

COMMUNITY LAND TRUST

FEASIBILITY STUDY & BUSINESS PLANNING

for St. Louis

July 2020



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Executive Summary

Through funding from the Missouri Department of Conservation, Green City Coalition (GCC) engaged The Rome Group to refine a model for a new Community Land Trust (CLT) and to develop its business plan. Community Land Trusts (CLTs) are organizations that hold and steward land in perpetuity for the benefit of the residents of the communities where they work. CLTs are led by community members to provide resources to help residents build safe, vibrant, healthy communities where long-time residents thrive alongside new residents. The Community Land Trust in St. Louis will be a vehicle for improving quality of life and sparking economic development in parts of the city that have lacked investment over time to address vacancy through community-led development of green space infrastructure, residential and commercial development.

The Community Land Trust in St. Louis will begin working in the neighborhoods where GCC has been working to develop community green spaces. The CLT will expand incrementally, engaging residents in additional neighborhoods and providing support for an expanded menu of development and other programming in neighborhoods that have focused on green space development to date. The land trust will increase in staff size from one full time staff in its first year – the Executive Director, working in partnership with the Green City Coalition team – to five full-time staff working in seven neighborhoods by year five. The CLT’s operating budget will increase from about \$170,000 in its first year to nearly \$750,000 in its fifth year.

GREEN CITY COALITION
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& DEVELOPMENT SITES



GREEN CITY COALITION

is a formal partnership between the City of St. Louis, St. Louis Development Corporation, Missouri Department of Conservation, and Metropolitan St. Louis Sewer District working collaboratively with member organizations and neighbors to convert vacant and abandoned properties to new community-owned green spaces that promote healthy, biodiverse, and resilient neighborhoods. GCC is not a stand-alone entity and is staffed by an interdisciplinary and inter-organizational team.

greencitycoalition.org

Introduction

In 2016 the Missouri Department of Conservation, the St. Louis Development Corporation, the City of St. Louis, and the Metropolitan Sewer District's Project Clear formed Green City Coalition (GCC) with the following goals: increase a sense of community and vitality; increase neighborhood safety and aesthetics; increase prosperity and equitable reinvestment; improve health and wellbeing, and improve environmental health and resilience in high vacancy neighborhoods in the City of St. Louis. The coalition works collaboratively with member organizations and neighbors to convert vacant and abandoned properties to new community green spaces.

In 2017, GCC began exploring establishing a Community Land Trust (CLT) to continue and expand the work of the coalition. The Washington University in St. Louis' Environmental Studies department conducted a feasibility study to identify characteristics that would make establishing a land trust in the St. Louis region most successful and found that a community land trust would be the best option for addressing the challenges in neighborhoods facing high rates of vacancy. Through funding from the Missouri Department of Conservation, GCC retained the services of The Rome Group to refine the CLT model and create a business plan. The goals of the project were to:

1. Engage a Steering Committee of representatives from community organizations, potential funding agencies, and local government to help guide the project and provide input throughout the process;
2. Create a business plan for a land trust based on the characteristics in the recommendations of the Washington University study, and;
3. Identify opportunities for funding the business plan model.

Business Plan Summary

Based on the feedback from the discovery phase of this project (detailed in Appendix A), The Rome Group recommends the following model for the CLT. The business model emphasizes community and economic development, creates clear expectations for residents' leadership and involvement, describes programming that is responsive to the needs of communities, and takes an incremental approach to establishing the trust and the development of green spaces, housing, and commercial spaces in neighborhoods with high rates of vacancy.

Mission

The mission of the CLT is to spur economic development and investment in neighborhoods across the St. Louis region through resident-led conversion of vacant properties to occupied buildings and community green spaces that ensure a high quality of life for residents across St. Louis.

Vision

The vision of the CLT is that communities and their residents have self-determination, leading the process of building resilient neighborhoods where they can live, work, and thrive. support.

Goals and Objectives

The CLT will be a vehicle for sparking economic development in the parts of the St. Louis region that have lacked investment and help build thriving communities where long-time and new residents alike will want to live and work. The land trust will be the mechanism through which neighborhoods reverse decline, build power, and create opportunities that will allow St. Louis residents to build wealth and determine their own futures.

The ways in which the organization will achieve these important goals are as follows:

Green Spaces and Green Infrastructure

Transforming vacant land to temporary and permanent green space; engaging residents to design green spaces that protect residents' health, create community gathering spaces, and make housing and other community assets more sustainable. ***The goal is to increase community resilience and improve quality of life for residents.***

Housing

Creating accessible and attractive rental properties for residents at all income levels; assisting residents and potential residents on their journey to homeownership; and providing current homeowners opportunities to build equity in their homes, increase property values, and stay in the neighborhoods they have stewarded for, in some cases, decades. ***The goal is to promote additional activity in these neighborhoods that can attract new residents without displacing existing community members.***

Businesses and Investment Opportunities

Working with residents, developers, and investors to determine which assets and services the community needs; providing pathways to business ownership for members of the community; and creating employment opportunities for residents in the neighborhood and beyond. ***The goal is to increase personal and family wealth for residents.***

Community Engagement and Self-Determination

Centering community members in the development of the community land trust; prioritizing the opportunities they believe are most needed in their neighborhoods; and building deep trust and relationship with those neighborhoods by putting community interests before all other interests. ***The goal is to center community voice, interests, and needs in the land trust's operations.***

Where The Land Trust Will Work

The CLT will support residents and neighborhoods in reversing decline in communities that have experienced disinvestment over time. These neighborhoods have high rates of vacancy and access to fewer resources than more affluent areas in the region. The land trust will use a set of criteria to inform its efforts to address the challenges that high-vacancy neighborhoods face, while recognizing and building on existing strengths within these communities.

A range of neighborhoods in St. Louis could potentially benefit from the support of the Community Land Trust, some of which have infrastructure that has attracted the attention of outside investors and developers, and others of which have fewer resources to build upon. Traditional community development approaches emphasize working in neighborhoods on the precipice of turnaround – they have anchor institutions, resident engagement, and other characteristics that make development efforts likely to succeed. The CLT will work in some of these neighborhoods while also actively seeking to partner with neighborhoods that may need more support for successful redevelopment and turnaround.

The CLT will use the rubric below to assess the level of readiness for community development efforts in the neighborhoods where it works. This is not meant to be used to screen out communities with lower resources based on these criteria, but to identify what level of support may be necessary to support residents' vision for the neighborhood. The CLT will work with neighborhoods across this spectrum.

Based on this rubric, the CLT will determine what level of support will be required in each neighborhood and to prioritize future community engagement and investment. The land trust will also assume responsibility for ongoing work in neighborhoods where GCC has recently helped establish community green spaces, including Walnut Park, Wells Goodfellow, Baden, and College Hill.

