

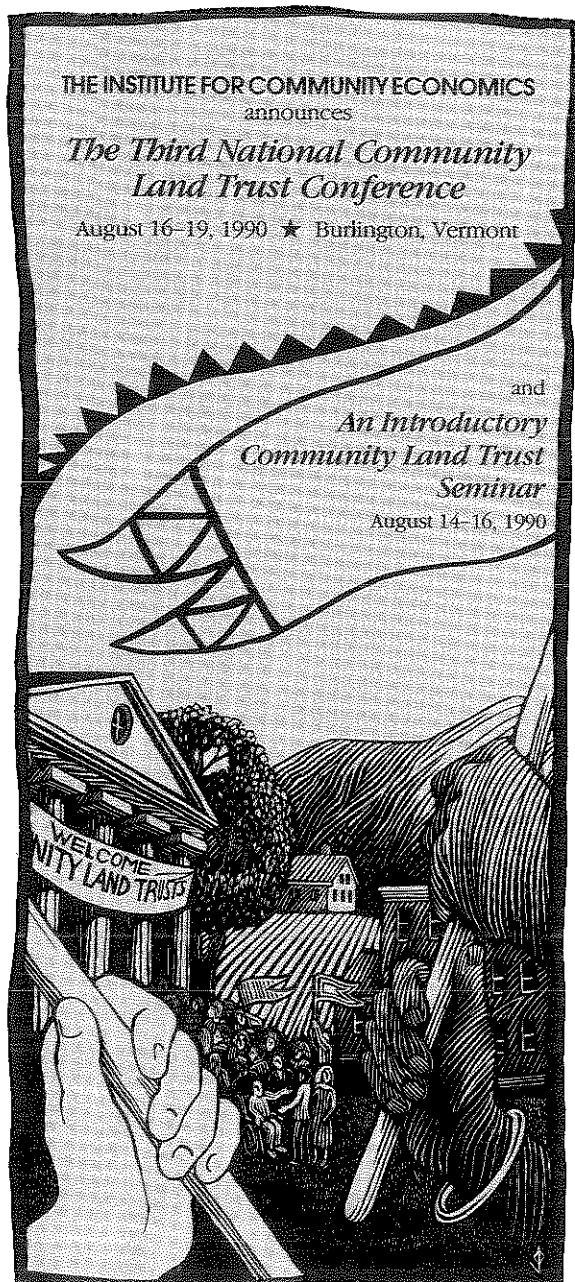
Community Economics

Number 20

Summer 1990

Conference Preview

Doing the Right Thing in Vermont



JOANNA YARDLEY

- The Housing and Conservation Trust Fund
- The Brattleboro Area and Central Vermont CLTs
- The Vermont Community Loan Fund
- Innovative Bank and Finance Agency Loan Programs
- Saving 336 Units in Burlington

In Philadelphia, PA

United	Manos
Hands	Unitas
Community	Cooperativa
Land	de
Trust	Terreno

“Housing for People, Not for Profit”

“Vivienda Para La Comunidad,
No Para Especulacion”

The Vermont Model

In August of this year the **Third National Community Land Trust Conference** will be held in Burlington, Vermont, jointly sponsored by ICE and the Burlington Community Land Trust (BCLT). In the fall issue of *Community Economics* we expect to report on the conference and on the recent accomplishments of BCLT. But Burlington is no longer the only Vermont community with an active CLT. The recent development of Vermont policies and institutions promoting perpetually affordable housing has fostered the rapid growth of established CLTs, as well as encouraging the creation of new ones. These developments are an important story in their own right, and we are devoting a major portion of the present issue to them.

Our lead article concerns the Vermont Housing and Conservation Trust Fund. But a narrow focus on this institution alone, unique and impressive as it is, would not suggest the groundswell of progressive concern that led to its creation, or the exciting range of activity that it has helped to bring about. We therefore decided to present a cluster of shorter articles on other Vermont institutions and projects. As we worked on these articles, we found more noteworthy material than we could possibly fit into a single issue. We regret having to omit some good stories, but we hope that the material presented here will give readers some idea of the energetic, intelligent, and remarkably coherent way in which this small state has been dealing with its pressing land and housing problems.

At the same time, we have to admit that Vermont is not the world (in fact, to some CLT organizers it may sound like Heaven). We therefore include in this issue a report on the inspiring efforts of United Hands CLT in a low-income, disinvested, multi-ethnic Philadelphia neighborhood. This story stands as a reminder that enlightened public policy is not the only thing needed to solve the problems of low-income people. The people themselves must commit time and energy, and must "grapple with the issues," like the members of United Hands. □

ICE is Moving!

AFTER NEARLY NINE YEARS in Greenfield, ICE will be relocating to an inner city neighborhood in Springfield, Mass.—a city of 150,000, 45 miles south of Greenfield. We have spent many months discussing and researching our moving options. Thanks to all who have offered guidance, support, and assistance in this effort.

It is not without some sadness that we leave our homes, friends, gardens and collaborators in Franklin County. We are, however, excited about the opportunities in Springfield. The move will offer additional office space, proximity to public transpor-

tation, and a base in an ethnically and racially diverse community. From Springfield we look forward to building and strengthening ICE's capacity to serve communities throughout the country and, at the same time, to building friendships and alliances with our new neighbors.

We expect to move before mid-September and will soon notify you of our moving date and new address and phone number. This fall we will invite you to join us in Springfield to dedicate our new home and celebrate the ICE Revolving Loan Fund's ten years of operation. □

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To be placed on the *Community Economics* mailing list, receive back issues, or notify us of your address change, contact ICE, c/o Education Department. We depend upon subscriber contributions to publish and distribute this newsletter. Your donation will be greatly appreciated.

The **Institute for Community Economics** has a range of programs which assist the efforts of community residents to gain control over and benefit from local economic development. ICE has developed the community land trust and community loan fund models to address the problems of lower-income communities suffering from limited access to land, housing, and capital.

ICE also provides organizational, community organizing and development assistance to community groups and public agencies around the country. The ICE Revolving Loan Fund and Equity Trust programs enable socially concerned investors and property owners to provide capital to innovative community development projects. Speakers are available to address a range of land, housing, and capital issues.

Other ICE publications include: the *Community Land Trust Handbook*, the *Community Loan Fund Manual*, and *Common Ground: An Introduction to Community Land Trusts*—available in slide/tape or VHS video formats.

Contact ICE to receive specific information about our programs and resources.

The Vermont Housing and Conservation Trust Fund

The Vermont Housing and Conservation Trust Fund is the only “trust fund” in the country established to support both conservation and affordable housing efforts—and the only one to be established through the combined efforts of conservationists and housing advocates, with the shared goal of preserving community resources in the face of intense development pressures. In a little more than two years, the Fund has moved with extraordinary speed and efficiency to allocate more than \$20 million for organizations and projects providing permanently affordable housing and/or permanent protection for natural areas and farmland.

Background

In the 1980's Vermont's economy was booming, in large part because the state had retained a landscape and way of life that were increasingly rare and sought-after in an urbanized society. The boom brought benefits to the state, but it also brought alarming consequences, threatening the very landscape and way of life so cherished by Vermonters and so sought-after by others.

Productive and picturesque dairy farms were being subdivided into building lots for

expensive second homes. Forests and wetlands were threatened by development pressures. Stable hamlet communities were faced with large-scale residential developments that abruptly altered their physical and social character and drastically increased the demand for services. And, as an inevitable

The boom brought benefits to the state, but it also brought alarming consequences, threatening the very landscape and way of life.

consequence of the booming real estate market, housing costs were escalating beyond the reach of the average Vermonter.

Some important steps had been taken to deal with the problem in the 1970s and early 80s. Vermont's Act 250 required regulatory review of planned subdivisions yielding lots of less than ten acres and imposed a tax limiting potential profits from short-term speculation and subdivision. The Vermont Land Trust (founded in the late 70s as the Ottauquechee Regional Land Trust) had become active throughout the

state in assisting communities to arrange carefully planned development of subdividable land—by preserving ecologically important areas, removing development rights from the better farmland and arranging for its agricultural use, and by concentrating housing development in appropriate areas.

