



SEPTEMBER 2025

LOOKING BACK AT THE WEST BROADWAY COMMUNITY LAND TRUST

Scott McCullough, Stefan Hodges, and Mike Maunder



CCPA
CANADIAN CENTRE
for POLICY ALTERNATIVES
MANITOBA OFFICE



MRA
MANITOBA RESEARCH ALLIANCE

Executive summary

Community Land Trusts (CLTs) are gaining ground across Canada. Communities are turning to the CLT model to protect affordable housing and community institutions against displacement by real estate speculation, and as they try to reclaim culturally-significant lands that have already faced waves of commodification and displacement. In Winnipeg, residents and allies of the West Broadway neighbourhood, a working class renter's neighbourhood on the southwestern edge of the city's downtown, are organizing to create a neighbourhood-based CLT to combat gentrification. But this is not the first time West Broadway has created a CLT for the same reason. 25 years earlier a similar effort resulted in the incorporation of the West Broadway Community Land Trust (WBCLT) to make homeownership affordable to low-income community members.

The original WBCLT renovated 17 properties over a few short years, and eight households succeeded in becoming homeowners. However, the WBCLT itself dissolved after eight years of operation and the vision of community-stewarded housing was lost. Nearly two decades following its dissolution, this research opened archives of the WBCLT and held interviews with many of those involved to trace the problems that led to its dissolution and to celebrate the victories of the ambitious effort.

Previous accounts of the West Broadway CLT have rightly acknowledged the partnership breakdown and capacity problems that characterized the demise of the CLT. However, these factors were symptoms of a web of problems that began at inception that created complicated and ultimately unresolvable problems. From the earliest point, the complex homeownership model was a mismatch with the community's housing needs, available funding streams were restrictive

and insufficient, and costing shortfalls led to poor renovations and operational cost burdens. The WBCLT stretched itself to cover an array of operational roles but never had staff or operational funding to fill these roles, and the volunteer-run board had little capacity to pick up the slack. Finally, the neighbourhood underwent an unprecedented surge in property values, which made the sale of properties and dissolution of the land trust a tenable solution to recover losses.

Still, three of the original land trust households continue to occupy their homes, two decades later. Surrounded by neighbourhood change through decades of property revaluation, the WBCLT afforded these families stability in their communities. These residents look back fondly on the community-building events that the WBCLT helped organize and speak proudly of their homes. The West Broadway CLT boldly attempted to create an alternative vision of neighbourhood revitalization where instead of facing displacement, existing residents would reap the benefits of renewal. The failure and dissolution of the WBCLT still carries painful memories for many of those involved, and many of those stories are missing from this research. But the stories of the remaining residents show where the land trust flourished and what might be accomplished again.

By looking back at the West Broadway Community Land Trust, the researchers have identified several lessons to help prepare future CLTs for the challenges ahead.

The model:

1. The model of rent-to-own was a mismatch for the community's housing needs. The homeownership model was applied in a low-income neighbourhood that was 94 per cent renters and where most members of the community needed decent affordable rental housing. The emphasis on ownership placed pressure on the financial feasibility of the CLT requiring it to renovate large, multi-family homes into affordable single-family housing, and placed pressure on low-income households to qualify for a mortgage. It appears that the homeownership model was influenced more by values of the technical team and by the government mandates of the time. **This highlights the importance of ensuring that a Community Land Trust is designed first and foremost *by the community and***

for the community so that the model matches the needs of the community.

2. The Shared Equity and Rent-to-Own Model was complicated to the extent that only a few of the people involved in the CLT understood the full concept. To simplify things, the CLT promoted access to homeownership which overshadowed the shared equity component. **For members to be truly invested in their CLT, the model must be legible to those involved.** A clear model is important for community governance, for day-to-day management of the Trust, and for marketing the Trust to funders and partners.

Goals and planning:

3. The business model was stretched by the CLT's attempt to meet incompatible goals, some of which were influenced by government mandates. It was very challenging, and ultimately unfeasible, to renovate the neighbourhood's most disinvested housing stock into deeply affordable single-family homes. The properties were selected and income levels were fixed by government program limits and local incomes. When costs went up, housing quality suffered, which placed a burden on residents, on administration, and on the partnerships. This experience would suggest that **future CLTs should be wary of trying to accomplish too much to meet diverse interests of funders and stakeholders.** It is important to begin with a strong and simple vision, and to avoid stretching this vision to chase funding.

