

**EXPLORING THE COMMUNITY LAND TRUST MODEL: AN ANALYSIS OF
COMMUNITY LAND TRUSTS IN CALIFORNIA, AND THE IMPACTS OF
ASSEMBLY BILL 2818**

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SIGNATURE PAGE

THESIS:

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ABSTRACT

Community land trusts (CLTs), offer a different take on ideas of land-tenure, and land-use based on a collective ownership model. This notion of collective ownership has the potential to assist with some of California's issues linked to land-tenure, land-use, green spaces, public parks, affordable housing, and community preservation. In recent years the CLT model has gained traction as an avenue for long-term and permanent affordable housing, and as a mechanism to mitigate displacement caused by gentrification. In November of 2016, California enacted Assembly Bill 2818 (AB 2818), which was intended to help CLTs with property tax expenses. This paper explores the CLT model, how it operates, and how AB 2818 has impacted this model. Qualitative ethnographic methods are used in this study to help demonstrate how the 5 main components of the land trust model operate. Additionally, the findings in this study are used to demonstrate how AB 2818 is impacting the CLT model. Lastly, the findings are used to make recommendations for policies that assist CLTs based on the 5 components. The most prominent being to develop policy that facilitates city supported partnerships to encourage grass-roots and community-based land-use decisions. Since CLTs can be used to preserve communities, and provide an avenue for grass-roots land-use decisions, urban planners, public officials, and policymakers should be supporting CLTs in their efforts.

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CHAPTER 1

Introduction

In California, there are several concerns involving property, land use, and real-estate, many of which are also debated topics in the field of urban planning. In many cases, they are directly linked to green spaces, affordable housing, preservation, displacement and gentrification. One measure that has been used to address some of these concerns is the community land trust (CLT) model of land-tenure. The main idea behind this form of land-tenure is that it is based on group ownership of property. Although this idea has been used to preserve land for several uses like public parks and agricultural lands, it has recently picked up momentum in addressing the affordable housing crisis. For example, in 2016, California passed Assembly Bill 2818 (AB 2818), as a way to assist CLTs in the state with property taxes.

It is clear that many people suffer from a lack of affordable housing. Most often, this results in the displacement of long-time residents in gentrifying communities, particularly among the less affluent population. As reinvestment and gentrification affect communities all over California, this concern is only exacerbated. Urban planners, policymakers, and other related professionals should consider collaborating with community land trusts as a means to help address many of the concerns mentioned here. Though the model is not a cure-all, it can help establish critical protections for these types of properties. By using the tools and protections that CLTs can access, communities can preserve the land-uses and properties that are important to them such as, affordable housing, local independent businesses, local parks, and community gardens, among others.

Findings in this study reveal that there are 5 primary components that make up the CLT model; namely: the organizational mission, funding, property and land-use, the community members, and partners of the CLT. Furthermore, an analysis of AB 2818 demonstrates how the bill affects the model and addresses some of its limitations, indicating that more is needed to help the model be as effective and efficient as possible. Lastly, recommendations are put forth on how to encourage CLT support from cities, which can facilitate land-use decisions at the grass-roots level.

Background & History

A CLT non-profit can most simply be described as an organization focused on protecting or preserving some form of land, property, or real-estate for specific uses. For example, a CLT focused on affordable housing exists to produce, protect, and preserve land for these housing-related uses. These organizations can provide these protections because of how trusts work. According to Roos, (2013), "A trust, in legal terms, is an arrangement in which one party holds property for another party's benefit. The property owner never gives up control of the assets — cash, stocks, bonds, real-estate — but the trustee becomes the owner for legal purposes". There are four components that make this work, the property owner, the property itself, and the trustee, which is the entity that holds the property. Then there is the beneficiary, which is anyone that benefits from the assets in the trust (Roos, 2013).

Although CLTs have been in existence in the United States, they have been largely overlooked as land tenure options. According to the National Community Land Trust Network (NCLTN), in the 1960s, the CLT model gained momentum as a result of the civil rights movement, in order to create long-term opportunities for economic and

residential independence for African Americans (NCLTN, nd). Some civil rights leaders borrowed ideas from other practices of community ownership and stewardship of land. Much of the inspiration was taken from the Gramdan movement in India, as well as the agricultural cooperatives in Israel (NCLTN, n.d). The Gramdan movement was focused on having wealthy landowners donate land to entire villages, which was held in trust by a village council (Davis & Rosenberg, 2017). The Israeli cooperatives also known as moshav worked in a similar fashion, the purchase and sale of land, as well as most of the production on the land, was done cooperatively; however, each family had their own leasehold and held the title to their own home (Davis & Rosenberg, 2017). These ideas were synthesized and shaped to be introduced to the United States as a means to help African Americans during the civil rights movement. Since then, the land trust model has been used throughout the United States to help persevere and sustain communities in one form or another.

The non-profit Trust for Public Land is a nationally recognized organization, whose mission is to create parks and protect land for people, ensuring healthy, livable communities for generations to come (Trust for Public Land, n.d.). In general, the organization does this by purchasing land from willing landowners and then, protects the land through a conservation easement. Since 1972, The Trust for Public Land has been assisting communities all over the United States in protecting and preserving parks and have an estimated 3.7 million acres protected, ranging from neighborhood parks.

In 1980 the American Farmland Trust (AFT) was chartered by people concerned about the United State's dwindling farmland. Through the use of conservation easements, the AFT was able to keep developers off of farmlands and preserve them for generations

to come (American Farmland Trust, n.d.) The organization now spans across 29 states in the nation, with permanent protection of over 6.5 million acres of agricultural land, and has provided relief for U.S. farmers affected by the COVID-19 pandemic (American Farmland Trust, n.d.).

Also, in the 1980s, The Burlington Community Land Trust (BCLT) was established in the state of Vermont. At the time, the city of Burlington was in the process of revitalizing low-income neighborhoods, and residents became concerned about displacement due to gentrification (PolicyLink, 2001). Concerned residents came together, and with the help of the city, they were able to acquire a \$200,000 seed grant to help start the BCLT. According to the Executive director, the goal of the BCLT was to be able to revitalize neighborhoods without making it unaffordable for those who live there (PolicyLink, 2001). The BCLT was successful in preserving not only their community but also affordable homes for incoming residents. Due to their success, BCLT attracted other local partners and donors to help support their cause (PolicyLink, 2001; p. 26-27). In 2006 the BCLT merged with one of its partners, the Lake Champlain Housing Development Corporation, and became known as the Champlain Housing Trust, and has continued to produce and maintain affordable housing for many residents throughout the Lake Champlain area (Champlain Housing Trust, n.d.).

Assembly Bill 2818

The examples above demonstrate how the Land Trust model can be applied to protect and preserve land for various uses such as agriculture, parks, and affordable housing. In the state of California, there are debates over protecting these types of uses, and more recently, concerns over displacement and lack of affordable housing in

California have been a much-debated topic. There have been some policy approaches to address the affordable housing crisis in California, including rent control policies such as Los Angeles's Rent Stabilization Ordinance (Los Angeles Housing and Community Investment Department, 2019) Accessory Dwelling Unit (ADU) policies such as the statewide policy put forth by Department of Housing and Community Development (2020) . AB 2818 falls into a similar category only it addresses affordable housing through the CLT model, by providing equitable taxation on properties held by a CLT. This indicates that the state of California believes that CLT organizations could be a viable approach to help mitigate displacement caused by a lack of affordable housing and gentrification. AB 2818 defines a CLT as the following:

A community housing development organization not sponsored by a for-profit organization, with a specified board membership, that is established to carry out the following activities: 1) Acquire parcels of land, held in perpetuity, primarily for conveyance under long-term ground leases; 2) Transfer ownership of any structural improvements located on the leased parcels to the lessees; and 3) Retain a preemptive option to purchase any structural improvement at a price determined by formula designed to ensure that the improvement remains affordable to low- and moderate-income families in perpetuity. (AB 2818, 2016).

Purpose

The purpose of this research is to explore how CLT non-profit organizations operate to understand the composition of the CLT model, which provides insight into aspects of CLTs that are not explicitly known. Additionally, this study aims to understand how AB 2818 has impacted or affected the CLT model, which can help determine if the bill was effective in its purpose. This information will guide recommendations for future

policy which intend to assist CLTs by, making sure that those policies work in conjunction with components and practices of the CLT model.

Problem Statement

The primary purpose of CLTs is to provide some form of long-term and permanent land tenure. In most cases this is a method to produce and protect affordable housing. However, the land trust model can also assist in preserving commercial properties, agricultural properties, and recreational properties such as parks and community gardens. AB 2818 was intended to assist the land trust model in California through a restricted tax formula.

The following research questions guide this study:

- 1) Is AB 2818 adequately assisting CLTs in their efforts?
- 2) Land trusts require funding to acquire and sustain land, is AB 2818 assisting them in this?
- 3) Are there other policy or practical approaches that could assist CLTs in their missions?

CHAPTER 2

Literature Review

CLTs have the potential to become an essential tool in providing permeant affordable housing. In order to explore how CLTs can do this, it is vital to understand the following

- How do CLTs operate in theory?
- What are some limitations of the CLT model?
- How can those limitations be addressed?
- How can planners and policymakers, best approach research among CLTs?

Theoretical framework of CLTs

According to Foster (2018), The CLT model of land tenure has recently received increased attention among members of socio-economically marginalized communities. This is partly due to two key promises of the CLT model, which includes security for affordable housing and tenure, as well as participation in making decisions about land-use (Foster, 2018). This idea usually begins with a 501c3 non-profit corporation, the CLT, acquiring land or property within their service area (John Emmeus Davis, 2014). Membership with the CLT is open to anyone living within the CLT's service area, and it could be as small as a neighborhood or as large as a city or multi-county region (John Emmeus Davis, 2014). The CLT members elect most of the organization's governing board, and seats on the board are distributed equally among those who represent people living on the CLT's land, residents of the CLT's service area who do not live on the CLT's land, and the public interest (John Emmeus Davis, 2014). The CLT organization has the ability to lease out the land it owns to other entities that own the structure or

building on the lot. These entities can include not only homeowners, but government entities, for-profit entities and other non-profit entities as well (Zonta, 2016).

There are restrictions on the terms of use written into the leases, which is how the CLT negotiates the collective interests of its community with the individual interests of users (Foster, 2018). Some of these restrictions include capping the resale value of a housing lease. This is done through calculated formulas that help shape the equity of properties on the leased land for future residents, which is how CLTs provide stable and permanently affordable housing, which is one of the most effective ways of controlling for affordability (Foster, 2018). By including in a lease contract language that indicates that any sale or resale of residences or rental units that are part of the CLT must be to low-income or moderate-income people, and the home or rental unit must serve as the primary residence of the buyer (Civil Code CIV, 2009).

Another example is through a renewable 99-year ground lease, where a CLT owns the property of which a home is on, but leases it out to a qualified buyer. The buyer/resident owns the home, but not the property. (Civil Code CIV, 2009). Additionally, the place of residence could also be owned in the form of a Limited Equity Housing Co-operative (LEHC) (AB 2818, 2016). LEHCs operate in a similar fashion but use a system of shares for its residents. Most often, the LEHC model is used with multi-family units. (Civil Code CIV, 2009).

Zonta (2016) explains that in a LEHC, the real estate is owned collectively by low and moderate-income residents. However, individual residents own shares of the non-profit organization that owns the real-estate of which the residents live on. LEHC members have the ability to sell to others interested in becoming part of the co-operative.

However, it is a specific process, which involves selling their shares (Zonta, 2016). If a LEHC resident decides to sell their shares, they transfer the right to live in the co-operative to the new buyers of the shares (Zonta, 2016). Similar to the 99-year ground lease, there are limits on the price that the shares can be sold to ensure the LEHC remains affordable to future low- and moderate-income buyers (Zonta, 2016). The price restriction, in this case, is enforced through a shareholder agreement, which is signed by residents living in the LEHC (Zonta, 2016).

In addition to the price control mechanisms of CLTs, there is the notion of collective control. Through a non-profit owner, the CLT is able to incorporate this idea of collective control among its community (Foster, 2018). In other words, CLTs are supposed to represent the interests of those living within the housing provided by the CLT, and the members of the surrounding community and stakeholders (Foster 2018). This is done through a strategic democratic organizational structure.

The CLT land dwellers, surrounding community, and the stakeholders are incorporated into the CLT as a whole, by way of the organization's multilateral board (Foster, 2018). The board reserves roughly an equal number of seats to each group, which are filled by members of the organization (Foster, 2018). Ideally, the CLT model envisions a process and structure of land tenure characterized by permanently affordable living, and collective control by residents, neighbors, and community members through price control mechanisms and collective organizational structure, to maintain the system (Foster, 2018).

Concerns in CLT funding

It is important to know aspects of the CLT model that fall short in adequately meeting the promises they offer. Davis (2014), Zonta (2016), and Foster (2018) describe the theoretical framework of how CLTs operate; however, it is also essential to be aware of any concerns regarding the CLT model. Williams (2019) critiques the sustainability of CLTs regarding funding. Given the non-profit nature of CLTs, there is a large focus on outside funding, such as grants and donations, to provide a sustainable source of revenue (Williams, 2019). The concern is, the CLT model itself is not self-sustaining, and is thereby subject to a strong focus on funding, steering away from the primary focus of the organization (Williams, 2019).

Williams (2019) notes that due to the competitive nature of the housing market, CLTs struggle with funding. This causes many CLTs to focus on grant-writing and supplementing their affordable housing projects with other side projects and services and get involved in becoming developers and lenders (Williams, 2019). Furthermore, their attention may be centered on the involvement of lawyers, housing developers, funders, and sometimes public officials (Williams, 2019). This exemplifies a loss in focus on affordable housing, which in this case, is their mission or goal.

Williams (2019) proposes a model in which neighborhood-based Community Land Co-operatives (CLCs) partner up and work in conjunction with regional Real Estate Investment Co-operatives (REICs) to generate funding for a system of community-controlled land without grants or debt. Williams (2019) explains that this method begins with a CLC buying parcels in a neighborhood. The CLC then rents out those parcels for residential and commercial uses to its members (Williams, 2019). Rent prices are

democratically determined based on the cost of living; additionally, renters buy one voting share to direct the CLC's development and management through Sociocratic governance (Williams, 2019). The REIC "exclusively supports CLCs by providing development capital, incubation of new CLCs, administration of membership, accounting, legal services, etc., and networking opportunities between CLCs" (Williams, 2019). The REIC also acts as an investment mechanism for those seeking to support affordable and sustainable democratic land stewardship (Williams, 2019). Rent from CLC returns dividends to the shareholders, both tenant- and non-tenant-owners, providing an economic return on their investments (Williams, 2019).

Williams (2019) outlines some limitations of CLTs and offers the CLC and REIC partnership model as an economically feasible way to keep community land affordable. Although this notion seems promising, Williams (2019) does make note that it requires the dedication and participation of all members, and collective support has to be an ongoing goal and practice. Entirely rejecting grant funds, or refusing to work with entities like developers and credit unions can have its own set of limitations.

CLTs and Partnerships

Greenberg (2019) provides a similar but slightly different take on partnerships. Williams (2019) observes that it is difficult for CLTs to flourish on their own, particularly in regards to funding, and in response proposes the REIC and CLC partnership as a potential solution to this issue. Greenberg (2019), on the other hand, argues that cooperation between CLTs, Community Development Corporations (CDCs), and Community Development Financial Institutions (CDFIs) is an effective model. Greenberg (2019) makes the case that CDCs and CDFIs find it beneficial to partner with

CLTs because of three key reasons: “1) to reframe expectations about land and property and build ambitious community movements; 2) foster community control and revitalizing CDC-community relations, and 3) to preserve permanent affordability” (Greenberg, 2019; p. 8).

The key argument Greenberg (2019) makes is that in order to find ways to protect land and prevent displacement, efforts must be focused on scaling up the CLT model of land tenure. Through partnerships between CLTs, CDFIs, and CDCs, a greater level of community preservation and sustainability can be achieved. This is done in three different ways: “1) by directing investments typically associated with the community development sector to CLTs; 2) by using the infrastructure of the CDC movement to support CLTs or create new ones; and 3) by supporting public policies that create new pipelines of properties and resources to help them become part of a CLT” (Greenberg, 2019, p. 5).

Greenberg (2019) brings up a particular case from the Bronx in which there exist partnerships with CLTs. The Banana Kelly Community Improvement Association, which is a CDC, works in partnership with CLTs and a New York based organization called Joint Ownership Entity (JOE). This tripartite approach is effective in establishing local resident engagement with affordable properties, which is also part of a broader strategy to increase community control of housing in the Bronx (Greenberg, 2019). This works in practice because the JOE requires CDCs to keep their properties affordable, and even if they leave the entity, a CLT’s ground lease can provide additional affordability safeguards (Greenberg, 2019).

he second case of partnerships is one out of Chicago. In this case, Greenberg (2019) emphasizes the critical role that public policy and public partnerships can play in supporting CLTs. The Chicago Community Land Trust (CCLT) has its board appointed by the Mayor, and according to Greenberg (2019), CCLT works with the city's Department of Planning and Development to implement the Affordable Requirements Ordinance (ARO), which requires developers of projects with 10 or more units to set aside 10% of these units for affordable housing.