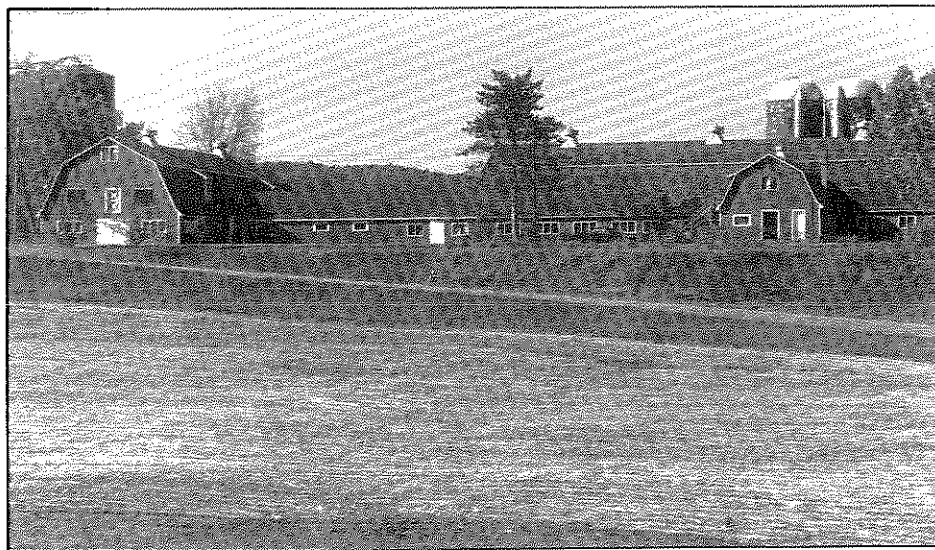
However, Act 250 had some loopholes, and the Vermont Land Trust, sophisticated as it was, did not have the resources needed to resist massive development pressures throughout the state. Large real estate businesses such as the Patten Corporation had their own expert approach to planning—subdividing tracts into “spaghetti lots,” to achieve the greatest possible number of ten-acre lots, which could then be marketed with little or no regulatory review to out-of-state second home buyers. Local residents were usually bypassed in the marketing process, and most could not afford the prices.

At the same time, Vermont's housing crisis was aggravated by a process that was occurring throughout the country—the conversion of affordable rental housing originally developed with financing subsidized by the federal government. In 1985 two apartment complexes, in Moretown and Essex Junction, with a total of 142 units, were converted to condominiums and market-rate rentals when the owners were able prepay their low-interest federal loans and thus escape the requirement that the units be kept affordable. The vigorous,

However, the Vermont Land Trust did not have the resources needed to resist massive development pressures throughout the state.

though ultimately unsuccessful, efforts of the tenants to resist displacement was front-page news in Vermont and provoked strong public reaction. Typical Vermonters were outraged by the displacement of their neighbors.

These events helped to heighten official awareness of the nature of Vermont's housing crisis, and, in particular, the fact that another 1200 households would be at risk in the



With the support of local citizens and the Housing and Conservation Board, the Upper Valley Land Trust has protected 110 acres of this dairy farm and will develop 15 units of housing on the remaining land.

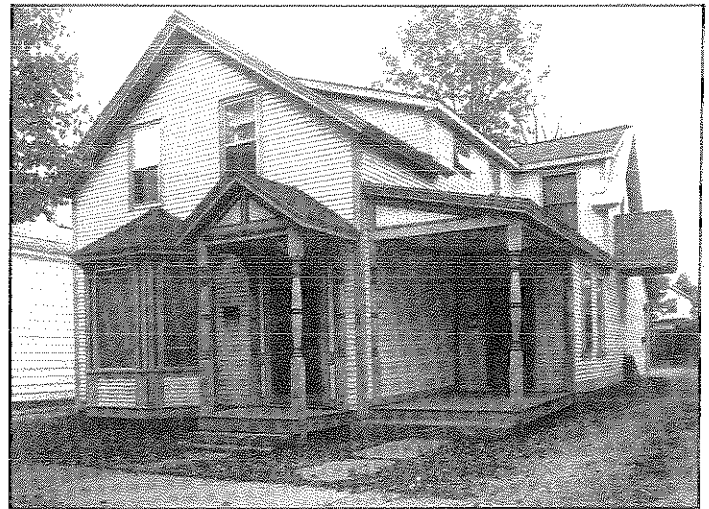
next five years as other federally subsidized projects became eligible for prepayment, including the 336-unit Northgate Apartments in Burlington (see accompanying story). Given these facts, in the context of a booming real estate market and in the absence of further federal subsidies, there was widespread feeling that a new approach to affordable housing policy was needed.

The Burlington Influence

Vermonters did not have to look far to find a new model. Burlington—the state’s largest city, with a booming economy—had proven to be a fertile seedbed for progressive initiatives. Bernard (Bernie) Sanders, a long-time political activist and avowed Socialist, had been instrumental in the formation of a local Progressive Party and, as its candidate, had been elected Mayor for three successive terms.

Within the Sanders administration, the Community and Economic Development Office (CEDO) developed a coherent set of policies aimed at creating and preserving as much affordable housing as possible for lower income residents. An essential com-

Burlington CLT, part of a 20-unit project that received \$500,000 from the Trust Fund.



ponent of this program was the establishment of a city-wide community land trust, with financial support from the City and with organizing initiative from CEDO staff. Intensive technical assistance for the new Burlington Community Land Trust (BCLT) was provided by John Davis—then a member of ICE’s staff and later CEDO’s Housing

Director—who brought extensive practical experience with community organizing and CLT development, as well as an academic background focused on social and economic issues relating to housing policy.

With this unusual combination of political, financial, and technical support, BCLT developed quickly into an important community organization. At the same time, the City was able to tailor its policies to channel funds into housing developed by or in conjunction with the CLT, so the value of subsidies would be preserved and the housing would remain perpetually affordable.

The example of this constructive relationship between municipality and CLT was not lost on housing activists elsewhere in the state. Nancy Wasserman, Director of

The City was able to channel funds into housing developed by or in conjunction with the CLT.

the Vermont Community Loan Fund, says, “I think the fact that there has been a municipal effort in Burlington to implement a lot of the things that have been championed by ICE for years has been a real instigator for the rest of the state.” Jim Libby, now on the Trust Fund staff, says, “The City of Burlington under the Sanders administration has provided incredible progressive support for affordable housing, and Bernie had a state-wide audience when he talked about the structural problems facing us. I think that helped to articulate the nature of the housing problem for the state and to move the focus of discussion toward a progressive approach.”

From the January 1990 Report to the Vermont General Assembly.



The Housing & Conservation Coalition

In the spring of 1986, Vermont Land Trust Director Rick Carbin convened a group of conservationists to discuss the possible creation of a unique state fund that would support both the preservation of farmland and natural areas and the preservation and development of affordable housing. Carbin had been involved in earlier unsuccessful efforts to create a farmland preservation fund. Through his work in developing land use plans to meet the needs of local communities, he was also acutely aware of the housing affordability problem. "Though we could help local groups preserve farmland and natural areas," Carbin says, "it was clear that the planned residential development that was a necessary part of those efforts could not include affordable housing unless there was substantial funding to write down the high cost of the land. In fact, successful conservation efforts tended to drive up the cost of residential land because residential sites adjacent to conservation land have greater market value."

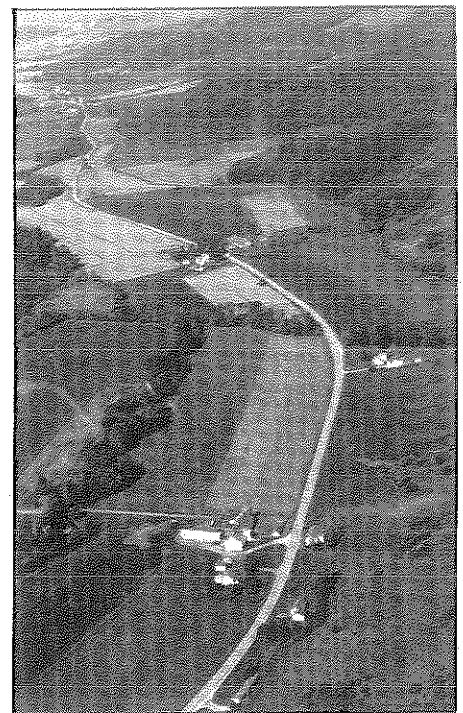
Now, with mounting public concern about both the housing crisis and the loss of

farmland to "Patten-style" development, the conservationists agreed that the time was right for a broad-based effort to address the wider range of problems stemming from the boom in real estate development. They therefore invited low-income advocates and housing organizations to join them in a "Housing and Conservation Coalition" to work for the establishment of a state Housing and Conservation Trust Fund. Developed through the fall of 1986, the Coalition

"The idea that affordable housing should be perpetually affordable was not even something we had to discuss."

included, in addition to conservation organizations, the Farm Bureau, the state's Community Action Agencies, the Low Income Advocacy Council, the State Affordable Housing Coalition, Vermont Tenants, and the Burlington Community Land Trust, among others.

