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BRISTOL CLT (BCLT)

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STATE OF AFFORDABLE HOUSING IN BRISTOL

Bristol, a city of **450,000 inhabitants**, is one of the ten British “Core Cities”. Along with Brighton, Oxford and Cambridge, it runs just behind London in terms of property prices and rent increase and presents **one of the biggest gap between average income and home prices** in the country. **Average house prices are in the region of 12 to 14 times average earnings** (Bristol City Council, 2019). Concerning the rental market, **many occupants are dedicating over 50% of their disposable income on a rent each month** (BCLT, 2019).

Between 1930 and 2018 the **share of social housing decreased** from a third of the housing market to 20% whereas **buy-to-let and student housing increased** (Gilling, 2018). Today, about **15,000 people are on the waiting list** for affordable rental property. In that framework, BCLT aims to provide *“new and improved solutions to the dysfunctional housing and financialised property market”* (BCLT, 2019).

LEGAL AND POLITICAL BACKGROUND

In 2010 the Bristol City Council was running for the “**European Green Capital**”. In that context, developing **ecological and affordable building rose up in the political agenda**. With the objective of improving housing affordability, the **City Council explored the possibility of implementing a municipal CLT**. After producing knowledge on the topic, **local housing activists then organized and successfully launched in 2011 Bristol CLT (BCLT), a grassroots initiative supported by the Municipality**.

In 2016 local elections were held which saw a Labour Party mayor elected on a manifesto of tackling the housing crisis. The new Mayor, Marvin Rees, set the target of producing **2,000 units per year, 800 of which would be affordable housing**. Since then every Council Department has suffered budget cuts except the Housing one, which benefited from major investment. **Bristol CLT became part of the new Council’s strategy for Community Led Housing (CLH)** and benefitted from active support and multisectorial partnerships.

BRISTOL CLT LEGAL STRUCTURE AND GOVERNANCE

Bristol CLT (BCLT) is a **Community Benefit Society**, a british non-profit legal framework. It operates in the specified area called the “**West of England**”, which comprises the **four local authority areas around Bristol**. **All members are shareholders of the society (£1 share)** and possess one vote in the Annual General Meeting (AGM). Based on the classic CLT model, nine members are elected to be part of the Board, respecting a **tripartite governance** of $\frac{1}{3}$ community members, $\frac{1}{3}$ residents and $\frac{1}{3}$ stakeholder members (BCLT, 2018c).

Bristol CLT is also an ‘umbrella’ support organization. Its “**Community Led Housing HUB**” service provides **fee-based technical and financial expertise and support to local groups** wishing to develop community-led housing across the region.

In terms of governance, BCLT faces two challenges, the first one being its **poor record of involving its members “in a coordinated and consistent way”** (BCLT, 2018b), the second is a **high vacancy and turnover within the Board**, which impairs the stability of the organization (BCLT, 2018a).

Bristol CLT in Brief

Date of Creation	2011 (8 years)
Nature	Grassroot Initiative
Legal Structure	Community Benefit Society (Industrial & Provident Society) Registered Provider of Affordable Housing
Population Target	From intermediate demand for affordable housing to people in greater needs (BCLT, 2016)
Membership Fees	-£1 (equity share) -Project of establishing specific membership fees for organization and businesses (£100 per year <20 staff, £500 per year for bigger organization)
Resale Price	-CLT homes are produced at about 35% of market prices -BCLT does not resell properties
Asset	-1 realized project (Fishponds, 12 unit, 2016) -1 project under construction (Shaldon, 25 units) -1 project under study (workspaces over two floors and 8 units)
Workforce	-One part-time coordinator. -Fundraising for new posts. -CLH Hub service will also be employing 2 staff members
Nb. of Members	-Community members: 50 -Resident and prospective resident members: +500 (BCLT, 2016) -Stakeholder organisation members: 2
Resale Formula	BCLT does not resell homes
Ground Lease	£200 per year
2018 Budget	Circa £60,000 (Financial year April to April)
Sources of Funds	-Local Authority support for access to land and start up -Capital and revenue finance from charitable funders and ethical bankers -Community Shares -Rental income from property owned (12 properties)

BRISTOL CLT GENESIS**Upfront Financial Assistance**

In 2011 local activists benefited from a **£1,000 grant from Bristol City Council** to explore the implementation of a grassroots Community Led Housing (CLH) organisation by holding a CLT launch event. This attracted 350 attendees and led to a **further £40,000 grant from the Council to employ a part-time worker for 18 months** and get the CLT started (implementation of a steering group, incorporation of a legal framework, etc.). It also **endowed the new CLT with a venturing fund of £300,000 to look for potential sites** for CLH residential developments. The process of **identifying and securing** the first site took **two to three years**.

