

MANAGING CO-OWNERSHIP IN COMMUNITY LAND TRUSTS GUIDEBOOK

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INTRODUCTION

WHY A GUIDE ON CO-OWNERSHIP?

While there is abundant information, scientific research, and informal knowledge about Community Land Trusts, these usually focus on overarching themes of land-ownership, Commoning, and community. This guide, however, gets into the practical *nitty-gritty* of the seemingly mundane task of organizing around a shared property. How are meetings held? How do people get motivated to work on these rather technical aspects of living in a CLT? These are the types of questions this guide tries to provide answers to.

HOW WAS THIS GUIDE CREATED?

This guide was created as a result of a collaboration between students from the Master's program in Urban Studies at Université libre de Bruxelles (ULB) and Vrije Universiteit Brussel (VUB), and Community Land Trust Brussels (CLTB).

The results were obtained using informal interviews with CLTB staff, participatory ethnography during co-ownership meetings, a scientific literature review, interviews with residents in CLTB projects, and lastly expert interviews with mainly CLTs from the US (n=18) aimed at collecting good practice examples. The expert interviews were conducted with US-based initiatives, as these included some of the oldest and best-established CLTs that CLTB regularly draws reference to.

WHAT DOES THE GUIDE CONTAIN?

This guide is structured in 4 sections, each corresponding to one common issue CLTs face when managing co-ownerships.

For each of the sections, there will be some information on...

... how these problems can manifest: **context at**

CLTB 

... what research there has been on the issue:

academic insights 


... which good practices other CLTs already employ to try to tackle this issue: **good practices** 

... which concrete, practical tools can be used to address the problem: **tools** 

For each of the tools, you will find an indication of which types of projects it is best suited for.

Lastly, you will find all tools that include a template in the **toolkit** as a printable ready-to-use section.

WHAT DOES THE GUIDE NOT CONTAIN?

While this guide offers some valuable insights as well as hands-on templates and tools designed to help address the most common issues with managing co-ownerships, it can't solve structural inequalities that are the root cause of many issues.

In CLTB, a lot of the problems identified stem from systemic inequalities. For example, some residents may not participate in co-ownership meetings because they are overwhelmed with wage and non-wage labor (such as care work). Another thing to mention here is the social, cultural and economic capital of residents. Residents in CLTs in the US and Brussels often lack economic capital, as low-income levels represent the main selection criteria for this housing model. However, from the interviews conducted, it seems like US-based CLTs have many residents working in the social or creative sectors who chose to live in a CLT housing for ideological values. These individuals may have low economic capital, but they often bring a lot of social and cultural capital. They have social connections to important stakeholders, a social net in case of illness, and a cultural understanding of self-governance. CLTs with this type of resident characteristics often had fewer problems in managing their co-ownerships. This guide thus tackles problems only at the project level, without the perspective of changing the structures.

A CLARIFICATION ON TERMINOLOGY

CLT Community Land Trust

CLTB Community Land Trust Brussels

Co-owners and **residents** are used interchangeably to refer to those living in CLTB housing projects

Board of co-owners corresponds to the American term **Homeowner Association (HOA)**

Property manager corresponds to the French term **syndic**

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RESIDENT ENGAGEMENT

01

CONTEXT AT CLTB

The first issue faced by CLTB is the **limited involvement** of residents in the governance of its housing projects. While there is interest among residents to participate in community events, such as biking workshops, statutory meetings, like board meetings, do not get the same levels of participation and enthusiasm. For this reason, CLTB staff often **take the responsibility** of initiating and facilitating the meetings, creating a relationship of dependency. In many cases, meetings are only held when suggested by CLTB, without the **proactive engagement** from co-owners, especially those living in smaller housing complexes. In other cases, there is a **small group of committed individuals** who take responsibility for initiating meetings and managing issues or tensions. This dynamic, however, can lead to frustration, feelings of burnout, and the perception that their voluntary efforts are undervalued. Sometimes, this lack of participation is reinforced by the **physical structure** of the smaller housing complexes, which do not have big shared spaces that offer the occasion for residents to meet organically and organize meetings. In these cases, it could be harder to increase participation and might take longer; in other cases, however, **small changes** in the governance structure may improve engagement efforts.