4. The WBCLT was innovating without access to a network of CLTs or proven local practitioners. The model was based heavily on the Lions Houses which was later acknowledged as a major financial loss, and the Central Edmonton CLT which met similar struggles with the rent-to-own model. Current and future CLTs in Canada will benefit from the cross-pollination and technical assistance available through the Canadian Network of Community Land Trusts. The CLT movement in the United States demonstrates that **dedicated CLT networks and technical assistance can have compounding effects and should be recognized as important areas for investment.**

5. There was not an adequate balance of interests to promote and protect the vision of collective land stewardship. At the point of

dissolution, the board and major stakeholders were residents who had the opportunity to own their land outright, government officials who had lost faith in the model, the developing partner which had incurred significant financial loss, real estate developers, and the West Broadway Development Corporation. Almost none of these actors had a vested interest in collective ownership of the assets. In fact, most had an interest or good reason in seeing these privatized. The WBCLT had alternative solutions to the sale of assets, but these solutions were not taken by decision-makers. **CLTs rely heavily on a governance system that balances interests in favour of collective land stewardship.** This cannot be overlooked. Furthermore, the WBCLT had very little decision-making power without full control of its assets.

6. Early planning must include the practical matters of financial planning, procurement strategies, acquisition strategies, partnership policies, due process strategies, and more. **Adequate planning and due diligence are key factors that require attention to prevent and mitigate significant problems down the road.** This requires significant budgets and funding in start-up activities for planning and legal costs.

Partnerships:

7. The CLT model relies on partnerships. Partnerships, like any human relationship, require good communication and mutual understanding, but also strategies to address and resolve conflicts. This research has avoided focusing on the intense and damaging conflicts that still carry painful memories for the people involved. Although partnership breakdown was caused by a wide range of factors, the conflicts offer a crucial lesson: **There must be clarity about roles, relationships, and responsibilities between partners, and there must be policies and strategies in place in advance to address conflict.** Especially when it comes to the stewardship of assets, the partnership agreements and legal agreements must be clearly described. In the end, when costs became the determining issue, the partner with the most control of the assets got their way.

Financial:

8. The West Broadway CLT was unable to reach a point of financial autonomy, which left significant decision-making in the hands of government funders and the developing partner who held the assets. Costs were grossly under-anticipated. Insufficient funds were available for acquisition, renovations, carrying costs, and operational activities. These costs put pressure on the model. Long-term operational funding was not sufficiently pursued from the beginning, relying on a last-minute request to government for an operating agreement.

Financial sustainability is important for a Community Land Trust's autonomy. This includes not only acquisition and development funds, but crucially, operational funding to meet the administrative burden of the model.

9. **Government programs should be designed with flexibility to let CLTs meet community-defined needs.** Also, CLTs should avoid chasing funding that does not align with their needs. Other housing providers from the time explain that it was very difficult to receive government funding for affordable rental projects. Those who were successful relied heavily on private donations, fundraising, and extensive volunteer capacity. The funding streams accessed by WBCLT were restrictive, risk-averse, and not designed for CLTs — but they were what was available. The combination of government mandates that prioritized increased property values and a promotion of homeownership with limits to fund renovations above the mortgage value created an impossible financial position for the WBCLT and forced the community to assume the risks of housing revitalization. Despite best efforts to stretch the funding, the funding challenges were a significant cause of the project's demise.

10. Government support for community-based housing programming was one of the key enabling factors that spurred the WBCLT. Community Land Trusts require significant financial support before they can reach a point of organizational stability. This includes capacity building and start-up funding to develop a local model, as well as acquisition and capital funding to grow a portfolio with quality housing. For Community Land Trusts to provide more deeply affordable housing, operational funding is necessary to cover staffing, maintenance costs, support services for residents, and to subsidize rents. Some Community Land Trusts may strive for independence from ongoing government support. Nevertheless, **a supportive political**

climate is essential to create new CLTs and to help CLTs achieve greater social outcomes.

Boards:

11. The transition from the interim board to the operational board led to significant discontinuity in the WBCLT's governance. This resulted in a loss of champions, institutional memory, technical capacity, and records that made it difficult to maintain the vision. **Community Land Trusts require stable governance and their structures should be designed accordingly.** This can include policies such as limiting the number of board seats for turnover or requiring involving stakeholder organizations with long-term institutional support on the board.

12. Board capacity must also be considered from inception. **Boards require expertise in a broad range of property management, development, financial, and political skills.** Without these skill sets, boards face overwhelming challenges.

