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CARE AND LIVING IN COMMUNITY CALICO

END EVALUATION REPORT

calico

Colophon

Title: Care and Living in Community, CALICO. End evaluation report.
Year: 2022
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This project is co-financed by the European Regional and Development Fund through the Urban Innovative Actions Initiative

Acknowledgement

This report is the result of a collaboration between several people. First of all, we would like to thank the consortium partners for their support in preparing the report. Also, thanks to the researchers & jobstudents of the Department of Educational Sciences and research group Cosmopolis, Toon, Silke, Hanne and Jeanne, in the data processing, writing and layout of the report. As special word of thanks to the *colleagues of University Ghent, Sabet Vansteenbergen and Kenneth Chambaere, from the End-of-Life Care research group. Seen their specific expertise in end-of-life-care they were engaged in the project to have a particular look at the development of the End-of-Life facility, the Maison de Mourance.* And finally, a word of thanks and recognition to the future residents and sympathisers of the CALICO project who were willing to participate in the study. We hope CALICO will become a warm place to live in the middle of the city.

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Executive summaries

1. *English summary:* END EVALUATION REPORT

This third report, published in October 2022, is the final evaluation report of the "Care and Living in Community" (CALICO) project. This project aims to develop affordable housing for specific vulnerable groups in a caring environment in the municipality of Forest in the Brussels Capital Region (BCR). The objectives of the project, the composition of the partnership and the design of monitoring and evaluation were already described in detail in the 1st report "Groundwork for evaluation and state-of-play" published in December 2019. The second report, published in early 2021, presented the results of the first wave of quantitative and qualitative data. This third report presents the results of the project based on a second wave of data collection. Finally, there is a 4th and concluding report to be published in fall 2022. The latter, entitled "Recommendation report on replicability, scaling up and dissemination", presents perspectives on policy and strategic issues that may arise from a desire to replicate and expand the CALICO project.

This third and final evaluation report is divided into eight main sections. The first presents a factual status of the project as of October 2021 and the main objectives of the report. The second section specifies the research methodology. The third section describes the (socio-economic) profiles of the CALICO residents and their past and future housing situation. The fourth section presents the internal governance of the project that the partners have put in place for its set-up and long-term management. The fifth section, based on focus groups with the project partners, reflects their experiences, concerns and expectations for the future of the project. The sixth part looks at the experiences, concerns and expectations of the residents and is based on qualitative interviews and questionnaires. The seventh part focuses on the community care strategies initiated within the project and on the End-of-Life facilities project in particular. The report ends with general conclusions. A brief summary of each of the eight sections is given:

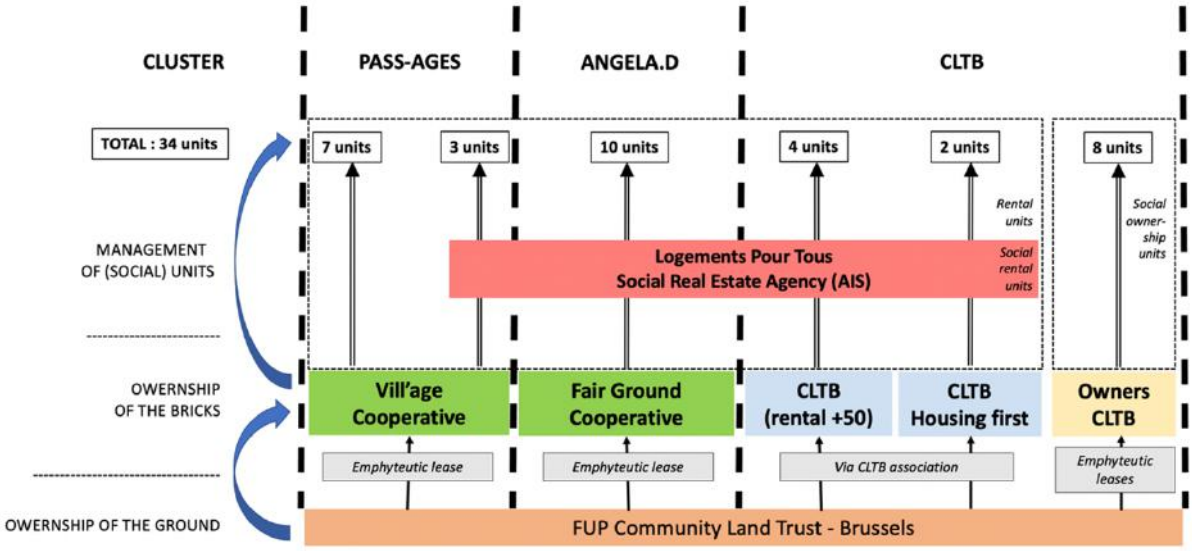
1. The **general introduction** presents the status of the CALICO project at the time of the closure of the UIA support period. It shows that only three of the 34 households had not yet moved in and that the opening of the Birth and End-of-Life facilities is slightly postponed due to the delay in the delivery of the works.

2. The section on **research methodology** describes the mixed methods approach used to collect and produce the results, i.e. questionnaires with all the selected future inhabitants, in-depth interviews with 9 of them, focus groups and in-depth interviews with the different partners and other forms of complementary data collection and analysis.

3. The part describing the **profiles of the CALICO residents** shows that the objectives of the project in terms of mix have been respected. 2/3 of the project is aimed at residents who are eligible for social housing. It is intergenerational, with 50% of residents older than 50 years, and sensitive to gender discrimination, namely over 80% of the adults in the project are women. Similarly, the project is

multicultural as 55% of households have foreign origins. There has also been a significant improvement in housing cost overburden and overcrowding rates, although mostly noticeable among the most precarious households.

4. The section on the new **governance model for collaborative housing** describes in detail how the partners have set up the project and managed it in the long term. The section is divided into two parts. The first part describes the different modes of access and occupation of the housing by the residents. These are summarised in the diagram below.

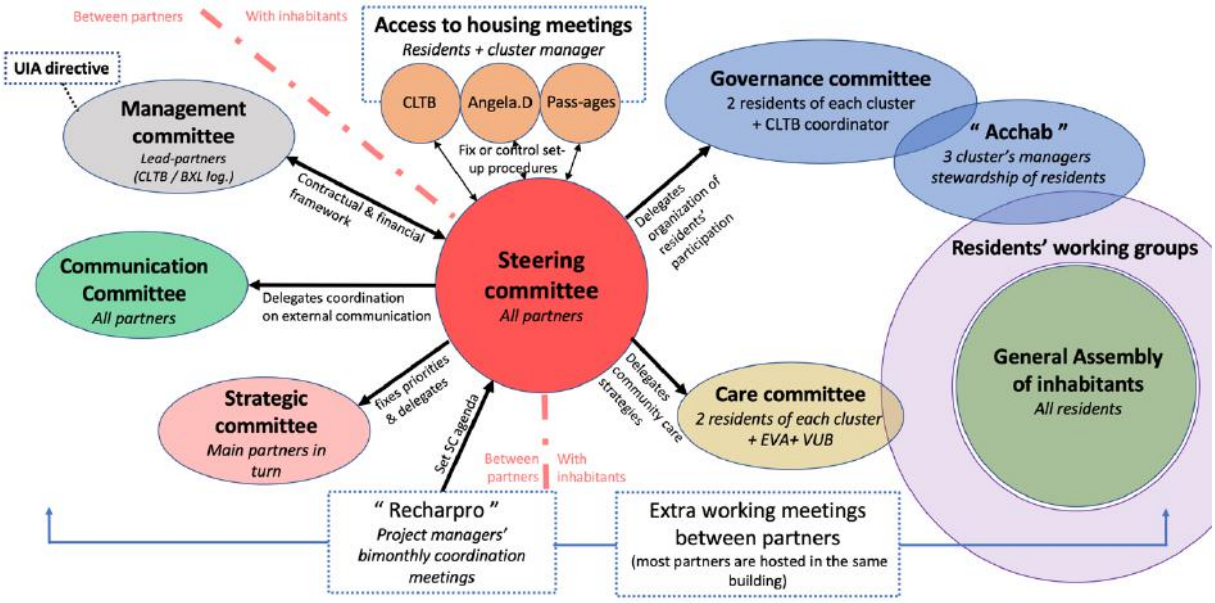


Different forms of tenure of the CALICO-units

One of the innovative dimensions of the CALICO project is certainly to have allowed the creation of two cooperatives (Vill'ages de Pass-ages and Fair Ground) for the acquisition of all the dwellings made available to the Pass-ages and Angela.D project respectively. Their status, mode of governance, mode of financing of acquisitions is described in this sub-section. Both cooperatives provide for representation of the inhabitants and the founding associative structures in their Board of Directors. They both limit drastically the valuation of their members' cooperative shares in order to guarantee an anti-speculation model.

This sub-section also presents the original housing allocation methods designed within the project. These are specific for each cluster and type of access to housing. In particular, the procedures and criteria for the allocation of the Angela.D and Pass-ages clusters are detailed, which allow for the organisation of procedures involving the associations concerned and the inhabitants, and selection criteria aimed at guaranteeing the commitment of future inhabitants to the realisation of the associative visions (voluntary work in the Birth and End-of-Life facilities for the inhabitants of Pass-ages and commitment to gender-sensitive management for the inhabitants of Angela.D).

The second sub-section presents the organisation of the governance between partners for the setting up of the project throughout the duration of the UIA support. All the committees, working groups and assemblies are shown in the diagram below:



Overview of global governance arrangements to carry out the CALICO project

The missions, activities and achievements of all these committees are described in this subsection. In particular, the section looks at the dynamics of the three clusters in supporting residents in accessing their housing, the content of the second and third strategic committees dedicated to community care strategies and the consideration of gender, as well as the methods used to manage common spaces for residents and those open to the neighbourhood, which has been assigned to a community care association, Rézone. The sub-section closes with a presentation of the management methods envisaged by the partners beyond the subsidy period, and in particular for a one-year transition period for which regional public resources have been allocated to the grassroots partners to finalise the transition from associative governance to governance between residents.

5. The fifth part, drawn up on the basis of focus groups with the **project partners, reflects their experiences, concerns and expectations for the future of the project**. It shows a very enthusiastic opinion of all the partners about the results achieved. The main added values for the residents, the neighbourhood, the partners, the Brussels region and Europe are mentioned. The challenges of coordination (between partners but also with residents, neighbours, authorities, promoters, ...) were given particular attention. The complexity of such a project, mixing institutional and associative actors, robust or recently trained, professionals or volunteers, accompanying more or less precarious households, appears to be a major challenge. The strengths and weaknesses of the project as well as the lessons learned in terms of replicability (a condition for success) are highlighted. The strong points mainly highlight the real spirit of co-creation between partners, the weak points, the time needed for implementation and the bureaucratic burden, the sometimes difficult communication between partners and with the residents, particularly in the context of the pandemic.

6. The sixth section provides **qualitative** (9 interviews) **and quantitative** (questionnaires) **insights into the experiences of CALICO residents.** The qualitative part relates the difficulties experienced by the inhabitants in the different stages of the project from their selection to their moving in, revealing in particular a sometimes constraining time commitment and confusions in the understanding of the project due to its complexity, and also the impact of the containment measures. Concerning the future

challenges, the capacity to organise the autonomy of the inhabitants in the management of the project and the sharing by all the inhabitants of the essential values of the project (multiculturality, gender sensitivity, intergenerationality, Care), allowing to go beyond a vision in specialised clusters, are mentioned.The quantitative results show that the inhabitants are generally very satisfied with the project, in terms of housing quality, conviviality and commitment. All of them declare that they want to engage in different dimensions of the project in the future.

7. The seventh part focuses on the **community health strategies** developed in the project. In particular, the charter developed by the CARE committee is presented, as well as the progress made by this committee. This section then focuses on the End-of-Life facility, carried out by the End-of-Life Care Research Group of Ghent University. The End-of-Life facility is described in terms of its missions and visions, put into perspective within the framework of the emergence of compassionate communities, and then discussed on the basis of two qualitative interviews with the project leaders. The financing of the project, the extension and maintenance of the motivation of the network of volunteers, the formulation of a mission and concrete objectives, the design of an evaluation plan and the choice of evaluation tools are identified as main challenges for the future.

8. The **concluding chapter** summarises the main quantitative results on residents' satisfaction, motivation and participation. It highlights the innovative governance arrangements implemented, notably the creation of the birth and death home and the two housing cooperatives. The lessons contained in this detailed and mainly descriptive report will serve as a basis for the final recommendation report which focuses on replication, scaling up and dissemination.

2. *Résumé en français :* RAPPORT FINAL D'EVALUATION

Ce troisième rapport, publié en octobre 2022, est le rapport d'évaluation finale du projet "Care and Living in Community" (CALICO). Pour rappel, ce projet vise à développer des logements abordables pour des groupes vulnérables spécifiques dans un environnement de soins dans la municipalité de Forest en Région de Bruxelles-Capitale (BCR). Les objectifs du projet, le consortium de partenaires qui le développe et le plan de recherche pour le suivi et l'évaluation ont déjà été présentés en détail dans le premier rapport « Préparation du monitoring et « état de l'art » » de décembre 2019. Le deuxième rapport, publié début 2021, a présenté les résultats de la première vague d'enquête quantitative et qualitative. Ce troisième rapport présente les résultats finaux du projet sur base d'une seconde vague d'enquête. Le présent rapport de résultats est encore suivi d'un 4ème rapport de conclusion, également publié en octobre 2022. Celui-ci, intitulé « Rapport de recommandation sur la reproductibilité, le passage à l'échelle et la diffusion » présente des perspectives sur les questions politiques et stratégiques qui peuvent découler d'un désir de reproduire et d'étendre le projet CALICO.

Le présent rapport final d'évaluation est divisé en huit sections principales. La première présente un état d'avancement factuel du projet en octobre 2021 ainsi que les principaux objectifs du rapport. La deuxième section précise la méthodologie de recherche. La troisième partie propose une description des profils (socio-économiques) des résidents et de leur situation passée et future de logement. La quatrième section présente les modes de gouvernance internes du projet que les partenaires ont mis en place pour son montage et sa gestion à long terme. La cinquième partie, élaborée sur base de focus group avec les partenaires du projet, reflètent leurs expériences, préoccupations et attentes pour le futur du projet. La sixième partie revient quant à elle sur les expériences, préoccupations et attentes des résidents et se fondent sur des entretiens qualitatifs et des questionnaires. La septième partie se focalise sur les stratégies de community care intitiées dans le cadre du projet et sur le projet de End-of-Life facilities en particulier. Le rapport se termine par des conclusions générales.

Revenons brièvement sur le contenu de chacune des parties du rapport :

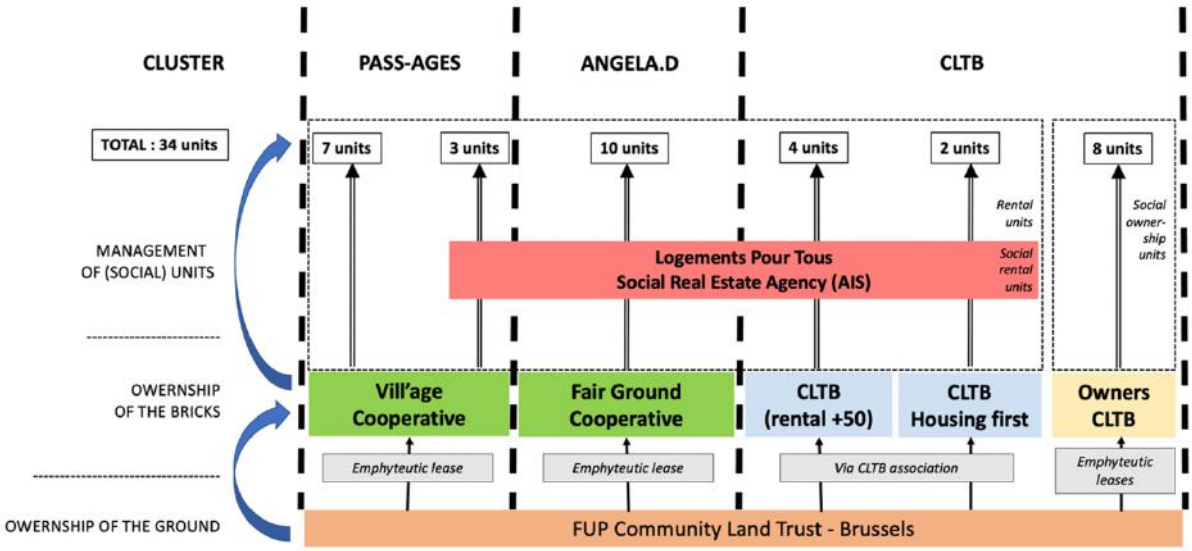
1. **L'introduction générale** présente l'état d'avancement du projet au moment de la clôture de la période de soutien UIA. Il ressort que seuls trois des 34 ménages n'avaient pas encore emménagés et que l'inauguration de la Maison de Naissance et de Mourance est légèrement reportée pour des questions de délai de livraison de travaux.

2. La section concernant la **méthodologie de recherche** décrit l'approche de méthodes mixtes utilisées pour collecter et produire les résultats, c'est-à-dire les questionnaires avec tous les futurs habitants sélectionnés, les entretiens approfondis avec 9 d'entre eux, les focus group avec les différents partenaires, et d'autres formes de collecte et d'analyse de données complémentaires.

3. La partie décrivant **les profils des CALICO résidents** fait apparaître que les objectifs de mixité prévu par le projet ont été respectés. Le projet s'adresse bien pour 2/3 à des résidents dans les conditions d'accès au logement social. Il est bien intergénérationnel (50% de 50+) et sensible aux discriminations de genre (plus de 80% des adultes du projet sont des femmes). De même, le projet est multiculturel (55% des ménages ont des origines étrangères). Une amélioration significative

des taux de surcharge du coût du logement et taux de surpeuplement, bien que surtout notables parmi les ménages les plus précaires (cluster Angela.D et CLTB), a également été constatée.

4. La partie relative au **nouveau modèle de gouvernance pour l'habitat collaboratif** décrit en détail les modalités mises en œuvre par les partenaires pour le montage du projet et sa gestion à long terme. La section se divise en deux parties. La première décortique les différents modes d'accès et d'occupation des logements par les résidents. Ceux-ci sont résumés dans le schéma ci-dessous.

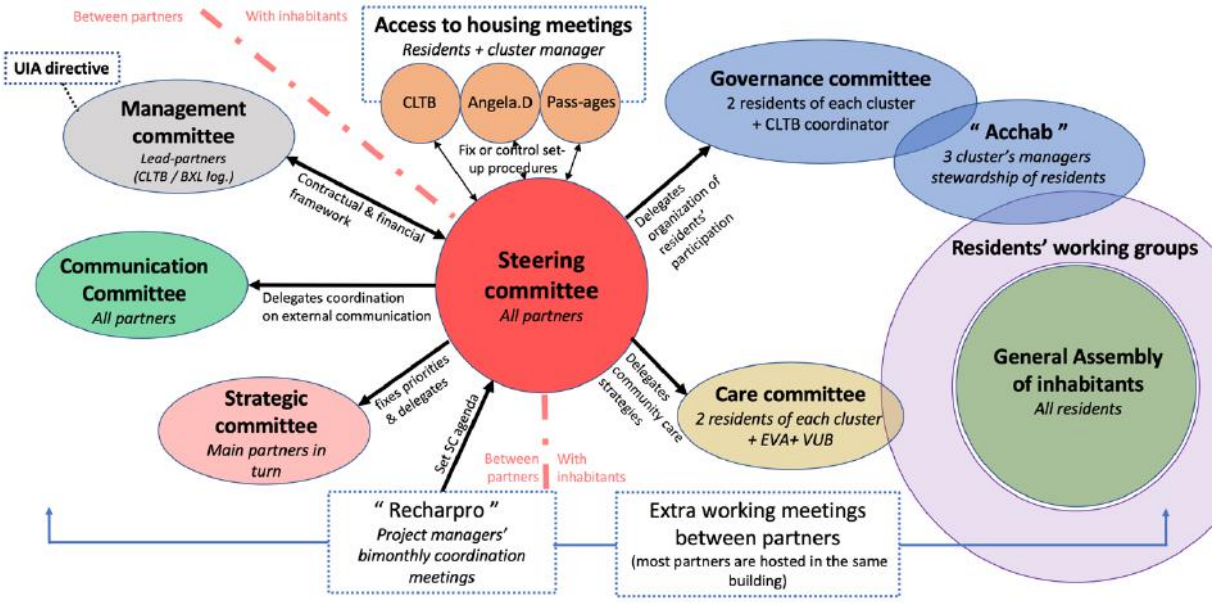


Différents modes d'occupation des unités CALICO

Une des dimensions innovantes du projet CALICO est certainement d'avoir permis la création des deux coopératives (Vill'ages de Pass-ages et Fair Ground) pour l'acquisition de tous les logements mis à disposition du projet Pass-ages et Angela.D respectivement. Leur statut, mode de gouvernance, le mode de financement des acquisitions est décrits dans cette sous-section. Les deux coopératives prévoient une représentation des habitants et des structures associatives fondatrices dans leur Conseil d'administration. Elles limitent toutes deux drastiquement la valorisation des parts coopératives de leurs membres afin de garantir un modèle anti-spéculatif.

Cette sous-section présente également les modes d'attribution des logements originaux conçus dans le cadre du projet. Ceux-ci sont spécifiques pour chaque cluster et type d'accès au logement. Sont notamment détaillées les procédures et critères d'attribution des clusters Angela.D et Pass-ages qui permettent d'organiser des procédures impliquant les associations concernées et les habitants et des critères de sélection visant à garantir l'engagement des futurs habitants à la réalisation des visions associatives (bénévolat dans les maisons de naissance et mourance pour les habitants de Pass-ages et engagement dans une gestion sensible au genre pour les habitantes d'Angela.D).

La seconde sous-section présente l'organisation de la gouvernance entre partenaires pour le montage du projet sur toute la durée du soutien UIA. L'ensemble des comités, groupes de travail et assemblées sont repris dans le schéma ci-dessous :



Aperçu des dispositions générale de gouvernance pour mener à bien le projet CALICO

Les missions, activités et réalisations de l'ensemble de ces comités sont décrites dans cette sous-section. La section revient notamment sur les dynamiques propres aux trois clusters dans l'accompagnement des habitants dans leur accès à leur logement, sur le contenu du deuxième et troisième comités stratégiques dédiés aux stratégies de santé communautaires et la prise en compte du genre, ainsi que sur les modalités retenues pour la gestion des espaces communs aux habitants, et ceux ouverts sur le quartier, attribués à une association de santé communautaire, Rézone. La sous-section se clôture par une présentation des modes de gestion envisagée par les partenaires au-delà de la période de subvention, et notamment pour une période de transition d'un an pour laquelle des moyens publics régionaux ont été affectés aux partenaires de base pour finaliser le passage d'une gouvernance associative à une gouvernance entre habitants.

5. La cinquième partie, élaborée sur base de focus group avec **les partenaires du projet, reflète leurs expériences, préoccupations et attentes pour le futur du projet**. S'en dégage un avis très enthousiaste de l'ensemble des partenaires quant aux résultats atteints. Ceux-ci reviennent sur les principales valeurs ajoutées pour les résidents, le voisinage, les partenaires, la région bruxelloise et l'Europe. Les défis de coordination (entre partenaires mais aussi avec les résidents, voisins, autorités, promoteurs, …) ont également fait l'objet d'une attention particulière. La complexité d'un tel projet, mêlant acteurs institutionnels et associatifs, robustes ou récemment formés, professionnels ou bénévoles, accompagnant des ménages plus ou moins précarisés apparaît comme un défi majeur. Les points forts et faibles du projet ainsi que les enseignements en matière de reproductibilité (condition de succès) sont épinglés. Les points forts valorisent principalement l'esprit réel de co-création entre partenaires, les points faibles, les délais de réalisation et la lourdeur bureaucratique, la parfois difficile communication entre partenaires et avec les résidents, notamment dans le contexte de la pandémie.

6. La sixième partie est **basée d'abord sur les entretiens de 3 habitants par cluster, ensuite sur les réponses aux questionnaires adressés à tous les habitants**. La partie qualitative relate les difficultés vécues par les habitants dans les différentes étapes du projet de leur sélection jusqu'à

leur emménagement, faisant notamment apparaître un engagement de temps parfois contraignant et des confusions dans la compréhension du projet dû à sa complexité, et à mais aussi l'impact des mesures de confinement. Concernant les défis futurs, reviennent la capacité à organiser une autonomie des habitants dans la gestion du projet et le partage par l'ensemble des habitants des valeurs essentielles du projet (multiculturalité, sensibilité au genre, intergénérationnalité, Care), permettant de dépasser une vison en clusters spécialisés.

Les résultats quantitatifs illustrent une grande satisfaction générale des habitants quant au projet, tant en matière de qualité de logement que de convivialité et d'engagement. Tous déclarent vouloir s'engager dans différentes dimensions du projet à l'avenir.

7. La septième partie se focalise **sur les stratégies de santé communautaire** développées dans le projet. La charte élaborée par le comité CARE est notamment présentée ainsi que les avancées réalisées par ce comité. Cette partie offre ensuite un focus sur la Maison de Mourance réalisé par le End-of-Life Care Research Group of l'Université de Gand. La Maison de Mourance est décrite dans ses missions et visions, mise en perspective dans le cadre de l'émergence des communautés compassionnelles, puis discutée sur base de deux entretiens qualitatifs avec les porteurs de projet. Le financement du projet, l'extension et le maintien de la motivation du réseau de volontaires, la formulation d'une mission et d'objectifs concrets, la conception d'un plan d'évaluation et le choix d'outils d'évaluation sont identifiés comme principaux défis pour l'avenir.

8. Le **chapitre de conclusion** reprend les principaux résultats quantitatifs en matière de satisfaction des résidents, de leurs motivations et de leur participation. Il épingle les modalités innovantes de gouvernance mise en œuvre, notamment la création de la maison de naissance et mourance et des deux coopératives de logements. Les enseignements contenus dans ce rapport, détaillé et principalement descriptif, serviront de base au rapport de recommandation en matière de réplication, de montée en régime et de dissémination.

3. Nederlandstalige samenvatting : EIND EVALUATIE

Dit derde rapport, gepubliceerd in oktober 2022, is het finale evaluatieverslag van het project "Care and Living in Community" (CALICO). Dit project beoogt de ontwikkeling van betaalbare woningen voor specifieke kwetsbare groepen in een zorgzame omgeving in de gemeente Vorst in het Brussels Hoofdstedelijk Gewest (BHG). De doelstellingen van het project, de samenstelling van het partnerschap en de opzet van monitoring en evaluatie werden reeds in detail beschreven in het 1e verslag "Groundwork for evaluation and state-of-play"dat in december 2019 werd gepubliceerd. In het tweede rapport, dat begin 2021 werd gepubliceerd, werden de resultaten van de eerste golf kwantitatieve en kwalitatieve gegevens gepresenteerd. Het voorliggend derde rapport presenteert de resultaten van het CALICO project op basis van een tweede golf van gegevensverzameling. Ten slotte is er een vierde en afsluitend rapport dat in het najaar van 2022 zal worden gepubliceerd. Dit laatste, getiteld "Recommendation report on replicability, scaling up and dissemination", presenteert perspectieven op beleids- en strategische kwesties die kunnen voortvloeien uit de wens om het CALICO project te repliceren en uit te breiden.

Dit derde en laatste evaluatierapport is verdeeld in acht hoofdstukken. Het eerste bevat een feitelijke stand van zaken van het project per oktober 2021 en de belangrijkste doelstellingen van het verslag. In het tweede deel wordt de onderzoeksmethode gespecificeerd. Het derde deel beschrijft de (sociaal-economische) profielen van de CALICO-bewoners en hun vroegere en toekomstige huisvestingssituatie. Het vierde deel presenteert de interne governance van het project die de partners hebben opgezet voor de opzet en het beheer op lange termijn. Het vijfde deel, gebaseerd op focusgroepen met de projectpartners, geeft hun ervaringen, zorgen en verwachtingen voor de toekomst van het project weer. Het zesde deel gaat in op de ervaringen, zorgen en verwachtingen van de bewoners en is gebaseerd op kwalitatieve interviews en vragenlijsten. Het zevende deel richt zich op de binnen het project geïnitieerde strategieën voor gemeenschapszorg en op het project voorzieningen rond het levenseinde in het bijzonder. Het verslag eindigt met algemene conclusies. Van elk van de acht delen wordt een korte samenvatting gegeven:

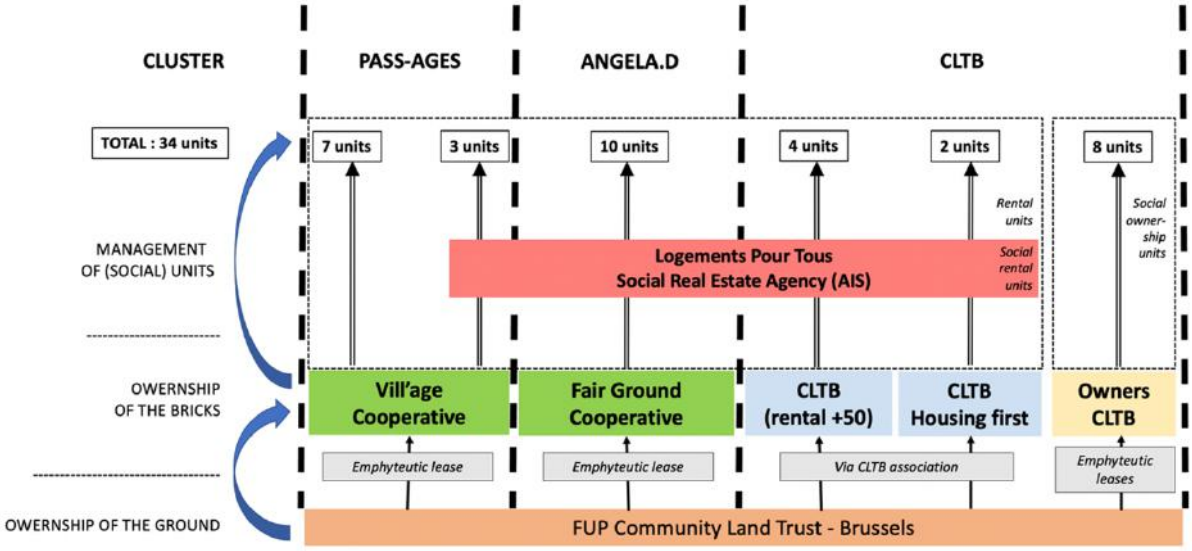
1. In de **algemene inleiding** wordt de stand van zaken van het CALICO-project bij de afsluiting van de UIA-steunperiode weergegeven. Hieruit blijkt dat slechts drie van de 34 huishoudens nog niet zijn ingetrokken en dat de opening van de voorzieningen voor geboorte en levenseinde enigszins is uitgesteld vanwege de vertraging bij de oplevering van de werken.

2. In het deel over **de onderzoeksmethodologie** wordt de mix-method aanpak (zowel kwalitatief als kwantitatief onderzoek) beschreven die is gebruikt om de resultaten te verzamelen en te produceren, d.w.z. vragenlijsten met alle geselecteerde (toekomstige) bewoners van CALICO, diepte-interviews met 9 van hen, focusgroepen en diepte-interviews met de verschillende partners van het consortium en andere vormen van aanvullende gegevensverzameling en -analyse.

3. Uit het gedeelte waarin de **profielen van de CALICO-bewoners** worden beschreven, blijkt dat de doelstellingen van het project wat betreft de mix zijn gerespecteerd. 2/3 van het project is gericht op

bewoners die in aanmerking komen voor sociale huisvesting. Het is intergenerationeel, met 50% van de bewoners ouder dan 50 jaar, en gevoelig voor genderdiscriminatie, meer dan 80% van de volwassenen in het project zijn vrouwen. Ook is het project multicultureel, aangezien 55% van de huishoudens van buitenlandse afkomst is. Er is ook een aanzienlijke verbetering van de overbelasting en de overbevolking op het gebied van huisvesting, hoewel dit vooral merkbaar is bij de meest precaire huishoudens.

4. Het deel over het **nieuwe bestuursmodel (governance) voor gezamenlijke huisvesting** beschrijft in detail hoe de partners het project hebben opgezet en op lange termijn hebben beheerd. Het deel bestaat uit twee delen. Het eerste deel beschrijft de verschillende vormen van toegang tot en bewoning van de woningen door de bewoners. Deze zijn samengevat in onderstaand schema.

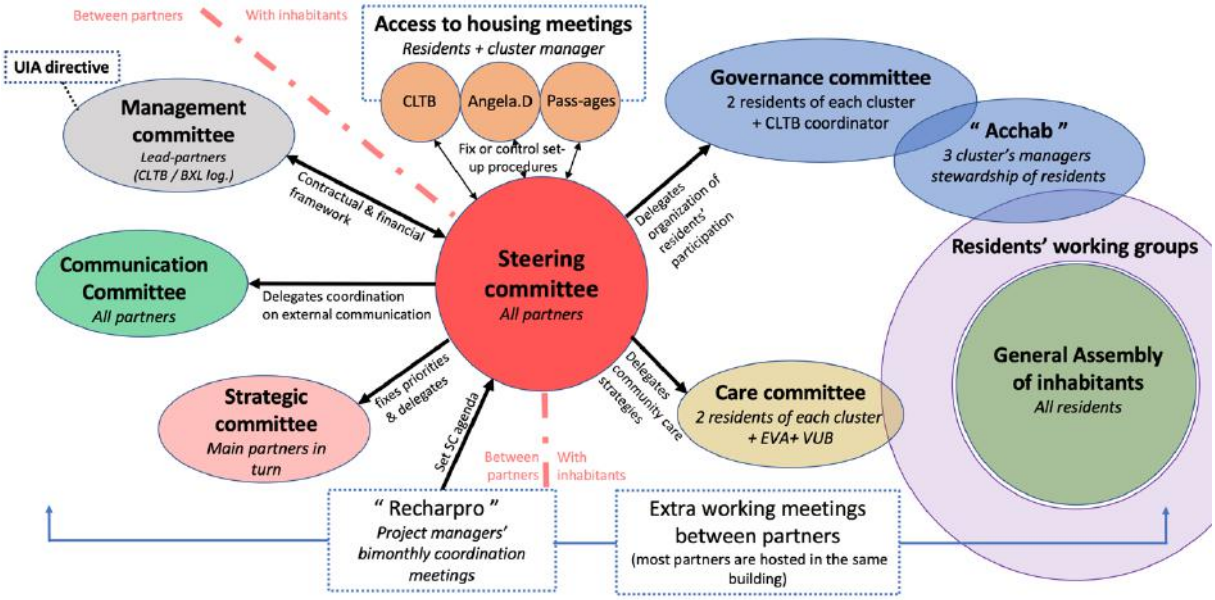


Verschillende vormen van bewoning van de CALICO-woningen.

