The activity and the use of the community garden vary from year to year. The garden thrives when there are individuals from the neighborhood to champion the cause. However, there have been years when interest in the garden has waned and the site became overgrown. At one point, Durham CLT reached out to the Burch Avenue Neighborhood Association and considered stepping in. In the end, interest in the garden renewed and the site is again thriving.

### Benefits

The community garden has enhanced Durham CLT's presence in the neighborhood and helps the organization build stronger community relationships.

### Project at a Glance

|  |  |
|--|--|
| Location:                              | Durham, NC   |
| Project Category:                      | Urban Agriculture  |
| Year Completed:                        | 1992   |
| Agricultural Acreage:                  | 1/4 Acre   |
| CLT Role                               | Securing Land  |
| Agricultural Activities:               | Community Garden   |
| Tenure Arrangements for Securing Land: | Fee Simple Ownership   |
| Major Partners:                        | Burch Avenue Neighborhood Association  |
| Website:                               | <a href="http://www.dclt.org">www.dclt.org</a>   |
| Staff Contact:                         | Selina Mack,<br>Executive Director<br><a href="mailto:selina@dclt.org">selina@dclt.org</a> |

### Lessons Learned

While the community garden does not generate any revenue, it also offers very low risks and management responsibility for Durham CLT. The nominal lease structure is also beneficial to Durham CLT, as the organization is primarily a housing organization and does not have the capacity to take on community garden management. At the same time, the community garden helps Durham CLT address evolving neighborhood desires and needs.





# Kulshan CLT

## Access to Land for Farming Program

### Background & Context:

Kulshan CLT began the Access to Land for Farming (ALF) program in late 2010 with a two-year commitment of funding for staffing and land acquisition from the Whatcom Community Foundation. The ALF program was setup to purchase rural farmland and enter into long-term affordable ground leases with local farmers. The program also looked to engage in education and advocacy efforts around sustainable agricultural practices.

### Implementation:

ALF initially focused on building relationships with farmers, advocates, and community contacts in targeted rural areas, to build interest in the initiative as well as to explore project opportunities. Kulshan engaged in a lengthy exploration of one project - purchasing an existing farm and transforming it into an agricultural education center - but other entities eventually stepped in to assist with that project. Several other properties were identified, but were not implemented. The funder requested a mid-project evaluation to be completed. Based on the results of the evaluation, the second-year of funding was suspended, and the program discontinued.

### Challenges

Kulshan CLT found that affordable farmland was difficult to access without strong connections to the agricultural community and was rarely purchased through arms length transactions. Further, Kulshan CLT staff was more experienced with agricultural advocacy than agricultural real estate transactions. However, Kulshan CLT was willing to perform a mid-project evaluation and successfully reframed the program to better match organizational strengths.

### Benefits

While the project was not successful as initially conceived, the mid-project evaluation provided the dual benefits of reinforcing positive relations with a key funder and providing a set of recommendations to refocus the program on urban, rather than rural, agriculture. The networking process also identified a potential partner to assist with urban agriculture programming for Kulshan CLT homeowners.

### Project at a Glance

|  |   |
|--|---|
| Location:                              | Bellingham, WA  |
| Project Category:                      | Rural Agriculture   |
| Year Completed:                        | 2012  |
| Agricultural Acreage:                  | N/A   |
| CLT Role                               | Securing Land   |
| Agricultural Activities:               | Farmland Preservation   |
| Tenure Arrangements for Securing Land: | Fee Simple Ownership  |
| Major Partners:                        | Whatcom Community Foundation  |
| Website:                               | <a href="http://www.kulshanclt.org">www.kulshanclt.org</a>  |
| Staff Contact:                         | Dean Fearing,<br>Executive Director<br><a href="mailto:deanfearing@kulshanclt.org">deanfearing@kulshanclt.org</a> |

### Lessons Learned

After the initial pilot period, Kulshan CLT performed a mid-project review to evaluate their progress and performance. Based on this experience, Kulshan CLT has now refocused its agricultural programs around urban communities, where they have deeper community ties and a stronger understanding of local agricultural needs. Further, the agriculture programs are now better connected with existing housing program and act as amenities that enhance demand for new housing. While the ALF program was not initially as successful as intended, Kulshan CLT's process of iterative self-evaluation serves as a model for organizations entering new lines of business.