CLTs are based on the assumption that a community is capable and has the right to manage resources (Lenna, 2019). CLT models are believed to increase residents' **responsibility** and **collective autonomy** (Savini, 2023). Examples of autonomy include the capacity to organize internally to maintain trust and information flow, resolve conflicts, and encourage participation and solidarity (Savini, 2023). In practice, however, residents are not always engaged with their CLTs, as observed at CLTB.

Lenna (2019) argues that two strategies for increasing autonomy are **education** on the responsibilities of co-ownership and **participation** in the design and management of the property. Developing **clear guidelines** for participation is crucial in ensuring social cohesion (Visković Rojs et al., 2020). It is important to find a middle ground between two extremes: a lack of involvement in the decision-making process on one side, and tiring meetings with high frequency and long duration on the other. To do so, **informal learning** can be a useful tool to spread knowledge about the governance structure of different housing types, as well as enhance the quality of participatory management (Foroughi, 2013). In practice, informal learning can lead to improvements in time management, active listening, chairing meetings, and taking minutes. This learning process does not need to be pursued in a hierarchical, one-way fashion. Instead, different co-owners can rely on their previous knowledge and pool resources (Girbés-Peco et al., 2020).

This **‘learning-by-doing’ approach**, done in an informal atmosphere and with other people, is also considered beneficial for co-owners to learn how to self-govern (Huron, 2018). At the same time, to increase its impact, Huisman and Czischke (2022) argue that self-management needs to be integrated within formal participation structures, such as reimbursement schemes and different coordination layers.

Community organizing is considered in the literature as a key ingredient for establishing CLTs (Spenser, 2023). The example of Caño Martín Peña CLT, in Puerto Rico, shows how this collective land ownership model was pursued in a bottom-up fashion to maintain and regularize land tenure to avoid displacement of the local community (Algoed & Hernández Torrales, 2019). The CLT in Brussels, on the other hand, varies significantly in how it emerged and works, as co-owners do not know each other beforehand and may choose CLT primarily for its affordability benefits rather than ideological motivations. Nevertheless, having a sense of community is essential not only for living together but also for managing a co-ownership. In this context, therefore, how can community organizing be effectively achieved? Gray and Galande (2011) discuss the importance of having the specific position of the **community organizer** in parallel to the property manager. However, an obvious issue concerns finding funds for a full-time position dedicated to community building.



1. Recognize Participation

An effective method to encourage resident participation is through financial compensation. For example, **Elevation CLT** and **Homestead CLT** pay board members who spend their time and effort on CLT-related tasks. Similarly, **Champlain Housing Trust** adopts an accountability system where fines are issued to co-owners who do not meet the participation requirements, with an option to appeal and explain the reasons for absence. Some CLTs, such as **Madison Area CLT**, promote participation by offering particularly engaged residents to attend national conferences and training.

However, **Square One Villages** also points out the potential conflicts that can arise from using fines as a tool. In the past, they adopted a circular system, using the money from the fines to compensate the most active community members. This created tensions and was perceived by many as unfair, bringing them to change the policy and use the fines to fund shared events.

2. Foster Skill Development and Training

To increase engagement, another route is by investing resources into the personal and professional growth of residents. In some CLTs, residents are encouraged to participate in educational programs and leadership training. For example, **Bright Community Trust** organized the Emergency Rental Assistance program during COVID-19. On this occasion, residents received assistance to apply for state funds while having the opportunity of receiving additional training from local community colleges, lawyers, and more. However, the success of this event was heavily dependent on the application for state funding.

3. Set Clear Expectations on Participation

Structured participation mechanisms are crucial for effective governance. Many CLTs in the US, such as **State College Community Land Trust**, have different committees that allow residents to participate in the areas they are most interested in. The committees can work on issues related to finance, community events, maintenance, gardening, or more, catering to the needs of each housing project. **Square One Villages** requires minimum time commitments in lease agreements to ensure consistent participation, and warns prospective residents about the time needed to be invested in housing. Additionally, **Madison Area CLT** emphasizes setting clear guidelines and responsibilities for participation, which helps manage expectations and reduce conflicts among residents.

