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September 2019
LILLE METROPOLIS OFS (OFSML)

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STATE OF AFFORDABLE HOUSING IN LILLE

The City of Lille - the 10th largest city in France - is also the 4th most expensive (OFSML, 2018 November). Over a 10 years period, the average rental prices increased by 70% and price per square meter multiplied by three⁶² (OFSML, 2017, p.7). In Lille, the housing market is very tight with only 5% of vacant home within the City boundaries and up to five years on the waiting list for social rental housing (ibid.). About 72% of the population is renting its main house⁶³, 24% of which is on the social housing scheme. One can observe an important discrepancy between the supply of homes provided by the private and social housing market and the demand for social and affordable housing in Lille.

LEGAL AND POLITICAL BACKGROUND

The City of Lille has been engaged for a long time in the provision of affordable housing for modest income households (either rental or for purchase) (SHICC, 2018). The Municipality is making use of a variety of instruments to foster affordable housing, either political, regulatory or financial (ibid.).

Since 2008, the City has entrenched in its Metropolitan *Programme Local de l'Habitat*⁶⁴ (PLH, 2012-2018) the goal of doubling its housing production⁶⁵ with a target of 30%⁶⁶ of social rental housing and 15% of social homeownership.

This supportive framework, coupled with an effective land strategy, has facilitated the implementation of a robust social homeownership policy⁶⁷. A policy supported since 2010 by obligations of social diversity (*Servitude de Mixité Sociale*), restrictions on unit sizes, the mapping of 26 areas dedicated to housing development and voluntarist urban renewal schemes (through beneficial taxation of a 5,5% VAT tax) (OFSML, 2017, pp. 8-9).

Despite these efforts, the volume of affordable housing built still remains insufficient. Furthermore, if the effects of such policies have been immediate, they appear to fail the test of time. Indeed, public-sector financial contributions⁶⁸ have been lost after the resale of the first units on the private market.

As a response, the *Organismes de Foncier Solidaire* (OFS) (Community Land Trusts equivalent) have been developed as a market corrective tool to support local housing policies. The model is the result of a 4-year legislative process (2014, Loi ALUR to 2018, loi ELAN) giving birth to a new ownership model, dissociating land and real estate property⁶⁹. OFSML (*Organismes de Foncier Solidaire de la Métropole Lilloise*) is the first OFS to be accredited in France (July 2017) and is now inscribed in the City of Lille's continuous engagement to provide affordable housing. The main objectives pursued are to develop

⁶² To reach between €3,086 to €3,485 per sqm2 on average in 2017, respectively in new and old constructions (OFSML, 2018 November).

⁶³ This number falls to 49% within the Metropolis (MEL) boundaries.

⁶⁴ The *Programme Local de l'Habitat (PLH)* is a strategic programming document which compiles local housing policies and objectives (Articles L. 302-1 à L. 302-4-1, CCH).

⁶⁵ 12,000 units have been produced between 2008-2014, 10,000 more are to be produced between 2014-2020.

⁶⁶ This objective exceeds the 25% quotas set at the national level (SRU law, 2000).

⁶⁷ Since 2008, 2,159 homes have been built under a rent-to-buy scheme (PSLA, Prêt Social Local-Accession). 1,100 first-time buyer families already bought their homes. Resale prices have been capped to between €2,050 and €2,400 per square meter for those units.

⁶⁸ This contribution could represent up to 50% discount on land and up to a €8,000 grant per unit from the Lille Metropolis (MEL) on social homeownership units (OFSML, 2017, p.14).

⁶⁹ It must be noted that previous experiments on the issue had been tested such as emphyteutic leases, BRILO, PASS foncier etc.

permanent affordable homes, make better use of public grants, and control land speculation over time.

OFSML LEGAL STRUCTURE AND GOVERNANCE

Similarly to CLT Ghent, OFSML has been created as a **non-profit association**, sheltered under a larger foundation, the *Fondation de Lille*⁷⁰, with the objective of becoming itself an independent foundation in the long term.

It is composed of **six members**. Its **founding members are institutions** such as: the *City of Lille*, the *Lille Metropolis*⁷¹ (MEL), the *Fondation de Lille*, the *Fédération des promoteurs immobiliers du Nord-Pas-de-Calais*⁷². In March 2018 two new organizations joined the OFS: *Union Régionale de l'Habitat* (URH) and *Action Logement*.

The objective is to **achieve a balanced governance between public bodies and private members** active in the local area. The idea is to mobilize as many actors as possible around affordable housing and increase the possibility of **attracting private investment** (Espacité, 2016).