Een van de vernieuwende aspecten van het CALICO-project is ongetwijfeld de oprichting van twee coöperaties (Vill'ages de Pass-ages en Fair Ground) voor de verwerving van alle woningen die beschikbaar zijn gesteld voor respectievelijk het Pass-ages- en het Angela.D-project. Hun statuut, de wijze van bestuur en de wijze van financiering van de aankopen worden in dit deel beschreven. Beide coöperaties voorzien in een vertegenwoordiging van de bewoners en de stichtende verenigingsstructuren in hun raad van bestuur. Beide beperken drastisch de waardering van de coöperatieve aandelen van hun leden om een anti-speculatiemodel te garanderen.

In dit deel worden ook de oorspronkelijke methoden voor de toewijzing van woningen in het kader van het project gepresenteerd. Deze zijn specifiek voor elk cluster en elk type toegang tot huisvesting. In het bijzonder worden de procedures en criteria voor de toewijzing van de clusters Angela.D en Pass-ages gedetailleerd, die het mogelijk maken om procedures te organiseren waarbij de betrokken verenigingen en de bewoners betrokken zijn, en selectiecriteria die het engagement van de toekomstige bewoners voor de verwezenlijking van de associatieve visies garanderen (vrijwilligerswerk in de voorzieningen voor geboorte en levenseinde voor de bewoners van Pass-ages en engagement voor genderbewust beheer voor de bewoners van Angela.D).

Het tweede deel presenteert de organisatie van het bestuur tussen de partners voor het opzetten van het project tijdens de duur van de UIA-steun. Alle comités, werkgroepen en vergaderingen worden in onderstaand schema weergegeven:



Overzicht van de algemene bestuursregelingen voor de uitvoering van het CALICO-project

De opdrachten, activiteiten en verwezenlijkingen van al deze comités worden in dit deel beschreven. In het bijzonder wordt ingegaan op de dynamiek van de drie clusters bij de ondersteuning van de bewoners bij de toegang tot hun woning, de inhoud van het tweede en derde strategische comité die gewijd zijn aan de strategieën voor buurtzorg en de inachtneming van het genderaspect, en de methoden voor het beheer van de gemeenschappelijke ruimten voor de bewoners en de ruimten die openstaan voor de buurt, die zijn toegewezen aan een vereniging voor buurtzorg, Rézone. Het deel sluit af met een presentatie van de beheersmethoden die de partners na de subsidieperiode overwegen, en met name voor een overgangsperiode van één jaar waarvoor aan de basispartners gewestelijke overheidsmiddelen zijn toegekend om de overgang van verenigingsbestuur naar bestuur tussen bewoners te voltooien.

5. Het vijfde deel, dat is opgesteld op basis van focusgroepen met **de projectpartners, geeft hun ervaringen, zorgen en verwachtingen voor de toekomst van het project weer**. De partners zijn voornamelijk enthousiast over de bereikte resultaten. De belangrijkste toegevoegde waarden voor de bewoners, de wijk, de partners, het Brusselse Gewest en Europa worden genoemd. De uitdagingen van de coördinatie (tussen partners maar ook met bewoners, buren, overheden, promotoren, ...) kregen bijzondere aandacht. De complexiteit van een dergelijk project, waarbij institutionele en verenigingsactoren, robuuste of pas opgeleide, professionals of vrijwilligers, die min of meer precaire huishoudens begeleiden, worden gemengd, blijkt een grote uitdaging te zijn. De sterke en zwakke punten van het project, alsmede de lessen die zijn geleerd in termen van repliceerbaarheid (een voorwaarde voor succes) worden belicht. De sterke punten benadrukken vooral de echte geest van co-creatie tussen de partners, de zwakke punten, de tijd die nodig is voor de uitvoering en de bureaucratische last, de soms moeilijke communicatie tussen partners en met de bewoners, met name in de context van de pandemie.

6. Het zesde deel geeft **kwalitatieve (9 interviews) en kwantitatieve (vragenlijsten) inzichten in de ervaringen van de bewoners van CALICO.** Het kwalitatieve deel heeft betrekking op de moeilijkheden die de bewoners in de verschillende fasen van het project hebben ondervonden, van hun selectie tot hun intrek, waarbij met name een soms beperkende tijdsbesteding en verwarring over het begrip van het project als gevolg van de complexiteit ervan aan het licht komen, alsmede het effect van de inperkingsmaatregelen. Wat de toekomstige uitdagingen betreft, wordt het vermogen genoemd om de autonomie van de bewoners in het beheer van het project te organiseren en het delen door alle bewoners van de essentiële waarden van het project (multiculturaliteit, gendergevoeligheid, intergenerationaliteit, zorg), waardoor verder kan worden gegaan dan een visie in gespecialiseerde clusters.Uit de kwantitatieve resultaten blijkt dat de bewoners over het algemeen zeer tevreden zijn over het project, in termen van woonkwaliteit, gezelligheid en betrokkenheid. Allen verklaren dat zij zich in de toekomst willen inzetten voor verschillende dimensies van het project.

7. Het zevende deel gaat over de **community health strategies die binnen CALCO ontwikkeld werden**. In het bijzonder wordt het charter gepresenteerd dat door het CARE-comité is ontwikkeld, evenals de vooruitgang die door dit comité is geboekt. Dit deel richt zich vervolgens op de palliatieve zorg, uitgevoerd door de Onderzoeksgroep *End-of-Life Care* van de Universiteit Gent. De levenseindevoorziening wordt beschreven in termen van haar missies en visies, in perspectief geplaatst binnen het kader van de opkomst van compassionate communities, en vervolgens besproken aan de hand van twee kwalitatieve interviews met de projectleiders. De financiering van het project, de uitbreiding en het behoud van de motivatie van het netwerk van vrijwilligers, de formulering van een missie en concrete doelstellingen, het ontwerp van een evaluatieplan en de keuze van evaluatie-instrumenten worden als belangrijkste uitdagingen voor de toekomst aangemerkt.

8. In het **afsluitende hoofdstuk** worden de belangrijkste kwantitatieve resultaten over de tevredenheid, de motivatie en de participatie van de bewoners samengevat. Het belicht de innovatieve bestuursregelingen die ten uitvoer zijn gelegd, met name de oprichting van het geboorte- en sterfhuis en de twee wooncoöperaties. De lessen in dit gedetailleerde en hoofdzakelijk beschrijvende verslag zullen als basis dienen voor het verslag met de definitieve aanbevelingen, dat gericht is op replicatie, schaalvergroting en verspreiding.

A. General introduction

1. Introduction

This report presents the evaluation of the 'Care and Living in Community'-project (CALICO) 2021. CALICO is one of the 22 Urban Innovative Action laureates from the third wave, funded by the European Union's European Regional Development Fund (ERFD). The UIA-funding for the project started in November 2018 and finished end of October 2021. The aim of the CALICO project is to develop affordable housing for specific vulnerable groups within a caring environment in Brussels Capital Region. The CALICO project is led by a consortium of local & regional governments, non-profit organizations and academics. Bruxelles.Logement (Brussels Capital Region) and the Community Land Trust Brussels (CLTB) are the coordinators and take the lead in the process and implementation of the project. Adjoining them are the organizations that execute and implement the project; Angela.D vzw, Pass-ages vzw and EVA bxl vzw. The municipality of Forest in which the project is located, the Local Public Social Welfare Centre (CPAS) and the Logement Pour Tous vzw are also partners of the project.

The monitoring and evaluation of the project is performed by the research groups Belgian Ageing Studies and COSMOPOLIS of the Vrije Universiteit Brussel (VUB). A first initiatory report was already published in December 2019. This first report presented the groundwork for the evaluation and monitoring of the CALICO project and an overview of the state-of-play of the Brussels Capital Region (BCR) concerning housing, care and governance (Dawance et al., 2019). This first report served as the backbone report of evaluation and monitoring of the CALICO project. The second report, an intermediate report published in the end of 2020, focused on the first part of evaluation and monitoring of the CALICO project (Smetcoren et al., 2020). The aim was to provide insights in the living & health situation, motivations and expectations of the (potential) future residents in participating and moving to the CALICO-building and how the entire project was viewed by residents who live in the direct neighbourhood where the CALICO-building was constructed.

This report presents the final evaluation of CALICO. The first aim was to present the governance model of the CALICO project, which could be used as a new governance model of cohousing. The second aim was providing an insight into the outcomes, the process and (i.e. experiences during the final phase of the project, of all actors who were involved), and the future prospects of the project. These actors are the project partners (Angela D. vzw, Pass-ages vzw, CLB vzw, Bruxelles.Logement, Eva BXL) and the new residents. The third aim was to provide insight in the development of the 'community care model' in CALICO. The report is structured as follows. After a current state-of-play of the project, and introducing the research questions, Part A will focus on the research methodology explaining and detailing the mixed method research approach. Part B will give the results of the CALICO-governance: the development of the governance model, the rate of participation of actors in the different working groups and the process of allocation of the CALICO residents. Part C and Part D shows the experiences and expectations of CALICO actors (project partners and residents) about the added value of CALICO, and the process behind. PART E concerns the organisation of community care model with specific attention to the role of 'end-of-life' care facility. The final part will combine all the different results and present final conclusions on the research questions.

2. State-of-play of the project: What remains to be done?

At the end of October 2021 and as initially foreseen in the project objectives, CALICO realised 34 living units, divided into 3 cohousing clusters, with in addition 5 collective units (i.e. Birth and End-of-life facility, consultation space, common space for residents and a common space for the neighbourhood). It is located in Forest, a municipality in the Brussel Capital Region. These 34 housing units are divided as follows: 10 units for Angela.D, 10 units for Pass-ages, and 14 units for Community Land Trust Brussels (CLTB). The latter also includes 2 units dedicated to a "Housing First" program in collaboration with the Local Public Social Welfare Centre (CPAS) of Forest and the association Diogènes. The CALICO housing units and collective units are part of a larger housing development of 109 units, called "Les Sources" which is developed by the real estate developer "Belgian Land". A large access porch to a public garden in the interior courtyard is planned in the middle of the CALICO project. The complex contains a bicycle parking lot and access to an underground parking lot.

Although the main objectives were generally achieved at the end of the UIA funding (October 2021), when writing this report at the end of 2021, there were still six important points to be noted for the future development and to ensure the project's autonomy.

2.1 The inclusion of the last 3 households in the project

The 34 housing units were delivered for occupation from end of August 2021. By the end of the project (end of October 2021) 31 of the 34 were occupied by their new inhabitants. This means that there are still 3 housings to be occupied in the future. In order to understand their situation, it should be explained that the sale of the 8 housing units of the CLTB cluster to the purchaser households has not yet taken place, as it is conditional on the CLTB foundation obtaining a guarantee to apply a 6% VAT rate in the context of these sales.

The CLTB foundation has had an annual operating and investment budget granted by the Brussels-Capital Region since the end of 2012. However, it was only recently that the government adopted a decree[1] defining the conditions for the approval and financing of a Community Land Trust (Regional Land Alliance) as provided for in Article 2 of the Brussels Housing Code. It is such an approval that would give the CLTB a clear status as an operator of (social) housing policy in the Region.
The CLTB thereupon submitted an application for approval, which is, at the moment this report was written, still being processed by the Brussels regional administration. Once this approval is obtained the CLTB will be able to obtain from the Federal Finance Administration the application of a VAT rate of 6% (instead of 21%) for its real estate transactions, following the example of the other approved housing operators in the Region (CityDev.brussels, Fonds du Logement, etc.). Pending the finalisation of these procedures and the granting of an authorisation to apply a 6% VAT rate, the CLTB is not able to formalise the granting of long leases to purchaser households. Indeed, a sale at 21% VAT would make the cost of the transaction too high given the limited amount of subsidy for the project and the limited borrowing capacity of the purchasing households.

[1] http://www.ejustice.just.fgov.be/cgi/article_body.pl?language=fr&caller=summary&pub_date=21-05-10&numac=2021031044

Therefore, the CLTB proposed to the future buyer households to already move into their future unit within the framework of a temporary occupation agreement, in exchange for a monthly occupation allowance corresponding averagely to the total amount of their future mortgage loan. This occupancy payment will not be returned to the residents when they acquire their housing. In fact, the amounts collected should enable the CLTB to partially cover the payment of the interest on the bridge loan that it has contracted following the purchase and therefore the pre-financing of the corresponding housing units. Five of the eight purchaser households decided to accept such a temporary occupation contract and moved into their future dwelling. The other three preferred to wait, partly because they prefer to have a firm guarantee that they can finalise the purchase before leaving their current home. This situation is quite anxiety-provoking for the purchaser households, also for those who already moved in, for whom uncertainty remains as to whether the sale of their housing unit will be completed.

It can be seen here that the feasibility of the project's financial set-up is dependent on the CLT being recognised upstream as a public housing operator, which itself is the result of a long process of institutionalisation of the CLTB, independent of but parallel to the CALICO project. Although the possibility of accreditation has been enshrined in the Housing Code since 2014, the accreditation order was only adopted in April 2021 and the accreditation of the CLTB is still in the administrative process. The accreditation should be obtained before the end of 2021/beginning of 2022.

2.2 Delivery and occupation of Birth and End-of-Life facilities

One of the objectives of the project was to develop a Birth and End-of-life facility operated by the non-profit organisation Pass-ages. However, the two flats that will be converted into Birth and End-of-Life facilities have not yet been delivered and therefore cannot yet be occupied, which causes a delay in take-off of these facilities. One of the reasons for this late completion of the construction is because Pass-ages has demanded that the sound insulation between the ceilings of the ground floor facilities and the first floor housing units be reinforced to prevent future noise pollution. At the moment of writing the report, modification works were taking place in order to meet the agreed level of insulation. In this context, Pass-ages had also obtained a two-month extension of the UIA-office for the realization of these facilities.

2.3 The use of the non-profit organisation "CALICO"

On 8 January 2021, the three partner associations (CLTB, Angela.D, Pass-ages) founded the non-profit organisation named CALICO. According to its statutes, the association's aim, in line with the spirit and values of the global UIA CALICO project, is to promote living together and solidarity between residents and the neighbourhood, through:

- the management and coordination of CALICO's common spaces;
- supporting the grouped housing in a participatory and empowering approach;
- carrying out activities of common interest;
- interaction with the neighbourhood through any activity that contributes to the values of the association.

The association was created in relative urgency to be able to apply for additional grant applications, in the name of a structure that would represent the project's partner associations together. Two grant applications were submitted but not obtained. As a result, the role of the association remained dormant thereafter.

Initially, the partners had planned an exchange with the project's inhabitants on the role they wanted the new CALICO-association to play in the future governance of the CALICO housing project. In view of the significant demands made on the future inhabitants in 2021, it was finally decided to postpone these discussions on the exact role and the desired governance arrangements for the association, until December 2021, when project funding from UIA has stopped.

2.4 Co-creation and management of the semi-public garden with the municipality

Another objective of the project was to create a common garden together with the neighbourhood. This CALICO-garden, which is accessible from the entrance porch, has been the subject of an agreement with the municipality of Forest concerning its accessibility during the day for neighbourhood residents.
The realisation of the garden however has not yet been started and thus the possibility of imagining a process of co-creation for deciding on this together between the inhabitants of the project, the developer and the municipality of Forest remains a partially open issue. The development of the garden will take place once all the housing units in the "Belgian Land" development have been completed. The residents have set up a working group dedicated to the garden in order to engage in dialogue with the municipality and the developer.

2.5 Technical support and energy management for residents

The CALICO residents move into a new passive building of which the technical management requires a minimum of skills and budgetary planning. In this context, the CLTB has decided to sign an agreement with the local non-profit organization Maison en Plus. Maison en Plus is member of "Habitat Network" (Réseau Habitat), which is a network of Brussels associations, approved and financed by the Region for the guidance of owners in the technical management of their housing.

The objective of the partnership is to train and educate/inform the residents in knowing their building. Hereby residents adopt the necessary skills for the good functioning of the building and for the maintenance, as well as to understand and apply the rational use of energy (environmental & economic objective). An agreement was signed on April 1, 2021. It will be extended for two years after the households move in, if Maison en Plus obtains subsidies to ensure this follow-up.

In total, 2 mandatory sessions for the 34 households are planned at the beginning of the guidance, followed by 4 workshops in group on a voluntary basis and 2 mandatory closing sessions at the end. Maison en Plus was also in charge of organizing site visits with the inhabitants. In terms of training of households in the use of the building and the housing units, Maison en Plus is responsible for:

- Information related to the proper use of the equipment;
- Setting up an energy monitoring system;
- Training on how to use energy efficiently;
- Guidance on how to live in a passive house;
- Support for owners and tenants to ensure the optimal use and maintenance of CALICO housing;
- Evaluation of the support provided by the residents.

2.6 Negotiation on further financing of the project (in 2022)

Main project milestones were achieved during the grant period of UIA. However, the participatory agenda initially planned for the project was largely disrupted by the management measures for the COVID-19 pandemic. Thus, several modalities of the project's operation remain to be implemented (cf. points before). In this context, the Brussels-Capital Region decided to fund the main partners for a period of one year to continue the community support work for the inhabitants in organising their autonomous management of the project. In addition, also one year funding was foreseen for the researchers to investigate further the operationalization of the project.

3. Aim and research questions of this report

The main objectives of the general research design are 1) to monitor the added value and results (outcome & impact of the project), and 2) to explore the strengths and weaknesses of the project process. Lessons learned will be interesting to support regional and European authorities in conducting similar projects in the future. This second evaluation report focuses on the project's final implementation phase and can be considered as a descriptive and exploratory study.

An overview of all research questions were listed in detail in the first report (Dawance et al., 2019) and were subdivided in 4 main categories: 1) development and realizations, 2) positive impact, 3) gender equity and of the older people's inclusion, 4) sustainability and future. Questions are related to both outcome/Impact evaluation as questions related to process evaluation.

The focus of the research questions for this report lies on the first three parts. The specific aims for this report are listed as followed:

Development and realizations

1. Development of adapted and permanently affordable housing, with a focus on vulnerable groups in the housing market (e.g. older adults, women, low-income groups, migrants):
2. Development of a new governance model for cohousing
3. Development of a community-led approach: involvement of different groups of residents in the decision-making process of their future living environment.
4. Development of a new community model of care based on informal and self-care for older residents living in a cohousing project
5. Development of care facilities for 'birth' and 'end-of-life' in a home-like environment;
6. Fulfilment of needs (person-centred approach)

A positive impact on:

7. Quality of life, mastery, health and sense of wellbeing of (future) residents
8. Affordability, quality and satisfaction of the housing situation of (future) residents
9. Social cohesion on the cohousing clusters
10. Social cohesion in the community, level of neighbourhood involvement and participation of (future) residents
11. Benefits for professional care organisations
12. Benefits for organisations involved as partner
13. Cultural change and policy adjustments

Gender equity and of the older people's inclusion

14. Gender equity
15. older people's inclusion

A final concluding report will be foreseen in 2022. This final report will form the conclusion of all reports and will specifically focus on the sustainability and future of the project (4th category of research questions). It will discuss the changes in policy and development of similar projects in the future by Brussels Capital Region. In addition, it will present lessons and recommendations to facilitate the upscaling of a similar approach in the development of community-led housing projects and will be substantiated by the insights of the regional and European policymakers and experts.

B. Research Methodology

To answer the research questions, the research design used a mixed-method approach, including both **quantitative (surveys, monitoring) and qualitative (in-depth interview, focus groups) methods**. In addition to a variety of research methods, and in accordance with the first evaluation and the general set-up of the research approach, it was also considered important to bring attention to various 'voices' in the project. Therefore, the evaluation and monitoring for this first evaluation report was performed on 3 levels:

1. **Individual level**: residents (women, older people, low-income families, migrants);
2. **Community level:** community members involved in the working group concerning End-of-life facility;
3. **Project level:** monitoring activities and participation in the project and interviews with project partners.

This part B describes the research design in detail, making sure the data-collection and data-analysis is clear and transparent. For each way of data-collection, information is given concerning the selected methods, who was involved as participants and how, the instruments developed (e.g. interview scheme, questionnaire) and how the data analysis was performed. Throughout the project period, regular meetings were held with the research steering group (all researchers involved and the promotor-professors) to discuss the course of the project, the research design, to give feedback and review the first results of the interviews, and then adjust. The objective was to shape the research in a participatory way and to incorporate the reflections/new questions that were raised during these meetings in the further course of the research. During the group interviews with the project partners, it was also asked what they wanted the researchers to ask the residents during the in-depth interviews. This information was also considered when developing the interview-guideline. Also given the researchers' participation in several of the project committees (e.g. Governance committee, Care committee, etc.), input from these meetings were included in the research set-up.

Concerning the monitoring and evaluation during the COVID-19 quarantine, the researchers slightly adapted their research design. For example, if desired the interviews (group and individual) with residents and project partners were conducted online trough Zoom, Skype, Microsoft Teams, etc. If the data collection was changed or postponed because of COVID-19, this is briefly explained in each of the following sections.

1. Individual level: Interviews with CALICO-residents

1.1 Data collection method

The aim of the qualitative research was to gain insights in the allocation and moving into the CALICO building, the involvement in the resident's cluster, how they experience the participatory process, the realisation and expression of the project pillars, and motivations and expectations for the future of the project. Therefore 9 individual in-depth interviews were conducted with people who were inscribed in one of the 3 housing clusters (CLTB, Pass ages and Angela.D). Participants were interviewed in person

in a location chosen by the participant. Given all participants spoke French, the interviews were conducted in French by a native French researcher. All interviews were conducted between August 2021 and September 2021 and interviews lasted on average 94 minutes (range 72 minutes – 155 minutes). All respondents signed an informed consent explaining the aim and set-up of the research and what will be done with the data. All data was anonymised and treated confidential. This part of the research maps out a variety of opinions and experiences of residents and does not strive for quantitative representativeness.

1.2 Respondents

From each housing cluster (Pass-ages, CLTB and Angela.D) residents and future residents were selected for the in-depth interviews. In total 9 interviews took place; three interviewees were from the CLTB cluster, three from Pass-ages cluster and three from Angela.D. Participants were recruited based on whether they indicated if they wanted to be contacted for an interview in the quantitative survey. If they indicated 'yes' they were contacted by the junior researcher of the project. The 9 participants were already involved in the project for several months. The selection of residents was based on several criteria including:

- Given the focus of the project on 'intergenerationality', 'gender' and 'multiculturality', the selection included future residents from different age groups and different ethnic backgrounds. Concerning the focus on 'gender' most future residents are women, and only two men took part in the interviews. Table 1 provides an overview of the main characteristics of the interviewees
- Housing arrangements: the selection included both single residents (with and without children) as well as people who will move in as a couple.

Table 1. Overview of participants to interviews with CALICO-residents

Code participant	Cluster	Age	Gender	Migration background
R7	Pass-ages	62	male	no
R1	Pass-ages	57	male	no
R4	Pass-ages	37	female	yes
R2	Angela.D	69	female	no
R5	Angela.D	31	female	yes
R9	Angela.D	56	female	yes
R8	CLTB	52	female	yes
R6	CLTB	51	female	yes
R3	CLTB	45	female	yes

1.3 Interview scheme

To gain the necessary insights of each participant's perspective on the project, an interview scheme was developed based on the aims of the 'impact/outcome monitoring and evaluation' and 'process monitoring and evaluation'. The following main topics were tackled during the interviews:

- Questions related to the allocation of their specific housing, e.g.: How was the allocation organised? Did they have the opportunity to give an opinion on the layout. Did the participants mee the builder?
- Questions related to the resident's involvement in their cluster, e.g.: How do they experience the meetings organised in their cluster?
- Questions related to their relationship to the ownership? structure of their home
- Questions related to the participatory process, e.g.: participation between clusters.
- Question related to the organisation of community life and the project pillars, e.g.: how do you see the gender-sensitivity in the CALICO project?

1.4 Data analysis

All interviews were recoded, transcribed verbatim and analysed. For the analysis MaxQDA software was used. To identify, analyse and report the data, the thematic analysis procedure of Braun and Clarke (2006) was followed. It consisted of: 1) familiarising with the data, i.e. reading all transcripts, 2) generating initial codes depending on research aims and available data, 3) searching for themes, 4) reviewing themes, 5) defining and naming themes, and 6) writing up the results (Braun and Clarke 2006). These steps allowed the researchers to both work deductive, i.e. selecting themes based on the interview scheme and research aims, as well as inductive, i.e. data-driven by the patterns and tendencies in the respondents' answers (Fereday and Muir-Cochrane 2006). Citations are used in the analysis of the interviews. These are a literal transcription of pieces from the interviews, translated from French to English by the researchers. The transcription contains the accompanying linguistic errors and colloquial language and serve to illustrate and support the main conclusions. Because such quotes are always extracted from more extensive answers, they are sometimes, very slightly, adapted to make the quotation understandable. To maintain anonymity, the respondents name is not mentioned.

2. Individual level: Survey with CALICO-residents

2.1 Data collection method

For the quantitative part of the research, a survey was developed that was administered to all the adult residents of the 3 clusters, i.e. Pass-ages, CLTB and Angela.D that were already moved in or were about to move into the CALICO-building. In total, 33 persons participated in this round of the questionnaire between August 2021 and September 2021. The residents had the opportunity to respond on the questionnaire via Qualtrics Software, an online survey tool or via a paper post survey. Also paper surveys were entered into the same Qualtrics Software upon completion.

2.2 Survey respondents

In total, 33 unique respondents filled in the questionnaire. At the time of the data-collection, all of them had moved or planned to move to the CALICO project in the weeks that followed and were member of one of the three housing clusters (Pass-ages, CLTB, Angela.D). Six were man, 27 were women. Regarding their civil state; most persons had a single status (N=10), followed by married (N=9) and

divorced (N=8). Three persons were widowed and three were cohabiting. Mean age was 49.6 years, where the youngest participant was 31 years old and the oldest 82 years. 23 people (69.7%) held the Belgian nationality and 14 (42.4%) were born outside Belgium.

Table 2. Overview of the basic characteristics of survey respondents

	N	%
Gender		
Man	6	18.2
Woman	27	81.8
Marital status respondent		
Married	9	27.3
Single	10	30.3
Divorced	8	24.2
Cohabitant	3	9.1
Widowed	3	9.1
age		
30-39y	13	39.4
40-49y	3	9.1
50-59y	8	24.2
60-69y	4	12.1
70 years and older	4	12.1
Nationality		
Belgian	23	69.7
Other	9	27.3
Country of birth		
Belgium	14	42.4
Other	18	54.5

2.3 Questionnaire

The aim of the survey was to collect information on the characteristics of the residents, their experiences of participating in and their expectations towards the CALICO project. Therefore, the questionnaire consisted of 58 questions divided into following main parts:

- Living situation of (future) residents: socio-demographic and socio-economic characteristics of the household.
- Health, well-being and QoL : physical health, mental health, quality of life, etc.
- CALICO specific questions: e.g. added value of living in a project such as CALICO

The questionnaire was developed on the one hand based on the research questions related to the 'outcome/impact evaluation' and 'process evaluation' to be answered as formulated in the first report (Dawance et al. 2019), on the other hand based on the indicators to be provided to UIA at the end of the project. Existing internationally validated scales (e.g. CES-D) were used and existing questionnaires (e.g. Survey on housing from Brussels Capital Region) were consulted. The results can be benchmarked

against these scales and surveys. In addition, this questionnaire also built on the questionnaire of the 1st monitoring (Smetcoren et al., 2020). A closing question of the questionnaire asked the respondents if they wanted to participate in the qualitative part. If so, they could leave their contact details and the research team contacted them at a later stage to perform a qualitative interview.

2.4 Data analysis

All questionnaires were entered into and analysed with the qualitative analysis software SPSS 24.0. Descriptive statistics were then carried out to answer the research questions. Due to the low number of residents involved (N=33), the results should be interpreted carefully, the percentages in particular. Valid percentages are provided.

3. Community-level: Interviews with CARE-stakeholders

3.1 Data collection method

A part of this final evaluation aims to present and provide understanding of the End-of-Life initiative (in French = Maison de Mourance) within the CALICO project, with special attention to the community involvement present throughout this initiative. A qualitative research design was used in which one in-depth interview with the project managers (N=2) of the end-of-life facility in CALICO and one focus group (N=6) with the group working on the development of the end-of-life facility was executed. The interview and focus group took place in September and October 2021. All respondents signed an informed consent explaining the aim and set-up of the research and what will be done with the data. Interviews were recorded and transcribed ad verbatim. This part of the research maps out a variety of opinions and experiences of residents and does not strive for quantitative representativeness.

3.2 Respondents

In total, two of the project managers of the end-of-life facility in CALICO participated in an in-depth interview. These persons were involved from the start of the project in 2019. Adjoining the in depth interview a focus group was organised with 6 people. All of them being involved as a volunteer in the working group concerning the end-of-live facility with most of them having a background in care (e.g., nurse, informal carer, occupational therapist, general practitioner). All participants were female. To ensure respondents' anonymity, no further details are included.

3.3 Interview scheme

To gain the necessary insights of each participant's perspective on the end-of-life facility, an interview guideline was developed based on the aims of the 'impact/outcome monitoring and evaluation' and 'process monitoring and evaluation'. The interview was organised to gain insights in the development, organisation, structure, and future of the end-of-life facility. The focus group examined the vision of working group members on end of life and birth, how these facilities are organized and the role of different stakeholders (professionals, volunteers, and future residents). In addition, attention is given to their expectations, possible thresholds, strengths and (early) lessons learned.

3.4 Data analysis

All interviews were recoded, transcribed verbatim and analysed. For the analysis MaxQDA software was used. To identify, analyse and report the data, the thematic analysis procedure of Braun and Clarke (2006) was followed (see previous description of different steps). A thematic analysis approach was chosen. Three overarching themes were pre-selected in the different cases (Mission & vision, Organisation and Evaluation). Per theme, recurring sub-themes and codes emerged. The sub-themes are explained based on quotes from the interviews. These are a literal transcription of pieces from the interviews, translated from French to English by the researchers. The transcription contains the accompanying linguistic errors and colloquial language and serve to illustrate and support the main conclusions. Because such quotes are always extracted from more extensive answers, they are sometimes, very slightly, adapted to make the quotation understandable. To maintain anonymity, the respondents name is not mentioned.

4. Project level: group interviews with CALICO-partners

4.1 Data collection method

To collect data on the progress of the CALICO project, in-depth group interviews were performed with the different project partners concerning the outcomes, the process, and the future prospects of the project. In addition, the added value of CALICO, the emphasis on co-construction, gender and care, the cooperation with the stakeholders and the views on sustainability of the project were questioned. The data was collected by organizing a group interview with each of the CALICO partner-organisations being Angela.D vzw, Pass-ages vzw, CLTB vzw, EVA Bxl vzw and Bruxelles.Logement (Brussels Capital Region). These were conducted through online interviewing (Microsoft Skype, Zoom and WhatsApp), because of the COVID 19 pandemic. As the interviews were conducted online, respondents remained in their familiar home environment and could choose the moment of the interview most convenient for them. All interviews were conducted between June and July 2021 and lasted between 1h00 and 1h40. All respondents signed an informed consent explaining the aim and set-up of the research and what will be done with the data. Interviews were recorded and transcribed ad verbatim. This part of the research maps out a variety of opinions and experiences of CALICO partners and does not strive for quantitative representativeness.

4.2 Respondents

The participants of the group interviews were contacted through their organization. In total 17 people participated in 5 group interviews: CLTB (N=2), Angela.D (N=4), Pass-ages (N=4), Bruxelles.Logement (N=4), EVA bxl (N=2). The group interview with EVA bxl was conducted in Dutch. The other four interviews were conducted in French, as this was the native language of the interviewees.

4.3 Interview scheme

The interview schedule consisted of 1) an introduction, 2) a starting question, 3) a list of topics and 4) a conclusion and thank you (Baarda et al., 2012). Before the group interviews started, the agreement was made with the respondents that they would answer as honestly as possible. The topics for the interview guide were decided based on the two types of evaluation (outcome/impact and process evaluation) and on the grounds of the questions put to the project coordinators at the start of the project. The following main topics were discussed during the interviews:

- QUESTIONS ABOUT PRODUCT EVALUATION: What are the outcomes so far? Are the predefined goals achieved? What is the added value of the project?
- QUESTIONS ABOUT PROCESS EVALUATION: How did they experience the project so far? How did they experience the cooperation with the different stakeholders? What success factors and pitfalls did they experience? How did they experience the emphasis on co-construction, gender, and care?
- QUESTIONS ABOUT FUTURE PROSPECTS: What are their views on the sustainability of the project? How do they see the future of CALICO and follow-up projects?

4.4 Data analysis

All interviews were recoded, transcribed verbatim and analysed. For the analysis MaxQDA software was used. To identify, analyse and report the data, the thematic analysis procedure of Braun and Clarke (2006) was followed (see previous description of different steps). These steps allowed the researchers to both work deductive (i.e. selecting themes based on the interview scheme and research aims) as well as inductive (i.e. data-driven by the patterns and tendencies in the respondents' answers) (Fereday and Muir-Cochrane 2006). Citations are used in the analysis of the interviews. These are a literal transcription of pieces from the interviews (including linguistic errors and colloquial language), translated from French to English by the researchers. Because such quotes are always extracted from more extensive answers, they are sometimes (very slightly) adapted to make the quotation understandable. To maintain anonymity, the respondents name is not mentioned.

5. Project level: Monitoring and document analysis

5.1 Data collection method

The CALICO project is a complex real estate project. Many decisions regarding its implementation are made at different levels of governance. Thus, the researchers collected data on the project structure to be able to describe and analyse the characteristics of the project set-up. Within this framework, the researchers mobilized the following means of harvesting:

- **Collecting key economic, social, demographic, housing cost and occupancy data** from project officers for all residents (who have given their consent in this regard).
- **Collecting minutes of meetings and other decision-making documents** related to the setting up of the project: legal texts, internal regulations, charter, building plans, ... Most of these documents are available to all partners on the project online drive;

- Occasional organization of **individual meetings with the various project managers** to organise the collection of documents not available on the drive, particularly with regard to the internal organization of the various clusters (minutes of meetings per cluster, rules for allocating housing units, etc.). These meetings were also an opportunity to clarify certain decisions and to unseal possible decisions that were not included in the minutes of the meetings.
- **Participation in various meetings**, including the following on a systematic basis: Steering committee, communication working group, strategic committee, Governance and Care committee, and the assemblies of all CALICO future residents. The researchers took notes during the meetings in which they participate to keep a sense of group dynamics.

5.2 Data analysis

The researchers studied the documents collected throughout the project to identify the main decisions that contribute to the materialization of the project and help build an understanding of the governance modalities at work in the project. These documents were thematically incorporated into the results concerning 'New governance model for community-led (co-)housing' and 'Focus on care in community'. Subsequently, the above mentioned data collection of documents provided the information to developing the participation rate (see 5.2.1). Furthermore, the document analysis was used to produce two main housing quality and affordability indicators, namely, the housing cost overburden rate and the overcrowding rate. We briefly explain the composition of these two indicators in section 5.2.2 and 5.2.3. And finally, the information from the document analysis was also used to provide detailed description of the CALICO residents.

5.2.1 Monitoring: Indicators of participation

A survey of the participation rate of (future) inhabitants in the main meetings involving them was carried out. The survey covers 4 types of meetings:

- General assemblies of the inhabitants;
- The meetings at the level of each cluster for the support in accessing housing;
- Meetings of the Care Committee;
- Meetings of the Governance Committee.