13. As they expand, CLTs can develop large portfolios of real estate assets that are held in trust. This also makes them susceptible to struggle from both internal and external interests. **Boards require policies and procedures in place to mitigate conflicts of interest and board takeovers,** while meeting the goals and objectives of a CLT.

Operations:

14. The West Broadway CLT never developed the internal capacity required to acquire and manage a large portfolio of housing. This resulted in significant burdens being placed on a single Housing Coordinator position, and to a lesser extent on the original champions of the project. Without this capacity the CLT would not be able to take over the portfolio – even if funding had been available for the cost overruns. **Internal capacity must include the skill-sets required for real estate development, property management, and other skills must be present from inception and over the long-term.**

15. The West Broadway CLT tried to cover a wide range of operational roles including acquisition, redevelopment, asset management, property management, leasing, community events, and support services for residents. Each of these roles requires adequate funding and staffing to maintain good community housing, and together these roles may be too much for one CLT to handle. **A future CLT should ensure that its operational roles are simple, well planned, and adequately funded.** Partnerships can fill other roles wherever possible.

Community:

16. The residents who were able to purchase their home cited support from their communities. Each of the residents is known to play an important role in 'giving back' to their community and has proudly remained in their home for 24 years. This is a stark contrast to the displacement faced by many other residents who felt the impacts of gentrification and had to leave their community over the same period. **The stories of successful residents demonstrate that investing in community members can create positive feedback loops of mutual support and community-building that improve neighbourhood stability.** Community-building events and social services for residents were important in this respect.

Table 1 / Timeline of the CLT

Date	Item
1997	Formation of the West Broadway Alliance: 65 groups participated. Response to neighbourhood conditions.
1997	Formation of the West Broadway Development Corporation
1998	Exec Director of WBDC approaches the Mayor of Winnipeg for funding for home renovations on Young St.
Early 1999	Executive Director of WBDC attends conference in US, returns with idea of a land-trust concept.
Aug 1999	A Professor of City Planning at the University of Manitoba Sheri Blake acquires funding to develop model of a community land trust
Nov. 25, 1999	WBDC first mentions 'land trust' in minutes among list of affordable housing options
June, 2000	Housing forum at Crossways United discusses options for affordable housing.
July, 2000	CLT interim board meets for 1st time.
Sept, 2000	Field trip to Saskatoon and Edmonton to look at housing, including Edmonton Community Land Trust, which used a rent-to-own model. This land trust was influential in the design of the Winnipeg model.
Oct, 2000	WBDC board asks WHRC to develop plan for Langside/Young
Nov, 2000	WBDC board approves WHRC purchase of 204/206 Furby — first purchase for the land trust.
Nov, 2000	Interim CLT board creates 2 committees: Technical/financial and Resident selection/outreach
Dec, 2000	Planning professor leaves project for personal reasons — loss of key champion of project
Jan. 25, 2001	WBDC board meeting: <ul style="list-style-type: none"> • WHRC presents Young/Langside plan • Housing Coordinator hired: coordinating all projects, developing CLT, working with other partners on housing
March, 2001	WBDC/WHRC letter of understanding; CLT is WBDC's "mechanism for owning and holding property." WHRC to act as trustee until CLT is incorporated.
mid-2001	Planning professor returns part-time to project
2002	Housing business gets diverted from WBDC board into a housing advisory committee (HAC) Housing Coordinator is the only staff supporting the work of HAC and the Technical financial committee. This work seems extremely complex and mired in bureaucracy.
mid-2002	Housing Coordinator holds family meetings — poorly attended. There are increasing stresses: Housing Coordinator having to say 'No' to so many families, much misunderstanding of CLT model; confused interpretation between families and WHRC whether they are renters or owners.
Sept. 16, 2002	Consultant's report, "Critical Review of the West Broadway Proposed Community Land Trust Model": <ul style="list-style-type: none"> • identifies conflicting objectives in the model, as well as lack of mechanism to preserve long-term affordability if the market appreciates. • identifies four outcomes of the CLT financial model being used: <ol style="list-style-type: none"> 1. permits the resident to gain the largest share of appreciation upon sale, minimal reimbursement to the CLT; 2. leaves most of the outstanding subsidy investment unrecovered; 3. does little to control future windfalls to purchasing residents; and, 4. fails to preserve future affordability. • identifies problems with RRAP funding and low rents, • identifies problem of attracting tenants who don't want to purchase in the future, • identifies problem of tenants not purchasing at the end of the 5-year rental period, forestalling CLT opportunity to recapitalize, <p>Concludes that the CLT may be ineffective at preserving long-term affordability of rehabilitated dwellings, and does not recapture subsidy funds — threatening longevity.</p>