Throughout this period, BCLT co-organized events with the National CLT Network for CLT colleagues from around the country and contributed to conferences and training programmes. In parallel, and as for London CLT, Bristol CLT benefited from a **£10,000 grant from the “Urban CLT” project in 2014 (NCLTN)**, which was used for **early stage development** of BCLT’s second project - capacity building, legal advice and financial modelling (Tom Chance, Personal Communication).

Technical Support

During its start up phase **Bristol CLT benefited from pro-bono technical assistance** from a variety of advisers. Many **Board Members brought invaluable skills and experience**. Notably Steve Bendle – previously involved in the Bristol CLT feasibility study on behalf of the Local Council – brought expert guidance. Additionally, some organizations such as Bristol Community Housing Foundation gave support with governance and project development (BCLT, 2018b).

After securing mainstream **Government grant** support for its first project, it emerged that this kind of **public support would be dependent on BCLT becoming a registered social housing provider**. BCLT thus undertook the process with the help of *United Communities*, a partnering Housing Association, which helped to manage the extensive compliance and due diligence requirements of this registration procedure with the government’s Homes and Communities Agency¹¹⁸ (BCLT, 2016).

FORMATION OF PROJECT GROUPS

Resulting from **BCLT’s dual structure (CLT and umbrella organization)**, **capacity-building initiatives are twofold**:

On one hand, once the land or asset is transferred into BCLT, **BCLT supports prospective residents in designing, planning and operating their own projects**. These CLT members are engaged at every stage of the development process, from scheme **conception** (design, contracting the architect, etc.) to **building** - where they will benefit from **the support of a Self-Finish Group Manager** during the final “fine-finishing” stages of the project. Prospective residents of BCLT’s current project of 50 homes, developed in partnership with *United Communities*, have been **meeting regularly for 3 years** to select representatives to work with architects and also to begin to **mobilise the actors** that will help the community to function once the development is occupied.

On the other hand, **Bristol CLT has been developing since 2016 a local advice and support service which will provide a wide range of support to local Community Led Housing (CLH) groups across the city region** (not just in the City of Bristol). It will also work with Local Authorities in **developing policies, land release policies and funding mechanisms**. The Hub idea emerged following a one-day conference on “Scaling Up Community Led Housing” after the completion of BCLT’s first pilot project on Fishponds Road in Bristol¹¹⁹.

The organization was approached to act as a **pilot project** – along with the CLH activists in the city of Leeds – for a plan **to develop a National Network of support for CLH start-up groups**. This program was led by the National CLT Network with the support of *Power to Change*, the Government and other funders. In BCLT case, *Power to Change*¹²⁰ offers approximately **£100,000 pounds** a year for the first two to three years **to design and build up the service**.

After a year of development, this pilot programme is about to launch its services and expects to benefit from the second round of the **Community Housing Fund (CHF)**¹²¹. **CHF now possesses a specific “infrastructure” component** (£2.6 million of an overall £160 million fund). Revenue grants are **used to build capacity** at both the national and local levels and to **provide technical support to community-led housing groups**. BCLT’s South West of England local hub is now able to bid for structural funding through this fund.

¹¹⁸ Home England sponsors registered Housing Association through grant programs.

¹¹⁹ “Scaling up Community Led Housing” at Bristol University.

¹²⁰ Charity in charge of redistributing funds from the National Lottery to Community projects in England.

¹²¹ CHF is a national programme aiming to support an increase in housing supply in England by increasing the number of additional homes delivered by the community-led housing sector. It makes £163 million available across England up until 2020-2021.

PROJECT DEVELOPMENT

Site

So far the two projects developed by BCLT relied on public land acquired from the City Council: Fishponds Road, on the site of a former Victorian school and Shaldon Road on former allotment land (vegetable gardens).