For each type of meeting a participation rate of the inhabitants is calculated as a percentage of the number of inhabitants supposed to participate. The meetings of the working groups between inhabitants, the convivial events, the visits of building sites also involving the inhabitants, could not be recorded because of the lack of available data. Concerning the meetings of the Pass-ages cluster, the high number of meetings (more than 70) and the fact that a good part of them were held in virtual mode also made the collection difficult. The figures presented are an estimate made by the Pass-ages project manager who facilitated these meetings, which seems to be confirmed by the available data.

5.2.2 The housing cost overburden rate

The objective of the indicator is to compare the level of affordability of the previous dwelling with that of the dwelling within the CALICO project. Is the cost of housing a heavy burden on household

budgets? Has there been any improvement? To determine this, the indicator "Housing cost overburden rate" from EU-SILC (European Union Statistics on Income and Living Conditions) is used (EU-SILC, [ilc_lvho07c]). This rate is the percentage of the population living in households where the total housing costs ('net' of housing allowances) represent more than 40 % of disposable income ('net' of housing allowances). Hence, if the households spend on average 40% or less of their income on total housing, it can be considered to be affordable. If not, it can be considered overburden.

The total housing costs were calculated based on rents, or the amount of mortgage repayments, on the one hand, and individual (energy consumption charges) and collective charges linked to housing (net of housing allowances), on the other. The incomes used for the calculation of the indicator are the ones provided by the CALICO households to the project managers on the households' official incomes (based on the most recent available tax return). The amount of rent/mortgage repayment for the old dwelling and for CALICO was collected directly from the households in the 2 rounds of questionnaires. The amounts of housing-related charges (energy consumption charges and possible common charges) for the previous dwelling were calculated based on the households' declarations in the questionnaires or during a subsequent contact. For the charges relating to the CALICO dwelling, the provisional amounts of individual and collective charges fixed within each cluster by the CLTB's project manager were used. CLTB has developed a specific methodology to estimate the individual charges of the CLTB (electricity, gas, water) (this can be requested if interested).

In total 29 respondents provided the necessary data for both the previous and the new dwelling. The results are ventilated between overburden (40% and over), affordable (25%-40%) and very affordable (under 25%).

5.2.3 The overcrowding household rate

The objective of the indicator is to compare the situation of CALICO households regarding the occupancy rate of their former dwelling and their dwelling within CALICO. Are they or were they over- or under-occupying their dwelling? Have improvements been identified? To determine this, the indicator "overcrowding rate" from EU-SILC is used (EU-SILC, [ilc_lvho_or], 2020. Following the Eurostat's guidelines, a person is considered as living in an overcrowded household if the household does not have at its disposal a minimum number of (bed-)rooms equal to:

- one room for the household;
- one room per couple in the household;
- one room for each single person aged 18 or more;
- one room per pair of single people of the same gender between 12 and 17 years of age;
- one room for each single person between 12 and 17 years of age and not included in the previous category;
- one room per pair of children under 12 years of age.

If the number of rooms available is higher than the minimum number of rooms it requires, the person is considered as living in an under-occupied household. If this number is lower, then the person is considered as living in overcrowded household.

6. Structure of the results

Although the research methodology (part B) describes the different data collection methods separately, they are often used interchangeably when processing the results. This section gives a brief overview of the different results sections discussed below and what data they analysed for this purpose.

A first section **'C. Profile of residents'** provides a profile description of the final group of residents (on December 2021). These results are derived from the analyses of collected documents throughout the project.

A second section **'D. New governance model for community-led (co-)housing'** provides insight into the development of the governance within CALICO. These results are based on the analysis of the different project documents.

A third section **'E. Experiences, concerns and expectations of the CALICO-partners'** presents the analysis of the various group interviews with the main partners involved within CALICO.

A fourth section **'D. Experiences, concerns and expectation of the CALICO residents'** is twofold. On the one hand, this section provides the analyses of the qualitative data, namely the in-depth interviews with residents. On the other hand, this section also presents the analysis of the quantitative data, namely the survey conducted with residents.

A final and fifth section **'Focus on care in community'** elaborates on how care received attention within CALICO. For this, analysis of the project documents is used to describe the developed CARE-charter. Following this, a specific section is dedicated to the development of Maison de Mourance, using data collected at community level (interview and focus group with CARE stakeholders).

C. Profile of the CALICO-residents

This part of results aims to shed brief light on the housing situation of current residents (end of October 2021) based on the official data and documents obtained through the project partners (=objective descriptive data). All residents had to submit to their specific organisation (CLTB, Angela.D or Pass-ages) the necessary information about their family composition (as recorded in municipal register) and their income. The results described in this section are thus different from those written in part *'F. Experiences, concerns and expectations of the CALICO residents'* in which analyses are presented from the residents' survey (=subjective descriptive data).

1. Who are the residents of the CALICO project?

In this section, the profile of the residents in terms of age, gender, household type, income and nationality at birth are presented. The data in this section is based on the official information on residents provided by the project managers of CALICO.

Table 3. Age of adults' members of CALICO households (excluding adult children)

Age class	Adults	
	N	%
18-30	2	5
31-40	15	37,5
41-50	6	15
51-60	9	22,5
61-70	5	12,5
71+	3	7,5
Total	40	100

Table 3 shows a wide range of ages present in the project. A total of 40 adults are involved as head of household and their partners. This does not include adult children living with their parents. The age group 31-40 years is mostly represented (37.5%). The second most represented age group is the 51 - 60 year old (22.5%). The age groups under 30 and over 70 are also represented, with 5% and 7.5% of adults respectively.

Table 4. Class age of children of CALICO households

Age class	Children	
	N	%
0-5	7	20,6
6-12	12	35,3
13-17	8	23,5
18-30	8	23,5
Total	34	100

The age distribution of the 34 children in the project is particularly balanced in its diversity. The most represented age group is the 6-12 year old (35.3%). 23.5% of resident children have already reached adulthood (age 18-30).

Table 5. Age and income quotas among CALICO households

	Total Housing Units within cluster	Age 50+		Social income	
		N	%	N	%
Pass-ages	10	5	50	3	30
Angela.D	10	5	50	10	100
CLTB	12	6	50	12	100
Total	**32**	**16**	50	**25**	78
UIA commitment (min.)		*16*		*23*	

Table 5 presents the age and income situation of the 32 CALICO households and these figures are placed alongside the predetermined quotas as included in the UIA agreement. This table only includes the housing units and thus the 'housing first' dwellings are excluded.

The project has set targets for age and income mix. Concerning 'age' the commitment was set that at least half of the housing units should be occupied by people who were 50 or older. As shown in table 5, half of the households within CALICO, 16 of the 32 units, are 50 years or older, these households are also evenly distributed across the 3 residential clusters. A second target in the UIA agreement stipulated that at least 2/3rd of the households had to be eligible for social housing. This target was also achieved with 25 of the families eligible for social housing, which is 2 more than targeted. However, this is not balanced across the 3 residential clusters. While 100% of the dwellings in the CLTB and Angela.D clusters are allocated to households who meet requirements for social housing, this is only the case for 3 out of 10 households in the Pass-ages cluster.

Table 6. Country of birth of the adults in the CALICO project (excluding adult children)

	Belgium		Abroad		EU countries		Non-EU countries		Total	
	N	%	N	%	N	%	N	%	N	%
Pass-ages	**9**	64	**5**	36	4	29	1	7	**14**	100
Angela.D	**5**	50	**5**	50	3	30	2	20	**10**	100
CLTB	**4**	25	**12**	75	1	6	11	69	**16**	100
Total	**18**	**45**	**22**	**55**	**8**	**20**	**14**	**35**	**40**	**100**

Of the 40 adult residents (head of family and partner, excluding adult children) 22 were born abroad. Of these, 8 were born in a European country (France, Luxembourg, Spain, Portugal and Poland) and 14 were born outside Europe (Guinea, Democratic Republic of Congo, Rwanda, Morocco, Ecuador, Colombia and Albania). From table 6, it can be seen that the distribution across the three residential clusters is very different. The CLTB cluster is predominantly composed of people born in a non-European country (69%). The Angela.D cluster is composed of half of people born abroad. The Pass-ages cluster is composed of 64% of people born in Belgium.

Table 7. Gender balance of CALICO residents by household type (excluding adult children)

	Women	Men	Total
Couples	6	- 6	12
Single persons	13	0	13
Single-parents	14	1	15
Adults TOTAL	**33**	**7**	**40**

The CALICO project pays particular attention to gender discrimination. In this respect, the project has not set quotas for women in the project, but is attentive to the difficulties they encounter. Table 7 shows that women are overrepresented within the resident group, namely out of 40 adults, 33 are women and 7 are men. It also emerges that all single people (without children) within CALICO are women, and that 14 out of the 15 single-parent households have a woman as head of household. An analysis by cluster reveals disparities between clusters. In the Pass-ages cluster, women in couples are over-represented. Conversely, in the Angela.D cluster, it is women who head a single-parent household. The rate of couples among the Angela.D cluster is zero since all the dwellings have been provided to female heads of household. However, this rate is also low in the CLTB cluster.

2. CALICO residents: housing affordability and overcrowding

This part presents the two main longitudinal indicators (former housing situation and CALICO situation) relating to the evolution of the housing conditions of the inhabitants, namely, their housing cost overburden and overcrowding household rates. The results are based on data drawn from the project documents and analysed according to the indicator-description from EU-SILC (see decription at Research Methodology section).

2.1 The housing cost overburden rate

Table 8. Comparison of the housing cost overburden rate of residents for their former housing and their CALICO housing - by cluster

The housing cost overburden rate of residents - by cluster (EU-SILC)	Very affordable (<25%)		Affordable (25-40%)		Overburden (>40%)	
	N	%	N	%	N	%
Former housing (N=29)	**5**	**17**	**8**	**28**	**16**	**55**
Pass-ages	3	30	4	40	3	30
Angela.D	2	25	0	0	6	75
CLTB	0	0	4	36	7	64
CALICO's housing (N=29)	**3**	**10**	**10**	**34**	**16**	**55**
Pass-ages	3	30	3	30	4	40
Angela.D	0	0	3	38	5	63
CLTB	0	0	4	36	7	64

The results indicate that the level of affordability for all households has remained the same. 55% of households face a housing cost overburden. On the other hand, the rate of high affordability (<25%) has even decreased from 17% to 10%.

A reading, cluster by cluster, allows us to qualify this observation:

- for the inhabitants of the CLTB cluster, the affordability rate remains identical;
- for the inhabitants of the Pass-ages cluster, the affordability rate decreased by 10%;
- for the inhabitants of the Angela.D cluster, the affordability rate improved.

The relative deterioration in affordability in the Pass-ages cluster can be explained by a simple relative loss of accessibility for one of the three tenants who accesses a 'social' tenancy via the Social Real Estate Agency. It can also be explained more generally by the fact that most of the households in the cluster were in high affordability conditions. In contrast, the affordability of housing for women in the Angela.D cluster, with averagely the lowest incomes, improved by 12%, although at the same time,

women who had "very affordable housing" joined the "affordable housing" category. However, these numbers doesn't indicate that the affordability objective of the project had not been reached. On the one hand, the standards set by EU-SILC are ambitious. In the context of income and housing prices in Brussels, this objective is difficult to achieve for people with the lowest incomes. On the other hand, people have access to new housing that is most often judged to be of better quality (see for instance the reduction in overcrowding rat). Thus, if the rate of affordability is maintained overall, the quality of housing is also improved overall. Secondly, some households sometimes had favorable conditions in their previous housing: either they owned a largely paid off house, or they benefited from social housing. In these cases, a gain in accessibility is not observed. Finally, the typology of the residential complex implies a rather high share of collective charges (lifts, ...), which has a significant impact on the effort rate provided by all households.

2.2 The overcrowding household rate

Table 9. Comparison of the overcrowding rate of residents for their former housing and their CALICO housing - by cluster

The overcrowding rate of residents - by cluster (EU-SILC)	Overcrowded		Not overcrowded		Under-occupied	
	N	%	N	%	N	%
Former housing (N=32)	**9**	**28**	**19**	**59**	**4**	**13**
Pass-ages	2	20	6	60	2	20
Angela.D	4	40	5	50	1	10
CLTB	3	25	8	67	1	8
Calico's housing (N=32)	**4**	**13**	**24**	**75**	**4**	**13**
Pass-ages	*0*	0	*7*	70	*3*	30
Angela.D	*1*	10	*9*	90	*0*	0
CLTB	*3*	25	*8*	67	*1*	8

The results indicate a general improvement in the occupancy rates by households. 28% of households were overcrowded in their former housing, within CALICO only 13% are.

A cluster-by-cluster analysis reveals contrasting results. For the inhabitants of the Pass-ages cluster, the situation has improved as none of the households experiences overcrowding. The number of under-occupied households has even increased by 10%. For the CLTB, the situation remains unchanged. Concerning the 4 families that remain in an overcrowded housing situation, it appears that this is the case for some particularly large families and/or families with major children. In the latter case, it can be assumed that the overcrowding situation is likely to be resolved in the short to medium term, as these adult children are likely to leave the home most quickly.

D. Research Results: New governance model for community-led (co)housing

This section on the "new governance model for community-led (co)-housing" aims to provide a detailed description of **the main modes of governance that have been articulated within the project to ensure its overall set-up**. This section is divided into three distinct parts.

The **first** part deals with the issues related to the tenure methods used in the real estate arrangement (acquisitive, cooperative, social or non-social rental, etc.). The role and missions of the different partners involved in this set-up (CLTB, Social Real Estate Agency, the cooperatives and the grass-roots organisation) are presented in detail. This first part also illustrates how this organisation has enabled the implementation of innovative housing allocation methods, as well as addressing the issues of co-ownership management, participation in the design of the building and parking management. The **second** part focuses on the complementary governance arrangements that have been implemented within the framework of the project to ensure coordination between partners (formal monitoring of the project) and to organise care and living dimensions within the project with the inhabitants, i.e. to give life to the projects carried out collectively and to formalise innovative dynamics of living together. The **third** and shorter section presents the participation rate of residents in the main meetings involving them in the governance of the project.

The results below come from the analysis of documents collected from the different partners throughout the project as well as from reports and active participation of researchers in the meetings (see part *'5 5. Project level: Monitoring and document analysis' in the Research Methodology section*).

1. Multiple tenure types for an innovative community-led housing project

One of the intended objectives was to describe the different tenure modes within CALICO. Several modalities of access and tenure types coexist depending on the cluster through which the inhabitants enter the project and, on the age, and income characteristics of the households.

This section first presents the general distribution of the project's housing units according to their tenure type, then specifies the role played by the Social Real Estate Agency in the rental management of the affordable housing and presents the two housing cooperatives created in the framework of the project to ensure the acquisition of rental housing units. Third, this section focuses on the development of two cooperatives (*Vill'ages de Pass-ages* and *Fair Ground*): the acquisition, financing and property management. Fourth, this section gives more insights in the meetings with the residents and how they discuss turn-key purchase and their narrow participation in the design, the parking and shared mobility issues, and the innovative procedures for the allocation of housing.

1.1 The general distribution of units according to their tenure in the CALICO project

The **land for the entire project is owned by the Community Land Trust Brussels**. The latter acquires this property thanks to the investment subsidy of 3.998.689,4 € obtained from EU in the framework of the UIA project. This is 3.335.002,4€ for CLTB (to which an extra 345.200€ from the Brussels-Capital Region must be added), and 663.687€ from EU as well, to Pass-ages for their Birth and End-of-Life facilities.

The European investment grant covers about 80% of the real value of the necessary and agreed investment. However, it should also be noted that the grant goes beyond the strict coverage of the cost of the land (which represents only 15% of the allocated investment budget), but also covers an intervention in the cost of the "carcass", i.e. all the common circulation spaces (63%), of the 2 common premises of the project (14%) and of the flats rented by the CLTB foundation (14%). While this financial arrangement may have worked for the project, it could pose a challenge in terms of replicability at other levels of public funding.

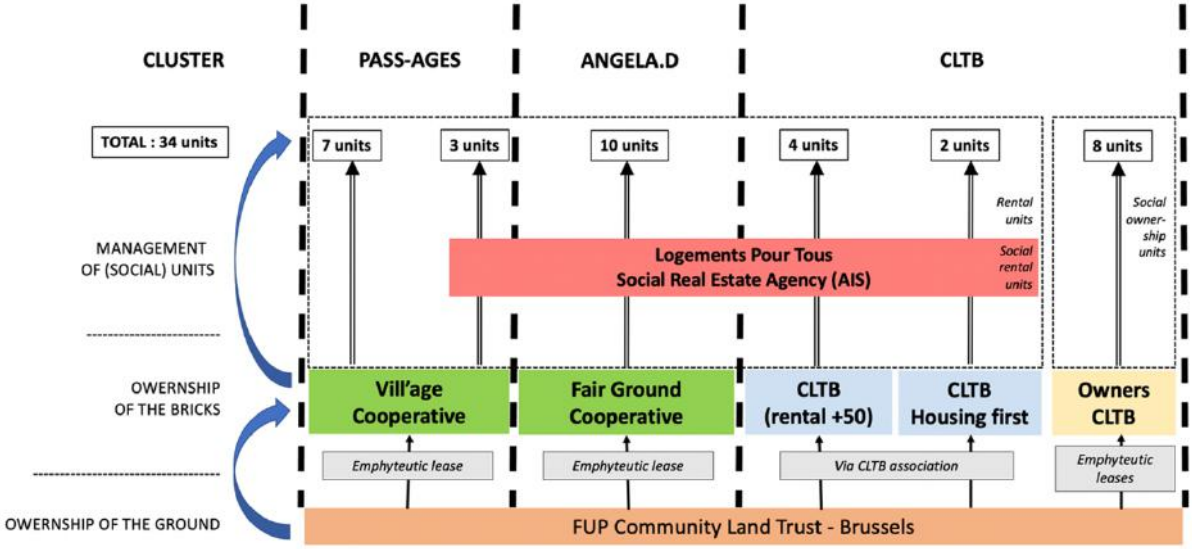
As described in section 1.1.6 "Community Land Trust - a new operator on the scene" of the report "CALICO: Groundwork for evaluation and state-of-play", it is this land acquisition by the CLTB that makes it possible to inscribe anti-speculation mechanisms and the guarantee of affordability of the housing units in perpetuity through the emphyteutic leases that it concludes with the different entities that own the buildings.

Thus, the **CLTB Foundation then transfers the ownership of the bricks via long leases[2] to intermediary structures,** the "Vill'ages de Pass-ages" cooperative for the dwellings in the Pass-ages cluster and the "Fair Ground" cooperative for the dwellings in the Angela.D cluster.
For the CLTB cluster, the latter either rents out the dwellings or sells the ownership of the bricks to low-income households, also through individual long leases.
For the 19 rental units made available at social rates (3 units of the Pass-ages cluster and the 10 units of the Angela.D cluster as well as the 6 rental units of the CLTB), the owner structures give a management mandate to the Social Real Estate Agency "Logement pour Tous".

[2] The long lease between the CLTB Foundation and the cooperative "Vill'ages de Pass-ages" was signed on 12 October 2021. The long lease between the FUP CLTB and the Fair Ground cooperative was signed on the 23th of August 2021.

Thus, the different forms of tenure of the housing units of the CALICO project can be summarised as follows:

Figure 1. Different forms of tenure of the CALICO-units



The **Pass-ages cluster consists of 10 units** distributed as follows :

- 7 cooperative inhabitants, shareholder and tenant of the "Vill'ages de Pass-ages" cooperative;
- 3 cooperative inhabitants, shareholder and social tenant of the "Vill'ages de Pass-ages" cooperative via the "Logement pour Tous" Social Real Estate Agency.

The **Angela.D cluster consists of 10 units**:

- made available to women in the conditions of access to social housing. They are all social tenants of the "Fair Ground" cooperative, via the rental management of the "Logement pour Tous" Social Real Estate Agency.

The **CLTB cluster consists of 12 units** distributed as follows:

- 8 owners in social income conditions ;
- 4 social tenants for people over 50 years of age from the CLTB Foundation via the rental management of the Social Real Estate Agency "Logement pour Tous".
- 2 "Housing First" social tenants (direct access to housing for homeless people), from the CLTB foundation via the rental management of the Social Real Estate Agency "Logement pour Tous" and a partnership with the association Diogènes and the Public Centre for Social Welfare (CPAS) of Forest.

The **5 common units**:

- The 2 common areas remain the property of the CLTB Foundation, which mandates the Social Real Estate Agency "Logement pour Tous" to manage them in collaboration with the residents' collective.
- The Birth facility, End-of-life facility and the consultation space of the Pass-ages project remain the property of Pass-ages. The daily management of these facilities is then delegated to another association, called "Les sources", which was founded in October 2021.

1.2 The inclusion of the Social Real Estate Agency "Logement pour Tous" in the UIA partnership.

In September 2021, the partners decided with the UIA office to integrate a new partner in the project: the Social Real Estate Agency "Logement pour Tous". Concretely, the integration of the Social Real Estate Agency allows the incoming rents retained to be the rents paid to the Agency by the inhabitants and not the rents paid by the Agency to the owner structures that have mandated them (the two cooperatives "Fair Ground" and "Vill'ages de Pass-ages" as well as the CLTB Foundation). This means that the amount of revenue generated by the project is reduced, as are the revenues returned to the UIA.The Social Real Estate Agency is a major partner in the feasibility of the real estate and social set-up of the project, whose operation and essential role deserve to be briefly presented.

The Social Real Estate Agencies are **agencies financed by the Brussels-Capital Region to take over the management of private housing in order to make it available at a controlled price** to a public that meets the income criterion of accessibility to regional social housing. Thanks to the financial intervention of the Region, they are able to:

1. To take over the responsibilities of the owner, and if necessary, to carry out the necessary works on his behalf.
2. To offer a capped (social) rent to beneficiary households.
3. To offer a higher, but also capped rent below open market prices to landlords.
4. To offer a guarantee of a constant rent to the landlord, even in case of default by the tenant household.

The use of the Social Real Estate Agency system for the management of socialised housing units thus offers **two major advantages**:

1. It provides additional public logistical and financial support for the socialisation of housing units.
2. It makes it easier for them to convince investors and credit institutions to obtain the necessary financing, by offering a guarantee of continuity of rent payments, as well as a series of fiscal and financial advantages to the owners.

Thus, the use of a Social Real Estate Agency appears to be an essential, even sine qua non, component of the CALICO project. It has allowed the allocation of additional public resources (financial and human) for the socialisation of the housing units, and it has enabled two nascent co-operatives, created within the framework of the project, to raise the necessary funds from investors and credit institutions.

Finally, the **use of the rental management of a Social Real Estate Agency also allows for the delegation of allocations to a partner association (in this case Pass-ages, Angela.D and Foundation CLTB).** Technically, the Agency is allowed to bypass its own internal allocation criteria and to delegate the allocation of housing to these partners on the condition that it uses a transit lease (max. 18 months). At the end of the transit contract, the tenancy can then be extended under conventional 9-year leases.

This mechanism, which is well used in the Social Real Estate Agency sector, is crucial in the project set-up, as it is the basis for the possibility of organising the delegation of allocations to the field associations, as presented in detail in section B.1.7 "Innovative housing allocation procedures", below.

1.3 Focus on cooperatives: acquisition, financing, property management.

One of the innovative dimensions of the CALICO project is certainly to have allowed the creation of the two cooperatives (*Vill'ages de Pass-ages* and *Fair Ground*) for the acquisition of all the housing units made available to the Pass-ages and Angela.D project respectively. In this section, the main characteristics of these cooperatives are discussed.

In the CALICO project's real estate set-up, the land remains the property of the CLTB Foundation. After dismembering the ownership of the land and the brick, the ownership of the brick is conceded to third party structures, in this case the 2 cooperatives mentioned, via an emphyteutic lease.

In this context, it is relevant to **identify the conditions that the CLTB imposes on the cooperatives** through the long leases. The latter are almost identical and are largely modelled on the emphyteutic leases that the CLTB reserves for purchaser households. The essential information for defining the anti-speculation constraint can be summarised as follows:

1. **Application of an anti-speculation formula for setting the resale price**. The resale price is calculated according to the following formula: initial financial contribution for the purchase + maximum 25% of the increase in value of the property + considering the works carried out during the occupation and approved by the CLTB via a depreciation table.
2. **Pre-emption mechanisms of the CLTB Foundation in case of resale**. It is the CLTB that decides to whom the property put up for sale will be sold, in the interest of "its" community and guaranteeing perpetual affordability.

This mechanism is fundamental to the project, since it allows for a guarantee of long-term social allocation of housing comparable to that traditionally guaranteed, in the Brussels-Capital Region at least, by public social housing.

1.3.1 "Fair ground": An associative investment cooperative for the poorest?

History of the creation of the cooperative "Fair ground"

The cooperative "Fair ground" was **created on 29/12/2020**. Its founding members are legal entities active in housing integration, the social and solidarity economy and the Christian workers' movement (French and Dutch speaking)[3].

The cooperative was created after a long process, initiated in 2018 by the CLTB. In partnership with Crédal, CLTB then received financial support (€60,000) from « Brussels-Emploi Economie » Regional administration to initiate a first cooperative model. The CLTB also received support from the SHICC

[3] The founding members of the cooperative are the following legal entities: CLTB asbl, FUP CLTB, Communa asbl, Convivence-Samenleven asbl, pro Rénovassistance Foundation, L'îlot asbl, Les Petits Riens asbl, Logement pour Tous asbl, Mater et Magistra asbl, Mouvement ouvrier Chrétien - Fédération de Bruxelles, Les Amis de la Solidarité Logement asbl, Une Maison en + asbl, Terre-en-vue SCRL, Angela.D asbl

Interreg program, and Coop-city[4] (support for social economy projects in Brussels) as well as from the 4 Wings Foundation to set up a fundraising campaign and work on Cooperative settings.

On 14/11/2019, one and a half months after the launch of the CALICO project, the CLTB initiated a collective reflection with 18 actors involved in the fight against homelessness, the social economy, the right to housing, the activation of empty buildings, or the common good in the Brussels-Capital Region, and sharing the same needs and values. Several participative working groups were also organised (governance, business model, financial product, selection criteria, charter and values).

The objective of this collective work dynamic was ultimately to lead to the **creation of a cooperative that could carry out several operations in the Brussels-Capital Region to offer affordable housing for the precarious** public of the various partner associations, **as well as activity spaces for social and solidarity economy associations**. Subsequently, a steering committee was set up to coordinate the progress of the cooperative until its creation. Several participative working groups were also organised (governance, business model, financial product, selection criteria, charter and values).

The acquisition of the Angela.D cluster housing is the first operation carried out by the cooperative. In parallel, the cooperative obtained a building as a donation and is currently developing other projects, including the acquisition of the ground floor of one of the CLT projects.

Aim, purpose and object of the "Fair Ground" cooperative (extract from the statutes)

Its aim is to promote a city where everyone has the right to live, where housing and premises for economic, social and cultural projects are accessible and affordable in the long term, particularly for the most vulnerable. The cooperative wants to contribute to a more sustainable, collaborative, supportive, mixed, inclusive and gender-sensitive society by acting on the accessibility of urban infrastructure and buildings.

Its main goal is to meet the housing, third-party and collective infrastructure needs of its stakeholders by offering them buildings managed according to the principles of common property management and with respect for the environment (limiting ecological impact, sustainable management of resources and aiming for carbon neutrality). It is a civic structure designed to remove economic and social housing and spaces from the speculative market, whether they are purchased or rented, to ensure that they are accessible and affordable in the long term, through a sustainable and lasting economic model financed in a balanced and diversified manner.

The purpose of the company is to buy, sell, and rent real estate and to acquire, transfer, and establish all real or personal rights to undeveloped or developed real estate.

[4] https://coopcity.be/

Financing

The distribution of the initial capital contributions of the cooperative, as a percentage of the acquisition value of the flats (2.014.000€), is as follows:

- 25% founding members and sympathisers;
- 25% mortgage loans (CREDAL and Hefboom);
- 16% Baudouin Royal's Foundation loan.
- 14% Citizen's bonds (10 years)
- 13% private loans ("proxy" loans[5]).
- 5% public or financial institutions (BRUSOC[6]);
- 3% Citizen's bonds (20 years)

The fundraising campaign was launched in March 2021 for legal entities, then in May for individuals. Afterwards, the reconstitution of the capital is ensured by the social rents paid by the occupants to the Social Real Estate Agency "Logement pour Tous".

In terms of dividends, the A (founders) and D (sympathisers) classes of co-operators are not entitled to any dividends. Those of investors and residents (marginal amount) are capped at a maximum of 2% (1.5% max gross interest for 10 years bonds and 2% max for 20 year bonds). Thus, the financing of the project is based solely on solidarity-based and largely anti-speculation financial commitments.

Governance

Angela.D and CLTB are members of the cooperative. In this case, the **inhabitants are not directly cooperators and do not participate directly in its democratic management**, but the managing associations are members and can relay the needs of the residents, if necessary. It is more of an investment cooperative initiated by the social economy and housing sector than a cooperative of residents who themselves hold votes in the general assembly.

In the following overview, the different classes of co-operators and the board of directors are composed, as well as the quotas retained for the main decisions of the general assembly:

Share Classes	A : Founders/guarantors B : Residents/occupants C : Investors D : Sympathisers
Board composition	First board (at creation) : 8 founders. Next board (after first real estate operation): 1. max 5 to 13 administrators. 2. At least one form each class (A-D), max. 25% of representatives of public authorities.
Main decisional quotas of the General Assembly	1. Decisions taken by simple majority. 2. ¾ of all votes + ¾ of class A votes for amendments to the statutes. 3. 4/5 of all votes + 4/5 of class A votes required for: - changes to the object, purposes or values. - the transfer or sale of land, - the modification of the formula for calculating the resale price of the rights (such as emphyteusis, surface area, etc.).

[5] https://finances.belgium.be/fr/pret-proxi

[6] https://www.finance.brussels

It appears that the board of directors provides for a limited presence of public authorities, which demonstrates the intention of the founders to ensure a clear **majority representation of civil society** actors. The representation of guarantors and inhabitants is also guaranteed, as well as that of investors and supporters.

The quotas set on the decisions of the general assembly show that the founder/guarantor class is more preponderant for decisions that may affect land control or affect the anti-speculation perspectives, and more broadly the object, purposes or values of the cooperative.

1.3.2 Vill'ages de Pass-ages: A cooperative of residents at the service of the Pass-ages project

History of the creation of the cooperative

The "Vill'ages de Pass-ages" cooperative was created on 11/01/2021. Contrary to the "Fair ground" cooperative which was founded by a consortium of organisations and with the aim of initiating several operations on a regional, if not national, scale, the "Vill'ages de Pass-ages" cooperative was **initiated by the Pass-ages association with the main aim of financing the acquisition of the housing units of the Pass-ages cluster** within the CALICO project.

It was founded by Pass-ages association and the 9 households accessing the Pass-ages cluster housing. It is therefore **a residents' cooperative**.

The setting up of the cooperative was achieved through a series of meetings, called "Habitat Groupé Intergénérationnel Restreint (HGIR)" or "Habitat Groupé Intergénérationnel Elargi (HGIE)" (open to all future inhabitants of the cooperative). In the same way, Pass-ages has mandated a specific project manager for the creation of the cooperative. Pass-ages also got support from the "Seeds program"[7] of "Coop-city" for stewardship in the setting of the cooperative.

Purpose, aim and object of the "Vill'ages de Pass-ages" cooperative (extract from the statutes).

Vill'ages de Pass-ages pursues the cooperative and **social aims** of acquiring and collectively managing the housing units of an intergenerational cohousing, sharing common values and principles, in particular the benevolent presence, transmission, the quality of links and solidarity. The specific project of this cohousing is to welcome and make live in it a Birth facility and an End-of-Life facility supported by the association Pass-ages as well as to create a living space opened on its environment.

Vill'ages de Pass-ages is in line with the **values and principles** of the Pass-ages asbl charter, and claims to be an innovative approach to intergenerational diversity, as well as social, economic and cultural diversity, where the families living there create a partially collective model of life in the city, in the neighbourhood and its environment, while respecting the private spaces and lives of each person. The cooperative, founded in the spirit of the Commons, operates on a participatory principle

[7] https://coopcity.be/projets/passages/

(collective intelligence and management by consent) and claims a central place for CARE in its model of living together. In the long term, it aspires to spin off or duplicate its project in Belgium and to establish partnerships with projects that are similar to it.

The main **aim of the cooperative** is to generate a positive societal impact for people, the environment or society and to provide its shareholders with an economic or social advantage.

The purpose of the company is the establishment and management of an intergenerational grouped habitat in connection with the Pass-ages Birth and End-of-life facility.

Financing

The distribution of the initial capital contributions of the cooperative, as a percentage of the acquisition value of the apartments, is as follows:

- 33% founding members, residents and sympathisers;
- 7% public or financial institutions;
- 43% mortgage loans;
- 17% private loans ("proxy" loans).

The inhabitants provide about 30% of the initial capital contribution, which corresponds to 30% of the cost of their flat. To repay the rest of the investment they pay a monthly rent (depending on the number of rooms) to the co-operative. This rent does not constitute additional shares or capital for the residents who pay it. The amount of the rent is, on the other hand, between the Social Real Estate Agency rent amounts (on average 181% of the corresponding Agency's rent amount) and the free market prices (on average 77% of the private rent amount in the area)[8].

Governance and anti-speculative dispositions

The **initial economic contribution of the cooperative residents implies having significant savings** of several tens of thousands of euros, which many people do not have. To address the risk of exclusion from the financial package and to allow for the inclusion of people with less income and/or savings, the cooperative has put in place **three inclusive mechanisms to widen access, ensure anti-speculation and social inclusion objectives**:

- **Solidarity in the contributions**: On the one hand, the objective of 30% of inhabitants' shares has been de facto collectivised insofar as some co-operators have brought more than 30% of capital to counterbalance the weaker contribution of some.
- **Financing of three social units**: On the other hand, the 3 dwellings put under social management through the Social Real Estate Agency, are only required to take a minimum share (100€) to be able to become a member and participate fully in the governance of the cooperative in the same way as the other cooperative inhabitants.
- **Non-valuation of the shares of the resident co-operators**: The statutes of the cooperative also stipulate that the amount of dividends (regardless of the class of shares concerned) should not exceed 3% of the interest rate. The cooperative inhabitants have also informally decided that their shares (initial capital contribution) will not give right to any dividend.

[8] Based on the data of the indicative rent grid of the Region : https://loyers.brussels

The anti-speculation and solidarity objectives are largely based on the investment of the middle-class inhabitants and on the regulations that they impose on themselves through their cooperative. They have consciously decided to invest in these less favourable conditions than those of the free market in the name of the values they hold. This **voluntarist commitment** makes it possible to curb speculation and to lower the threshold for access to certain cohousing units. These mechanisms are inspiring in view of the difficulties encountered by most cohousing projects developed by middle-class people to regulate housing prices in the long term and to allow for a socialisation of part of the housing.