4. Develop Personal Relations with and among Residents

Building strong personal connections is a recurring theme across successful CLTs. **Big Sky Housing Trust** interacts directly with each resident at least every two years, ensuring personal contact and stronger bonds between the CLT and the co-owners. **North Missoula Community Development** takes community building a step further by employing a full-time community organizer who regularly meets with residents, hosts gatherings, and facilitates community ties. CLTB residents also highlighted the importance of casual meet-ups and community events, such as the shared meals at **Calico** that not only build relationships but also provide practical support (e.g., a night off from cooking). Mixing a fun event, like a barbecue, with an educational one, like managing finances, can be a useful strategy to attract more interest. **State College CLT** does this regularly, for instance by combining fire safety lectures with a social event like potlucks.

6. Support Vulnerable Residents

Inclusivity is another important consideration for resident engagement. CLTB residents pointed out the need for a "buddy system" to assist those facing language barriers or other difficulties in participating. For **North Missoula Community Development Corporation**, it is important to get to know individual co-owners to identify potential leaders who can take a bigger role at the CLT and can help support other residents. Moreover, **Homestead CLT** tries to remind its residents that they are there to support them at all times, and not to limit asking questions or help at the training stage.

04

TOOLS



Skill Inventory

A Skill Inventory is a practical approach to map out the strengths of each resident, which is useful to create committees, distribute tasks effectively, and create connections among residents with shared interests and skills. CLTB should have a table where all the skills of residents are listed. To facilitate the creation of this table, two exercises are suggested. See Annex A for a more detailed explanation on each exercise and the skills inventory table.

- **Tree of Strengths Exercise:** Draw a tree in which the trunk represents core strengths (e.g., teamwork, communication) and branches symbolize specific skills (e.g., cooking, childcare, accounting). Each resident can add a leaf with their name on the branch that best represents their skills. This visual representation can help identify skills while providing a fun bonding activity.
- **Elements Exercise:** There are four tables representing four elements (water, air, ground, and fire) based on symbolic objects. Residents sit at the table that resonates with them the most and discuss together. Through discussion, residents reflect on their strengths and how they can contribute to the community.

For every project

Compensation & Financial Contributions

To promote accountability and recognize contributions, a structured system of compensation and fines is proposed:

- **Compensation:** Residents who take on regular or demanding responsibilities (e.g. board participation, maintenance tasks) could receive gifts, gift cards, or access to training opportunities. These rewards can be handed out during community events.

- **Financial Contributions:** Residents who are not able to meet their commitments can be obliged to pay a financial contribution instead. The collected amounts can be reinvested into community activities like shared meals or events, or directly pay for someone else - internal or external - to execute the task. This could for example be paying for a cleaning service or delegating the task to another resident..

Keeping track of contributions through meeting minutes, WhatsApp group acknowledgments, and visualized tables can foster transparency and motivation.

To be agreed upon within
each housing project

For every project

Buddy Program for Residents

To strengthen community bonds and facilitate smoother integration, CLTB is invited to implement a **Buddy Program**. When a new resident moves in, they are paired with a longer-term resident based on shared interests or similar family situations (e.g. both have young children or participate in the same committee). This program aims to ease newcomers into the community. To implement this, a Google Form could be used to gather information about residents' interests and availability, ensuring well-matched pairings that support stronger community ties.

For larger size projects

INFORMATION FLOW

01

CONTEXT AT CLTB

Within the projects of CLTB, issues with communication paths and information flow regularly occur. For many residents it is unclear **who to contact** for specific issues that come up. Furthermore, CLT employees feel like they are not able to reach all co-owners to **deliver important information** such as about the GA. Lastly, there does not seem to be a lot of contact between the different co-ownerships, which could lead to information not being shared across projects.

02

ACADEMIC INSIGHTS

Participation in any communal living situation is always linked to **communication** and **information flow** (Huron, 2018). To increase the efficiency of the co-ownership and involvement of residents, it is vital to improve communication and information paths. The literature on communication specifically within CLTs is very limited, however there are resources on other forms of co-managing that can be applicable to CLTS.

In her research, Leone Freire (2023) describes two aspects: firstly, she points out that good communication is **visual** and allows all participants to understand the progress being made. Secondly, she observed in her case study of co-properties in France that communication about house rules often occurs through **physical** reminders such as posters.

Conversely, Zhang et al. (2023) discuss extensively the relevance of **digital** platforms for well-functioning communication between property owners in a community-engaged suburb in China. They stress that the usage of online chat groups allows everyone to stay informed in real time and engage in discussions.

