



**GROUNDED
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strong communities
from the ground up

2016 CLT community of Practice Annual In-person Gathering Advocacy & Communication Table Discussion

For the past few years, Cornerstone Partnership, the National Community Land Trust Network and now Grounded Solutions Network have advocated for policies that will advance CLTs. For example, we have:

- Secured a legislative amendment to the HOME program to ensure CLT eligibility;
- Incorporated CLTs into Fannie Mae Desktop Underwriting;
- Awarded grants to Members to support advocacy efforts on the state and local levels.

We have also sought to create opportunities for easy and impactful communication between (1) the organization and members and (2) members and members. For example, we have:

- Issued monthly newsletters updating members about our work and upcoming opportunities;
- Engaged more than 100 practitioners to review and adopt the Stewardship Standards;
- Held a national conference to bring practitioners together in-person each year.

Since the integration, this work has continued. For example, we are:

- Sponsoring the completion of the *Arc of Justice* and screenings in Denver and Los Angeles;
- Collaborating with more than 100 CLT members to launch the CLT Community of Practice;
- Sponsoring events organized by regional CLT coalitions;
- Facilitating virtual peer-to-peer communication through working groups and webinars.

Looking forward, Grounded Solutions Network has adopted strategic priorities and goals around advancing local housing policies that lead to access, equity and inclusion. We believe that, to be effective in this work, we must increase the visibility of the CLT movement. Being more recognizable and understood will bolster our advocacy efforts on the local, state and federal levels.

To help the staff and board plan for 2017 and beyond, we're asking you to discuss:

1. What will successful advocacy on the local, state and federal levels accomplish? How can Grounded Solutions support Members to become expert advocates?

2. Given the diversity within the CLT movement, should we be concerned with communicating a consistent message about what CLTs are and what they do? If so, how can we standardize our message? This questions is not about what the message is—it's about potential strategies for getting us all to stay on a singular message if that is a shared value.



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2016 community of Practice Annual In-person Gathering

Best Practices & Education Table Discussion

For the past few years, Cornerstone Partnership, the National Community Land Trust Network and now Grounded Solutions Network have collaborated with members to identify, promote and train on best practices so that programs maximize impact. For example, we have:

- Built off of existing curriculum to develop and refine the Training Institute at the conference;
- Developed tools and resources that help programs implement best practices;
- Provided direct technical assistance and technical assistance grants to programs;
- Developed the Stewardship Standards for Homeownership Programs;
- Launched and supported HomeKeeper.

Since the integration, this work has continued. For example, we are:

- Facilitating working groups and disseminating best practices on topics such as evaluating and updating resale formulas and managing homebuyer pipelines;
- Developing and offering standardized introductory curriculum on permanently affordable housing and community land trusts.

Looking forward, Grounded Solutions Network has adopted strategic priorities and goals around strengthening and boosting the quality of established programs. We believe that one of the ways that we can be most helpful to members is to lift up best practices and enable programs to learn from one another so that no one has to reinvent the wheel.

To help the staff and board plan for 2017 and beyond, we're asking you to discuss:

1. Over the past year, Grounded Solutions Network has focused on building tools, resources and trainings to help CLTs implement best practices around initial pricing, resales and homebuyer pipeline management. Where do you think programs need the most support? What is the next topic that we should focus on?
2. Over the past year, Grounded Solutions Network has fostered peer-to-peer communication through working groups, webinars, the community forum and, of course, the conference. How could we support more peer-to-peer communication going forward? What are the types of things that you would like to learn from your peers? What would you like to share?



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2016 community of Practice Annual In-person Gathering Incubation Table Discussion

For the past few years, Cornerstone Partnership, the National Community Land Trust Network and now Grounded Solutions Network have supported the formation of new CLTs. For example, we have:

- Facilitated introductory trainings and webinars that raise the profile of the CLT movement;
- Offered direct technical assistance and grant funding to start-up CLTs;
- Ensured that annual membership dues remain as barrier free as possible;
- Established a special section for “explorers” and new CLTs in our tools and resources library;
- Promoted the model ground lease and CLT Technical Manual.