Neighborhood Characteristics Rubric

Category	Characteristics
Vacancy/Blight/Di sinvestment	What percent of parcels in the neighborhood are vacant and abandoned?
	Is there outside investment that has the potential to reverse or improve decline?
	Is there no outside interest in investment which means decline will likely continue or accelerate?
	Are there chronic storm water or sewer back up issues for existing residents?
Community Interest	Which of the following exist, (showing moderate to high levels of community engagement:
	Community development corporation?
	Neighborhood association(s)?
	Resident interest in development, organizing, etc.?
Development Opportunities	Resident interest in partnering with GCC or the CLT?
	Can existing structures be improved and/or preserved?
	Is there potential for future residential or commercial development?
	Is the park score low?
	Is there potential for accessible, useful, green space?
Public Interest	Is there a need for green infrastructure?
	Are there potential partner organizations that are active in the community?
	Is there public sector interest in the community?
Anchor Institutions	Is there an existing neighborhood plan or neighborhood plan under development?
	Are there existing institutions that could promote or inspire economic development?
	Are there established institutions (like churches or community centers) with influence in the community?

What The Land Trust Will Do

The land trust will use a phased approach as it establishes the organization, hires staff, and raises startup funds. The initial activities of the land trust will build on the recent work of Green City Coalition in the Walnut Park, Wells Goodfellow, Baden, and College Hill neighborhoods. The CLT will eventually assume much of GCC's work, fostering relationships with residents and community leaders, maintaining green spaces, and establishing partnerships with government and private service providers. Residents in these neighborhoods will be first to learn about and advise the CLT about its goals and its programs.

Once fully operational and fully staffed, the CLT will have four core functional areas: (1) creating and maintaining green infrastructure, (2) (3) facilitating residential and commercial development =, and (3) supporting housing and (4) connecting with and strengthening the community. The land trust will employ a combination of the following strategies shown below to spark economic development and help residents lead neighborhood transformation. The strategies will be determined by each community and will be explored throughout each neighborhood's initial planning process. For example, attracting residents is of key concern in neighborhoods with high rates of vacancy, but neighborhoods experiencing high rates of speculative development may be more concerned with preventing displacement.

The CLT will acquire an initial infusion of at least 200 parcels through an agreement with the Land Reutilization Authority (LRA), the City of St. Louis's land bank, at no cost per an existing agreement. Further LRA transfers will occur under a new agreement. The CLT will also acquire land from private owners of vacant and abandoned properties in neighborhoods of interest.

What The Land Trust Will Do

Category	Strategy
Creating and Maintaining Green Spaces & Green Infrastructure	<p>The CLT will create green infrastructure to provide community gathering places, beautify neighborhoods, manage stormwater, improve air quality, mitigate urban heat island effects and meet other community needs.</p>
	<p>The CLT will hire teams to create and maintain green infrastructure in their neighborhoods, ensuring a consistent presence of CLT staff. Local Resident applicants who apply for jobs will receive priority consideration.</p>
Facilitating Residential and Commercial Development	<p>The CLT will facilitate partnerships with residents, community advocates and organizations, and public and private sector entities to identify opportunities to rehabilitate existing structures and develop new ones for residences and businesses.</p>
	<p>The CLT will monitor and facilitate agreements and transactions that advance the community’s best interests, prioritize best practices in community development, and create opportunities for investment and business ownership.</p>
	<p>The CLT will create and steward an advisory committee to provide guidance on development, which will include experts in community development, real estate, business, and construction.</p>
	<p>Residences developed on land that the CLT owns will be available for rental and purchase. Rentals and single-family homes will be focused on mixed income developments, with the majority of units available at or below market rate.</p>
Supporting Housing	<p>The CLT – largely through its partnerships with community organizations – will assist prospective homeowners with the process of purchasing a home in the CLTs catchment (e.g., providing assistance on financing and credit repair).</p>
	<p>The CLT will administer programs to ensure existing homeowners can remain in their neighborhoods, including support for renovation, home improvement, and maintenance (including green and energy efficient alternatives), and assistance with property taxes and fees.</p>
	<p>60% or more of the CLT board will be comprised of residents and community members from the neighborhoods where the CLT works.</p>
Connecting with and Strengthening the Community	<p>Community leadership opportunities will be ongoing and include positions on working groups and committees as the CLT grows.</p>
	<p>The CLT staff will maintain and deepen community relationships in the neighborhoods where it works through regular attendance at neighborhood and ward meetings, maintaining a presence in the community, and prioritizing opportunities to hear from and plan with residents.</p>
	<p>The CLT will create partnerships with service providers and community organizations to offer wrap-around services for residents in the focus neighborhoods. These organizations’ involvement will run the gamut from board seats, to formal agreements for service delivery to residents, to membership on advisory committees.</p>

Implementation

Year One

Once the board has selected an executive director, the programmatic focus of the land trust will be on land acquisition and building relationships in key neighborhoods. Land management will continue to be conducted by the City and contractors, through the cooperative agreement between the City of St. Louis, St. Louis Development Corporation, Missouri Conservation Heritage Foundation and the Missouri Department of Conservation.

The organization will hire a land manager at the end of Year 1 or early Year 2. The Executive Director will also manage the trust's efforts to obtain its 501(c)(3) status and other requirements necessary to establish the organization. The Executive Director will work closely with the Green City Coalition Program Manager, the City, and contractors funded through the MDC agreement in the four neighborhoods with existing green space developments.

PRIORITIES: Establishing the organization; land acquisition; outreach and community engagement; fundraising; board development; advisory group formation; partnership with Green City Coalition

POSITIONS: Executive Director

Year Two

The work and programs of the Green City Coalition will formally transition to the CLT. With the addition of the Land Manager, the CLT will assume responsibility for hiring and training teams to maintain green infrastructure in the four neighborhoods with existing projects. The land manager will oversee neighborhood teams of staff and volunteers. Preference for jobs maintaining green space will be given to residents of the neighborhoods in which the green spaces are located.

As the land trust expands its resources and partnerships, these neighborhoods will have access to more services. Land acquisition will continue, and the land trust will identify neighborhoods ready to engage with the trust's programs and development opportunities, beginning community engagement in those areas.

PRIORITIES: Land acquisition; outreach and community engagement; fundraising; building a green jobs program, green infrastructure maintenance; advisory group formation

POSITIONS: Executive Director, Land Manager, Outreach Specialist

Implementation

Year Three

In addition to maintenance work on its existing green infrastructure and other properties, the CLT will begin focused community engagement for developing additional green infrastructure, residential and/or commercial projects in additional neighborhoods. The land trust may also consider a housing pilot program at this time in one of the four original neighborhoods previously managed by GCC (e.g. Wells Goodfellow).

PRIORITIES: Outreach and community engagement; fundraising; green infrastructure maintenance; property basic maintenance; residential development pilot.

POSITIONS: Executive Director, Land Manager, Outreach Specialist, Development Director.