Date	Item
early 2003	Home ownership support program begins. Poorly attended.
mid-2003	Mike Maunder starts co-operative projects.
mid-2003	WHRC takes over marketing of some vacant units.
Sept. 2003	CLT Technical/financial committee meets again and reaffirms concept of CLT.
Oct. 2003	Mediation event between WHRC and WBDC to better identify roles and responsibilities.
late-2003	Confrontation between WHRC and homeowners over fence-building (equity benefits amongst members)
Dec 2003	CLT Board elected and appointed.
Dec. 10, 2003	CLT incorporated as a non-profit entity without shares
Early 2004	<ul style="list-style-type: none"> • Exec. Dir. of WBDC leaves his position. • Exec Dir. of WHRC also leaves his position at this time. • New Exec Dirs at WBDC and WHRC. Possible loss of knowledge, or shift in viewpoint, at both organizations.
March 3, 2004	Lan Trus informs the WBDC it "will assume the responsibilities and obligations of the partnership with Winnipeg Housing Rehabilitation Corporation, current Property Manager of the <i>Lan Trus</i> 17 houses (22 units)"
March 22, 2004	Board discusses cost overruns and WHRC request for more money, threat by WHRC to charge residents for the overruns. "WHRC has informed WBDC that it may plan to charge the Residents for the building cost overruns at the time of anniversary (OTP and sale)."
July 7, 2004	Draft agreement between WBDC, WHRC, and WBCLT: states that: the 290 Langside apartment building to be transferred to the Lan Trus who will assume the mortgage; four properties to transfer to Westminster Housing and the WBDC; and the 17 properties (22 units) will be transferred to the Lan Trus and cost overruns paid by the Province up to \$90,000 – and further, that the RRAP grants will be replaced with equivalent AHI money. Additionally, there was to be an audit of, and fund repairs to the 22 units. Transfers to occur in August and Sept. 2004.
July 13, 2004	Letter from lawyer detailing the status of the properties, including mortgages and grants registered against the properties.
July 19, 2004	"Synopsis of the dispute" involving three parties (WBDC, WHRC, and WBLT) indicates that the agreement was the properties would be renovated and managed by WHRC, and the units made available on a rent to own basis, then transferred to the Lan Trus. Yet, the WHRC remains in possession of the properties. Notes that documentation of the arrangements between the parties is poor; and that there are further conflicts including the renovations, management costs, and conflicts of interest.
August 4, 2004	Memo between WBCLT, WHRC and lawyers indicates: Assiniboine Credit Union is 'balking' at allowing the WBLT to assume the mortgages as it has no income stream, no borrowing track record, and no assets; and is therefore not in a position to assume the covenants. The concept of the Lan Trus owning in "perpetuity" is identified as 'not allowed under our law'. Long-term leases proposed.
Sept. 3, 2004	Email including edits to Agreement from Winnipeg Housing indicates that their understanding was the Agreement was to be more general, rather than detail each property. The agreement was to transfer all the properties to either the WBDC or the Lan Trus, and as a document to present to the Province for their support. Also expresses Winnipeg Housing's inability to subsidize West Broadway projects and its need to recover costs and be released from covenants. The emphasis of these Agreement edits are for the WHRC to be reimbursed for all costs.
Sept. 10, 2004	MOI signed between WHRC and West Broadway Land Trust. Not legally binding, but indicates each organization's objectives. "It is also understood that as consideration for transferring these properties, WHRC and/or WPH will be reimbursed for all of their costs, unless otherwise agreed to in writing..."
Sept 30 2004	Summary of cost overruns provided to WBLT by WHRC

