



INTERNATIONAL CENTER FOR COMMUNITY LAND TRUSTS

STRATEGIC PLAN 2024–2027

With a new name, an expanded staff, and a solid foundation constructed over the past six years, the International Center for Community Land Trusts (CLT Center) is well-positioned to expand its influence and impact. Looking toward the future, this strategic plan has been created to serve as a roadmap to guide our mission and to support the growth of CLTs worldwide, along with related forms of community-led development on community-owned land.

The International Center for Community Land Trusts (formerly Center for CLT Innovation) is a not-for-profit nongovernmental organization established in 2018 to promote and support community land trusts and similar strategies of community-led development on community-owned land in countries throughout the world. The CLT Center provides the following services: (a) collecting and curating historical materials documenting the origins and evolution of the worldwide CLT movement; (b) conducting, cataloging, and disseminating academic and non-academic research; (c) producing case studies, directories, guides, and other educational materials; and (d) providing training, referral, and technical assistance for organizers and practitioners working with CLTs and similar strategies for the equitable and sustainable development of place-based communities. The CLT Center publishes books and monographs under its trademarked imprint: Terra Nostra Press.

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VISION

Our vision is that of a thriving, expanding international movement of CLTs and related forms of community-led development on community-owned land.

MISSION

Our mission is to nurture the growth of this movement, acting in partnership with national networks, regional coalitions, local organizations, community activists, and government officials throughout the world who are engaged in planning, supporting, organizing, or operating community land trusts.

SWOT ANALYSIS

In preparing this document, it was important to choose a tool that could provide a comprehensive, clear, and actionable framework that would integrate and reflect the organization's voices and perspectives. It was determined therefore that a SWOT analysis—a comprehensive assessment tool that can be used to evaluate an organization's internal strengths and weaknesses, as well as external opportunities and threats—would be the best way forward. By leveraging the benefits of this tool, the CLT Center can effectively assess its strategic position and develop informed strategies to help guide decision-making and resource allocation, which in turn will help to support, nurture, and promote the growth of the international movement of CLTs and related forms of community-led development on community-owned land.

Methodology

Throughout the years, the CLT Center has engaged in strategic thinking through collaborative discussions in board meetings and committees, stakeholder engagements, and feedback mechanisms. Now with staff on board, these discussions, documented in board meeting minutes, internal proposals, workgroup feedback, and funder agreements, have been complemented by strategic engagement sessions with board members, rendering invaluable insights for our first formal strategic planning process.

Repurposing these insights as data for inductive processing, the SWOT analysis on the next page synthesizes the collective understanding of those involved in the organization, ensuring that our strategic plan is based on a well-rounded and holistic view of the CLT Center's current state and future potential.

SWOT Analysis

Strengths: <i>What do we do well?</i>	Weaknesses: <i>What could we improve?</i>
<ul style="list-style-type: none"> ● Board and staff with a clear commitment to championing community-led development on community-owned land as well as the permanent affordability and the active stewardship of housing and other land-based assets. ● An overarching commitment in the Center’s programming and staffing to diversity, equity, and inclusion as well as language justice. ● Serves as a centralized repository for essential CLT information and resources. ● Offers a range of programs including an online resource library and archive, global CLT directory, educational webinars, and research collaborations. ● A publisher of collected essays and edited interviews that inform and inspire. ● Talented board members with technical expertise and strong connections to national and international partners. ● Encourages solidarity among CLTs across national borders. ● Equipped with multilingual support via staff and board to expand reach and inclusivity. ● Sponsorship of World CLT Day has brought the CLT Center global visibility and good will. ● Revised bylaws allowing for a smooth transition in leadership, while maintaining continuity. ● Recent ability to attract impactful and flexible grant funding. ● There are no other organizations playing the role we do in the global CLT movement. 	<ul style="list-style-type: none"> ● The just transition initiative has been slow getting underway. ● The CLT Center’s library and website remain print-heavy and English-centric. ● Need for updated digital infrastructure to improve access (web design and possible AI integration). ● Need for more options for board member engagement. ● The matchmaking and peer exchanges anticipated in our aspirational three-year growth plan did not happen. ● Underdeveloped communications and outreach strategies, including poor marketing of Terra Nostra Press publications. ● Internal organization and capacity challenges, needing efficient structures and clear coordination. ● Need to secure long-term, stable funding for operations beyond 2025. ● Improving diversity in staff and contracted services. ● Few technical assistance, practitioner engagement, and skill-building webinars. ● Need for clearer organizational structure and strategic planning. ● Need for a three-year strategic plan and annual work plans that are based upon it.

