



IMPACT REPORT 2025





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LETTER FROM OUR DIRECTOR

As we wrap up the year, I am filled with gratitude for the resilience and imagination of our community. In a time of intensifying challenges, 2025 has been a year of growth and innovation for SFCLT and we’re proud to share these highlights with you.

This year marked two years convening the Bay Area Preservation Finance Table, a space that brings together partners from across the community ownership movement.

Together, we identified opportunities, surfaced challenges and asked difficult but necessary questions, especially about how the private sector can support community ownership as public resources shrink. These conversations strengthened regional partnerships and helped chart a path toward long-term solutions.

We launched our Capacity Catalyst pilot, providing more than 100 hours of technical assistance to Bay Area CLTs. This support helped advance 85 permanently affordable homes, saved organizations critical staff time, and delivered meaningful cost savings. This early success demonstrates how powerful regional collaboration can be in scaling community ownership.

Here in San Francisco, we celebrated the 10-year anniversary of Pigeon Palace, a powerful reminder of how community ownership can nurture long-term stability, creativity, and connection for the people who make our city vibrant. That momentum continues: we are about to close on a property on 16th Street, securing homes for artists, teachers, and longtime residents. These achievements reflect how far we’ve come and the promising path ahead toward a more rooted, resilient San Francisco.

Our movement is needed now more than ever. Community Land Trusts don’t just preserve housing—they create belonging, and give people the stability to have agency over their lives and shape their neighborhoods. Thank you for your continued partnership and belief in this work.

Saki Bailey
Executive Director





ABOUT SFCLT

SFCLT is a majority women- and BIPOC-led organization creating affordable homeownership opportunities in San Francisco.

Founded in 2003, we partner with tenants, organizers, and neighborhoods to take housing off the speculative market forever, and ensure that the people who make San Francisco and other communities vibrant can afford to stay and thrive.

SFCLT currently operates 16 permanently affordable properties across SF with 168 homes. 70% of our residents identify as BIPOC and earn an average AMI of 55%.

As a membership-based organization, SFCLT encourages democratic participation in all aspects of our work, including representation of residents on our Board of Directors, as well as self-governance through individual building cooperatives.

SFCLT CELEBRATES WITH RESIDENTS AND ADVOCATES AT 320 14TH STREET, A 16-UNIT PROPERTY IN THE MISSION DISTRICT WHERE TENANTS WORKED FOR TWO YEARS TO BRING THEIR HOMES INTO COMMUNITY CONTROL.





OUR TEAM

SFCLT STAFF AND BOARD AT OUR FEBRUARY 2025 RETREAT

At SFCLT, our strength lies in the talented and dedicated team that drives our mission forward every day. Over the past two years, we have grown our staff to include experts across all core areas of Community Land Trust work—including acquisition, asset management, construction management, resident stewardship, and development. This depth of expertise forms the backbone of our ability to responsibly steward our growing portfolio of properties while supporting and scaling the broader community ownership movement throughout the Bay Area.

Our staff works closely with our committed Board of Directors, whose insight and guidance shape every facet of our work. Together, we spent the past year engaged in a comprehensive strategic planning process that brought staff, Board members, and external stakeholders into thoughtful dialogue about SFCLT’s future. We emerged with renewed clarity and shared purpose: to stop displacement, center resident agency, and keep communities deeply rooted in the places they call home.



HOMES FOR TEACHERS, ARTISTS

SFCLT TO ACQUIRE 6-UNIT MISSION DISTRICT PROPERTY WITH LONG-TERM FAMILIES

As 2025 comes to a close, SFCLT is finalizing the acquisition of a six-unit building on 16th Street in the Mission District—a testament to our commitment to preserving homes for the long-term residents who weave the cultural fabric of San Francisco.

The residents of this property reflect the vibrant and creative soul of the Mission: artists, public school teachers, and long-time tenants, all of whom have been in their homes for more than 20 years.

Among them is renowned playwright Mark Nassar, co-writer and producer of *Compton's Cafeteria Riot*, the

groundbreaking immersive theatrical work inspired by the 1966 uprising in San Francisco's Tenderloin—a pivotal moment in the fight for transgender rights and collective liberation.

By partnering closely with the residents to bring this building into permanent community ownership, SFCLT is ensuring that the people who create San Francisco's culture can continue to live, work, and thrive here. This acquisition is more than a housing win—it is a commitment to safeguarding the stories, creativity, and resilience that define our city.