With financial support provided mainly



The public-private partnership of the Housing and Conservation Board and the Vermont Land Trust has conserved nearly 1,000 acres of productive agricultural land in the Mettowee Valley.

The Socially Responsible Banking Fund Bank Attracts \$39 Million

The Socially Responsible Banking (SRB) Fund was established by Vermont National Bank in January of 1989 in response to a growing number of depositors who want to see their money invested in constructive projects meeting needs within the state.

Investments in the Fund can be made through savings or money market accounts, CDs, or IRAs, with interest rates comparable to the bank's regular accounts. Deposits are FDIC-insured. As of March 30, 1990, deposits totalled almost \$39 million.

The long-term SRB goal is to lend 45% of the Fund's money for affordable housing, 20% for small business development, 15% for family farms, 15% for conservation projects, and 5% for education. Affordable housing is defined as housing affordable for low-income (below 80% of median) and moderate-income (below 100% of median) households.

As of March 30, the fund had made 479 loans for a total of more than \$21 million.

Of these, 226 were housing loans, totalling about \$9 million. Significantly, the bulk of the housing loans were for the purchase of mobile homes (192 loans, about \$6.7 million, @ 12.2% interest). Only 28 loans (about \$1.7 million, @ 9.9% interest) were made for the purchase of conventional site-built homes—an indication that most low and moderate income Vermonters cannot afford to purchase such homes at present prices with market-rate mortgages. The Fund also made six loans (about \$600,000 @ 12.4% interest) to community organizations for affordable housing projects.

The SRB Fund provides depositors with quarterly reports and a quarterly newsletter with articles on projects financed by the Fund and news from the broader field of social investment—thus doing its part not only to provide an opportunity for investors to put their money to work within the state but to increase investor understanding of the needs addressed by community investment efforts generally. □

by the established conservation organizations, the Coalition retained the services of attorney-lobbyist Steve Kimbell to help draft a bill, organize political support and represent the Coalition with the legislature when the 1987-88 session opened in January. Working closely with him was a steering committee with roughly equal representation from the housing and conservation sides of the Coalition. Active participants from the housing side included Gus Seelig of the Central Vermont Community Action Council, Jim Libby of Vermont Legal Aid, Pat Peterson of the Burlington Community Land Trust, Kirby Dunne of Vermont Tenants, and Brenda Torpy, then with the Vermont Housing Finance Agency and previously with Burlington's CEDO and a primary organizer of BCLT.

All of these people, as Jim Libby says, "had been involved either with land trusts or in working directly with residents of projects threatened with conversion. The idea that affordable housing should be perpetually affordable was not even something we had to discuss." In fact there was fundamental agreement on underlying issues within the Coalition as a whole. Rick Carbin, who chaired the steering committee, says,

continued on page 11

Northgate Saved! 336 Units Will Remain Affordable

Burlington's Northgate Apartments were built in 1969-70 with financing subsidized by the federal government. Rents were required to remain affordable for low-income households for the 40-year loan repayment period—unless, after 20 years, the owners chose to prepay the debt and thereby escape the second 20 years of their obligation to provide affordable housing.

By the late 1980s it was clear that the owners would seize this opportunity when it became available in 1989-90. The location of the 336-unit complex on the shore of Lake Champlain gave it extraordinary value as potential luxury housing in Burlington's booming housing market.

In 1986, in an effort to avoid the loss of this substantial portion of the community's

Overcoming these difficulties required the creation of three new corporations and the packaging of funds from 12 different sources.

affordable housing stock, the City's Community and Economic Development Office (CEDO) joined with local nonprofits to create a "Save Northgate Task Force." In 1987, the Task Force and the Northgate Tenants Association conducted a survey of

"FANNIE MAE"



Children playing outside their Northgate homes.

the residents—more than 1000 people, about half of them children, with most parents (including a great many single women) working at relatively low-paying jobs. Very few would be able to afford market rate rents if displaced from Northgate. The residents wanted to stay, but the difficulty of saving their homes seemed overwhelming. Added to the problem of purchasing the tremendously appreciated real estate was the fact that the apartments were in need of rehab and the fact that expensive electric heat was already a financial burden.

Overcoming these difficulties required a massive, complicated three-year effort, involving the creation of three new corporations and the packaging of funds from 12 different sources. The first important piece of the solution was a 1987 referendum in which Burlington voters adopted a condominium conversion ordinance requiring at least two years notice to tenants before their apartments could be converted to condominiums and giving the tenants (or an agency designated by the City to act on their behalf) the first right to purchase the property in question. The ordinance not only gained crucial time for the Save Northgate effort but substantially reduced the acquisition cost by limiting the potential profit to be gained from conversion of the property to condominiums.

The price finally paid for the property was about \$10 million. Rehab and other development costs brought the total cost of the project to about \$21 million. A summary of how this cost was met can only begin to suggest the complexity of the financial structure required to complete the purchase. The actual purchaser was a limited partner-

The partnership has been carefully structured to provide for long-term resident control and perpetual affordability.

ship, with a new for-profit corporation, Northgate Housing, Inc., as managing co-general partner. The other general partner is Housing Vermont, a subsidiary of VHFA that packages low-income tax credit investments. The limited partners (Bank of Vermont and Fannie Mae, which will receive the tax credits) invested \$3.5 million in the project.

The partnership has been carefully structured to provide for long-term resident control and perpetual affordability. As managing partner, Northgate Housing, Inc. is jointly owned by the Northgate Tenants Association and Northgate Nonprofit, an organization controlled by other Burlington Housing organizations and the City. Initially, nine of Northgate Housing, Inc.'s 13 directors are appointed by Northgate Nonprofit; four are elected by the Tenants Association. Each year for five years, the tenants will gain one seat on the board and Northgate Nonprofit will lose one, until in 1995, the tenants will control nine of the 13 seats. With this structure and provision for a continuing tenant organizing effort and with a financial package that should assure affordability beyond the expiration of the tax credits, the groundwork has been laid for permanent resident control.

Another crucial piece of financing came from the Housing and Conservation Trust Fund in the form of a \$3 million deferred loan. The Vermont Housing Finance Agency (VHFA) provided \$9.5 million in loans (including the original HUD-insured loans). The federal Flex Subsidy Loan Program provided \$3 million. Other important pieces were a \$267,000 grant from the Burlington Electric Department (a city-owned utility) for the replacement of electric with gas heating systems, and a \$159,000 grant from Burlington's own Housing Trust Fund to cover necessary soft costs before acquisition.

Another \$1.2 million was designated for Northgate by the U.S. Congress as part

The Vermont Community Loan Fund Providing Critical Private Capital

Just off Montpelier's Main Street is a renovated carriage house that houses the offices of two institutions that have been important to Vermont's perpetually affordable housing movement. One of these is the Housing and Conservation Trust Fund. The other is the Vermont Community Loan Fund (VCLF).

Vermont's population is smaller than the populations from which many community loan funds draw their capital. Nonetheless, VCLF's capitalization has proceeded rapidly since the process began two years ago. As of April, 1990, a total of 60 individual and institutional investors had loaned \$580,000 to the Fund, in amounts ranging from \$1,000 to \$100,000, at interest rates from 0% to 6%, for terms ranging from one to five and a half years. An additional \$50,000 had been committed but not yet received. One of the most unusual investments has come from St. Michaels College, which has distinguished itself among private colleges by committing 1% of its endowment to pro-active socially responsible investments.