The main point Greenberg (2019) is making is that public policy can be critical in regards to scaling up and supporting CLTs; however, not having public backing could be impeding, and “reduced resources over time can make CLT growth more challenging, despite exceptionally strong local practice” (Greenberg, 2019). This is exemplified through the case of One Roof Community Housing, a CLT from Minnesota. One Roof, though relatively large in supplying about 300 homes, has experienced problems related to acquisition, rehabilitation, and regulatory compliance as well as federal funding, while prices continue to go up (Greenberg, 2019). Greenberg (2019), recommends that policy at the federal level be put in place to assist CLTs. One of his recommendations is a policy similar to that of the Neighborhood Homes Investment Act (NHIA), which addresses the issues that the cost of construction or renovation in many neighborhoods exceeds the market value of the home.

Lastly, Greenberg (2019) makes the case that a growing threat could be Opportunity Zones, which focus on a new tax incentive program that could be used to streamline gentrification, and thereby displacement. His argument is that CLTs should be used in anticipation of neighborhood change since they can provide essential protections

for its residents. This concept is gaining momentum, according to Dimmick (2019) the City of San Antonio is looking into working with CLTs as a way to provide affordable housing and mitigate displacement caused by gentrification (Dimmick, 2019). Although the city acknowledges that CLTs may not be a cure-all for gentrification, they are open to CLTs as a viable option to mitigate the negative effects of gentrification.

CLTs and Gentrification

Using the CLT model has demonstrated that it helps protect communities, from displacement caused by gentrification. For example, the BCLT mentioned in chapter one, the organization was started by community residents that were concerned with displacement caused by gentrification (PolicyLink, 2001). The BCLT was formed in anticipation of community change. Similarly, there is the Rondo CLT from Minnesota that not only provides affordable housing, but also focuses on affordable commercial spaces (Buechler & Kris Nelson Community-Based Research Program, 2017). The Rondo CLT's mission focus is affordable housing for low- and moderate-income residents, preserving economic growth and neighborhood stabilization, and to support and celebrate cultural diversity (Buechler et al., 2017, p. 5).

The Rondo CLT embarked on a commercial project in 2009 centered in a gentrifying corridor, to help African-American small businesses (Buechler et al., 2017, p. 8). When developing this project, the Rondo CLT, included the following two goals relative to their community, "Provide long-term affordable commercial space for African American owned small businesses in a gentrifying area, [and] promote an African American cultural corridor" (Buechler et al., 2017, p. 13). Additionally, the project would be based on mixed use development providing senior community members with

affordable rental units, and according to Buechler et al. (2017) the project would also, “serve as a pilot demonstration of developing long term, self-sustaining affordable commercial space” (p. 13).

The authors indicated that the Rondo CLT commercial pilot project was still in its development stages at the time the report was written (Buechler et al., 2017, p. 4), so there was no indication if the project was successful in meeting its goals. It seems that CLTs want their projects to reflect their mission, their goals, and successful services to their communities. The most effective method of measuring this success would be to know how the efforts of these CLTs have affected the lively hoods of the community members they serve.

Ethnographic work in the Urban Commons

One aspect that is overlooked in these articles is how the lives of those living among collectively owned property. Huron (2015) explores the concept of an urban commons, a place that is collectively shared among a group. In this case, LEHCs in Washington D.C. provide examples of urban commons, and a qualitative methodology is used to paint the picture. Huron (2016) interviews residents of LEHCs in Washington D.C. to understand its model, how it works, how it is linked to the idea of an urban commons, and how it plays a role in shaping the residents’ lives.

Huron (2016) mentions that many participants indicated that affordable living allowed them to live less bound by capitalist obligations. These residents were able to quit high demand jobs and work part-time, allowing them to pursue other activities, such as acting, poetry, activist work, caring for family, and joining local sports teams (Huron, 2016). The focus of the article is tied to the challenges of reclaiming and maintaining an

urban common in densely populated spaces with competing uses (Huron, 2015). There are several challenges to this, which includes the willingness to work with strangers from various backgrounds, and adjusting to the LEHC style of living (Huron 2016).

However, it is the methodological approach used in this study that is key in engaging with the community and capturing the stories of those living in a Washington DC LEHC. This method is more of an ethnographic approach and could prove to be valuable in understanding the people who take part in CLTs in California, as well as those who operate the organizations. Working with these actors will enhance the quality of the data collected.

Ties to Participant Observation

The notion of an ethnographic research approach stems from participant observation, a data collection practice usually used in the field of anthropology. DeWalt and DeWalt (2011) conduct a thorough analysis of this method, how it works, and when is it best suited for research.

Participant observation is defined as a method in which a researcher takes part in the daily activities, events, and interactions of a group, to understand the explicit and tacit ways of the group (DeWalt & DeWalt, 2011, p. 1) “Explicit” in this sense refers to the aspects and practices a group that can be easily understood and communicated (DeWalt & DeWalt, 2011, p. 1) “Tacit” in this case refers to the aspects and practices of a group that are usually not easy to understand (DeWalt & DeWalt, 2011, p. 1). One example of this would be a city council. They are a group and explicitly it is easy to understand that they are the governing body of a city. However, tacitly, it can be difficult to understand

the intricate processes and legal framework that goes into the decision-making process.

Participant observation aims to explore both.

DeWalt and DeWalt (2011) argue that this method is important because it enhances the quality of data collected and the quality of the interpretation of the data, and serves as both the data collection mechanism and the data analysis mechanism (p. 10). It is important to understand that when incorporating participant observation as a research method it should not be the only method. Research that includes a variety of methods to investigate different aspects of a topic or phenomenon are more effective in being accurate and objective (DeWalt & DeWalt, 2011, p. 110). Most often in a qualitative study, participant observation is combined with interviews, traditional observations, and participatory community mapping, which can be very effective when studying political and social relations, as it provides physical boundaries of the study area as defined by its community members (DeWalt & DeWalt, 2011, p. 84). This is not to say that this method cannot be combined with quantitative studies, and in fact, like other qualitative approaches, it may also enhance implications and findings put forth by quantitative studies (DeWalt & DeWalt, 2011, p. 16).

Applying Ethnographic Work in Urban Planning

Participant observation embeds the researcher in the area, community, culture or group of study. This approach of participant observation is not unknown to planning and reflects the emerging concept of Embedded Planning. According to Bell (2018), Embedded Planning is an approach where the planner regularly participates and is engaged in the community they work in. This form of planning is effective in gaining an in-depth understanding what is happening on the ground in the communities that planners

work with, in order develop “streetwise” plans, policies, and ordinances (Bell, 2018). The participant observer and the embedded planner are essentially one in the same when it comes to approaches of data collection and engagement. Participant observation is a valuable tool especially when combined with other methods.

CHAPTER 3

Methods

Research for this study was conducted using a qualitative ethnographic approach stemming from the practices of Anthropology and Embedded planning. The direction of this study was slightly altered due to the COVID-19 pandemic though much of the design remained intact. A majority of the data was gathered from the following: an observation, participant observation, one structured interview, one informal conversation, and one questionnaire. Additionally, Data from online sources, including the California Community Land Trust Network (CCLTN), was also used to supplement findings in this study. The data that was gathered from the CCLTN and their members includes a list of CLTs in California, the regional locations they serve, and their Missions. Names of these CLT were omitted and replaced with numbers, as a means to protect their identities.

One key factor for this study was to coordinate with CLTs in southern California. In order to obtain data through ethnographic methods. The intention was to volunteer with CLT organizations in Southern California, and assist them with everyday tasks or put myself in a position where I can regularly observe them in practice, such as attending community meetings or other sponsored events, which would be documented through journal entries. However, it is important to note that this method was cut short during the COVID-19 pandemic. As a result, observations and in-person interactions were limited. Furthermore, pseudonyms were given to any participating individual and organization as a means to protect their identities.

There were three participating CLT organizations, the Orange CLT from the Inland Empire, the Guava CLT from LA county, and the Avocado CLT from Orange

county. The informal conversation took place with Mr. Orange, a participant from the Orange CLT. After reaching out through email asking for an opportunity to volunteer, Mr. Orange and I decided to meet up to get to know each other and find a place where I could help within the organization. As a result, an informal conversation took place, which was recorded through a journal entry. Data collected through the participant observation approach was started from this meet-up with Mr. Orange, in which I volunteered and assisted them with research for a GIS tool, this was also recorded through a journal entry.

The structured interview took place with Mr. Guava, from the Guava CLT. The interview was recorded using an app through an iPhone. The interview was then transcribed onto a Word document. Additionally, an observation stemmed from this interaction with Mr. Guava since we met just before a community meeting with the Guava CLT. This allowed for a front-row seat to see how the Guava CLT engages with their local community, this observation was recorded through a journal entry.

The questionnaire was sent through emails containing consent language to 4 different CLT organizations. However, only Mr. Avocado from the Avocado CLT responded and answered the questionnaire. The answerers to the questions were taken directly from the email response.

The purpose of these approaches was to provide an in-depth first-hand understanding of the tacit and intricate processes of CLTs and how they function. The data collected from these methods were analyzed for organizational structure and practices, then these variables were compared for similarities and differences between organizational practices to see how they reflect the theoretical framework mentioned in

the literature review. The overall themes of focus are in regard to organizational practices such as land acquisition, land-use, community engagement, funding, and growth. The unit of analysis is the CLT non-profit organization, and the variables are the components that makeup CLTs.

CHAPTER 4

Data

Data from this qualitative study was analyzed by summarizing interactions in combination with an analysis of the interactions. Through content analysis gathered from observations, interactions, responses and conversation, indications and conclusions can be made that either overlap or contradict notions put forth in the literature review. The following was a conversation that took place with Mr. Orange from the Orange CLT.

Mr. Orange Summary

The meet up with Mr. Orange was intended as a means to get to know the CLT organization he worked with in order to volunteer with them and be able to conduct participant observation. Mr. Orange's CLT organization was relatively new and had only been around since Summer of 2019. Although Mr. Orange was not part of the board, he had a hand in putting the board together. Mr. Orange provided a brief history as to how the organization began. Many of the people involved were from the Occupy Wall-Street movement.

Much of the inspiration for the Orange CLT came from the Burlington Land trust. The primary focus of this particular CLT was affordable housing. They were in the process of coordinating a fundraiser to help fund construction of an ADU to be built in a participant's lot. The fundraiser was to be a michelada festival that was intended to include vendors. Since this organization was new they wanted to take on a small project they knew they could complete so that their CLT could establish legitimacy throughout the area. Additionally, they were planning on potentially replicating something similar for a church that was willing to develop an ADU on their lot.

Mr. Orange mentioned that the festival could be a great opportunity to volunteer, but he also mentioned that he was looking for some sort of tool or software that could allow him to easily find information on individual parcels of land. He wanted to know the several types of service districts that can overlay on a single parcel. He wanted to find available parcels and be able to contact anyone who may have a say or influence on that single parcel of land. In other words, this would be a method to research potential land to acquire.

The Festival was one example of fundraising for this CLT. Mr. Orange also mentioned that for CLTs, much of the funding comes from grants; however, there are cases where a CLT could be funded through a city's general fund. In the case of Mr. Orange's CLT, much of the funding came from private donations, foundation grants, online fundraising, and some government funding.

Another important factor that Mr. Orange brought up was support. He mentioned that for a CLT it is important to maintain supporters with many groups even if some ideologies contradict. In his example, Mr. Orange is pro-union and was working closely with an anti-union person in one of the projects. The idea is to be able to keep people happy while making sure the organization can provide affordable housing. Mr. Orange further elaborated on this idea by stating that he would write up 3 versions of the same proposal with language to accommodate for different groups, one for potential donors, one for city officials, and one for the public. Maintaining support from various groups in the community allows for future funding opportunities.

Mr. Orange Analysis

The following indications could be made from the interaction with Mr. Orange.

First, it is clear that the Orange CLT's primary focus is providing affordable housing.

Second, it was evident that this group was living through the hurdles and constraints of the start-up process. This includes putting together a board, filing the paperwork to be classified as a 501c3 nonprofit organization, and being able to produce a successful project to help with exposure and legitimacy. It should be noted that there was no mention of start-up assistance or support from a public entity like a city or county. In this case, it was clear that marketing and fundraising were pivotal portions of being able to complete the ADU project and promote themselves in the Inland Empire.

Another obstacle observed was the land acquisition process. The organization had only been established since the Summer of 2019 and my meeting with Mr. Orange took place in Winter of 2020, this indicates that the process to acquire land was taking longer than 6 months for the Orange CLT. Furthermore, Mr. Orange made a point to emphasize the importance of support. The way that support was described reflected ideas put forth by Greenberg (2019) regarding partnerships. Although for the Orange CLT it seemed that their partners were either non-profit, entities or private entities. This outlines the premise of the next point which is funding, and how it is linked to the organization's reliance on private donations and grants. It is clear that this practice reflects what Williams (2019) criticized in that it can eventually lead to overlooking an organization's primary focus in favor of funding, however it is not to say that the Orange CLT will do so. Lastly it should be noted that there was no mention of AB 2818 during this conversation, indicating that

Mr. Orange was unaware of it, or forgot to bring it up. Table 1 (see below) outlines the main themes from the Orange CLT.

Table 1 Key Points from Orange CLT

Mission	Affordable Housing
Funding	Private donations, Grants, Gov't funding, Online Fundraising, Event Fundraising
Property and Land-use	Does not own property yet, serves as developing entity for an ADU
Start-up	501c3 paperwork, land acquisition, putting board together
Obstacles/Limitations	Completing first project to assist with publicity
Partnerships	Non-profit and Private entities. Maintaining support is crucial.

Mr. Guava Summary

Mr. Guava from the Guava CLT, agreed to schedule an interview which took place at a public park where he and another one of his associates, Mr. Guanabana, were going to be taking part in a community meeting. The following is a summary of that interview.

Question 1: Organizational Structure. The first question of the interview pertained to the structure of the organization. Mr. Guava's Response was that the organization is a 501c3 non-profit organization which has 5 board members. The board members oversee the work of the executive director which manages several departments. Previously, there were other directors managing those departments; however, this changed and everyone now works directly under the executive director. Mr. Guava went on to explain that one of these departments focuses on a youth curriculum, where the

Guava CLT works with a high school. This department focuses on partnerships with schools to help make green spaces publicly available when schools are not in session.

Another department Mr. Guava mentioned was their capital development department, where he was a project manager. The department focuses on construction projects as well as, early stages of potential projects. He went on to elaborate that the early stages involve working closely with community members to help identify sites that could be acquired by the CLT, or purchased by the city. If the city wanted to maintain ownership, the CLT could serve as the developing entity and then give it to the city when the park is complete. The last two departments Mr. Guava mentioned, were the maintenance department and, what he referred to as “the organizing model/education curriculum model”.

Maintenance is a crucial component since it helps drive much of day to day activities. The education curriculum model is where they reach out to the community and help educate community members. Through this they help build community-based leadership, and help educate them about grants that can help fund new parks or renovations for existing ones. The reason Mr. Guava and Mr. Guanabana where at this meeting was for that specific purpose, to help establish local leadership, educate, and lay the foundation for potential projects. They were looking to establish 3 potential projects within the Broadway Manchester area

Question 2: Start-up difficulties. Mr. Guava did not seem to know of any specific obstacles during the start-up process, but maybe the executive director would know. The intention was to put me in contact with the director for an interview, however this did not occur due to COVID-19. Mr. Guava went on to mentioned that the organization started in 2002 and has since then completed 27 projects, accounting for a steady growth over time.

Question 3: The Mission. The third question, was about the organization and its mission, which is to protect and provide, recreational green spaces According to Mr. guava, the organization was in part sparked with the help from a city council member. The council member helped organize a research project, which indicated that a non-profit for greenspaces was needed in the city of Los Angeles. Since then the organization has expanded into the greater county including Long beach and Hawthorn.

Question 4: AB 2818. When asked about Assembly Bill 2818, Mr. Guava had no knowledge of the bill, but said that maybe their policy person might. A follow up with a policy person did not occur.

Question 5: Land Acquisition. Mr. Guava spoke of several different methods that his CLT could use to acquire land. One method was purchasing property directly from the owner, and from there they can begin the process of developing a project. In a recent case, the project took 5-6 years to complete from the process of purchasing of the property to the time of completion. He mentioned that acquiring land through this method requires database research to find available properties and contact property owners. Another method was working in conjunction with municipal agencies through the city or

county. There are cases when these agencies have sites they are looking to develop, but cannot due to lack of funds or other barriers. Since the CLT, as a non-profit, can access grants and other sources of revenue, they can help fund development of projects on their properties. Mr. Guava went on to mention that his CLT had recently completed a small skatepark that was part of a larger park. The larger park was already there and owned by the city, but his CLT was in charge of developing the skate park piece. The last method mentioned was one that he referred to as “the chapter 8 default process”. When property owners do not pay the property tax on it, the property can become tax defaulted and end up on an LA county database. Non-profit organizations like a CLT can pay the back taxes on these properties and purchase them at reduced rates.

