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CLT GHENT (CLTG)

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STATE OF AFFORDABLE HOUSING IN GHENT

In Ghent, in the Flanders Region of Belgium, about **50% of the population rents their main home**, while only 12% of the total rental housing stock is affordable social housing[31]. As a result, 10,435 families are on the social housing scheme **waiting lists** (SHICC Case Study, 2019.) Within the City of Ghent, 23% of the tenants spend over 30% of their income on housing. It has also been observed that 3/4 of the **tenant households lack the capacity to buy a home**[32]. They are thus the population suffering the most from the **significant housing affordability crisis** in Ghent over the past decade. Indeed, between 2006 and 2016 the average purchase price for an apartment or a house increased by 58% while average rent (€500 – €550) increased by €100 – €300[33] (CLTG, November 2018).

It's against this backdrop that Flemish elected officials in charge of housing[34] – traditionally highly committed to private ownership – experimented various **social-homeownership policies**. The Social Objective Law, for example, stated that in municipalities such as Ghent at least 10% of the largest projects (above 60 units) should be '**budget homes**'[35]. Despite the abrogation of this regional law, the City of Ghent nonetheless tried to implement a similar mechanism at the local level, in which **developers were offered reductions in land prices**. However, without a legally binding agreement and a **30% rise in land prices between 2008 and 2014**, this policy has had hardly any success (Van Mullem, 17/01/2019).

LEGAL AND POLITICAL BACKGROUND

Following a three-year process,[36] CLTG was officially founded on 6 December, 2013. Since then, CLTG has been working on developing **two pilot projects** (in Meulestede and the Dampoort renovation project). For these, CLTG is working in close connection with the **City of Ghent**[37], the **local developer (SoGent)**, the **Region of Flanders**[38], and in partnership with the **Flemish Social Housing Society (VMSW)** and the **Municipal Social Housing Society (WoninGent)**. CLTG also partners with other housing associations and housing cooperatives[39] in Ghent in order to put pressure on the City Council and obtain access to land for innovative housing projects.

CLT GHENT LEGAL STATUS AND GOVERNANCE

CLTG has its origin in *Samenlevingsopbouw*[40], an **umbrella organisation** active in the social sector (housing, welfare, education, labour, etc.). This umbrella organisation supported the creation of CLTG and has been hosting and supporting its development to this day.
One of the goals of CLTG is to **become independent** as it grows. In pursuit of this goal, and after having considered developing a cooperative, **CLTG adopted a governance structure similar to that of CLT Brussels**. It is today composed of an **NGO that runs the CLT's day-to-**

[31] Compared to 7% in Brussels.
[32] The minimum required income for acquisition being €47,000.
[33] In old buildings.
[34] Housing comes under the authority of the Region.
[35] 20% less expensive in comparison to open market prices.
[36] Including the drafting of a memorandum in 2010, visits to fellow CLT experiments in Brussels, organisation of steering groups (2012), drafting of a feasibility study in 2012 (CLT Ghent blueprint), signing of a charter (2012), recognition by the Flemish Housing Council (2013), etc.
[37] The City Council was renewed following the November 2018 elections. The City is today governed by a coalition of Greens, Liberals and Socialists.
[38] Mr Homans, Flemish Housing Minister (2014-2019).
[39] E.g. WoonCoop, LabLand, Pandschap etc.
[40] Literally translated 'Building society'.

day operations (social guidance, community work, etc.) and a **foundation that holds and manages the land in perpetuity.**
This feature has been made possible by a change in Flemish regulation, which facilitates fundraising opportunities through NGOs. However, this poses some governance challenges, as the organisation has to deal with two boards (with tripartite governance based on the 'traditional CLT model') while remaining under the umbrella of *Samenlevingsopbouw.*