# Lopez CLT

## Mobile Meat Processing Unit

### Background & Context:

In 1996, the Lopez CLT launched the Sustainable Agriculture and Rural Development (SARD) initiative and helped create the Island Grown Farmer’s Cooperative. Because it was prohibitively expensive to ship livestock to the nearest USDA processing facility located on the mainland, local farmers identified the need for a mobile meat processing unit.

### Implementation:

Over the span of several years, the Lopez CLT conducted feasibility studies and developed partnerships at the USDA, eventually designing and purchasing the first mobile meat processing unit in the United States. Funding came from the USDA, private donations and a \$150,000 low-interest loan from the Institute for Community Economics. The unit was subsequently leased to the Island Grown Farmers Cooperative at one dollar per year for a 10-year period. Ownership of the unit was fully transferred to the farmers cooperative in 2013.

“It has really changed the face of our local food scene. It was a key element that had been missing.”

### Challenges

Although the Lopez CLT was successful in piloting a national model for sustainable livestock processing, the initial financial structure was not ideal. The organization took on \$150,000 in debt to develop the unit, which was subsequently leased to the local farmers co-op for very nominal fees. Planning and implementation of this innovative project was extremely time-intensive and staff was unable to focus on housing activities during the time of its development.

### Benefits

The mobile meat processing unit changed the face of the local food scene and the availability of locally produced meat is entirely dependent on the unit. Further, as the unit was the first of its kind in the nation, the project brought national recognition and visibility to the organization.

### Project at a Glance

|  |   |
|--|---|
| Location:                              | Lopez Island, WA  |
| Project Category:                      | Urban/Rural Agriculture   |
| Year Completed:                        | 2003  |
| Agricultural Acreage:                  | N/A   |
| CLT Role                               | Programmatic Support  |
| Agricultural Activities:               | Mobile Meat Processing Unit   |
| Tenure Arrangements for Securing Land: | N/A   |
| Major Partners:                        | USDA, Island Grown Farmers Cooperative  |
| Website:                               | <a href="http://www.lopezclt.org">www.lopezclt.org</a>  |
| Staff Contact:                         | Sandy Bishop,<br>Executive Director<br><a href="mailto:lct@rockisland.com">lct@rockisland.com</a> |

### Lessons Learned

Although the Lopez CLT was successful in piloting a national model for sustainable livestock processing, the initial financial structure was not ideal. When an organization engages in a major operation like the mobile meat processing unit, the project needs to be beneficial not only in terms of mission; it also needs to be financially beneficial. As Sandy Bishop noted, “We put in a lot of time, money and commitment; in the end we got stuck holding the loan”. In the end, Lopez CLT overcame the financial challenges and has successfully integrated the mobile meat processing unit into their larger food security efforts.



# Madison Area CLT

## Troy Gardens

### Background & Context:

In 1996, the Madison Area CLT began participating in a coalition effort to save Troy Gardens, a beloved community garden and open space scheduled for redevelopment. After five years of planning and fundraising, the Madison Area CLT purchased the 31-acre Troy Gardens site in 2001. Another five years were required for fundraising, obtaining city development approvals, and completion of site planning and architectural work. Construction was completed in 2007.

### Implementation:

Immediately upon purchase of the land, Madison Area CLT leased 26 acres of greenspace to the Friends of Troy Gardens (now Community GroundWorks), for the purposes of continuing the community garden, establishing a CSA farm, restoring a five-acre prairie, and developing an interpretive trail system. Community GroundWorks has since expanded its operations to include youth programming, adult education, and an off-site farming collaboration with Madison public schools.

“Community gardens are the best engine of community building that I have ever seen, crossing every conceivable boundary of class, race and culture.”

### Challenges

The CLT engaged in lengthy negotiation with the State of Wisconsin to reduce the sale price to reflect the restrictions on the land. It was also necessary to create a custom zoning classification for the site. Finally, it was challenging to develop a long-term agricultural ground lease that suited the needs of the CLT and the lessee.

### Benefits

The success at Troy Gardens brought Madison Area CLT new funding relationships, opportunities to write and teach about their experience, as well as a subsequent land donation. The agricultural and conservation elements provided a marketing advantage that helped keep sales strong through a declining market.