Question 6: Land Maintenance. Mr. Guava mentioned that as a non-profit the Guava CLT can qualify for tax exemptions. Although he was unaware if it was reduced taxes payed or no taxes payed, he noted the paperwork for the exemptions had to be filed annually. Another concern Mr. Guava brought up was maintenance on the properties themselves. The CLT has to make sure that any vacant lots that are still in the early stages of development, be well kept. They have to make sure that there is no over grown brush on the lot. No encampments on the lot. And no garbage. Additionally, it is also up top them to keep the community informed as to what is going on the lot to mitigate concerns.

Question 7: Funding. Mr. Guava mentioned that in most cases they can look to their board in support for funding as well as individual donors support on overall expenditures. Additionally, the Guava CLT puts together fundraising events, one of which is called the garden party which is done annually. Another form of revenue mentioned was more project specific, in which funding is acquired through other non-

profits. One example was that there is a non-profit that manages funds in the L.A. area which the Guava CLT can apply for. Funding for that non-profit was based on a local tax, possibly on cigarettes, and that money from this tax would be allocated to something called “best starts first five”. With organizations like this they can qualify for grants when pursuing specific programs.

Another method is capital project specific grant funding. Depending on the project, the Guava CLT can have private funders, and private companies that are interested, sponsor a specific project. In these cases, the private funder would cover the cost of the equipment, tarps, shade structures, drinking fountains etc.

Additionally, other sources of revenue are competitive grants. These grants are applied through either the state, the county, or the city. For the state there was proposition 84, which imposes taxes on any residential development in California. The money from these taxes is then allocated toward water infrastructure and green spaces in the state. However, this proposition was in the process of being updated so funding from this specific tax was not available at the time. The amount available usually is about 256 million but there is demand for 1 billion, making the state grant competitive. The local example Mr. Guava gave was “Proposition A” which helped fund the skate park project

Question 8: Restrictive policies. Mr. Guava mentioned that the Quimby ordinance which is a tax imposed on developers toward green spaces. In the past, there was a strict radius within a development that a green space had to be within in order to get money from the tax, but it was recently updated to encompass a 5-mile radius. He went on to clarify that he is not aware of any specific obstacles or policies that need

change, but that the focus should be toward helping disenfranchised communities, and investing in anti-displacement tactics. In his words he felt that it was crucial to:

[...] [Figure] out how affordable housing can tie into parks and making sure that there's grant funding available for both to happen in tandem [...] we have to think about how we are creating spaces that are going to preserve people's ability to live there and not just increase property values and push them out, because that's a major issue that we have right now. We should really focus on those policies about equity, policies about preserving people's ability to live where they historically grew up, if they decide they want to do that. That's how I see the organization continuing to push policy

Question 9: New and Future Projects. Mr. Guava mentioned that one of the new projects was the working with local schools to bring more green spaces to school yards, not only for the benefit of the school but for the benefit if the community as well. He mentioned that one of the projects was a greenhouse and a health clinic at a local high school, which is tied to their youth curriculum component that helps the local youth become leaders and advocates of green spaces and healthier neighborhoods.

Mr. Guava Analysis

First, in terms of organizational structure, Mr. Guava addressed the fact that the Guava CLT, just like other CLTs, is a non-profit 501c3 organization. The organization begins with the board members, who oversee the executive director, and the executive director oversees several departments. Each of these departments focuses on a specific task but overlaps with the functions of other departments. And it is through those volunteers and staff working in these departments, that the organization is in contact with the community they are serving. In this particular instance, the area or place-based community was the Broadway Manchester area. Both the leadership department and the

development department were working together to establish community leadership and lay the groundwork for potential projects. The structure represented here does contain some degree of connection with what Foster (2018) outlined in terms of community participation and land-use decisions that represent the interests of those living within the surrounding community and the CLT stakeholders.

In his response, Mr. Guava addressed one key component, that there was some support from the city to help start the Guava CLT. A study headed by a city council member found that to protect and facilitate the growth of green spaces, a CLT was needed. Since 2002 The Guava CLT has completed 27 projects, which indicates steady growth, aligning with Greenberg (2019) that city partnerships and support can have positive impacts on CLTs.

For his response to the question about AB 2818, Mr. Guava made it clear that he did not know this bill. This could indicate that many people or CLTs do not know, or are unaware of the bill. Also, it could be the possibility that it is because the Guava CLT focuses on green spaces. Since AB 2818 deals explicitly with properties used for affordable housing (AB 2818, 2016; p. 3), it does not directly impact the Guava CLT.

There are 3 ways that the Guava CLT acquires land to develop, the first one mentioned was buying and directly from the property owner. A second option was the chapter 8 default process, where they acquire a tax-defaulted property through the county, which can be more cost effective than the first option. Third was, working in conjunction with municipal agencies through the city or county to acquire land or develop a project. In addition to this, Mr. Guava made note that some degree of data base research is

involved in the land acquisition process which reflects the type of data information that the Orange CLT was looking for.

In regards to maintenance, Mr. Guava mentioned that filing annual paperwork to keep their non-profit status is crucial in legitimizing the organization and assisting with expenditures, which includes property tax. The second concern said was the maintenance of physical properties, such as brush clearing and making sure there are no encampments on any undeveloped parcels. Additionally, it is up to the Guava CLT to keep the local community updated on the development phases of a project.

According to Mr. Guava, funding is generally a task covered by the board, which plays a pivotal role in the allocation of funds. In terms of sources of funds, there were three sources noted, public, private, and non-profit, which once again emphasizes the link between partnerships and funding. From the three sources, there are several types of funds, from a private entity, in some cases, these partners can serve as sponsors of projects, or provide donations. From non-profit sources, the Guava CLT can obtain project-specific grants. From a public entity, Mr. Guava mentioned that they qualify for competitive grants funded through local taxes, which reiterates Greenberg (2019), regarding the benefits of city support. The last method was through event fundraising. Similar to the Michelada festival from the Orange CLT, the Guava CLT hosts annual garden parties to help raise funds. The funding mechanisms in practice reflect what Williams (2019), emphasized, in terms of reliance on outside funding through grants, and donations.

Regarding restrictive policies, Mr. Guava spoke of a Quimby ordinance, which sounded similar to his description of competitive grants. It is a tax on developers for

green spaces. The Quimby ordinance was initially restrictive because the allocation of monies from the tax was limited to a small area from the development, but was recently updated to encompass a 5-mile radius. Mr. Guava noted that he was not aware of any other restrictive regulations in place, but mentioned that the focus should be on anti-displacement tactics and policies, and to facilitate the combined development of affordable housing and green spaces.

The Guava CLT had ongoing projects indicating that the organization was still experiencing steady growth. The project Mr. Guava mentioned was one where they operate a greenhouse at a local school, which demonstrates collaboration with a public entity that is not a city or county. Through this project, the organization can influence local youth in carrying on its mission. Additionally, this project once again demonstrates how CLTs can work toward their mission without necessarily owning the land, but by serving as a developer or steward. Table 2 (see below) emphasizes the main themes of this analysis.

Table 2: Key Points from Guava CLT

Mission	Public parks and green spaces
Funds	Public, Private, and Non-profit: grants, taxes, events, donations, sponsors
Property and Land-Use	Land grants, purchase, donations, or developing entity. Noted use of database research. Community influences land-use.
Start-up	Startup was influenced by a city council member
Obstacles/Limitation	Overcame limitations of the quimby ordinance
Policy	Push for policy that supports both affordable housing and greenspace development.
Partnerships	Non-profits, donors, and sponsors

Mr. Avocado Transcript

Mr. Avocado from the Avocado CLT, responded to the email I sent regarding the questionnaire. The following

- 1 How would you describe the structure of this organization? (who are the key players? who is on the board? Who has a say? And what roles do they play?)

The organization is comprised of a seven-member Board representing different constituencies of the community. Board members include elected officials, developers of affordable housing, special needs population representatives such as adults with developmental disabilities and veterans, land use entitlement experts, and members with fundraising and communications background. The Board will be expanded to nine members when the CLT completes development of its 500 unit. The two additional members will be resident representatives and must be occupants of land trust homes.

Each Board member has an equal say in the operations, activities and mission of the organization. The Board approves all programs, projects and activities of the organization. Individually, Board members serve on one of three standing committees: finance, legislative advocacy, communications.

- 2 When this organization began, what were the obstacles, or constraints that were faced?

The Avocado Community Land Trust was a local government established nonprofit. The organization was created to assist the City of Avocado in addressing its affordable housing production needs. Due to the unanimous local government support, the organization did not have typical obstacles or constraints faced by many self-started organizations. The City provided seed funds for its creation and initial operation and adopted housing policies that focused on encouraging development of permanently affordable housing through the community land trust model. The greatest constraint, however, faced by the Land Trust was the extremely high cost of housing development, including land costs. Orange County, California is considered a high cost area and market rate housing development absorbs and passes on the high cost of development to market rate renters and buyers. This is not possible for our organization therefore we must significantly subsidize the cost of housing to assure that it will be affordable in perpetuity.

- 3 How would you describe the primary mission or focus of this organization, and how did the organization come to make that decision?

The primary mission of the Avocado Community Land Trust is to develop permanently affordable housing for renters, home buyers and special needs populations; to steward these homes and properties and to assure that these affordable housing opportunities will not be lost to the private market.

The organization was created by the City of Avocado to assist the City in meeting its affordable housing goals. The mission and vision statements for the organization were established by the City of Avocado and have not been modified since its inception.

- 4 Overall, what is your opinion on AB 2818, Has it affected this organization in a positive or negative manner?

The Avocado Community Land Trust was one of the original sponsors of this legislation. We believed it was needed to assist our future residents who would purchase a home on land trust property. We had previously dealt with one home buyer whose house was assessed at full market value and the assessor had not taken into account the deed restriction for affordable housing. Therefore, we worked to get this legislation in place to help our home owners. As this legislation was effective only recently we have not had to test it at this time. However, to strengthen the legislation we also sponsored Senate Bill 196 to reiterate the assessment process requiring the acknowledgement of deed restrictions. We believe that with both legislative actions our home owners will benefit by having their home equitably taxed at the restricted value instead of full market value, which is a market value that community land trust homeowners can never realize.

5 What is the process like in acquiring land or real-estate?

We acquire land in the same manner as any other entity. We can purchase property, accept donations of property and be a third-party beneficiary of real-estate. We also work with the local jurisdictions to transfer land assets to the community land trust for affordable housing purposes either by purchase or grant.

As in any acquisition effort, we conduct all required due diligence to assure that the land and/or real estate can be conveyed in fee with only minimal encumbrances and that it can be developed or is developed in accordance with local zoning laws.

6 Has this organization experience any issues in sustaining acquired land?

Our organization has not experienced any issues in sustaining acquired land. We typically acquire land (take title) only when we are in a position to begin development of a project. Additionally, with the passage of Senate Bill 196 we now have the ability to acquire property and obtain a property tax welfare exemption for up to five years. This will give us the ability to hold and entitle sites for development and not worry about excessive property taxes. Also, as we steward property in perpetuity, we make sure that we have the financial resources set aside to cover ongoing operational costs such as taxes, insurance, property maintenance, utilities and miscellaneous costs.

7 How would you best describe the funding process or model? (do you believe real-estate investment co-operatives are a viable option)

A community land trust obtains funding from a variety of sources and there is no one resource that is excluded when looking at development. We secure private mortgage loans, tax-credits, bonds, grants and donations. Typically, when developing rental housing the community land trust will use the federal/state tax-credit program. Development of for-sale housing requires private construction loans, grants and donations as the federal/state tax-credit program only applies to affordable rental housing.

- 8 Are there any policies or regulations (local, county or state wide) that are impeding or restricting on this organization's expansion/growth?

Current state policy limits the use of certain state funding programs because of the community land trust ground lease model. Additionally, state surplus lands, by executive order, are only offered for lease and not for sale, which prevents the community land trust from obtaining properties for affordable home ownership projects and because we cannot sublease the property and get mortgage financing for our buyers.

- 9 In terms of policy and practice, what do you believe is essential that would help land trust organizations grow/expand.

State and local policies need to acknowledge that affordable housing is an investment in the future and that the investment needs to be permanent. Without requiring that all affordable housing be permanently affordable the State will continue to fall behind in its housing goals as future affordable housing project affordability periods expire. In practice, the State needs to facilitate the use of funding programs and prioritize community land trust development. Funds should be allocated to permanently affordable housing through a community land trust model. A standardized set of regulations that are used across the State programs would also be helpful and having as a priority community land trust sponsored development is essential.

- 10 Does the organization currently have plans for the immediate future (2020-2021) in regards to acquiring land, or acquiring funding?

Yes, the Avocado Community Land Trust is under contract to acquire, by the end of June 2020, a 4.14 acre parcel that will be developed with 68 townhomes in the City of Avocado. Additionally, we are looking toward the end of the year to acquire a site that will be developed with a housing development constructed at approximately 16 units to the acre. The site will be located in the City of Avocado

and the Land Trust is hoping it will be approximately 4 acres in area so that we can develop at least 64 new units.

Mr. Avocado Analysis

Mr. Avocado's answer to the first question demonstrates some similarities of organizational structure with the Guava CLT. The Avocado CLT also has a board made up of people from a range of backgrounds, including elected officials and community members. Additionally, they have three committees, which work similarly to the Guava CLT's department structure. Those committees are the finance committee, the legislative advocacy committee, and the communications committee. Board members of the Avocado CLT also serve on these committees, which was not detailed in the Guava CLT if their board members were also part of a department. Also, the Avocado CLT board grows in numbers as the organization expands, by bringing on people from the community, they are ensuring the voices of the community are heard. This structure exemplifies community control and community participation (Foster, 2018). Overall The board's structure and influencing role remain consistent, with those of other CLTs mentioned in this study.

The Avocado CLT's mission is affordable housing, and it was purposely created to assist the city in providing affordable housing. During its start-up phase, the city provided a seed grant to help the Avocado CLT. City Support, through a seed grant, mirrors the start-up of the Burlington CLT in Vermont. This type of support is consistent with Greenberg (2019), and the benefits for the Avocado CLT, is that they did not have to face some start-up obstacles, that others like the Orange CLT have to overcome. However, one constraint that the Avocado CLT did face early on was the high cost of housing, but are now able to mitigate it with subsidies.

The Avocado CLT was an original sponsor of AB 2818. Mr. Avocado notes that before the bill, CLT homes were assessed at market rate value, which had a negative impact on affordability. In addition, they also sponsored Senate Bill (SB) 196, which is meant to reiterate AB 2818 and make sure that the properties are assessed correctly. The CLT homeowners can benefit from having their home taxed at the restricted value and not full market value. Mr. Avocado emphasizes that the purpose of AB 2818 intendeds to have a positive impact on the affordability of CLT homes.

In order to acquire property, the Avocado CLT can purchase property, receive land donations, and serve as a third-party beneficiary, which is consistent with practices of the Guava CLT. Additionally, the Avocado CLT can work with public entities to obtain property via direct purchase or land-grant, once again reiterating the benefits of public support. Furthermore, the Guava CLT must make sure that any development follows the local zoning code. This reflects a point that Mr. Guava made, that one of their parks, had to go through a zoning change since it was initially a multi-family structure, indicating that re-zoning a parcel can slow the process of development. When developing a parcel, The CLT in question must either develop under the current zoning or go through a zoning change process elongating its completion.

The Avocado CLT does not take the title of the property until they are ready to begin development. According to Mr. Avocado, this helps with sustaining the property, likely because they do not pay taxes on the property before development. Additionally, SB 196 allows CLTs to be tax-exempt for up to 5 years, during the development phase on those properties, lessening the financial burden of paying higher property taxes. In terms of maintenance, the Avocado CLT focuses more on tax expenditures on their properties,

and this is sustainable by making sure that they have enough budgeted funds to cover all operational expenses.

The Avocado CLT receives its funds from the same three entities as other CLTs mentioned in this study. Public entities, private entities, and other non-profit entities, the types of funds vary slightly from the others, private mortgage loans, tax-credits, and bonds were not mentioned by the other two CLTs, but grants and donations remain consistent. Mr. Avocado provided an example of how tax-credits can be used to fund the development of rental units, but for sale-housing is funded through grants, donations and loans. The differences in rental units and for-sale units was further elaborated on when asked about restrictive policies, Mr. Avocado added that there are some limitations on the use of government surplus lands, they can only be used for rental units restricting home ownership through CLTs.