10 YEARS OF PIGEON PALACE

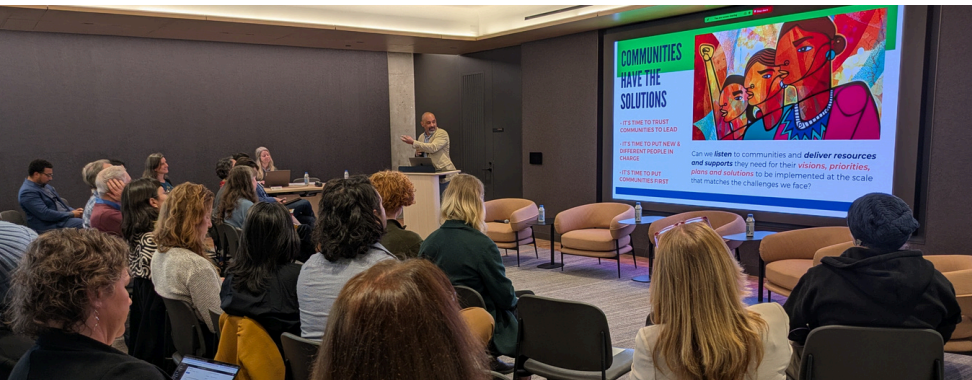
In 2014, long-time tenants at 2840 Folsom Street – known as the Pigeon Palace – suddenly had their housing in jeopardy after their elderly landlord passed away. When the property was put up for auction, SFCLT worked with the residents and outbid a notorious serial evictor, bringing the building permanently into community ownership.



Since then, Pigeon Palace has been off the speculative market—its tenants protected from eviction and the rising pressures that threaten so many in this city.

Earlier this year SFCLT gathered with neighbors, friends, and longtime residents at Pigeon Palace to commemorate a full decade of stability, community, and creativity.

We also unveiled a striking new mural by renowned San Francisco artist Mona Caron, honoring the story of Pigeon Palace and its resilient group of residents. Cheers to 10 years—and here’s to 100 more!



TAJ JAMES, FOUNDER OF THE FULL SPECTRUM GROUP, DESCRIBES HOW CAPITAL SOURCES CAN BE HARNESSSED FOR GOOD IN ADVANCING A NEW VISION OF REGENERATIVE FINANCE.

BAY AREA PRESERVATION FINANCE TABLE

Two years ago, SFCLT recognized that scaling the community ownership movement would require breaking down silos and fostering deeper cross-sector collaboration. That insight sparked the creation of the Bay Area Preservation Finance Table, a quarterly convening that brings together funders, CDFIs, banks, public agencies, researchers, Community Land Trusts, and other partners committed to preserving affordability and expanding community ownership across the region.

What began as a small circle has grown into a dynamic and diverse coalition of funders, with more than 60 organizations represented in our meetings.

In 2025, the Bay Area Preservation Finance Table continued to drive cross-sector momentum for the community ownership movement. Our first convening of the year brought philanthropic leaders, private-sector innovators, and housing researchers together to confront a central challenge: how to unlock new streams of creative capital at a time when public resources are increasingly limited. The result was a shared commitment to expanding flexible, mission-driven financing that strengthens CLTs' ability to compete, acquire, and preserve homes.

BAY AREA PRESERVATION

FINANCE TABLE

Later in the year, we turned our focus to the statewide capacity needs of CLTs and allied organizations. Leaders from across California highlighted how they are scaling operations, building organizational infrastructure, and growing their impact. Their insights underscored a clear takeaway: with the right support, CLTs are ready to expand their footprint, steward more land, and anchor long-term affordability in communities facing displacement.



BAPFT PARTICIPANTS SHARE IDEAS AT OUR POST-EVENT HAPPY HOUR

BAPFT – PARTICIPATING ORGANIZATIONS

- Alameda County Community Development Agency
- Artist’s Space Trust
- Bay Area Housing Finance Authority (BAHFA)
- Bay Area Local Initiatives Support Corporation (LISC)
- California Community Land Trust Network
- Canal Alliance
- Candide Group
- City of Berkeley
- City of San Jose
- City of San Mateo
- Common Counsel Foundation
- Community Vision
- Contra Costa County
- Coro Norcal
- Crankstart Foundation
- Densify Lab LLC
- East Bay Community Foundation
- Eden Housing
- Enterprise Community Partners
- Grounded Network Solutions
- Habitat for Humanity
- Harry & Jeanette Weinberg Foundation
- Housing Accelerator Fund
- James Irvine Foundation
- Marin Community Foundation
- Marin County
- Mayor’s Office of Housing and Community Development (SF)
- Mechanics Bank
- Midpen Housing
- Momentus Capital
- Mountain View Solidarity Fund
- National Housing Trust
- Northern California Grantmakers
- Othering & Belonging Institute, UC Berkeley
- Richmond Community Foundation
- San Francisco Foundation
- Self-Help Credit Union
- Sonoma County
- Stinson Beach Affordable Housing Committee
- The California Endowment
- Urban Habitat
- West Marin Fund
- Women’s Foundation California