Northgate *continued*

of an appropriation for the HUD Secretary's Discretionary Fund. Thus far, however, Secretary Kemp has refused to release the funds. This fact was the final crisis faced as the project approached a closing deadline at the end of 1989. All other players were ready to close, but without the \$1.2 million (which would assure completion of all projected rehab) it appeared that three years of very hard work by many dedicated people might finally come to naught.

But, late in the afternoon on the last business day of 1989, the closing did take place. Not because Jack Kemp came through in the final moments of the game, but because the other players refused to accept defeat. The project closed without the commitment of the additional funds. Especially important was VHFA's willingness, as the primary lender, to go the extra mile to save the homes of more than 300 Vermont families.

Northgate was one of only two such projects in the country that succeeded in closing in 1989. It happened because some very dedicated people made it happen. □

In addition to these investments, the Fund has received \$85,000 in capital grants and donations, with more than two thirds of this total coming from public sources, including the Housing and Conservation Fund, the Housing Finance Agency, and two state agencies dealing with the housing needs of elderly and disabled people.

As of April, the Fund had made 25 loans for housing projects—ranging from \$2,000 for a deposit allowing the purchase of a single room occupancy facility, to \$100,000 allowing Burlington Community Land Trust to purchase land for the construction of single-family homes. All but two of the 25 loans have been for projects also receiving financing from the Housing and Conservation Fund.

In fact the two funds have been mutually supportive in important ways. The loan fund has received "capacity grants" that have covered about half of its operating expense in each of its first two years. "This fact," says VCLF Director Nancy Wasserman, "has meant that I can go out and solicit loan capital instead of spending my time looking for operating funds."

With this assistance, the loan fund has, in turn, been able to bring significant low-interest private financing to projects supported by the Housing and Conservation Trust Fund. Nancy Wasserman says, "We're able to help on a lot of projects where the Housing and Conservation Board puts in the maximum that they feel they can commit but where another piece of low-interest financing will make a real difference for the project."

All but two of the 25 loans have been for projects also receiving financing from the Housing and Conservation Fund.

VCLF also makes an important contribution as a provider of technical assistance. Brian Pine, recently hired as the Fund's second full-time staff person, is now actively working with new nonprofits and tenant groups to develop viable projects. "Bringing Brian on," Wasserman says, "has allowed us

to concentrate on what has been a real gap in Vermont. There are funding sources for affordable housing now, and there are people who want to make it happen, but they don't always know how—and sometimes they're not focused on empowering the residents of that affordable housing. Having something like the loan fund that can come in and facilitate that process is important."

Another Vermont institution that has had an impact on VCLF's development is the Socially Responsible Banking Fund managed by Vermont National Bank, which, as Nancy Wasserman says, "has presented some real challenges—in that we're no longer the only socially responsible alternative for investors." At first, it appeared that some investors seeing loans from both funds going into the same projects, tended to feel that

"We're no longer the only socially responsible alternative for investors."

they could make the same kind of contribution, with full security and a greater return, by investing only in the SRB Fund. VCLF has had to explain that, if a project is to be affordable, only a limited portion of it can be financed at the market rates that the SRB fund charges, and that the community loan fund plays a different and crucial role in providing low-interest loans on flexible terms.

VCLF appears to be meeting all challenges effectively. Its capitalization continues to increase, and it has developed positive relationships with the Socially Responsible Banking Fund and with Vermont banks generally. According to Nancy Wasserman, who is a member of the SRB Advisory Board, Vermont National appreciates the role played by the CLF, has published an article on the loan fund in its SRB newsletter, and is one of several banks that have made multi-year grant commitments in support of the loan fund's operation. SRB Fund Director Elizabeth Kent is also a member of VCLF's Board.

The success of VCLF is a testament to the hard work and clear vision of its board, staff, lenders, and borrowers—and to the soundness of the community loan fund model itself. Far from being overwhelmed and diminished by the larger public and alternative investment funds, it has defined its own role and grown into a productive partnership with these other sources of financing. □

Securing Their Future

United Hands Community Land Trust

In the Kensington section of Philadelphia, about 25 people have been meeting regularly to discuss questions relating to a very lengthy document. They are members of United Hands Community Land Trust. Most of them are very low-income people who are either homeowners on CLT land or are in the process of gaining homes through participation in a sweat-equity crew that rehabs the abandoned buildings that the CLT acquires from the City.

The meetings are bilingual. All statements must be translated from Spanish to English, or vice versa. Periodically, the sound of the Kensington Avenue elevated rumbles through the crowded room. But there is no lack of concentration on the questions at hand. The document being considered is the CLT groundlease that defines the rights and responsibilities of United Hands homeowners.

Background

United Hands was organized in 1988 through the efforts of the Kensington Joint Action Council (KJAC), a strongly established organization promoting unified action by poor and working people—White, Black, and Hispanic—on issues affecting the community. For a decade, KJAC has been involved in a squatting campaign, assisting poor families in taking possession of abandoned row houses and negotiating with the City to have title to the homes turned over to the families. Over the past decade, between 500 and 600 families have become homeowners through this process.

Several years ago, however, some new concerns arose around the squatting campaign. Though there were still hundreds of abandoned homes in the area, the cost of making them livable had risen beyond what poor families could afford without substantial assistance. There was also growing concern about what would happen to homes that were eventually sold by the original squatters. Would they continue to serve the interests of poor and working residents, or would they serve forces that threatened the com-

munity? In some sections of Kensington, early signs of gentrification and real estate speculation had begun to appear. In other sections, intensive drug traffic was a daily threat to neighborhood residents.

United Hands Director Leticia Saucedo described KJAC's concerns, "Most of the houses were still owned by the people who took them over in the first place, but a significant number were getting into the hands of drug dealers or were becoming speculative properties. Here we had a successful squatting campaign, but how could we control an area so that we could stabilize it. The first step of the battle was actually gaining control of the properties. The second step now is to keep control."

Seeing the community land trust model as a possible way of accomplishing this second step, KJAC representatives attended the national CLT conference held in Atlanta in 1987, and came back excited about the CLT concept. KJAC then asked the Philadelphia-based Delaware Valley Community Reinvestment Fund for assistance in starting a land trust. Joe Killackey, who had just joined the staff of the Reinvestment Fund after several years with ICE, began working with KJAC, providing ongoing technical assistance through the start-up period.

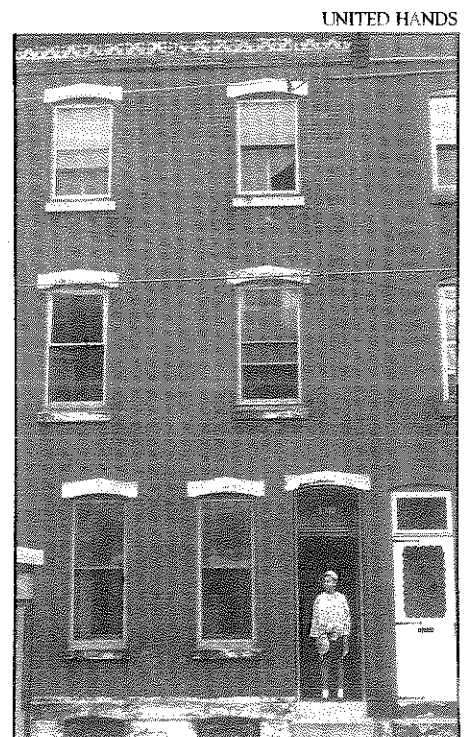
"The first step of the battle was actually gaining control of the properties. The second step now is to keep control."

One of the major questions at this time was how the new CLT would relate to the parent organization, KJAC, which was already so thoroughly involved in the squatting campaign. What emerged was a relatively independent CLT, separately incorporated, with its own membership and its own board, structured as most CLTs are structured—one third of the board representing the homeowner/lessees, one third representing

general members (not yet lessees), and one third representing the broader community. KJAC elects two of the community representatives. The two organizations work closely together, and KJAC provides office space for the land trust. According to Leticia Saucedo, "KJAC had always been an advocacy group, and it really didn't want to be involved in the development or ownership aspect of the program. So KJAC takes the lead in negotiating low-interest mortgages with banks, and negotiating with the City for increased subsidies. The land trust does the training and works with the families. That's the relationship that we have worked out for now."