The organization is governed via an **Executive Board** - elected for 4 years - in charge of strategic orientation, within which a Restricted Board deals with everyday management and administration. All members of the association meet once a year through an Annual General Meeting (AGM) (OFSML, 2017a, p.41)

OFSML in Brief

Date of Creation	2017 (2 years)
Nature	Municipal Initiative
Legal Structure	Non-profit organisation, to be transformed into a Foundation
Population Target	-Young families, tenants in the social rental housing market -Income ceiling based on the PSLA ⁷³ : €31,999 per year for a single person in Lille (Zone A, 2018) -54% difference between the required income to access OFS homes compared to previous social homeownership policy (PSLA) ⁷⁴ -49% difference in monthly repayment estimations compared to the private market ⁷⁵
Membership Fees	-City of Lille and Lille Metropolis (MEL): €5000 per year -Network Heads: €2500 per year -Other nonprofits: €500 per year
Resale Price	-Average resale price per sqm2 in the private market: €3,086-€3,485 and up to €5,000 in the inner city center. -OFSML price per sqm2: targeted between €1,800- €2,4000 depending on the operations ⁷⁶

⁷⁰ A sheltering foundation recognized of public-interest and benefiting from a strong territorial anchorage.

⁷¹The Lille Metropolis (MEL) has been created in 2015 and is composed on 90 Municipalities with a total population of 1,1 million inhabitants.

⁷² Regional Developers network.

⁷³ PSLA (*Prêt Social Local-Accession*), a social rent-to-buy scheme at the heart of a former social homeownership policy.

⁷⁴ The minimum required income is €2,244 per month to access OFS homes; it was €4,827 for the previous social homeownership policy (33% indebtedness estimations).

⁷⁵ For OFS homes in Lille the estimation for monthly repayment amounts to €665 per month (4 pers. 83m2), including monthly ground lease payment (Espacité, 2018).

⁷⁶ Coherent with previous social access to policies target (€2,050-€2,400).

	-54% of market price (Cerema, Espacité, 2018).
Asset	-2 projects under construction (<i>Cosmopole</i> and <i>Rue Renan pilot</i> projects, 31 units) -1 project under study (<i>Saint Sauveur</i> , 60 units) -Prospect: about 200 units in the works by 2020 and more than 400 in 2025.
Workforce	-Currently: ½ FTE -Prospective: 1,5 FTE or 2 FTE
Nb. of Members	-Public Authorities: 2 -Network Heads: 3 -Foundation: 1
Resale Formula	Indexed to the rent index (IRL, Indice de Révision des Loyers)
Ground Lease	-€1 per month per square meter - <i>BRS Opérateur</i> : duration of the construction phase - <i>BRS Utilisateur</i> : 99 years leasehold including a novation clause
2018 Budget	Operational Budget: €30,000 (estimate)
Sources of Funds	Mainly from Public Subsidies, and ground leases

OFSML GENESIS

Upfront Financial Assistance and Technical Support

The OFSML has been initially **endowed by the City of Lille and the Lille Metropolis (MEL) for €200,000** through associative budget lines (Espacité, 2018, p. 15).

The main challenge faced while starting up was for the OFSML to receive legal recognition from the Prefect of Region (a 3 months process). Producing the **accreditation document** implied to develop a business plan, draft clauses of legal status and design the ground lease conditions. It **required high technical and legal expertise** in various fields including finance and housing.

The City of Lille mainly mobilized pro-bono expertise through the mobilization of its Housing Department. Indeed, compared to grassroots CLT initiatives, the OFS members are institutions specialized in housing development and are **thus able to provide the expertise needed to go through such application processes**. The City of Lille and the Lille Metropolis did nonetheless mobilize an **external consultancy** as well as a lawyer firm (respectively Espacité and Delsol) which inputted the OFS legal structure, lease contracts and business plan.

CAPACITY BUILDING

Compared to British and Belgium CLT models, **the role of the inhabitants in the OFSML model is (still) quite limited**. As of today, they are not involved in the association's governance nor in the development process. However, the City of Lille is leading a **reflexion on intergenerational and participatory housing**⁷⁷ and is an active member of the *Réseau National des Collectivités Locales pour l'Habitat Participatif* (NT: National Network of Local Governments for Participatory Housing). **Further resident involvement could be considered** for further projects development.