SWOT Analysis—Continued

<p style="text-align: center;">Opportunities: <i>How can we turn our strengths into opportunities?</i></p>	<p style="text-align: center;">Threats: <i>What obstacles do we face?</i></p>
<ul style="list-style-type: none"> ● Potential to support CLT development in underrepresented and underserved regions as well as among racial, ethnic, and immigrant populations historically excluded from having any control over the trajectory of development in their own communities. ● Growing interest in policies promoting the stewardship of affordable housing and other land-based assets serving low-income and moderate-income people. ● Growing interest in policies promoting just transition, providing an opening for CLTs to position themselves as key players. ● Opportunity to improve the quality, quantity, and accessibility of the CLT Center’s educational programs. ● Potential for utilizing AI and digital tools to make the CLT Center’s online resources and services searchable and accessible. ● Opportunity to play a role in identifying, nurturing, and connecting CLTs and other forms of collective land tenure in the Global South. ● Opportunity to play a role in promoting communication and cooperation among national and regional CLT networks in Europe, the UK, the USA, Canada, France, and Australia. ● Opportunities to secure additional funding through grants and partnerships focused on climate resilience, social justice, and innovative policies and practices that increase the effectiveness and sustainability of local CLTs. ● Growing interest in just transition/sustainable development positions CLTs as an attractive approach to addressing climate change. 	<ul style="list-style-type: none"> ● Limited funding hinders the scalability, sustainability, and accessibility of our global mission. ● Fluctuations in funding sources, impacting financial health and long-term planning. ● Shifts in government policies and regulatory frameworks posing challenges. ● Increasing competition for limited resources among nonprofits and community organizations. ● Zoom burn-out and information overload makes it harder for a small nonprofit like the CLT Center to break through the clutter and to grab the attention of a broader audience.

OVERARCHING STRATEGY

Using the SWOT analysis as a guide, the CLT Center's pre-existing strategic roles can be grouped into three key workstreams: **Education**, **Connection**, and **Innovation**.

Education

- **Supporting CLT formation.** A thriving CLT movement is committed to expansion, especially in places where the displacement of low-income and moderate-income people looms as an ever-present danger due to land tenure insecurity and the financialization of land and housing. The CLT Center will work with local, national, and international partners to support CLT formation and to build CLT capacity as a non-speculative, permanently affordable bulwark against displacement. A particular priority will be to foster the spread of CLTs among informal settlements, urban and rural, where legal protections are lacking for landholding that is irregular, collective, communal, or customary.
- **Sharing essential information.** A thriving CLT movement is inspired and guided by the bold experiments, successful projects, and best practices of organizations and individuals who are doing the hard work of establishing transformative forms of tenure in their own communities. The CLT Center will collect essential information about the organization and operation of CLTs under a variety of conditions, in a variety of countries. It will make that information broadly available to its partners and the general public through its website, its widening cadre of experts, and an expanding catalog of affordably priced books, monographs, and guides published in multiple languages by Terra Nostra Press.
- **Keeping the CLT's roots alive.** A thriving CLT movement is rooted in values, struggles, and precedents that gave rise to the modern-day CLT. The CLT Center will maintain an online archive of historical materials documenting the origins and evolution of the community land trust, as both a model and a movement. It will continue to collect the origin stories of individual CLTs around the world. It will make all these materials easily accessible and freely available.

Connection

- **Strengthening cross-national solidarity.** A thriving CLT movement is founded on familiarity, unity, and reciprocity among its members. The CLT Center will provide a variety of accessible, affordable opportunities for CLT activists from around the world to interact with one another, to learn from one another, and to build lasting relationships of mutual aid.
- **Diversifying the CLT community.** A thriving CLT movement is inclusive and representative of the people it serves. The CLT Center will advocate for racial and ethnic diversity in the movement's leadership, locally and globally as well as promote language justice through the translation of CLT materials into multiple languages. The CLT Center will also encourage greater participation by CLT residents and youth in conversations about the movement's future.