Year Four

The CLT team will begin executing the development plans for the additional two neighborhoods where focused engagement has been taking place. If applicable, the housing pilot will continue, which may include facilitating construction and rental of the new properties.

PRIORITIES: Outreach and community engagement; fundraising; green infrastructure maintenance; basic property maintenance; residential, green, and commercial development (depending on new neighborhoods' needs); support for existing residents

POSITIONS: Executive Director, Land Manager, Outreach Specialist, Development Director, Housing Specialist

Year Five

The CLT will continue its support, development, and programming in the seven communities previously mentioned (the original four Green City Coalition green spaces, two additional neighborhoods, and the housing pilot). The team will continue outreach to interested neighborhoods and partners to identify sites for future work and may consider acquiring additional land for future developments.

PRIORITIES: Outreach and community engagement; fundraising; green infrastructure maintenance; basic property maintenance; residential, green and commercial development; support for housing; land acquisition

POSITIONS: Executive Director, Land Manager, Outreach Specialist, Development Director, Housing Specialist

Organizational Capacity Requirements

Board of Directors

The land trust will be community-led, with a board that is divided into three segments, with two thirds representing people in the communities where the land trust works. One-third of the board will eventually be composed of residents of the land trust properties, one-third will be community members from the neighborhoods where the CLT operates, and one-third will represent the public. The public may be represented by a mix of funders, financial institutions, advocates from citywide or statewide organizations, and public officials whose work is relevant to the CLT (e.g., housing authority, city planning, human services).

In the early years of the CLT, the seats that will eventually be allocated to residents will be filled with residents and community-based organizations who work in the community. Once a certain number of housing units are occupied, the CLT residents will assume these seats on the board of directors. As the number of CLT neighborhoods grows, the organization may grow to include working groups, or advisory committees to ensure inclusion of every community, while keeping the size of the board manageable.

Membership

The CLT will be a membership organization to ensure accountability to the communities where the land trust works. Membership in CLTs is not a major source of revenue, but a way to invite the community to have buy in and control. Dues are pay-what-you-can and may be as little as \$1 a year. CLT members will be residents of the neighborhoods where the CLT is operating, representatives of community-based organizations working in those communities and will eventually include residents living in the housing established by the CLT. Residents of other St. Louis communities interested and invested in the land trust's work (these may be residents of neighborhoods in which the land trust will work in the future) may also join. Community land trust members will elect the community and resident board members. Members will also be informed of volunteer and employment opportunities that the CLT offers and will form the core of committees and working groups as the CLT grows.

Organizational Capacity Requirements

Key Partnerships

Key partners will include the St. Louis Development Corporation, the Land Reutilization Authority, and Missouri Department of Conservation; other relevant state and local public agencies; elected and appointed officials; and neighborhood leaders and anchor institutions. The land trust will also engage the robust network of service providers focused on community and civic engagement, home ownership, and social services in St. Louis.

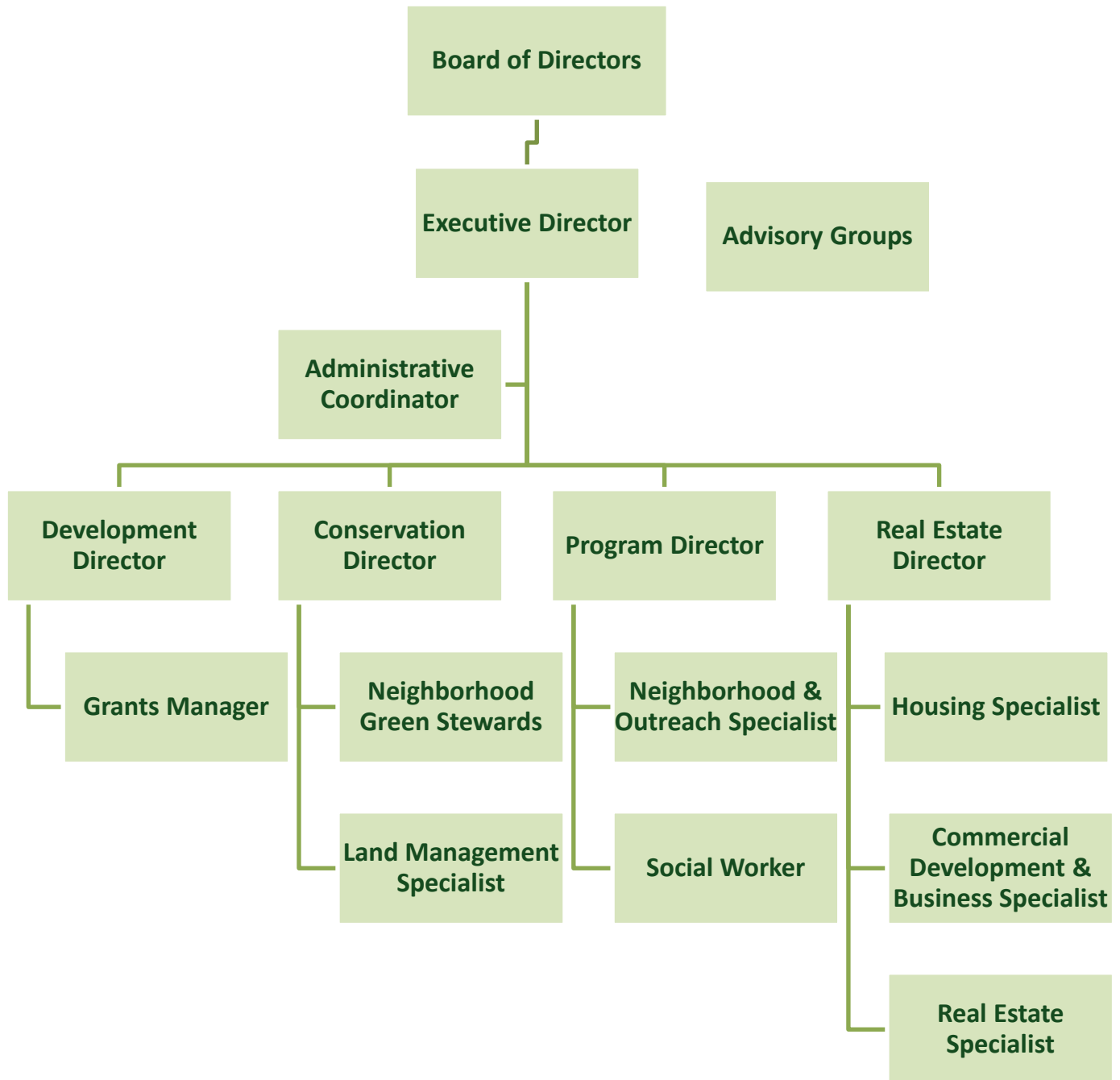
In addition to the board of directors, the land trust will rely on the expertise of partners and advisors who can provide insight and guidance on green infrastructure management and on community and economic development. This will include financial institutions, business leaders, entrepreneurs, and developers who have a track record of working in respectful partnership with communities, especially black communities. The land trust will form and maintain several advisory groups that will provide a source of guidance and feedback for the CLT.