CLT CAPACITY COLLABORATIVE

Community Land Trusts share a vision of an equitable future where people of all incomes can have safe, stable homes. Yet because of the technical nature of working in real estate, smaller and emerging land trusts face significant barriers in advancing their missions. Critical areas, such as property development, financial management, and construction management require professional expertise, hindering the ability of emerging CLTs to scale.

In response, SFCLT launched the CLT Capacity Collaborative (CCC) in October 2023, bringing together a regional cohort of Community Land Trusts dedicated to sharing knowledge, pooling resources, and strengthening our collective capacity to advance community ownership.

Since then, the cohort has steadily grown to include 17 CLTs from the Bay Area and beyond, meeting on a bi-monthly basis. Over the past year, based on member organization priorities, SFCLT has focused CCC meetings to share knowledge and best practices on the most important aspects of CLT work, including:

PRO FORMA WORKSHOP

A two-part interactive technical dive into budgeting spreadsheets for properties, a key tool to projecting costs and making acquisitions possible.

ASSET MANAGEMENT

An in-depth presentation from SFCLT’s Asset Manager on best practices for financial sustainability, project compliance, and maintaining building health.

ACQUISITION / BROKERAGE

An extensive walk-through of the escrow process to help participants understand best practices to get government funding for projects.

FUNDRAISING

An interactive how-to guide from SFCLT’s Development Director on securing financial support in a shifting philanthropic landscape.

CLT CAPACITY COLLABORATIVE

Bringing CLTs together across the Bay Area has created a powerful space for peer-to-peer learning. Member organizations regularly share insights drawn from navigating complex city council processes, pursuing challenging funding opportunities, and intervening in time-sensitive preservation or foreclosure situations. These conversations surface practical strategies that would otherwise remain siloed.



The Collaborative has shown that while each community faces unique conditions, the underlying challenges are deeply shared, and the solutions become stronger when developed collectively.

CLT CAPACITY COLLABORATIVE MEMBER ORGANIZATIONS

- **Bay Area CLT**
- **Bolinas CLT**
- **CARE CLT**
- **Common Space CLT**
- **Community Land Trust Association of West Marin (CLAM)**
- **Eden CLT**
- **Just Homes**
- **Mountain View CLT**
- **Mt. Tam CLT**
- **Northern California Land Trust (NCLT)**
- **Pahali Community Land Trust**
- **Richmond LAND**
- **Sacramento CLT**
- **San Francisco CLT (SFCLT)**
- **South Bay CLT**
- **Supportive Housing Community Land Alliance (SHCLA)**
- **Two Valleys CLT**



CAPACITY CATALYST PROGRAM

Deepening our efforts to address technical and financial barriers facing emerging CLTs, in early 2025 SFCLT created the Capacity Catalyst program. The initiative provides project-specific low-cost or free technical services—such as support in real estate development, financial management, and construction oversight—offered by experienced SFCLT staff. By supporting these organizations to understand and undertake these complex tasks, SFCLT helps CLTs across the region become more skilled and better positioned to serve the needs of their communities.

Four projects were selected early in the year from CLTs with promising but stalled initiatives. Through the pilot, SFCLT’s staff stepped in to provide targeted technical support that both advanced partner CLT’s skillsets and moved projects forward.

BOLINAS CLT

Assisted in obtaining 20 year Capital Needs Assessments for all of the buildings in BCLT portfolio. This project is a vital element of their Strategic Planning Process.

RICHMOND LAND

Provided brokerage services for the title transfer of the Tiny Homes Eco Village Project, and helped address high expenses at a property in order for it to be financially stable into the future.

SHCLA

Provided brokerage services and facilitated a building search by setting up tours that met the specific criteria for SHCLA’s Family Partnership Model.

NORTHERN CALIFORNIA LAND TRUST

Guided successful renovation project for NCLT co-op, including permits obtained and signed off on, contractors paid, and tenants moved back in.