The Sweat Equity Program

Low-income people interested in acquiring homes through the CLT attend two orientation sessions to learn about the land



The first CLT property prior to rehab.

trust concept and the sweat equity program. They then become members of the organization, are assigned to one of the standing committees, and attend monthly membership meetings. Before they can acquire homes through the land trust, members

Members must participate in the "sweat equity crew" which works on the buildings being rehabbed for four hours every Saturday.

must participate in the "sweat equity crew," which works on the buildings being rehabbed for four hours every Saturday. Members move up on the waiting list according to the total number of hours they have worked. Typically they participate for a year and a half before they gain a home of their own. During this time they must also save the required \$500 downpayment—no easy task for families whose annual incomes range from \$5000 to \$15,000.

For those who persevere through this rigorous process, the eventual homeownership becomes intensely important—and so does membership in the CLT. The families will own the homes individually, but the feeling of solidarity among those who have gone through the process together is similar to that of a well organized sweat equity cop. United Hands President Madalyn Dillard, who was the CLT's first homeowner, says "When people start out they don't know each other, but they end up knowing each other. We feel like we're family."

To date, ten families have acquired homes. Fifteen other houses are in various stages of development. The sweat equity crew guts the houses as necessary, scrapes and cleans, installs sheetrock, tapes and paints. Other work is contracted, including plumbing, wiring, heating, roofing, and major structural repairs.

The cost of materials and contracted labor ranges from \$27,000 to \$34,000 per house. A portion of this cost is covered by subsidies, including Community Development Block Grant funds allocated by the City. The balance, typically \$8000 to \$15,000, is borrowed. Loans for the first houses have come from the Delaware Valley Community Reinvestment Fund. The loans are amortized on a fifteen-year schedule, with balloon payments due in five years. Families assume responsibility for the mortgage payments when they take title to their homes, with the land trust serving as intermediary between



United Hands President Madalyn Dillard (far left) conducts an orientation session.

homeowners and the Reinvestment Fund. Typical monthly payments for mortgage and taxes are \$150.

When balloon payments are due in five years, refinancing will be sought from banks. Efforts are also under way to arrange immediate bank financing for houses to be developed in the future. Joe Killackey of the Reinvestment Fund says, "Our role was to get the land trust off the ground with loans for the first families. Now hopefully it will be possible to go directly to the bank for the rest of the families." KJAC, which has participated in negotiations with banks as a member of a coalition of community groups that filed a CRA challenge in 1986, is now working to arrange direct mortgage loans for the land trust families. A bank has agreed to make such loans at an interest rate 1.5 points below prime, but final agreement has not yet been reached on other terms and underwriting criteria that will allow very low-income families (many with no previous credit history) to qualify.

Grappling with the Issues

As with other CLTs, the land beneath the homes is leased to the homeowners. ICE's model groundlease is being used on an interim basis, while the members review the model and agree on a version of the lease that is right for them. This version will then replace the interim lease for all homeowner/lessees. President Madalyn Dillard says, "We've been meeting, discussing it, thinking about it. We're getting situated on it. But it takes a long time."

The issues most strongly debated do not seem to be those relating to equity limitation and the potential resale price of the homes. The members are most concerned

with issues relating to their immediate sense of ownership. Some, for instance, have felt strongly that the lease should not require that the land trust escrow the homeowners' tax payments. As homeowners, they want to pay their own taxes. There has also been debate on the question of how much rent owners will be allowed to charge if (with the CLT's permission) they ever rent their homes to others. None of the families have actually rented their homes, but as homeowners they are concerned that if they had

"You believe what the land trust stands for—stabilizing the community, keeping houses affordable—but then you want to feel that it's your house too."

reason to do so the rent should be high enough to cover the maintenance of the building as well as the basic fixed expenses.

As Madalyn Dillard says, "You believe what the land trust stands for—stabilizing the community, keeping the houses affordable—but then you want to feel that it's your house too, as well as the land trust's."

Joe Killackey says, "One of the things about this organization that I most appreciate is that people really grapple with the issues."

The members of United Hands are indeed grappling with the issues—with the fundamental issues that all CLTs must grapple with if they are to be truly democratic and if they are to sustain the always-difficult balance between individual and community interests. □

Central Vermont CLT A Regional Approach

Central Vermont Community Land Trust (CVCLT) serves three counties, plus several towns outside of those counties—an area coinciding with the service area of the Central Vermont Community Action Council, which was instrumental in organizing the land trust. How a CLT could best serve such a large region, which includes many small, distinct communities as well as the small cities of Montpelier and Barre, has been a fundamental question for CVCLT. Some exciting answers have been found.

CVCLT began operations in 1988, with the hiring of Rick DeAngelis as Director. Over the next two years a remarkable number and variety of projects were initiated, including several larger projects preserving at-risk low-income rental housing. All together 64 units have been acquired, with more than 50 additional units under contract or option.

Several factors have made these ambitious activities possible. The Housing and Conservation Trust Fund has been crucial. Rick DeAngelis says, "A great deal of our ability to do what we have done really goes back to the Housing and Conservation Trust Fund. We've received capacity grants last year and this year. Also, in all our projects we've charged a development fee, and in most cases that fee has been financed through the Trust Fund."

Also crucial has been the CLT's success in working with a variety of local groups within its territory. "I think that the key for regional CLTs like us," DeAngelis says, "is

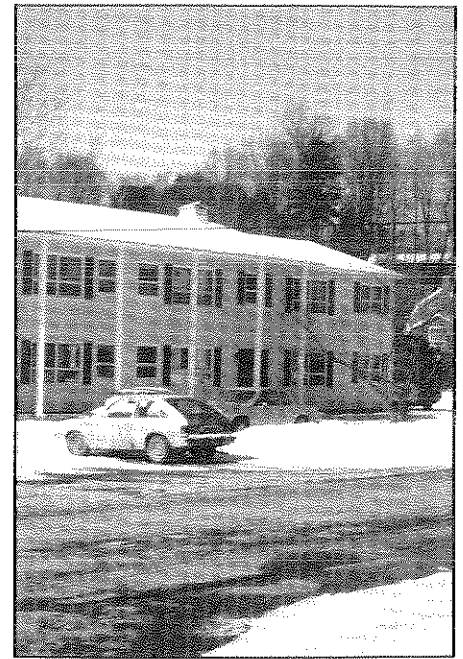
"A great deal of our ability to do what we have done really goes back to the Housing and Conservation Trust Fund."

finding some kind of local contact or base, because we're not really identified with any particular city or town."

The following summary of some of CVCLT's projects suggests both the variety of activities and the variety of local groups and funding sources with which the organizations has worked.

- 22-unit rental complex in Montpelier, where low-income (residents and a day-care program) were threatened with displacement, many of them clients of the county mental health agency. Special arrangements with the mental health agency, assuring housing for eight clients, a federal McKinney grant, and grants or loans from the HCTF, the state CDBG program, and the Socially Responsible Banking Fund have allowed the improvement and preservation of this housing, which will be managed by the Montpelier Housing Authority.
- 16-unit rental complex in Randolph, where low-income residents were threatened with condominium conversion. The property was acquired with a loan from ICE and rehabbed through Randolph Neighborhood Housing Services. CVCLT has contracted with the Vermont Community Loan Fund to work with residents to organize a co-op. The land acquired has been zoned to allow for construction of 12 additional units.
- Three projects in conjunction with Shared Housing Alternatives for Rural Elders (SHARE)—one involving the Walter Smith farm described elsewhere in this issue—providing shared living situations for elderly and disabled people in permanently affordable homes.
- A program in conjunction with Barre Neighborhood Housing Services, providing single-family homes at prices below \$40,000. CVCLT retains title to the land. Mortgages for home-buyers are provided through VHFA's Perpetually Affordable Mortgage Program at 7.8% interest.
- Two potential projects with the Central Vermont Chapter of Habitat for Humanity, which plans to build homes on land to be owned by CVCLT.

Working with a local group called Catalyst for Community Housing and with the Vermont Community Loan Fund, CVCLT is also currently studying the feasibility of acquiring the "Barret Block" in Montpelier, containing 46 units of low-income rental housing very near Vermont's State House. A grant from the Housing and Conservation Trust Fund has allowed the necessary planning and acquisition of an option on the property. □



The 16-unit complex in Randolph acquired with financing from ICE.