Since the integration, this work has continued. For example, we have:

- Launched the CLT “Priming Program” which has helped more than 20 communities learn about the CLT model and movement;
- Supported the establishment of four new CLTs in underserved communities of color through training, technical assistance and operating grants;
- Connected CLT movement leaders to new CLT organizations through sponsored site visits.

Looking forward, Grounded Solutions Network has adopted strategic priorities and goals around supporting and growing the CLT movement with a focus on strong, effective and sustainable programs. We believe that there is unprecedented interest in the CLT model right now and we should take advantage of the opportunities that this presents.

To help the staff and board plan for 2017 and beyond, we’re asking you to discuss:

1. Given limited time and resources, how should Grounded Solutions Network balance support for CLT incubation with support for existing organizations?

2. There are a many ways to seed new CLT programs. One is to help support the creation of new programs from scratch. Another strategy is to help existing organizations “convert” to a CLT model. Given our limited time and resources, how do you think we should balance our efforts between creation and conversion? What are the best opportunities for conversion?



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2016 community of Practice Annual In-person Gathering Innovation Table Discussion

For the past few years, Cornerstone Partnership, the National Community Land Trust Network and now Grounded Solutions Network have helped the field explore new programs, applications and hybrids of the CLT model. For example, we have:

- Launched HomeKeeper which helps Member users to quickly replicate innovative practices;
- Launched the IGNITE! Community Pitch Fest to celebrate and create a culture of innovation;
- Provided small seed grants to support Member innovations;
- Researched promising innovations to identify strategies for replication;
- Highlighted innovations through conference sessions, webinars, and Shelterforce articles.

Since the integration, this work has continued. For example, we are

- Researching new ways that CLTs can realistically partner with land banks to revitalize neighborhoods and with manufactured homeowners to preserve mobile home communities;
- Conducting organizational assessments and providing business planning coaching to organizations interested in launching social ventures or other initiatives that will make them more sustainable and impactful.

Looking forward, Grounded Solutions Network has adopted strategic priorities and goals around lifting up and sharing innovations for widespread adoption. We want to make sure that, as a field, we are keeping the knife edges sharp and constantly thinking about increasing impact and sustainability.

To help the board and staff plan for 2017 and beyond, we're asking you to discuss:

1. How can Grounded Solutions can support and promote innovation?

2. What innovations, opportunities or practices have you seen that seem promising but need to be evaluated or researched before they are really pursued as best practices?



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2016 community of Practice Annual In-person Gathering Funding and Financing Table Discussion

For the past few years, Cornerstone Partnership, the National Community Land Trust Network and now Grounded Solutions Network have worked to increase access to financial resources for CLTs. For example, we have:

- Secured a legislative amendment to the HOME program to ensure CLT eligibility;
- Incorporated CLTs into Fannie Mae Desktop Underwriting;
- Promoted CLTs and permanently affordable housing in transit oriented development;
- Created educational materials for lenders and sponsored lender recruitment forums;
- Educated members about funding opportunities such as the Federal Home Loan Bank AHP and Catholic Campaign for Human Development grants.

Since the integration, this work has continued. For example, we are:

- Researching the feasibility of a new shared appreciation loan product;
- Joining national partners to advocate for HOME and other federal funding programs;
- Educating local officials about the importance of prioritizing permanent affordability;
- Advocating for more city-CLT partnerships.

Looking forward, Grounded Solutions Network has adopted strategic priorities and goals around increasing program sustainability. We believe that a critical element of community controlled land is having strong, effective organizations that will exist over the long haul.

To help the board and staff plan for 2017 and beyond, we're asking you to discuss:

1. We hear that access to resources is one of the greatest challenges facing programs. Be more specific. What resources are most needed? What are the greatest opportunities for Grounded Solutions to help increase access to resources?

2. What do you think are the greatest challenges to programmatic sustainability? What are the greatest opportunities for becoming more sustainable?