For the Shaldon project, the site was offered through a **tailor-made tender process**, which invited proposals for “*an exemplary sustainable custom build-market and affordable self-build housing scheme*”. A **joint bid** from BCLT and its **housing association partner** United Communities was the only bid submitted in response to the tender invitation. The two organisations began to develop a joint development proposal. Some time later, **the property was conveyed to BCLT for a symbolic £1**, in a complex transfer process. Notably, this contract contains an overage clause giving the council a right to benefit from a share of any significant development profit. In the BCLT case, this provision is unlikely to become a problem as **the value created for the social homes will only be equal to, or slightly higher than, the cost of building them.**

In the short term, **access to public land is crucial for BCLT** for two reasons. The first is the **affordability** aspect, without which BCLT wouldn't be able to access land. The second is the **opportunity to get a deferred deal allowing the CLT to carry out a range of pre-development activities related to the site before acquiring it.** This kind of arrangement wouldn't be possible on the open market without paying a significant initial charge for an extended ‘**option to purchase**’ for (say) two years. BCLT doesn't have its own capital reserves to allow it to buy land without raising an external finance package. **Acquiring land on the open market would therefore depend on finding a patient landowner** willing to wait for a minimum of a one year without offering the site to anyone else, in order to allow the CLT to obtain a planning permission and establish plans with commercial banks.

Plan

The planning phase and **pre-development work until site acquisition**, has so far been **financed through debt finance and various grants.** To this end, BCLT partnered with the **gap lender Charity Aid Foundation (CAF)** and its lender arm, *CAF Venturesome*. Although **expensive (up to 15% interest rates)**, these **loans from £20,000 to £400,000** enable a CLH group to decrease pre-development risks because **they allow for debt write-off in case of early-stage project failure.**

As mentioned earlier, **BCLT had to register formally as a provider of social housing in order to access government grant funding** to develop affordable homes. These early capital and revenue components thus enabled BCLT to develop its schemes (appointment of the architect, preliminary design, acquisition of the building permits, etc.) up to a point at which the first instalment of government grants could be reached .

For the Shaldon Road project, the first instalment represented **35% (£450,000) of the total £1,250,000 government plan.** It has been used to **pay back CAF's bridging loan and start the construction phase.**

Build

a. Building Homes

In order to deliver their first projects BCLT experimented with **various development models.** The *Fishponds project* was carried out by **BCLT taking the developer role and being wholly responsible for conducting the construction phase** (project completed in 2016).

For the *Shaldon Road project*, because of the **difficulty of raising a £4 million construction-debt finance package** (see below), BCLT has been forced (see. below) to **work with a scheme backed by the United Communities Housing Association, a social affordable housing developer.** *United Communities*, as the developer, will be funding the construction

phase and take the development risks while BCLT will subsequently be buying back finished units at completion of works.

In its third scheme, a set of offices for a Bristol refugee charity and eight residential units, **BCLT is planning to obtain initial finance through the national Community Housing Fund (£187m).**

No common financing model exists for the kinds of projects that BCLT and other CLTs aim to provide, so that each has to juggle with soft loans and special treatments (Spread I, 2016). For Fishponds Road, BCLT benefited from **government grant funding** and completed the business model with a **commercial construction loan** from *Resonance*, a specialist social-impact investment intermediary.

The general scheme is based on the principle that **monthly rents pay back the residual debt** after the completion of construction. However, **this mechanism cannot cover the entire capital development finance package (SpreadI, 2016).** It was **bridged through a short term, higher interest, construction-finance package.** This latter was repaid on completion by a **mixture of grants, purchase of equity** by some occupants and a **long-term mortgage** reimbursed from the ongoing rental income stream.