Date	Item
Oct. 20, 2004	Letter from the Lan Trus to residents regarding the 'house deficiencies'. Asks residents to allow release of information from utility companies and the City about the unit costs. Lan Trus is gathering evidence that the houses 'have not performed to expectation'. Ten resident families agree to data collection.
Nov. 18, 2004	Discussion amongst MLAs regarding problems with the Community Land Trust; and \$600,000 of government grants invested.
Nov. 19, 2004	Lan Trus requests meeting with Housing Minister regarding Rent-to-Own Homeownership Program challenges <ul style="list-style-type: none"> - Many empty renovated houses for sale - Families abandoning the program due to high rents, utility burdens, and poor quality of renovations
Dec. 08, 2004	Summary of Phone Conversations between local MLA, WBDC, and WBCLT. Summary of dispute between WHRC and WBCLT. Lan Trus believes that public funds were obtained with the understanding that a rent-to-own model would be used. WHRC has indicated in a recent email it wants to pursue lease agreements with the tenants. <ol style="list-style-type: none"> 1. WBDC & Lan Trus believes WHRC was substandard in at least 14 of the 17 houses. Estimates \$250,000 needed to fix deficiencies. 2. WBDC & Lan Trus believes WHRC charging rents higher than necessary to member of the Lan Trus, 3. WHRC recent email suggests 11-units apartment block might not follow rent-to-own model either, 4. Many vacancies and WHRC are not filling them, 5. A combination of higher than necessary rents, repair from poor quality original rehabilitations, excessive bills from poor insulated homes is making the Lan Trus homes unaffordable. 6. Lan Trus members receiving contradictory message from the provincial government regarding these matters. Province promises to fix deficiencies in summer 2004, then denied that commitment and stated it would defend the WHRC henceforth. 7. Five families ready to go to the media with their stories.
Dec.29, 2004	WHRC meeting notes that lay out 4 Goals of WHRC including: <ol style="list-style-type: none"> 1. WHRC preference is to sell all 38 properties to the Lan Trus 2. WHRC needs to recover all of its costs associated with the 38 units involved <ul style="list-style-type: none"> - cost overruns of \$600k and climbing. Cost summary provided to Lan Trus 3. WHRC wants large number of vacancies among the 38 units addressed – either sell the units, or take over renting them. 4. If LanTrus is to acquire all the units, WHRC must be released of all covenants <ul style="list-style-type: none"> - ACU, CMHC, MHRC, and CoW all need to agree to purchase of properties by LanTrus. - Concerns that land Trus is not ready/able to manage this large portfolio <p>WHRC wants a deadline for potential sale of properties to LanTrus.</p>
Jan. 13, 2005	<ol style="list-style-type: none"> 1. Lan Trus wants WHRC to respond to offer to purchase 290 Langside 2. Lan Trus wants confirmation that the financial information for each of 38 units are current & up to date 3. Lan Trus wants WHRC to provide "Per diem" cost associated with each 38 unit 4. Lan Trus wants a deadline for conclusion of negotiations
Jan. 20, 2005	DRAFT Estimate of Expenses to Acquire all 17 properties (22 units): Audit of Conditions, Deficiency removal, legal fees, Condominium fees: TOTAL \$300,000

Date	Item
Jan. 24, 2005	<p data-bbox="342 262 1117 304">Lan Trus Board Meeting: Chairperson's Report (Memorandum of Intent Update)</p> <ul style="list-style-type: none"> <li data-bbox="342 304 1096 346">• Report on two meetings between members of the Board and MLA. Jan13th. <li data-bbox="342 346 1443 420">• WHRC considers 290 Langside apartment block to be crown jewel of portfolio and their strongest bargaining chip in meetings with the Province. <li data-bbox="342 420 925 462">• 9 homes and all of 290 Furby apartment block are vacant. <li data-bbox="342 462 1360 535">• Lan Trus believes WHRC is ignoring rent aspects of the land trust and using vacancies as a strategy to pressure the Lan Trus. <li data-bbox="342 535 982 577">• WHRC buy-out position is \$600,000 (to cover the cost overruns) <li data-bbox="342 577 1421 682">• "Given the Minister is amenable to their request of \$600,000, WHRC is prepared to transfer all 38 units to the Land Trust for \$1.00, but at this time, neither the Board [of the Lan Trus] or its legal counsel are prepared to receive it. <li data-bbox="342 682 1396 756">• The Lan Trus needs acquisition and operating funding to take the properties. Requests \$360,000 from the Province for Audit, Deficiency removal, legal fees, condo-ization fees, transition costs. <li data-bbox="342 756 1347 798">• THEREFORE: TOTAL ESTIMATE for the Lan Trus to take ownership of the properties is \$1million. <li data-bbox="342 798 1388 871">• Assiniboine Credit Unit indicates that transferring mortgages to the Lan Trus is 'risky' because of the high number of vacancies, and they prefer the proven WHRC. <li data-bbox="342 871 1372 945">• Details suspicions that WHRC is using "suspect property management practices" to force tenants out of homes, creating high vacancy rate and pressuring the Lan Trus. <li data-bbox="342 945 1242 987">• Lan Trus searching for alternative property management company if they become owners. <li data-bbox="342 987 1209 1029">• The Lan Trus Board questions whether they have the resources to be financially viable. <li data-bbox="342 1029 1128 1071">• The Lan Trus Board considers using a direct-ownership model, vs rent-to-own <li data-bbox="342 1071 982 1113">• The Lan Trus believes the WHRC will "need a bailout eventually"
Jan. 28, 2005	<p data-bbox="342 1123 1443 1228">Letter from Winnipeg Housing enclosing a revised detailed development costing up to Dec.31, 2004 for 27 units of housing. Total costs are just over \$2 million, with funding of \$758,000, mortgages of \$822,000, and a deficit of \$502,000.</p>
Feb.18, 2005	<p data-bbox="342 1228 1443 1356">Letter discusses meeting with Minister of Housing, WHRC, WBDC, attempting to reach compromise in resolving problems between WHRC and Lan Trus. Proposed some units to be sold to Westminster Housing, or on the market, that cost overruns be covered by AHL and secured for 10 years, and that the 290 Furby apartment building needs to be rented out and could be transferred to WBCLT once agreements are reached.</p>