Another rule has been developed by the cooperative to give better chances to the intergenerational dynamics to be maintained in time and to anticipate a **long-term internal mutation policy within the project**. Thus, the inhabitants accept that in case of a change in their household composition, they will move to a dwelling adapted to their new household composition. So, for example, if a household occupying a two-bedroom unit has a child leaving the household, they will move to a one-bedroom unit when one becomes available within the cooperative.

As for the Fair Ground cooperative, the overview below shows the composition of the different classes of co-operators and the board of directors, as well as the quotas used for the main decisions of the general assembly:

Share Classes	A : Founders/guarantors B : Residents C : Investors D : Sympathisers
Board composition	Max 5 to 7 administrators. 1. Max. 3 from class A 2. Max. 4 from class B 3. Max. 3 from class C & D Together 1 and 2 gather 2/3 of the seats.
Main decisional quotas of the General Assembly (GA)	1. Decisions taken by simple majority. 2. ¾ of all votes + 4/5 of class A and B votes for amendments to the statutes 3. 4/5 of all votes + 4/5 of class A and B votes required for changes to the object, purposes or values. Decision of GA needed for: - the subscription of a nominal loan of an amount exceeding €200.000 or a set of loans exceeding €350.000 - the subscription of a nominal loan of more than €200,000 or of a set of loans exceeding €350,000 over the financial year; - investment in another company, except for a symbolic share not exceeding €5,000 - investment in another company except for a symbolic share not exceeding €5,000; - the creation of a new class of shares; - the issue of shares in a share class not yet allocated

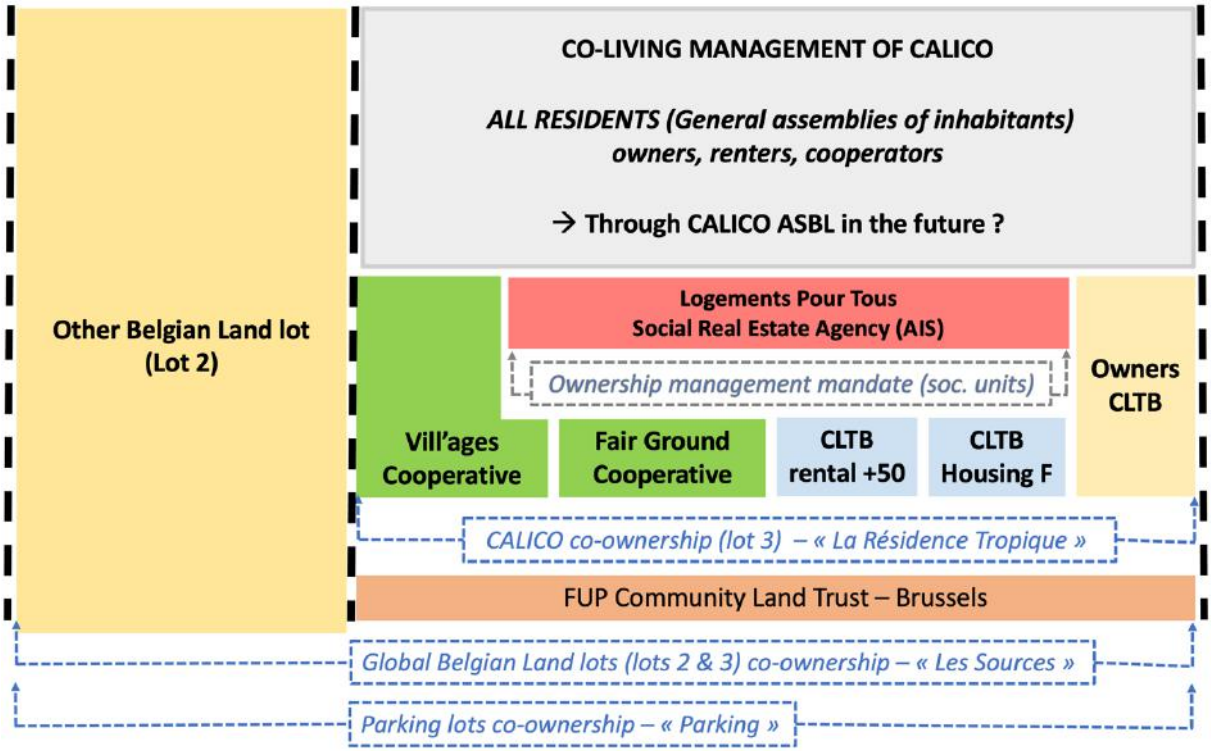
The **board of directors therefore foresees a majority of inhabitants**, and to a lesser extent of founders, over investors and sympathisers. This reflects the idea of a residents' cooperative. In the same way, for the decisions of the general assembly, on the modification of the statutes, of the object, of the objective and of the values, the votes of the founders and inhabitants are more preponderant.

The cooperative also foresees to engage the general assembly for questions related to the investment modalities of the cooperative, which shows a will to favour a democratic sharing of responsibilities internally.

1.4 General Meetings of co-owners

Separate general meetings of the co-ownership ensure the overall management of the co-ownership of the building. The general assemblies have already met jointly on two occasions since the constitution of the co-ownership: 16 June 2021, 14 October 2021.

Figure 2. Organisation of the 3 kinds of co-ownership structure engaging CALICO's owners



<u>*The 3 general assemblies of co-ownership*</u>

1. One general assembly brings together lot 3 (CALICO - 3 owners at this stage: i.e. the CLTB (awaiting the sale of the 8 dwellings to their owners), and the 2 cooperatives (Fair ground and Vill'ages de Pass-ages)) and lot 2 (31 housing units), itself broken down into 12 housing units managed and represented by Social Real Estate Agencies, 11 occupied by owner households and 8 belonging to private investors. This "general" co-ownership is called "**Les Sources**". The first general assembly of the co-ownership appointed the company "JiCéCO" as the building's trustee and created a Council of co-ownership, composed of 6 assessors including the CLTB. It has appointed an expert architect to assist with the provisional and final acceptance of the building by block. It will also manage the common roofs of the building.

2. A general assembly brings together all the owners of lot 3, i.e. the 3 owners of the CALICO project. This co-ownership is called "**La résidence "Tropique"**". The second general assembly created the Co-

ownership Council and appointed Fair Ground, Vill'ages de Pass-ages and CLTB as assessors. Similarly, Vill'ages de Pass-ages was appointed as auditor.

3. A general assembly of 31 parking space owners was held. The co-ownership is called "**Parking**". The co-ownership council comprises 7 assessors, including Vill'ages de Pass-ages and the CLTB. Vill'ages de Pass-ages has also been appointed as auditor.

The organisation of co-living dimensions of the project

As illustrated in figure 2 (grey area), the issues of cohousing livelihood constitute yet another organisational system independent of the typical tenure of each inhabitant and the co-ownership assemblies. The section "2. Complex governance for care and living in the project" offers a detailed description of the governance arrangements put in place in the project to ensure living together and openness to the neighbourhood.

1.5 Turn-key purchase and narrow participation in the design

The CALICO project is a turnkey purchase. In this type of off-plan purchase, the buyer's ability to influence the design and construction of the building is, by definition, marginal, limited to details. Nevertheless, some adaptations could be made.

As part of the calls for applications made by the project managers of the 3 clusters, an individual presentation of the building plans was made to the applicants for CALICO housing. However, once a majority of the future inhabitants had been selected, the CLTB's "real estate projects" team organised two sessions to present and decrypt the plans and make models to enable the inhabitants of the different clusters to better see themselves into their future home. Some residents who arrived later in the project did not have the opportunity to participate in these workshops. On the other hand, all the future inhabitants had the opportunity to visit the building site (with the stewardship of the association "Maison en plus").

Altogether, in CALICO **4 specific adaptations of architectural elements took place** and are worth noting:

1.5.1 Modification of the planning permission

The developer's project (109 dwellings) only envisaged the construction of housing. However, the CALICO project intended to develop a mixed project with Birth and End-of-Life facilities and collective spaces. In this context, the FUP CLTB submitted a request to the municipality of Forest on 23/03/2020 to **change the use of 4 dwellings to "community facilities"**. The amending permit was obtained on 3/11/2020. The four dwellings that were the subject of the change of use are the dwellings that will house: the Birth and End-of-Life facility, the common space for the inhabitants, the common space open to the neighbourhood.

It should be noted that the dependence of the project leaders on the granting of an amending permit for the realisation of the collective and service dimensions of their functionally mixed project is problematic. In case of refusal, all the collective spaces could have been condemned and the European

project put in danger. This is a consequence of an operation carried out in the framework of a turnkey purchase.

1.5.2 The adaptations necessary for the reception of Birth and End-of-life facilities

In addition to the question of the use of the property, the specific layout of the Birth and End-of-life facilities also required modifications, without applying for a new amending permit, but on the basis of extensive architectural work.

In this context, Pass-ages decided to finance the services of an architect to carry out the expected modifications and to negotiate them with the developer and the construction company. Since the purchase of the building was based on plans, the planned modifications were discussed in terms of the price increase they justified. It appears that the considering of these adaptations will have cost the "Vill'ages de Pass-ages" cooperative more than 65.000 €, which will ultimately assume the cost.
The **additional cost of these adaptations and the difficulties of implementation** reveal the difficulties that emerge when one tries to respond to the specificities of a mixed project from a turnkey purchase of a strictly residential building. This is a **limitation of designing mixed housing in the context of a turnkey purchase of a building that was not specifically designed for this type of use**.

1.5.3 Adaptation of the building for older adults (+55 years)

In addition to the negotiation of the Pass-ages concerning the necessary adaptations for the facilities, the CLTB association also received financial support (€25,000) from the NIF Foundation[9] to make adaptations for older adults: raising the terrace, ramps, self-adhesive anti-slip in the showers, grab bars in the toilets and showers, replacement of bathtubs with "Italian" showers, special electro-sensitive paint...

1.5.4 The classic options for choosing materials

Finally, it is worth noting the items on which the future residents were asked to choose. As this is a turnkey purchase, these items are limited:

1. The type and colour of floor coverings.
2. The colour of the kitchen furniture.

The paintings were not included in the construction contract but left to the purchasers. This was done to reduce the cost of the investment made in the acquisition. However, the postponement of this item to the various owner structures will have generated some financial and organisational challenges in the context of the move-in. If the organisation was referred to the inhabitants in the CLTB cluster. A collective negotiation with a painting company was carried out by Vill'ages of Pass-ages cooperative for the painting of the Pass-ages cluster flats. The Angela.D cluster initiated a crowdfunding which allowed them to raise 8.578 € from 130 donators… which allowed them to reduce the cost of the

[9] https://www.fondation-nif.com/amenagement-de-12-logements-adaptes-pour-seniors-dans-le-projet-calico/

painting work to be supported by Fair Ground cooperative. Fair Ground then commissioned a social economy company, "Entraide et Culture", to carry out the work.

1.6 Parking and shared mobility issues

The project also includes 39 parking units which FUP CLTB had no choice but to purchase. The amount of parking is fixed by the regional planning regulations at one parking space for one dwelling. However, as the financing of the parking spaces is not covered by the European subsidy, the CLTB is obliged to sell them quickly to recover the investment corresponding to their compulsory purchase. In this context, the non-profit organisation Pass-ages decided to acquire and finance 5 parking spaces for the Birth and End-of-Life facilities (for an average of €32,065 per parking space, including VAT). Similarly, the Vill'ages de Pass-ages cooperative has decided to collectively acquire 2 parking spaces.

For the remaining 32 units, households in the three clusters were offered to purchase a parking space at cost. None of the residents bought a parking space, as most of them did not have the means and/or the need to do so. In any case, it appears that **buying parking spaces for most households in the project is economically unrealistic.** Some residents have also pointed out that the parking spaces are open and not individual closed boxes, which makes their purchase less interesting. Indeed, these spaces do not allow for the secure storage of objects or bicycles and are sized on the assumption of only one bicycle per household. Similarly, many households make intensive use of special bicycles (cargo bikes, bicycles with child seats, etc.), which means that the **ground floor bicycle parking is poorly suited** to these non-standard-sized bicycles.

The remaining spaces will be offered for sale soon as a priority to the residents of the other lots in the Belgian Land development in which the CALICO project is located, and only then to local residents in general.

Given the urgent need for the CLTB to recover the money mobilised in the purchase of the car parks, it is difficult for it to implement and finance a collective management system internally. The CLTB seems to be aware of the interest in thinking about pooling resources to collectively deal with urban mobility issues (converting parking spaces into bicycle parking spaces, allocating parking spaces for shared cars between residents, etc.), but at this stage does not have the resources to implement such a policy. The project's financing arrangements have a negative impact on the ability to develop collective mobility strategies.

1.7 Innovative housing allocation procedures

One of the major challenges of the CALICO project has been the modalities that the partners have implemented to ensure the allocation of housing units, on the one hand to guarantee its inter-generational and socio-economic mix and on the other hand to delegate to each partner the responsibility of allocating housing to its specific public according to its own objectives and missions.

The modalities to allocate housing units implemented are based on two main steps:

- Upstream: the **setting of quotas between project partners** to guarantee generational and socio-economic balance.
- Downstream: the definition of **allocation procedures specific to each cluster**.

The following sections summarise the process of developing these two steps.

1.7.1 Upstream: A common quota mechanism to ensure the desired balance in the constitution of the CALICO group of inhabitants

The project aims to ensure a socio-economic and intergenerational mix. In the proposal submitted to UIA the partners have established the following two rules:

- At least 50% of the households will include at least one adult over 55 years old.
- At least 66% of the households will be eligible for social housing.

Then, in the Steering Committee, the partners established together how these quotas would be made effective in the distribution of allocations between clusters. The distribution was the subject of a first distribution key approved at the beginning of the project during the steering committee meeting of 16/10/2019 and was then adapted several times to be approved in its current version on 16/10/2021. The distribution corresponding to the group of first occupants is as follows:

Table 10. Age and income quotas in the distribution of households between clusters

	Total Units	50+		Social income	
	N	N	%	N	%
Pass-ages	10	5	50	3	30
Angela.D	10	5	50	10	100
CLTB	12	6	50	12	100
Total	**32**	**16**	50	**25**	78
UIA committement (min.)		*16*		*23*	

It appeared that the **inter-generational quota was difficult to achieve** due to structural factors that may be specific to this population or to the internal requirements of the CLTB, Angela.D and Pass-ages associations. Thus, a modification of the pivotal age of 55 years for setting the inter-generational threshold was lowered (with the agreement of UIA) to 50 years. Indeed, for the CLTB, the main objective is to provide access to housing for people who are no longer able to access mortgages, which is more likely to be the case from the age of 50 onwards. For Angela.D, the challenge was to identify senior citizens over 55 within the time frame. The association had candidates over 50. Finally, for the Pass-ages, this reduction reflects their desire to better organise the age categories of the group of inhabitants in order to avoid the composition of a strictly older group.

Although the multicultural and gender aspects are not subject to quotas, they are nevertheless well reflected in the composition of the residents' collective. Indeed, on the one hand, 83.3% of the households are composed of women heads of household (single or single-parent families), which

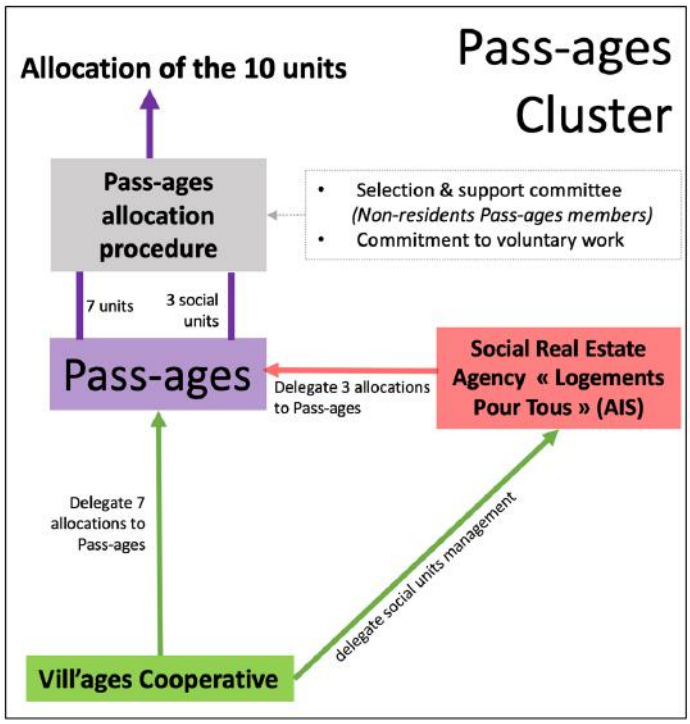
demonstrates a **particular attention to the housing situation of women**, and 50% of the adults in the project were born in a foreign country (63% of them outside the EU), which reflects a real **cultural mix**.

The partners will have to coordinate to ensure that these quotas are respected at the level of the whole project, and this for at least 5 years (UIA requirement). This will be monitored by Bruxelles.Logement. The distribution of quotas is therefore passed on to each cluster. The latter then allocate the housing according to the procedures that they themselves have established. These procedures are distinct for each cluster (and even within each cluster) according to the specificities of each association. The following sections summarise the procedures implemented for each cluster.

1.7.2 Downstream: Allocation procedures within the Pass-ages cluster

The "Vill'ages de Pass-ages" cooperative, of which all future residents are members and shareholders, delegates the allocation procedure to Pass-ages. For the 7 housing units not managed by the Social Real Estate Agency "Logement pour tous", this delegation is direct. For the 3 housing units managed by it, the agreement between the Agency and Pass-ages contains an article enshrining the principle of delegation of the allocation of the 3 units to Pass-ages.

Figure 3. Allocation procedure for Pass-ages cluster



In order to implement the desired intergenerational mix, Pass-ages has refined the criteria shared with the other partners (minimum 50% of 55+). Thus, they ensure that a group of inhabitants is composed of a balance between young households with children, "middle-aged" people and older adults.

Then, the main conditions for becoming a Pass-ages cluster inhabitant are:

- to adhere to the values of Pass-ages and to the project;

- agree to commit to put at the service of the collective, in responsible and planned self-regulation, time estimated at a minimum of 3h/week as a sympathiser during the waiting and evaluation period and 5h to 20h/week after moving in, adjustable according to the family situation;
- accept the binding financial conditions set by the cooperative for its residents;
- accept the principle of "modularity" in the event of a change in family composition.

The **procedure for allocating housing within the Pass-ages cluster is therefore based on a sort of meritocratic principle which consists of volunteering for the Birth and End-of-life facility for 3 to 20 hours per week, 5h being the shared reference**. This is a radically innovative perspective if it were to inspire other mixed cohousing projects, especially as it is supported by public means.

Concerning the selection process implemented by Pass-ages, the secretariat of Pass-ages and/or the "Intergenerational cohousing working group" that the association has set up (see section 2.2.1 "Participatory process of the Pass-ages cluster for access to housing"), advertises the available housing in the project, through different formal and informal channels, in this case, mainly the Pass-ages website and the website of the association "Habitat et Participation" (which relays proposals for cohousing in French-speaking Belgium). Following the announcements, about twenty potential candidates came forward.

In summary, the **5 steps to be taken by a candidate** are the following:

1. After they have expressed their interest, the Pass-ages secretariat meets the candidates and presents them with an **information** pack on Pass-ages and the CALICO project.
2. Candidates who wish to join the project write a **letter of motivation** (mentioning their family situation and the commitment they envisage in the Pass-ages project) and commit themselves to adhere to the "Pass-ages" charter.
3. Then, the candidates **meet with the Selection and Support Committee** for Inhabitants (CSA), which may approve the application. In order to avoid possible conflicts of interest, the committee is composed exclusively of non-housing applicants, chosen and mandated by the board of directors, whether or not they are members. It consists of at least 3 persons. After approval of the application by the committee, the candidate commits himself for a **probationary period of 6 months**. The Selection and Support Committee met with 7 households, 2 of which withdrew. It also met with the 5 "founding" households to validate their integration into the project. In the future, candidates will be placed on a waiting list if necessary.
4. **At the end of the 6-month period, a new meeting with the Selection and Support Committee** takes place for a mutual evaluation of motivation. If the application is confirmed, it is then validated by the Pass-ages Board of Directors (which retains a right of veto) and the candidate becomes an effective member of Pass-ages.
5. The new member can then **become a cooperating resident**, provided that he/she agrees to make the expected initial financial investment. In the case of a vacancy that needs to be filled quickly, the procedure can be accelerated and the move-in can take place before the 6-month probationary period. This then takes place after the applicant has moved in.

For the sake of fairness and transparency, the founding residents have submitted to the selection procedure they have implemented.

During the months of the project's start-up, a **discussion took place in the management committee on the respect of income and property criteria** by the future inhabitants of the Pass-ages cluster. Indeed, it appears that some founders, essential to the implementation of the project, have high incomes, beyond the access ceilings for social housing, although still within the access ceilings for Citydev.brussels housing (middle class) for most of them. Sometimes they were also homeowners. In this context, and after several exchanges, it was decided that :

- The founders concerned are allowed to waive the income and non-ownership criteria and can join the project;
- Pass-ages commits itself for future allocations to reserve this access to households that do not already own a home and that fall within the "most open" income conditions of the Region, i.e. aligned with the income conditions for access to CityDev.Brussels housing;
- The rental prices may not exceed those defined by the indicative regional rent scale (see footnote 8).

1.7.3 Downstream: Allocation procedures within the Angela.D cluster

The Angela.D board of directors of 5 November 2019 approved an allocation procedure for the 10 Angela.D housing units in the CALICO project. After approval by the general assembly of Angela.D, it was confirmed by the Steering Committee on 16 December 2020. The procedure is based on an allocation regulation with selection criteria and principles, an allocation procedure and mandates to a "selection committee" and a "decision committee".

Allocation regulation: selection criteria and principles

In addition to the criteria related to the age and income quotas mentioned above, the main criteria that an Angela.D candidate must meet are: the main candidate must be a woman or declare herself as such, not be a homeowner, have participated in a prior information session on the CALICO project, and be a member of the association and as such adhere to the Angela.D charter. In its charter, Angela D. defines the following values:

- Feminism: that is, equality between women and men, including all women who grow through life experiences, training and exchange;
- Full citizenship: being an agent of transformation for a just and humanist society, and for the exercise of our rights as citizens;
- Solidarity: i.e. commitment to social justice, sisterhood and equity;
- Ecology and sustainability in its projects;
- Emancipation of women, starting with access to housing and solidarity housing.

Thus, the Angela.D allocation criteria are based on a **principle of positive discrimination against women** heads of household, and on a **principle of moral commitment to feminist values of citizenship**.

The principle of delegating the housing allocation procedure was then the subject of an article in the agreement between Angela.D and the Social Real Estate Agency "Logement pour Tous". This agreement is also co-signed by 3 other stakeholders:

- The Public Centre for Social Welfare of the municipality of Forest (CPAS), which undertakes to provide individual social support to residents in the event of financial difficulties;
- the women's shelter "Maison Rue Verte";
- the "Maison des parents solo" association for single-parent families.

It is agreed in the agreement that if Angela.D is not able to allocate within one month a dwelling from the cluster that becomes available, this possibility of allocation is transferred to its last two associations.

Angela.D advertises the available accommodation via their Brussels feminist network in the broadest sense:

- Mainly via the associations Vie Féminine, Le Monde selon les femmes and Garance;
- Via CALICO's partners (CLTB - Pass-ages – Bruxelles.Logement);
- Via the Maison Rue Verte and the Maison Parents Solo (which also have priority for allocations not made by Angela.D according to the agreement with "Logement pour tous")
- Via the Facebook groups "I love Forest" and "Solidaire Bxl";
- Via the crowdfunding initiated in April 2021, which has generated requests;
- Via 2 local medical centres.

In September 2021, Angela.D's project manager estimated the number of applications processed each year at around 100. At the end of the selection process, the number of women on the Angela.D membership list applying for housing was 57.

Allocation procedure: A selection committee of founding residents and decision committee of board members

Angela.D is a young association, created on October 10, 2018. When the CALICO project started, a core group of 7 low-income women became directly involved in the project, supported by the founders of the association of Angela.D. Their involvement in the project was therefore a prerequisite for defining the allocation procedure.

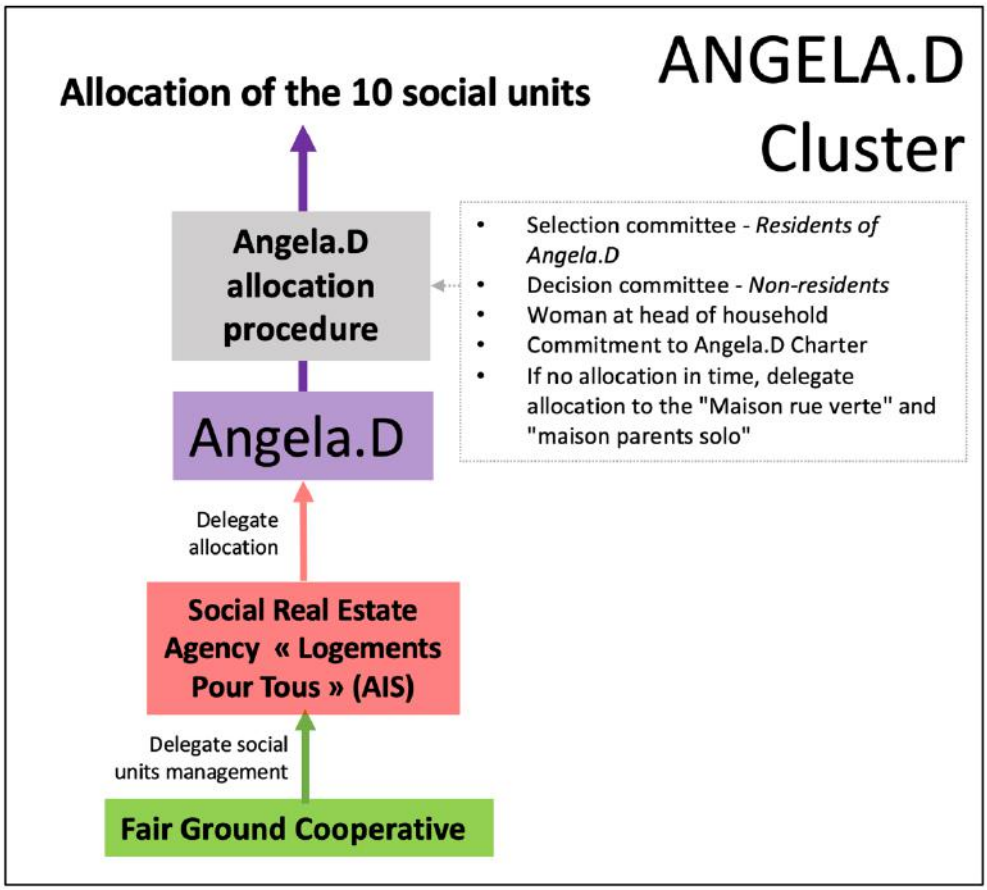
The procedure defined foresees a decision committee, composed of at least 4 people selected by the Board of Angela.D among the members who are not candidates for housing. Initially, this committee allocated the first dwellings to the core group of founding residents, in particular on the basis of the fact that they correspond to the selection criteria (women on low incomes, heads of household who adhere to the Angela.D charter), but also that they have been supporting the Angela.D project in CALICO since its inception and, in this capacity, have assumed the role of gender ambassadors.

This first core group of women, formally approved by the decision-making committee, then constitutes the selection committee among themselves. Thereafter, the selection of all future residents will follow the following procedure:

- Once included in the list of candidates, the selection committee identifies the priority candidates, meets with them and selects them.

- The decision committee verifies the conformity of the selection procedure, confirms it.
- Angela.D Board approves.

Figure 4. Allocation procedure for Angela.D cluster



In reality: late allocation of accommodation and withdrawals

While the core group of 7 women was formed in the early stages of the project, the actual allocation of the available accommodation between them did not take place until later, in June 2020.

The Angela.D cluster consists of 6 two-bedroom units, 1 one-bedroom unit and 3 studio units. However, the initial core group of 7 applicants consisted of 5 single older women and 2 women with children. In this context, 2 of the "two bedrooms" were directly allocated to women with children, the "one bedroom" accommodation was allocated, with the agreement of the group, to a single woman who claimed the use of it for reasons of storage of materials related to her activity. Thus, 4 single women were still to be divided among the 3 "2 bedrooms" and 3 studios.

However, it soon became apparent that none of them wanted to live in a studio, considering that this type of small accommodation represents too great a loss of comfort and quality. The residents concerned then made a formal request to the steering committee to be allowed to deviate from the principle of allocating housing according to household size.

The steering committee refused the request and the 4 women concerned decided to leave the project, despite the significant investment of time by some in the construction of the CALICO project. The

generated disappointment was all the greater for some of these residents, as they had clearly indicated their wish to have access to a two-bedroom dwelling to be able to accommodate their grandchildren. It was only a few months later, during the actual allocation process, that they were informed that access to two-bedroom accommodation for single people would not be possible. This damaging situation is the result of a lack of upstream assimilation by Angela D of the regional allocation rules for Social Real Estate Agencies and the choice to have separated the allocation procedures (eligibility criteria) and the distribution of housing (types of housing available). As a result, the three remaining residents were the only ones to form the selection committee which subsequently selected the seven future residents to complete the group.

In this context, the residents forming the selection committee ensured the selection in 3 waves: 5 women in January 2021 (two of whom subsequently withdrew) and 3 women in March 2021 and one last in September 2021. For these allocations, the designation of the accommodation was carried out jointly.

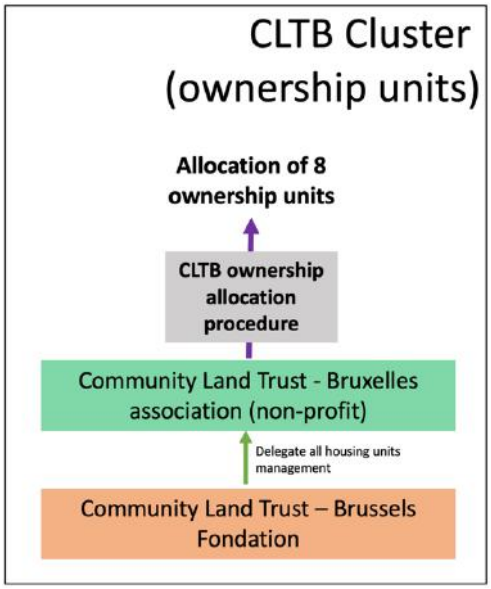
1.7.4 Downstream: Allocation procedures within the CLTB cluster

The CLTB Cluster is composed of three distinct types of housing access and therefore distinct housing allocation procedures:

- 8 homeowners according to the "classic" CLTB procedures;
- 4 tenants of the FUP CLTB managed by the Social Real Estate Agency "Logement pour Tous";
- 2 "Housing First" tenants.

Accession procedures for CLTB homeowners

Figure 5. Allocation procedure for CLTB cluster (homeowners)



The allocation procedures for the CLTB's acquisitive housings have been subject to a standardised procedure for their entire project since 2016[10].

1. Prospective purchasers must **first register on the register of applicants**. To do so, they must attend a mandatory information session and then fill in a form. They are then given a chronological number in the register.
2. Then, when a CLT project is launched, **candidates on the register are invited** to register their interest. If they do, they are then invited to visit the project site, a check is made to ensure that the income and other conditions are met, and the household is assigned an income category.
3. The housing is then **allocated on a first-come, first-served basis** by the CLTB's allocation committee, which is composed of people with no conflicts of interest.

The dwellings are intended for people who do not exceed the income limits for social housing. However, a distinction is then made on the basis of income into 4 categories ranging from the ceiling for access to social housing to the minimum integration income (allowance provided by the Public Social Assistance Centre). The dwellings are then sold at different prices according to the income category and the number of rooms for which the household is eligible.

Table 11. CLTB's maximum and minimum sales prices by housing type and income category (up-date January 2021 – source : CLTB) – In €

Household income category		Number of bedrooms					
		0	1	2	3	4	5
A	Max	139.047	156.704	203.599	251.651	283.221	346.361
B	Max	121.745	138.868	180.104	223.933	252.192	308.710
C	Max	104.443	121.032	156.609	196.214	221.162	271.060
D	Max	87.142	103.196	133.114	168.495	190.133	233.409
	Min	69.840	85.360	109.619	140.776	159.103	195.758

In the CALICO project, 2 flats were sold in category A, 3 in category B, 2 in category C and 1 in category D. As allowed by the acquisition procedure, the higher category flats can be sold to lower category households with sufficient financial capacity (own contribution). This is the case for at least 3 applicant households.

The allocation of the 8 acquisitive CLT dwellings was carried out in conjunction with other CLTB projects and took place in 2 waves. A first one on 15/07/19 with the first 165 candidates on the waiting list, and a second one on 04/02/19 with the 324 candidates validly registered at that time. During the presentation of the project (1st wave), the partners of the other clusters, Angela.D and Pass-ages, presented their respective projects to the candidate buyers.

[10] The detailed procedure can be found in the PDF document on the following page (version 31/10/2021): https://usercontent.one/wp/www.cltb.be/wp-content/uploads/2021/09/Brochure-candidats-proprietaires-CLTB-2021.pdf

Of the 167 households that showed an interest in all the projects, 84 confirmed their interest after a visit. Of these, 18 had CALICO as their first choice. 4 selected candidates subsequently withdrew from the project. In the end, 8 households were selected.

In their internal evaluation of the procedure, the CLTB managers indicate that the call for applicants to express their interest in several projects at the same time proved to be complicated for the applicants and logistically more cumbersome for the CLTB team.

The CLTB then contacted all the registered candidates who did not obtain housing, to invite them to an information session/invitation to an individual savings programme, aimed at increasing their financial capacity, co-organised by the CLTB and the non-profit organisation "Financité"[11], specialised in responsible and solidarity-based finance. Among the interested candidates who did not fit the criteria, some were referred to the other two clusters and, if necessary, were able to apply.

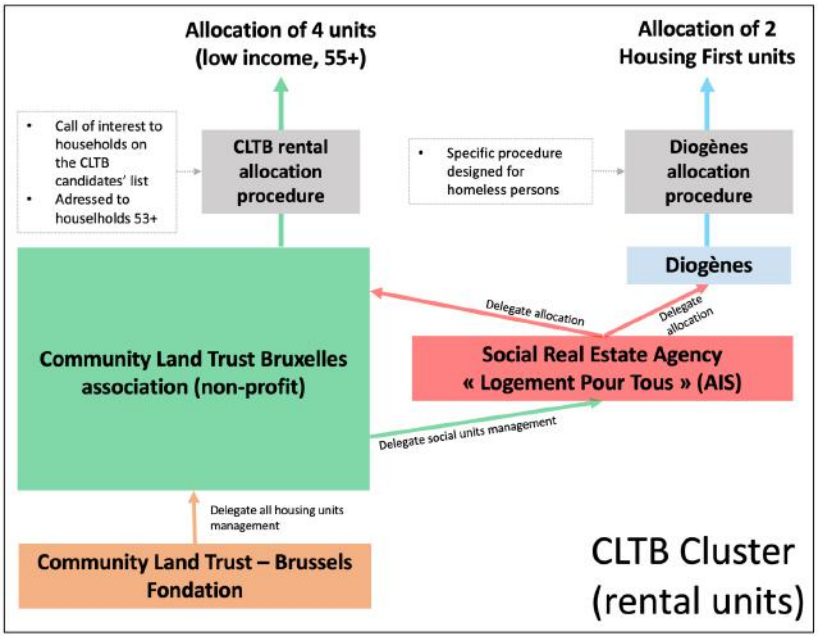
In their expression of interest, candidates can indicate up to 5 choices of flats to increase their chances of acquisition. For 8 of the 12 applicants who were allocated a flat (4 of whom withdrew), this was their 1st choice. For 1 a 2nd choice, for 2 a 3rd choice and for 1 a 4th choice.