Affordable Mortgages New VHFA Program

In 1989, the Vermont Housing Finance Agency (VHFA) established a new "Perpetually Affordable Housing Program," allowing community land trusts and other nonprofit developers to reserve 30-year fixed-rate mortgages, at 7.8% or 7.9% interest, for housing developed for sale to low-income households. A total of \$11 million was committed to the program, which began accepting applications for reservations in the summer of 1989.

To qualify for a reserved mortgage, a homebuyer's household income must be below 80% of the median for the county or state, whichever is greater. The nonprofit must establish provisions assuring that, upon resale at any future time, the home will be affordable for households at the same relative income level. VHFA does not stipulate the equity limitation formula to be used, but must approve the formula and the means of controlling resale that are proposed by the nonprofit.

As of April, 1990, ten nonprofits had received reservations for 109 units, for a total amount of \$7.1 million. □

Brattleboro Area CLT Reclaiming a Neighborhood

The founders of the Brattleboro Area Community Land Trust (BACLT) came together in the summer of 1987 as participants in a community protest of the planned demolition of three adjacent multi-unit buildings to make room for a mini-mall. The CLT was established in order to save these and other affordable housing units in a disinvested neighborhood near downtown Brattleboro where many of the town's low-income and working class families lived. In December 1987, a grant from the Vermont Housing and Conservation Trust Fund allowed the CLT to purchase an option on the building as well as to hire staff.

BACLT purchased the buildings with community development block grant funds, a loan from the town, and loans and grants from the Trust Fund. In November 1988, they received a HUD 312 loan to finance the extensive rehab needed on these and an additional building purchased from a sympathetic landlord (now BACLT's property manager). The terms of the loan included an incentive for co-op development in the form of a significant interest reduction, which fit well with BACLT's goal to create affordable ownership opportunities through the limited equity co-op model.

In November, 1989, BACLT hired Rebecca Morrison to conduct a training program to prepare the residents of 27 units in these and another nearby building for co-op ownership. From January through May 1990 residents of these buildings have been attending weekly workshops on a range of topics, including financing, maintenance and emergency repairs, reading legal and financial documents, meeting management, group decision-making, co-op policies, and conflict resolution. In June, the co-ops will incorporate, distribute shares and elect their board members. BACLT will continue to assist and train the co-ops to ensure their success and smooth operation. According to Rebecca, "There is active participation in the program, lots of good questions, and an excellent learning exchange between people." Residents are now gearing up for landscaping projects around their buildings.

In addition to these 27 units, BACLT purchased several properties (15 units total) in the neighborhood at a favorable price from the Bank of Vermont. Again they

received block grant and Trust Fund financing for the purchase in addition to a \$295,000 loan from the Bank of Vermont for rehabilitation.

Residents of land trust buildings are represented on the BACLT board and are active members of the Resident Issues Committee, which addresses co-op development issues and resident selection. This participatory process stands in marked contrast to landlord practices. Says BACLT Director Connie Snow, "A lot of people in the neighborhood felt helpless because landlords didn't care who they put in the buildings."

In its short history BACLT has had a significant impact on its community, in particular the Clark/Canal Street neighborhood. According to Connie Snow, "We now own 35% of the multi-family units in this neighborhood and have infused over \$1 million into the buildings." She added that BACLT's reinvestment has been empowering for the neighborhood as a whole. "Things came to a head when we started working. The town was not enforcing codes and had in many ways turned its back on

"We now own 35% of the multi-family units in this neighborhood and have infused over \$1 million into the buildings."

this neighborhood. Residents are now getting a better response from the town, and they have formed the Clark/Canal Tenants Association which has initiated a crime watch program."

Unlike the Central Vermont CLT, which is developing projects in a multi-county area (see accompanying article), the Brattleboro Area CLT has thus far focused its development activity in Brattleboro—and primarily in the one neighborhood. Nonetheless, BACLT does collaborate with other local groups in other Windham County communities. One such collaboration is with a local Habitat for Humanity chapter that is building a duplex. BACLT received a \$21,000 grant from the Vermont Housing and Conservation Trust Fund to purchase the lot □

Trust Fund from page 5

"The emphasis on stewardship was important common ground for all of us."

Basic agreement on the broad outlines of the proposed fund was therefore not hard to achieve. The fund would make grants and loans to nonprofits and municipi-

"We were all dealing with the fact that Vermont was for sale...and the only way we could deal with it was to work together."

palities for projects that would provide permanent benefits and that would not require repeated subsidies. It would place a high priority on the preservation of existing affordable housing, as well as existing farmland. And, because strong local organizations would be essential to the proposed approach, the fund would not only capitalize projects but make "capacity grants" to foster the development of local organizations.

Many practical questions did have to be resolved in drafting legislation—including the definition of eligible recipients and the question of how funds were to be allocated between housing and conservation projects. Nonetheless, as Jim Libby says, "The philosophical connection was so strong and the political power that grew from the groups coming together was so important that it seemed essential that we work things out together. We were all dealing with the fact that Vermont was for sale, and the price was going up, and Patten was there five steps ahead of everybody, and the only way we could deal with it was to work together."

Through many long meetings and much hard work, the Coalition was able to draft a bill that all member organizations supported. On the question of how to allocate funds between conservation and housing projects, it was agreed that specific amounts should not be set aside for each but that funding should be balanced, over time, between the two—thus allowing maximum flexibility in meeting exceptional needs in either category during a given fiscal year (for example, the Northgate project described in this issue). A "citizen board" would control the fund and would have broad discretion in allocating funds.

When the legislature convened in January of 1987, most legislators had already been contacted and had expressed interest in the

continued on page 14

Tax Credits for Community Investment

In the spring of 1990 the Vermont legislature passed a bill, proposed by the Vermont Community Loan Fund, providing state income tax credits for "charitable investments in housing." The legislature is the first in the country to provide tax incentives for low-interest loans to community loan funds and nonprofit housing organizations. Lenders will receive tax credits equal to the difference between a "threshold" based on the return from one-year treasury bills and the actual interest income received, with the maximum credit being 3% of the principle. □

Boston CLF Celebrates Fifth Anniversary

On March 21, 1990 the Boston Community Loan Fund (BCLF) marked its fifth anniversary with a gala celebration. Over 500 people attended, representing the unusually diverse community that surrounds the Fund. The program included a social hour, entertainment and presentations, including one by ICE's Chuck Mathei, a

BOSTON COMMUNITY LOAN FUND



BCLF member Elaine Doll assisting with sign-up at the Fifth Anniversary.

buffet and a recognition of all who have participated in the Fund.

The anniversary organizers approached this event as more than a party. They saw it as an opportunity to strengthen the Fund and undertook a nine month outreach effort to community organizations, churches and potential lenders. Anyone interested in the Fund was invited to celebrate, and the event was free! As a result, the Fund exceeded its goal of raising an additional \$1,000,000 in loan capital, broadened the racial and cultural diversity of its membership, and succeeded in involving nearly ¼ of the guests in the evening's program.

The Fund had much to celebrate. BCLF's Director Dick Jones outlined some of the accomplishments of the past five years:

- *We have grown from one person [working] in my attic to five employees in newly renovated space.*
- *We have made 47 loans for more than \$5.5 million.*
- *Nearly 1,000 low-income households have affordable homes because of support from the BCLF.*
- *Over 300 lenders have invested \$4.2 million with the BCLF (including a \$1.2 million loan pool raised in collaboration with Boston Aging Concerns for its "100 Rooms Project").*

- *We have raised a 5% permanent capital fund and created a loan loss reserve to ensure the safety of our lenders' investments.*

To quote from the official BCLF Hymn: "B.C.L.F., MARCH ON!" □

Opportunity for FmHA Financing

The Farmers Home Administration (FmHA) has welcomed proposals from community land trusts for demonstration projects involving financing through the Farmers Home 502 or 515 Programs. The 502 Program provides long-term mortgages, at interest rates as low as 1%, for first-time homebuyers in FmHA-eligible communities. The 515 Program provides financing for rental housing and limited-equity co-ops (though there are few precedents for 515 co-ops to date).