In regards to better policy, Mr. Avocado argues that state and local policies need to prioritize funding for CLTs and support for permanently affordable housing through CLTs. Furthermore, a standardized set of regulations across the state should be implemented that would facilitate CLT sponsored development. Table 3, shown below, highlights the main themes from the Avocado CLT

Table 3: Key Points from Avocado CLT

Mission	Affordable housing
Funding	Grants, donations, loans, bonds, tax-credits
Land-use and Property	Land grants, donations, purchase, third party beneficiary,
Start-up	Local government established nonprofit to assist the city in addressing affordable housing needs.
Obstacles/Limitations	Limitations on state fund uses, and limitations on usage of surplus lands.
AB 2818	Sponsored AB 2818, helps with property tax and affordability, SB 196.
Policy	More focus on permanent affordable housing by state. State facilitated funding through CLTs. Prioritize CLT development

Observation & Community Engagement

This observation was with the Guava CLT and it took place during a community meeting. It was held at a recreation center at a park in Los Angeles county. Several organizations attended this event, as it was promoting community leadership. Each organization would address a community concern. For example, community members who were concerned with food justice would meet with the food justice organization and those concerned with open space would meet with the parks and green spaces group. Notably, accommodations for language justice were made in this meeting. First, the community members and the organization's members would help set up the recreation center with tables, chairs, and food. Once all was set up and most people had arrived and

eaten, the meeting would begin as a large group. Selected community members would give a report of what was discussed in the previous break-out sessions. After the updates, the groups would break-out into their areas of focus.

During this portion of the meeting, Mr. Guanabana, a member of Guava CLT, gave his group a brief history lesson on urban sprawl, segregation, environmental justice and racism, as a way to provide context on why their community may lack greenspaces and public parks. During the Second portion of this meeting, a different speaker, Mr. Chirimoya, who was not directly part of Guava CLT but seemed to know both Mr. Guanabana and Mr. Guava well, gave a presentation on how to fight for environmental justice. He brought in maps and renderings of potential community gardens and parks. Additionally, they discussed tactics on community cooperation for community unity and strength.

Lastly, Mr. Guava gave the next session, and demonstrated to the group the kinds of parks and green spaces his land trust has developed over the years. He mentioned that they too could use the land trust option as a method of obtaining the green space they want for their community. Due to time constraints, Mr. Guava had to cut this session short. Mr. Guanabana then gave a closing speech and asked the group that they take time before the next meeting to look for empty lots in their community, look at the parks in their community, make notes of what they like and what they do not like, and look at parks in other communities and take notes of what they like and do not like. And from there, they could come up with a map of plots and areas which may be viable for a future park or park renovation.

Observation Analysis

The following indications could be made from this observation. The first is the important role in engaging the community. Guava CLT was able to find community members who were concerned about green spaces and parks in their community. This allows for a partnership between the community and the CLT. Second was speaking the language of the community. Though language justice is a separate topic, it is important to note that speaking the same language as a community is very effective in building a strong relationship with the community. It can be difficult to communicate complex topics such as zoning regulations, redlining policies and how they work in a different language. Third, it is important to note that there is a form of land prospecting being done. It is one where the community goes out and finds the land and then returns information to the CLT. Table 4 demonstrates the main themes from this observation.

Table 4: Key Points from Guava CLT Observation

Community Engagement	Establish community-based leadership, and assist the community through education and resources.
Language Justice	Effective communication, among multiple languages, and complex topics
Partnerships	Multiple non-profits working together for the community

Participant Observation: Land Prospecting

In this Study there was one primary form of Participant Observation used as a data collection method. This was done for the Orange CLT. Mr. Orange mentioned that he was looking for a tool or database that would help him find information about parcels. He wanted to be able to look at an interactive map or GIS software on his computer,

where he could click on a parcel of land and obtain various information about that parcel, including service districts, and much more. The idea is that he wanted to be able to get in contact with any entity that had some influence on that individual parcel. It sounded as though this would be a tool he would use for land prospecting.

The first attempt at this was closer to a data base for parcels. Much time was spent cross referencing county assessor information along with real estate information. This first attempt would have had much of the information required but would have taken a long time to complete. The next attempt was to find an existing GIS map. The LA County website had a GIS tool that incorporated much of what Mr. Orange was asking for, including overlaying district information. The one issue with this tool was that it only covered LA County and the Orange CLT is centered in the Inland Empire. Both Riverside County and San Bernardino County did not have a similar tool on their websites. After some additional research two publicly accessible GIS tools were found that met some of the criteria. The first was a GIS tool from the Southern Californian Association of Government (SCAG) website. The second was a GIS tool from a water management planning website, which had nearly all of the functions that Mr. Orange was asking for. Both tools were emailed to Mr. Orange. In response, he mentioned that the water management tool was almost exactly what he needed.

Based on all the resources gathered, I was able to spend some time cross referencing each one. I began by looking for homes or land for sale through Zillow and Redfin. Based on this information I would cross reference the parcel number through the county assessor's office. The next step was to search the parcel on the water planning tool, and obtain other information on overlaying congressional districts, service districts

and zoning. With this information one can access data on how many entities have some influence over a single parcel. Additionally, because Zillow and Redfin provide estimate market values prices for the home, any entity could use this to calculate estimate future costs of property tax.

Analysis Participant observation

The task mentioned above shed light on a few key components that are linked to the land acquisition process of the CLT model. First, this demonstrated the amount of research that must go into locating and obtaining necessary information of a single parcel. What this demonstrates is that a CLT that has staff with the necessary skills to navigate through public records, property data, and other important details, may have an easier time in prospecting for land, than one that does not. Additionally, what was also made evident was the importance of GIS tools. Prospecting was easier by interactively working with maps to obtain information on land parcels, and then cross reference that information with other publicly available data from government websites and Zillow and Redfin. Table 5 shows the main ideas from the participant observation.

Table 5: Key Points from Orange CLT Participant Observation

Data	The importance of data, and how rigorous it is to obtain
GIS tools	The benefits of having a GIS tool specifically for the needs of CLTs

California Community Land Trust Network

Research for this study was also supplemented with information from the California Community Land Trust Network (CCLTN). The data that was gathered from this website includes a list of CLTs in California, the regional locations they serve, and

their Missions. As of 2020, the CCLTN organization has 19 CLTs (see Table 6 below) listed on their website as members along with links to the individual member websites. The service area was listed by county or general area, while the mission was coded as affordable housing or affordable housing +. The “+” was used to indicate that the CLT mission explicitly listed more land-uses, than just affordable housing.

Table 6: CCLTN Members

CCLTN Member	Mission	Service Area
CLT 1	Affordable Housing	Bay Area
CLT 2	Affordable Housing	Bay Area
CLT 3	Affordable Housing +	LA County
CLT 4	Affordable Housing	Bay Area
CLT 5	Affordable Housing +	Sonoma County/ Bay Area
CLT 6	Affordable Housing	Bay Area
CLT 7	Affordable Housing	Humboldt County
CLT 8	Affordable Housing	Orange County
CLT 9	Affordable Housing	LA County
CLT 10	Affordable Housing +	Mendocino County
CLT 11	Affordable Housing	Bay Area
CLT 12	Affordable Housing +	Bay Area
CLT 13	Affordable Housing	Bay Area
CLT 14	Affordable Housing	Lake Tahoe Area
CLT 15	Affordable Housing	San Diego County
CLT 16	Affordable Housing	San Francisco/Bay Area
CLT 17	Affordable Housing	Sonoma County/Bay area
CLT 18	Affordable Housing +	Orange County
CLT 19	Affordable Housing +	LA County

Note. Data for number of CCLTN members from California Community Land Trust Network (n.d.) data for mission and service area from Bay Area Community Land Trust. (n.d.). Bolinas Community Land Trust. (n.d.). Common space Community Land Trus.t (n.d.). Community Land Trust of West Marin. (n.d.). East Bay Cohousing (n.d.) Housing Humboldt. (2016), Irvine Community Land Trust. (n.d.) Oakland CLT. (n.d.). Meadow Farm Community Land Trust. (n.d.). Northern California Land Trust. (n.d.). People of Color Sustainable Housing Network (n.d.) San Francisco Community Land Trust. (n.d.). The Beverly-Vermont Community Land Trust. (n.d.). Thrive Santa Ana - Community Land Trust. (n.d.). T.R.U.S.T. South LA. (n.d.).

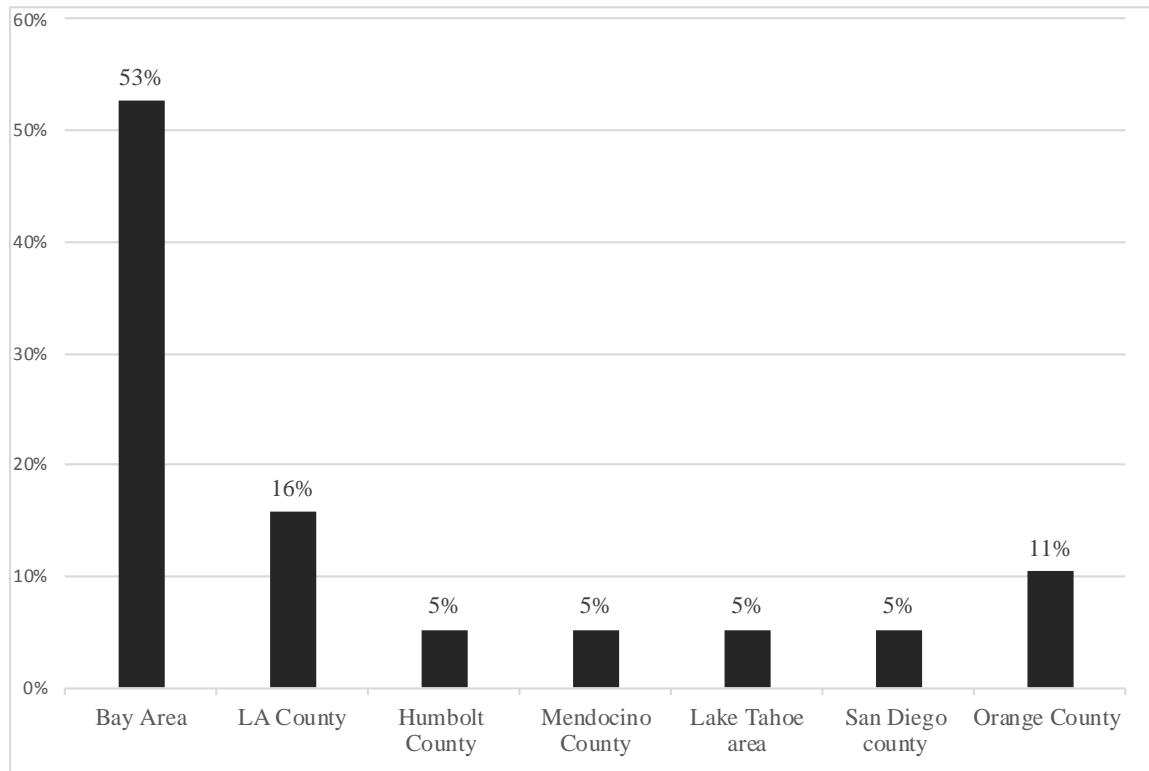


Figure 1: CCLTN Member by Location. Data for service area from Bay Area Community Land Trust. (n.d.). Bolinas Community Land Trust. (n.d.). Common space Community Land Trust (n.d.). Community Land Trust of West Marin. (n.d.). East Bay Cohousing (n.d.). Housing Humboldt. (2016), Irvine Community Land Trust. (n.d.) Oakland CLT. (n.d.). Meadow Farm Community Land Trust. (n.d.). Northern California Land Trust. (n.d.). People of Color Sustainable Housing Network (n.d.) San Francisco Community Land Trust. (n.d.). The Beverly-Vermont Community Land Trust. (n.d.). Thrive Santa Ana - Community Land Trust. (n.d.). T.R.U.S.T. South LA. (n.d.).

Figure 1 demonstrates the regional distribution of the areas that these CLTs serve.

It can be noted that the vast majority of these CLTs are centered in Northern California, with most of them in the bay area. Southern California is mostly through LA county at 16%, and Orange County at 11% and San Diego County at 5%. This suggests that 32% of the CCLTN members service southern California, while 68% of their members service northern California.

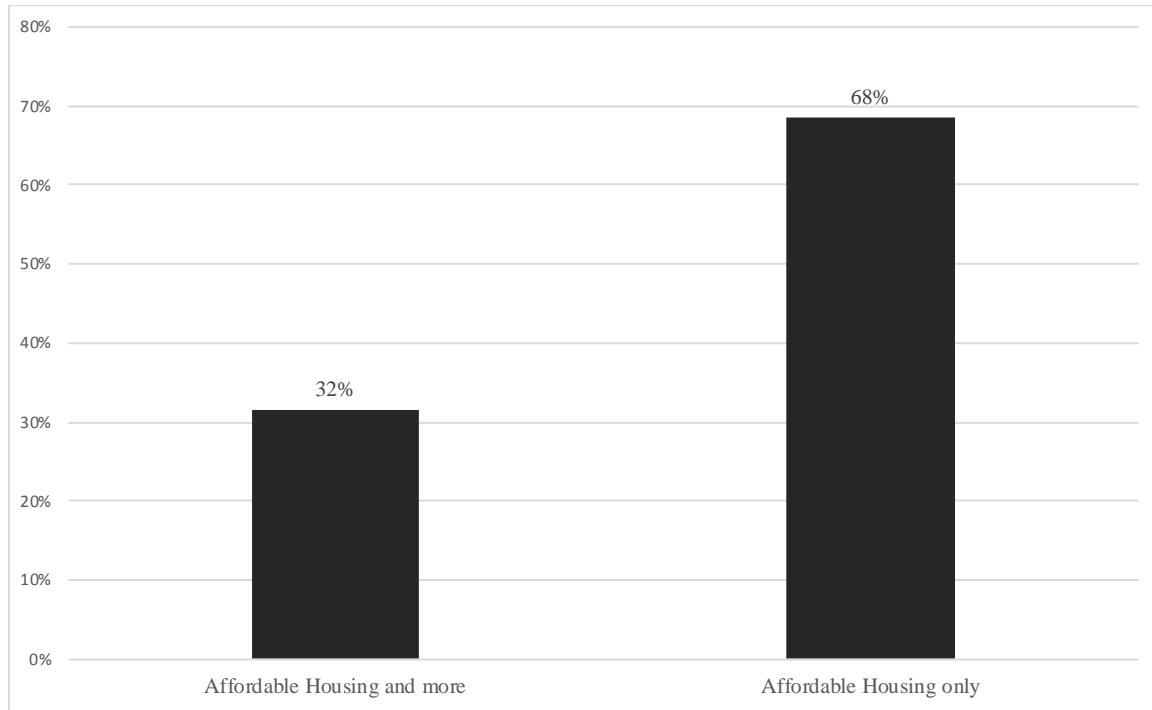


Figure 2: CCLTN Member Missions. Data for mission from Bay Area Community Land Trust. (n.d.). Bolinas Community Land Trust. (n.d.). Common space Community Land Trust (n.d.). Community Land Trust of West Marin. (n.d.). East Bay Cohousing (n.d.). Housing Humboldt. (2016). Irvine Community Land Trust. (n.d.). Oakland CLT. (n.d.). Meadow Farm Community Land Trust. (n.d.). Northern California Land Trust. (n.d.). People of Color Sustainable Housing Network (n.d.). San Francisco Community Land Trust. (n.d.). The Beverly-Vermont Community Land Trust. (n.d.). Thrive Santa Ana - Community Land Trust. (n.d.). T.R.U.S.T. South LA. (n.d.).

All CLTs indicated that their mission was in some way linked to affordable housing/living. However, some also included that they focused on other types of properties and land-uses such as, farmland, agriculture, commercial, green spaces, parks, and community gardens. Figure 2 demonstrates the ratios of those that indicated that they did more than affordable housing, with those of only affordable housing. It should be noted that 19 CLTs is not the definite number of CLTs in all of California, two of the CLTs that participated in this study were not listed on CCLTN, indicating that there could be more CLTs in California. Also, other information was sought after, such as data on partnerships, and the number and types of properties, however not all CLTs listed had this type of information available on their websites, therefore was not included.

CHAPTER 5

Discussion

This study has found that the CLT model can play a pivotal role in addressing many of California's vexing urban planning issues, which includes mitigating the displacement of residents and small businesses, as well as the preservation of green spaces, parks, community gardens, and agricultural lands. Furthermore, the processes that make CLTs effective reside in community-based engagement and the ability to protect community properties. Through outreach, leadership, and education CLTs include community input, facilitating community-based land-use decisions. Based on the ethnographic data collected, all CLTs had or were in the process of land acquisition and project development as well as making connections with community members, community leaders, community-based organizations, other local groups, business leaders, lawyers, and local officials. These practices play into 5 components of the CLT model (See Figure 3). Each one of these components was emphasized in some way or form by each CLT, as crucial to the organization.