### Project at a Glance

|  |   |
|--|---|
| Location:                              | Madison, WI   |
| Project Category:                      | Urban Agriculture   |
| Year Completed:                        | 2007  |
| Agricultural Acreage:                  | 10 Acres  |
| CLT Role                               | Securing Land   |
| Agricultural Activities:               | Community Garden, Commercial CSA Farm   |
| Tenure Arrangements for Securing Land: | Fee Simple Ownership, Ground Lease, Deed Restriction, Conservation Easement                                   |
| Major Partners:                        | City of Madison CDBG Office, Northside Planning Council, University of Wisconsin, Urban Open Space Foundation |
| Website:                               | <a href="http://www.affordablehome.org">www.affordablehome.org</a>  |
| Staff Contact:                         | Andy Miller, Manager<br><a href="mailto:andy@affordablehome.org">andy@affordablehome.org</a>                  |

### Lessons Learned

Projects that blend a wide variety of land uses and incorporate a high level of neighborhood involvement, can take a lot of time to develop. It was also important for Madison Area CLT to develop a working understanding of urban agriculture issues in order to serve as master developer for the project, negotiate strong agricultural ground leases, and drive zoning discussions. Finally, Troy Gardens illustrates the wide variety of tenure arrangements that can be used to secure land for urban agriculture.





### Background & Context:

In 1999, the Sawmill CLT won a development bid from the City of Albuquerque to plan and redevelop a 27-acre site to include affordable housing, economic development, and community gardening spaces. Neighborhood residents also wanted to celebrate the agricultural history of the site, by replanting part of the former apple orchard and by re-establishing the traditional ‘acequia’ flood irrigation system.

### Implementation:

In 2008, a six-month community planning process was launched alongside a team of students from the University of New Mexico’s Advanced Planning Studio. The students were required to spend time with the community, outside of community garden discussions, in order to better understand the need and concerns of local residents and develop a site plan. The plan originally intended to house a larger 2-3 acre orchard, but the garden was scaled back due to maintenance concerns.

*“ We are really looking to bring folks together around what was the history of this area. ”*

### Challenges

While the infrastructure work is complete, Sawmill CLT has experienced delays in accessing funding to complete the project. State funds were used to finance the initial stages of the project but were clawed back due to State budget shortfalls. Sawmill CLT is looking to secure grant funds from several foundations to complete the project.

### Benefits

The project is anticipated to increase healthy food options and economic opportunities for neighborhood residents and generate nominal lease fees to fund on-going garden operations. The project aims to bring people together around the agricultural history of the land and will include educational programming on agricultural techniques and responsible water management practices.

### Project at a Glance

|  |  |
|--|--|
| Location:                              | Albuquerque, NM  |
| Project Category:                      | Urban Agriculture  |
| Year Completed:                        | In Progress  |
| Agricultural Acreage:                  | 1 Acre   |
| CLT Role                               | Securing Land, Programmatic Support                              |
| Agricultural Activities:               | Community Garden   |
| Tenure Arrangements for Securing Land: | Fee Simple Ownership   |
| Major Partners:                        | City of Albuquerque, United Way, Center for Nonprofit Excellence |
| Website:                               | <a href="http://www.sawmillclt.org">www.sawmillclt.org</a>       |
| Staff Contact:                         | Wade Patterson, Executive Director<br>wpatterson@sawmill.org     |

### Lessons Learned

The community has to be involved from the earliest stages of the process. Sawmill CLT took the time to engage in a community visioning process and developed a plan that responded to the site’s unique history and the resident needs. However, progress has been delayed due to funding shortfalls. Meanwhile, Sawmill CLT has utilized other methods to bring agricultural elements to the site and have incorporated a small orchard and community garden outside a senior housing complex.





Image: Jori Ketten

# Southside CLT

## Providence Community Growers Network

### Background & Context:

In the early 1980s, the City of Providence had a large inventory of vacant/abandoned properties and set up a program to auction off tax-delinquent land at nominal prices. Southside CLT purchased a large vacant lot, formerly a chop shop for cars, and looked to create a safe, neighborhood open space for shared food production. Southside CLT partnered with local residents to develop the City Farm site.

### Implementation:

Southside CLT started as a small volunteer-run organization and rehabilitated a ¾ acre site into City Farm over several years. Project funding for implementation and on-going maintenance is provided through donations, grants and revenues from plant sales and commercial produce sold to local restaurants. Southside CLT has since developed a network of 43 gardens and farms across the city – mostly in disadvantaged communities and provides programmatic support by delivering compost, garden supplies, and technical training.