Staffing Plan and Organizational Charts

The CLT will have paid staff from the outset, with the staffing level increasing incrementally as the scope of work grows and as support from the existing MDC GCC cooperative agreement phases out. See Appendix D for organizational charts that demonstrate the key staff positions for Years 1 to 5 of the CLT, as detailed above.

The charts demonstrate the incremental growth of the land trust in staff size, scope, and budget over time. Once the organization is operating at full capacity, staff can differentiate into teams that reflect the individual functions of the land trust. Additional administrative and operational support will also be necessary as the trust acquires land, adds residential and commercial properties to its portfolio, increases the number of neighborhoods where the organization is running, and as the number of residents and community members that need support and engagement grows. An organization with the capacity to do such work – a budget above \$15 million, programming in more than a dozen neighborhoods, etc. – would likely have a structure as follows:

Aspirational Organization Chart



Operating Budget

The budget shown below is based on best practices for establishing and sustaining nonprofits. It is also informed by The Rome Group's knowledge of the local philanthropic community and what levels of support are feasible from various sources of funding.

CLT Start-up Operating Budget	Year 1	Year 2	Year 3	Year 4	Year 5	Notes
Portfolio Assumptions						
# of vacant properties held		200	210	220	230	Approximately 200 properties initially
# of homes				10	20	
# of commercial properties held					5	
Operating Expenses						
Executive Director	\$91,000	\$93,730	\$96,542	\$99,438	\$102,421	\$70,000 salary, 30% benefits; 3% annual increase
Neighborhood Engagement & Outreach Coordinator		\$78,000	\$80,340	\$82,750	\$85,233	\$60,000 salary, 30% benefits, 3% annual increase
Land Manager		\$65,000	\$66,950	\$68,959	\$71,028	\$60,000 salary, 30% benefits, 3% annual increase
Development Director			\$78,000	\$80,340	\$82,750	\$60,000 salary, 30% benefits, 3% annual increase
Housing Specialist				\$78,000	\$80,340	\$60,000 salary, 30% benefits, 3% annual increase
Neighborhood Stipends (seasonal and part-time)	\$25,000	\$25,000	\$50,000	\$100,000	\$150,000	Initially supported by GCC staff, green jobs program will grow each year.
Land Acquisition		\$40,000	\$41,200	\$42,436	\$43,709	Based on ten acquisitions per year at LRA prices; 3% increase annually
Land Management Equipment		\$30,000	\$30,900	\$31,827	\$32,782	Estimate; 3% increase annually
Program Costs (education seminars, trainings)	\$5,000	\$5,000	\$7,500	\$7,500	\$10,000	
Professional Fees (legal, fundraising, accounting)	\$100,000	\$100,000	\$50,000	\$50,000	\$50,000	
Office Supplies & Materials	\$5,000	\$5,150	\$5,305	\$5,464	\$5,618	Based on 25% of GG's costs, 3% increase
Meeting Expenses	\$4,869	\$5,015	\$5,165	\$5,320	\$5,480	Based on 25% of Gateway Greening cost; 3% increase annually
Technology	\$3,000	\$6,000	\$3,000	\$3,000		Based on \$3,000 per staff person
Office Furniture		\$6,000	\$2,000	\$2,000		Based on \$2,000 per person
Information Technology	\$3,793	\$3,907	\$4,024	\$4,145	\$4,269	Based on 25% of GG's costs, 3% increase
Occupancy	\$9,906	\$10,203	\$10,509	\$10,825	\$11,150	Assumes new entity will be housed in shared space with existing organization; Based on 25% of GG cost; 3% increase annually
Insurance	\$8,146	\$8,390	\$8,642	\$8,901	\$9,168	Based on 50% of GG's costs, 3% increase
Travel	\$1,881	\$1,937	\$1,996	\$2,055	\$2,117	Based on 25% of Gateway Greening cost; 3% increase annually
Depreciation		\$6,000	\$6,180	\$6,365	\$6,556	Based on land equipment 5 year depreciation, 3% increase
Total Operating Expenses	\$257,595	\$489,333	\$548,253	\$689,325	\$752,620	

Operating Budget

The budget shown below is based on best practices for establishing and sustaining nonprofits. It is also informed by The Rome Group's knowledge of the local philanthropic community and what levels of support are feasible from various sources of funding.

Operating Revenues	Year 1	Year 2	Year 3	Year 4	Year 5	Notes
Portfolio Revenues						
Housing Cooperative Leasing Fees Estimate				\$3,000	\$6,000	basing this on \$25/unit/month starting with 10 units, doubling each year after year three - estimate
Earned Revenue						
Developer Fees					\$50,000	
Contributed Income						
Grants	\$100,000	\$250,000	\$250,000	\$500,000	\$500,000	
Individual Contributions	\$25,000	\$75,000	\$100,000	\$100,000	\$100,000	
Membership Fees		\$250	\$300	\$350	\$400	
Government						
State of Missouri	\$250,000	\$250,000	\$200,000	\$150,000	\$150,000	
Alderman Funds		\$25,000	\$25,000	\$25,000	\$25,000	
SLDC and/or Affordable Housing Trust Fund						
City of St. Louis						
Metropolitan St. Louis Sewer District						
Total Operating Revenues	\$375,000	\$600,250	\$575,300	\$778,350	\$831,400	
Total Operating Reserves	\$117,405	\$228,322	\$255,360	\$344,394	\$423,174	6 months operating reserves

Conclusion

The CLT model has been shown to be a successful approach for the redevelopment and re-investment of similar neighborhoods around the country. CLTs can be a tool for invigorating and activating residents, providing the resources to fulfill their vision for the neighborhoods they call home.

The CLT has the potential to restore parts of the city that have suffered decades of disinvestment through its city-wide and partner-rich approach to vacancy and neighborhood transformation - beginning with the communities themselves. The first five years reflected in this plan are only the start, providing the foundation for an organization that can help facilitate systemic change with members of communities in the lead role.

Appendix A. Report of Findings

Methodology

In order to achieve the project goals, The Rome Group (TRG) gathered feedback through confidential interviews, a survey completed by Steering Committee members, a literature review of best practices, and an environmental scan of existing CLTs across the country. With input from GCC leadership and Steering Committee members, TRG identified philanthropists, community leaders, nonprofit leaders, elected and appointed officials, and other leaders whose organizations might benefit from a CLT to participate in a confidential interview. **The consultants sent 62 invitations and conducted 33 interviews with 37 individuals.** A participation rate of 53% amid the COVID-19 pandemic is a positive sign of interest in this effort. (See Appendix B for the list of participants.)