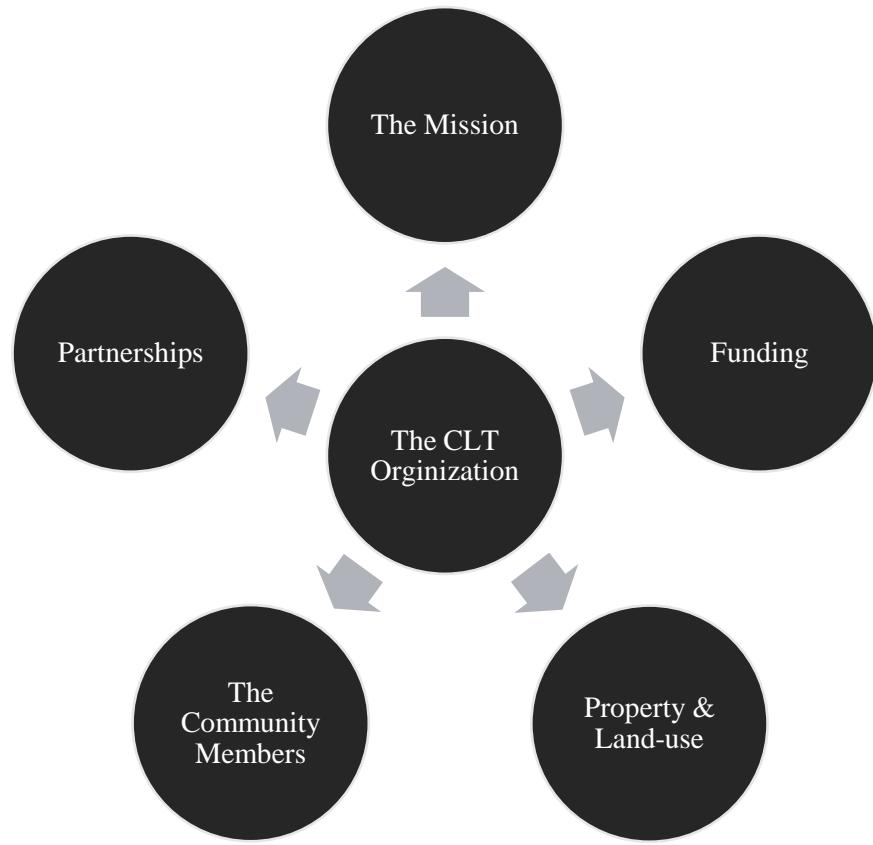


Figure 3: The Five Components of a CLT

Figure 3 shown above demonstrates the 5 primary components that effectively make up a CLT model. Each and every one of these components plays an essential role in the organization, and each is made up of its own set of components, which overlap with others. The following will go in-depth and further explore how each component fits into the CLT organization and how they operate.

The Mission

The first component is the mission of the CLT, figure 4 (see below) demonstrates the different parts that make up the mission component. They are the main focus, influence on land-use decisions, and allocation of funds.

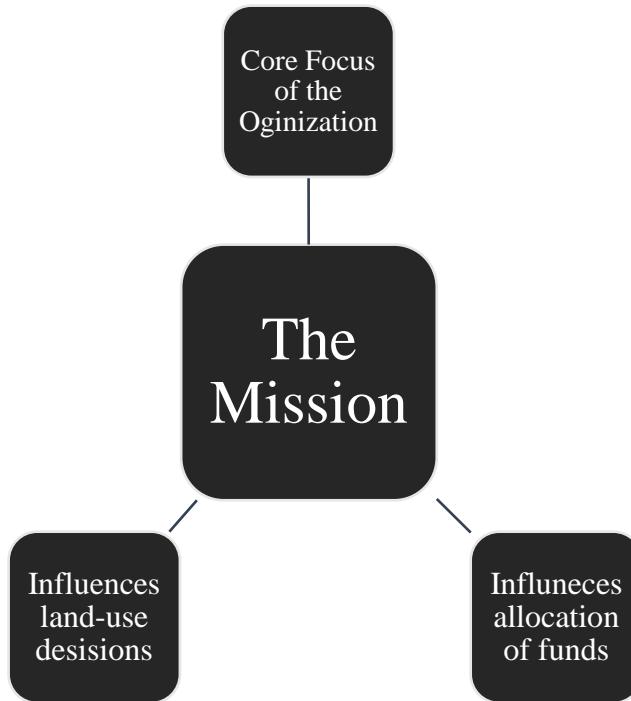


Figure 4: The Mission

The mission is crucial, and it is at the epicenter of the organization. The mission is what drives the organization's motivations. The mission must be stated in the paperwork filed to be a 501c3 organization. The mission is why people came together to start a CLT to begin with, and the mission can also serve as an indicator or a banner that represents where the organization stands amongst different niches. For example, other entities, whether public, private, or non-profit, may have similar interests and would likely be willing to collaborate with one another to build a broader coalition focused on aspects of that mission. The CCLTN is a perfect example of this; every one of its CLT members indicates affordable housing within its mission. Additionally, the Guava CLT (2020), came together with other non-profit organizations with similar interests to assist one community.

Furthermore, every CLT mission is linked to land-use in some way or form.

However, the research demonstrated that missions could vary from CLT to CLT, from being focused on just one land-use like affordable housing to multiple land-uses, including commercial and community gardens. Although owning property can be the most effective way to address the type of land-use indicated in the mission, it can also be achieved without owning property.

In the case of the Orange CLT, the organization did not own any property but were still striving to produce affordable housing through an ADU on a willing homeowner's lot (Mr. Orange, 2020). The same could be said about the Guava CLT in that they do not always purchase property to build parks and community gardens; in some cases, they renovate existing parks (Mr. Guava, 2020). So even though the organization does not directly own the park, they are still fulfilling their mission by allocating funds to rehabilitate green space in a local community. These two cases demonstrate how the mission influences decisions on funds and land-use.

Funds

Sources	Types	Allocations
<ul style="list-style-type: none"> • Public • Private • Non-profit 	<ul style="list-style-type: none"> • Grants • Donations • Sponsorships • Tax-credits • Loans • Events 	<ul style="list-style-type: none"> • Operational Expenses • Land Aquisition

Figure 5: Funds

Funds are the next component, and it is also a crucial element to CLT organizations. It is the fuel that sustains the organization's efforts to fulfill its mission. Funds are made up of three components (See figure 5), the source of funds, the type of funds, and how those funds can be allocated. Each participating CLT, noted different types of funds, some of the different sources they come from, and how they can be used.

In terms of sources, funds can come from the three encompassing sectors, which include the public sector, the private sector, and the non-profit sector. The types of funds that can be obtained from these sources include grants, donations & sponsorships, events, tax-credits, and loans. The grants, in many cases, can be conditional use grants or competitive grants and can come from a public entity such as a city, county, or state.

Donations and sponsorships, one the other hand, generally come from private entities. Mr. Guava (2020) noted that the Guava CLT has access to certain grant through a separate non-profit entity CLTs can also host events to raise funds. The Guava CLTs indicated that they host annual garden parties (Mr. Guava, 2020), and the Orange CLT was in the process of putting together a michelada festival (Mr. Orange, 2020). The Avocado CLT noted that they use a federal/state tax-credit program to fund the development of rental properties but have to use private construction loans, grants, and donations to develop for-sale housing (Mr. Avocado, 2020).

In terms of expenditures and allocation of funds, both the Avocado CLT (2020) and the Guava CLT (2020) indicated operational costs are an essential factor. These costs can encompass, upkeep, and maintenance of properties as well as paying the taxes on those properties. Additionally, funds can be used to acquire land, though in some cases, this has

some restrictions, depending on the type of fund it is. For example, a conditional use grant for housing cannot be used for green space.

Property and Land-use

Property and land-use can be broken down into three separate components similar to the funding component. First there are the sources, then there are the uses, and lastly the protections. Figure 6 below demonstrates further demonstrates how these three components operate.

Sources	Uses	Protections
<ul style="list-style-type: none"> • Purchase Property • Donations & Grants • Serve as Developing Entity 	<ul style="list-style-type: none"> • Various purposes • Influenced by Mission and Community members 	<ul style="list-style-type: none"> • Community Control • Conservation Easements • Ground Lease and LEHC

Figure 6: Property and Land-Use

First, in terms of sources, property can be purchased from landowner who are willing to sell this is where the allocation of funds overlaps with the property and land-use component. Also similar to the funding component, property donations and land grants generally come from private entities and public entities. Avocado CLT noted that they could obtain land grants from local jurisdictions (Mr. Avocado, 2020). CLTs can also serve as a developing entity without owning the property this was notion was also covered in the mission component.

Second, land-uses can vary among CLTs but are primarily influenced by the mission and community member components. Take for example the Guava CLT (2020) whose mission is centered on green space, but makes sure that the community has a voice in the type of green space they want. This is how the CLT model facilitates community-based land-use decisions, and where the mission component and the community members component of the CLT model overlap.

The third portion of the property and land-use component are the protections on the properties that CLTs acquire. CLTs can use several protections depending on the land-use itself. Overall there are two types of protections, protections for the physical property and projections for the affordability of the property. Physical protections can include conservation easements for parks and agricultural lands. At the same time, the collective government system where members vote can protect housing and commercial properties. In terms of protecting affordability, 99-year ground leases and LEHCs are two standard options for housing land-uses, but tax exemptions can work for other properties like parks and gardens. This is how the land-use and property component overlaps with the community-member component and the funding component, since affordability protections affect both the community members and the organization.

The Community Members

The community members component, is also made up of three portions, but has a 5-step cyclical process. Figure 7 below demonstrates the structure of the community members component.

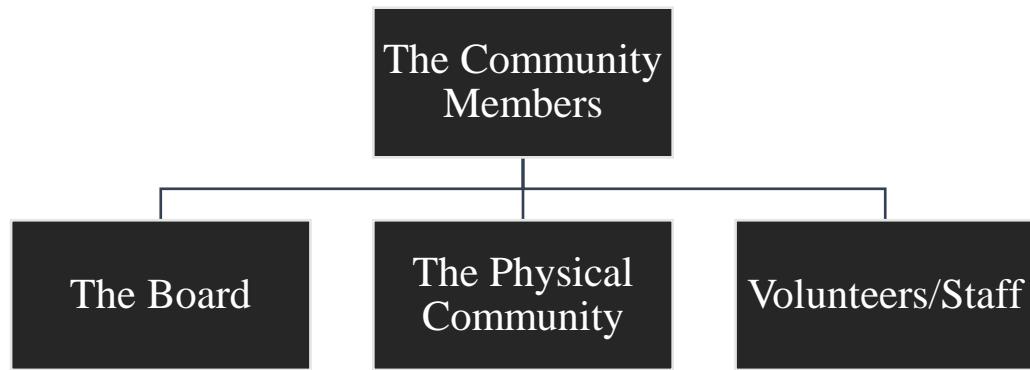


Figure 7: The Community Members

The members are a crucial component of the CLT organizational structure.

Without a board or members, the organization cannot file paperwork as a non-profit organization. In other words, this component helps establish legitimacy for the organization. In terms of who makes up the community members; first, there is the board, and it can vary in terms of numbers, but the board tends to be vital when it comes to influencing decisions. Secondly, there is the physical community which in this case refers to the place-based community and the people that reside in it. They are essential because they are who the organization serves and are examples of the successes of the organization's mission. The third set of members are the volunteers and staff who assist in the tasks of the organization, such as community outreach, fundraising, and events.

Although the three groups are separate, they are not mutually exclusive of one another. Figure 8 below demonstrates how the three groups operate and overlap with one another in the organization.

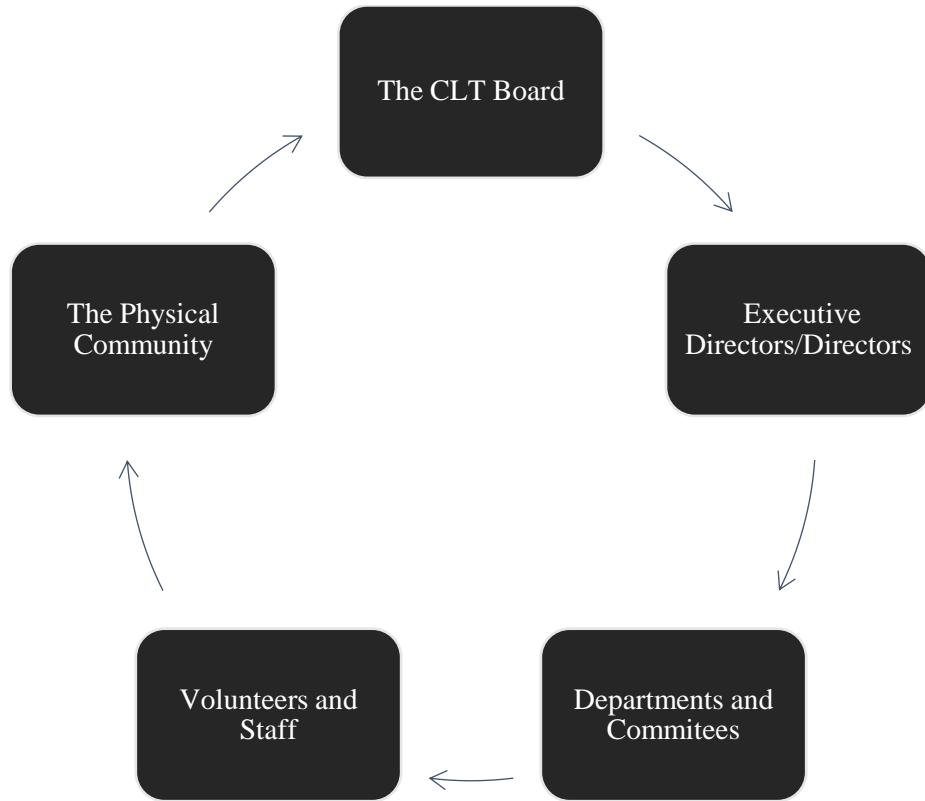


Figure 8: Community Engagement Process and Overlap

Based on the research findings and the literature review, a certain percentage of the board must be made up of the place-based community members, with the rest being made up of people from various backgrounds, including public officials and lawyers in some cases. The board oversees the directors and or executive directors, which oversee different departments or committees of the CLT organization. Those departments and committees are made up of other volunteers and staff usually from the local community. It is through these departments that the CLT engages a physical place-based community, to promote projects and bring in more community members into the CLT organization. In some cases, when the organization grows, the CLT adds more positions to the board. One example is when Mr. Avocado (2020) mentioned that the Avocado CLT would be adding two new seats to their board, when their newest housing developments were complete.

Figure 8 demonstrates the process just described. The members are the people and communities that make up the CLT organization. Although they are separate parts of the same component, they intertwine with one another, and a single individual can be involved in multiple portions of the process at the same time. The Observation with the Guava CLT highlights the portions of the process. They engaged the physical community within Broadway Manchester, through two departments, that were represented by two of their staff/volunteer members. In working with the residents of the community, they brought on new members, who are leading the way for new projects in their community, while representing the interests of the residents in the CLT's service area.

Partnerships

Figure 9 demonstrates the different types of partnerships a CLT can have.

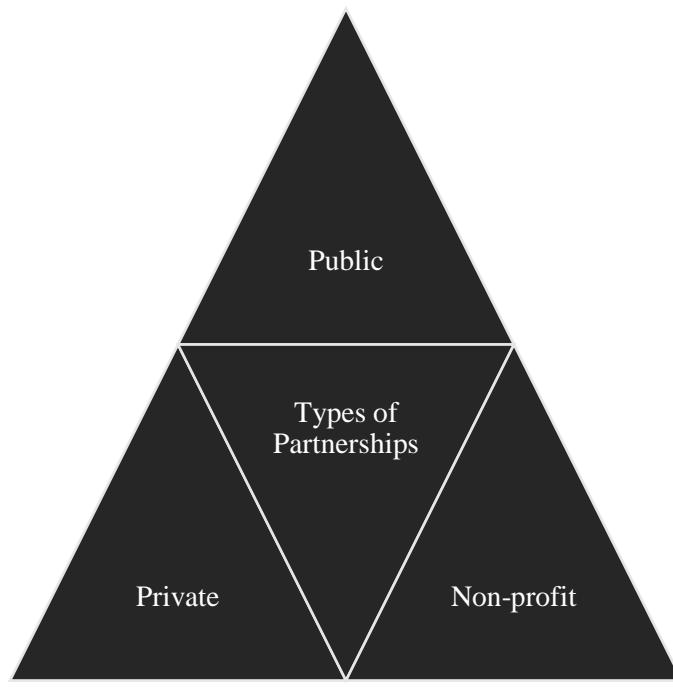


Figure 9 Types of Partnerships

Both the literature review and the research collected for this study suggest that partnerships are beneficial for CLTs. Figure 9 shows the three types of partnership

entities. These entities are the same entities that overlap with portions of the funding component and the land-use and property component. The Orange CLT made it clear that its partnerships with private entities helped them with their ADU project and private donations (Mr. Orange, 2020). Based on the community observation with the Guava CLT (2020), it was clear that the partnerships they established with the other non-profits at the meeting allow them to effectively work together for the betterment of the community they serve. Lastly, public entities. The Avocado CLT mentioned that they were started with help from the city they serve (Mr. Avocado, 2020). This type of start-up reflects the BCLT start-up, and tends to be one of the most effective types of partnerships

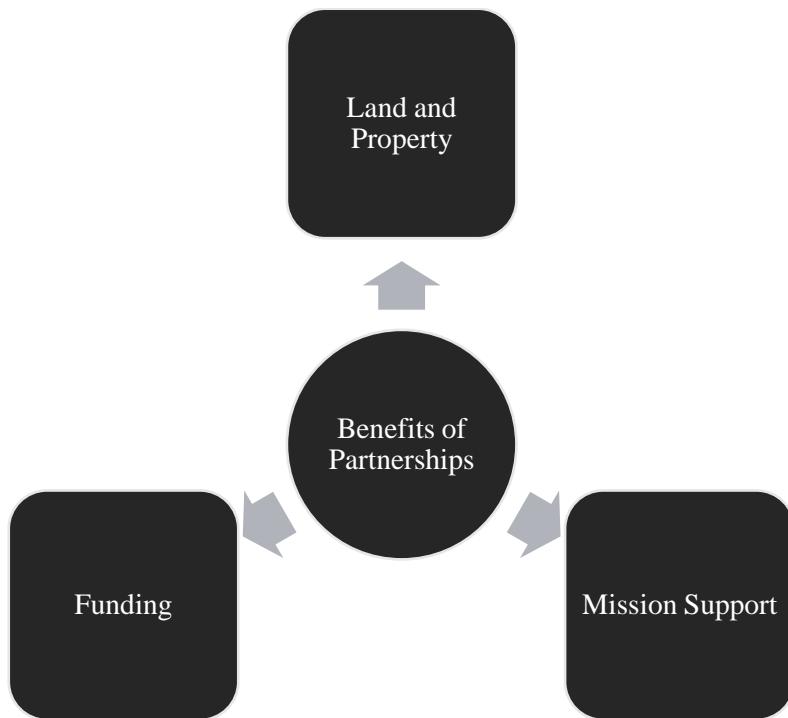


Figure 10: Benefits of Partnerships

The Figure above demonstrates the types of benefits a CLT organization could have from well-established partnerships. The Orange CLT provides an example of benefiting in more than one aspect. From their partnerships, they have obtained funding through donations and has obtained support for their mission from a church in their

service area (Mr. Orange, 2020). In the Guava CLTs case, their partnerships with other non-profits helped establish a community-based coalition in support of their mission, exemplifying once again how a mission can serve as a representing banner. The Avocado CLT's partnership with their city, has had several benefits in all three categories, including, funding through seed grants, and assistance in land acquisition through land grants (Mr. Avocado, 2020).