Under the **model** adopted by BCLT, **households buy between 25% and 75% of the equity and then rent the residual share they don't own (2,75% of unsold equity).** Residents thus have a financial stake in the house they can sell when leaving. This investment rises in value along with the wider property market. BCLT's initial target was to **sell 60% of the equity** for every unit, as it represented a **crucial part of the funding package.**

The governmental grant framework for supporting the development of shared ownership homes requires that although residents can only buy an initial equity stake of between 25% and 75%, they must be allowed over time to **"staircase"** - i.e. to buy further slices of equity up to complete ownership. **At full ownership, residents must then be allowed to buy the freehold interest in their property** (i.e. to buy out of the 99-year lease). For CLTs this is an **extremely unwelcomed rule** as it opens up the possibility of **lost affordability** and of **CLT investments being captured by the mainstream market.** Unfortunately **BCLT is powerless to prevent residents taking this route** and cannot impose on them to respect the amount of volunteer-based and not-for-profit investment that has been involved in the production of their home, nor ask them not to make use of the provisions.

On another note, it is interesting to raise that the **cost of the scheme has lessened through the use of "Sweat Equity" (representing from £0 up to £5,000 per unit),** which later became BCLT's trademark. In BCLT projects prospective **residents commit to undertake themselves the "fine-finishing" construction phase of their units** (painting, fixing kitchens, laying floors, tiling, completing external works), **representing approximately 12 - 16 weeks of labor at 15 hours per week for each household.**

b. Financing non-residential Components

The general BCLT **strategy is at present to establish a portfolio of housing projects.** It is also leading reflection on **using the CLT framework as a means to implement mixed urban development projects** and **hopes to diversify gradually,** as they identify potential sources of investment.

For instance, in the Shaldon project, a **community house** was originally part of the scheme but has been **removed from the initial construction phase** due to the high costs of its implementation. **The relatively small returns from affordable housing rental-income streams makes it extremely challenging to cover the cost of such a space.** The community space has therefore been taken out of the initial construction contract **and is being developed by the group of prospective residents as a second phase, standing on its own.**

For its third project, BCLT is partnering with a charity that has the ability to raise capital on its own. The charity will acquire working spaces at completion under a 100-year leasehold, for a sum which will cover development costs, including project management costs, for that proportion of the building.

Zoom on *Shaldon Road* Financial Operation



Fig. 16 Shaldon Project (Source : Bristol CLT, 2018)

Shaldon Road is an energy-efficient project with 100% affordable mixed tenure of shared ownership and affordable rent. It is composed of 50 homes, 15 of which are to be BCLT homes. The analysis of its development showcases the pitfalls CLT groups face in delivering housing. Indeed, over a 6-year process, the implementation scheme kept on evolving, in response to several legislative and financial unexpected circumstances.

The initial joint venture scheme was based on a partnership with *United Communities Housing Association* and relied heavily on the possibility of a £1,250,000 government grant (for the BCLT component). The land was made available on the basis of developing 30% affordable rental units. The initial plan was that BCLT would develop six serviced self-build plots to be sold on the open market. The surplus money raised from these would be used to cross-subsidise a scheme for 25 land-trust homes. In parallel, United Communities would build 18 mainstream affordable social housing units. This early concept couldn't be implemented however because of a wish to include a "tenure blind" scheme (i.e a project in which it would not be possible to tell externally which units were occupied by renters, versus by shared-owners or owner-occupiers).

After a five-year effort to raise the necessary finance and get Shaldon started, it appeared in November 2018 that BCLT would however not be able to complete the extensive legal work¹²² required in time¹²³ to start on-site work by the beginning of April 2019. Such a delay would have caused *United Communities* to lose its share of government finance, causing the project to collapse.

At the end of 2018, it was agreed that *United Community* should take over the construction phase of the project, and the scheme thus shifted from a model of self-help housing promotion to a "buying homes at completion" model. BCLT which owns the freehold of the site and was planning to provide construction plots for the 25 units *United Communities* homes on 125 years leases. Since the restructuring of the development process however, it has been agreed that BCLT will now lease the whole site to *United Communities* for 250 years, which will now provide a sublease back to BCLT on the plots of BCLT homes. *United Communities* will pay a ground rent of £200 p.a. to BCLT (as freeholder) for the leases of the plots for its homes.

By the time this scheme modification was agreed, an advance payment of 35% of BCLT's government grant had already been received (representing £450,000). It emerged that this amount would need to be repaid due to the extent of the changes from the original development proposal. After construction completion (2021) BCLT will need to submit another bid for the revised scheme (purchase of completed homes). This renewed subsidy will probably not be granted to BCLT until 2021, potentially leading to critical cash-flow issues for the organization¹²⁴.