Future residents are informed and advised individually through ADIL (*Agence Départementale pour l'Information sur le Logement* (NT: **Regional Agency for Information on Housing**), a local public agency whose mission is to inform citizens on housing issues. If as of today the OFSML doesn't have a direct partnership with ADIL, the City of Lille and the Lille Metropolis have nonetheless been historical partner with the organisation through several bilateral conventions. This partnership allows them to **unlock annual funding** to support their

⁷⁷ The French equivalent to the Community Led Housing (CLH) Movement.

housing policies, notably social homeownership. Concerning OFSML specifically, **ADIL is in charge of disseminating information on the OFS model, provides specific legal counselling and supports households in the process of contracting their mortgage.** (OSMFL, 2017). In that context, it proposes, among others, **two two-hours meeting with every household engaged in the project.**

In the near future, the OFSML has the ambition of developing this assistance through the organisation of workshops detailing the functioning of a joint-ownership building and the acquirers' rights and duties. These workshops could also be a privileged opportunity for future residents to meet and build social ties.

In parallel, the **French OFS Network "Foncier Solidaire France", launched by the City of Lille in November 2018,** will contribute to the production and dissemination of knowledge, as well as to support the preliminary phases of new OFSs development.

PROJECT DEVELOPMENT

Site

The first two OFSML operations (*Cosmopole* and *Rue Renan*, respectively 15 and 17 units) have been developed on **Municipally-owned sites acquired for a symbolic euro**, in the **city-center area**. To give an order of magnitude, the average **sale prices** have been set up at **around €2,110 per square meter** for these two operations, when in related neighborhoods, newly built houses are sold at €4,500-4,700 per square meter and up to €6,800 (Cerema, 2018, p.3). This showcases the **City's political will to see the OFS succeeding**⁷⁸.

However, **within the perspective of scaling up, the organization will not be able to rely solely on public in-kind contributions.** As land represents both the principal source of expense and a major source of revenue (through ground leases), several other means of mobilizing it have thus been considered. **Accessing discounted public land** (City, Metropolis, Regional Public Land Institution) - up to 50% of its costs - **will remain a significant lever.** This device could be hybridized with **long-term borrowing facilities** in order to smooth the cost of land over time. The **French National Public Bank, the Caisse des Dépôts et Consignations (CDC), provides for this purpose long-terms loans**⁷⁹ (**Gaïa LT, 60-80 years**) to Local Authorities and accredited Affordable Housing Developers. This latter tool preexisted the creation of the OFS model and already enabled the financing of various property division operations (construction leases, PASS Foncier, etc.). Similarly to anterior loans granted, CDC has reaffirmed that these loans could only be used for projects in dense urban areas, targeted towards lower income households, and that they could not be financing 100% of the land acquisition. The **conditions to access these loans still remain to be further clarified** (FMDV, 2018b).

In addition to Gaïa loans, the OFS could **mobilize regulatory tools such as social mix obligations** (*Servitude de Mixité Sociale*) within the framework of mixed occupancy operations or urban renewal programs (private market, social rental, social acquisition, commercial activities, etc.) to **oblige developers to implement OFS homes.** OFSML is also **looking to mobilize donation through tax incentives,** as well as the **possibility of acquiring ancient buildings** as part of **social rental housing sales or rehabilitation operations.**

It has been estimated that the **maximum land cost OFSML could sustain ranges from €80 to €130 per square meter** (floor surface) depending on market tightness (OFSML, 2017a, p.61). It is to be underlined that potential depollution and the majority of lot servicing are usually borne by the developer or the landowner.

⁷⁸ To give an order of magnitude, average resale prices have been set up at around €2,110 per square meter for these two operations when in the related neighborhoods, newly built houses are sold at €4,500-4,700 per square meter and up to €6,800 (Cerema, 2018, p.3).

⁷⁹ 18-80 years loans indexed on the Livret A's interest rate (citizen saving account) + 60%.

The latest progress regarding access to land for OFSML is the **partnership it is currently developing with the Hauts-de-France Region** in order to get an **affordability grant**. Similarly to the Brussels Capital Region (BCR) - which is granting CLT Brussels €350 per sqm² - **the Hauts-de-France Region could be granting OFSML up to €300,000** - on a cofinancing basis - in order to reduce the initial cost of land.

Plan & Build

In the OFSML model, **the development process and its related risks are entirely taken on by a developer** - regardless of its nature, either public or private. **The developer is in charge of planning and implementing the operation**: from obtaining the building permit, to the construction phase, including the delivery and marketing of the units. **Developers use traditional development finance** such as commercial short and long-term construction loans and benefit from a reduced VAT tax (5,5%).