In order to gain a greater understanding of CLT governance structures and funding models, The Rome Group researched 12 CLTs and conducted interviews with representatives from 3 established land trusts and two consultants who work with land trusts all over the country. (See Appendix C for the list of organizations included in the environmental scan and the bibliography.)

All members of the Steering Committee were invited to share their feedback by completing an online survey. To date, 29 people have completed the survey. (Survey results will be included in the full project report.)

The Rome Group greatly appreciates the time and thoughtful contributions of the interview participants. We also thank members of GCC, particularly Tracy Boaz, Supervisor, Private Land Services Division at Missouri Department of Conservation and Laura Ginn, Program Manager, Green City Coalition and St. Louis Development Corporation.

Appendix A. Report of Findings

Significant Findings

Interviewees received a case for support that described, in general terms, the purpose of a CLT in the St. Louis region and how it would operate. This included a description of its priorities – reducing vacancy, increasing green space, and providing affordable housing – and a limited description of how the land trust would engage residents. The case for support included a budget for startup costs.

45% of participants had limited knowledge of CLTs. 86% believed that establishing a CLT could benefit the region. Participants emphasized the importance of community engagement in this effort; a key theme of the interviews is that residents' input is essential for both planning and implementation of the land trust. Giving residents a central role in the land trust's governance would set this effort apart from previous urban development projects, especially in areas of the city with the highest vacancy rates.

Additional findings included the following:

1. Nearly 8 in 10 (79%) respondents believe the CLT should be an independent 501(c)(3).

While a few people expressed concern that St. Louis has too many nonprofit organizations – many with overlapping missions – most respondents suggested that a separate nonprofit was the best option. Nearly every respondent stated that residents and community members should be at the center of this effort and should occupy a significant number of the governance positions (i.e., board of directors).

2. Almost half (48%) of participants suggested that a mix of public and private dollars would be the best funding model.

Many respondents, including those that favored a public-private partnership, stated that obtaining funding from the City of St. Louis would be challenging and that leaders should consider additional sources of funding including state dollars, federal and foundation grant funds, and private philanthropic dollars to fund start-up costs. Many participants emphasized that sustaining funding over time would also be a challenge. Some suggested exploring other funding sources such as low-interest or forgivable loans, fees from developers, and impact investing.

3. There was no consensus on which neighborhoods should be prioritized.

Participants recognized that the challenge of vacancy in St. Louis is vast and that many neighborhoods could benefit from the CLT to address a range of challenges. Interviewees were more readily able to articulate certain criteria for prioritizing neighborhoods rather than pinpointing individual communities. Those criteria are explained on page 5 of this document.

Appendix A. Report of Findings

Significant Findings

4. Participants believe the land trust should demonstrate success before working city-wide.

As previously stated, the majority of respondents believed the establishment of a CLT would benefit the community but cautioned that another failed project would be harmful to residents. Participants offered the following suggestions for moving with a CLT in some of the city's most vulnerable communities:

- Implement the project in phases, beginning with limited services in fewer neighborhoods;
- **Secure funding** for the initial phases of the project to ensure continuity and minimize the chance for disruption;
- **Proceed only if the proposed efforts reflect the vision of the neighborhood and has their buy in;**
- **Secure an agreement with the City of St. Louis** documenting their commitments and outlining how it will engage with the land trust;
- **Secure memoranda of understanding (MOUs) with partnering organizations and local community development corporations (CDCs).**

5. The Rome Group cannot provide an estimate for the potential investment in a CLT at this time.

A goal of this study was to identify potential funding for the formation of a CLT. While 27% of interviewees stated that they might provide funding, no funder was willing to formally commit to or state a projected dollar amount. Their reluctance was primarily due to the unknown economic impact of COVID-19 and the lack (at the time of the interviews) of a detailed CLT implementation plan outlining actions and outcomes. Given the interest in the idea and relatively positive feedback, participants may be willing to state a potential level of support once the economic outlook is more certain.

Appendix B. Interview Participants

Participant	Affiliation
Pastor Andre Alexander	Tabernacle Church & CDC
Doneisha Bohannon	Missouri Foundation for Health
Rick Bonasch	Rise Community Development
Brian Hurd	Rise Community Development
Alderman Jeffrey Boyd	City of St. Louis – 22 nd Ward
Michael Burns	Northside Community Housing
Maxine Clark	Clark-Fox Family Foundation
Charli Cooksey	WEPOWER
Yoni Blumberg	WEPOWER
Cynthia Crim	Commerce Bank and Mysun Foundation
Jeanne Dalba	Trulaske Family Foundation
Deb Dubin	Gateway Center for Giving
Laura Ellenhorn	Midwest BankCentre
Alison Ferring	Ferring Family Foundation
Pamela Harris	North Newstead Association
Constance Siu	North Newstead Association
Ed Heisel	Ozark Regional Land Trust, formerly
Mina Hadzialic	Steward Family Foundation
Peter Hoffman	Legal Services of Eastern Missouri
Alderman Shameem Clark Hubbard	City of St. Louis – 26 th Ward
Chris Krehmeyer	Beyond Housing
Pastor Andy Krumsieg	Jubilee Community Church
Jackie Langum	ArchCity Defenders
Bridget McDermott Flood	Incarnate Word Foundation
Molly Metzger	Washington University Brown School
Jason Purnell	Washington University Brown School, Health Equity Works
Jessica Payne	Old North Restoration Group
Matt Schindler	Gateway Greening
Ginger Smith	Bellwether Foundation
Carol Staenberg	Staenberg Family Foundation
Ryan Strode	Franciscan Sisters of Mary Foundation
Susan Trautman	Great Rivers Greenway
Alderman Sharon Tyus	City of St. Louis – 1 st Ward
Rebecca Weaver	The Nature Conservancy
Keith Williamson	Centene

Appendix C. Organizations Included in Environmental Scan

Interview Participants

Mark Asturias, Irvine CLT, Irvine CA

John Davis, Burlington Associates (Consultant, and foundational scholar in CLT development and history.)