Supporting CLTs

Each type of partnership can be inclusive of more than one benefit for the CLT, but the research and the literature review has demonstrated that public partnerships with cities, is one of the most effective in providing all three benefits in some form. In addition, a city has the ability to provide additional support through local ordinances, which the other entities cannot. For example, Greenberg (2019) noted that The Chicago Community Land Trust worked with the city's Department of Planning and Development and was able to implement an Affordable Requirements Ordinance (ARO).

CLTs can be much more effective in their missions when having strong city support and should be used in anticipation of neighborhood and community change (Greenberg, 2019). The BCLT in Vermont, serves as an example that CLTs can mitigate displacement caused by gentrification, and can do so efficiently when supported by their city (PolicyLink, 2001). Furthermore, this study reveals CLTs generally have a built-in mechanism that involves community participation. As demonstrated by the Guava CLT (2020), they allow the local community to spear-head the early stages of project development, giving them the ability to shape land-use decisions in their neighborhoods and communities.

Since CLTs have the ability to protect several important land-uses, and they can do this by engaging local communities in the land-use decision making process. Although this type of community engagement is effective, the research in this study indicates that CLTs also need strong support from cities in order to better effectivity and efficiently assist their local communities. City partnerships have indicated better access to funds, and property through local policy and ordinance assistance. Therefore, public officials and planners should be seeking to collaborate with CLTs in order to help establish, local property and affordability protections, and facilitate grass-roots land-use decisions.

AB 2818: Analysis

AB 2818 is intended to assist the CLT model in regard to an equitable taxation formula. However, in order to qualify, the CLT organization must be an Internal Revenue Code (IRC) 501c nonprofit corporation; also, its primary purpose must be the creation and maintenance of permanently affordable single-family or multifamily residences which includes rental homes and for-sale homes (AB 2818, 2016). A recorded contract must be provided to the assessor, and a public official must be the one to agree that the tax restrictions serve as a public benefit to preserve and provide affordable housing (AB 2818, 2016).

Before AB 2818, CLTs were assessed and taxed the same as any surrounding property, as outlined by California's Proposition 13. This proposition, which passed in 1978, capped property tax at 1% of the property value, and would only be reassessed if ownership changed (California Tax Data, n.d.). In the case of CLTs, the same would apply. Once the land was purchased, the property tax would be reassessed at market value and then increase 1% per year, thereby having a negative effect on the overall

affordability of the property. AB 2818 requires tax assessors to consider CLT-imposed restrictions that impact property value when determining the assessed value of properties that have a ground lease and limited equity, due to resale price restrictions that are sold to low- and moderate-income buyers (AB 2818, 2016).

Assembly Bill 2818 directly addresses property tax, and by doing so, it is impacting two components of the CLT model. First, it is affecting the Community members component, since residents on CLT owned properties should have a positive experience in terms of affordability. Secondly, the funding component should also be positively affected since the CLT organization can reallocate funds, which would have been spent on those higher taxes. Figure 11 demonstrates how AB 2818 impacts the CLT model.

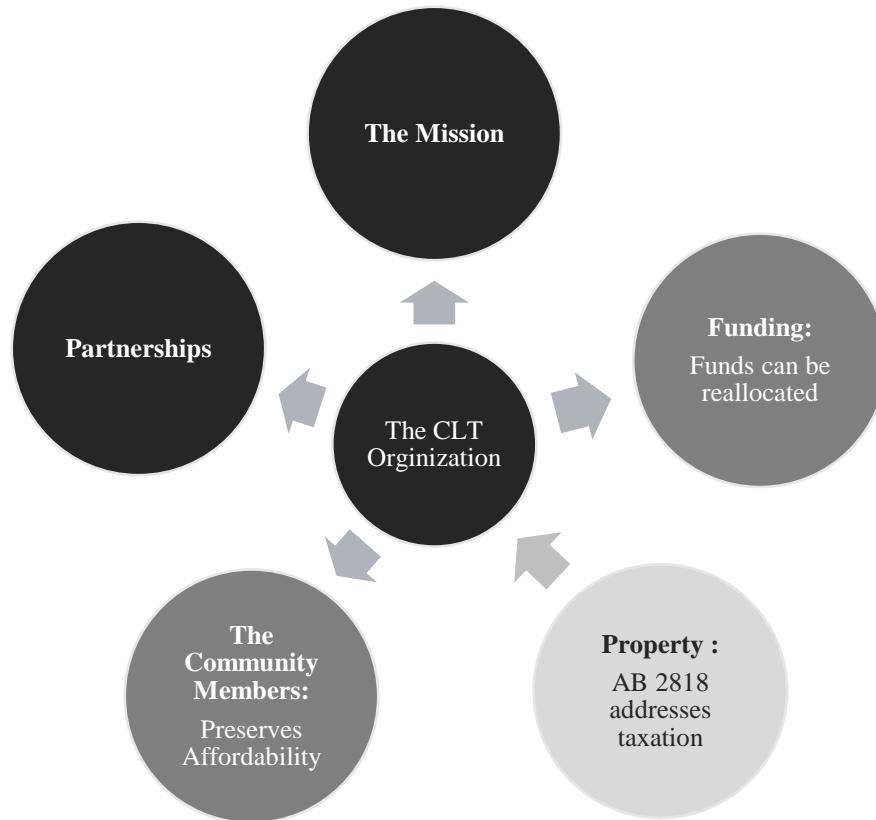


Figure 11: Impacts of AB 2818.

As demonstrated in figure 11, AB 2818 has a domino effect, which also impacts funds for the CLT and affordability for its community residents. If properly applied there is a positive impact on the preservation of affordability, and both Community members and the CLT organization benefit.

Indirectly, this could be influencing attraction to the CLT model for affordable housing, since it is the only land-use that benefits from the bill. Additionally, this may shape the type of land-use decisions of those CLTs that encompass multiple land-uses in their missions. This bill may encourage them to develop and focus more on affordable housing. One notable limitation of the bill is that CLTs that want to preserve entries community, along with commercial uses and parklands and gardens, do not necessarily benefit. Another limitation to this this bill, could be that counties or cityies may not want to enforce this policy, because it means that they are collecting less tax revenue on those properties.

Although AB 2818's primary focus is addressing property taxation on CLTs, it seems that not very many CLTs benefit. According to Woodson (2020), "Homeowners that own CLT homes throughout the state have experienced an inconsistent methodology for assessing property taxes. In some cases, the homes are assessed at the market value" (pp. 2-3) This can have a negative effect making prices unaffordable for residents and impede CLT projects if they must pay taxes during the time a property is being developed (Bailey, 2019). Even if the amount increased is less than 20 percent, it can make CLT homes no longer affordable, putting the homeowner in a situation where they are at risk of foreclosure, or incapable of maintaining the physical property (Woodson, 2020).

Woodson (2020) and Bailey (2019), reveal a critical weakness within AB 2818, and with it another limitation in the CLT model. If AB 2818 is not enforced it has a negative impact on funding for the organization and affordability for the community members. In addition to this, Williams (2019), revealed some limitations within funding practices among CLTs and how it can lead to an overall loss of focus on their mission. If a CLT cannot retain funds because AB 2818 is not being enforced, that CLT will have to focus on raising those funds through other sources perpetuating the concern Williams (2019) points out. Also, it could be argued that an additional limitation to the CLT model, is the concept of collective ownership. In the United States this idea may not align with capitalistic cultural norms, may seem too entrenched in socialism, and is likely overlooked as a result.

Recommendations

The following set of recommendations are broken into three themes, the first recommendation addresses explicitly AB 2818, the second focuses on practical recommendations, and the last theme deals with policy recommendations.

Encourage Mixed-use Development with AB 2818. AB 2818 primarily deals with property tax for affordable housing, which is owned by a CLT. If a property is not being used for affordable housing, it does not qualify. Unfortunately, this can impede on mixed-use development, which has been gaining attraction for its effective use of land (Robinson, 2018). A recommendation as an addendum to this bill would be to include mixed-uses, with an emphasis on affordable housing development in junction with other uses such as commercial and green space. This would be a step toward Mr. Guava's recommendation to allow for affordable housing development and green space

development to happen together. Additionally, this could facilitate more inclusive uses for those CLTs that focus on a variety of land-uses and encourage collaboration between CLT organizations.

Databases, GIS Tools & Community Engagement Strategies. The first practical recommendation stems from the findings with the Orange CLT and the Guava CLT. Database and GIS software proved to be beneficial when looking for property to acquire. The Orange CLT found the water management GIS software helpful, and the Guava CLT conducts regular database research. The first recommendation is to create GIS software that is specifically catered to the data needs and uses of CLTs. This GIS tool should be free to use or very inexpensive, easily accessible, and user friendly so that it would be especially helpful among start-ups.

The second practical recommendation derives from the findings with the Guava CLT and their community engagement practices. In the observation portion of this research, it was noted that the Guava CLT educates the community, establishes leadership among the community, and assists them with the tools they have available. Additionally, they work with other non-profit organizations to help establish a stronger coalition in support of the community. This method is effective in promoting community-centered and community lead projects. This practice should be adopted by not only other CLTs, but other entities, including no-profit entities, private entities, and public entities wanting to engage communities effectively.

Tax-Credits, Tax Incentives, and City Support. Policy recommendations should consider the effect they may have on the CLT model. As demonstrated in Figure 11, AB 2818 affects three components by directly addressing one, the property

component, and it does so through taxes. This then affects two other components of the organization funds, and community members. Recommendations should consider this and exhibit a similar feature, where it can have a positive impact on multiple components of the CLT model. By understanding how these components tie into one another, one can see how adjusting one component can affect the others. Based on the data collected, the following recommendations should be considered

First, develop policy that would provide tax-credits to CLTs for completing tasks toward their mission. This recommendation would mainly focus on two components of the CLT model, the mission component, and the funding component. For example, the Avocado CLT mentioned that they could get tax-credits to help fund rental units. However, there should be tax-credits awarded to the Avocado CLT for addressing the affordable housing crisis to be used to develop more affordable housing. Additionally, those tax-credits should incorporate both rental housing and for-sale housing. In this study, CLTs demonstrated they help provide essential protections to the communities they serve; in other words, they provide a public good that should be encouraged and incentivized. Developing this type of policy would have a positive impact on the funding component to encourage and facilitate CLTs to pursue their missions.

Second, develop a policy that focuses on tax incentives for those entities that donate either property or funds to CLTs. This approach would impact three components of the CLT model, partnerships, funding, and property. All three CLTs in this study indicated that they receive funds or property from private entities in the form of donations. If the state or federal government provided extra tax incentives for donating specifically to CLTs, it might encourage more donations and more partnerships between

CLTs and private entities. In other words, facilitate current practices among private entities and CLTs. By directly addressing the partnerships component, particularly private partnerships, developing such a policy would positively impact funding and land acquisition through donations.

Third, develop a state policy that encourages partnerships between cities and local CLTs. Although this approach focuses explicitly on the partnership component, it has the potential to be the most effective. Take affordable housing; for example, this idea would be done through the city's housing element in the general plan. If the state requires that at least one method of meeting a city's affordable housing goal be through a CLT, then it would encourage either partnerships with existing CLTs or the creation of new ones. Research for this study has demonstrated that CLTs with city partnerships and support tend to be better off. Greenberg (2019) noted that The Chicago Community Land Trust worked with the city's Department of Planning and Development and was able to implement an Affordable Requirements Ordinance (ARO), which requires developers of projects with ten or more units to set aside 10% of these units for affordable housing. Furthermore, Mr. Avocado noted that his CLT did not experience much of the start-up issues that other CLTs experience because the city helped start them. Developing this type of policy, would lay the foundation to facilitate more benefits and support, such as seed grants, and ordinances like AROs.

Similar procedures should be done with other land-uses as well as a means to encourage joint development and mixed-use properties through CLTs. Additionally, considering the structure of the community members component, and the community engagement practices of the Guava CLT, this recommendation could also facilitate

community-based land-use decisions at the grass-roots level. With this in place, the preservation of affordable housing, local parks, community gardens, and small businesses is possible. This recommendation is the best avenue to provide immediate support for not only CLTs and affordable housing but a way to mitigate the adverse effects of gentrification. This is also one method of addressing Mr. Avocado's recommendation on publicly supported CLT sponsored development. Earlier in this study, I made the case that public officials and planners should support and work with CLTs to help their communities, and this recommendation outlines how it should be done.

Conclusion

California is experiencing a housing crisis and every year more people are displaced because they can no longer afford to live in the state. Processes such as gentrification are only perpetuating the crisis by causing more displacement among low-income communities. Providing adequate affordable housing could mitigate this issue, and although there are some methods such as rent control, and ADU policies, more must be done. Findings in this study indicate that the CLT model can be an effective method to provide permeant affordable housing particularly among those in a low and moderate-income status. Furthermore, the findings demonstrated how the 5 components of the CLT model intertwine with one another, to show how AB 2818 addresses the property and land-use component of the CLT model to affect two other components. The analysis of AB 2818 indicated that if enforced, AB 2818 would have a positive impact on the community members component as well as the funding component of the model.

Lastly, I put forth policy recommendations based on the research, which encourages city partnerships and support for CLTs, to better facilitate community

protections and community influenced land-use decisions. Although there are some limitations to the CLT model, CLTs should be used to help address many of California's concerns, including, affordable housing, greenspace, and community preservation. Urban planner, public officials and policy makers should be working to support CLTs as a means to help and protect vulnerable communities.

There were limitations to this study. One was the qualitative portion of data collection. Though ethnography is effective, there exist hurdles one must go through to obtain the data. In this case, given the semester time frame, scheduling meetups and interviews proved to be difficult. Additionally, the COVID-19 epidemic too had an impact on this study and restricted the ethnographic portion of data collection. Follow-ups that were meant to occur had to be canceled.

Although some adjustments were made, to use an email-based questionnaire it was evident that most organizations were now more focused on the concerns that COVID-19 had sparked. Future Research should explore the following: An analysis of SB 196 and its impacts on CLTs. How the COVID-19 Pandemic has impacted CLTs. And a post COVID 19 follow-up of similar research that would allow for more ethnographic approaches.

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APPENDIX A

Interview Instrument

- 1 How would you describe the structure of this organization? who are the key players? who is on the board? Who has a say? And what roles do they play?
- 2 When this organization began, what were the obstacles, or constraints that were faced?
- 3 How would you describe the primary mission or focus of this organization, and how did the organization come to make that decision?
- 4 Overall, what is your opinion on AB 2818, Has it affected this organization in a positive or negative manner?
- 5 What is the process like in acquiring land or real-estate?
- 6 Has this organization experience any issues in sustaining acquired land?
- 7 How would you best describe the funding process or model
- 8 Are there any policies or regulations (local, county or state wide) that are impeding or restricting on this organization's expansion/growth?
- 9 In terms of policy and practice, what do you believe is essential that would help land trust organizations grow/expand.
- 10 Does the organization currently have plans for the immediate future in regards to Projects? acquiring land, or acquiring funding,

APPENDIX B

Interview Consent Form

Andy Lopez andylopez1@cpp.edu

The answers to these questions will be used to better understand how Community Land Trusts function and operate, as well as how AB 2818 has impacted or affected them. The results from the study will be available at the Cal-Poly Pomona University Library.