For the two pilot projects the development process has been based on the following steps: After the OFSML agrees with the City of Lille on the opportunity of developing a given site, **the City choses the developer**. This selection is realized through a **competitive bid** based particularly on project quality and cost.

The developer buys the whole plot from the City and sells the land intended for OFS homes back to the OFSML for a symbolic euro. At this stage, the OFSML and the developer sign a specific temporary ground lease contract (*Bail Réel Solidaire, BRS Opérateur*).

This *BRS Opérateur* obliges the developer to pay the equivalent of €1 per sqm² per month to the OFSML during the construction phase⁸⁰. This feature enables the OFSML to benefit from a revenue during the construction phase. The *BRS Opérateur* also represent a bidding contract between the two parties. It sets the developer's obligation to conduct the operation and sell the units. It also sets the program, maximum sale prices, households' income limits, implementation timetables and responsibilities of each party.

Beside construction, the developer is also in charge of **commercializing** the OFS units under a specific "sale before completion" scheme known as *VEFA (Vente en l'État de Futur Achèvement)* (Sale as is of Future Completion). The VEFA system, unique in France, **enables the developer to benefit from cashflow to undertake the construction phase**⁸¹.

The developer identifies potential buyers to whom OFSML delivers its agreement if they respect the allocation criterias (see. below); a 2-month process on average. **Households then sign a deed with the developer and a 99 long-term ground lease (*BRS Utilisateur*) with OFSML for about €1 per sqm² per month** (OFSML, 2018, November).

Zoom on Rue Renan Financial Operation

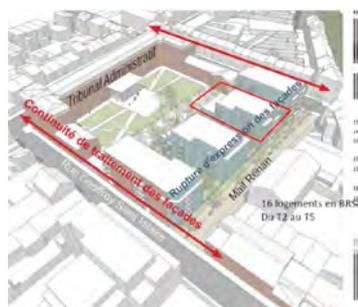


Fig. 8 The rue Renan Project
(Source: Cerema, 2018)

Rue Renan is a pilot project part of OFSML's experimental phase along with the *Cosmopole Operation*⁸². This 2 to 4 year period aims at implementing 32 OFS units in these 2 pilot projects. It will be followed by a **consolidation phase** aimed at implementing a more voluntaristic scenario. In these two mixed occupancy operations OFS homes range from 7 to 18% of the total units. Other programs enable to balance the financial costs of these mixed model of housing.

For instance, out of the 91 units of the *Rue Renan*, 50 % will be social housing, 20% will be sold under *BRS* and the 30% remaining will be sold on the private market. Two developers are realizing this operation jointly, *INA3F*, a Social Landlord, in charge of the rental and OFS units,

⁸⁰ This amount is marginal compared to total operation cost, thereby not affecting final price of the units.

⁸¹ Under the VEFA scheme the unit is sold before its completion. The payment is spread over time through several stages: 35% upon foundation completion, 35% when the building is weathertight, 25% upon completion of work and 5% at delivery of the units.

⁸² The *Cosmopole* project is the first OFS project to be delivered in France. It is composed on an hotel, an art gallery, the British cultural center, 210 homes, 15 of which are OFS homes. It has been implemented by the developer *Finapar*.

while *Loger Habitat* is developing the units targeted for the private market (Cerema, 2018). **To be completed by 2020**, the OFS units will be sold at **€2,110 per square meter**, not including parking spaces. Comparatively, the same units will be sold at €5,000 on the private market for the remaining operation.

Date	2016-2020 (4 years)
Phase	Build
Origin of the Land	City of Lille
Nb. of OFS Units	17 units for sale
Program	The « Renan street » construction project, 91 homes : -55 social housing -17 homes under BRS (20% of the operation) -29 homes on the open market
Total Project Cost	€2,500,000 (including 1,500m ² of living space)
Land Cost	1€ + notary fees ⁸³
Price per sq.m2	€2110

OFSML OPERATION

Acquisition and Resale of Units

The **population target** of the OFSML is made of **former social tenants with strong local anchorage**. This target seems to have been reached in the first *Cosmopole* pilot operation. Out of the 15 households, all were **first-time buyers**, half of them were **coming from the social housing market**, and ten were **already living in the city center** without the opportunity to buy on the private market (OFSML, 2018, November).

