

SAN FRANCISCO COMMUNITY LAND TRUST



Roots and Resilience

**Strategic & Business Plan
2026 – 2028**



MISSION

SFCLT's mission is to fight the displacement of low- and moderate-income San Franciscans by creating permanently affordable housing that is resident-owned and controlled. SFCLT envisions a future where housing is treated not as a commodity but as a human right, and communities hold collective power over land and housing.

CORE VALUES

SFCLT's foundational principles include:

- Anti-displacement and racial equity
- Resident solidarity and democratic governance
- Safe, healthy, sustainable housing
- Permanent affordability and secure housing for vulnerable communities

STRATEGIC GOALS

San Francisco faces an acute displacement crisis. With federal disinvestment and local competition for resources, thousands of low-income residents face eviction or housing insecurity. CLTs are recognized as a proven anti-displacement solution and a powerful tool for community empowerment. SFCLT is a leader in preserving housing affordability and fostering resident-led governance and collective ownership.

SFCLT has defined six interconnected strategies to guide its work over the next three years:

01	02
Center Resident Agency	Protect Housing Sustainability
03	04
Demonstrate the Impact of the CLT Model	Advance Housing Policy and Systems Change
05	06
Achieve Organizational Financial Sustainability	Strengthen Systems and Infrastructure



STRATEGY 1

CENTER RESIDENT AGENCY

Foster deep resident engagement, self-governance, and collective power

Residents gain skills, tools, and structures for cooperative living

A culture of mutual aid and peer support is fostered

Rent burden is reduced through equitable rent and eviction diversion policies



STRATEGY 2

PROTECT HOUSING SUSTAINABILITY

Maintain and upgrade homes to be safe, healthy, and environmentally sustainable

Portfolio-wide adoption of SFCLT's "Healthy Homes Standard"

Proactive repairs and energy-efficient retrofits

Financially sustainable buildings with stable cash flow

STRATEGY 3

DEMONSTRATE THE IMPACT OF THE CLT MODEL

Expand CLT housing options, support the community ownership ecosystem, and advance replication across the region.

1–2 new building acquisitions annually with community ownership pathways

Pilot programs supporting cooperative and homeownership models

Technical assistance and peer support for regional CLTs



STRATEGY 4

ADVANCE HOUSING POLICY & SYSTEMS CHANGE

Build political and public will for community ownership models

Increased resident advocacy and policy engagement

Stronger ties with city and state decision-makers

Multi-platform storytelling campaigns about CLT success

STRATEGY 5

ACHIEVE FINANCIAL SUSTAINABILITY

Diversify and stabilize funding to ensure longevity

New earned income from real estate and technical services

Strong donor and funder relationships

Increased board engagement in fundraising



STRATEGY 4

STRENGTHEN SYSTEMS & INFRASTRUCTURE

Build internal capacity for sustained and scalable growth

Strategic staffing and accountability systems

Leadership and governance development

Ethical and strategic use of AI for capacity-building

PROJECTED COMMUNITY IMPACT



Residents have stronger voices, greater stability, and increased power to influence their housing and communities

Long-term housing quality improves health, safety, and dignity while lowering environmental impact

More deeply affordable homes, new ownership options, and a growing regional CLT movement

Policy change that expands funding and support for community-led housing and reduces systemic barriers

An efficient, resilient organization capable of supporting residents, preserving affordability in perpetuity, and meeting future community needs

Through this Strategic Plan, SFCLT and our allies will shift policy, expand affordable housing supply, and build a sustainable, equitable housing future rooted in community ownership and collective power.

THANK YOU



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