Art Collins, of the Housing Assistance Council in Washington, has been very helpful in negotiating with FmHA on issues relating to the CLT groundlease and limited-equity ownership as they affect FmHA mortgage financing. At this time, both South County Community Action in Rhode Island and the Greenfield Area CLT in Massachusetts are developing demonstration project proposals. In conjunction with these efforts, ICE is working to promote specific FmHA regulations accommodating CLTs. The time now appears right for a clear resolution of issues that have occasioned periodic negotiations with FmHA over the past decade. □

Massachusetts CLTs Working Together

In January, representatives of ten Massachusetts community land trusts gathered in Worcester to discuss the strengthening of bonds among CLTs within the state and a united CLT effort to shape state housing policy. CLT representatives from all regions of the state participated in the day-long event, which included speakers from the Massachusetts Affordable Housing Alliance and the Massachusetts Association of Community Development Corporations. Agreement was reached on a number of housing



Friends present Lucy Poulin (seated) with a "stool of community organizing" crafted by a student.

policy issues. On one of these issues the group has already won a minor victory, persuading the Massachusetts Housing Finance Agency to modify a bond resolution in a way that will facilitate MHFA financing of CLT homes. □

H.O.M.E.— 20 Years Old

On April 18, 1990, hundreds of enthusiastic supporters attended the 20th birthday celebration of Homeworkers Organized for More Employment (H.O.M.E., Inc.) in Orland, Maine. Honored at the party was H.O.M.E.'s founder and director, Lucy Poulin.

In her address, Lucy spoke of H.O.M.E.'s programs and four major objectives: direct charity, social work, helping to develop community, and bringing about change in the systems that oppress people. H.O.M.E.'s service programs provide food and clothing, shelters for battered women and the homeless, firewood for the elderly, and a range of educational programs. Said Lucy, "We help those who have a need. We don't judge them."

H.O.M.E. has also developed community businesses, including a crafts cooperative, sawmill, and shingle mill. H.O.M.E. organized the Covenant Community Land Trust and has helped to build numerous homes on land trust land.

Covenant CLT is among the pioneers in the land trust movement (see profile in *The Community Land Trust Handbook*) and has recently been active in efforts to develop CLTs throughout Maine and secure state funding for CLT land acquisition (see article in C.E. 19).

H.O.M.E. stands as a unique integrated approach to empowerment that includes a CLT. This approach has inspired many, such as the hundreds of volunteers who have journeyed to H.O.M.E. to assist in its housing construction program.

Friends and patrons unable to attend the celebration sent letters of support and a total of \$41,000 in donations to honor H.O.M.E.'s 20th anniversary.

Congratulations! □

FHA Insurance for CLT Mortgages

After a year of negotiation, HUD officials in Washington have agreed to provide FHA mortgage insurance for loans by the Connecticut Housing Finance Agency (CHFA) to purchasers of homes on land leased from Rural Homes Land Trust in Brooklyn, Connecticut. Though specific to CHFA, this agreement is a potentially important precedent for CLTs around the country. In the past, lack of access to FHA mortgage insurance has been an obstacle for lenders considering mortgage loans for CLT homes,

particularly in the case of loans for a large portion of a home's value.

The persistence and patience of Bob Kantor of Rural Homes was important in moving the negotiations forward, with help from Senator Christopher Dodd and the Connecticut Congressional delegation in opening doors in Washington. The HUD officials involved in the negotiations were cooperative and helpful in working out an agreement.

Based on the groundlease modifications accepted in this case, the newest version of ICE's model groundlease will contain provisions and a rider that will be likely to allow for FHA insurance. □

Farewells and Thank You

Over the next few months we will say goodbye to several ICE staff and interns. The following brief words can only begin to express our gratitude for their contributions and our sadness in their departures.

Richard and Ilene Zielinski are moving to Appalachian Ohio where Richard will take a job with the Worker Owned Network, a nonprofit organization assisting in the development of worker-owned businesses. Richard, an ICE loan officer, Ilene, our lunch cook and garden coordinator, and their young children, Michael and Laura, have stimulated and enriched our community over the past two years.

Our only native staff member, **Sheri Lenois**, will not be moving to Springfield. She is our receptionist, office manager, and in-house newsletter editor. Sheri juggles the phone, cash ledgers and the projects of the day with grace and a sense of humor. We couldn't have asked for more!

Greg Gale, an ICE intern turned staff member, and his partner, **Maria Rader** plan to marry this summer and hope to stay in the Greenfield area. We congratulate them on their marriage and thank Greg for all his work—especially for his invaluable help in getting us to Springfield.

As we prepare to welcome several interns to the staff we must, unfortunately, say good-bye to current interns—**Chad Vinckmulder**, and **George Shaler**. Chad and George have been dedicated workers and have offered their insights and experience to help us improve the internship program.

Thank you all and best wishes in your journeys. □

proposal, but the unusual scope of the bill meant that it now had to move through a number of legislative committees. Steve Kimbell arranged for presentations to each committee by representatives of all of the major components of the Coalition—farmers, conservationists, and housing advocates. It was the first time that legislators had seen representatives of these diverse constituencies appearing together in support of the same bill, and most were impressed.

The committees did raise questions about the amount of funding that would be required to implement the proposal, but the Coalition's strategy was to emphasize the structural aspects of the proposal and try to get the structure in place with modest funding in the first year. This strategy was successful. The bill was overwhelmingly passed by both houses of the legislature, and an appropriation of \$3 million from the state's surplus was approved. In June of 1987, Governor Kunin signed the bill into law.

Results

The legislation had been achieved with remarkable speed. Even more remarkable was the speed with which it was translated into action. In the case of larger state (not to mention federal) bureaucracies, a number of years can pass between the enactment of legislation and the actual disbursement of funds for approved projects. In the case of Vermont it was a matter of months.

The Trust Fund Act called for a Housing and Conservation Board consisting of four state officials from the departments of housing, development, agriculture and natural resources, plus five members to be appointed by the Governor. The positions were quickly filled. The Coalition, eager to sustain the momentum, offered to help the new Board draft emergency rules that would

The Walter Smith Farm

At the age of 77, Walter Smith of Marshfield did not have a lot of money, but he did have a big house and 470 acres of land that he had farmed for most of his life. He could have sold his property to a developer of expensive summer homes for enough money to move to Florida and live out his retirement in luxury. But that was not what he wanted—for himself or his land. He did not want to live alone, but he did want to stay in his own home, and he wanted his land to continue to be farmed.

His wishes have been realized through the combined efforts of the Vermont Land Trust (VLT), the Central Vermont Community Land Trust (CVCLT), Shared Housing for Rural Elders (SHARE), and the Vermont Housing and Conservation Trust Fund—and through Walter's own interest in a unique and creative arrangement. A grant from the Trust Fund allowed VLT and CVCLT to purchase a remainder interest in the

property, allowing Walter to live there for the rest of his life, with title then passing to the land trusts. VLT placed conservation easements on most of the land, permanently preserving it for agricultural use. Walter retained title to two building lots. If he does not sell these lots, they will pass to CVCLT on his death, along with two other designated building lots, the big house, and a two-bedroom cottage.

SHARE, with the help of a capacity grant from the Trust Fund, has arranged for three other people to live with him, paying very affordable rents that help cover the cost of maintaining the big house.

Yet another piece in this attractive picture of cooperation may be added by the Central Vermont Chapter of Habitat for Humanity, which is interested in building an affordable home on one of the two lots to which CVCLT already holds development rights. □

The bill was overwhelming passed by both houses of the legislature, and an appropriation of \$3 million from the state's surplus was approved.

allow it to begin making grants and loans while permanent regulations were developed. The offer was accepted, and emergency rules were adopted in August. In the fall, only a year after the Coalition came together, the Board committed funds to three projects—in each case allowing a nonprofit to acquire property that would otherwise have been lost to the market.

This was clearly not a bureaucratic program. Nor would it become more bureaucratic as staff developed. Gus Seelig—a founder of the Central Vermont Community Land Trust and the Vermont Community Loan Fund, as well as Director of the Central Vermont Community Action Council—was hired as the Fund's Executive Director. Jim Libby—also a founder of CVCLT and VCLF—was hired as the Fund's attorney. Other staff came from similar activist nonprofit backgrounds in the housing and conservation fields. (By January of 1990, the staff numbered eight people— four of whom had previously served on the board of the Vermont Community Loan Fund.)