In terms of allocation criteria, **income ceilings are set at the national level**, based on previous social homeownership schemes (Prêt Social Location-Accession, PSLA). PSLA income ceiling for a single person in Lille (Zone A) amounted to **€31 999** per year in 2018. In addition to the income-ceiling criteria, OFSML pays attention to the **adequacy between household size and the unit typology as well as to the buyer's financial viability** (to contract a loan and pay monthly BRS ground rent).

Number of people intended to occupy the dwelling	Zone A (tense housing market)	Zone B and C
1	€ 31,999€	€ 24,255€
2	€ 44,797€	€ 32,344€
3	€ 51,197€	€ 37,413€
4	€ 58,237€	€ 41,257€
5 +	€ 66,429€	€ 45,490€

Fig.9 Social Homeownership Income Ceiling (Source: Coop HLM website, 2018)

⁸³ Only the volumes corresponding to OFS homes have been transferred to OFSML. The initial cost of land for the total operation has been estimated at around €2,000,000.

Final unit prices are set by the developer. They nonetheless have to be coherent with the objectives announced by the Municipality in terms of social homeownership (€1,800-€2,4000 per sq meter). These prices are integrated at the early stages of the project in the consultation period and are known by the developers.

In order to finance housing acquisition, first-time OFS buyers have benefited from loans from the *Crédit Foncier*, a bank partnering with the OFSML and historically engaged in France in the financing of social homeownership. For the *Cosmopole* operation, *Crédit Foncier* offered loans at 1,95% to 2,45% interest rates over 20-25 years. Administrative fees, indexed on the duration of the loans, amounted up to €950 (FMDV, 2018b).

These loans could be topped up with Zero Interest Loans (*Prêts à Taux Zéro*, PTZ). These are guaranteed and partly subsidized by the State to improve households' solvency. Fiscal incentives, through a 30% discount rate on property tax, is also a means the OFSML chose to implement in order to improve the credit worthiness of households.

Due to the model's innovative aspects, the main issue the *Crédit Foncier* faced was to assess the level of risks involved as to the specific BRS lease held by the borrowers.

If a resident fails to pay the ground lease, the OFSML has at its disposal several guarantees. He is first offered a sale under private and amicable arrangements. If the defaulter refuses, an auction is then organized. In such a situation, the OFSML has the obligation to buy back the unit at a price which corresponds to the initial price indexed on the rent index (*Indice de Révision des Loyers*, IRL). This amount can be increased or decreased depending on the condition of both the property and its maintenance.

This buy-back obligation induces extra charges for the OFS in the event of full ownership acquisition of an estate. For the first OFSML operations, this risk is however minimal as the demand is very high in the city center. But this question has to be further investigated in the event of OFSML developments in the city outskirts where the market is less attractive.

Finally, some OFSs in France wishing to improve the creditworthiness of their beneficiaries, have added "buffer guarantees" such as relocation of their residents into the social rental system (see. CFF case study).

In Lille, in the event of a sale, the resale formula has been set following the national regulatory framework. The value of the home is indexed on the last published rent index (*Indice de Révision des Loyers*, IRL) produced by the National Statistics Agency (INSEE) in order to secure inflation. Appreciation or depreciation of this value is estimated according to improvement made, or on the contrary, necessary rehabilitation work (SHICC, 2018).

Operation of the Organization and Development of New Projects

The OFSML has been designed as a light and adaptive instrument. In order to optimize resources it relies greatly on existing organizations and institutions, such as the *City of Lille*, the *Fondation de Lille* and other members (OFMSL, 2017, pp. 48-52) although as of today, the role distribution between OFMSL, City of Lille and Lille Metropolis in terms of management lacks clarity. One option under consideration is to keep the internal activities to the minimum (strategic orientation, development of partnerships, contractors monitoring, etc) and to outsource the remaining work (projects development, asset management, social accompanying, back-office administration) (Cerema, 2018).

The two main sources of revenue for the OFSML as of today are the BRS ground leases and membership fees. Local Authorities contribute from €1,000 to €5,000 yearly, depending on their number of residents, Network Heads pay €2,5000 and other NGOs up to €500. Membership fees in 2018 represented over 50% of the OFSML's income. That tendency should however reverse as scaling up occurs. In the long run the *BRS Utilisateur* (households ground leases) should represent the major source of income, completed by the *BRS*

Opérateur (during construction phase) and **membership fees**, to a smaller extent (OFSML, 2017, p. 66).