Date	Item
Feb. 21, 2005	<p>Resolution of Board of Lan Trus: "Whereas West Broadway Lan Trus Inc. is willing to participate in the resolution of issues surrounding 38 units of residential housing in dispute between Winnipeg Housing Rehabilitation Corporation, West Broadway Development Corporation and West Broadway Lan Trus Inc.' And Whereas significant effort has been extended by these parties, in part, facilitated by the Province of Manitoba, to resolve these matters; The West Broadway Lan Trus Inc. (WBLT) Board of Directors do hereby resolve the following: That the WBLT position for the purpose of settling these matters be as follows: (1-9 statements).</p> <ol style="list-style-type: none"> 1. That WBLT be acknowledged as a party to the negotiations; 2. That Renovated Single Family and Duplex Dwellings (totaling 22 units) be transferred to the WBLT and not sold to "eligible homebuyers" 3. That the costs to effect transfers of the Renovated Single Family and Duplex Dwellings (totaling 22 units) to WBLT be included as cost overruns under AHI agreements; 4. That the carrying costs related to any of the Renovated Single Family and Duplex Dwellings (totaling 22 units) be included as cost overruns under AHI agreements; 5. That additional funding under AHI to address reasonable deficiencies cover any of the Renovated Single Family and Duplex Dwellings (totaling 22 units) containing such deficiencies; 6. That the cost of subdividing the Duplex Dwellings (4 properties, 8 dwellings) sufficient to allow for individual unit mortgages and transferable long term leases be included as cost overruns under AHI agreements; 7. That the costs to effect transfer of the premises at 290 Langside Street to WBLT be included as cost overruns under the AHI agreement; 8. That the unit rents for 290 Langside Street be established in discussion with WBLT and, in particular, reflect the pro forma being prepared for WBLT in relation to these premises; 9. That the premises at 271, 283, 287, and 297 Furby St. and the premises at 86 Spence Street be open to redevelopment subject to the conditions of the West Broadway Development Corporation. <p>Moved, seconded and unanimously accepted at a meeting of the Board of Directors of the West Broadway Lan Trus Inc., 21 February 2005.</p>
Feb. 22, 2005	<p>Draft letter to MLA from Lan Trus Vice-President suggesting unoccupied dwellings would be retained by Winnipeg Housing; and that costs of transfer and deficiencies be covered by AHI. This letter indicates the "the Province is trying to prevent delivery of the empty units to the Lan Trus", because of the RRAP grants.</p>
Feb. 28, 2005	<p>Letter from Winnipeg Housing to the WHHI with an attached summary of detailed updated costs incurred up to Jan. 31, 2005. This letter indicates that "Circumstances have changed over the last two years..." and that WHRC needs to recover its costs. The estimated shortfall is approximately \$440,000 at this time, though if two mortgages are funded it would be \$330,000. Reviews a Feb. 15th meeting with the Province and notes the Provincial Government was only prepared to contribute approximately \$85,000 of these costs. Winnipeg Housing does not have the capacity to absorb the loss of \$200,000. Reiterates that WHRC wants to work with WBDC and the Lan Trus, but must be able to recover all of its costs — as per their original agreement. Presents possible alternative arrangements if no further Provincial funding available: selling five former rooming house properties to Westminster Housing, renovating or selling two more former rooming house properties, selling one partially renovated single family home to recover costs, of the remaining 12 single family homes and five duplexes: to sell four on the market without a land-lease component, and sell all the duplexes on the market without the land-lease component, the small apartment building to be retained by Winnipeg Housing (but willing to sell to WBLT), leaving the Lan Trus with eight units of housing and an equity position of \$134,000.</p>
March, 2005	<p>Presentation to Executive Policy Committee, City of Winnipeg; and scathing article in Housing News that outlines failure of WHRC to renovate homes and the 'money go-around' between levels of government.</p>
March 31, 2005	<p>Chairperson resigns from Lan Trus Board.</p>