CAPACITY CATALYST PROGRAM

RESULTS FROM THE INITIAL PILOT PHASE

Since launching in early 2025, SFCLT’s Capacity Catalyst contributed 100+ hours of technical assistance to Bay Area CLTs. At the conclusion of the pilot phase, we surveyed our participants.



SFCLT’S ACQUISITIONS DIRECTOR TOURING BOLINAS CLT PROPERTIES FOR THE CATALYST PROGRAM

The results indicate that the Capacity Catalyst is a strong tool to effectively strengthen and scale the impact of community ownership.

With this successful pilot, SFCLT is planning a full launch of the program in 2026, offering coordinated, below-market technical support to organizations across the region.

KEY OUTCOMES



85+ UNITS
PERMANENTLY AFFORDABLE HOUSING ADVANCED



UP TO 50
HOURS SAVED PER ORGANIZATION



\$27,000
AVERAGE COST SAVING PER PROJECT



PARTNERSHIP WITH MARIN COUNTY

SFCLT CREATING AFFORDABLE HOUSING NEEDS ASSESSMENT

Marin County is exploring the creation of a Community Land Trust Network to help address its deepening housing and displacement crisis. This project was launched in partnership with SFCLT, who is leading the exploration. As part of the first phase, SFCLT is developing a comprehensive affordable housing Needs Assessment and convening a Steering Committee of housing experts in diverse sectors to shape the future of the Network. Drawing on recent reports and interviews with 48 stakeholders, SFCLT highlighted key gaps in Marin’s affordable housing ecosystem and identified solutions to better fund preservation work, strengthen cross-sector collaboration, build capacity across the ecosystem, including through a CLT Network, and advance homeownership efforts.

During phase 2 of the project, SFCLT will provide targeted technical assistance to Marin’s existing CLTs and small affordable housing developers, helping them build the organizational and development capacity needed to preserve homes and expand long-term affordability.

This technical assistance will help jumpstart the existing preservation work already underway in Marin County, which could be bolstered in the longterm by a CLT Network. Community engagement along with a Steering Committee of industry experts and community stakeholders will be launched in early 2026 to help design the structure and focus of the Network.



SFCLT IS PARTNERING WITH MARIN COUNTY ON AN AFFORDABLE HOUSING NEEDS ASSESSMENT AND ASSISTANCE WITH CREATING A COUNTY-WIDE CLT NETWORK.



SFCLT EVENT: RECLAIMING HOME

The historic Roxie Theater was alive with energy, inspiration, and solidarity in September as SFCLT hosted **Reclaiming Home** — a night that celebrated community ownership, housing justice, and the enduring power of collective action.

The evening centered on a screening of the acclaimed documentary *Rabble Rousers: Frances Goldin and the Fight for Cooper Square*, which tells the story of how New York City residents turned a top-down displacement plan into a model of permanently affordable, community-owned housing — a vision that continues to inspire movements across the country.

The story of Rabble Rousers — neighbors uniting to fight displacement and claim collective power — resonates deeply here in San Francisco. SFCLT continues that same tradition by partnering with tenants to purchase their buildings, place them into community land trust ownership, and keep them permanently affordable.

Following the screening, a panel discussion brought the conversation home to San Francisco. Together, they reflected on what Cooper Square’s legacy teaches us about our own struggles for housing justice, community control, and the right to stay rooted in place.



SFCLT EXECUTIVE DIRECTOR SAKI BAILEY, RESIDENT AND ORGANIZER LUIS ZERON, HOUSING RIGHTS COMMITTEE OF SAN FRANCISCO EXECUTIVE DIRECTOR MARIA ZAMUDIO CONNECTED THE FILM TO OUR WORK FOR COMMUNITY OWNERSHIP IN SAN FRANCISCO.

LAUNCHING UNION AT HOME TOOLKIT

SFCLT TEAMS UP WITH TENANTS TO HELP ORGANIZE BUILDINGS

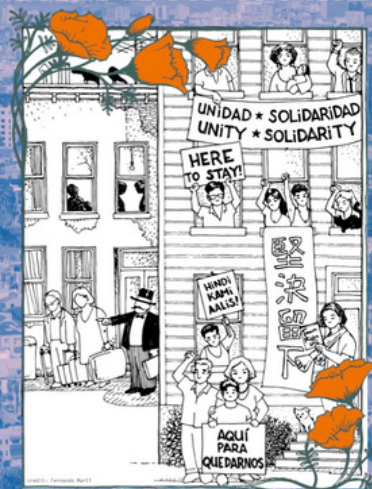
In 2022, San Francisco made history as one of the first cities in the nation to recognize a Right to Organize for tenants through the Union at Home ordinance.