The Housing and Conservation Board itself gathers monthly for what are typically hard-working all-day meetings at which as many as ten proposals are considered. Applicants may attend these sessions to discuss proposal modifications or issues identified by the staff. They may then wait



Gardening together (from left) volunteer Jim Sabin with house members Sylvia Miller, Walter Smith, and Bob Miller.

HOUSING & CONSERVATION TRUST FUND

outside the room to be notified immediately of the Board's decision.

By the time the legislature reconvened in 1988, the Trust Fund had proven itself effective—and more funding was needed. The legislature at the time was occupied with a complicated package of measures concerning dairy farm preservation, municipal and regional planning, and related tax measures, including an increase in the property transfer tax. It was proposed that a portion of the transfer tax increase be dedicated to the Trust Fund. An additional appropriation of \$20 million to the Fund from the state surplus was also proposed. According to some, the Trust Fund appropriation was the most popular of these measures and helped to carry the package into law. In the summer of 1988, the Housing and Conservation Board found itself with substantial funds to allocate, and the expectation of a continuing revenue stream of about \$2.5 million from the transfer tax.

By the end of 1989, the Board had committed more than \$20 million. Grants and loans had gone to 42 conservation projects, 65 housing projects, and 15 projects involving both conservation and housing. The total cost of the projects made possible by this funding was almost \$90 million. More than 1200 units of affordable housing were created or preserved, all through projects designed to be perpetually affordable. On the conservation side, more than 23,000 acres of farmland, natural areas and recreational lands were permanently preserved. There were also 20 grants to local organizations to help build organizational capacity, plus 13 project-related capacity

The Fund has established perpetual affordability as a fundamental requirement and has helped to influence the policies of other state agencies and institutions.

grants allowing feasibility studies and the securing of options on at-risk property.

The immediate impact of this activity is clear. The impact on public policy within the state is equally important. Having become the key financial source for affordable housing projects, the Fund has established perpetual affordability as a fundamental requirement and has helped to influence the policies of other state agencies and institutions involved in housing finance. At the same time it has given crucial encouragement and support to new CLTs, limited

By the end of 1989, the Board had committed more than \$20 million. Grants and loans had gone to 42 conservation projects, 65 housing projects, and 15 projects involving both conservation and housing.

equity co-ops, and other local organizations with long-term agendas that would not be feasible without the Fund.

Like many other states, Vermont is now experiencing an economic down-turn and faces a budget deficit rather than the surplus of recent years. The underlying economic circumstances that created the need for the Trust Fund have not changed, but recapitalization of the Fund has become more difficult. Nonetheless, the Coalition remains active and hopeful of additional funding from the current legislature—perhaps through a combination of a modest appropriation and revenue from the sale of tax-exempt bonds.

In any case, the success of this institution, which both promotes and practices sound stewardship, cannot be measured in dollars alone. Rick DeAngelis, Director of the Central Vermont Community Land Trust, says, "Beyond the financial impact of the Fund, there is the kind of relationship that the CLTs and other nonprofits have with the Housing and Conservation Board. With other funders, there tends to be a kind of adversarial relationship—we're trying to get as much as we can and they're trying to hold back as much as they can. With the Trust Fund it's kind of a joint effort. They do whatever they can to make it a better project, and as a developer we feel a responsibility to use their money as prudently as we can. That's a pretty special collaboration between a public funding source and a CLT." □

Rhode Island Next?

A coalition of housing and conservation groups in Rhode Island recently brought a similar proposal to the state legislature. The coalition has 44 members and is still growing. Taking their inspiration from the Vermont Housing and Conservation Trust Fund, the Rhode Island groups are asking for a real estate transfer tax to provide a dedicated revenue stream to the fund. □

Positions at ICE

Technical Assistance Provider and Public Policy Coordinator: To work with developing community land trusts and housing cooperatives and to coordinate ICE's public policy efforts. This position requires a willingness to travel and demonstrated experience with community organizing and development issues.

Loan Officer: To field inquiries, process loan requests, and maintain communication with borrowers. Community organizing and/or community development finance experience preferred.

Administrative Assistant: With our relocation to Springfield, we have a couple of openings for people with secretarial skills. □

CLT & CLF Jobs

Executive Director: Twin State Housing Trust, PO Box 983, Lebanon, NH 03766; (603) 448-5548.

Senior Loan Officer and Administrative Assistant: National Association of Community Development Loan Funds, PO Box 40085, Philadelphia, PA 19106-5085; (215) 923-4754.

Executive Director: Franklin Area Community Land Trust, PO Box 246, Franklin, NH 03235; (603) 286-7765.

Executive Director: Washington Area Community Investment Fund, Search Committee, 2201 P Street, NW, Washington, D.C. 20037.

Executive Director/Fund Manager: Michigan Housing Trust Fund, 122 South Grand Avenue, Suite 206, Lansing MI 48933; (517) 485-8801.

Internship Positions (1 year—Fundraising, Marketing, Special Projects, and Legal Issues): Greenfield Area Community Land Trust, 23 Ames Street, Greenfield, MA 01301; (413) 772-2138 contact: Louise Doud.

Loan Officer: Low Income Housing Fund, 605 Market Street, Suite 709, San Francisco, CA 94105 (no calls, send resume) contact: Dan Leibsohn. □

BOOKS & CONFERENCES

August 14—19:

Community Land Trust Gatherings in Burlington, Vermont

We hope the articles in this issue will inspire and prepare many of you to join ICE and others working to develop CLTs at the conference in Burlington.

Introductory CLT Seminar, August 14-16: Prior to the conference, we are offering a workshop series for individuals new to the community land trust movement. Sessions will cover key characteristics of the CLT model and address issues of organizational development, legal structure, staffing and administrative and project implementation. Participants are encouraged to attend the conference as well.

National CLT Conference, August 14-16: The conference will include workshops and activities to suit a wide range of interests. To address training needs for operational groups and consultants, we will offer multiple sessions on specific technical issues as they pertain to CLTs. These include: *Legal Issues; Local, State and Federal Housing Policy; Developing Housing Cooperatives;* and, *Organizational Management.* In addition we will offer a wide range of single-session workshops and plenary sessions.

This conference will be our largest yet, and we hope for the broadest possible participation. There will be ample opportunities for recreation, informal conversations, and tours of nearby land trusts. Spanish and sign-language interpretation will be arranged for those who request it.

In addition, we are pleased to announce that we have booked the Underground Railway Theater in two performances of *Home is Where*, a play featuring the community land trust (see notice in C.E.19), at the conference site. A ticket discount will be offered to conference participants.

For program, registration and travel information contact Carrie Nobel or Julie Orvis at ICE. □

Building on Faith: Models of Church-Sponsored Affordable Housing Programs in the Washington D.C. Area, by the Churches Conference on Shelter and Housing. Directed at congregations looking into providing affordable transitional and permanent housing, this resource book features ten case studies of successful church-based housing programs and briefly profiles an additional 30 programs, all in the D.C. area. 67 pages. \$11 (includes postage) for a single copy for non-profits, churches and their members, from Churches Conference on Shelter and Housing, 1711 14th Street, NW, Washington, D.C. 20009; (202) 232-6748.

The NACDLF Annual Meeting and Training Seminars will be held October 2-7, 1990 in Chevy Chase, Maryland. Workshops will be offered for both developing and established community loan funds. Participants will also have an opportunity to visit successful community development projects in the D.C. area. For more information contact: National Association of Community Development Loan Funds, PO Box 40085, Philadelphia, PA 19106-5085; (215) 923-4754.

Community Service's annual conference, **Family Clusters: Engines of Effective Community**, will take place October 19-21, 1990, in Yellow Springs, Ohio. Leaders will be Burton and Elizabeth Dyson, authors of *Neighborhood Caretakers: Stories, Strategies & Tools for Healing Urban Communities*, and John and Anita Gibson of the Institute of Cultural Affairs. For more information write or call Community Service, PO Box 243, Yellow Springs, OH 45387; (513) 767-2161.

SUMMER PROGRAM

The Institute for Social Ecology is offering three summer programs on ecological issues: a four-week *Ecology and Community* program; a two-week *Design and Sustainable Communities* program; and a 10-day program on *Women and Community Development*. The Institute's educational approach is a blend of scholarship and experiential learning. For more information contact Paula Emery, Institute for Social Ecology, PO Box 89, Plainfield, VT 05667; (802) 454-8493. □

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