Allocation procedures for tenants of CLTB housing

6 dwellings belonging to the Foundation CLTB are put up for **social rental** via the Social Real Estate Agency "Logement Pour Tous". Two specific procedures are implemented:

- for 4 dwellings aimed at CLTB applicants aged 55 or over;
- for 2 dwellings for homeless people accompanied by the association "Diogènes".

Figure 6. Allocation procedure for CLTB cluster (tenants)



[11] https://www.financite.be/fr

The **allocation procedure for the 4 senior housing units** was defined by the CLTB Board of Directors on 5 February 2019. It then gave a mandate to the CLTB Allocation Committee to refine it. The CLTB Allocation Committee decided that the criteria for the allocation of rental housing are the same as those that apply for the allocation of acquired housing. However, the aim is to allow older people, who no longer have access to loans because of their age and therefore to the "classic" acquisitive offer of the CLTB, to be able to live in CALICO. A minimum age criterion has been added (minimum 50 years). In this context, the two calls for applications were addressed to households on the CLTB waiting list in which at least one of the people in the household was aged 53 or over. The idea was that they should be 55 years old at the time of entering the housing. At the time of the call on 15/07/2019, a call for applications was sent to the first 16 households on the list within the criteria. Following this call, 4 applicants expressed interest and were all selected. There was one withdrawal. The call of 05/03/2020 was sent to 23 households. 2 people expressed interest. One was selected.

Allocation procedure for the two housing first units: The two homeless people with access to "Housing First" accommodations moved into the CALICO project in mid-October. Their selection was delegated to the partner association Diogènes, which specialises in supporting homeless people. The street workers of the Diogènes "Station Logement" unit identified among the people accompanied those who are interested in accessing housing, because they themselves have said so, or because they have reacted positively to a proposal to this effect from the Diogènes workers.

A list has been drawn up by the Diogenes team. It included a maximum of 5 candidates at a time. This list is approved by the association's decision-making bodies. The proposal of accommodation was then made in order of chronological priority, but also according to the actual availability of the person when the accommodation was available. A visit to the accommodation with the prospective candidate has then been carried out and if the accommodation was suitable, it was then allocated to the person.

The eligibility criteria for Housing First accommodation are as follows:

- Be homeless
- Have an income (including replacement income)
- Suffering from mental health problems and/or substance abuse.

1.7.5 Drop-out of candidates

The study of the housing allocations per cluster shows that there were withdrawals of applicants throughout the selection procedure in each cluster:

- 4 founders and 2 subsequent applicants from the Pass-ages cluster;
- 4 founders and 2 subsequent candidates in the Angela.D cluster;
- one withdrawal of a tenant in the CLTB cluster.

An in-depth study of the reasons could not be carried out with all the candidates who withdrew. However, the following reasons were clearly mentioned by some of the candidates who withdrew:

- Financial conditions of the "Vill'ages de Pass-ages" cooperative were too restrictive;
- Lack of quality/comfort of the Angela.D cluster studios;
- Participatory process too restrictive.

2. Global governance arrangements to carry out the CALICO project

In the following section, the objective is to present all the governance arrangements that the partners have put in place to carry out the project. It describes the general co-construction organization of the CALICO project (e.g. types of meetings, number of meetings, missions, powers and main decision taken of the different committees). The section is divided into 8 parts:

- The first 3 present the three **main types of meetings that structure the project** (the project's general coordination meetings, the meetings of each cluster on access to housing of the inhabitants, and the meetings involving residents around the setting up of care and living procedures in the community).
- The next two parts present the **specific process of allocation and management of the 2 common spaces of the project,** and the partnership with Rézone association for the occupation of the ground floor open to the neighbourhood.
- The next two parts present the **process of creating charters and parallel subsidy initiatives** initiated by the partners to support the realisation of the project.
- The last part presents the **steps envisaged in the future** in the transition from a current governance supported by partners and future one more focused on an autonomous management by the inhabitants.

Figure 7. Overview of global governance arrangements to carry out the CALICO project

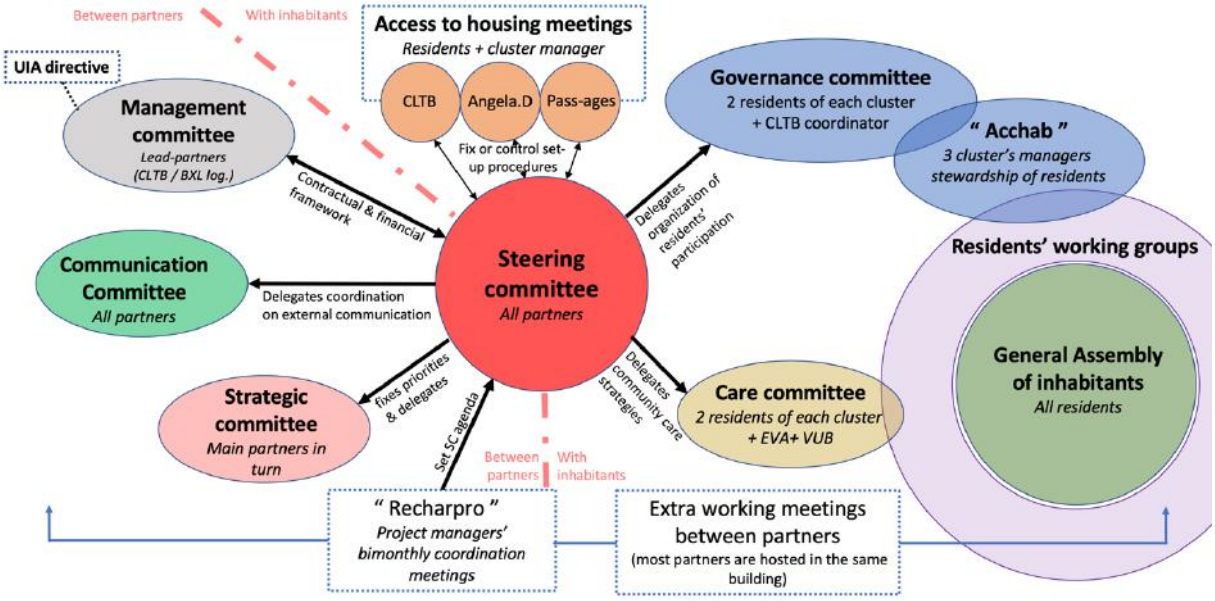


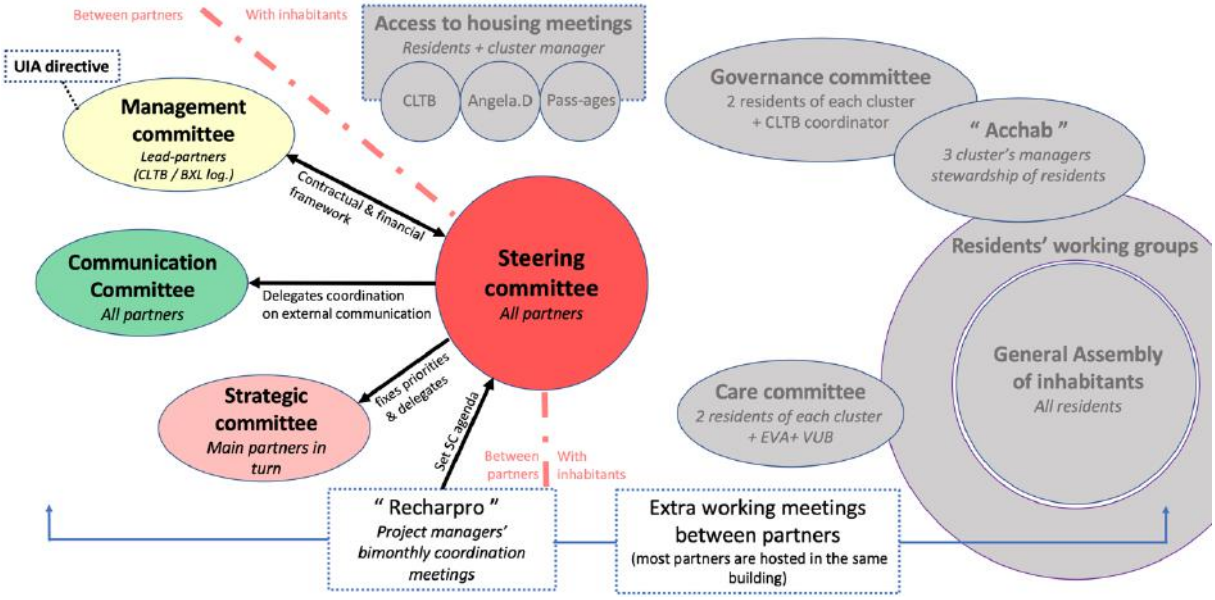
Figure 7 shows first all the main committees, working groups and assemblies that have structured the project. At the heart of the diagram and the organisation of the project's governance is the **Steering Committee**, which delegates and/or controls the tasks of all the other committees. Secondly, the figure distinguishes between committees that only bring together partners (project managers, administrators, volunteer delegates, etc.) - *on the left of the figure* - and committees that involve residents - *on the right of the figure*. First, the meetings and **committees that bring together the project leaders** of the various partner organisations are intended to ensure the general coordination of the project; these operate within the framework of the funding of the UIA project, and will eventually cease or be reconfigured. Second, among the **meetings involving residents**, a distinction can be made between meetings organising access to their housing for the residents concerned within each cluster, and those

organising the common modalities of managing living together as well as the strategies of community care and openness to the neighbourhood.

The sections below provide a detailed description of the objectives and modes of organisation of the three main types of organisational arrangements (general coordination between partners, cluster meetings to formalise access to housing, committees and working groups to implement living together).

2.1 The project's general coordination committees

Figure 8. The project's general coordination committees



The composition, frequency and role of the committees between partners have already been presented in the intermediate research report for 2020 (Smetcoren et al., 2020), from pages 80 to 84. These are the Management Committee, which ensures contractual and financial coordination with the bodies of the UIA programme, the Communication Committee, which coordinates the project's external communication, and the Strategic Committee, which brings together an enlarged circle of partners each year around specific themes. These committees are all organised around the Steering Committee, which delegates their specific tasks to them and, where necessary, coordinates, rectifies or approves their decisions and actions.

55 project Managers' meetings ("Rechapro") have been held over the 3-year duration of the project, i.e. one every fortnight on average since their creation in July 2019. Together with the numerous coordination meetings between partners, the project managers' meetings have ensured the daily management of the project.

The frequencies initially envisaged in the internal regulations of the CALICO project were respected and is sometimes even higher than the fixed frequency.

2.1.1 The Steering Committee

18 meetings of the Steering Committee bringing together all the partners took place over the three years of the project (i.e. more than one every two months). Among the many decisions that the Steering Committee had to take, the following are of particular importance:

- Arbitration on the income and other property ownership requirements for future residents of the Pass-ages cluster.
- Arbitration on the option of developing a specific cooperative for the Pass-ages cluster, independent of the associative dynamics initiated by the CLTB for the creation of the "Fair Ground" cooperative.
- Arbitration on requests for derogation regarding the allocation of two-bedroom accommodation tosingle elderly women.
- Arbitration on the lowering of the intergenerational threshold from 55 years to 50 years.
- Arbitration on the inclusion of the Social Real Estate Agency "Logement pour Tous" in the partnership.
- Arbitration on the letting of the ground floor premises to the non-profit organisation Rézone.

2.1.2 The Management Committee

28 meetings of the Management Committee bringing together the two lead partners (CLTB and Bruxelles.Logement) took place over the three years of the project, i.e. almost one per month outside the holiday period. These meetings have enabled several requests for major modifications to be made to the project to be relayed to the UIA office:

- Relaying of arbitrations to the UIA concerning the justification of the expenditure of investment grants;
- Relay of arbitrations to UIA concerning the intergenerational threshold;
- Relaying of arbitrations to UIA concerning the intergenerational threshold;
- Relaying of arbitrations to UIA concerning the integration of the Social Real Estate Agency among the partners.

2.1.3 The Communication Committee

31 meetings of the Communication Committee, bringing together all the partners, took place over the three years of the project, i.e. more than one per month outside the holiday period. Among the many initiatives that the Communication Committee has had to take, the following are particularly important:

- Organisation of the kick-off meeting;
- Organisation of the inauguration with video recording and broadcasting;
- Organisation of the closing conference, with video recording and broadcasting;
- Logistical support in the organisation of the 3 strategic committees;
- Production of a video presentation of the project;

- Creation of a website (by tender) for the CALICO project[12];
- Production of brochures presenting the project;
- Press releases;
- Coordination of the partners' interventions in the framework of journalistic reports (television or written press).

The communications produced respect the principles of gender-inclusive writing.

2.1.4 The Strategic Committees

The strategic committee is a non-decisional forum for discussion on CALICO's general strategy, themes and its integration into existing networks and activities.

The **first Strategic Committee** meeting took place on March 27 2019 and was mainly organised by the CLTB. Discussions focused on six themes central to the CALICO project: Neighbourhood and neighbourhood spaces; Group housing and spatial planning; Intergenerational housing; Gender in housing; Community care; and Birth and End-of-Life facilities.

The **second Strategic Committee** took place on the 22nd of September 2020. It has been coordinated by EVA Brussel.

Photo 1. Conclusive words shared by participants to the second Steering committee of the 22th of September

The committee gathered representatives of each partner, some future inhabitants as well as 32 workers belonging to public institutions (Public Centre for Social Welfare, the municipality, ...), local structures of social work, care, citizen participation, ... Based on a methodology of collective intelligence, the day took place in the form of three series of open workshops around CARE. The themes initially proposed to the participants were: *"Social cohesion activities; What support for caregivers in cohousing; 1 bench in front of CALICO; Creating links in intergenerational housing & with the institutional framework; Pleasure = Affinities = meeting time; Employment and care; How far to intervene when the other person gives up; Reinventing gender parity: what tools? What solutions; Pleasure; Friendly space to "take a break", to take time; Spontaneous and organised; Good communication for better mutual aid; "Equipping" volunteers; How to decolonise care".*

It was in the context of this committee that the idea of a "Care Fabrik", a sort of incubator for local initiatives in care activities, was conceived for the space open to the neighbourhood on the ground

[12] http://calico.brussels

floor of the CALICO project. The "Care Fabrik" project was subsequently abandoned, but it was important to consider a collaboration with Rézone association for the occupation of this space.

Figure 9. Artistic visual board of the conclusions of the second Strategic committee of the 22th of September

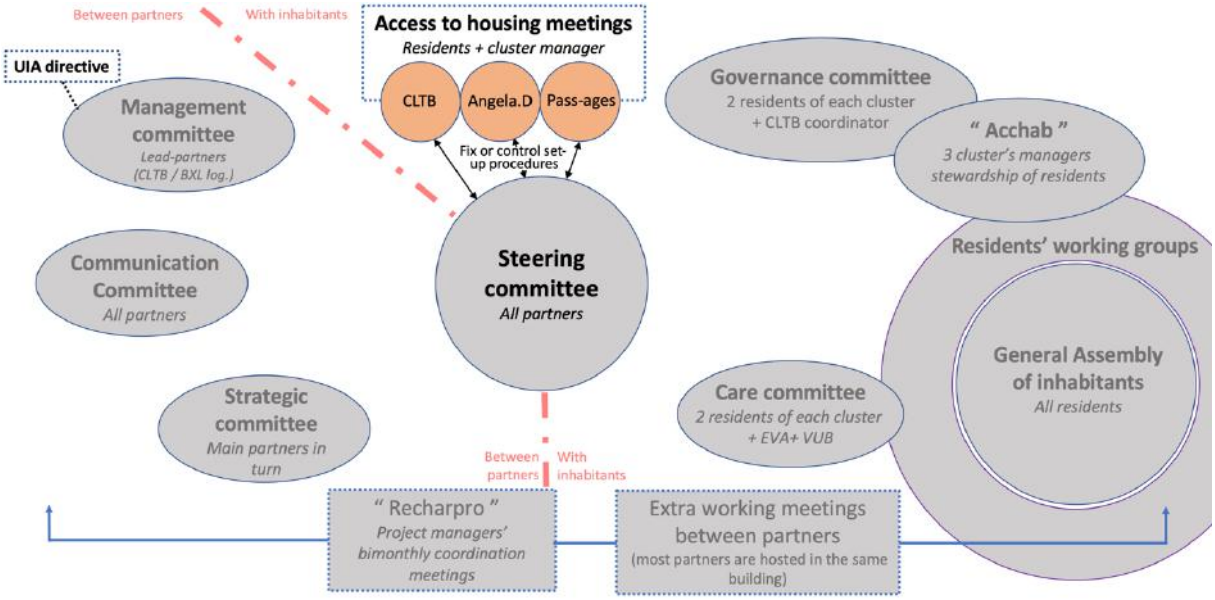
The third **Strategic Committee** took place on 1 October 2021. Coordinated by Angela.D, it focused on gender issues. It brought together about 40 participants (residents, CALICO project's managers, academics, activists, urbanists …). The committee took place in the form of 3 series of 3 workshops around the following themes: "Housing, community, neighbourhood: What gender? Towards a feminist approach to inhabited places";

- Workshop "Time budget: I only have 24 hours in a day";
- Workshop "Architecture: I put my feet under the table";
- Workshop "Neighbourhood: up and down".

The committee closed with a plenary lecture by Lidewij Tummers, professor at the University of Delft, on the theme: "Housing as a key element of a gender-neutral city".

2.2 All clusters' meetings on access to housing

Figure 10. All clusters' meetings on access to housing



The organization of the access to their housing of all future residents is managed separately by each cluster (Angela.D, Pass-ages and the CLTB). However, several common issues are also elaborated, dealt with or resolved at the level of each cluster with a specific strategy each time. This is particularly the case for the following important issues:

- Mode of acquisition, financing of rental housings. During a meeting in May 2019, the representatives of each clusters decided that **the acquisition and financing of rental housing will be conducted independently and according to different modalities for each cluster**;
- **Allocation of apartments** to future inhabitants and principle of future allocation (see section 1.7 "Innovative housing allocation procedures" above);
- **Setting-up of the housing management modalities** specific to the cluster (internal rules, management of the common areas, charter of "living together" etc.) and its vision (intergenerational, gender-sensitive housing management, access to ownership etc.);
- **Adaptations to personal preference of the apartments** as well as adaptations related to the accessibility for disabled people (see section 1.5.3 "Bathroom adaptations for people with reduced mobility" and 1.5.4 "The classic options for choosing materials").

More rarely, some issues were managed collectively between the 3 clusters:

- Organisation of the reading of the plans;
- Site visits;
- Training in the management of technical building networks);
- But also some training of Angela.D on gender mainstreaming.

This section presents schematically the internal organization of the three associations within the framework of the CALICO project and briefly explains how the common issues described above are being addressed by each organization. The place occupied by the future inhabitants in the organizations is also pinpointed.

The objectives of the cluster meetings have already been described in the 2020 interim report on pages 90-98 (Smetcoren et al., 2020). There, the common outcomes, the description of the 3 associations in charge of the 3 clusters as well as their meeting agenda and the participation rate of the inhabitants are presented. The aim of this section is not to go back over the missions of the three clusters in detail, but to briefly present the main progress made in these different dynamics.

2.2.1 Participatory process of the Pass-ages cluster for access to housing

Several distinct structures articulate the governance of **Pass-ages project to create a benevolent living space, open to its environment, which combines intergenerational cohousing with Birth and End-of-Life facilities.**

The association has set up two separate kinds of working groups (called "wings"). The first works on the intergenerational aspect of the cohousing project, the second on Birth and End-of-Life facilities. This section only refers to the dynamic of the Intergenerational cohousing project conception and implementation.

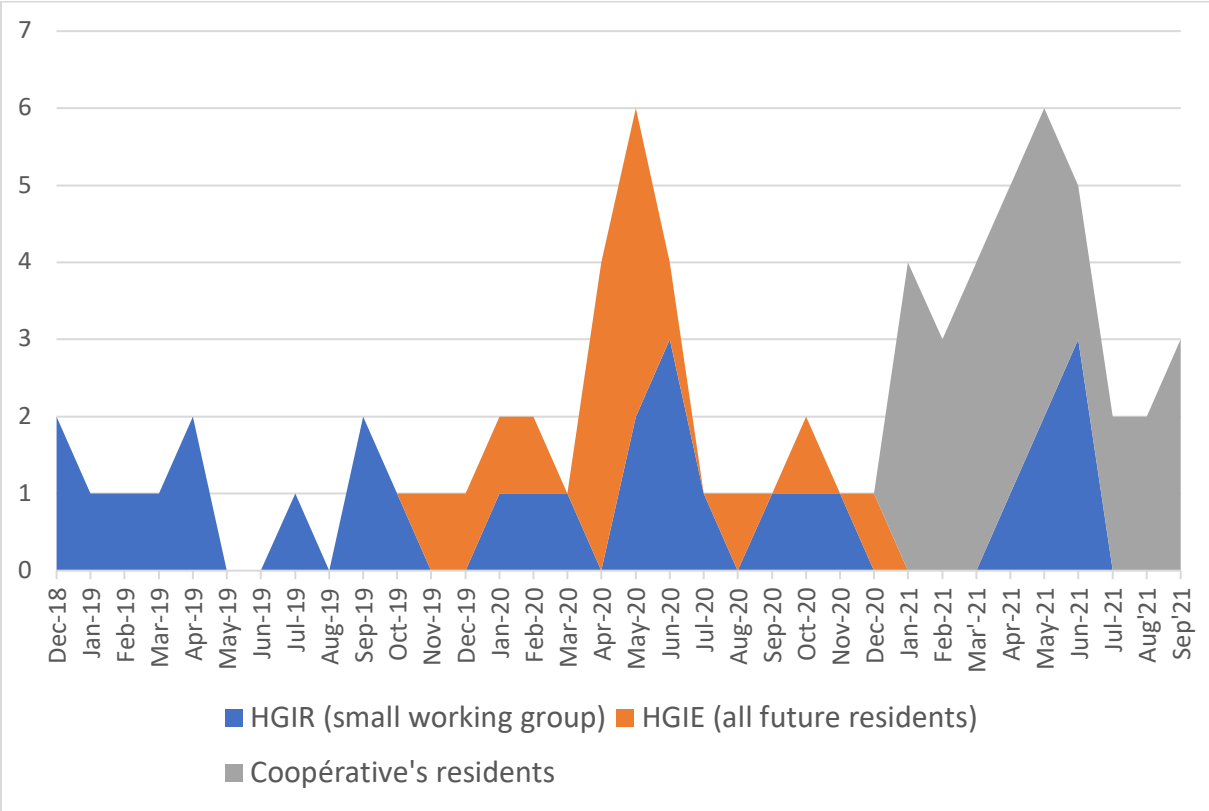
The intergenerational cohousing wing focused on the creation of the cooperative "Vill'ages de Pass-ages" decided in May 2019 and finally created in January 2021. An intense collective work process has been implemented for all decisions relating to the acquisition and financing of the housing units, as well as for all the governance methods of the cluster's housing. In total, more than 70 meetings involving at least some of the future residents took place during the project.

The project took place in **3 main stages**:

1. The constitution of a **working group called "Intergenerational cohousing restricted group"** (**HGIR**- "habitat groupé intergenérationnel restreint") and the mandate given to a Pass-ages project manager to accompany the operationalisation of the cooperative. These meetings gathered the project manager and 5 future inhabitants of the Pass-ages group. It has met 29 times throughout the project.
2. The constitution of a **working group called "Intergenerational cohousing extended group"** (**HGIE**- "habitat groupé intergenérationnel étendu"). Those meetings are extended to all future residents (and future cooperative shareholders) of the Pass-ages cluster. These 16 meetings took place between October 2019 and December 2020, i.e. between the time when the small working group organised a feedback for validation and adaptation of the implementation options it had previously worked on, until the creation of the cooperative, when its meetings stopped.
3. In addition to the formal meetings of the board of directors of the cooperative, the **inhabitants and shareholders of the cooperative met almost every week**. First supposed to be informal meetings with the objective of intensifying the meetings between future residents, these meetings turned out to be working meetings to continue the fine-tuning of the management modalities of the cooperative and the living together within the Pass-ages cluster.

The following table present the different meetings that have been held to finalize the acquisition, financing and allocation and management of the Pass-ages cluster housing units.

Figure 11. Main meetings including residents to set the cooperative up and organise access to housing for Pass-ages cluster future inhabitants (number of meetings by type



It should be noted that in parallel 6 other ad hoc working groups have also been created to manage specific aspects of the implementation of the cooperative project. These smaller cells, also involving future residents, are being set up, either on a systematic or more temporary basis. These are the groups "external relations"; "finance"; "communication"; "conflict management and conviviality"; "day-to-day management" and the selection and allocation committee.

2.2.2 Participatory process of the Angela.D's cluster for access to housing

Angela.D is a non-profit organization that **aims to put the gender dimension at the centre of the cohousing project**. As such, its role within the project is twofold, both transversal and attached to the development of a specific cluster:

- On the one hand, it has the mission of initiating awareness-raising and training actions on gender equality issues for all the actors of the CALICO project. This mission has been developed in particular through the creation of an educational pole in June 2020.
- On the other hand, it ensures the setting up of one of the three clusters, composed of ten housing units, for which it manages the allocation and internal organization. This task has been taken over by a specific project manager.

In this context, this section presents the dynamics of the 16 meetings involving the future residents of the project in relation to these two tasks.

On the one hand, the objective of concretely organising the integration of future residents into the CALICO project and establishing a self-management of this cluster for women and by women. The meeting dynamics initiated by Angela.D to organise the integration of future female residents into their housing is based on a different dynamic and logic from that of Pass-ages. Indeed, the **issues of acquiring and financing housing units are not the responsibility of the future residents, or even of Angela.D, but rather of the "Fair Ground" cooperative**, whose creation and implementation were the subject of an independent dynamic (see section on "Fair Ground"). In addition, the **social rental management of the housing is organised with the Social Real Estate Agency "Logement pour tous".** Thus, the **meetings with the inhabitants were limited** to the accompaniment around the following objectives:

- to enable the inhabitants of the cluster to meet each other;
- to familiarise the future residents with the CALICO project and its specific governance arrangements and to ensure their involvement in the various committees;
- accompaning the process of choosing architectural options and visiting the building site;
- accompany them in the relationship with the Social Real Estate Agency"Logement pour tous" (conditions, signature of rental lease, etc.);
- to implement the dynamics of housing allocation via a selection committee managed by the inhabitants (see section on housing allocations).

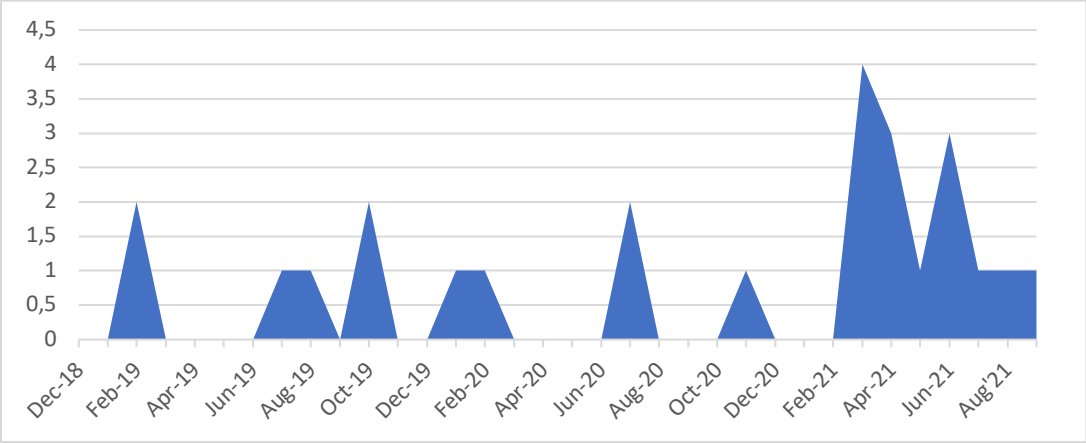
On the other hand, to offer the residents a **training cycle aimed at giving them the theoretical background to better embrace the feminist principles at the heart of Angela.D.'s missions**. The themes of the training courses were as follows:

- the history of feminist thought;
- notions of gender and care;
- women's skills from a gender perspective;
- gender and housing (open to all CALICO residents);
- feminist analysis of care (search for criteria to be applied to CALICO and feminist reading of the CARE charter) (open to all CALICO residents);
- assertiveness and deconstruction of anti-feminist prejudices (open to all CALICO residents);
- domestic violence: prevention and response (open to all CALICO residents).

These training courses, four of which were open to all CALICO residents, are a major achievement of the educational pole for future residents of the cluster. However, the cluster also carried out other tasks open to the partners and a wider public, such as holding the Strategic Committee on gender or producing a yet to come guide to gender mainstreaming in social housing projects.

The following figure present the different meetings that have been held in the Angela.D cluster:

Figure 12. Angela.D future inhabitants' working group (number of meetings)



It appears that there were several interruptions during the meetings with the Angela.D cluster residents:

- After two initial meetings between Angela.D initiators and the founding core of future residents, a hiatus occurred until the hiring of Angela.D's project manager in July 2019 allowed for further meetings to be scheduled;
- A hiatus then occurred due to the first COVID-lockdown measures (March-July 2020);
- An interruption between September and February, following the departure of the project manager and the departure of 4 potential future residents, which required work to select new candidates and form a new group dynamic;
- With the new group being formed in February 2021, a more intense rhythm of meetings was organised, in particular training sessions.

2.2.3 Participatory process of the CLTB's cluster for access to housing

CLTB is one of the two lead partners of the CALICO project. The entire project is being developed on land that it owns and will continue to own, orchestrating the overall governance of the project. But it is also in charge of the management of a specific cluster composed of:

2.2 8 housing units for low-income households;
2.3 4 rental housing units for low-income households;
2.4 2 "Housing First" housing units, in collaboration with the Local Public Social Welfare Centre (CPAS) of Forest and the association "Diogènes".

Within the framework of the CALICO project, CLTB has set up an **assembly of the inhabitants** of the CLTB cluster to work out the modalities for the management of their housing units. This assembly brings together all the future inhabitants and the project manager in charge of participatory governance.

The content of the meetings with the residents was limited to the following objectives:

- to enable the inhabitants of the cluster to meet each other;
- to familiarise the future residents with the CALICO project and its specific governance arrangements and to ensure their involvement in the various committees;
- accompany them in the process of choosing architectural options and visiting the construction site;
- accompanying the tenants in their relationship with the Social Real Estate Agency "Logement pour tous" (conditions, signing of rental leases, etc.);
- accompanying the owners in their purchase (explanation of the deeds, accompanying them in their relationship with the housing fund to obtain a mortgage loan, etc.)

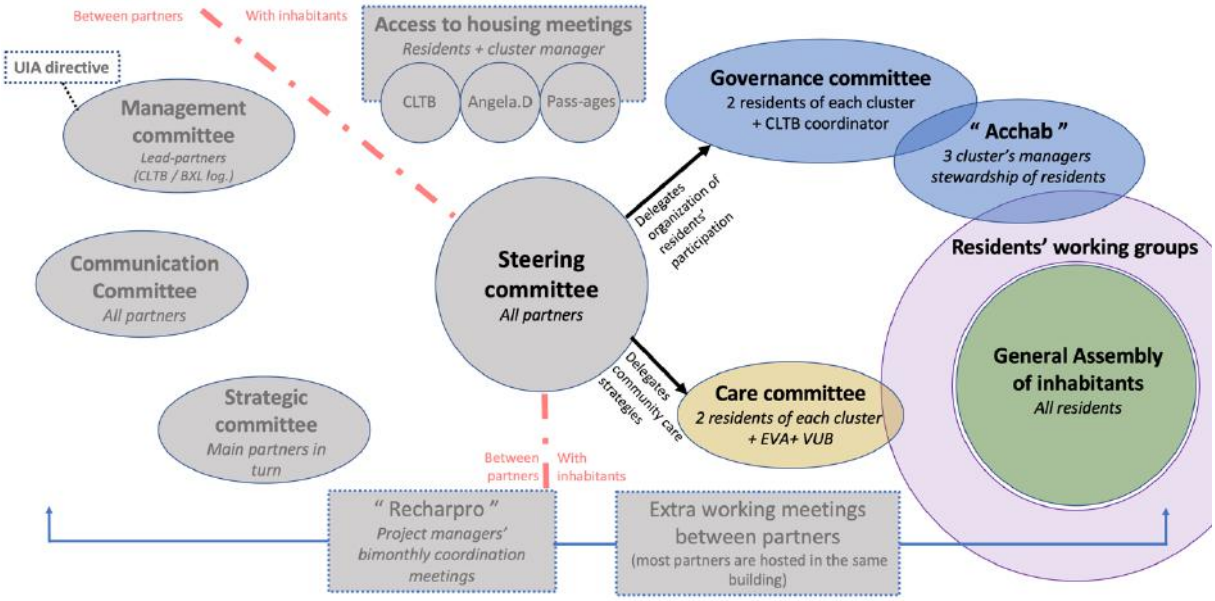
Figure 13. CLTB future inhabitants' assemblies (number of meetings by type)

The first 5 meetings took place after the selection of the first inhabitants in November 2019 and March 2020 when the first lockdown measures have been adopted in Belgium. The meetings organization has been hardly disturbed afterwards. In May 2020, a zoom meeting has been organized only with the residents selected in the second wave of selection that ended in April 2020. After a last "physical" meeting gathering all future CLTB's cluster residents in August 2020, the organizers decided to reduce the meetings and split in between future renters and owners of the CLTB cluster. In this context, 6 meetings gathered the future owners and only one gathered the renters. This was because the project managers had more information to give to the prospective homeowners so that they could cope with the responsibilities of home ownership. Whereas, on the whole, social tenants were accessing housing through more traditional rental management.

As the two housing first residents were only integrated at the end of the project and moved in mid-October, they did not have the opportunity to participate in the pre-project meetings.