The OFSML is today a **low-cost structure**, facing however the challenge of keeping up with the voluntarist development scenario, which would require significant resource mobilization. As of today, the City of Lille mobilizes the equivalent of **0,5 FTE** (Full-Time Equivalent), a number which should increase to **2 FTEs** within a few years (OSFML, 2017, p. 53). These costs should yet remain marginal compared to the **challenge of refunding interests on the loans that might be taken out for land acquisition**.

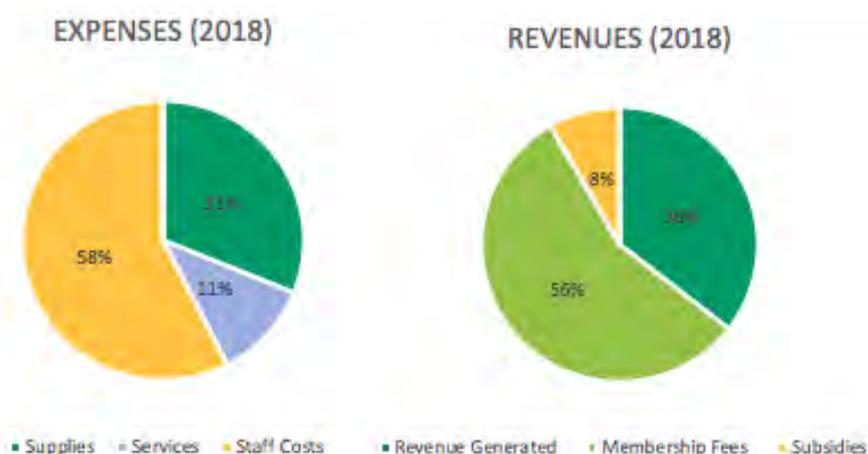


Fig. 10 2018-2019 Forecast Budget (Source: OFSML, 2018).

CONCLUSION

The **objective** of the City of Lille in the short and medium terms is to **reach 30-50% of new housing production under the OFS model**. It aims at producing **200-300 new housing units per year** to reach 1,300 units by 2025. The organization also aims at **extending its operation to the Lille Metropolis as a whole, applying the model to different urban contexts** (little dense or depreciated areas, urban renewal, etc.).

When scaling up the OFSML, some **major risks** have however to be taken into account, **both at the household level and in the organization's financial health**.

Several factors could indeed lead to an **increase in the monthly ground rent** to be paid by the residents. It could be due to an **increase in the OFS operational expenses, or variations on indexed borrowing rates**⁸⁴ that would have been taken out⁸⁵. As a result, for the OFSML, this situation could lead to an **increased unpaid ground leases**.

The OFSML also has to **anticipate the acquisition in full ownership of its estates, which implies a significant cashflow requirement**. The estimated **cost of a buy-up operation** has been estimated at **€25,000 per unit** (if sold back within 12 months). In such cases, the OFSML would have to deal with the **cost of acquisition, transfers, ground rents, taxes and insurances**. To counter this effect, potential solutions could be to better monitor and **accompany households, develop transparent communication between partners** (bank, OFS, ADIL), or **manage a waiting list of buyers**. The worst cases could require an exceptional contribution from members in order to avoid the sale back into the private market. (Cerema, Espacité, 2018).

⁸⁴ Long term land loans provided by the CDC are indexed on the Livret A+0,6pb.

⁸⁵ On that matter, Espacité (2018) has raised the issue that the use of long term Gaïa Loans facility by an OFS could lead to disguise land speculation if the price of land itself is not controlled.

The **main barriers** to the OFSML sustainable development learned through the first two pilot operations, are, on one hand, the **need for technical adaptations to a new legal context** (e.g. on VAT tax and insurance issues, etc.), and on the other hand, the **need to build further partnerships with commercial banks** to increase mortgage competitiveness (OFSML, 2018, November).

The OFSML's **medium term perspectives** are to **increase staffing, stabilize the organization's governance, increase the use of the OFS/BRS tools, and support the *Foncier Solidaire France* OFS network** in order to support the model in France.

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This work has been produced by

Fonds Mondial pour le Développement des Villes (FMDV)



FMDV (Global Fund for Cities' Development) is in charge of coordinating the Financial Models Work Package (WP) of the SHICC project. FMDV mobilizes its internal expertise and reaches out to other networks and partners (in particular from the finance community and local and regional governments) to analyse CLTs/OFSs financial models, develop new financing and engineering approaches for, and disseminate knowledge fostering the systematization of the model in the North Western European 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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<https://www.lille.fr/>

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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<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 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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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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<http://www.communitylandtrusts.org.uk/home>