Another aspect that is highlighted in the literature is the importance of having **clear information paths** outlined, such as a **primary contact point** for homeowners. These information paths and contact data then have to be shared widely. Grounded Solutions (2016) thus recommend sharing contact data in all correspondence.

03

GOOD PRACTICES



1. Pick the Right Communication Tool(s)

Most CLTs rely on a variety of communication tools, adapted to the individual context. While some CLTs find online chats most useful - such as **Elevation CLT** which relies on WhatsApp - others like **Big Sky Housing Trust** stress the relevance of offline communication in the form of posters, notes, letters or knocking on someone's door.

A preferred strategy is to use many different forms of communication at once. **Elevation CLT** combines a property management app with emails and physical reminders, **Champlain Housing Trust** uses both emails, chats and the method of taping papers to door handles to ensure that information reaches its addressee, and **North Missoula CLT** tries every communication channel.

2. Ask Residents how to Reach Them

Communicating across all different channels seems necessary to ensure reaching every co-owner; however, it also creates a lot of extra work. This is why both **Champlain Housing Trust** and **Big Sky Housing Trust** document each co-owners preferred communication method, be it in person, via a phone call or online.

3. Collect Essential Information Online

The information about contact preferences then is stored, along with additional information in a shared online folder that all co-owners have access to. While **Champlain Housing Trust** keeps a log of all important policies in this folder, **Big Sky Housing Trust** and **Homestead CLT** additionally store helpful tips and tricks as well as a maintenance schedule and the overview of the annual budget.

4. Make Communication More Accessible

Sharing information is only useful if the receiver not only physically receives the information but can also comprehend it. In the case of co-owners with unmet literacy and language needs, this has to be taken into account, especially when it comes to complicated, technical documents. **Calico** at CLTB in fact already has a best practice for this issue that could be applied to other projects of CLTB. They have attempted to send out meeting minutes in the form of voice messages, with the aim of making meeting outcomes more understandable for everyone. **Champlain Housing Trust** has another approach: they employ a buddy program only intended for translating meetings for those whose first language is not English.

5. Send Reminders & Newsletters

It seems to be standard practice for CLT staff to send out regular newsletters as a form of reminder to co-owners. Different organisations send these out at different intervals but often they include maintenance reminders as well as invitations to community events (**State College CLT**, **Bright CLT**, **One Roof CLT**).

This is one way of keeping in touch with co-owners as a CLT. **Burlington Associates** also recommend ongoing educational events, reminding co-owners of the most important information on selling their home, insurance and maintenance.

04

TOOLS



Preference of communication document

This tool is based on the practices of the Champlain and Big Sky Housing Trusts and it is easy to implement. For existing projects it is most useful to set up an online form or alternatively a physical form that can be filled in at a GA or another big event of the co-ownership. For new projects, this data can be collected during the coaching procedure that CLTB starts two years before residents move in. The goal then is to ask each resident/household in the co-ownership about their preferred way to be contacted, see Annex B for a template.

For big projects

Easiest for new projects

Cross-ownership Connection

Most co-owners from Calico, l'Écluse, and other CLTB residences are not in contact with each other. However, it is possible that residents can encounter the same issues across different buildings. During an interview, the resident from Calico mentioned that residents have a more informal meeting (summer BBQ) where they can all meet and mix. While this certainly is beneficial, it is more of a social event, it does not leave much space to discuss issues they encountered or follow a more serious avenue. This could be complemented with annual formal meetings between members of all housing projects.

Additionally, it would be beneficial to make one person in the board (e.g. vice-president) responsible for reaching out to the other board members in another building.

For existing projects

CLARITY OF ROLES

01

CONTEXT AT CLTB

Some issues flagged by residents and CLTB staff alike relate to the clarity of the roles, especially when it comes to ensuring that different tasks and responsibilities are completed. In terms of tasks where both CLTB and residents see a need for improvement, they mostly seem to be connected to **streamlining maintenance processes**. In particular, the role of the property manager is often considered as key to the smooth functioning of each housing project. To a large extent, whether the role is performed well or not seems to be related to the **property manager's qualities**: being responsive, available, and resourceful. In most cases, this role is fulfilled by professional companies, but it can also be residents themselves. According to interviews with residents of some CLTB projects, there have been successful cases when the role of the property manager was assigned to a resident, even if for circumstantial reasons it did not continue.