As the momentum and potential sources of funding for core-costs of running the organization were about to be lost, the case of *Shaldon Road* sheds light on several issues CLTs have to face. They

¹²² Sign contract, mobilize contractors, and start on site by the end of march.

¹²³ By March 2019, end of the financial year.

¹²⁴ The issue is now close to resolution.

notably included: **bureaucratic burdens or excessively-demanding time constraints, and the extensive efforts required from small developer organisations who have no assets nor experience to satisfy the risk management requirement of large financial institutions.** It nonetheless also **underlines the flexibility and adaptability of CLTs when confronted to critical situations and the necessary commitment from public authorities to support such schemes geared towards providing homes for lower-income families.**

Date	2013-2019 (6 years)
Phase	Build
Origin of the Land	Local Council
Nb. Of Units	-50 houses -15 CLT homes (40 residents), mix of affordable rents and shared ownership
Common & Community Space	One community space planned
Total Cost	£9,000,000
Land Cost	-Negative initial value -Acquired for £1
Open Market Value/Full Value*	£175,000 (per unit)
Affordable Rent*	-Sweat equity: £5,000 (amortized over 5 years) -Annual rent: £12,028.72 (sweat equity adjusted) -Annual service charges: £744 -Annual ground lease: £200
Shared Ownership*	-Equity sold: 65% (£113,750) -Sweat equity: £5,000 -Annual rent: £1,540 (sweat equity adjusted, 2,75% of unsold equity) -Annual service charges: £520 -Annual ground lease: £200

*Estimated for a one bedroom unit of 50sqm²

BRISTOL CLT OPERATION

Acquisition and Resale of Units

Bristol CLT covers **two kinds of housing need streams**. It targets the **intermediate demand for affordable housing through a shared-equity offer** while also aiming to address the demand from **households in greater needs through an offer of rented properties**. Residents of rented homes need to *“have an established working or living connection with Bristol”* (BCLT, 2016).

For rental units, beneficiaries are households with a high priority on the City Council housing-need register. In parallel, **BCLT has developed a local letting plan**, in partnership with the Council, in order to ensure that future renters have a connection to the neighborhood as well as a willingness to be engaged members of the CLT and to undertake the fine-finishing stage of their units. They are also subject to a five-year minimum lease.

For shared-equity homes, eligibility is derived from nationally set requirements, which set top and bottom income levels. On one hand, **household income should be sufficient to get a mortgage** on the equity share and **to pay the rent on the remaining** (2,5% of unsold equity), **along with service charges** (£500-£700 per year). On the other hand, would-be buyers have to show that their income and assets are not sufficient to allow them to house themselves through the open market. The majority of UK citizens fill these quite broad criteria. In practice, actual buyers have been households on the **prospective resident groups list**, yet without the

guarantee of getting a unit in the first place. Units have then been attributed on a *“first come, first served”* basis.

Resident mortgages on the 60% of the equity have been financed through commercial loans from sympathetic banks or building societies, and the “Help to Buy: ISA” scheme from Homes England¹²⁵ which tops-up household’s personal savings with £3,000.

The value of homes will be assessed professionally on completion and incoming shared-ownership residents will buy an equity stake of around 65% of this amount. By that montage, BCLT hopes to produce homes that are **35% less expensive than market homes** and of significantly higher quality and sustainability (BCLT, 2016).

Operation of the Organization and Development of New Projects

BCLT carries daily activities of **developing a land portfolio, managing assets, recycling revenues back into community work, and supporting new groups**. In the long run, it is aiming *“to develop a supply of development sites and make it available for groups on long leases”* (BCLT, 2018b).

This work is presently undertaken by Board members and two development officers for a total budget of £60, 000 per year (with the objective of increasing it to £100,000 in the coming years). Further needs are emerging over time in respect to **financial and project management, community engagement, business planning, self-building and event management** (BCLT, 2016).

Sources of expense for Bristol CLT throughout the 2018-2019 financial year resulted from **project development costs** (notably pre-development work on the Shaldon project), **core fees** - including staff costs (£52,583 in total) -, **management and maintenance of completed projects cost** (£9,671 for Fishponds), as well as from **loan repayment costs** (£22,487, Resonance Long term loan).