Please understand that if you feel uncomfortable answering any of following the questions in any way or form, you may choose to skip over those questions. Additionally, you may also choose to withdraw from the interview at any time. Upon completion of the interview, if you decide that you want to exclude some or all of your answers, you may notify Andy Lopez, and those responses will not be in the final product. Andy Lopez will notify you before the final product is complete, in case you want to change your mind then. Names of participants and organizations mentioned will be kept anonymous in order to ensure identity protection and safety.

You will be given a scanned copy of this form to keep for your records.

Statement of Consent: I have read the above information, and have received answers to any questions I asked. I consent to take part in the study.

Your Signature:_____

Date:_____

Your name printed:_____

In addition to agreeing to participate, I also consent to have the interview audio-recorded.

Your signature:_____

Date:_____

Your name printed:_____

APPENDIX C

Questionnaire Consent Email

Hello [Insert Name],

my name is Andy Lopez, I am currently a graduate student at Cal-Poly Pomona, working toward a master's degree in Urban and Regional Planning.

I am currently conducting research for my thesis on the community land trust model and how it operates.

The purpose of my research is to explore how Californian CLT non-profit organizations operate in practice and understand how Assembly Bill 2818 has impacted or affected them. The hope is that the research could assist in providing for better policies to assist the land trust model.

If you would like to participate in this study, I attached a list of 10 questions that you or someone in your organization can answer.

your participation is completely voluntary, pseudo names will be given to participating individuals and organizations as a means to protect identities.

not every question has to be answered, and if you feel uncomfortable answering any question you can skip it. Additionally, you can choose to opt-out of this study at any time and your responses will not be included in the final product. Before the final product is complete I will send you, a reminder email which will include your responses, in case you want to change anything then.

If you have any questions for me, I would be happy to respond to the best of my ability.

Thank you, and Best Regards

APPENDIX D**Journal Entry: Orange CLT****1/31/2020**

Today I met with Mr. Orange in order to discuss his work with the Land Trust in the Inland Empire, the Orange CLT. We met at a coffee shop. Our meeting today was mainly focused on him introducing me to his organization and what it is it they do. The idea is to hopefully build rapport with him and his organization before I begin the Interview process. For this to happen I mentioned that If possible I would be willing to volunteer some of time to assist in any tasks that the land trust may need help with.

Mr. Orange, mentioned that his land trust organization had recently started up and that they have only been around since July of 2019. He mentioned that he and other members of California Group, spearheaded the startup. He is not on the board of the CLT, but he helped put the board together. He also Mentioned that many of them were once part of the Occupy Wal-street movement. The organization was still gaining momentum and they have recently begun advertising for a fundraiser to raise funds to help build an ADU Somewhere in Coachella in a willing participant's backyard. The idea is to have the ADU be rented out for only 30% of a renter's income. The fundraiser is a michelada festival, where several michelada makers will compete for a trophy while donating a percentage of their sales profits. The festival will also have food venders, performances by local musicians and presentations on Co—ops, public banking, and Community Land Trusts. The hope is that this festival will raise enough money to pay for the development of the ADU, as well as helping make a name for this new CLT. The

hope is that if the public can see that they have helped build affordable housing, they may be able to receive more donations and funds to continue to provide affordable housing.

Mr. Orange Mentioned that Land trust A is inspired by the Burlington CLT in Vermont, which Bernie Sanders helped start. According to Mr. Orange the Burlington CLT, is very successful and during the 2008 crisis, no one in that CLT lost their home. The Burlington CLT apparently also owns commercial property. Mr. Orange also mentioned that Huston Texas, has also hopped on board with the Land trust Idea. In his view this is ideal, because it is a city that is directly funding and supporting a land trust which helps keep housing affordable. Additionally, it is also good because the city must have all its money allocation and expenses accessible to the public and therefore, they can be held accountable. In his ideal Vision Mr. Orange would like to do the same with several cities in the Inland Empire, but he knows that the organization must have a good reputation and evidence of providing affordable housing, before that step can be made. In his words, The ADU - Michelada festival project is a low hanging fruit that he believes that him and his team can get done. The next project on their list is to do a similar festival in the city of Riverside to help build a few ADU's at a church in the City of Riverside.

In regards to any volunteer opportunities, he mentioned that I could help with public outreach and marketing of the Michelada festival, or that I could potentially assist him in creating a map and spreadsheet of inter district overlay on land parcels. The reason being is that when time comes to try to acquire land, their land trust needs to know what districts and organizations as well as how many, need to contacted and involved. He said that he was intending in beginning with the California Registrars, and that they have a list of districts and from their build a spread sheet that could then hopefully be able to be

transferred over to a map. I mentioned that given my schooling I believe that helping him with the data base would be a much more viable option than public outreach in Coachella, but when time comes for outreach in the city of Riverside, I could also potentially help with outreach. Additionally, he mentioned that he would notify me if When the CLT's Next board meeting was in case I wanted to attend.

Mr. Orange then asked me about my thesis. I responded by stating that my intention is to explore CLTs in southern California. The primary aspects I am seeking to explore, include, organizational structure, land acquisition process, land-use decision making process, funding, and how AB 2818 has affected the land trust model in California.

Mr. Orange mentioned that in regards to funding, much of it comes from grants. And in some cases, Like Huston, the city allocates some of their general funds to CLTs. In Land Trust A's case they rely on private donations, Foundation Grants, online fundraising and some government funding. He also mentioned that in addition to having the funds it is also important to maintain supporters with many groups. The example he gave was that the group who is providing the ADU in Coachella, is a for-profit group whose business model is structured to try and crush construction unions. And Although Mr. Orange disagrees with that viewpoint, He believes that it is important to work with them for now in order to provide affordable housing. He mentioned that as a result He sometimes has to write up a pitch or a project proposal 3 times. One with language for the market capitalists, one for city officials, and one for the public. Though the end goal is to provide affordable housing he said, that depending on who the audience is, he has to adjust his language, because a market capitalist may refuse to donate or assist, if there are is a trace of socialist wording. The meeting ended there.

APPENDIX E

Journal Entry: Orange CLT

2/6/2020

After the discussion that I had with Mr. Orange in riverside about the land trust he works with, He mentioned a potential volunteer opportunity (this is also noted in the 1st journal entry, 1/31/20). We decided that I would be working with this land trust to help them find or create a tool, data base or GIS map that would have information on overlaying districts. The tool would essentially be used in order to assist the land trust in finding out more information about a potential parcel they are looking for.

From the description that Mr. Orange gave me, he wanted to be able to click on a map on a specific parcel, and be able to find out information about any overlaying service district or political district of that specific parcel.

By February 6th of 2020 I had compiled an example spread sheet, that contained some information on overlaying water districts and assembly districts, based on county and city by parcel. I used a combination of the San Bernardino county assessor's clerk's website, and the County of Riverside's assessor's website. Additionally, I used a combination of Zillow and redfin to locate parcels. I then used the California water district's network site which lists every municipal water district by county. By cross referencing these sites I was able to compile a short data set to provide to Mr. Orange.

Unfortunately, Mr. Orange seemed to not be satisfied with the direction I was taking. And mentioned that this approach would involve a lot of time, and would involve a lot of parcels, since HE wanted information about both Riverside county and San

Bernardino county. In theory if I had kept at this I would have eventually had to cross reference every parcel in the two counties.

I told him that I would see what I could do. I had found that Los Angeles county had an interactive GIS map, that would allow me to look up any address, and provide information on water service districts, waste service districts, electric services, as well as congressional and assembly districts this seemed more of what Mr. orange wanted, but for Riverside county and San Bernardino county. In my research I found that neither of the two counties had a GIS tool on their websites that was as interactive and as informative and easy to use as LA counties. And if they did have one it was not as easy to find as LA county's since I still cannot find it. I began looking at other sources and found two. The first was through the Southern California association of Governments (SCAG). They had a publicly accessible, interactive GIS tool, it had information on political districts and water service districts, and it could allow you to export data on a spread sheet. The only issue was that it only went as far as city boundaries, and Mr. Orange was looking for one that would go as far as parcel information.

I kept looking and discovered a water management planning tool. It is a publicly accessible GIS tool that almost verbatim did what Mr. Orange was asking for. Gave me. List of filters to choose from such as political, congressional, water, tribal, and several others. Then based on those filters if I typed in an address it would provide information of the filters I chose. The program also allowed the user to pull in other GIS information such as census tract data Zip code data and other services, but to add any filter beyond what was given the user needed to be registered with the website.

On February 14th 2020 I sent Mr. orange an update with the links of both SCAG and the water tool. On February 19, 2020 Mr. orange responded that the water management tool works great. Since then I have emailed him in regards to a potential next meet up for an interview, a sit in with the organization meeting, or an update of the Coachella michelalda festival. I did not receive a response There is a strong possibility that the michelada festival, was canceled due to the COVID-19 pandemic.

APPENDIX F

Journal Entry: Guava CLT

2/19/2020

On 2/18/2020 I met With Mr. Guava, from the Guava CLT. We met in the LA area at a recreation center that was located at a park. I was to meet him at approximately 430 pm. Just before a park equity leadership academy meeting. Mr. Guava was going to be assisting and speaking on behalf of his land trust.

I arrived at 3:50 pm and took tome too look over the questions I was going to ask. Based on a prior email Mr. Guava mentioned that Some of the questions would not apply because his land trusts focus on parks and green spaces, so I took this time to readjust some questions to encompass his organization. During this time noticed that there were many people at the park. Based on what I saw it seemed that this park was located in a predominantly, Black and Latino area.

Later I noticed that a food catering van pulled up near the rec center and began unloading the supplies and taking them in. not long after I saw several cars pull into the parking lot. Many of these people were caring backpacks, papers, large presentation boards, and other supplies in rolling baskets. I approached an individual with a rolling basket and asked if they too were here for the park equity event, they mentioned that they were part of the event but that they were not part of park equity. I mentioned that I was with invited by Mr. Guava, and right away they knew who he was and mentioned that yes, the park equity group was also going to be at the event. From what they mentioned the event was a community leadership academy that was intended to help and educate the

community and help build leaders. And that there were different groups with different focuses.

I decided to help them get set up with chairs and tables while I waited for Mr. Guava to arrive. Mr. Guava eventually arrived with one of his associates from the land trust. Mr. Guanabana, A young Cal-poly Pomona student. we introduced ourselves and Mr. Guava mentioned that we could do the interview, but he wanted to make sure that He helped Mr. Guanabana get set up. I also volunteered to help them out. After We finished setting up their table. Mr. Guava and I stepped outside and to find a place to do the interview. We sat at a bench and I handed him the consent form for him to sign. I once again clarified what the research is intended for. He also signed the section that okayed me to record the interview. I used an app to record the interview. (note*the transcript of the interview will be on a separate document).

After the interview We went back in to the meeting. A number of people were seated in a square shape getting ready to break out into individual groups. They apparently meet and do briefings of what each group talked about during the previous session. additionally, there was food, water tea and coffee available in the tables toward the far end. The groups broke out and the several different groups stationed at separate areas. The land trust group was stationed nearest to the door. As the groups all got settled in, I noticed there were a select few individuals who were walking around to each table asking if they needed bi-lingual assistance. These people also had devices, it seemed that the devices were translators. Since it required some group members to have earphones in. However, the land trust group decided that they did not need any since they all spoke or understood Spanish enough so that the session needed to only be conducted

in Spanish, I did notice that some of the other groups used the earphones. This is defiantly in attempt at language justice.

Mr. Guanabana headed the group meeting. And in this particular session He was going to be covering a brief history of LA, in order to give context on why this particular community lacks green space, and parks. In a nut shell he gave the group members a crash course in urban planning history of LA, covering topics such as, Zoning, discrimination, redlining, Urban Sprawl, White Flight, and the negative effects of Freeway development. I simply stayed back and observed and would nod my head when I agreed with a point that Mr. Guanabana or a group member made. After the history lesson, Mr. guanabana brought up the notion of environmental justice, and linked it greens spaces and parks.

Another guest speaker came, Mr. Chirimoya and though he was not directly tied to the land trust, it seemed that he knew them well. His topic focused on environmental justice and methods on how to fight for environmental justice. Additionally, He brought in maps and renderings of potential community gardens and parks. During this conversation the group members expressed their concern on displacement. It seemed that it has been a growing issue in their community. Additionally, they discussed tactics on community cooperation for community unity and strength. Unfortunately, it seemed that due to time constraints, Mr. Chirimoya had to cut his session short.

Mr. Guava gave the next session, and demonstrated to the group the kinds of parks and green spaces his land trust has done over the years. He mentioned that they too could use the land trust option as a method of obtaining the green space they want for their community. Once again due to time constraints Mr. Guava also had to cutis session

short. Mr. Guanabana then gave a closing speech and asked the group that they take time before the next meeting and look for empty lots in their community, look at the parks in their community and make note of what they like and what they don't like, and look at parks in other communities and take note of what they like and don't like. And from their they could come up with a map of plots and areas which may be viable for a future park or park renovation

APPENDIX G

Avocado CLT Questionnaire Transcript

- How would you describe the structure of this organization? (who are the key players? who is on the board? Who has a say? And what roles do they play?)

The organization is comprised of a seven-member Board representing different constituencies of the community. Board members include elected officials, developers of affordable housing, special needs population representatives such as adults with developmental disabilities and veterans, land use entitlement experts, and members with fundraising and communications background. The Board will be expanded to nine members when the Land Trust completes development of its 500 unit. The two additional members will be resident representatives and must be occupants of land trust homes.

Each Board member has an equal say in the operations, activities and mission of the organization. The Board approves all programs, projects and activities of the organization. Individually, Board members serve on one of three standing committees: finance, legislative advocacy, communications.

- When this organization began, what were the obstacles, or constraints that were faced?

The Avocado Community Land Trust was a local government established nonprofit. The organization was created to assist the City of Avocado in addressing its affordable housing production needs. Due to the unanimous local government support, the organization did not have typical obstacles or constraints faced by many self-started organizations. The City provided seed funds for its creation and initial operation and adopted housing policies that focused on encouraging development of permanently affordable housing through the community land trust model. The greatest constraint, however, faced by the Land Trust was the extremely high cost of housing development, including land costs. Orange County, California is considered a high cost area and market rate housing development absorbs and passes on the high cost of development to market rate renters and buyers. This is not possible for our organization therefore we must significantly subsidize the cost of housing to assure that it will be affordable in perpetuity.

- How would you describe the primary mission or focus of this organization, and how did the organization come to make that decision?

The primary mission of the Avocado Community Land Trust is to develop permanently affordable housing for renters, home buyers and special needs populations; to steward these homes and properties and to assure that these affordable housing opportunities will not be lost to the private market.

The organization was created by the City of Avocado to assist the City in meeting its affordable housing goals. The mission and vision statements for the organization were established by the City of Avocado and have not been modified since its inception.

- Overall, what is your opinion on AB 2818, Has it affected this organization in a positive or negative manner?

The Avocado Community Land Trust was one of the original sponsors of this legislation. We believed it was needed to assist our future residents who would purchase a home on land trust property. We had previously dealt with one home buyer whose house was assessed at full market value and the assessor had not taken into account the deed restriction for affordable housing. Therefore, we worked to get this legislation in place to help our home owners. As this legislation was effective only recently we have not had to test it at this time. However, to strengthen the legislation we also sponsored Senate Bill 196 to reiterate the assessment process requiring the acknowledgement of deed restrictions. We believe that with both legislative actions our home owners will benefit by having their home equitably taxed at the restricted value instead of full market value, which is a market value that community land trust homeowners can never realize.

- What is the process like in acquiring land or real-estate?

We acquire land in the same manner as any other entity. We can purchase property, accept donations of property and be a third party beneficiary of real-estate. We also work with the local jurisdictions to transfer land assets to the community land trust for affordable housing purposes either by purchase or grant.

As in any acquisition effort, we conduct all required due diligence to assure that the land and/or real estate can be conveyed in fee with only minimal encumbrances and that it can be developed or is developed in accordance with local zoning laws.

- Has this organization experience any issues in sustaining acquired land?

Our organization has not experienced any issues in sustaining acquired land. We typically acquire land (take title) only when we are in a position to begin development of a project. Additionally, with the passage of Senate Bill 196 we

now have the ability to acquire property and obtain a property tax welfare exemption for up to five years. This will give us the ability to hold and entitle sites for development and not worry about excessive property taxes. Also, as we steward property in perpetuity, we make sure that we have the financial resources set aside to cover ongoing operational costs such as taxes, insurance, property maintenance, utilities and miscellaneous costs.

- How would you best describe the funding process or model? (do you believe real-estate investment co-operatives are a viable option)

A community land trust obtains funding from a variety of sources and there is no one resource that is excluded when looking at development. We secure private mortgage loans, tax-credits, bonds, grants and donations. Typically, when developing rental housing the community land trust will use the federal/state tax-credit program. Development of for-sale housing requires private construction loans, grants and donations as the federal/state tax-credit program only applies to affordable rental housing.

- Are there any policies or regulations (local, county or state wide) that are impeding or restricting on this organization's expansion/growth?