2.3 CALICO committees involving the inhabitants

Figure 14. CALICO committees involving inhabitants

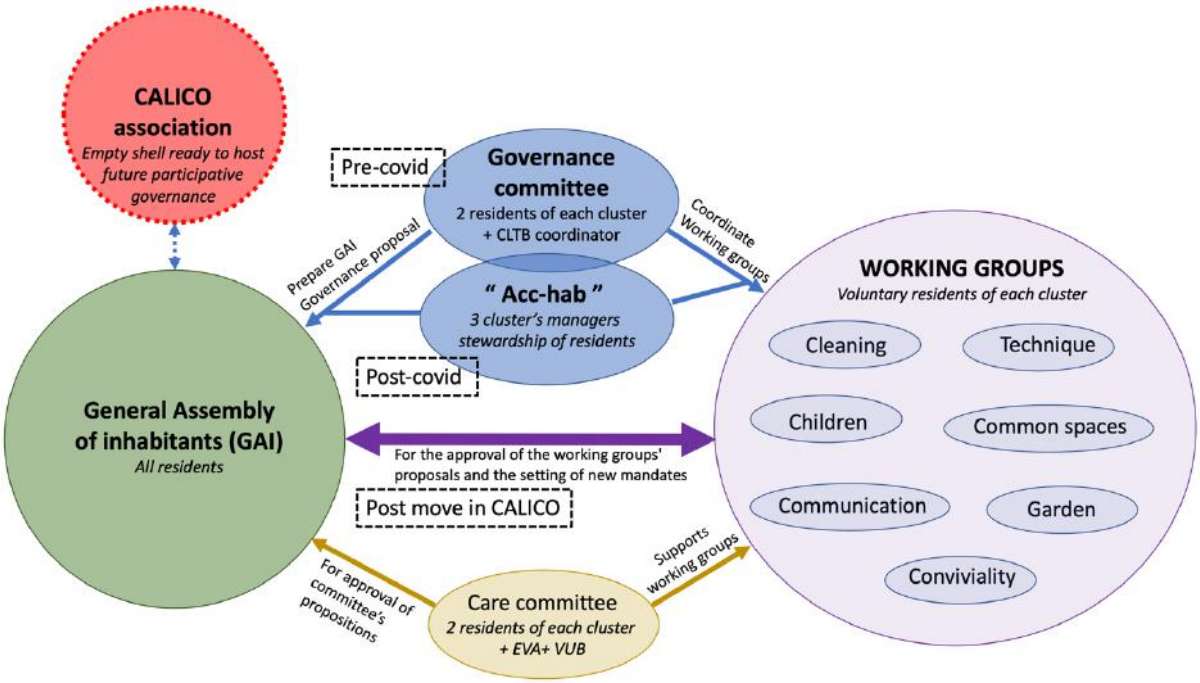


The last series of meetings aims at organising the management modalities of co-living, the strategies of community care and opening to the neighbourhood. It is to say both in terms of governance model for cohousing and community-led approach.

At the beginning of the project, the Steering Committee formally delegated responsibility for this organisation to two separate committees. Thus, in October 2019, it delegated the overall organisation of the participation of residents in the development of the shared objectives of the CALICO project to the Governance committee, and in December 2019, the community care and neighbourhood outreach strategy to the Care Committee.

The constitution of these two committees is inspired by the principle of the double link developed in the framework of sociocracy. Indeed, its principle is to bring together 2 residents from each cluster who mandate them, and then to give feedback to the general assembly of the inhabitants or to the meetings of each cluster if necessary.

Figure 15. Detail of all committees' involving inhabitants to define care and living strategies



As the following sections describe, the organisation of the general assembly of inhabitants took place according to three dynamics as the project progressed. Firstly, the Governance Committee was responsible for this organisation, then, due to the constraints linked to COVID, the "Stewardship of the Residents" committee and, after the residents had moved in, the general assembly of the inhabitants itself was responsible for this organisation.

2.3.1 The governance committee

The committee is a place for consultation, coordination and setting up modes of governance between the residents of the CALICO project regarding their common objectives.

Before the progressive integration of the representatives of the inhabitants of the three clusters in November 2019, the main mission of the 8 committee's meetings was to establish its mandate (its missions, its decision-making power and the principle of representation of the inhabitants and submission of its work to the decision of the Assembly of Inhabitants).
The mandate of the governance committee has then been approved by the Steering committee of the 16th of October 2019. Since then, the governance committee held 4 meetings, including representatives of the residents of each cluster, before first lockdown measures. It then stopped until July 2020 when a new rhythm of monthly online meetings (8 in total) was organised until January 2021. The Governance Committee did enable the organisation of the first three general assemblies of inhabitants.

However, the dynamics of the governance committee were particularly disrupted by the measures related to the management of the pandemic:

- Difficulties in regularly bringing together mandated residents in virtual meetings;
- Difficulties for mandated residents to coordinate and follow up the work of the different working groups between residents;
- Difficulties in articulating the work of the committee in the prolonged absence of a general assembly of inhabitants to approve its proposals and ensure their implementation.

2.3.2 Residents' support committee ("Acchab" committee)

In February 2021, in the context of the Governance Committee's loss of effectiveness and the general delay in the participative support of the project, the CLTB project manager sent a letter to the partners, which was intended as an alarm bell, in which she suggested that the work of the Governance Committee was interrupted and that a new mode of organisation of the project's governance was needed, based more on the coordination of the project managers in order to redefine the priority actions. Thus, as of March 2021, the project leaders decided to **replace the meetings of the governance committee with "Resident support meetings"** between project leaders (i.e. between Pass-ages, Angela.D, CLTB as well as Eva and the VUB).

This committee met 6 times between March 2021 and May 2021, more than once every fortnight.

2.3.3 The Care Committee

The committee met once a month, gathered 6 inhabitants, i.e. at least 2 representatives per cluster. The animation is ensured by the project managers of EVA bxl in collaboration with a VUB researcher. It aims to co-create the CALICO project community care model. The objective of the Care committee and further details on its achievements are amply developed in the section F 'Results: Focus on Care in Community.'.

2.3.4 The General Assemblies of inhabitants

The general assemblies of the inhabitants bring together all the residents of the three clusters. They are the decision-making body for the joint management of the cohousing project and the community care and outreach strategy.

The aim of the CALICO partners is that in the long term, the future inhabitants of the 3 clusters will be autonomous in the management of their cohousing. With this in mind, the **partners have devised a mode of governance aimed at gradually involving the future inhabitants in the decision-making bodies**. Thus, the proposed governance aims to ensure that the main decisions relating to the collective management of the cohousing and community care strategies are approved by the assembly of inhabitants, which brings together all the future residents.

The meetings were initially planned to take place every two months, but here too the containment measures linked to the management of the pandemic greatly disrupted the holding of these meetings. In total, 5 meetings took place over the course of the project.

The two first assemblies, that took place before the first lockdown measures have already been described in the former report (intermediary report). The April 2020 assembly was replaced by an outdoor, non-decisional "Spanish hostel".

In September 2020, between two lockdown measures, an important, third general assembly took place. It lasted all day and allowed to sketch the first ideas concerning the occupation and management of the common spaces as well as the constitution of working groups between inhabitants.

Then, the holding of general assemblies was interrupted by the new COVID measures, as their online organisation was considered too complex and unrealistic. A walk in the nearby public park was organised in December 2020 to ensure that contact between the inhabitants of the different clusters was maintained, but without any decision-making objectives.

The last two assemblies were organised in September and October 2021, once the majority of residents had already moved into their housings. Since then, it is the general assembly itself that set their future agenda and coordinate the working groups.

2.3.5 The inhabitants' working groups

Different working groups, each with at least one resident from each cluster, were set up around the following themes:

- Cleaning of common areas ;
- Animation of children; - Internal communication;
- Internal communication ;
- Conviviality and festivity;
- Garden ;
- Common areas ;
- Technical management of the building;
- CALICO" Charter.

Initially initiated and coordinated by the Governance Committee, the follow-up of the working groups was then coordinated by the partners in the framework of the " Resident support" meetings. Finally, after the residents had moved to CALICO, the inhabitants' assembly directly coordinated its agenda and set new mandates for the working groups.

Although most of the working groups were initiated in September 2020, they did not meet much. Indeed, on the one hand, the obligation to meet online was a real difficulty. Similarly, it appeared difficult to anticipate the work of these groups before the residents moved in. The residents were mobilised primarily on priority issues linked to their moving into the project. Now that the residents are in the project, and that General Assemblies can once again be organised to approve the organisational proposals made by the various working groups, they are actively working and meeting more regularly.

2.4 Occupancy and management of the two collective spaces

An essential point of the project of living together within the CALICO project is certainly the planning of the management and occupation of the two collective spaces. As a reminder, these are:

- a two-bedroom flat on the ground floor intended to provide a certain interface with the neighbourhood;
- a two-bedroom flat on the first floor of the Angela.D cluster, less accessible from the street, intended to serve as a common space for the inhabitants.

Despite the European subsidy in the costs of the real estate arrangement, an amount of rent is to be foreseen for the two spaces, up to 600 €/month (plus charges) for the space open to the neighbourhood and 447 €/month (plus charges) for the space common to the inhabitants.
Thus, the definition of a mode of occupation of these spaces had to take into account the imperative of financing the rents and charges related to the occupation of these spaces.

The decisions concerning their management have been the subject of a complex process that has required several strategic reorientations over time, notably linked to the inconveniences of the COVID measures on the participatory dynamic. Some decisions remain to be taken at the end of the UIA project period. The strategic reorientations took place in three stages presented below:

- The governance Committee proposes modalities to the general assembly which amends and approves.
- The Residents' support committee proposes a partnership for the occupation of the ground floor open to the neighbourhood and the inhabitants of each cluster approve.
- The General Assemblies (post-movement) of the inhabitants continue to refine the modalities.

2.4.1 The Governance Committee proposes, the general assembly of inhabitants amends and approves

The methodology initially planned to define the management and occupation modalities of these collective spaces was: the Governance Committee organises an initial reflection, then brings the discussion on the desired modalities to a conclusion at the general assembly of the inhabitants.

Thus, on the basis of the first proposals made by the Governance Committee, the general assembly of 6 February 2020 made a first statement of the activities it would like to see made possible in these spaces. The Assembly also decided on the maximum amount of contribution to the monthly fees that each inhabitant would be willing to pay to ensure the financing of these spaces. It soon became clear that for many inhabitants the amount they felt they could contribute was insufficient to cover all the costs, and that alternative financing strategies should be explored, at least to partially cover the costs of the two spaces.

At the general assembly on 12 September 2020, the inhabitants agreed on the following general principles:

For the space open to the neighbourhood:

- Must be open to the neighbourhood: for Calico residents, and for the neighbourhood;
- If private use (private party): (differentiated) fee to be determined.

For the space for residents' use only:

- Thinking about the possible uses in this two-bedroom flat broke down room by room:
    - For the small room (9m²): Guest room.
    - For the large room, several uses:
        - Coworking of 4 offices only for inhabitants and for the participating associations (Angela.D, Pass-ages, CLTB, or even EVA Bxl) for 3 days a week;
        - Homework school every day;
        - Moments for teenagers (2 x we);
        - Free for other activities outside of these times based on proposals from residents.
    - Stay/kitchen: for CALICO residents (temporary privatisation possible and free of charge 2 times a year, beyond that, rental possible).

2.4.2 The "Residents' Support Committee" proposes a partnership for the occupation of the ground floor open to the neighbourhood and the inhabitants of each cluster approve

However, subsequently, the project leaders became concerned about the feasibility of the arrangements outlined, at least for the ground floor space open to the neighbourhood. Indeed, the lack of guarantee to be able to continue refining the proposal during future general assemblies of Inhabitants (planned every two months, they were suspended for a year), the project leaders questioned the scenarios concerning this space based on self-management and self-financing by the residents' collective. In this context, the need to find partners to finance and occupy the ground floor, which is open to the neighbourhood, has become increasingly necessary.

The **reflection on the search for a partnership had two main stages**:

● Following the "Care" Strategic Committee of September 2020 will have given rise to the idea of conceiving the ground floor as a "Care Fabrik", i.e. a place that would allow the occupation of the ground floor to be articulated by a set of partners proposing uses related to Care, and this in respect of the general philosophy of the "care and living in community" project. However, such a project still presupposed that the residents' collective would be able to coordinate an activity schedule likely to cover the occupancy costs. Given the difficulties of planning ahead, this approach was abandoned. However, it will have made it possible to focus on the idea of allocating the premises to Care-related missions.

● Then, in January 2021, as part of the Care committee's contacts with local community health stakeholders, it met with the non-profit organisation Rézone (presented below), which was looking for premises to run an open space project locally. After several meetings with the partners first and then

the inhabitants, the inhabitants decided, via a consultation coordinated by the Residents' support committee and carried out by the project managers of each cluster, to rent the premises to Rézone.

2.4.3 The general assemblies (post-movement) of the inhabitants continue to refine the modalities

Concerning the space on the ground floor rented to the "Rézone" association, it is planned to make the premises available to the inhabitants of the CALICO project (Wednesday afternoons, Fridays after 16h, every second Saturday, Sunday and evenings). Thus, the future general assemblies of the inhabitants will be required to define in more detail the terms of occupation of the premises.

For the flat for the exclusive use of the inhabitants, the above proposal (decision of the general assembly of September 12, 2020) constitutes the basis on which the general assemblies of the Inhabitants continue to reflect in order to organize its occupation. Similarly, the principle of its financing by the residents' collective is maintained (about 18€/month/household).

The CLTB project managers, aware of the difficulties linked to the organisation of the occupation of this space, have arranged to postpone the first fee until January 2022. The agreement signed between the FUP CLTB, owner of the premises, and the Social Real Estate Agency "Logement pour tous", to which it delegates the rental management, takes effect on 1 September 2021. This agreement takes up the uses of the space set out above and provides for the payment of a fee from 1 January 2022. Additionally, the CLTB could mobilise an additional public funding provided by "equal.brussels" (Brussels regional administration for equal opportunities) to pay the fees corresponding to the entire year 2022.

2.5 The "Place of Links" project of Rézone association

The ground floor premises were made available to the non-profit organisation Rézone through an occupancy agreement signed between Rézone and the Social Real Estate Agency "Logement pour Tous", which was mandated by the CLTB Foundation to manage the project's common areas.

Rézone[13] is the southern branch of a network of services in the field of mental health that covers the territory of the Region, called "Psy 107 bruxellois"[14]. This network is supported as such by the Common Community Commission (Cocom). Rézone covers the municipalities in the south of the Region: Forest, Saint Gilles, Uccle, Watermael-Boitsfort and Ixelles.

The aim of Rézone is to provide a complementary and coherent care offer and to coordinate with the community. This network helps people in Brussels with mental health problems. They run a "place of links (lieu de liens)" by holding permanences, i.e. a discussion room for these people and the neighbourhood. A "place of links" is a place where people, some of whom are mentally fragile, can feel good, accepted and without pressure to carry out a particular activity.

[13] https://www.rezone.be
[14] http://www.psy107.be/index.php/fr/

The integration of Rézone into the CALICO project is seen by both sides as an opportunity to reinforce the objectives of CALICO project and Rézone project. Their community health work methodology is described by CALICO partners and Rézone members as coherent and complementary[15].

For Rézone, Calico's approach seemed to them to be particularly in line with their conception of the "place of links" insofar as the CALICO project intends to encourage encounters with local residents in a Care perspective. Rézone is delighted that the inhabitants of CALICO, who are not necessarily familiar with psychiatry, can open up to different normalities and that people from psychiatric backgrounds can have other types of relationships in other contexts not associated with their psychological disorders or difficulties. Rézone hopes that the inclusion of their "place of links" in the CALICO collective project will facilitate the integration of their public.

For the inhabitants of the CALICO project, Rézone's "place of links" approach seems to meet the objectives of opening up to the neighbourhood with a view to Care. It makes it possible to give life to this objective which they had difficulty in implementing as a nascent collective of residents. Moreover, in the occupation agreement, Rézone undertakes to organise access to the "place of links" for the inhabitants of the neighbourhood and for CALICO residents.

The governance of the Rézone project, which links several local health services, is intended to be open and democratic. The dynamics of the meeting between the network and the partners and residents of the CALICO project are significant from this point of view. CALICO's partners and inhabitants were invited to join the network and to participate in the network's general assemblies (June and September 2021) during which the main management methods were defined.

The occupation of the premises at the beginning of the project has already made it possible for them to be made available to the inhabitants both during and outside the time of their permanence, which would not have been possible if the inhabitants had first had to assume the cost of fitting out the premises. The agreement runs until 31 August 2022. An evaluation will take place at the end of the tenure. This may be renewed or in the event of a negative evaluation or a desire to resume occupation of the premises by the residents' collective.

Rézone will cover all the costs. Furthermore, as mentioned above, it has been negotiated with Rézone that the premises could be used by CALICO residents outside Rézone's opening hours, according to the terms of free provision which have yet to be formalised.

2.6 The CALICO project charters

The dynamics of setting up a cohousing project often rely on the drafting of a charter that sets out the main founding principles of the project.

[15] See the interview with Rézone on the following CLTB webpage: https://www.cltb.be/2021/07/20/rezone-et-le-cltb-un-nouveau-partenariat-tres-prometteur/

In the context of this complex project, several charters were drawn up:

- A "CALICO" charter for the entire project. This charter is the result of three meetings of a specific working group bringing together inhabitants of the three clusters, which was initiated by Angela.D in April-May 2021. The postponement of the General assemblies postponed the planned approval of the produced charter to a future Assembly.
- A CARE Charter drafted in the context of the CARE Committee. This was approved on 14th of April 2021;
- An internal charter for the "Pass-ages" cluster;
- An internal charter for the "Angela.D" cluster.

2.7 Additional grants obtained by the partners

The project partners obtained additional grants for different complementary aspects of the project, not directly covered by the European grant, notably:

- CLTB received €20,000 from the NIF Foundation[16] for the adaptation of housing for people with reduced mobility.
- The CLTB also received a small grant from "Bruxelles.Mobilité" (the Brussels-Capital Region's mobility administration) to organise bike-taxi rides for seniors in the CALICO district during the summer of 2021.
- Angela.D received €17,000 from Equal Brussels, the regional administration for equal opportunities, as well as €5,886.7 from the FIPI fund (Impulse Fund for Immigrant Policy), for the accompaniment of women in the project, notably in support of strategies for opening up to the residents of the neighbourhood.
- Angela.D also received €3,000 from the CERA cooperative[17] for the development of the common areas of the CALICO project. Pass-ages received €5,000 from "TransForm Integrated Community Care"[18] to support their initiative's work related to Integrated Community Care and to allow them to actively participate in Changemakers Forum communications and activities, including workshops (3 in total), online and offline activities (to be determined by Forum participants).

[16] https://www.fondation-nif.com

[17] https://www.cera.coop/fr/particuliers/soutien-à-la-société/chercher-un-projet-soutenu/gr009966_habitat-solidaire-angela-davis

[18] https://transform-integratedcommunitycare.com

2.8 Future stages of governance, from associative governance to inhabitant governance

This section presents, on the one hand, the needs identified to ensure the continuation of the project beyond the period of European funding and, on the other hand, the organizational charter of the project general governance planned by the partners for 2022.

2.8.1 A request from partners to extend the methodological support

At the end of the project (October 2021), 31 households out of 34 have moved into the project. The inhabitants have already held two general assemblies of the inhabitants and re-launched several working groups to organise and/or refine the organisation of living together in the project. However, the partners identify the need to extend the methodological framework of this complex project, in particular to achieve the following objectives:

- The reception of the last 3 households in the project;
- The sale of the 8 units to the CLTB candidate buyers;
- The sale of the parking units;
- The reception of the Birth and End-of-Life facilities and their opening and commissioning;
- The accompaniment of the residents in the management of possible dysfunctions and defects in the construction for rectification before final acceptance of the building;
- Training in the use of special building techniques;
- The organisation of the first co-ownership meetings;
- The financially sustainable allocation of common areas;
- And more generally, the transfer of the tasks of the various committees for the general organisation of the project to bodies managed by the inhabitants.

In this context, the CLTB, Angela.D and Pass-ages have asked the Brussels-Capital Region to extend the period of subsidy for their operations to 2022. The Region is currently preparing these subsidies, which are expected to be favourable.

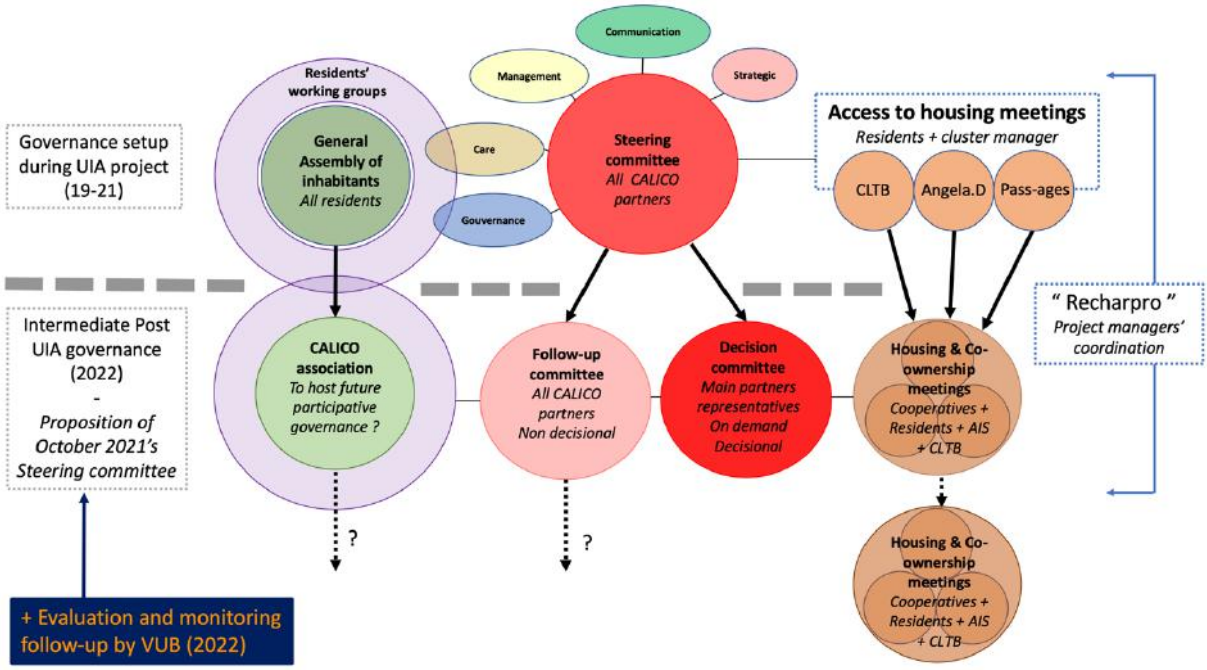
Similarly, the VUB has submitted a request for an additional subsidy to be able to continue the evaluation of the project and thus to be able to study in depth the modalities of transferring from associative governance to inhabitants' governance.

2.8.2 Approved evolution of the organizational charter of the project general governance for 2022

Figure 16 shows the proposed evolution of the project's governance that the partners intend to implement in 2022, year "one" of the project or the year of transition to autonomous management.

The upper part of the figure shows the various committees implemented within the framework of the project. The lower part of the figure shows the committees envisaged for the transition period.

Figure 16 Proposed evolution of the project's governance to implement in 2022



The future organisation envisaged is thus based on the articulation of 4 types of structures:

1. Meeting of project leaders :
   - Weekly or fortnightly;
   - Takes over most of the habitat management and what comes out of the previous committees;
   - Consists of CLTB project officers, Angela.D and Pass-ages;
   - Will dissolve in favour of a management of CALICO by its inhabitants.

2. Decision-making committee :
   - At the request of one of the managing associations (Angela.D, CLTB, Pass-ages);
   - Composed of the coordinators or board members of the managing associations;
   - Decides on the main orientations of the project or resolves conflicts between partners.

3. Board of CALICO asbl :
   - Meets at the request of the CALICO not-for-profit association's Board of Directors;
   - Coordination with the project managers and residents to take over CALICO's responsibilities.

4. Monitoring committee :
   - Non-decisional committee bringing together all the partners and associated partners of the CALICO project;
   - Held two to three times a year to report on the progress of the project.

As illustrated in these sections describing the governance arrangements for the project, the feasibility of the project was based on numerous meetings between partners and with local people. The table below summarises the number of meetings for the main types of meetings.

Table 12. Number of meetings by type of meeting (October 2018-October 2021)

Meeting types	Number of meetings	With inhabitants?
Project's General coordination committees		
Steering committee	18	NO
Management committee	28	NO
Communication committee	31	NO
Strategic committee	3	NO
Managers meetings	55	NO
Cluster's meetings on access to housing		
CLTB cluster meetings	12	YES
Angela.D cluster meetings	16	YES
Pass-ages cluster meetings	(Over) 70	YES
'Care and Living' inhabitants meetings		
Governance committee	8	YES
Residents stewardship meetings	6	NO
Care committee	13	YES
General assembly of inhabitants	5	YES

Numerous meetings between partners, within the cooperatives, or with external partners have also taken place and are not included in this table. The number of meetings involving residents planned at the beginning of the project was higher. However, the COVID-19 pandemic made many of these meetings impossible. For example, about 10 general assemblies of inhabitants were planned, however, because of the exceptional period of COVID 19, only five were able to take place.

Table 13. Rate of participation (%) of residents to main governance meetings of the CALICO project

	General assemblies	Cluster's meetings	Governance meetings	Care meetings
Pass-ages	77	70-80*	84	92
Angela.D	58	75	82	69
CLTB	79	79	83	65

*Manager's estimation

For the main types of meetings involving inhabitants, the research team calculated the participation rate of inhabitants (in %), as illustrated in the table 13. It appears that the participation rate of at least one representative from each household is positive overall. The participation rate in the 5 General Decision-Making Assemblies is notably lower in the Angela.D cluster (58%) compared to 77% and 79% for the other two clusters. The participation rate in the meetings organised by their cluster to organise access to their housing is more than ¾ of participation for each cluster. The participation rate of the delegates of each cluster in the governance group meetings is on average the highest. The participation rate of delegates from each cluster in CARE committee meetings is more contrasted between clusters, very high in the Pass-ages cluster, and lower in the two other clusters. This demonstrates the particular investment of the Pass-ages cluster in this dynamic that accompanies their Birth and End-of-life facilities.

It appears that overall, the inhabitants of the Pass-ages cluster have a higher participation rate than those of the other two clusters, despite the much higher number of meetings in which they have been involved (within their cluster). This can be explained in part by the availability of retired adults with potentially more time on their hands and by the availability of couples, where the participation of a household representative is easier to organise than for single parents (who are more present in the other clusters).

E. Research results: Experiences, concerns, and expectations of CALICO-partners

To evaluate the progress of CALICO in-depth group interviews were performed with the different project-partners concerning the outcomes, the process, and the future prospects of the project. Also, the added value of CALICO, the emphasis on co-construction, gender and care, the cooperation with the stakeholders and the views on sustainability were questioned. For the description of the data collection & analysis see part *'B. Research Methodology – 4. Project level: group interviews with CALICO partners'*.

Each project partner expressed feeling proud to be part of CALICO and was **amazed by the results** they obtained in the short time span of the project. All partners allocated their housing units and cited **success in achieving diversity** within CALICO. There is a true social mix among residents; in terms of income, in terms of cultural background, in terms of gender, in terms of age, in terms of mental health, etc. "*We are proud of the group of people who are now together. Who know each other a little bit and we are going to run the project. Proud that the three housing organisations and Rézone are a mixed project in terms of Calico but also in all areas. Mixed in terms of generations but also socially. These are life choices that, together with life cycle, access to housing and care, become true in one place.*" (EVA bxl). In addition to the social mix, the originality and transversality of the vision of CALICO is considered an asset: *"We really brought a transversal dimension. A truly global approach that combines housing, care and this very particular vision of care in the context of birth and end-of-life. This is really something very rich*" (Pass-ages).

It was also emphasized that this vision was formed and carried by people, **a bottom-up approach**. In this context, the value of the thematic workgroups of CALICO, where future residents and representatives of each organisation worked together was mentioned: "*The workgroups allowed for true participation and the development of the CALICO-spirit among the future residents*" (Pass-ages). Throughout the project there was a collaboration between future residents, small volunteer organisations, e.g. Angela.D & Pass-Ages, and bigger organisations, e.g. EVA bxl & CLTB, with the support of public agencies. All partners pointed out that these **close partnerships**, while sometimes challenging, were a real enrichment.

> "*We had a project that, on the one hand, started with people who had never done anything like this before, citizens, everyone who lives in Brussels or around it. And on the other hand, there was Brussels with its structure, the board of the biggest NPOs. So it was a big challenge to bring all those people together. In fact, we all had to learn to step into each other's logic. We had to learn about legal issues, etc., what are all these structures? And on the other hand, the administration had to learn to listen to the aspirations of citizens that don't fit into the pigeonholes of the administration at all. So, it's certainly, I think in terms of process, something extremely interesting, but extremely rough. It was really interesting and meaningful. It allows things to change on both sides"* (Pass-ages).

> "*The project proposal was written in a very short time. (...) We did not have the time to foresee all the problems, but I think, if we did, we might never have set up this Calico project. And most important, putting people around the table and trying to solve the problems was one of the great enrichments of this project. I think of Angela D., of Pass-ages, everyone came with their own needs. We had our rules, (...) but we did our best to find out in the regulations if there was a way to make things possible. There were times when we had to say "no." In any case, it was very rewarding to try and find solutions to problems that are basically insoluble*" (Bruxelles.Logement).

Another accomplishment mentioned by the partners was the **integration of CALICO into the broader neighbourhood**. Local partnerships were formed and new external organisations were involved, e.g Rézone was appointed to manage the common area during the first year of the project. To ensure sustainable, quality integration, different committees were established or already existing were appointed to oversee good ties were maintained between these different actors (organisation such as Rézone, residents, neighbourhood members). Also, EVA bxl mentioned the strength of the strategic committee organized in the neighbourhood: "*the strategic committee is an annual committee where Calico opens up to the network. That was important because Calico is new, nobody knows it and for us, it is important that Calico settles in well in the neighbourhood. (…) We were very lucky that that strategic committee fell right between two lockdowns. It was fantastic, it gave an incredible boost of ideas*" (EVA bxl).

Adjoining these general results, **some organisations added an extra emphasis to some specific project results that were of importance for their organisation**. Firstly, **EVA bxl** took an active role in the communication of CALICO. For example, they helped creating the website and added an explanatory videoclip. Eva bxl, together with the VUB, designed the CARE-group and took the lead in developing the CARE-charter. "*The charter of care - that's our thing - is constructed from people's needs and experiences. We set out to build that together*".

Secondly, ***Angela.D*** succeeded in allocating housing to ten vulnerable women. Moreover CALICO made it possible to offer these women more than solely housing, but also a social support base. These types of housing can really bring added value, definitely for women in precarious situations.

> "*It is a great pride to know that these women, who are often single parents or older isolated women, are going to have new homes, in a quality neighbourhood (...) They will have the opportunity to share things with neighbours, thanks to the common areas. We are by no means naïve about the fact that sharing common spaces can bring conflict and tension, but we are convinced of the added value of these forms of housing for women who are in precarious situations*" (Angela.D)
>
> "*It is essential for us to be able to offer housing in areas that are suitable for the specific needs of women, which is obviously related to the social roles of women. Since women are more burdened with issues related to care, nurturing, reproductive roles - as we say in feminist parlance - we must be able to take this into account in the type of housing we propose to them. As important as it is to have a roof over your head, these scales are also essential. (...) In CALICO, there is this community scale that materializes in spatial aspects, such as common*

areas, neighbourhoods, community centers, services, etc. And in the social aspects, community building of women is a very important part of our mission" (Angela.D).

Lastly, ***Pass-ages*** brought an extra innovative dimension to CALICO with the implementation of the the Birth and End-of-life facilities: "*it is not a project born of research, it is not born of pre-existing frameworks. It is a project born of a dream to place birth and death at the heart of life. And this was nowhere to be found. And so, yes, it is original to want to create such a space that questions today's society, that questions living together in an urban environment where family and religious solidarity is decreasing, but where young mothers need to be supported and where the end of life needs to be accompanied*" (Pass-ages). In addition, Pass-ages created a cooperative to manage the 10 apartments and to ensure the sustainability of the CALICO-vision: "*We wanted the heart of the project to always remain present, also in the future. And we did not want to risk that this would dissolve when certain people would leave the project. Hence, we created a cooperative. The cooperative looks at the issue of living together in cohousing, the questions between residents, etc. And then there is the management of the bricks, which is disconnected and therefore can perhaps avoid certain conflicts at certain times in the management"* (Pass-ages).

In addition to the results obtained, the partners were questioned about **the achievement of predetermined goals**. First, the partners indicated that, in general, all the predefined goals are being achieved at the end. However, some respondents pointed out that the project application of CALICO, because it was an application for a European project, was described in great detail. This made it impossible to get it every detail completely right in the end. "*Because you're forced to write that (project application) out in such detail, it can never be accurate in detail afterwards. For example, very early on, it says you're going to write a job posting for a particular position. That moves of course. (...) In the next two years you may need something different than in five years. But if you look at the objectives in general, I think we can tick all the boxes*" (EVA bxl). Furthermore, there were some **unforeseen factors** mentioned by the partners that affected the course of the project. For instance, there was the pandemic which had a great influence on several parts of the project: "*in terms of group support, of governance, etc., we have suffered a lot from the Covid-19-pandemic. There are things that were not possible. In regard of the training and support program, there were things that we could not do as planned. But we bounced back and did things differently*" (CLTB). Also, the delay in the construction of the building has meant that some aspects, e.g. the Birth and End-of-life facilities, are not yet operational. In this context, the partners agreed that participating in a project like CALICO is a learning process that requires flexibility and adaptability on the part of those involved.

Table 14. *List of achievements that partners are specifically proud of*

Angela.D	Housing of 10 women within criteria UIA Being able to take into account a broad range of needs of future residents which go beyond merely a roof over their heads Integration in the neighbourhood, cooperation with local services Providing increased quality of life to women in precarious situations
Bruxelles. Logement	1st time participation in UIA framework Successful project management: e.g. meeting all deadlines and reporting for UIA Being able to be example for other ministries who will manage EU projects Successful cooperation between ministry and civil society
CLT	Allocation of all CLTB housing Integration into the neighbourhood: local partnerships with Rézone and Housing First for the management of common spaces
EVA bxl	Realisation of attractive website and video Quality process and outputs of the Care group and realisation of a care charter. Successful strategic committee in the neighbourhood: boost for network and integration of care in the district
Pass-ages	Allocation residents (with external persons) (every Sunday ZOOM) Creation of innovative birth and death facilities, and consulting rooms Establishment of cooperative of residents for management (with Pass-ages as member for sustainability vision + open to other interested parties) Establishment (or member of all) working groups with all stakeholders to arrive at common goals/vision/actions in advance, high involvement.

2. Added value of the project on different levels

When discussing the outcomes of the project, the respondents also expressed their views on the added value of CALICO on several levels: for the residents, for the neighbourhood, for the Brussels Region, for Europe and for their own organisation.