CLT Ghent in brief

Date of creation	**2014 (5 years)**
Nature	Initiative supported by the non-profit sector
Legal structure	Non-profit organisation combined with a Public Purpose Foundation[41]
Target population	-Middle- to low-income households -In between social rent and social acquisition income ceilings, which were a max. €24,852 to €39,319 respectively in 2018 in Flanders for a single person living in a major city. (VMSV, 2019)
Membership fees	-Board member: €10,000 -NGO membership: €30 (small) - €100 (big) -Individual membership: €10
Resale price	-Average price per m^2 in the private market: €2,200 – €2,800 -CLTG price per m^2: €1,300 - €1,600 -About 50% of the market price
Projects	-1 project under construction (Meulestede 34 units) -2 renovation projects (19 and 5 units)[42] -One community shop (under experimentation)
Workforce	2.8 FTE for 5 employees[43]
Number of members	CLTG has a total of 140 members, including: -70 homeowner candidates -65 supporting members -5 non-profits -12 residents (renovation programme)
Resale formula	Indexed on income: (basic purchase price + indexed additional value) + (possible private investments - depreciation) – €5,000 indexed
Ground lease	-50-year leasehold including novation clause -Monthly payment under discussion[44]
2018 budget	Operational budget: €175,000 (mainly for financing staff costs)
Sources of funds	Mainly from public grants

[41] Similar to the CLT Brussels structure.
[42] The renovation programme is currently being taken over by the City. The City successfully applied for EU funding and will start (in collaboration with CLT Ghent) the renovation of 100 extra homes in the next three years (Van Mullem, April 2019).
[43] Most of them also work for the umbrella organisation. Staffing needs have been covered by the hiring of a community worker and a financial expert (Van Mullem, April 2019).
[44] This number depends on the status of land (leased or bought). Still under discussion, it varies from €1.30 per m^2 or €17-€29 per household.

HOW CLT GHENT WAS CREATED

Upfront financial assistance

To begin its operation, CLTG benefited from a **variety of grants, mainly public, but also grants from charitable bodies**. It received €87,192 over three years (2014-2016) for staffing from the Province of East Flanders and €67,386 (2013-2017) for the delivery of a business plan[45].
In addition, in order to **generate working capital** for the organisation, the main institutions within the CLT Board (Hefboom, SoGent) - along with the participation of CLTG - invested over €10,000 each. The City of Ghent invested a further €25,000 in order to close the financial gap.

Technical support

In addition to the above upfront financial assistance, CLTG mobilised further technical support for establishing its business model. For instance, Frank Vandepitte, a CLTG Board Member, was in charge of drafting a feasibility study in 2012 with the support of the notary Jo Debyser, Samenlevingsopbouw Gent, SIVI, Coopburo, Hefboom and KAHO. The organisation received further assistance from the I Propeller Consultancy firm for their business model. Finally, the City of Ghent called on a legal consultancy for the drafting of the ground lease and property ownership contracts, costing €30,000.

CREATION OF PROJECT GROUPS

Several **capacity-building activities**, including theme-based training, were provided through the umbrella organisation for the implementation of the first pilot project. It mobilised its **associative network** and the Ghent Affordable Housing Providers, in order to identify and support would-be residents. In practical terms, CLTG organised **several workshops**. They covered CLT **operations** (structure, governance), **financing** (costs related to homeownership), **community building, legislation** (CLT rules and contracts), and **architectural guidance**, etc. These workshops represented the equivalent of f**ive days of preparation for the staff**.
On the issue of training, CLTG experiences great difficulty in outsourcing this task, as it is the only organisation in Ghent presently able to provide capacity-building activities.

PROJECT DEVELOPMENT

Site

In April 2015, a **contract** was signed between **CLTG and the municipal developer SoGent** for a **6,000-m² site** in the Meulestede neighbourhood, a former harbour district. This agreement[46] included two options on the future ownership of land. CLT had the option to either **buy the plot at a third of its market value** (€350,000), **or lease it under a long-term lease for 99 years** at €1.3 per m² per year (amounting to about €6,5000 a year[47]).
As CLTG didn't have enough resources to acquire the land up front, it went for the second option (Van Mullem, 17/01/2019). As a sign of goodwill, the City agreed to cover the cost of **lot servicing** (Environmental Department, €300,000) and the **construction of a road on-site** (Infrastructure Department, €300,000). In the case of Ghent, **the land does not belong (yet) to the CLT.**

[45] Cofinanced as follows: Flemish government (€25,000), Province of East Flanders (€10,000) and Foundation of King Baudoin (€8,000).
[46] At the time, the former Deputy Mayor was also the Head of SoGent. Both entities had a political agreement. In addition, CLT Ghent's Board included a former Head of VMSW - Flemish Social Housing Company. His law training was of significant help for the CLT throughout the process (Van Mullem, April 2019).
[47] This cost could be covered by a ground lease of €17 per month per household. On a 99-year basis (considering a 2% indexation), this option would cost a total of €1,830,778 (CLT Ghent Financial Plan, 2018, p. 22).