Innovation

- **Keeping the CLT's edges hot.** A thriving CLT movement is a constantly evolving work-in-progress, as practitioners creatively stretch the boundaries of how CLTs are structured, operated, applied, and combined with other forms of tenure. The CLT Center will support this dynamic process by encouraging candid discussion and earnest debate about ways to improve our practice, by exploring innovations with a potential for enhancing the productivity, sustainability, and accountability of CLTs, by facilitating collaboration between researchers and practitioners, and by helping to evaluate and to highlight innovations that are worthy of wider adoption.

WORKSTREAMS, OBJECTIVES, AND ACTIVITIES

Breaking the workstreams down further, we can clearly match in-motion CLT Center activities with each workstream’s objective. To note, for this section, we have added “organization” as a fourth workstream as it provides the foundation for the other three. Together, these workstreams collectively aim to nurture the global CLT movement by expanding the reach, impact, and sustainability of CLTs worldwide.

<p>Education</p> <p>Enhance educational outreach, resources, and support for CLT practitioners and communities.</p>	<ul style="list-style-type: none"> ● Online Library and CLT Archive <i>(Ongoing)</i> Collect and curate materials—in multiple languages—introducing the CLT, presenting case studies, documenting best practices, and tracing the history of the CLT movement. ● Global CLT Map and Directory <i>(Ongoing)</i> Document the location of CLTs around the world. ● Educational Programming <i>(Ongoing)</i> Develop and present online and placed-based educational programming to enhance skills, lift the practice, and build the movement. ● Terra Nostra Press <i>(Ongoing)</i> Publish and disseminate high-quality educational materials that document, promote, and support the growth of the CLT movement, including books, monographs, policy briefs, and practice briefs.
<p>Connection</p> <p>Strengthen global partnerships, networks, and community engagement to expand the reach, impact, and sustainability of CLTs worldwide.</p>	<ul style="list-style-type: none"> ● Networking and Partnerships <i>(Ongoing)</i> Develop and maintain partnerships with organizations globally to support the growth of CLTs. ● Global South CLT Initiative Y2 <i>(July 2024 – June 2025)</i> Support the development of CLTs in the Global South. ● World CLT Day <i>(Ongoing)</i> Celebrate, promote, and amplify the global CLT movement. ● Peer Exchanges <i>(TBD)</i> Facilitate one-on-one technical assistance and knowledge sharing among CLT practitioners.

Workstreams, Objectives, and Activities – Continued

<p>Innovation</p> <p>Foster innovative practices and research to advance the CLT movement.</p>	<ul style="list-style-type: none"> ● CLT2030/Just Transition Initiative <i>(Present–2030)</i> Position CLTs as key contributors to achieving a just transition to a fair, sustainable, equitable, and decarbonized future. ● CLT Research Collaborative <i>(June 2024–Ongoing)</i> Connect practitioners and academics to foster research that is both relevant and beneficial to the CLT movement. ● CLT Legal Collaborative <i>(November 2023–Ongoing)</i> Foster collaborative legal research and develop practical legal tools and resources to support the CLT movement.
<p>Organization</p> <p>Strengthen internal operations and infrastructure to support the CLT Center’s mission and ensure sustainable growth.</p>	<ul style="list-style-type: none"> ● Communications and Outreach Strategy <i>(Ongoing)</i> Increase the external visibility, engagement, and impact of the CLT Center. ● Website Restructure/ Design <i>(June–December 2024)</i> Increase usability and accessibility of our main website to improve user experience. ● Governance <i>(Ongoing)</i> Expand opportunities for board member engagement, continue to expand global reach of board representation, and implement a monitoring and evaluation framework. ● Administration <i>(Ongoing)</i> Ensure effective and efficient administrative operations to support the CLT Center’s overall mission, strategic objectives, and personnel. ● Fundraising <i>(Ongoing)</i> Cultivate relationships with potential funders and secure funding and resources to sustain the CLT Center’s operations beyond 2025. ● Diversity, Equity, Inclusion, and Justice <i>(Ongoing)</i> Expand the diversity of the board of directors, employees, and contracted service providers so that we reflect the full diversity of the international movement that we serve.