Date	Item
April 25, 2005	Final Chair of the Lan Trus Board elected. Memo to Chair dated April 21 state objectives of land trust over next year is: acquire the properties, obtain insurance, apply for charitable status, and apply for monies for staff.
April 26, 2005	Original Liability Insurance Form indicates that WBDC "anticipates acquisition of land and buildings (up to 33 units)"
May 5, 2005	Lan Trus requests access to single family and duplex homes from WHRC, to report on re-habilitation needs.
May 9, 2005	Meeting between Director of MHRC and WBCLT President. MHRC requests a proposal from WBCLT for the acquisition of properties.
May 16, 2005	WBCLT Board meeting discusses MOU Negotiations with Province. See below.
May 18, 2005	Proposal by WBCLT for the properties: agrees to sale of some vacant single family homes to recover costs, the transfer of title and mortgage to the Lan Trus of seven occupied single family homes, the transfer of title and mortgage of five duplexes, the transfer of the small apartment block to the Lan Trus, the transfer of three un-renovated homes and one empty lot to the Lan Trus. Requests transfer concluded by June 30, 2005.
May 24, 2005	Letter from Winnipeg Housing to WBDC. Indicates that WHRC has tried to accommodate WBDC, but there has been no resolution of the conflict. WHRC is carrying more than \$500,000 of capital costs which is creating a significant burden. States that the WHRC "...has no alternative but to sell some of the assets. WHRC is prepared to consider any reasonable offer from West Broadway..." Sales to start immediately.
June 2, 2005	Draft email to Minister of Housing noting there has been no response from MHRC on the WBCLT proposal, and that the WHRC have "embarked on a program in which it is marketing for sale certain of the properties of which the Lan Trus was anticipating taking conduct."
June 20, 2005	The Lan Trus submits offer to WHRC to purchase two homes at 271 & 291 Furby. These are un-renovated, and in poor condition. Valued at about \$79,000. The intent was to apply to WHHI to develop both properties as infill housing, in partnership, or by selling to Kikinaw Housing.
July 1, 2005	The Lan Trus purchases two properties from Winnipeg Housing, with mortgages from CHAM Holdings. This are likely the only two properties the Lan Trus ever actually owned. Both were eventually transferred to Kikinaw Housing for demolition and new affordable housing infill. (See Nov. 2007)
July 26, 2005	WHHI confirms the availability of funds through MOU negotiations for the redevelopment of 271 & 297 Furby Street.
Nov. 28, 2005	LanTrus Board Meeting: indicates the LanTrus is in negotiations with Housing Ministry. "...the Minister has set aside some money to deal with the deficiencies in the houses." Recommends doing a condition audit. Move to provide pre-qualification counseling to tenants as time of purchase is coming closer (within a year for some). Notes the two properties on Furby should likely be demolished.
Dec. 16, 2005	Letter goes out to homeowners about audit and requesting access to the housing units for audit of renovations.
early 2006?	Partial document (no date, likely a report of Housing Coordinator): details multiple issues including support of some families for the Lan Trus; complaints of some residents of poor renovations; the refusal of audits; and efforts by one family to persuade others not to cooperate with the Lan Trus audit, and to work with WHRC independent of the Lan Trus. At least five families support the audit process and the Lan Trus, but many other families want the 'house and land option' provided by WHRC. Four of these people have been Lan Trus Board members — and therefore in a conflict of interest. "...a few families figured out that they could get the house and land at a bargain — no Community Land Trust."
Feb. 8, 2006	Lan Trus Board Meeting: discussion of WHRC sell-off of properties and Lan Trus strategy
Feb. 22., 2006	Letter from Lan Trus President warning the WBDC Board that the WHRC has stated to residents that 'it would be providing offers to purchase to the residents, which offers would be for the acquisition of both land and building.' Lan Trus President asks the WBDC to ascertain whether the WHRC are within the spirit of the agreement between it and the WHDC.