That groundbreaking law has become the foundation of a number of tenant victories, including the successful organizing efforts by residents at 320 14th Street, who worked together to demand their building be put into community control. Late last year, SFCLT worked with the residents to make that happen, acquiring the building and making sure the long-term residents would have permanently affordable homes.

To help grow this movement citywide, SFCLT and the San Francisco Anti-Displacement Coalition (SFADC) teamed up to launch the Union at Home Organizing Toolkit — a resource to help tenants form unions, build collective power, and take the next step toward community ownership.

At the launch party, we celebrated tenant victories and heard stories of resident power. And we lifted up this basic truth: An organized base of tenants is the strongest foundation for a successful Community Land Trust.

UNION AT HOME



ORGANIZING TOOLKIT

TENANTS GATHER FOR THE UNION AT HOME ORGANIZING TOOLKIT LAUNCH PARTY





SFCLT POLICY ADVOCACY

WITH SFCLT LEADING LOCAL EFFORTS, STATE PASSES AB 670

In 2025, state lawmakers passed Assembly Bill 670, an important law that incentivizes local governments to invest in community land trusts and affordable housing nonprofits. SFCLT proudly led efforts to secure unanimous approval by the San Francisco Board of Supervisors, working hand in hand with Supervisor Jackie Fielder on a resolution supporting AB 670 and speaking out during public comment periods.



SFCLT JOINS ADVOCATES IN SACRAMENTO TO COMMEMORATE WORLD CLT DAY



SFCLT STEPS UP IN SACRAMENTO TO SUPPORT HOUSING COOPERATIVES

Working in partnership with the California Community Land Trust Network, in April SFCLT Policy Director Kyle Smeallie and Board President Hope Williams provided expert testimony in support of Senate Bill 592, a law to make resident-owned housing cooperatives more accessible across the state.





LEADERSHIP IN THE CLT FIELD



AT CONFERENCES AND CONVENINGS, SFCLT LED COMMUNITY OWNERSHIP DISCUSSIONS

In 2025, SFCLT strengthened its role as a leader in the community land trust movement, helping shape policy and practice at the local, regional, state, and national levels.

At the Grounded Solutions Network Conference in Washington, D.C. (*pictured above*), SFCLT contributed to the session “State and Regional Policy: Increasing Impact through Regional Collaboration.”



At Housing California 2025 (*pictured right*), Executive Director Saki Bailey led a discussion on “Regional CLT Solidarity: Scaling the Impact of CLTs Across California.” And at the 46th Annual NPH Conference, SFCLT participated in two panels—one on Partnerships for Preservation and another on winning strategies for affordable housing ballot measures (*pictured below*). Through these convenings, SFCLT continues to champion community ownership and elevate the impact of CLTs across California and the country.





SFCLT MILESTONES

SAKI BAILEY NAMED ONE OF SF BUSINESS TIMES' MOST INFLUENTIAL WOMEN IN 2025



Earlier this year, the San Francisco Business Times named SFCLT Executive Director Saki Bailey as one of the Most Influential Women in Bay Area Business for 2025.

This prestigious recognition honors Saki's bold and visionary leadership in advancing affordable housing and racial equity across San Francisco.

CREATING HEALTHY HOMES, SUPPORTING LOCAL BUSINESS: MERRY-GO-ROUND COOPERATIVE

At SFCLT, we believe that stewardship means more than simply keeping our housing affordable—it means caring for our buildings and the people who live in them for generations to come. That's why this year we were proud to complete long-needed upgrades and thoughtful improvements at 2976 23rd Street—known as the Merry-Go-Round Cooperative, including new energy-efficient windows and beautifully resurfaced floors.



We're especially honored to share that the Merry-Go-Round project received special recognition from the City and County of San Francisco's Contract Monitoring Division for achieving an outstanding 91.24% Local Business Enterprise (LBE) participation—the highest level of LBE participation recorded on a private/public partnership project! We're proud to not only preserve affordable housing—but to build healthy, vibrant, and lasting homes that anchor community in San Francisco.



THANK YOU!

Thank you to our funders, partners, and supporters for your continued commitment throughout 2025. Your investment strengthened SFCLT’s capacity to preserve homes, support residents, and advance community ownership in San Francisco and throughout the Bay Area. We are grateful for your partnership and look forward to building on this year’s progress.



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