Current state policy limits the use of certain state funding programs because of the community land trust ground lease model. Additionally, state surplus lands, by executive order, are only offered for lease and not for sale, which prevents the community land trust from obtaining properties for affordable home ownership projects and because we cannot sublease the property and get mortgage financing for our buyers.

- In terms of policy and practice, what do you believe is essential that would help land trust organizations grow/expand.

State and local policies need to acknowledge that affordable housing is an investment in the future and that the investment needs to be permanent. Without requiring that all affordable housing be permanently affordable the State will continue to fall behind in its housing goals as future affordable housing project affordability periods expire. In practice, the State needs to facilitate the use of funding programs and prioritize community land trust development. Funds should be allocated to permanently affordable housing through a community land trust model. A standardized set of regulations that are used across the State programs would also be helpful and having as a priority community land trust sponsored development is essential.

- Does the organization currently have plans for the immediate future (2020-2021) in regards to acquiring land, or acquiring funding?

Yes, the Avocado Community Land Trust is under contract to acquire, by the end of June 2020, a 4.14 acre parcel that will be developed with 68 townhomes in the City of Avocado. Additionally, we are looking toward the end of the year to acquire a site that will be developed with a housing development constructed at approximately 16 units to the acre. The site will be located in the City of Avocado and the Land Trust is hoping it will be approximately 4 acres in area so that we can develop at least 64 new units.

APPENDIX H

Interview Transcript: Mr. Guava

Mr. Guava: I have Some Staff members who may be able to help answer more questions.

In the meantime, from now until I'm out basically. Only cuz....

Me: yeah Absolutely so this will just be..... Recording and I've dealt with recorders before and they don't always catch everything.

Mr. Guava: yeah.

Me: As important.....you mentioned that some of those questions weren't applicable to your organization.

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Me: so Ideally how would you consider the structure of this organization what I mean by that does it have a board? How is that board ran? and who are the key players of the organization?

Mr. Guava: okay yeah that's a good start. So, we are a non-profit organization we have the 501 C3 status from the IRS. So, the structure is ...we have board members cabinet or seats, we have 5 board members now. Those board members oversee the work of the Executive director who I want to put you in touch with. So, Ms. Pineapple is our current executive director and then under Ms. Pineapple we have a range of departments. As of recently it has changed, we had directors below her managing the different departments, but now it's just the executive director and directly under her is everyone doing the work. So, we have a youth curriculum component where we operate programming out of a high school campus. So for us we are really interested in.....as a model for developing green space because that is our goal....., is t figure out how to do partnerships with schools to develop green spaces and make them publicly accessible when the school is not in session. So, for us that is just one piece of it. and then aside from that we have capital development department. Me as a project manager overseeing construction projects, overseeing like the early stages like this [refers to the project we attended] Jose spoke a bit about it but basically the early stages are working closely with community members, working closely with potential funding partners, and figuring out how to hear from community members. To identify sites that could potentially be acquired by us as a non-profit organization or they could be purchased by the city of LA if they are interested in continuing. To hold the ownership, we could still serve as the developing body like as a developer to build it out then we'll turn it over to them.

Me: Oh!

Mr. Guava: So we have a range of ways that we function in terms of the capital development piece, but the other two pieces of it are maintenance. Maintenance is so important, we need to figure out how to keep things going just day to day, and then the other last program piece of our organization is.....like the organizing model or like the education curriculum model which is Jose's piece and so what he is doing is building that leadership, finding ways to teach people about grant programs that are out there, that can help fund either renovations of parks that are existing like parks that are like this one [the park we were at], or completely new projects that are on a vacant lot somewhere. that is a sense of what we do this is like the early stages of a potential project. So where we are sitting is Broadway Manchester. This is a specific region that is used by community health councils. And so we are focusing in this area only which is like from. Manchester to the north.... And I forget.... I think The 105, or El Segundo to the South. Vermont to the west and to the east.... I don't know what the cutoff is... I think it might be San Pedro. But basically that entire area, we are looking to I identify two or three potential projects that we could either rehabilitate a park or build a new park in this area.

Me: Yeah that's pretty cool.

From what I am understanding there is the board, there is the executive director. And the there is the people on the ground like right form there there is the part in community outreach that providesds feedback back into the organization

Mr. Guava: Yes! To identify potential projects or future projects yeah!

Me: Oh, that's definitely the structure of the organization.

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So, for the second question, When the organization began do you know any of the obstacles or any issues that were faced during start up. Or maybe getting the IRS 501c3c approval process do you know of any issues that were experienced there.

Mr. Guava: the organization started in 2002.....and 27 parks and gardens since then seems like we were working on at least 2 to 3 parks a year, that's my estimation. I don't really know specific obstacles that may [have] come up since our inception.....I think our executive director can maybe fill you in more on that.

Me: Alright absolutely no worries.

So, Once again if you do or don't know, how did the organization come to decide to have such a specific focus such as parks and greenspace development. This is what was new to me.

Mr. Guava: Yeah So... back then we had council member [Mango] who put together like.....the research package that had input from a whole bunch of different people, that says in order to build greenspace more efficiently and in order to build green space

effectively it is important to establish a non-profit that is dedicated to doing that. And so...., as a land trust we were dedicated to specifically focus on green space development in the city of Los Angeles, but ultimately we branched out into the larger county...and we have projects that we are pursuing in Long Beach, and we have Projects that we are pursuing in the city of Hawthorn, so we are not limited to the city of L.A. but initially we were started because we wanted to focus on that green space access in the city of Los Angeles. And I can give you access to the report that basically catalyzed the organization.....the recommendation was.....that a non-profit should be started to address this specific need.

Me: So [Mr. Mango] was kind of the catalysis of it? and from this.....

Mr. Guava: Right. Yeah that's how I was explained.....that's how it was explained to me... and so that is how I explain it to others.

Me. Absolutely Yeah that is very unique, cuz for one, I'm even learning about just land trusts and as it was explained to me the majority purpose was for affordable housing and I did know other projects came with it I know some did community gardens and some do commercial businesses, as well, that are supposed to help, but I was unaware as to how it all functions. But it is interesting to find out that there is one that its sole purpose is green space... so that is.. I think that's awesome. And this provides something new in terms of learning all of this.

.....

And so for the next Question... Do you know of any other land trusts that operate similar where the focus isn't just affordable housing Nationwide there is a..... an organization called trust for public land, they have taken on similar projects to us.....

Me: Okay so for the next question. Are you familiar with Assembly Bill 2818 by any chance?

Mr. Guava: You know I saw it and I likeHmmm. Maybe our policy person knows, but I have no Idea.

Me: No worries we can go beyond that question

So from your take what is the process like in having to acquire an new land... I guess in your case it is finding an empty lot or sometimes finding a park that is already in existence... so what is the process like from beginning to end

Mr. Guava: yeah so, I'm just learning this process too, so I think there is a few different routes you can take. The rout of ...purchasing a parcel of land and initially you do like data base research you reach out to who. The owner is registered with the county. Ummm Send out a letter to them tell them you're interested in purchasing their property. That is

one direction you can take it and from there once you purchase it.... you start the process of hearing from community members and then you start building the project out. Umm one specific example that we can provide is a project where we did that and we continue to hold the ownership as a non-profit is [Golden age park] which we just opened in November of Last year. And it is in Korea Town/MacArthur park on 7th and Coronado ...Id be happy to follow up on specific addresses. And all that stuff. Well....This is a small parcel of land, it used to be an apartment. the apartment burned down in like the early 90s or something like that...and it sat vacant for like 2 decades. And Just recently it opened up to the public, but even then before opening up to the public, it took us about 5-6 years to not only purchase the land, but go through the community design process, hire the designers to design a park that's like professionally designed, find the contractors to build the project and then build the project. All of that took about 5-6 years, so it takes some time but....umm..that's now going to be a park...near.. although its near MacArthur park, that's going to be like a neighborhood park that you can walk to from an apartment that will basically serve the residents until like forever as a green space as opposed to like a hard space, concrete space that.....doesn't really.....there needs to be a balance between housing and like park space right?

Me:Absolutely...definitely Yeah I Agree with that

So.....does the Organization experience any issues sustaining any acquired land. I've read recently about land trusts having a few issues sustaining acquired land... it had to do with the property tax... but Im not sure if this organization has experienced any issues with sustaining the land.

Mr. Guava: Yeah... so yes.. I'm sure Ms. Pineapple will talk to you a little bit more about that detail. But um... as a non-profit we are able to apply for an exemption for taxes, but we have to do that annually so we have to make sure that were doing that so that we can....I don't know if it's reduced prices on taxes for non-profits...or just completely removing the taxes on the property that we hold... so I don't know which of the two it is... I think that helps with that....but I'm not too familiar.....But I did want to go back to that question on like the different scenarios... I only spoke about acquiring land from like and individual owner.....

Me: Yes of course...

Mr. Guava: And then there is two other ways to do it... The other way is.... actually 3 other ways... the other way to do it if. Identifying a municipal agency that is like a parks and rec. so a city of L.A. recreation and parks, L.A. county department of parks and recreation...working with them and seeing if they have like any specific sites that they are interested in developing. Often times they aren't as efficient or can't really gather the funding to make it possible... so as a non-profit we have access to grant funding that can help make a renovation possible so we have a skate park that we just finished up in Whittier. It just opened up like 3 weeks ago, and so that park....the skate park piece. Was

built on an existing park just like this. So there was a large plot of grass that wasn't really being used...there was picnic tables scattered throughout, but we were able to fit in like a 18,000 sqft skate park which is about the size of that building basically...but....pretty good way to just....rehab or reuse an existing park and add in an amenity to it...so that's another alternative that we have. And then two other ones are...theres..properties that people don't pay taxes on, sometimes they have homes on them, sometimes theyr just vacant. They end up on a portal for the county...L.A...County and you can access....they're starting to innovate a little bit...you can access a map that shows all of the different properties that are tax defaulted, and technically we can purchase property....for like a really....reduced rate. Pay the back taxes on it and pay the price of the property....but that's only accessible to non-profits' like us, or non-profits that build affordable housing, or non-profits that manage apartments and affordable housing, so it's open to a range of ways to use land, so I don't know if it'll come up if your interviewing other community land trusts that may talk about affordable housing development, but they might also use that process that chapter 8...tax default process.

Me: Okay wow.

Mr. Guava: I think there is one other way....Rehabilitation, chapter 8, buying land....directly from like an owner.....I forgot the 4th one,...there might not be a 4th one....well just go from there.

Me: no worries, if at any point.....[it comes up] you can text me or anything.....

Mr. Guava: okay,...I appreciate it,...cool.

.....

Me: Yeah so the other questions was if there was any issues in sustaining land....you mentioned that....one of the issues was re applying for that tax exemption status, right... Imsure that has to go through some sort of county assessor....or something...

Mr. Guava: Exactly, ...yeah... we just sent out the forms out last weekend.

Me:...oh okay

Mr. Guava: One author thing about maintenance, is that...annually... the county sends out these red abatement notices Basically, we have to make sure that any land that were owning, that were not doing anything on...we have to make sure that the weeds aren't growing too high, to make sure that there is not encampments there or that like there is no issues to public health as a result of that property being vacant.....we have to make sure that as much as possible...filling the community with what's happening... what stage it's in... so that theyr not....questioning, why is that vacant lot still there, why are we waiting so long....so on our end there is like steps we take to issue notices, and let people know what's happening with the site, but then day to day we have to make sure things aren't

just piling up with debris and construction....being hauled off from somewhere else and dumped into our site, because that happens pretty frequently....

Me: oh really?

Mr. Guava: But usually we like to handle it right away cuz that's like a major fine.

Me: Yeah.....I'd imagine.....that's....really unfortunate. So that's a frequent thing you say?

Mr. Guava: Yeah. Right now we don't have any specific lots or parcels that are sitting on that are just vacant....But...that golden age park that I mentioned in Korea Town/ Mac Arthur park. That...would have encampments on both sides like there was an alley way...and then there's a front side, and people would also jump over and make encampments in there, and then sometimes people would burn fires and then apartments would be stressed out about it because they're inhaling the fumes. And so we would always try to figure out how to address the issues and work closely with community members and figure something out.

.....

Me: Alright so we're kind of getting down to the last couple questions here, so.....one of the last one's here is.... Funding, how would you describe the process, to obtain funding..... Are there different models, different versions?

Mr. Guava: Absolutely there's a ton of ways to do it, we can either.....as an organization we always like to look to..... our board for support with funding. In addition to that we look to individual donors to support the organization's..... operating costs, not tied to any specific parks or anything like that just like general cost that we can spend towards paying the bills, paying the rent etcetera....so...the way we fundraise for that is...we put together a yearly garden party...is what we're calling it and then..... there we have a goal. Lets raise \$150,000 for the year to get us through the year, and then we invite a ton of different companies we work with and hire sometimes to come by and provide some sort of donation and they can be recognized as partners and recognized as contributors or sponsors for an event, so that's one way to do it, but then the other things that we focus on is very project specific, for example something like this the fundingis acquired through another non-profit that's managing funds...to administer in this region specifically....and I don't know exactly where the funds come from.... I think it's a tax on cigarettes or something like that.... and it's reallocated to something called the best start first five, and that helps make this work possible. And basically reaching out to different organizations that may have something like this where there offering some sort of grant to pursue a specific program for a year or two years..... And so moving on to like the capital project specific grant funding... depending on the project, we can have private funders, private companies, that are interesting in purchasing or sponsoring a fitness area and we look at them to give us all the money to cover the cost of the equipment, the tarps, the shade structure, and the drinking fountain. So, that area can be basically sponsored by them. Another thing that we look at is competitive state grants,

competitive county grants and local grants. So one new one that....were waiting to hear back on is proposition 68. In the past we had something called proposition 84... those funds are no longer accessible, but it got updated and turned into prop 68. So basically that's like...a tax imposed on any residential development that happens.....but all of that money is dedicated toward improving storm water infrastructure, and green space all over the state of California. So its a pool of about 256 Million yearly, and I heard that this year.....there is an ask of about a billion dollars or something and they were only able to grant like less than a quarter of that. So there is a lot of people looking to do a lot of green space development and so were also waiting in the queue to potentially get that funding.

Me: okay wow

Mr. Guava: So that's like a state level grant, there also county grants, another proposition is proposition A that has helped build a lot of our projects, specifically..... the one that we just opened up, Mayberry Skate park is funded by proposition A. The other project that we have in Carson which is one of our larger sites, eight and a half acres that's also funded partially by proposition A, partially by....other different public agencies. But State monies, local government funding is like a really important asset in building parks.

.....
Me: oh wow, that's really good. I think the only other thing that I really have here is.... So are there any other policies or regulations, whether they be state wide, city wide, or county wide that are restrictive, in terms of like what you guys do.. like trying to provide green space... trying to expand...is there anything your aware of at least?

Mr. Guava: So... In the past we were able to successfully update something called the Quimby ordinance...and the Quimby ordinance is basically.... From my understanding...A tax imposed on developers to pay toward green space...a pot of money that is dedicated for green space. And so we recently updated the radius. Previously it was projects that only had a certain radius and it increased to like a five mile radius of a project....that the pot of money can be allocated toward. So there is a few academics that write about the importance of that and how its tied to racist strictures of allocating funds, and so updating It is like really important. And... I can send over articles of people that have either worked with us, interviewed us in the past or just like push out really great work around community land trusts and green space development that equitable. But there's no specific obstacles that I can think of, in terms of need to change policy right now, that's not really my focus, but just making sure that any grants are integrating, not only allocations to historically un invested communities or disinvested communities, but also investing in anti-displacement tactics. Figuring out how to impose like local hire programs into construction projects or building projects, where local communities are brought on board somehow, or somehow being able to benefit from some of the early stages of the construction process...but then also Figuring out models about joint development, figuring out how affordable housing can tie into parks and making sure that there's grant funding available for both to happen in tandem, because right now with the conversations being about displacement and

gentrification, we have to think about how we are creating spaces that are going to preserve peoples ability to live there and not just like increase property values and push them out, because that's a major issue that we have right now....as a green space developer, we should really focus on those policies about equity, policies about preserving people's ability to live where they historically grew up....if they decide they want to do that... but, that's how I see the organization continuing to push policy, bit specific policy campaigns in the next two years.....

.....

Me:Yeah absolutely no worries....So it seems like this is your guys newest project .. are there any other projects?

Mr. Guava: Yeah... I mentioned it a little earlier when we started, so one of the other projects that we want to get off the ground is bringing more green space to school yards. So figuring out the ways communities can access, school spaces and use them for their own benefit as well, not just a s a school campus, but as lie a green space that can serve as a community garden space or a place where they can recreate with their family and if you get a chance to look up [Local Highschool] we have a greenhouse there and a really innovative youth curriculum program which I spoke a bit about where basically that space is... there is a small corner in that school that's a health clinic for community members to drop by and do their thing and have access to health resource. And then there's also a greenhouse there which helps build... grown a bunch of vegetables and seasonal things as well as plants....or different uses... and then there is an orchard, and out of that space we have that youth curriculum...youth component, where we are training them to become advocates for their neighborhoods advocates for green spaces, advocates for like a healthier neighborhood basically ...

Me: that awesome....