Tori Kjer, Los Angeles Neighborhood Land Trust, Los Angeles, CA

Gustav “Gus” Seelig, Vermont Conservation and Housing Board, Burlington, VT

Jason Webb, Grounded Solutions Consultant, Formerly with Dudley Street Neighborhood Initiative

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Organizational Resources

Dudley Street Neighborhood Initiative/Dudley Neighbors, Inc., <https://www.dsni.org/>

Durham CLTees, <https://www.dclt.org/>

Irvine CLT, <https://www.irvineclt.org/>

Los Angeles Neighborhood Land Trust, <https://www.lanlt.org/>

Madison Area CLT, <http://affordablehome.org/>

North East Housing Initiative (Baltimore), <https://nehihomes.wordpress.com/>

Oakland CLT, <https://oakclt.org/>

Storehouse of Hope Detroit, <http://www.thestorehouseofhope.org/new-page>

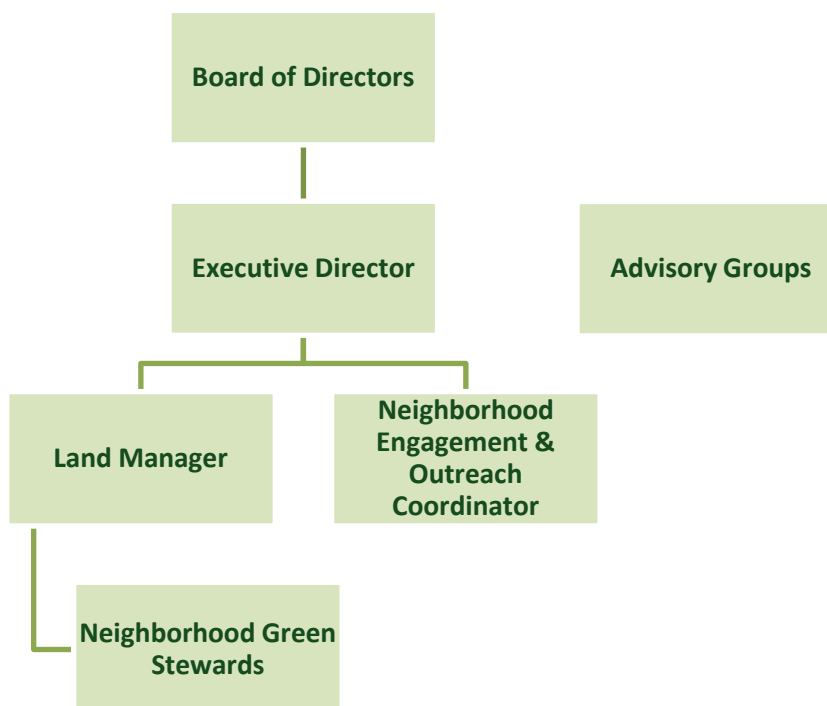
T.R.U.S.T South LA, <https://trustsouthla.org/about-us/>