“ There are small areas where urban agriculture begins to become a market activity. Our expectation is that the market relevance will continue to grow over time. ”

### Challenges

Project financing continues to be an on-going challenge as acquisition and development costs are highly dependent on grants and donations, while land prices have stabilized. In response, Southside CLT has created the Providence Community Growers Network to coordinate local efforts at a larger scale.

### Benefits

City Farm helped demonstrate the potential of bio-intensive, sustainable food production within a single urban block. Southside CLT also used the excess produce grown at it's sites to develop farmers markets, increasing the organization's visibility and efficacy. Residents have benefited from increased access to healthy foods, open space, and supplemental income from selling produce.

### Project at a Glance

|  |   |
|--|---|
| Location:                              | Providence, RI  |
| Project Category:                      | Urban Agriculture   |
| Year Completed:                        | 1986  |
| Agricultural Acreage:                  | 5.5 Acres   |
| CLT Role                               | Securing Land, Programmatic Support   |
| Agricultural Activities:               | Commercial Farm, Greenhouse, Children's Garden, 43 Community Gardens in Network |
| Tenure Arrangements for Securing Land: | Fee Simple Ownership  |
| Major Partners:                        | City of Providence, State of Rhode Island                                       |
| Website:                               | southsideclt.org  |
| Staff Contact:                         | Margaret DeVos, Executive Director<br>margaret@southsideclt.org                 |

### Lessons Learned

The Southside CLT is highly experienced and uniquely situated to provide agricultural programmatic support and engage in direct agricultural production. Southside CLT is the only CLT in the county with a sole focus on urban agriculture. Most of the City Farm programs are now financially self-sustaining. However, acquisition and development costs, capital improvements and educational components for the Providence Community Growers Network are still heavily grant dependent.



# 1 Roof Community Housing

Common Ground, LLC

## Background & Context:

Common Ground was created by Northern Communities Land Trust (now 1 Roof Community Housing) in 2004 with an initial mission to deconstruct a public housing project and create jobs through a reuse store. In 2006, it shifted away from deconstruction, and became Northern Communities' general contractor for new construction projects. In 2007, the reuse store was closed, the first Green Communities home was completed, and Common Ground expanded into housing rehabilitation work.

## Implementation:

In the mid-2000's, Northern Communities was having difficulty in finding general contractors to handle their housing construction projects. When the market for housing deconstruction services proved insufficient, Northern Communities decided to shift the focus of their Common Ground subsidiary toward new construction, in order to handle their in-house development projects. This proved to be a successful approach, especially as Common Ground expanded into housing rehabilitation in order to perform work for Northern Communities' NSP-funded projects.

“ *Construction is totally different from running a non-profit... It just evolved in this very unlikely way that works for our organization and our local market.* ”

## Challenges

Common Ground initially experienced difficulties in finding enough deconstruction work to support its operation, and eventually shifted toward new construction. However, the construction work is an entirely different line of business and requires a very different set of capacities.

## Benefits

Common Ground has increased 1 Roof's ability to develop high-quality affordable housing and have helped control costs and reduce risks associated with rehabilitation projects. Housing units can be quickly assessed for needed repairs, in turn allowing 1 Roof to be more active in purchasing foreclosed properties.

## Initiative at a Glance

|  |   |
|--|---|
| Location:                              | Duluth, MN  |
| Project Category:                      | Commercial Development  |
| Year Created:                          | 2004  |
| Commercial SF:                         | N/A   |
| CLT Role                               | Commercial Entrepreneur   |
| Commercial Activities:                 | General Contractor  |
| Tenure Arrangements for Securing Land: | N/A   |
| Major Partners:                        | N/A   |
| Website:                               | <a href="http://www.1roofhousing.org">www.1roofhousing.org</a>  |
| Staff Contact:                         | Jeff Corey,<br>Executive Director<br><a href="mailto:jcorey@1roofhousing.org">jcorey@1roofhousing.org</a> |

## Lessons Learned

When their initial business model did not materialize as anticipated, Northern Communities was willing to shift the direction of Common Ground toward housing construction. Faced with difficulties in their commercial subsidiary, Northern Communities strategically shifted the direction of Common Ground and developed in-house construction capacity to support their development program. Common Ground now fills what was once a void in the local affordable housing construction and rehabilitation market.