2.1 Added value for the residents

Participants agreed on many benefits for the future residents of the project, as *"it has a great added value in terms of a way of life and rethinking the way of life in the city"* (Pass-ages). CALICO guarantees **access to affordable housing for specific vulnerable groups** without isolating them from society. "*It is a well-considered framework that guarantees a number of things*" (Pass-ages). For instance, the Birth and End-of-life facility are **permanent facilities** which can be used when needed. The **socioeconomic mix** among residents that was established and embedded in the project was seen as an advantage. This ensures a diversity of households and a permanent emphasis on the intergenerational aspect and gender. Moreover, there is a **high degree of benevolence** as the residents have chosen to be part of the project, "*making it a place of sharing and mutual care*" (Bruxelles.Logement). In addition to a **high level of involvement among residents**, there is also the value of the **close connection with the neighbourhood**. There is a polyvalent space open to the wider community, where a wide range of

activities will take place that are accessible to all. "*There are not only communal areas in the building. There is also a space that is open to the neighbourhood, where discussions will take place, where the community will come together to think about the use of the common space*" (Bruxelles.Logement). Angela.D pointed out that in this way CALICO can **strengthen the voice of women**: "*Women will have an input in all sorts of issues (...). We cannot predict the future, but it will put these women in a position - and that is the goal of Angela.D - of active citizens, and of demanding things to change in our society*". Also, Angela.D mentioned the value of the building, which is very similar to other buildings in the neighbourhood. It can ensure that **residents are less stigmatized** than they are in other social buildings. Another added value mentioned by the project partners is that of **empowerment**. According to them, residents will be empowered to manage the building themselves so that their needs are met and "*there will be training on the gender and the care-aspect, which is the essence of the project, making sure that people really fit into it*" (Pass-ages).

2.2 Added value for the neighbourhood

All partners agreed that CALICO will also be of great value for the neighbourhood which is fairly new and under development. Not only will CALICO **provide more housing**, but according to projectpartnes of Pass-ages "*it has the potential to transform the neighbourhood into a warm living space as CALICO will be a place where people will know each other, where people have chosen to live and to have communal activities and projects which are open to the wider community*". Some participants argued that the specific form of housing - participative housing - accommodated by CALICO will also have an **impact on the active citizenship of the district**. "*We have 34 households who will gradually become more accustomed to taking part in participatory processes, to expressing their opinions, to participating in meetings, etc. And this will have an impact on the neighbourhood. They will probably be able to make more proposals than people who are simply in individual houses, without any awareness of who their neighbour is*" (Angela.D). In addition, the partners pointed out that CALICO will provide **a number of valuable facilities for the neighbourhood**. The public garden and the public polyvalent space allow for communal activities. Also, the Birth and End-of-life facility are oriented first towards the neighbourhood, and even towards Brussels: "*it is for all women or couples who want to give birth in a caring homelike environment, with pre-established safety protocols and possible transfer to a hospital. The same goes for the dying, if they want guidance and to be accompanied. We are a project of Brussels and for Brussels*" (Pass-ages).

2.3 Added value for Brussels Region

When discussing CALICO's added value to the city of Brussels, all partners agreed that CALICO offered a way to **promote access to housing in the city**. The community land trust-model offers opportunities in terms of affordable housing as it reduces speculation in the real estate market. This can **make Brussels more accessible and attractive, not only as a place to work, but also as a place to live**. This is seen as important as "*housing can really be the springboard for some people to be able to improve their lives. If you don't have a nice place to live, what do you have left? If we don't have this little cocoon where we can find ourselves and feel good, what do we have left? (...) Housing is also, apart from this cocoon aspect, stability and we know that stability is also important for human beings. This project is therefore above all a project which promotes access to housing, affordable housing, in Brussels*"

(Bruxelles.Logement). All partners agreed that CALICO has the potential to bring more humanity to residential areas of Brussels, making the city more liveable.

In addition to this, the partners pointed out that CALICO is an **innovative project that combines (co-) housing with care which offers new perspectives on living together in a city**. "*It's not really an urban project, it's more a project that brings the solidarity of a village towards a city*" (Bruxelles.Logement). "*It's about shaping a habitat: a place where people feel good, where people help each other and where we create new solidarities so that people don't have to rely so much on specialists in a hospital. A place where people can live their whole lives, through the whole "passage" of life, with, if needed, professional help inside their habitat*" (Pass-ages). The participants pointed out that the nature project can be **an inspiration for other projects** in Brussels. "*We have already had contact with people who are interested in an approach to housing like CALICO, one with more solidarity and an emphasis on care. It is clear that CALICO is an inspirational model*" (CLTB). It is a project, a 'showpiece', with which Brussels can stand out through its innovative approach on various domains.

2.4 Added value for Europe

Alongside the added value for Brussels, the partners mentioned the value of the project for other European cities. "*CALICO can be an inspiring model from which Europe can draw inspiration for new forms of living together in a city*" (Bruxelles.Logement). Several respondents pointed out that CALICO offers **potential solutions to various problems faced by many European cities**. For example, the community land trust-model allows for affordable housing in cities with high levels of speculation in the real estate market. Also, the very particular vision of care in the context of birth and end-of-life, and the anchoring of care at the neighbourhood level can be a great inspiration for European cities: "*With the rise in life expectancy and the poor image of nursing homes, there is a rising demand for home care, but it cannot work without a caregiver. Traditionally that is the family, but in the city family members are not always close by. So we really need to reinvent solidarity and an articulation of active forces within neighbourhoods. CALICO is very concrete on that front (…) and has a vision and approach in which people are empowered to believe in their ability to care for themselves and their loved ones, to be able to provide care without necessarily going through the hospital*" (Pass-ages).

In conclusion, "*CALICO is an inspiring model for the European Union. Above all, given the gentrification, the density, the lack of housing etc. The aim to live together serenely, benevolently, with mutual aid, where indeed, there is a place for everyone in each stage of life, whether for birth, for the last days, it has a lot of potential*" (Bruxelles.Logement). The partners agreed that the success of CALICO is not guaranteed, but that its **power lies in the experiment**: "*Just the fact that it is being tried has a lot of value. It is a pilot project. Others can learn from it and can experiment with it in their own contexts*" (Bruxelles.Logement).

2.5 Added value for the partner organisation

When discussing the added value of the project for the organisation itself, several partners pointed out that being a part of CALICO had a positive effect on their **visibility and the recognition** of their organisation. For CLTB, CALICO offered a valuable example of the CLT-model in practice: "*From a*

European point of view, it's good to have at least one concrete project to show on the CLT-concept. (…) And to have a project that also offers other dimensions is very interesting for the CLTB exhibition" (CLTB). For Angela.D, CALICO increased the visibility of the organisation: "*It's the influence outside of CALICO. I think that there is a rise in awareness of our organisation in the field of housing in Brussels and at the level of the Region - not only at the political, administrative level, but also in other associations and individuals - of the work that Angela.D does and of her expertise. (…) It's because of CALICO that more and more people take an interest in us*" (Angela.D).

Adjoining this, several respondents mentioned the **value of working closely with other partners** throughout the project. Some partners now have a better understanding of, and a different affinity with other partner organisations. Also, Angela.D expressed that these close collaborations caused the organisation to have a greater impact within the project. Furthermore, **combining al the expertise** was seen as a great added value for the operation of the organisations. According to Bruxelles.Logement it was thanks to CALICO that they managed to **reconcile the administrative world with the association world**: "*We did not only offer funding to CALICO, for the first time, we also took on an active role in the project. (…) This was very interesting. Sometimes we are not really aware, from the purely administrative side, of the difficulties that can be encountered in the framework of a project like this one, which is particularly innovative. It will be useful for future projects to better understand the difficulties faced by our grantees* " (Bruxelles.Logement). Adjoining this, Bruxelles.Logement mentioned that it was the first time they submitted and won a European project under the UIA. Therefore, it is an example that can encourage other administrations to apply for European projects as well. Also, because of the active role they had within CALICO, they will be **better prepared** to foresee certain problems: "*I think we are ready to relaunch an innovative project, that's clear. In any case, we will be much better equipped*" (Bruxelles.Logement).

CALICO has made it possible for some partners to experiment with certain groups of people they had little experience before. For example, for CLTB, CALICO allowed the **inclusion of new target groups**: "*The European grants allowed for including 55+ in the project, a target group we could never reach before (…). Also, the inclusion of people with more resources, the social mix, and seeing how it plays out. Yes, being part of a European project had a great added value for our organisation*" (CLTB). For Angela.D, being a part of CALICO has **increased the awareness** that there is a need for new projects to target the most precarious women in society: "*It's not the most precarious of the most precarious who are going to be living in CALICO. (…) So it's very important to take this into account, for us, for the future. That is, how Angela.D develops projects that can also appeal to other, more precarious target groups*" (Angela.D).

3. Process evaluation: strong investments in collaboration

3.1 Collaboration in general throughout the project

All participants agreed that the **number of stakeholders** (project partners, external organisations, residents, neighbourhood, etc.) involved in CALICO **is ambitious**. Although it unites many ideas, visions and expertise, it is a challenge to bring all these people around the table and on the same page: "*We don't always share the same logic.* (…) *In terms of process, it's really intense to stay in touch with this*

dynamic, to feed it each time, to check that we don't stray from it (the vision of the organisation) in our work" (Pass-ages). Also, **tensions between partners are inevitable**. Several partners pointed out that good organisation and communication are essential, as well as being able to be flexible and indulgent: "*The number of partners around the table is really ambitious. It's not easy to get everyone together. It's not always easy to work together, but overall, there is a real willingness to listen, a real desire to work together. The common objective is felt very strongly by everyone, so that's valuable. Now, the multiplicity of actors means that there are a lot of coordination meetings, a lot of things on which you have to moderate on and therefore let go of things that are important for certain actors*" (CLTB).
Another difficulty mentioned by the partners was **the COVID-19 pandemic**. The logistics of the project had to be rethought: "*We had to reorganize everything because of the lockdown. It was no longer possible to work in the way we had thought to work to involve residents, for example. We tried online, through zoom, but for some meetings that didn't work at all. So, we had to think about how we could organize the involvement of the residents*" (Pass-ages).

3.2 Collaboration with residents

In the beginning of the project, before the pandemic, partners experienced a **lot of willingness among the future residents to participate**. Even though involvement varied by association, the majority of residents attended almost all meetings: "*I would say that in the beginning of the project there was a lot of enthusiasm. At the general meetings of the residents, a large majority of the members were present. But there were also two speeds, where many members of two associations were present and of the third much less*" (CLTB). During the **COVID-19 pandemic** however, working with the residents was very difficult and thus the organisation of the meetings and the involvement of the residents had to be rethought: "*When the lockdown began, planning a general meeting every three months was no longer possible. We changed our strategy, we said to ourselves that the moments with all the families had to be first of all convivial moments so that the families would want to come. And also the health situation had to allow it, so it was mostly organized outside. The convivial moments worked well, each time, about one-third of the future residents came and those who were present were happy. Some meetings also took place via Zoom*" (CLTB).
Some partners indicated that despite the difficult cooperation, they experienced a lot of gratitude from the future residents for the way the organisations adapted to the situation and continued to listen to the various needs of residents, even if things didn't go according to the original plan.

3.3 Collaboration with project partners

All partners agreed that the collaboration of very diverse organisations within CALICO was **both enriching as well as challenging.** For example, Bruxelles.Logement expressed the boundaries that had to be overcome because they weren't used as an administrative organisation to work in close collaboration with association "*Both the social and administrative worlds had to be reconciled. This is a challenge, since social and administrative issues are essentially very different. I think we all had a common interest, but the vision of this common interest was distorted by the way we saw each other and by the way we functioned. It was a balancing act to take into account all sensitivities*" (Bruxelles.Logement).

Some respondents argued that the fact that CALICO involved so many partners who were at **different speed in their organisation**, including both well-established organisations as well as two very new and innovative partners, complicated the process: "*For me, the biggest difficulty is to work with a partner who is completely innovative. I mean, they are new to the sector and therefore don't always realize the issues, the difficulties, the constraints in the field. (…) And frankly, in terms of available time, just to be able to explain these difficulties, to anticipate problems, etc. required a significant amount of time. (...) I think here, in CALICO, the fact that we are with so many partners make things more complicated than if we were just the CLT, Brussels Housing and a new partner. We might have been able to talk in a more constructive way then, but here, with so many partners, we really had different speeds that we had to constantly adjust to each other during the process*" (CLTB).

Because of the **diversity of partners**, there was also a **diversity in priority goals** according to the participants. Each organisation wanted to have its own emphasis and those negotiations were not evident. For some partners it was difficult to have their voices heard, this was especially mentioned by the new organisations who were more at the beginning phase of their organisation.

> "*The housing aspect is central for all the other actors. For us, the housing aspect is one of the facets, but I would not necessarily say that it is central. (…) So, as a result, we were a bit anachronistic in this system and especially in the initial phases it was not easy to make our point of view heard. For us, the first reason for the selection of our residents is not access to housing, it is integration and the support for birth and end-of-life. And that's the key driver. (...) Faced with interlocutors whose goal is to guarantee access to quality housing, our specificity had a little difficulty, during the initial process, to be heard*" (Pass-ages).

> "*In a partnership project, everyone comes with their own agenda, and it seems that some agendas are considered more important than the gender agenda. (...) I am not saying that our agenda, our problems are more serious than the others, but if at least, they could be treated on the same scale, by saying: "they're equally valuable," that would be a big step. But that wasn't always the case - not often, in fact. So, at some point, everything administrative, institutional, and bureaucratic, takes precedence over the core missions of associations, because that seems to be the most important*" (Angela.D).

In addition, Bruxelles.Logement who was tasked with the financial, administrative and juridical follow-up, argued that their position in **balancing between** what is administrative necessary and correct **for the continuation of the project and the needs of the different organisations** wasn't easy either: "*It was a big challenge to be able to communicate and get along despite all our differences. It requires everyone to trust each other, but also the dialogue to explain that we understand the needs, but the administrative rules don't allow it. And sometimes I felt like I was always the difficult one, but that was my role. I had to remind people of the administrative rules*" (Bruxelles.Logement).

To try and solve these issues, **open communication and trust** were seen as essential by the partners. For stimulating this, activities were organized throughout the project. For example, on one occasion, the whole group of project partners was invited to do role-playing exercises led by a psychotherapist of Pass-ages. The impact of this roleplay was mentioned by several respondents. However, the event

was spontaneous and only took place one time: "*There was one day that stood out for me during this process. We spent a day psychoanalyzing ourselves a little bit. The whole group was invited to do role plays, and we were able to put ourselves in the shoes of others. For example, I put myself in the shoes of the association and I had to defend the interests of the associations. There are people from the associative world who had to put themselves in the shoes of an administrator. It really allowed us to become aware of the difficulties that the associative world is going through and vice versa. I think it is a pity that this day was not repeated the year after. But I think it was one of the most enriching days of the project, on a human level in any case"* (Bruxelles.Logement).

Despite these challenges that needed to be overcome and also bearing in mind that it is a very challenging project of a certain magnitude and with a certain pressure on the promised results, several respondents argued that there was a **positive evolution throughout the project**: "*I think that projects of this magnitude rarely have such a strong citizen base. (…) It's a very, very special process. Because, there are really different logics that meet in this project. (…) In some situations, we don't always agree. There are things that can be tense at times. But in any case, I think things are generally going very, very well here, there is a real quality of listening, of thinking and of looking for solutions by the different partners.* (…) "*There has been an evolution and it is the proximity of the partnerships that has made this (the current outcome) possible over time*" (Pass-ages).

3.4 Collaboration with external partners

During the project, there was a lot of communication with potential external partners who could be included in CALICO. The respondents indicated that the communication with these external partners was **very constructive,** and others were **very positive** when they heard about the set-up of the project. CALICO is perceived by external partners as an innovative project that responds to some pressing challenges, but also a somewhat ideal framework. One of the project coordinators explained that explaining the complexity of the project and the multiplicity of actors involved when first meeting a new potential organisation was always the most challenging, but once people understood the total picture, reactions were keen, and people wanted to be involved in one way or another "*It's clear that people who discover the project are immediately very intrigued and interested. This also facilitates the exchanges afterwards; we feel that there is a desire to be part of it in a certain way*" (CLTB).

Several respondents mentioned that negotiating with external partners was **a process that took several conversations and intermediate steps before ultimately resulting in a convention**. Important during this process, was the opinion and **involvement of the future residents**. Because also they needed to agree upon future possible partnerships with external organisations, and this process of constantly going back and forth between different actors takes time: "For example with Housing First it was similar. *It was quite a process with the municipality first (…). A previous Housing First project had been successful and they asked if this could be done for CALICO. We thought it was interesting, but it was a hard reality: are we going to accept this? There was a lot of consultation between the partners and Diogènes (organisation) before we came to an agreement. We presented this to the residents, they also had to agree. With Rézone, it went the same way. We had a lot of discussions concerning Rézone because maybe the mental and spiritual problems could be too much for CALICO. We then listened and said*

what we were afraid of, what the needs were for the future residents and also for the project. Then, we went step by step to a convention" (EVA bxl).

3.5 Collaboration with the neighbourhood

Several partners explained that they had already **taken action to involve the neighbourhood**. For example, Eva bxl organized a strategic committee were the network of care in the neighbourhood was established: "*it's an annual committee where CALICO opens up to the network. (...) CALICO is going to be somewhere in Vorst (the municipality in which CALICO is located). For us, it was important that CALICO settled in well where it's going to be. So, we worked very hard with the social coordination of Vorst, with the district and neighbourhood committees and the Maison Médicale to build something around Care, around the connection between the Care within CALICO and the professional Care*".

Also, CLTB **reached out to the owners of the building site next to CALICO** to try and explain the project: "*there can be a concern on their part because they see a big project, they see social housing, the birth and end-of-life facilities, etc., and they do not necessarily understand what it is. Knowing that, we have already approached them, we have already tried to explain the project twice to these future owners. And also, to give them a hand in terms of management, since it's part of the same lot as CALICO's. So, the person from the CLTB who is going to supervise the CALICO management can also help the 34 owners next door to make decisions, find the syndic, find experts, etc.*"

3.6 Collaboration with the building developer

Several project partners experienced the collaboration with the building developer **as difficult**. There was dissatisfaction with the availability, flexibility as well as the willingness of the building developer to find custom-made solutions. Also, it was found difficult to communicate with the building developer in a proper way: "*They are really only there to protect their financial interests and don't want to take risks. In general, when they have a problem, they communicate it by phone to not leave a trace? That's the kind of attitude that we have to deal with*" (CLTB). Some respondents also mentioned that the choice of working together with the building developer did not happen because of its affinity with the project, but because of the **strict guidelines and deadlines of the European funding program** of UIA. In order to have a realistic timing of the project and to get UIA-funding, a cooperation with a building developer who had already obtained a building permit etc. was necessary. This made collaboration very difficult: "*We found ourselves faced with an actor who had an agenda that did not really take into account the fact that we were setting up an innovative social project*" (CLTB). Although collaboration with the building developer was not evident, also positive points were mentioned. By several partners it was considered positive that the building developer more or less respected the deadlines. There was a 6-month delay, which was considered very acceptable in a housing project. "*It's much more comfortable for me to work with residents who know their building is almost finished, who can see the progress with their own eyes. There were other projects where the construction had taken much longer*" (CLTB). In addition, the building developer did allow a one-time visit to the construction-site for the future residents, even though they were not obliged to do so. Small compromises such as this were appreciated.

3.7 Collaboration with Europe

Several respondents pointed out that they felt that Europe had **a lot of appreciation** for the CALICO-project. CLTB received various invitations to present CALICO in different parts of Europe: "*There was a real movement around the project which shows that it is appreciated, that it is recognized*" (CLTB). The collaboration with the UIA was considered very positive by the respondents. Because CALICO is an innovative project, there is **a lot of flexibility** on Europe's side: "*It's a fund that is meant to be extremely flexible. The way they present it is that the goal is not to succeed but to experiment. So, they're very tolerant of delays, of adaptations etc. There was a super positive and enthusiastic reception*" (CLTB). Also, the innovative side of CALICO was very much appreciated by Europe and in return the partners also highly valued **the great expertise** from the UIA-office that was brought in to support the project: "*As soon as we got into the conversation with the management of the UIA fund, the emphasis was on the quality of the content. These are people who have been working on urban planning at the European level for about fifteen years, they know what they are talking about, and they really want to do new things. And in this sense, CALICO is something that was really, really motivating for them to support*" (CLTB). Not all project partners had frequent or direct contact with UIA-office. Mainly CLTB and Brussels Logement, as lead coordinators, were the bridge between Europe and the other partners.

4. Focus on process: co-creation, gender and care

4.1 Focus on CO-CREATION throughout the project

When addressing the focus on co-construction and co-creation throughout the CALICO project, all the respondents mentioned that **co-creation was a big part of the development of the project**. Each organisation that was interviewed gave several examples of how they facilitated the co-creation process of the project or how they contributed to it. An aspect of co-creation that often returned during the interviews were meetings with the different stakeholders of the project, referring to the collaboration with the other project partners but also to the close collaboration with the future residents:

> "*Between the people who are responsible for the guidance of the project, we still have a meeting about once a week, or every fortnight. But this also shows that we wanted to work together and that we kept each other informed of what was happening in each association, or that we really made decisions together about how to move forward together*" (CLTB).

> "*Also, the whole organisation: there are now - I think - six working groups of residents that function here and there. That is all very clearly constructed. The meetings for the different project managers were not planned at all, but at a certain point we realised that we had to see each other to pull the cart together*" (EVA bxl).

Respondents also mentioned to have organized more **informal or spontaneous forms of co-creation** like making the video explaining the project, or involving people during a neighbourhood party: "*Yes, we even organised a day, it was in September, not 2020 because it was the lockdown, in 2019? We spent a day in the area. We brought all the equipment to help. We really organised a day together*

where it was a neighbourhood party. (…) It was a great experience" (Bruxelles.Logement). Respondents mentioned that the structures for **co-creation and construction were already suitable from the start of the CALICO project**, which made a good base to facilitate the co-creation and construction even though it did not always go well from the start: *"It was designed from the beginning to facilitate this joint construction and I think it has been successful in concrete terms, even if the start-up phases were a bit more complicated. I think we succeeded, and it was really enriching and it will prepare an easier habitat because we thought collectively in some subgroups beforehand"* (Pass-ages).

Another central element that the respondents mentioned was the **role and the responsibility of the inhabitants themselves**. Project managers indicated that they were also placing a certain responsibility on the residents, which came with certain expectations (e.g. regular meetings).

> *"There is nothing imposed by any of the project managers who would say, it has to be like this. It really is them (the residents). It comes from them; they are the ones who decide. And we are just there to make the meeting run as smoothly as possible. But the residents' working groups are theirs"* (CLTB).
>
> "*It allows the circulation of power, because participation is also about that. There is not just one director who has power and decides everything. It was decided from the start that this was a participatory project, with the residents being the first to participate in what was happening"* (Pass-ages).

However, co-creation and co-construction does not mean that all residents take part in the project. There are very engaged residents but also residents who participate less actively in all the various consultation committees and working groups. Another bottleneck is also the **coordination of different agendas**. Sometimes the logistics of getting everyone to participate also created delays which in return was a challenge for the progress of the project: *"Some partners work with volunteers who are not always available. We have people working in four-fifths and so it was difficult to tie everyone down at every stage because sometimes we would come back to certain points. It was no longer possible because we had to move forward"* (Bruxelles.Logement). Respondents indicate that residents also **must take the stand to have their say** when the opportunity presents itself: *"For very official moments, like a strategic committee, there is a moment when we invite the residents. So, it is not really co-creation, but those who come have the floor at that time"* (CLTB).

Co-creation and co-construction **take time which is not always available when decisions need to be made and this tension can lead to stressful situations**. And it is important to recognise that a decision must also be made, even if not everyone 100% agrees with it. It is important that every decision is well thought through and discussed, but co-creation must not cause the project to fall behind schedule. "*Yesterday we spent an hour discussing a problem that could have been solved in five minutes, knowing that our time is very precious at the moment, and we avoid saying this because we are under pressure from the Cabinet for two dossiers. We are not saying it, but we had to intervene to shorten the time because I thought an ASBL was exaggerating. We held back, we avoided behaving like policemen, but we had to end the conversation and move on with the dossier. Just yesterday, there was a little tension"* (Bruxelles.Logement).

Being careful and **acknowledging each other's conflicts of interest**, however, can contribute to a productive and open atmosphere to work in. These interesting conflicts can even build bridges between different stakeholders in the CALICO project: "*And then the double roles. A number of times, we have been very careful about conflicts of interest with people who have double roles, we have really thought about it, but I think it also contributes to the success, for example, X is on the board of CALICO and the future residents. I've already said that I work for EVA bxl, I'm a future resident and I'm on the board. In any case, these crossings are interesting and new, and they were not planned in advance (…) But all of this made it possible to participate in the whole project, which would otherwise have been three separate islands.*" (Pass-ages).

Most respondents saw co-creation and co-construction as the same thing. One respondent, however, saw co-constructing in a more literal way, namely building together. One of the big flaws in the CALICO project, according to this person was that the building was not co-built, but that this was decided solely by the building promoter who had already submitted the building plans before cooperating with CALICO : "*Co-construction, no, that building was not constructed together. Not at all and that is very clearly a weakness in the whole project. But it is a fact, and we take it as it is*" (EVA bxl).

4.2 Focus on GENDER throughout the project

All respondents agreed that concerning the gender-approach, the **greatest driving force in the project was Angela D**. As a women's organisation their goal was explicitly to provide affordable housing for low-income women whose access to housing is limited by structural socio-economic factors. This partner saw its role in the CALICO project as necessary, since the **precarious role of women in the housing market in Brussels still remains too often undiscussed**, but also because the other organisations still paid too little attention to it: "*This was not integrated at all at the beginning, neither with the partners nor even within the Brussels Region, the civil society, the voluntary sector, etc. At that level, there was no significant role in legitimising the link between gender issues and housing issues and the right to housing*" (Angela.D). Members of Angela.D have ample experience on the issue of housing and gender which they could integrate in the project: "(…) *the members of Angela D, especially many of the founding members and directors, already have experience, thoughts, theories, contacts, and have visited projects abroad, in an international, European network, on the issue of housing and gender*" (Angela.D). Besides bringing in their expertise, they also developed gender mainstreaming guidelines and a toolkit for the whole CALICO project. Furthermore, every member of Angela.D that participated in a CALICO-meeting represented the gender-voice: "*There is also a permanent observer role in all discussion and decision-making bodies, so that the gender perspective is taken into account*" (Angela.D).

Although the CALICO projects has made real progress in terms of gender-equality and gender awareness, Angela.D is **not convinced that the full potential of the project to achieve gender equality was reached**. They stated that small adjustments were made to make women feel better and a certain awareness of the issue was raised among partners, but no real structural or systemic change was achieved: "*Moreover, I think we have missed the boat on making the CALICO project an innovative one that really takes into account the gender perspective. In fact, what has happened? What happens in the rest of society? Small adjustments are made to make women feel a little better, but no work is*

done on the system, the structure, the change that would allow us to be equal. (...) And so, as long as we don't touch the structure, it's OK. "We'll give you some space, what are you complaining about?" This is reproduced outside and also inside CALICO. In context, it is not surprising. Nevertheless, I think a kind of awareness of the topic was achieved among some individuals" (Angela.D).

Working with and around gender is **not that obvious and straightforward.** It can cause tension and because of the focus on women in the gender debate, men were often forgotten and underrepresented in CALICO. *"Yes, that is a social aspect that Angela.D led. Not always easy, I must say. Because what is gender and what do we put underneath it? That still caused a bit of tension. (…) A possible weakness of the project is that there are a lot of women. We think that gender should also be discussed and experienced with men, but that will come in the future"* (EVA bxl).

4.3 Focus on CARE throughout the project

Focus on care throughout the project was provided on several levels: project level, neighbourhood level and the level of the residents.

First of all, on project level, **specific partner organisations such as EVA Bxl and Pass-ages were involved in the project because of their specific attention to care**. Even more, Pass-age had a two-fold purpose within the project. First, they wanted to realise the intergenerational cohousing and secondly integrate the Birth and End-of-life facilities in the project. Making it possible that 'birth' and 'end-of-life' can be experienced in a home-like environment like it used to be in the past. According to Pass-Ages communities are not as connected as in the past, and thus new ways of guiding 'birth' and 'end-of-life' must be considered, based on common sense. The quality of social connections, human presence and support formed the driving values for Pass-Ages their motivating to join the project and they considered CALICO as an answer for some societal challenges: *"(…) we wanted to recreate such a space that questions the taboo of death, that questions living together, that questions the recreation of solidarity in an urban environment where family solidarity no longer exists as it used to, and where young mothers need to be accompanied, and where the end of life needs to be accompanied. It used to be the families who took care of it or the churches. But today, that doesn't work anymore.""* (Pass-ages). Pass-ages does not want to keep these facilities confined to the CALICO project but **also involve the neighbourhood** and is inspired by the commonplace. The **focus is not on the inhabitants, but on the collective** in the first place: "*The Pass-ages project is automatically open to the neighbourhood because the birth project and the death project are not focused on the residents at all, where it is by nature focused first on the neighbourhood and then on Brussels. It is not the inhabitants. Of course, the inhabitants can also give birth or die here"* (Pass-ages). When creating a warm and caring environment, it is also important, according to respondents, to **actively involve residents as well as neighbourhood actors** *(local residents, informal and formal care professionals, etc.).* In the future, ideally, the inhabitants of the CALICO project are potential caregivers in the Birth and End-of-life facilities, alongside professional health and care workers: *"But at the same time, I wouldn't say they are missionaries. But they are people who want to commemorate the city in a positive way through exchanges and services, including in the direction of birth and death by supporting them"* (Pass-ages). Working together with different organisations, also external partners, gave the opportunity to the project to work on **a broad aspect of care,** addressing for example also topics such as loneliness, care

connection, mental health, etc.: *"We are now creating a new opening with Rézone. There will be a lot of focus on local care, on connections, on combating loneliness. And then about the difficulties that certain people with mental health problems can have and who can be reoriented thanks to Rézone or with whom we can ask questions in a group"* (CLTB).

In addition to the general project level, also care activities on a neighbourhood level were mentioned during the interviews. For example, the **strategic committee that focused on integrated care in the community** was mentioned as an important step forward as this led to a better knowledge of existing networks and care-organisations present in the neighbourhood and even led to possible new partnerships. *"Yes, at different levels, the strategic committee last year was about more global partnerships, integration into the neighbourhood, the desire of the medical centres to be part of the network, things like that"* (CLTB).

Third, on the level of the residents **the care committee meetings were mentioned as important action that contributed to this focus on care** in the project. This involved 9 people (from EVA BXL, the VUB and 6 residents). These residents were responsible for passing on information on care to the other families. *"(…) at the resident level, there was this whole care committee for almost one and a half, two years. And there are six residents, or even three more if you count the deputies, who are very attentive to everything we can do in terms of care, who give their opinions, who pass on information to the 34 families."* (CLTB). But even on the individual level of the residents the focus on care could make a change. For example, one of the residents even decided to follow an extra education regarding care. *"One of them decided to follow a training course that was really about care. A training that is a bit more qualified because it opened up things that she hadn't thought of before." (CLTB)*

5. Strong points of the CALICO-project

Project partners talked about several strong points of the project.

A first strength that was mentioned by several respondents was **the way that the partners worked together constructively** and how they developed their relationship throughout the project. When there were tensions between different partners, the problems were talked about. To establish a strong partnership, support activities were also organised, like the aforementioned psychoanalyses-activity. *"The organisations and the people learned to listen to each other and work together. Even when there were tensions…and these were certainly present. But we worked on them to resolve them. We have had a number of meetings where there were tensions, which didn't make things easier. We worked on that together and talked about it. That is positive. It is a different way of working"* (EVA bxl). Even though there were tensions sometimes, several respondents stressed that the atmosphere was favourable to work in. What contributed to this was the good coordination between the partners, but also the **great commitment of all the different partners**. They were not limited to performing functional or administrative tasks, but each organisation **felt involved in the core objective** of the project. Driven by this commitment, it was also mentioned that each partner worked very hard to achieve the objectives of the project.

"I think because of our will and enthusiasm. That is clear. We have worked very hard on it. Everyone! Nobody stayed at their desk." (EVA bxl).

"It is also a great advantage to be able to not only be the administrative sphere (…), but also the heart of a project, and to be able to share and give our opinion on the orientations of this new project, which is also innovative." (Bruxelles.Logement).

The **openness to others and the willingness to learn** in the project was also seen as a strength. During meetings, some respondents invited people to join a discussion about a certain, defined topic. Because the meetings were about a specific topic, people who were interested could join and were enthusiastic: *"But suddenly we said: we are going to meet around this theme, something very specific, and we are going to invite people for that. And it worked. The people were there. If you say: "We are meeting about care", it's fine and the people from care will come. (…) There was enthusiasm there"* (EVA bxl).

A third strong point that was mentioned is that **a clear structure was already in place before the project started,** which was also thanks to the detailed project application. Because of this application, a number of things already had to be thought about, such as the structure of the different work packages, the composition of the different committees and their powers, the role of the partners, etc. The fact that the different partners had already written down this structure ensured that the project was quite quickly operational and offered a number of advantages: the role and involvement of the residents was already discussed (but of course negotiable), the role of the different partners in the project and their responsibilities were clear, timing could be followed, it brought a certain degree of objectivity to the project and thus decisions were made less subjectively. The fact that, although adjustments were made throughout the project, structure is present also provides more certainty about the smooth running of the project. *"After all, every decision, which is a general principle, must be well-founded, justified and explained. I spoke earlier about dialogue, but objectivity is very important in a project of this kind, and objectivity that, upstream, will be embodied in the regulation to which we refer, but also in the working methods that have been accepted and agreed between the partners with the partnership agreement and the regulation. All of this forms a framework, a structure, and this provisional framework is really essential in order to be able to function throughout the project"* (Bruxelles.Logement).
Also at the end of the project, partners reflected on **a future structure** to work with, which is important for the good continuation of the project. *"There will certainly be a guidance, we know that the residents will not be detached from the organisation that has carried out the project and to whom they are linked. If we take the example of Pass-ages, which will take on all the coordination of care, the residents will not be detached from it, they will be connected and have contacts. They will have reference persons on-site, so there will be a structure."* (Bruxelles.Logement).

Even though CALICO can be seen as a pioneering project, partners indicate that it has **benefited from different earlier experiences** to create something new. These experiences made well-thought-out decisions possible and made the project happen much faster than other pioneering projects: *"Even though it is pioneering on many levels, it is not the very first cohousing project. (…) Little pieces of paths had already been trodden. You always bring in new and different pieces. I think that's also partly the answer to why it could all happen much faster now than in the previous pioneering projects"* (EVA bxl).

The **transversal nature of the project** is another strong point, according to a respondent. Most projects are seen as very sectoral, usually this also depends on where the funding budget for the project comes from. However, this project does not follow the traditional steps of institutions, since it operates independently of one particular organisation or sector. Also, it puts the most important aspects of life at the forefront in which it dares to mix different sectors such as housing and care: "*It's a rethinking of a different mix and it's also a rethinking from the citizens' initiative. And the policy is very sectoral. And that is normal, there are budgets. We propose a very transversal proposal. In the CALICO project, there is almost everything, there is not much missing, there is a little trade. (…) So, it is human, because the human being is not made up of sectors, but the intersection of all that*" (Pass-ages).