On the other hand, its major **sources of income** came from **grants** received either from the **public authorities** - as a registered housing provider -, from **charitable funders** (about 20%), **development fees** (50%) or from **rental income** on the Fishponds project (about 30%).

BCLT is currently undergoing a **transitional phase**. It **survived its start-up status through its pilot projects** but **hasn’t managed yet to develop a substantial portfolio of income-generating projects**. Because of the impact of the Shaldon project on BCLT’s financial stability, it is now crucial for BCLT to **find new intermediate sources of finance to secure the organization’s functioning** in the short and medium term¹²⁶.

Launching a share offer is one of the options being developed by BCLT in order to raise **£600,000** of equity by the summer 2019. The cash-flow crisis has highlighted the need for BCLT to **find some new forms of value** other than government grants and land from local authorities. **The share offer will give the organisation some operational stability, and act as a lever to build a venture fund and allow it to acquire new sites.**

In a shorter term (2019-2022) BCLT will focus on the following activities. In terms of finance, BCLT aims at **restructuring a 25-year long-term mortgage** for the Fishponds properties (currently 3 years remaining out of a 7-years short-term loan). It is also looking into several opportunities of **generating revenues**, for example: through the implementation of a **community-share offer** in order to purchase 15 of the Shaldon units, (objective of £650,000 raised by the summer 2019), the **development of monthly membership fees**, and the

¹²⁵ Government-backed mechanism boosting first time buyers investment by 25%.

¹²⁶ Some options considered could be: to call upon the National CLT Network for support, merge Hub activities to the CLT’s etc.

establishment of a grid-fee system for the community-led development support program (local CLH Hub) (BCLT, 2018b).

BCLT will also **pursue the development of new sites**. After completion of the Shaldon project it will aim at purchasing the “Tenants Hall” site in Barton Hill from Bristol City Council.

In terms of capacity-building BCLT will **set up a community-housing “campus”** that will provide membership advice and services to Community-Led Housing groups in the West of England Region. It will also **build partnerships with local authorities and other asset owners** in order to facilitate access to land. And finally it will establish a flow of appropriate financial advice and development capital to the Sector, in partnership with Bristol & Bath Regional Capital and other funders (BCLT, 2019).

CONCLUSION

BCLT pursues the **objective of contributing to the development of 200 CLT homes**, as well as of supporting other Community Led organizations to complete a further 300 homes at the City level by 2022 (Wainwright, 2017).

The main **barriers** identified by BCLT in terms of sustainable development lies first in the **bureaucratic processes** involved in becoming a recipient of government money and in the **related obligations of registered providers**.

BCLT faced furthermore the **immense difficulty of raising a large amount of debt finance on the basis of having no assets and little experience**. The Shaldon project has highlighted the problems of **banks’ lack of familiarity with the CLT model** and the impracticalities generated by those **limited development lead-times** imposed due to government funding rules. Raising a £4 million debt-finance package eventually led to inordinate amounts of work on due-diligence processes.

Moving on from here, BCLT’s **priority is to develop a substantial portfolio** and to reach a **similar position to housing associations**, in which it would be able to **negotiate a more standard form of lending packages with their financial partners**, without having to undergo such onerous fulfilment-processes of due diligence requirements.

Getting through the current critical intermediary phase would however also require greater public support in order to reach a threshold of **50 CLT built units**, so that banks would be more open to different levels of compliance in their lending operations. Pursuing this goal, BCLT is exploring the possibility of having their **construction loans guaranteed by the Council**.

Finally, BCLT is positioning itself as a strong **umbrella organization providing a wide range of services (financial advices and partnership agreements)** to Community-Led Housing groups in the West of England Region.

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

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CLT Brussels



CLTB leads the general coordination of the project, along with the City of Lille. Through the 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 European (NWE) region and helps emerging CLTs to overcome the first barriers.

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CLT Ghent



Supporting Community Land Trusts, CLT Ghent is leading the 4 CLT Pilot Work Package and contributes to other aspects of the program.

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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 organization 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.

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<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 Program that provides small grants for nascent or new CLTs 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; Supports the delivery of other aspects of the program.

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