However, this arrangement **deprives CLTG from a potential source of revenue because it is not a freeholder with full ownership of the land**[48]. This is why this agreement is today being called into question. **It indeed became CLTG's priority to acquire land** so as to have greater flexibility for future developments (Hertogen, April 2019). To do so, several options have been under study. The ideal scenario would be to **acquire this land by municipal donation**, an unlikely scenario as the City of Ghent is reluctant to sell municipal land. The second option would be to solicit a **municipal indexed loan - but with zero-interest rate - over 50 years**. In that scenario, a €29 monthly ground lease could cover land cost and reimburse the loan (amounting to €592,000) (CLT Ghent Financial Plan, 2018, p. 22). The amount of the ground lease could then be re-evaluated.

Plan

In terms of planning, in 2013-2014 the **Flemish Government Architects** undertook **the initial sketches** and layout of a **master plan**. As these **architects are financed by the Flemish Government**, CLTG applied for their free-of-charge help (Van Mullem, April 2019). A further **feasibility study** was financed through a **one-time grant**[49] provided by the City of Ghent.
The architects designing the final 34 units were paid by WoninGent (Municipal Social Housing Company). All fees (e.g. planning permission etc.) were financed through the VMSW (Regional Social Housing Company) by **subsidised loans** (also called "Minus One" loans – see below).
Finally, an architect in charge of the **construction site supervision** was appointed in 2017.
In this process, **the community had a consultative role** both in giving design guidelines and in the choice of the architect.

Build

a. Building homes

In order to fall within the social acquisition framework and benefit from its related advantages, CLTG has been partnering with the **Flemish Company for Social Housing (VMSW)**, as well as with the **Municipal Social Housing Company (WoninGent)**. This affordable housing developer **supervised the entire development process** (financing and construction) and **bore the related risks**. It benefited from several **financial advantages** such as a **12% VAT rate on construction, a 6% VAT rate on sales** (compared to 21% on the traditional housing market) and **a 'Minus One' construction loan** (a 4% fixed-rate loan over 30 years, of which 5% is subsidised per year). CLTG then planned to buy the units directly from VMSW.
The **drawback** of this mechanism lies in the **very long development period** (about 10 years from concept to delivery). The Meulestede project delivery, for instance, is planned for 2023, if there are no delays). It **raises some issues of credibility vis-a-vis all the stakeholders** (financiers, residents, civil society, etc.). Since 2018, however, private developers can benefit from the same financial instruments if they respect social housing requirements, an option CLTG is willing to explore for future projects.

b. Financing infrastructures

In order to decrease the cost of housing while increasing building quality, CLTG has been partnering with an **energy cooperative, ResCoop**. The cooperative is involved in the design of the building and the choice of construction material in order to go beyond conventional energy efficiency norms (BEN norm, European E30norm). **ResCoop pre-finances the difference in cost between the use of regular materials and efficient ones**. The cooperative is **paid back** based on what households are **saving on energy bills** every month. Concerning the **installation of appliances**, the households have the possibility of either **renting or buying them**. The financial gain per month per households is still being investigated (estimated at around €150).

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[48] They thus cannot charge ground leases to their residents.
[49] Representing about €600,000 but also covering the financing of another project (Van Mullem, April 2019).

c. Financing non-residential components

The surveys and campaigns conducted by CLTG in the neighbourhood highlighted the lack of food stores in the area. After having lost a €75,000 grant from the National Lottery due to deadline issues[50], CLTG obtained a **commitment by the City of Ghent to support the development of a cooperative supermarket in a city-owned building**. If the model succeeds within a four-year period, the City (through its Urban Renewal Programme) is committed to financing the construction of a commercial space to host the supermarket as part of the Meulestede development. The profits of this commercial activity are shared between the **three managing NGOs**.