Date	Item
June 15, 2006	<p>Lan Trus Board Meeting:</p> <ul style="list-style-type: none"> • Lan Trus appears to be winding up its operations. • Reviews Offers to purchase Furby properties by Westminster and Kikinaw housing. • Discussing disbursement of remaining funds, and any further steps for the Lan Trus.
Oct. 17, 2006	<p>Sale of 271 & 297 Furby St.</p> <ul style="list-style-type: none"> • The Lan Trus facing bills with the City of Winnipeg • These two vacant properties incurring “soft costs” of \$750/month, now total \$15,000. • Kikinaw awaiting AHI funding before they can purchase; requests a two-month extension. Westminster Housing in same position as Kikinaw — reliant on AHI funding. • Extension to April 30, 2007, approved.
Dec 28, 2007	<p>Kikinaw reaffirms intent to purchase two properties. Awaiting AHI funding. Suggests short-term financing through CHAM or other means.</p>
Feb 5, 2007	<p>Last known meeting of the West Broadway Lan Trus Board.</p> <ul style="list-style-type: none"> • Discusses the finances of the Lan Trus, and the two Furby properties.
June 5, 2007	<p>Letter from Housing Coordinator to CHAM Holdings.</p> <ul style="list-style-type: none"> • Final payment on mortgages for two Furby properties. • Expired KIKINAW purchase request with no request for extension. <p>“After much endorsement and lobbying over the last year and a half by the Lan Trus, the West Broadway Development Corporation, and other Housing Stakeholders in the West Broadway neighbourhood, the government has informed us that they will not support a locally driven <i>Community Land Trust</i> model for housing ownership and property management... The Lan Trus as a housing provider or entity is in its last stages of dissolving its business activities and its corporation.”</p>
July 4, 2007	<p>Correspondence stating the Lan Trus making mortgage payments on two Furby properties and have received an offer to purchase them from Kikinaw Housing.</p>
Nov. 26, 2007	<p>Memo to Board of Land Trus: noting that at the previous Board meeting it was resolved: to sell the only two properties it controlled to pay the mortgages; and to dissolve the Lan Trus and distribute its few remaining funds.</p>
Feb. 27, 2008	<p>Final correspondence of the Lan Trus indicating “Winding down the affairs of the WBLT” and distributing the final remaining funds to Kikinaw Housing, the West Broadway Neighbourhood Housing Resource Centre, and a small gratuity to the Housing Coordinator to pay for office supplies. In this final letter, The Chair states the Land Trust had 22 units of housing, and 8 of the original 19 families had managed to purchase.</p>

This report is available free of charge from the CCPA website at www.policyalternatives.ca. Printed copies may be ordered through the Manitoba Office for a \$10 fee.

Help us continue to offer our publications free online.

We make most of our publications available free on our website. Making a donation or taking out a membership will help us continue to provide people with access to our ideas and research free of charge. You can make a donation or become a supporter on-line at www.policyalternatives.ca. Or you can contact the Manitoba office at 204-927-3200 for more information. Suggested donation for this publication: \$10 or what you can afford.

The opinions and recommendations in this report, and any errors, are those of the authors, and do not necessarily reflect the views of the publishers or funders of this report.

The CCPA Manitoba publishes research on the original lands of the Anishinaabe, Anisininew, Cree, Oji-Cree, Dakota, and Dene peoples and the homeland of the Métis Nation on Treaty 1 Territory. Beyond recognizing the importance of place, we acknowledge our responsibility to contribute to solutions to the problems caused by past and present colonial policies in Canada. We are committed to contributing research that builds on the strengths of Indigenous communities, respects the spirit and intent of Treaties, and that is done in partnership with First Nation, Métis and Inuit people and organizations.

Acknowledgements

The authors would like to thank everyone who participated in this research and whose contributions informed its development. We are especially grateful to the original partners of the WBCLT, who gave so much time and effort to the WBCLT in the years of its operation, and who experienced the failure and sorrow of its ending. We thank those that spoke with us to inform this research in the hope that those experiences can inform the development of new successful community land trusts in Winnipeg and across Canada.

About the authors

Scott McCullough is a Research Associate at the Institute of Urban Studies, focusing on housing challenges and policy.

Stefan Hodges is a housing worker and community organizer at West Broadway Community Organization.

Mike Maunder is a community researcher and community journalist who has lived, worked and participated in West Broadway's vibrant community life for 28 years.



CCPA
CANADIAN CENTRE
for POLICY ALTERNATIVES
MANITOBA OFFICE



Social Sciences and Humanities
Research Council of Canada

Conseil de recherches en
sciences humaines du Canada

Canada



CCPA
CANADIAN CENTRE
for POLICY ALTERNATIVES
MANITOBA OFFICE



MIRA
MANITOBA RESEARCH ALLIANCE