02

ACADEMIC INSIGHTS

The term '**maintenance**' encompasses a variety of typologies: preventive, scheduled, condition-based, and reactive (Huseini et al., 2024). For good maintenance, good **task division and communication** are needed. For task division, developing working groups can contribute to smooth maintenance as well as positive effects such as an increase in leadership.

It can also lead to a strengthened sense of belonging (Girbes-Peco, 2020). It is important to **define the maintenance tasks** and their frequency, appoint responsible people, and explain all the previous points through written documents (Huseini et al., 2024). To further incentivize proper housing maintenance, scholars identified several factors: experience, house attachment, possibility to inherit, safety, comfort and aesthetics, and motivation (Olanrewaju and Mine, 2017).

When it comes to **role distribution** in co-properties, Leone Freire (2023) points out that in working class neighbourhoods, the role of the property manager is sometimes reduced to the minimum in an attempt to save costs. Their tasks are mostly statutory, related to informing owners of legal obligations or formalizing documents; it is residents themselves or the board who keep track of maintenance and its costs.

03

GOOD PRACTICES



1. Establish a Clear Governance Structure

Establishing a clear governance structure is key in any co-ownership or CLT. Many organizations, such as **Elevation CLT**, use a roles and responsibilities matrix to clearly define the duties of the HOA, CLT, and property managers. This helps ensure that everyone understands their responsibilities; it also makes it possible to avoid overlap or confusion. Additionally, **Burlington Associates** follows a simple structure with a four-member board (president, vice president, secretary, and treasurer), making it easier to manage and maintain clear accountability.

2. Make the tasks of the property manager explicit – and include them in the contract!

It is important to be clear on the tasks of the property manager from the beginning. Most CLTs in the US report having a contract that outlines the tasks of the property manager. In **Homestead**, homeowners are trained to read the contract, and to understand it, with the underlying assumption that if something is not included in the contract with the property manager, it is the responsibility of the board.

3. Be clear on what you need – and don't forget about the values you're looking for!

It is useful for residents to reflect on what expectations they have from the property manager to avoid a mismatch of expectations. The **North Missoula CLT** took time to discuss with owners what the cost of having a property manager would be, in comparison to having the owners do the maintenance themselves. It is the role of the CLT to suggest the property manager; candidates are interviewed by the owners but the CLT still has an active role by helping craft interview questions.

If there's a possibility to work with socially responsible/non-profit companies that offer property management services, take it into account! As many interviewed CLTs say, hiring a good property manager is often about shared values. At **Champlain Housing Trust**, there is one property manager for all projects, working as staff of the CLT: while for-profit property managers can be hired, it proved to be a difficult experience. At the **Big Sky Housing Trust**, a sense of community is one of the requirements that is made explicit when looking for a future property manager.

4. Stay flexible!

While it is good to have some ground rules, in some cases, it might be helpful to stay flexible and make changes as needed. At the **Elevation Community Land Trust**, at the beginning of the housing project, the property manager helps board members in dealing with budgeting. Over time, their involvement decreases and the board members take over some of the tasks that were previously assigned to the property manager.

5. Make an overview of maintenance tasks – and be clear on who performs them

Many maintenance tasks recur throughout the year and it is useful to keep track of them. At **Champlain Housing Trust**, there is a maintenance document which outlines different roles. At **Peace Village Housing Cooperative**, a maintenance matrix is attached to the lease, listing specific items in both interior and exterior spaces and assigning responsibility for their upkeep either to the co-operative or to the member. At the **State College Community Land Trust**, the overview of maintenance has the form of a checklist and is further divided by season. Some tasks are highlighted as requiring professional support, such as servicing of the boiler or air conditioning.

Maintenance Matrix

Together with the board of each project, make a list of all possible maintenance issues in their co-ownership. Sort them by rooms, eg. bathrooms, shared spaces etc.

As a next step, allocate which of these tasks need a staff member of CLT involved. In a session together with the property manager decide on which tasks are outside the scope of residents and need the property manager to step in. The remaining tasks will be seen as "co-ownership responsible", but some of them should be done in correspondence with the board while some remain up to the individual owner of an apartment. Now all tasks should be split up between these four responsible actors.

See Annex C to consult the template.