In order to finance the long-term running of the permanent store, CLTG considered undertaking a **fundraising campaign**[51], as the community is highly supportive of this project. **The funds raised would open the possibility of accessing loans from ethical bankers and funders** (e.g. Triodos, Trividend, SoCrowd, SolF, Hefboom, Oksigen).

It is furthermore important to highlight that a recent change in Flemish legislation allows affordable housing developers to receive subsidised loans ('Minus One' loans) in order to develop such types of facilities in mixed projects. This represents an inspiring step forward concerning the financing of community spaces (Van Mullem, 05/04/2018).

The choices made by CLTG (mainly between the Board and the homeowner candidates) have a great impact on the kind of community space developed, e.g. the choice of investing in a **collective garden**. If such a decision is taken, a community space would be developed and options considered that will make it possible to **increase revenues** (through services or extra units for rent) (Hertogen, April 2019).

Focus: Meulestede Project financial operation

Located in the neighbourhood of Meulestede, the first Flemish CLT project currently under construction is **due for delivery in 2023**. The site is located in a neighbourhood that already has numerous social housing units. It is part of a **city renewal operation**.

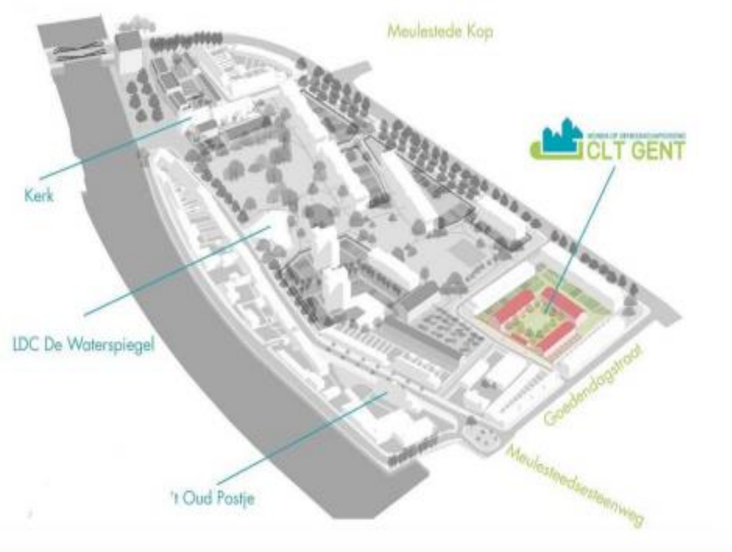

Fig.6 The Meulestede Project (Source: CLT Ghent)

It will be composed of **34 units** for sale, a **community garden, community shops and several collective spaces**[52]. The building has been designed in collaboration with an ESCO (Energy Service Company) construction company to reduce the price and work towards passive standards (SHICC Case Study, 2019).

The **total operation cost amounts to about €5,000,000**. The purchase price per square metre has been estimated at **€1,450**, which corresponds to **50% of the average city market price**. The average unit resale price has been set at €143,675.

[50] The money would have had to be spent within a two-year period, which was not possible due to the long development process.
[51] Potential partners are being examined by the CLT Ghent financial expert.
[52] To be financed through grants.

Date	2013-2023 (10 years)
Phase	Build
Origin of the land	SoGen, municipal developer (urban renewal operation)
Number of units	34 units for sale
Common & community space	-1,500-m² community garden -Cooperative shop servicing the neighbourhood -150-m² collective space (kitchen, guest room, laundry facility) -Bike shed
Total project cost	Estimation: €4,741,210 - €5,270,073
Land cost	€350,000 (purchase price as set in 2015)
Sale price per m²	€1,450
Average sale price	€143,675

CLT GHENT OPERATION

Purchase and resale of units

CLTG's target population is similar to that of CLT Brussels, namely low-income households. This is a population falling **between social homeownership and social rent income ceilings**, as set by the region of Flanders. CLTG's objective is to **set the target population as broad and diverse as possible** to balance out the number of *'residents who have to apply for an affordability allowance'* (CLT Ghent Financial Plan, 2018, p. 24). In terms of unit allocation, CLTG has made the choice of assigning **35%** of the units to households **above social-homeownership** ceilings and the **65%** remaining to **social rent** ceiling households. They are allocated in chronological order of registration.