# Anchorage CLT

## Mountain View Service Center

### Background & Context:

Years of disinvestment left the Mountain View neighborhood heavily blighted with a high number of pawnshops, vacant lots and abandoned properties. The neighborhood was already well served by several nonprofits developing affordable housing, so the Anchorage CLT decided to focus on commercial development. Anchorage CLT’s first project redeveloped this abandoned warehouse, which was one of the most blighted properties along the main commercial corridor, into the Mountain View Service Center (MVSC).

### Implementation:

After acquiring the property in 2005, Anchorage CLT utilized New Markets Tax Credits, grant funds from the Rasmuson Foundation and a HUD 108 loan to finance major rehabilitation work. The MVSC was completed in 2007 and now offers Class B office space for seven nonprofit organizations.

“ *In order to have a successful community where people thrived, you had to have a viable business corridor* ”

### Challenges

Anchorage CLT experienced significant financial difficulties when the initial anchor tenants backed out of the property. As Jewel Jones, Executive Director of Anchorage CLT, explained, “We had a rough patch for a good year and a half where we didn’t have a positive cash-flow. It was very difficult to make our [HUD] 108 loan payments and pay our bills.” Recognizing the importance of the project, Anchorage CLT was persistent in their efforts to identify qualified tenants. Today, the project generates sufficient revenues to meet expenses.

### Benefits

The MVSC is now a destination for nonprofits and has helped increase commercial activity in the Mountain View neighborhood. The building is leased to seven nonprofits with 100 employees who serve nearly 1000 clients each week through trainings and meetings. By catalyzing community revitalization, the MVSC has created a safe and healthy environment for social and economic activities to occur.

### Project at a Glance

|  |  |
|--|--|
| Location:                              | Anchorage, AK  |
| Project Category:                      | Commercial Development   |
| Year Created:                          | 2007   |
| Commercial SF:                         | 53,298 SF  |
| CLT Role                               | Securing Land & Commercial Developer   |
| Commercial Activities:                 | Nonprofit Office & Warehouse Space   |
| Tenure Arrangements for Securing Land: | Fee Simple Ownership   |
| Major Partners:                        | Rasmuson Foundation, State of Alaska, Wells Fargo, National Development Council, HUD                       |
| Website:                               | <a href="http://anchorageclt.org">anchorageclt.org</a>   |
| Staff Contact:                         | Jewel Jones,<br>Executive Director<br><a href="mailto:jjones@anchorageclt.org">jjones@anchorageclt.org</a> |

### Lessons Learned

It is important to assess the organizational landscape to identify gaps where community needs are not being met. Anchorage CLT recognized that neighborhoods have many needs beyond affordable housing, and chose to spearhead local economic development efforts. Acknowledging the comprehensive nature of community development work, Jewel Jones noted, “One thing we understand is that it’s great to have affordable, quality housing. But affordable doesn’t mean free. People who live in those houses must have jobs to pay their bills and provide for their families”.



# Champlain Housing Trust

## Old North End Redevelopment



### Background & Context:

In the 1980s, the Burlington Community Land Trust (now Champlain Housing Trust or CHT) was asked to lead redevelopment efforts in Burlington's Old North End, a community that had long suffered from empty storefronts, abandoned commercial buildings, and deteriorating housing stock. The neighborhood had been disinvested for twenty years, and CHT quickly realized that redevelopment would need to extend beyond affordable housing.

### Implementation:

CHT took the lead in developing comprehensive redevelopment strategies that included commercial development and worked to create 14 commercial units on 6 properties, including a food pantry, credit union, multigenerational center, legal aid clinic, and a nonprofit car donation organization. While CHT has not utilized ground leases to date, many of its commercial tenants have an option to purchase their building, with the stipulation that CHT would continue to own the underlying land.

“ *It's our job to develop the properties that nobody else wants. That's community development.* ”

### Challenges

CHT needed to develop new areas of organizational expertise. In particular, ongoing management of commercial spaces proved to be very different from residential management - commercial units required spatial reconfiguration to meet the needs of individual tenants. Finally, the project was located in a neighborhood revitalization context, where demand for commercial property was not yet well established, which introduced additional financial risk.