Appendix D. Organizational Charts

Year One

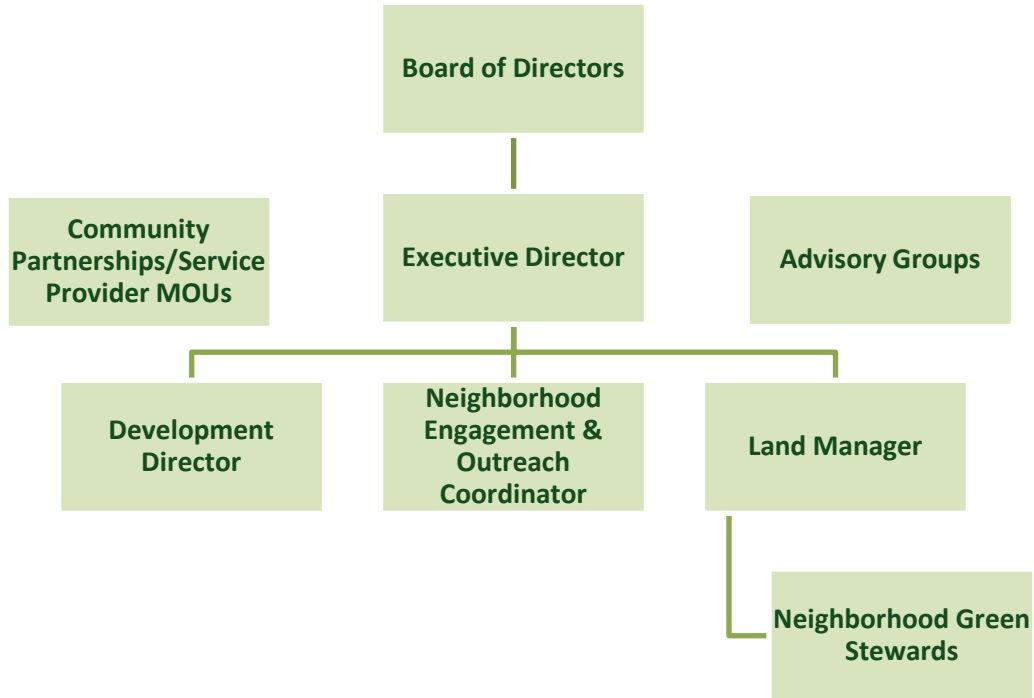


Year Two

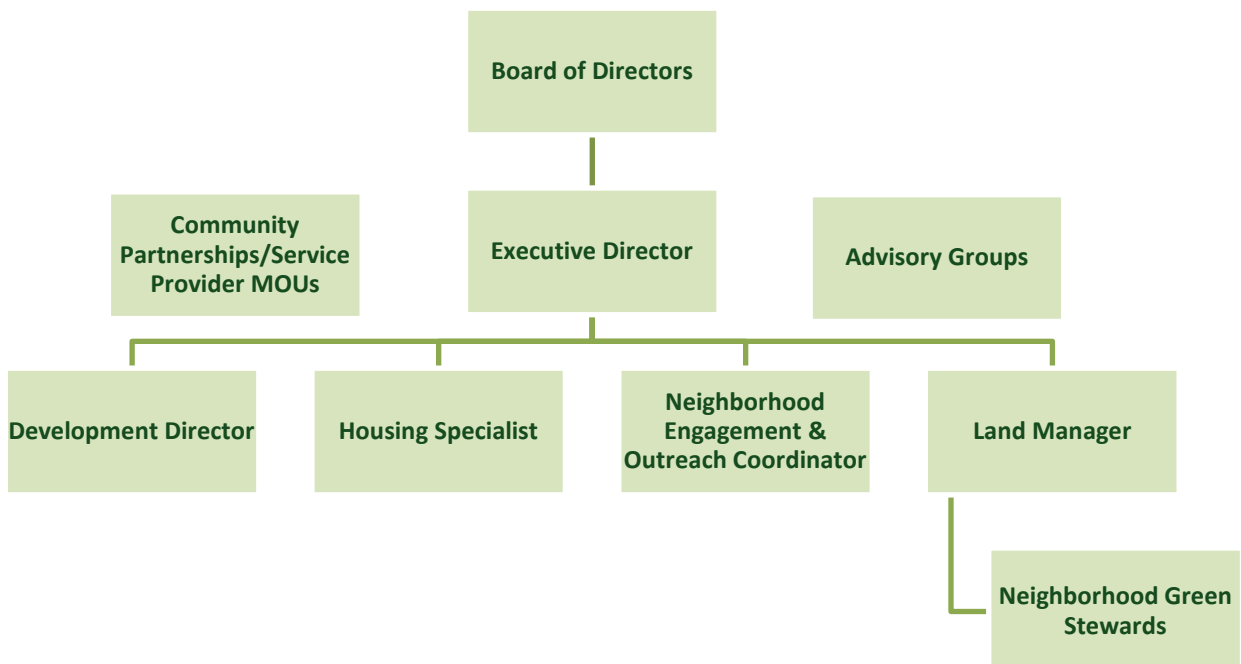


Appendix D. Organizational Charts

Year Three

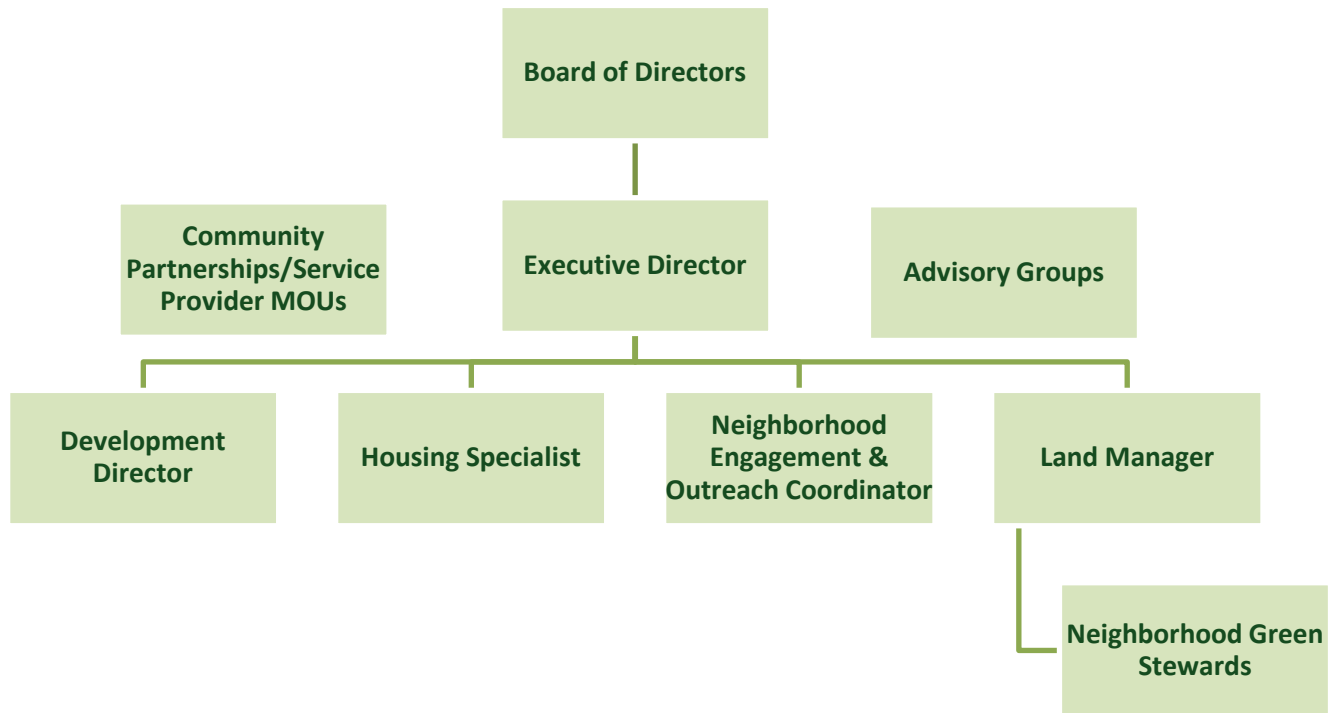


Year Four



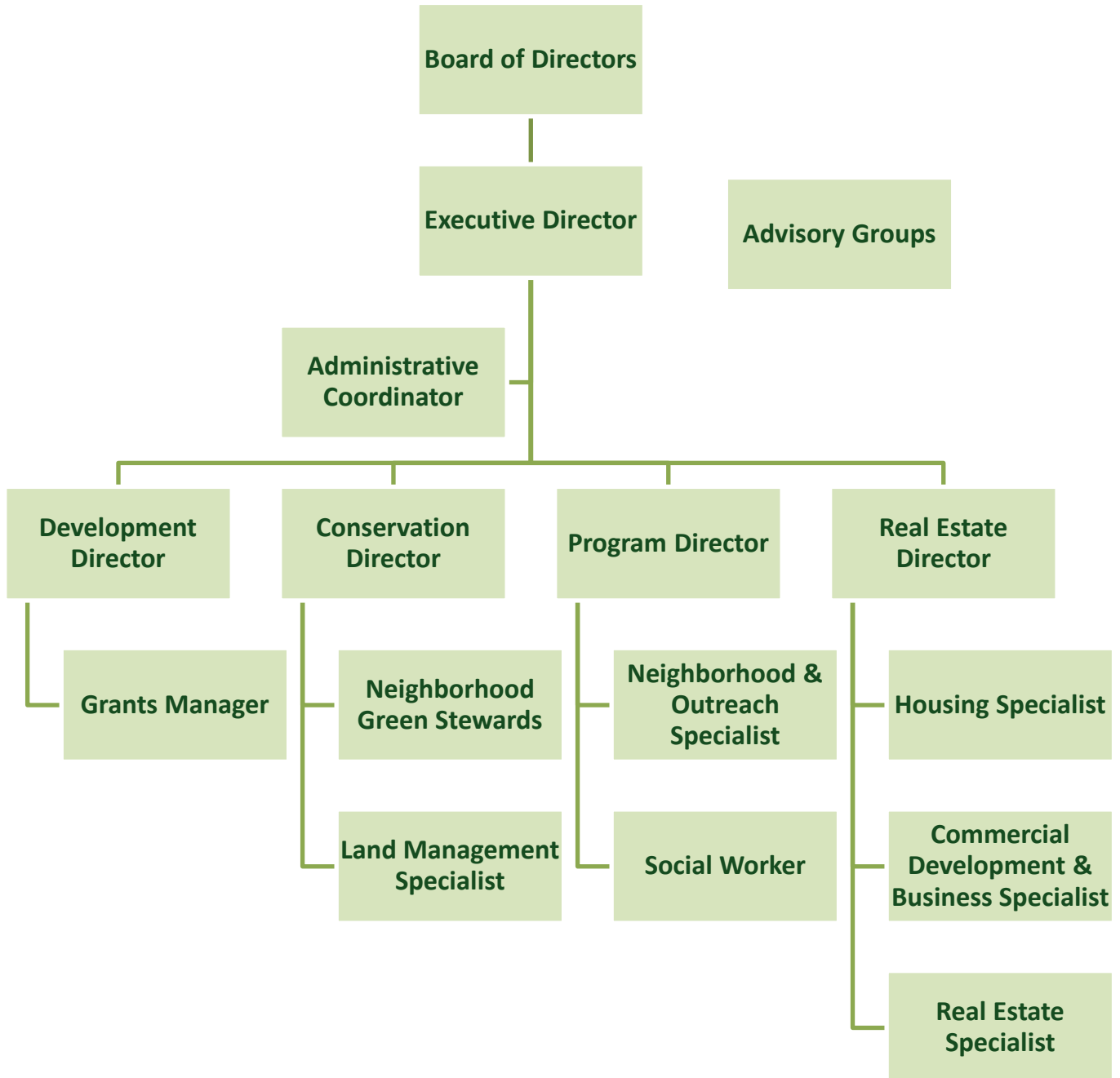
Appendix D. Organizational Charts

Year Five



Appendix D. Organizational Charts

Aspirational Org Chart



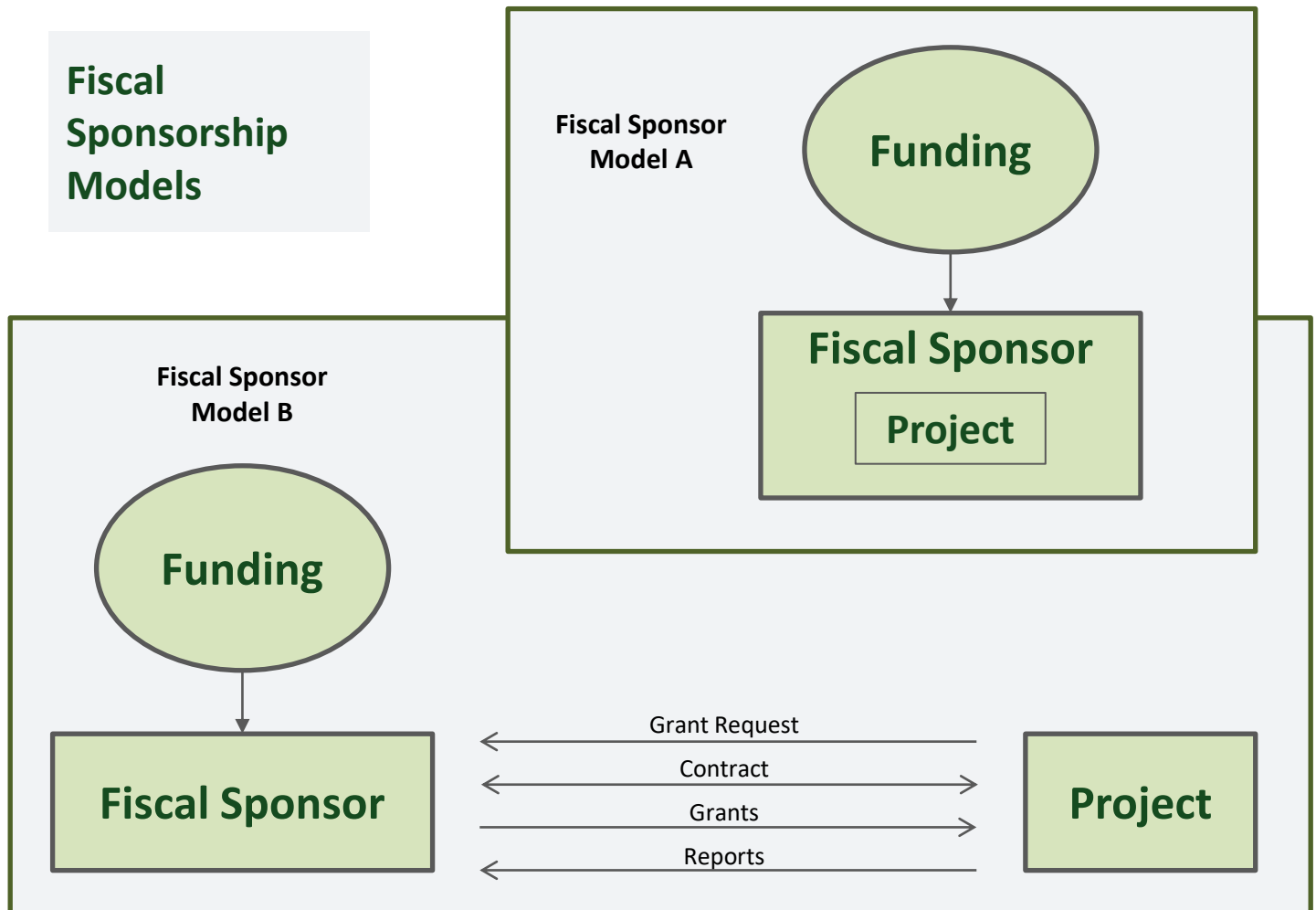
Appendix E. Fiscal Sponsorship

During the initial phase of the St. Louis Community Land Trust, while planning, board recruitment, and the legal process for acquiring 501(c)3 status is underway, the CLT will operate under fiscal sponsorship.

About Fiscal Sponsorship

Fiscal sponsorship will allow the CLT to have the benefits of being a nonprofit without having completed the 501(c)3 application process. Fiscal sponsorship is common for new nonprofit ventures and can be especially helpful by providing administrative, operations, and compliance support, allowing the CLT's staff to focus on the planning, goals, partnerships, and community connections that will be essential to its success.

The fiscal sponsor is accountable for all fiduciary responsibilities related to the funds raised for the sponsored project. As such, it holds and manages all funds for the project in earmarked accounts. The fiscal sponsor also provides oversight for the funds and ensures adherence to financial standards, record keeping, and reporting. The fiscal sponsor receives and acknowledges all contributions to the sponsored project, and, in turn, the contributions are tax deductible for the donors. The most common fiscal sponsorship models are shown below.



Appendix E. Fiscal Sponsorship

Things to Consider When Choosing a Fiscal Sponsor

As with all partnerships, there are elements that can make a fiscal sponsorship more, or less, successful.

- 1. Does the fiscal sponsor's mission align with the CLT's mission?**
A fiscal sponsor with a mission that aligns with the CLT will ensure that the sponsor's board considers the CLT a priority. Alignment also means that the sponsor agency can help the burgeoning land trust with relationship development, community connections, and other key resources.
- 2. Does the fiscal sponsor have the capacity, experience, and infrastructure to manage the CLT's funds?**
The fiscal sponsor assumes all fiduciary responsibility for the CLT funds, so having the experience, capacity, and expertise to manage the CLT's funds is essential.
- 3. Does the fiscal sponsor operate under a racial equity lens?**
The origins of the vacancy crisis in St. Louis are in systemic racism. The CLT will not be able to address these systems and structures without a fiscal sponsor, its most important partner, sharing a racial equity lens.
- 4. Is the fiscal sponsor well respected in the community?**
A key activity in the initial phase of the CLT's development is connecting directly with community development corporations, neighborhood associations and residents in the neighborhoods where it intends to work. The fiscal sponsor's reputation in the community should not be a barrier to the CLT's success.