Household category	Annual income ceiling	
	Social rent	Social homeownership
Single person	24,852€	39,962€
Unaccompanied disabled person	26,934€	43,952€
In all other cases	37,276€	59,936€
Increase per additional person	2,084€	3,991€

Fig.7 Social rent and social-homeownership income ceilings in Flanders (VMSW, 2019)

The **purchase cost** for the first-time buyer corresponds to the **total construction costs plus a 6% VAT** (CLT Ghent Financial Plan, 2018, p. 18). This price is then **indexed to an adjusted inflation** (Income Index) rate according to the following formula:

(basic purchase price + indexed additional value) + (possible private investments - depreciation) - €5,000 indexed exit fee

The **shift operated by CLTG from a market-based formula to an indexed formula** enables a **decrease in the risks for the buyers and ensures some returns**. It is indeed the **households that support financial risks**, under the control of the Social Housing Company (see below).

CLTG does not have the capacity to **guarantee** the buy-back of units in case of market turmoil. In comparison, the *Organismes de Foncier Solidaire* (OFS, the French equivalent to CLT) have to guarantee the buy-back of the units.
In case of deflation, **minimum resale prices are set according to market prices**. This feature makes inhabitants more accountable concerning the **maintenance of their property**, as **possible improvements are also taken into account.**

For every sale, an exit fee (€5,000 indexed[53]) is charged, which returns to CLTG Foundation. If the added value is less than €5,000, the exit fee is adjusted downwards. In case of loss (in the unlikely event of prolonged deflation), no exit fee is charged (CLT Ghent Financial Plan, 2018, p. 18).

In order to finance **resident mortgages**, CLTG has mobilised **social loans** and a diversity of instruments to improve the residents' solvency (affordability allowances, loans issued by the Province, collective savings groups etc.).

Social loans are financed by the Flemish Ministry of Housing and allocated by the Flemish Social Housing Company (WMSW), itself under the control and monitoring of the Ministry.
The **terms** of these loans are usually advantageous[54] but **depend on the regional political environment** and might be subject to change after the 2019 elections. In addition, due to the nature of the **leasehold system**, CLT residents have **needed separate approval** to access them.
In 2018, the reference interest rate was **1.55%**[55]. It has varied greatly, from 4.99% in 2008 to 0.75% in 2016. Its **volatility** could pose major financial issues for the chosen target group, especially if it exceeds 3%.
These loans can cover up to 100% of cost, including the 6% VAT if the value of the housing unit (in the city centre) doesn't exceed €233,900 (2018). The standard loan duration is **20 to 30 years maximum**, with the opportunity of benefiting from reimbursement delays of anywhere from 3 to 12 months. **Extra fees** have also to be taken into account, such as **filing costs** (€100), **notary fees, tax and insurance fees** (5-10% of the purchase costs, up to €30,000).
Monthly payment estimations estimated by CLTG for such loans (€150,000 borrowed over 30 years at 2%) amount to approximately **€554 per month**. However, as estimations are set at 30 years maturity at a fixed interest rate of 2% in order to achieve affordability, residents are in reality cut off from traditional bank financing (CLT Ghent Financial Plan, 2018, p. 25). This raises the need to build partnerships with ethical lenders for the top stratum of CLTG's target group.

In terms of guarantees, the **Flemish Government provides free insurance in case of suspension of payment** due to incapacity to work. This instrument enables the government to take over the loan payment for a period of **18 months maximum** (max. €500 per month) ('Vlaanderen', 2019). In return, the households' amortisation period is extended for the duration that corresponds to the government intervention. On the other hand, **Social Housing Company is covering the risks against default** (10-year liability) (Van Mullem, April 2019).