### Benefits

CHT's comprehensive work as commercial and housing developer has stabilized the Old North End neighborhood. Commercial projects have supported CHT's housing development, helping to attract residents and reduce turnover. These efforts have also created a stock of housing and commercial opportunities that will remain affordable for many years to come.

### Project at a Glance

|  |  |
|--|--|
| Location:                              | Burlington, VT   |
| Project Category:                      | Commercial Development   |
| Year Created:                          | 2001   |
| Commercial SF:                         | 51,000 SF  |
| CLT Role                               | Securing Land, Commercial Developer  |
| Commercial Activities:                 | Senior Center, Food Pantry, Legal Aid, Child Care, Credit Union, Laundromat  |
| Tenure Arrangements for Securing Land: | Fee Simple Ownership   |
| Major Partners:                        | Champlain Valley Office of Economic Opportunity, Vermont Legal Aid, Good News Garage, Champlain Senior Center, Burlington Children's Space |
| Website:                               | <a href="http://champlainhousingtrust.org">champlainhousingtrust.org</a>   |
| Staff Contact:                         | Michael Monte,<br>Chief Operations & Financial Officer<br><a href="mailto:mmonte@champlainhousingtrust">mmonte@champlainhousingtrust</a>   |

### Lessons Learned

CHT understood commercial development to be an important strategy in the Old North End. CHT also recognized the additional risks associated with developing commercial projects in a neighborhood revitalization context, and was cautious in structuring project financing to ensure long-term stability and operational flexibility.





# Urban Land Conservancy

## Holly Square Redevelopment

### Background & Context:

Originally built in the early 1960's, Holly Square was a retail center located in the Northeast Park Hill neighborhood. The destruction caused by arson in May 2008 left a void in the heart of this proud community. Urban Land Conservancy (ULC) was approached by the City of Denver soon after the arson to acquire the 2.6 acre site. In spring of 2009, ULC finalized the purchase of the site, with the support of the City's Office of Economic Development.

### Implementation:

A diversity of stakeholders - ULC, The Denver Foundation, The City of Denver, and community members - came together to create a planning and visioning process, resulting in the creation of the Holly Area Redevelopment Project (HARP) Vision Plan. A partnering nonprofit, the Prodigal Son Initiative, created an interim recreational park to keep the site active during redevelopment. In August 2012, the Boys and Girls Club of Denver signed a 99-year ground lease to construct a community center. ULC is continuing to work with HARP to identify other long-term development partners.

“ *This is a community that deserves to be treated with respect.* ”

### Challenges

ULC purchased the site without a specific development plan in place, but was committed to community engagement and collaborative planning. Project financing was structured to cover holding costs throughout the long-term development process. In committing to a shared decision-making process for redevelopment of the Holly, ULC built trust and generated enthusiasm for the project. However, the project has required a large investment of staff time and commitment.

### Benefits

Holly Square is a marquee project that strongly supports ULC's mission - to preserve land and buildings in urban areas and preserve community assets for future generations. Holly Square has also generated community goodwill in the Northeast Park Hill neighborhood and increased organizational visibility.

### Project at a Glance

|  |   |
|--|---|
| Location:                              | Denver, CO  |
| Project Category:                      | Commercial Development  |
| Year Created:                          | 2009 - Present  |
| Commercial SF:                         | 28,000 SF (to date)   |
| CLT Role                               | Securing Land, Environmental Remediation, Community Coordination  |
| Commercial Activities:                 | Nonprofit Community Center  |
| Tenure Arrangements for Securing Land: | Fee Simple Ownership  |
| Major Partners:                        | Holly Area Redevelopment Project (HARP), The Denver Foundation, Boys & Girls Club of Metro Denver, City and County of Denver, Prodigal Son Initiative |
| Website:                               | <a href="http://www.urbanlandc.org">www.urbanlandc.org</a>  |
| Staff Contact:                         | Aaron Miripol,<br>Chief Executive Director<br><a href="mailto:aaron@urbanlandc.org">aaron@urbanlandc.org</a>  |

### Lessons Learned

ULC's commitment to deep neighborhood engagement enhanced the sense of community cohesion and resulted in a project that responds to the HARP plan. ULC's ability to ground lease the community center reduced land costs for the Boys and Girls Club, and added a layer of protection to safeguard the community's long-term vision for the site.