This task is complementary with the skills inventory (see section one and Annex A).

For every project

EFFICIENCY OF CO-OWNERSHIP & MEETINGS

01

CONTEXT AT CLTB

The final of the four identified problems encountered by CLTB is the **efficiency of co-ownership and other statutory meetings**. At CLTB, residents rarely take the initiative to organize and facilitate meetings or take minutes. As a result, meetings tend to be long and tedious. Difficulty persists among residents in understanding complicated documents, especially those that contain technical or financial information (e.g. offers for repairs, GA documents with many tables).

02

ACADEMIC INSIGHTS

One recommendation found in the literature on meeting efficiency includes having regulations and rules of procedure that provide **clear guidelines for deliberation, voting, and decision-making processes** (Zhang et al., 2023). Another suggestion is that efficient meetings can benefit from a **small board** (around 6 members) to ensure that each property manager feels personally responsible and that everyone is heard (Seeling and Seeling (1995).

Balance is key when it comes to co-owner involvement, with a need to avoid both under-involvement in decision-making and overly long, frequent meetings (Viskovic et al., 2020). **Informal learning**, such as training participants on how to chair meetings or avoid interruptions, can improve the effectiveness of community management (Foroughi, 2013). Additionally, eliminating bureaucratic reporting and taking good notes, as suggested by Leone Freire (2023), can help track progress and recognize contributions.

03

GOOD PRACTICES



1. Set Up a Clear Board Structure

Burlington Associates follows a simple structure with a four-member board (president, vice president, secretary, and treasurer), making it easier to manage and maintain clear accountability. Each of these roles have specific roles assigned to them, such as being the one to facilitate meetings (president), take notes (secretary), manage finances (treasurer) or keep in contact with other housing projects (vice-president).

2. Meet Regularly & Frequently

Regular meetings are essential for keeping board members on track with responsibilities, but flexibility is key. For instance, **Big Sky Housing Trust** holds two relaxed standard board meetings and one annual meeting, with a raffle to boost participation. This approach not only facilitates engagement but also makes it enjoyable for residents.

3. Consider Time Limits

To avoid volunteer fatigue, rotating board members through regular elections is an important strategy. **Big Sky Housing Trust** uses a 2-year term cycle, allowing for regular turnover while maintaining continuity. Similarly, **Madison Area CLT** avoids term limits, acknowledging that there may not always be a large pool of people willing to serve but ensuring that new perspectives can come in when needed. This helps balance the need for fresh input with the continuity of long-term governance. **Champlain Housing Trust**, on the other hand, has a flexible board size that can range from 5 to 9 members, with a term cycle of two years. This ensures fresh perspectives and turnover, while still maintaining a manageable board size without overwhelming volunteers.

4. Guide New Board Members

Mentoring new board members is crucial for a smooth transition and long-term success. **Elevation CLT** implements a Board-Buddy Program, where experienced board members are paired with newcomers to guide them through their roles. This ensures that new members feel supported and confident in their responsibilities. Similarly, **One Roof CLT** has a built-in mentorship program where existing board members meet with new ones several times to explain their roles and offer advice, fostering a smoother onboarding process.

Board-Buddy Program

Inspired by **Elevation CLT**, the **Board-Buddy Program** is a system of learning and exchange between old and new members of the board of co-ownership. Once a new co-ownership board gets selected, the current members will teach the new members the ins and outs of being on the board of co-owners. Each function (president, vice-president, secretary, treasurer) will personally walk the new member through their main tasks and give them advice for the future.

During a period of one month, the old and new members will take on the board work together, and the new members will shadow and slowly take over full responsibility. This Board-Buddy Program is supposed to make the transition between board members smoother so that the tasks at hand are not delayed. It might release the pressure of signing up as a board member, knowing you will be guided throughout the process and not dropped completely into the unknown.

For existing projects

Agenda & Minutes

The **Agenda** is the meeting plan, a document created before the meeting and shared with participants one week in advance. See Annex D for a ready-to-be-filled-in example of an Agenda Template.

The '**Minutes**' is a document that summarizes the discussions and decisions made during the meeting. They should be shared with all residents at the latest one week after the meeting. See Annex E for the full example document.