For the lowest-income target group, some **solvency mechanisms** have been envisioned.
The most significant concerns the **implementation of a CLT fund** in order to contribute to purchase costs through **affordability allowances**. **These allowances or 'bullet loans' would target households spending over 40% of their income on housing** (6 out of 34 households). These bullet loans could amount **up to €30,000** depending on income and draw on the

[53] Similar to the CLT Brussels mechanism (6% of the added value or €3,000).
[54] As of April 2019, the open market presents more interesting offers.
[55] A discount can be applied to this index, depending on family income, composition and location of the housing unit (VWMS, 2019).

experimentation undertaken through the Dampoort renovation project[56]. **The bullet loan is to be paid back at the sale of the unit**.
The fund would be capitalised through crowdfunding or grants from charitable funders such as the Fonds Baronne Monique van Oldeneel tot Oldenzeel.
The **risk** of the instrument lies in the **possible depreciation of the unit and the incapacity of the households to reimburse** the €30,000. In addition, **relying on the increase of housing values** could lead to the adoption of a **speculative approach**, in direct conflict with core CLT values. (CLT Ghent Financial Plan, 2018, p. 25).

Secondly, CLTG experimented a **Collective Savings Group** in 2012. This instrument makes it possible to **pool individual savings to pre-finance down payments** (10% of the mortgage) required for sale agreements[57] and thus improve household solvency.
Twelve members are currently saving money monthly on a joint account. The savings can be retrieved and used as advance on the loan, notary fees or rental guarantee. To date, **they have saved up to €11,124.90**[58].

CLTG was able to negotiate on the issue of lifting the burden of potential extra fees such as notary fees and taxes. For example, CLT households have been **exempt from registration fees** for new houses under the Social Acquisition Framework.
In addition, with the idea of improving households' solvency, several other mechanisms could be mobilised, such as a reformed **Province loan available for renovation**, the **extension of bullet loans for relatively small amounts** (around €3,000 and €9,000) (CLT Ghent Financial Plan, 2018, p. 25). Finally, the mobilisation of an existing **fiscal incentive** could enable CLT residents to benefit from the Federal Housing Bonus, a **property tax reimbursement** in the event that a **mortgage is taken out.**

Building management

In traditional joint-ownership buildings in Belgium, about 5% of the households' rent is saved every month for maintenance. In line with the nature of the CLT target population, it has been decided that **CLT residents would save only for major maintenance items** (roof, heating facilities, facade refurbishment, etc.). **Depending on the unit surface area, each household will save between €23 and €34 for that purpose**. The money saved will be stored within the CLT Ghent Foundation without any option of withdrawal.

CLTG operations and development of new projects

As stated in the introduction, CLTG still depends on its umbrella organisation, especially in financial terms. It is thus difficult to separate the financial flows of the two organisations. Some key figures can nonetheless inform us about the CLT operations. **The main cost is staffing** (2.8 FTE). It has been estimated that **financing 1 FTE a year costs around €65,000**, everything included. As of today, the **operational budget is evaluated at €175,000 per year**. **Most staff are paid through the umbrella NGO and via grants**. The umbrella NGO also supplies **core administrative and communication support,** which alleviates CLTG from some of its back-office activities.

[56] Within this renovation programme, €30,000 is lent by the Social Action Centre (OCMW) to ten households in order to refurbish their homes, creating added value on the property. The bullet loan is to be reimbursed at the sale of the unit. This scheme will be scaled up to 100 units thanks to EU funding.
[57] In this system, each member saves a fixed amount every month (€20 – €80 per month) in a shared account. Group savings act as working capital that can be used by each member of the group to advance down payment. The savings can be withdrawn only when all members have bought their house. When the mortgage is acquired from the *Fonds du Logement,* this latter pays back the equivalent of the down payment to the collective savings group.
[58] Some households withdrew their savings as they left the group.

CONCLUSION

CLTG has proven its capacity to access and mobilise a **wide variety of funding sources (mainly grants)**[59]. For the past five years CLTG has been financed mostly by the Flemish Ministry for Housing (€67,386), the Province of East Flanders (€40,000, 2018-2019), the Flemish Government (€35,000), KSB Foundation (€100,000), Flemish Platform (€37,000), and EU Interreg funds. **Funding is secured until 2020, but to date CLTG has failed to generate structural revenue** allowing it to continue its activity beyond that period. Indeed, membership fees and donations are minimal, and CLTG owns no land or other assets.

It is crucial for CLTG to move from an **experimental project stage** to being an **active housing player in the city**, mobilising sustainable financing and generating revenue. In order to **generate cash flow**, CLTG is considering **developing rental units** in partnership with other housing actors in the city (e.g.: *Huuringent*, *Woningent maar ook Het Pandschap en Wooncoop*, etc.) (CLTG Financial Plan, 2018, p. 28). These units could for instance be **mobilised by the Social Action Centre to house homeless people**. The issue, however, is to **find a balance** between the **need to generate resources** and **developing owner-occupied homes**.

One other critical issue CLTG is facing is **justifying the CLT model's added value in the eyes of the City**. While CLTG has been successful in convincing public authorities to retain their land, the next step would be to **persuade them of the benefits of community involvement in urban development**[60]. City support to the model will be decisive, as clearly stated in CLTG's financial report: *'The CLT will be subsidised or it will not be.'* (p. 7).

Related to this need of justification, it is **urgent** for the CLT – more than ten years after its creation – **to deliver a pilot project as soon as possible**. In this regard, the Daampoort renovation project will be delivered before 2023.

Another issue confronting CLTG's sustainable development is **its reliance so far on an exceptional framework** (target population, access to beneficial VAT rate, social loans, etc.). This 'special status' allowed the organisation to start operations but didn't give it **the full advantages accredited housing providers can benefit from** (e.g. the 'Minus One' construction loan most importantly). Potential future claims could be to **benefit from a specific Community Land Trust status** - along with one of the affordable housing providers – taking into account its distinct focus (lower income bracket, capacity-building needs etc.). This recognition would **open access to federal resources and enable increased awareness about the model** at every administrative level (federal, regional, communal, municipal).

In fact, solving these issues would enable CLTG to **generate revenue, acquire a site, charge ground rents, finance affordability grants**, etc.
It is also a **precondition for CLTG to be independent** and become a recognised member of the sustainable urban housing development field.

[59] Between 2013 and 2015, 13 grant requests were filed, 8 of which were approved.
[60] The design of a Social Impact Framework as part of the SHICC project could contribute to this aim. The risk would be that the land would be leased to private developers, thereby bypassing the CLT.

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FMDV (Global Fund for Cities Development) is in charge of coordinating the Financial Models Work Package (WP) of the SHICC project. FMDV mobilises its internal expertise and reaches out to other networks and partners (in particular from the finance community and local and regional governments) to analyse CLT/OFS financial models, develop new financing and engineering approaches for CLT/OFS, and disseminate knowledge that will help make the model widespread in the North-West Europe region.

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With the participation of

The City of Lille

City of Lille supports the project management and coordinates the partnership agreement. As lead partner of the project, it is involved in all Work Packages (WPs) in order to ensure their proper coordination and advancement.

clucats@mairie-lille.fr
https://www.lille.fr/

CLT Brussels

CLTB leads the general coordination of the project, along with the City of Lille. As part of this project, CLTB develops new financial models and new strategies for enhancing community involvement. As a pilot CLT, CLTB will inspire other initiatives in the region. Through its involvement in capacity building, long-term effects and communication Work Packages, CLTB contributes to the spreading of the CLT model within the North-West Europe (NWE) region and helps emerging CLT to overcome their initial barriers.

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CLT Ghent

To support Community Land Trusts, CLT Ghent is leading the four CLT Pilot Work Packages and contributes to other aspects of the programme.

frank.vandepitte@samenlevingsopbouw.be
https://samenlevingsopbouwgent.be

London CLT

London CLT brings practitioner expertise as a CLT in the very expensive housing market of London. It has particular experience in engaging with communities and the state, based on a community organising approach. It is making the change from a grant-funded not-for-profit organisation with a campaigning emphasis to a sustainable social enterprise, actively exploring a diverse range of social finance options. LCLT is keen to develop new ways to create sustainable funding.

hannah@londonclt.org
http://www.londonclt.org/

UK National CLT Network

Leads the Communications Work Package (WP); leads the Start-up Fund WP, building on its existing grant programme that provides small grants for nascent or new CLT to buy in technical support and reach key milestones; leads the Long-term Effects WP, specifically delivering the advocacy campaign work and social-impact measurement work; and supports the delivery of other aspects of the programme.

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