For new projects

Summarizing Minutes via Voice Note

One of the residents at **Calico** mentioned that one of the issues encountered in their building is the **language barrier**, leading to misunderstandings and difficulty with task allocation. Not all residents have the same level of written and reading French comprehension compared to spoken French, which can make it harder for some to understand the outcome of meetings, the group chat messages, and therefore even reduce their participation. A resident of Calico takes as their own task to send a **voice memo** into the groupchat summarizing the main points after each meeting. However, this is not the case in every CLTB building. It is therefore encouraged that the **secretary** or other person responsible for taking the minutes takes on this task to ensure all residents are included. The buddy system can also be helpful in this scenario to clarify any potential issues.

For new projects

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ANNEX A - SKILLS INVENTORY

Tree Exercise

- Draw a large tree on a whiteboard or paper.
- Label the trunk as "Core Strengths" (e.g., teamwork, communication).
- Branches represent different strengths that are needed in the group (e.g., good with numbers, technical skills, gardening, cooking, childcare). Strengths can be added together to brainstorm what is needed in the project.
- Each team member adds their name and skills to the leaves.

Elements Exercise

- Set up tables with objects that recall the four elements (water, air, earth, fire), with one table for each. (e.g., balloons on the table representing air; cones on the table representing the ground, etc.).
- Invite participants to walk around the room and explore the objects on each table. Ask them to sit down at a table that speaks to them the most.
- Once the groups are at each table, invite them to share with each other why they picked this table.
- After a sharing circle, ask participants to reflect whether the table where they're sitting also represents their personality / personal strengths, and to change the table if they'd rather sit somewhere else.
- Once new tables are formed, ask participants to share what their strengths are and how they could best support the tasks that are needed in the group. Participants can first share with each other / at each table, and then with the wider group.

ANNEX A - SKILLS INVENTORY

Skills Inventory Table

Skill	Name 1	Name 2	☐☐ Name 3
Finances	no yes nr:	no yes nr:	
Childcare	Yes +32.....		
Repairs			
...			

ANNEX B - PREFERENCE OF COMMUNICATION DOCUMENT

Name	WhatsApp	Phone call	Email	Note at the house	Knock at my door	Comments
	no yes nr:	no yes nr:	no yes	no yes	no yes	

ANNEX C - MAINTENANCE MATRIX

Task	Responsibility	Contact Information
Specific item	Individual owner/CLTB/Co-ownership/syndic	
Common room - bookings, cleanup	Co-ownership	

ANNEX D - AGENDA TEMPLATE

Meeting Type: *[e.g. Regular Board Meeting]*

Date: *[Write Date]*

Time: *[Write Time]*

Location: *[Write Location or Online]*

Chair: *[Write Name]*

Note Taker: *[Write Name]*

1. Start the Meeting

The chair starts the meeting

Confirm who is here

2. Approve Agenda

What we will talk about.

Does anyone have another topic?

3. Last Meeting Notes

Look at the notes from the last meeting *[write last meeting date]*

Make changes if needed

4. Old Topics

Talk about previous issues that were not finished in last meetings (e.g., repairs, contracts, changes)

Committees or people who are working on something give an update

5. New Topic

[Write Topic 1: e.g., Next Year's Budget]

[Write Topic 2: e.g., Community Garden Plans]

[Write Topic 3: e.g., New Conflict Resolution Policy]

Other business: some time for small additional points

6. End the Meeting

Pick / reconfirm the date and time for the next meeting

ANNEX E - MINUTES TEMPLATE

[Name of Organization, Building & Type of Meeting]
Example: "CLTB L'Écluse Co-ownership Meeting"

Date: *[Write date]*
Time: *[Start and end time]*
Location: *[Write location or online]*
Chair: *[Write name]*
Note taker: *[Write name]*

Attendance
Board Members Present: *[List names]*
Board Members Absent: *[List names]*
Other People Attending: *[List names]*

Agenda Points	Discussion Points	Decision	Status
Approval of Last Meeting Notes	Do <u>not</u> write entire conversations	<i>[Approved/Changed]</i>	Does this need to be discussed at the next meeting? <i>[Completed/In Progress]</i>

Action Items (Tasks to Do):

Task	By Who	Deadline
<i>E.g. Send Newsletter</i>	<i>[Name]</i>	<i>[Date]</i>

Next meeting:
Date & Time: *[Write date & time]*
Location: *[Write location or link]*