6. Weak points of the CALICO project

Project partners mentioned several weak points of the project. A first weak point that came forward from the interviews was the **bureaucratic elements of the project and adjoining complicated procedures** to make all the documents in order for the partners. It took some time for the partners of the project to get the needed documents in order: "*We also said that we really needed six, eight months from the beginning of the project until June to sign the partnership agreement, and it could have been done much faster. I think there are lessons to be learned for future projects in the administrative area*" (Bruxelles.Logement). According to the partners, the complicated procedures and the associated loss of time to get everything done are partly due to the fact that there was no previous experience with such large EU projects and that the EU guidelines had to fit in with the guidelines and procedures of the Brussels administrative authority:

> "*I said that at the beginning, in our administration, in the public services and all that kind of thing, there was nothing that helped us to set up a European project. (…) If we had been informed at least two or three months in advance, we would have had six months to prepare a project. Perhaps we could have foreseen certain problems. Maybe not all of them, but we could have anticipated a commitment*" (Bruxelles.Logement).
>
> "*And so, there was an adjustment process that was very, very complicated because of their (referring to Bruxelles.Logement) internal procedures, because they did not really know how to do it, and what they did was to include our requests for funding in their administrative circuit*" *(CLTB).*

A second weak point mentioned by some respondents was that they as a person were not involved from the beginning of the project. It was the case that in some organisations, the **people who wrote the application for CALICO, were not necessarily the persons who afterwards took part in it**. This made it sometimes difficult for some of them to understand the structure or governance of the project description (e.g. their job descriptions, the involvement of different partners): "*I think if the partners had been better prepared beforehand, the formulation of the application would have been a bit different. The project started because there was an application that had been approved by the UIA fund and all the implications of what it was were not yet really integrated by all the partners and the*

CLTB included. (…) Especially because the people who wrote the application were not necessarily the people who were doing the project" (CLTB). A related criticism is **the speed with which the project application was written**. As a result, the project had to start very quickly after approval, but the modalities were not yet fully clear. This sometimes led to misunderstandings because information was distributed or clarified too late. *"(…) and that there was indeed a problem with housing, because women could not buy because they were too old. Since the call for projects had to be filled quite quickly, we had very little time. (…) but we didn't know what kind of housing we were going to get, so we had to work with that (…)"* (Angela.D).

Although the **diversity in partners** is considered as a strong point, it was also mentioned as a threshold and weak point during the process of the project. Working together with different partners also means **that different agendas and aims are at stake**. Adjoining this, also the persons working within these organisations for the project have their own views and ways of working. *"The main difficulty, as already mentioned, is the diversity of partners, making sure they get along with each other"* (CLTB). This mix of opinions, goals, visions has **led several times to tensions which in return led to loss of time** in making decisions. Sometimes, to speed up the process and because deadlines were approaching, the main project coordinators needed to make decisions in a short time, in which they didn't take all the different opinions sufficiently into account. However, according to others, this went against one of the guiding principles, namely the co-creation of the entire project. *"Otherwise, you're going to impose it, you're not going to create it together and it doesn't respond to the needs of that group at that time. It takes a lot of time and energy. I don't know"* (EVA bxl).

A fourth point of critique was **the heavy workload of the project on the organisation**. This was especially stressed by rather new and small partners as they did not have many full-time employees due to budgets and mostly run on volunteering work. Besides taking part in a lot of meetings, developing a housing project for their residents, some partners also had extra activities they had to deliver for UIA, which made the workload even bigger. An example was given by Angela.D: *"Another thing is to have a person in 4/5. As a young association, we had to do all the work of recruiting, setting up our residents' group, supervising the residents, etc. Plus, all the work, which we talked about, of taking into account the gender perspective. (…) And we, as a young association, with our 4/5ths, had to do the same work as the others, plus train everyone else in the gender perspective, and not only the other CALICO residents and project leaders, but also all the other partners"* (Angela.D).

A **lack of communication about the different partner's expectations and what was possible within the lines/restrictions of the project call**, was also mentioned, which again caused some confusion or tension. In the interviews it was explained that some partners also needed to be toned down to make their ideas fit in the regulatory boundaries of the project, as they wanted to do too much at once. This sometimes led to disappointment, but in spite of this, the partners were satisfied and would gladly take part in the project again.

> *"(…) and that was not clear to Pass-ages, for example, and I think that the other partners, including us, did not feel that Pass-ages was on the same wavelength. We would have done it differently, but as everyone here said, we would do it again automatically, that's for sure"* (Bruxelles.Logement).

"But it is true that we have had to find ourselves in situations where the ambitions of more militant or grassroots partners have had to be somewhat curbed by the regulatory framework to which we are subject" (CLTB).

Working together with the future residents was also a challenge. For example, part of the future residents was a rather precarious group and it required energy to involve them, to inform them thoroughly about the project, to give them a sense of responsibility concerning the project. Adjoining this, was the **constant flow of new potential residents**, due to drop-out, people who turned out not to be eligible for a housing unit after all, etc. which made things more complicated to manage. According to the respondents, all of this already required a considerable investment of time and this was not made any easier during the COVID period. *"It is the way we normally meet with people. Suddenly, none of that is possible. We had to revise the schedule at least five times, which is not comfortable. And especially in terms of living together. Here we have an audience that doesn't all have a smartphone. It is still very complicated. There are those who master computers well, and others who do not. Some have a good understanding of French, others not at all. Some can't stand sharing things on WhatsApp, while others can. So, we didn't have a uniform tool for the 34 families. That was difficult."* (CLTB).

One partner in the CALICO project noticed **that attention regarding gender roles and the rights of women in the project** remained an underexplored and weak point. For example, one of the aspects was that women in vulnerable situations still had insufficient access to a housing unit in CALICO. Because of the price, certain women could not afford to take part in CALICO: *"(…) there was a whole group of female candidates who could not live there, just for financial reasons"* (Angela.D). One reason, of course, is that one of the eligibility criteria for housing is income, and the income budget does not take into account the ancillary work that women are all involved in, as they do a lot of volunteering work, but this is not registered or taken into account. The partner advocates for gender budgeting, so women can have more budgets based on their work: *"But in fact this voluntary work is not recognised, because the voluntary work that is recorded is in football clubs, sports clubs, etc. But this kind of volunteering is not included in the statistics, because we are not involved in structured activities. (…) I felt that people were not aware of the fact that there are 4800 hours of volunteer work per year. Really, I insist: this is the gender budget."* (Angela.D).

And a final very critical point during the set-up of CALICO **was the presence of the COVID-19 pandemic**. Meetings could not be held in person, a lot of processes slowed down or became more complicated. This caused a shortage of time to reach the foreseen deadlines and cancelations of planned activities: *"Because of Covid, everything has been delayed"* (Angela.D). Because activities had to be cancelled and meetings were held online, there was also the feeling that **certain predetermined goals (empowerment, governance, solidarity) could not be worked on sufficiently** with future residents, with the neighbourhood and with the partners. Or it all had to be done differently and also demanded a certain flexibility from the partners. *"And from the point of view of group support and living together, of governance and so on, we have suffered a lot from Covid. There are things that were not possible. With regard to the training and support programme that we had planned, we were not able to do everything we wanted to do"* (CLTB).

7. Preconditions for success

As seen in the previous section, there are still a few things that could be improved for future related CALICO-projects. During the interview, the respondents were asked what they thought were preconditions to make the project a success. The answers were often linked to the weak points of the project.

As already said, working with people can pose problems. That is why a first precondition for success is to have a **diverse and transparent partnership**. Several recommendations are given to achieve this.

- First and foremost, **choosing the right partners within the consortium but also the right people for the job** is vital. *"The partnership: if I were to do a project like this again, I would pay very close attention to whom I called around the table. That is very important because it is a basis for the future"* (EVA bxl).
- Secondly, when the project is running, attention **to working on human relationships** (e.g. individual and group coaching) is necessary. *"We will call it psychosocial support (…) In the report it would be good to have an outside person observing how this group is trying to build something, it would be very useful to have this guidance, at least once a year, twice a year. In any case, it helps not only to reduce tensions. You should not wait until there is a problem before you do it, it is better to do it preventively"* (Bruxelles.Logement).
- Because these human relations can be tricky, it stays important **to openly communicate**: *"We are partners, we trust each other and if there are ever points to discuss, we will discuss them"* (Pass-ages).
- The respondents also mention that a **partnership should also be sufficiently diverse** to have different perspectives during the project. It stays, however, important that the diverse partners are able to work together: *"Diversity of the people and the organisations that can then find the right resources for it. It has been proven once again that diversity makes people move." (…) When I use the word diversity, it is very often linked to people from different backgrounds. But the diversity is not there. It is in small and large organisations, in citizens and organisations, in the private and public. That is the diversity that makes it work. (…) They have to be sufficiently different. (…) We have to be on the same page and defend the same thing"* (EVA bxl).

A second precondition for success, according to the respondents, is **the commitment of the different stakeholders.** This also refers to those involved outside the formal organisations, such as in CALICO, the future residents, volunteers, neighbourhood residents, etc. They are the key to growing an organic project, and a project such as CALICO could not exist without the help and support of many volunteers. *"Your basis is the grassroots: the people, the citizens and the organisations that are working with the citizens. That always has to grow from the bottom up"* (EVA bxl). It is in practice, however, not always possible to work together with everybody all the time. Sometimes, the partners must find **a balance between working together and working efficiently**: *"It's about finding the right balance between doing things with them and not doing too much. And what the priorities are, and maybe not always saying that this was mandatory because we were committed to do it"* (CLTB).

A third success factor to succeed in a well-thought-out project, where all the partners can take their place and connections can be built is, having **the right and realistic timing**. Here, sufficient attention

must also be paid to the preparation phase of the project and the process towards achieving the final results: "*For me, this is yet another confirmation that such a project can only succeed if you start in good time. You can't say three months in advance: "We'll get some people together and we'll move into that building". The whole process of getting to know each other, working together, and learning to listen to each other, are essential processes that lay the foundations for a healthier life together into the future*" (EVA bxl).

Specific to the UIA project call was that it had to be a ground-breaking and innovative project. However, during the interviews, it was also noted that it's better **to not have too many new and innovative elements** in a project like CALICO, otherwise it can be too much to handle especially in a short time. It is better to base a project partly on already existing elements and partly on innovative additions: *"You can have six different challenges and if all six are new, that's too much. (…) but there were several paths that were already partially trodden and one or two were completely new. Then it's manageable"* (EVA bxl).

While having the freedom to work from citizens' initiative is useful to create and implement projects like CALICO, the **funds and support of larger authorities is necessary as well**. The motivation that comes from own initiatives is crucial for the project, but so are the funds that are available to support these initiatives. If innovative projects are to succeed in the future, there must therefore be good interaction and cooperation between both citizens' initiatives and authorities. "*That is the great opportunity through this European project, the partnership, the money and the processional (...) Those other projects are all goodwill. The people give all their energy, but it is not funded. The risk is that people get tired. Here, it is supported by funds. That is very important and gives a lot of hope. That motivation is very important. It is a serious investment that people make. It has to be adequately supported because otherwise people get burned out"* (EVA bxl).

8. Future of CALICO

During the period when the interviews with the partners were conducted (May-June 2021), the residents had not yet moved into their new housing units, nor had Rézone, the End-of-life and Birth facility started up. Therefore, when raising the question about the future of CALICO, most respondents were curious about how the whole project **will do in practice**. Everything done up to this point has been preparation: *"I am really curious. It will be great for the future. I am really curious to see how it will develop (…) We are really waiting to see how it will turn out (…) Then there are still questions. How will it work in practice? Only time will tell."* (Bruxelles.Logement).

How the project will now develop in reality is also linked to the **sustainability of the project** and how this has already been thought about and prepared for. In the long term, part of the project is assured of continuation because of the preconditions tied to the financing of the UIA-initiative: "*(…) according to the European rules, to fulfil what we have committed ourselves to for quite a long time, since it will last at least until 2028, just for the part of residents that lives there and owns what has been financed by the European Union"* (CLTB). In both the short and long term, the sustainability will partly be depending on the partners, who gave their word that they would keep supporting the project: *"The sustainability of the care and Birth & End-of-life facilities will depend, on the one hand, on the partners*

who support them, on their ability to take on the long-term" (CLTB). Others are confident about the sustainability of the project because of **the systems that they put in place to guide and develop the project** in the future, together with the residents: *"For me, there is also no doubt that this will be sustainable and has a future. I think that is the only way to develop cities in the future (…) The fact that you are now working with a model that can continue to work in the future assures you of its sustainability"* (EVA bxl).

While it is certainly the intention of partners to support the project in the future, it is also their intention to gradually withdraw themselves from CALICO and **hand it over to the inhabitants to create an organic community**. The intention is that organisations will still be present, but they will not fully carry the project anymore and will also provide fewer resources. Of course, for the inhabitants to take over control of the CALICO project, they have to be properly informed about all the aspects that it covers.

> *"In the beginning, it is logical that it should be the organisations, but once the residents are there, it is also logical that it should be the residents and that the organisations should function more in the background. So, in that sense, we argued for a continuity to guide those residents in all the things that are going to happen in cohousing"* (EVA bxl).
>
> *"There is still a lot to do about how to manage it, with the question of what we want to do with it as a CALICO project. And so, here we are, we set that up. But the idea is that it's really the residents who manage it in the long run."* (Pass-ages).

According to the partners, **governing bodies have to be formed by the inhabitants** to run CALICO in the future. There could be a central contact in the community and steering groups to deal with specific themes (e.g. integration of the project in the neighbourhood) can be put in place to create a system where the vision of CALICO is central. In order to develop these governing bodies and to support the continuation of the project, the partners suggested to work together. *"We thought it would be better to combine the resources of the different organisations to ensure this coordination and support (…) we hope that resources will be made available for one person to follow up all the processes that have been set in motion for a while"* (EVA bxl).

In these governing bodies, not only the CALICO-inhabitants but also the linked organisations such as Rézone play an important role. *"One guarantee of sustainability is that we have agreed with Rézone to set up a Rézone steering committee that will actually see to it that there are always good links with the residents and with the neighbourhood (…) it is the role of the steering committee to sound the alarm at that point and look at things again. We set up structures that try to ensure this"* (CLTB).

Most respondents hope that CALICO will become **an inspiration for future projects** in Brussels but also beyond. According to the partners it does not always have to be the entire set-up of the CALICO project that should be reproduced, according to them it would also be interesting for future projects to focus on specific parts such as bringing care-facilities in the community or focus on housing and gender, etc. An advantage for future projects is that CALICO is already tangible, it is in operation, one can visit it and talk to the different people involved.

"Maybe we can also be an inspiration for other groups of people in European cities who want to make something happen in how living together can also carry care and can make it happen outside of institutions (…) and the fact that it will not be copied and will inspire new initiatives." (EVA bxl).

"We already have a lot of contacts with people who are more in favour of a solidarity-based housing approach, or more in favour of a care-based housing approach, who ask us how it works. They want to know something more. So, they're not going to do the exact same model. But it's clear that it's an inspiring model and that CALICO is something that exists and that you can come and see, that you can talk to (…) The purpose of this kind of project is that it is a bit ready-made, that the concept can be reproduced as it is. In theory, yes" (CLTB). "

F. Research results: Experiences, concerns and expectations of CALICO-residents

1. Qualitative results: Experiences, concerns and expectations of CALICO-residents

This part of the report will deal with the housing experiences of the residents of CALICO. The results are based on the thematic analysis of the nine in depth interviews as described in part B on Research Methodology. This analysis is divided into five parts: a first part will focus on the housing situation, namely how they experienced the allocation of their new home within calico, how this process went, and their experiences around the move. A second section further explores their involvement and participation in the project, focusing on the different layers, and how they experienced this. A third part discusses the thoughts of respondents on the communal areas. A fourth section delves deeper into how residents view the main pillars of CALICO; (1) gender, (2) multiculturalism, (3) intergenerationality, and the (4) relationship with the neighbourhood. And finally, the residents also throw a glimpse into the future of the project.

1.1 Housing experiences within CALICO

The first paragraph will recount the allocation procedure of the residents. The second paragraph will describe the way they discovered the accommodation. In the third paragraph of this section, the moving experiences of the residents is described.

1.1.1 Allocation procedure

As objectively described in part D of the research results on 'New governance model for community-led (co)housing' **multiple allocation procedures have been set up in the different housing clusters**. The current section focuses on how the residents experienced the procedure they have been following to access their future housing and is thus a subjective description.

In the case of **the CLTB cluster** (ownership and rental), households on the CLTB's waiting list were invited to apply to the project. Once done, some households felt they had to wait a long time and during that period they experienced feelings of **uncertainty**. For example, one respondent explained that it took a long time before she knew she and her family were chosen to move into the project. And following that, it also took a long time before she was informed which apartment was assigned to her and her family.

There were **different opinions** amongst the respondents on how the apartments were assigned. The CLTB's candidates could specify four choices of apartments according to their preference (in various CLTB sites and following the selling price category fixed for each apartment). The allocation procedure put in place by the CLTB then tried to respect the first choice, if other main priority criteria such as the

place on the waiting list, allowed it[19]. Families from the D category are over-represented in both CLTB's general waiting list and in the list of candidates who applied for the CALICO project. However, the CALICO project contained only one apartment in the D category. The respondent who was assigned to this apartment explains:

> *"I asked for three bedrooms, there were three three-bedroom flats. I had priority. As it was by chronological order (*referring to her position on the waiting list), I had the priority to choose and to take the category D apartment. There were also other people who were eligible for category D. But I was the one who took the D category first. That's how I got it."*

In the end, not everyone got the apartment they had put as their first choice and thus sometimes **some feelings of disappointment appeared**. Sometimes, candidates had to accept an apartment from another category with a higher selling price if they wanted to be part of the CALICO project. In only one case, the candidate was offered the fourth choice of apartment. In the interview the respondent explains to be slightly disappointed:

> *"I receive this famous phone call from CLTB's project manager who tells me 'Good news! You've been selected, you've been allocated a flat'. I answer 'yes, which one is it?'… This is my fourth choice. Now I don't feel the good news. I'm like, can I think about it? Because that's my fourth choice. It's not a first choice. It's not like being 'whoopee'. I'm like, 'Okay, fine.' "*

Within the **Angela.D cluster**, a group of 7 women had been involved in the project from the start. However, four among them decided to leave the project when they realised that they would be assigned to studios and thus not to two-bedrooms apartments. This decision was only confirmed to them at a late stage, after several months of involvement in the project. They went so far as to formally ask the Steering Committee for a derogation, but this was refused.

> *"There was this big bug with the derogation that didn't work and that really teaches us something. I am surprised that with all the people, the experts around us, there is no one who said, be careful, a two-bedroom flat for a single woman, it would not be possible. (…) You could say that we let them believe that for a long time. (…) Then, we had a special Board (of Angela.D association), because the board was very uncomfortable and so were we (future inhabitants), everyone was uncomfortable. They were trying to understand how we got there."*

As described in the part D 'New governance model for community-led (co)housing', once the founder group of future residents was composed, it **formed a selection committee** for the second wave of residents' selection. In that context, the committee met the candidates to evaluate if they would fit the requirements.

> *"We, the COSE (selection committee composed of the cluster's inhabitants), it's the residents who meet with the person to see if we find that she completes the group, that*

[19] For 8 of the 12 applicants who were allocated accommodation (4 of whom withdrew), this was their 1st choice.

it works, that there's trust. It can be subjective, it's delicate. (…) *We have a very specific case now with a woman (…). So, we met her but it's very mixed in the group. The women who have met her, not everyone agrees that she should come for all sorts of reasons. We have to make sure that we don't have to take on an additional role."*

This testimony reveals the difficulty that a selection procedure delegated to the inhabitants can generate, insofar as it is they who are responsible for the successful integration of people in great difficulty for whom they didn't necessarily feel prepared. However, a respondent, selected in the second wave, felt that she was a bit lucky to have been selected. After the withdrawal of 4 applicants, Angela.D had to reopen a selection procedure for 7 units and as they did not have time to build up a large waiting list, this made it possible for some women to join the project easily once they were put in contact with Angela.D.

"When I saw the project, it was already finished because it was in February. And I wrote to Angela. D just saying: "I know it's finished, but if you have any other projects, I'm looking for". She said: "Apply anyway because it's possible". It was a real stroke of luck."

Within **the Pass-ages cluster**, an initial group of founders carrying the project was already formed when the project started. Some of them decided not to continue with the project, but those who did were subject to the selection procedure that they themselves set up. This procedure means that potential new residents, after six months of involvement in the project, come before a selection committee who assess whether their involvement was sufficient. In this way, they wanted to secure the continuation of the Pass-ages project.

Once the candidate selected, the strategy to distribute the different units is to try to take into account the desires of all parties, while subordinating the choices made according to the interest of the project. As one member of the cluster explain it: *"There were demands, but not requirements. But that's the way Passages works, where you make your wishes known, but the project takes priority."*

So, the first members organised a meeting to share their preferences and tried and succeeded to satisfy everyone. One respondent explains: *"For the 4 '3-bedrooms' and the 4 'one-bedroom', there was a discussion on how they allocated the floors. This was done in collective intelligence between those who were there in the group at that time".* For the next ones (second wave candidates), as they came one at the time, they could choose among the remaining units.

1.1.2 Acquiring the accommodation

As explained in part D, the sale of the apartments to the households of the CLTB cluster could not be completed before they moved in. Households had the option of moving in under a temporary tenancy agreement before the sale could take place, if at all. The communication of this very particular situation caused a great deal of confusion and discomfort for some of the households concerned. For example, a respondent from that cluster explained during the interview that she felt at one moment like she was being framed.

"Seriously, I like it when people are transparent with me because it reassures me. All this means that the day when, for example, a little later, we signed this compromise and the projectmanager tells us that in the end we won't be able to sign the deeds afterwards and everything, I say "OK, but a compromise? How do you do it because it's valid for four months and we're going to miss the deadline completely? She looks at me and says "no, you haven't signed a compromise". I'm sorry, what? I've always been told I've signed a preliminary sales agreement. What's going on? She says "no, it's an agreement". OK, maybe that was telling me it wasn't the same thing. I signed an official paper. Now, if, for example, in a year's time, we still can't buy, I can't withdraw. She says "no, there is no time limit to this agreement". "You're a bit of a tightwad. You're tricking me a bit". Okay, I might have signed, but it was good to tell me that it wasn't a compromise, that it's not the same rules, that it's a no-limit agreement. It's not the same thing."

1.1.3 Discovering the accommodation

In this paragraph, both the organisation of how the residents discovered their accommodation and the input and participation that they had in the process of the creation of their homes are treated.

When looking at the **organisation of discovering** their homes, respondents have different experiences, mostly **depending on when they joined the CALICO project**. The respondents who joined in the earlier stages of the project mostly had the chance to see the plans of their building in advance in a meeting with the residents. On the plans they could see the lay-out of their future homes. Residents who joined the project later did not always have the opportunity to see the plans. One respondent also mentioned that the plan gave a deceptive view of their future homes.

When asked if they could **visit the building**, most respondents indicated that they visited the compound during group visits when the building was still under construction. There were also respondents who only saw the apartments when the construction was complete.

Regarding the layout and the structure of the building, most of the respondents indicated that the **participation and input**, **was kind of limited.** They could not really give their preferences on the layout of their apartments, and they had to agree to how the original plans were laid out. The structure of the building was already set, but the floor, the closets, the colours and so on could be chosen. Respondents who joined later could not give their input on these matters anymore. *"The only thing we had to give our opinion on was the paint. But because the painting was not part of the developer's plan, the flats were delivered without paint and therefore the painting was included in the discussion of the cooperative"*

As explained in part D, Pass-ages requested the constructor via an architect to adapt some features of the apartments making them **more accessible** to older people. *"(…) we asked to remove the bathtubs*[20] *and put in showers because we noticed that people are taking more and more showers and from a certain age onwards, it becomes difficult to get into a bathtub (…)"*.

Respondents indicated that they had the choice to make minor changes in the apartment in dialogue with the cluster they lived in, but they had to **cover the costs themselves**. *"I think that's a bit of a shame because there's not a lot of storage space in these flats. Pass-ages' position in this was to say: "This is how it is. And if you do some work yourself, for example, residents who want to make cupboards, we allow you to do it, but we don't finance it"*.

1.1.4 Moving

Just like there is a diversity of inhabitants in CALICO, the moving experiences of the residents who participated in the interviews was vastly different from person to person. **Some residents experienced the move as a stressful situation**. They had to pack all their belongings and arrange transport to get everything to the new apartment. *"I am worried that everything will not go according to plan, especially since I am also on my own for this and I've already had to do physiotherapy on my knees. I'm afraid I won't be able to do it. I'm afraid, but I know that I can call on people if there's really a problem"*. Moving to a completely new and unknown environment also made one participant feel uncomfortable. Others were already more used to moving or had less stuff to worry about. For them, the move was not seen as stressful. **After the move happened all respondents were positive about their new homes and the new community**.

In addition, several respondents also experienced stress before the actual move because they were **not given an official date when they could move into their apartments**. As some of them were still renting in other places, this could cause some overlap in rent which means they would have to pay double rent for a month or more. The lack of an fixed moving date made it complicated it to tell their landlords when they would move out and when new tenants could be accepted. And although this stressed them out, in the end the participants had no problems and no one had to pay double rent, thanks in part to the understanding of their landlord. In addition, several of them also indicated that they had foreseen a backup plan to stay with family or friends for a short period if this would have been necessary.

> *"What was really complicated was that we didn't have a precise date for when it would be possible. We had to find someone to replace us and say: "I'm not sure". It was a bit stressful"*

> *""I have to give a renomination on 31 July because I am in a co-living, we had to agree on a date. I can't afford to have two rents." I said I was going to leave, I had to warn the others. In fact, I found an intermediary solution at my friends' place, squatting at theirs for a month or two if ever"*

One aspect of moving that was mentioned by multiple respondents is the **experience of their children** or what they think the experience of their children was during and after the move. In general, the kids of the residents reacted positive to the move, although some of them did not like to leave their previous home. Also, the presence of kids of other residents made some residents to come out of their shell. Some kids did not even have to change school while moving, which made the transition easier. As a

respondent illustrates: *"(…) X, he had a lot of trouble leaving the house there, but as soon as we got here, the next day he met [name neighbour]'s son, and it worked. So that's it, and off they went, he was very happy. Everything went really well".*

1.2 Involvement and participation of the residents in CALICO

This part deals with the involvement and participation of the residents in CALICO. First, a picture will be drawn of how residents experienced their involvement in their own cluster, with subsequently a focus on the owner structure. Next, the involvement of the respondents in the whole project will be discussed by unravelling the participatory process and organisation of community life. And the influence of COVID 19 on their experience of participation.

1.2.1 Involvement WITHIN the cluster

Involvement within the cluster usually occurred through meetings that were organized. The objective of the meetings was to organize the access to housing to the future residents and enable them to meet each other. In general, the respondents were satisfied with the way the meetings went. As the project progressively took shape, the number and frequency of meetings grew.

In the **CLTB cluster** the focus on forming a group was mentioned less, as they were not part of a cluster with a bigger underlying common goal/project. On the one hand, some of the respondents were a bit indifferent about meeting their neighbours, on the other hand, some liked meeting new people that were going to live in their community. To welcome the new members of the cluster, online meetings were organised during COVID where the newcomers were introduced and where they could talk and connect with each other. Also, through the Community Land Trust the residents were able to connect with people from other CLT projects, which also helped them to understand the project better, as one respondent indicated *"We don't know many things about administration, training and work. So, we chat. For me it's good".*

In the CLT cluster, there were specific formal **trainings** were residents learned how they were going **to manage the building and the co-ownership:** *"What is the syndic? What can you do when you have a problem with the tap? Do you have to redo it yourself or do you call the agency? It depends. If you are a landlord you have to do it yourself. If you are a tenant you call the agency. We had trainings for things like that."*

The involvement of the future inhabitants of the **Pass-ages** cluster was by far the most demanding. As demonstrated in part D, more than 70 meetings took place over the duration of the project around the setting up of their intergenerational habitat. Contrary to the other clusters where it was the project managers who structured the meetings, here it was **the future group of inhabitants who met to decide together** on how to structure and give meaning to the project. In this context, they used collective intelligence methods to make decisions. One respondent explains: *"I think the first strength of Pass-ages was to say "OK. We each have different skills. We respect them all, we know that we are not equal, we don't care, we work in collective intelligence, and we look for solutions in which there is no one who has a major objection." And it's this approach to thinking, even though there are strong*

personalities in Pass-ages, which has enabled us to channel these strong personalities and to find solutions where people buy it by saying: "Yes, I can live with that. And yet they could actually live with it because they saw that the collective was growing. That was the main strength."

By the end of the project, and after many previous meetings of the "Intergenerational cohousing working group", the residents of Pass-ages had Zoom meetings every Sunday to discuss elements of the Pass-ages project. The **online aspect made these meetings more formal,** but respondents indicated that they still felt like they got to know each other. Once the pandemic declined, the meetings were again organised in person, which also made them less formal and brought a different dynamic.

> *"So it was done in Zoom for a year. The fact that it was in Zoom, I think, did not help the informality. We really discussed, we were very serious at all the meetings, but it was very good. It's really necessary. We got to know each other, we made good progress on the project"*

During the Sunday meetings, the residents discussed a lot of details of the project, which was often experienced as complex by new people who joined the cluster. This led to some people withdrawing from the project, according to a respondent: *"We were there, we were talking about details, we were talking about stuff, and they didn't understand every second word. And at the same time, we need to move on. At the same time we were trying to explain. I think it didn't help to recruit a new resident. There were still three people to pass. It was clear that there was a problem".*

The Pass-ages cluster also worked a lot on **the Maison de Naissance and Mourance (MNM)**. To make the step from a beautiful project on paper to a project in practice, many questions came to the surface. Both questions about the approach to the operation of the MNM and reflection questions about the mission of the cluster to which one belongs.

> *"We have a Maison Mourance, we are going to welcome people at the end of their lives. But who will these people be? And then, as for the volunteers, when we get requests, how does it work? There's someone we see who says, "My father is at the end of his life, we can no longer keep him at home. We don't want to put him in an institution at all. We heard about your project. It really corresponds to our expectations. And so, one person sends an e-mail, and what happens with this e-mail? Who reads this email? Who responds to that e-mail? So, we worked with a first-line nurse and a second line nurse. And we worked on developing a choice, a framework, to be as efficient as possible, and to really respond to this is more adjustable and efficient. Yes, that's it. And so that it really responds to the mission of Pass-ages and the essence of Pass-ages. Who is Pass-ages for?"*

The Angela.D feminist association seeks gender equality through women's access to housing, popular education and integrated support for women-led projects. The women in the project stand, sometimes less, sometimes more, for feminist values and practices without necessarily being able to frame then in a broader feminist theoretical or pragmatic perspective. Therefore, **trainings were provided that increased knowledge on feminist perspectives and encouraged critical thinking**:

"We were already a good group, maybe some of us were more aware of feminism, of all that it can represent. But we don't always have a very critical attitude and training. I think the trainings could have started faster and I don't even think about the problem that came afterwards to recognize the trainings. I really see women in our group who lack critical thinking. I'm not a hard-line feminist, but it's so good to have knowledge, to be able to nuance. For me, that's what real weapons are."

As a vulnerable group, **Angela.D build a network through the feminist trainings that were given**. Topics were not just about feminism but also about the role of women and possible vulnerability in general such as how to manage your life as a single woman with a child. Through Angela.D, they were trying to **design the building in such a way that women will come out of their vulnerable position**. An example was given by one of the respondents: *"There was a training with her, so it was more about the city, like, putting public benches so that people can sit in public places, we can see how the public collective space could be seen in another way. Then there was a bit about the interior of the houses. So, if we close the kitchen, then the women who are much more often in the kitchen are isolated. That sort of thing. There were also trainings on Just Pure Feminism, feminist history."* These trainings also provided them the opportunities to build up their social connection with others in the project, while learning as well.

During the interviews, some respondents also indicated that a **lot was asked of them in terms of commitment and time** within their cluster. They sometimes had to learn how best to delineate their boundaries.

1.2.2 Involvement WITHIN the cluster: owner structure

The owner structure of CALICO is different across the main clusters. The interviews provided a lot of information about the owner structure and how complex the whole system is. In this section however, **the focus will be on the opinions and experiences** of the residents with the whole owner structure.

Residents in the Pass-ages cluster rent from the "Vill-ages de Pass-ages" cooperative. The interviewees in this cluster had the best understanding of the owner structure of their apartements, as they conceived it by themselves. They had been part of the project for some time, and often came from a background with more personal capital. If someone owned the flat, he could sell it to anyone, which is why Pass-ages opted for **a cooperative** to make sure that the management of the housing units remain correlated tot the Pass-ages project an vision through time. In this way, the respondents wanted to break the inflationary system where ownership and property is used to acquire wealth and also make sure to safeguard the involvement of residents in project Birth and End-of-Life facilities.

"If it's acquisitive, people can stay in it and at some point say: "I'm not interested in the project anymore. I'm not investing in it, it's my flat, I'm staying in it" here by doing this system where you are a tenant of something that you own through shares, so you are still a tenant of Vill'ages dePass-ages. If a person completely leaves the project, doesn't want to get involved anymore, we still have the right to ask them to leave the project within a time limit to be discussed between us"

The rent that the residents paid went to the cooperative which could be used to lower the access threshold for less wealthy people to enter the project, once the buildings are paid off. The future of this system, however, was still to be decided. By renting the units, it is also easier **to change of apartments if the family composition changes**. If children leave home, the parents commit to move to smaller apartments (when available) and leave the bigger units for larger families.

The **apartments of the Angela.D cluster** are owned by the Fair Ground cooperative and managed by the AIS Logement pour Tous (social real estate agency). Most respondents of the cluster did not really know who owned the ground or the building. They heard of CLT or the Fair Ground cooperative, but they did not really understand or know their function. The social real estate agency "Logement pour Tous" on the other hand was familiar to the residents as they had a direct contact with it. This contact delivered good work, according to the respondents. The unfamiliarity with a number of organsiations emerged clearly during the interview;" *Answer: I heard that they (Fair Ground Cooperative) talked a bit during the inauguration of the project on the birthday, but I'm not sure what it is".*

In the CLTB cluster, there were both buyers and tenants. The interviews, however, only were conducted with people who bought an apartment in CALICO. According to the residents, the price to buy one of the apartments was a good one considering the spaces they could buy. To get to know all the info that buyers must know, there were meetings with people from the CLT to explain everything to the buyers. Even though the respondents are buying the apartments, the official owners of the ground will still be the CLT, which confused some people who thought that the CALICO project would be the owner.

1.2.3 Involvement in the general organisation of CALICO

The preferred method of organising the aspects of co-living between all the inhabitants is based on the holding of general assemblies of residents, prepared by the governance committee and fed by its proposals as well as the ones of the committee care. Similarly, certain sub-working groups have been set up between residents to work on certain specific components of the co-living (conviviality, management of common spaces, etc.). In general, the residents **were positive about the committees and the general assembly**.

> *"I think it was very important to hold meetings (with residents of all clusters) because things were moving forward on a day-to-day basis. We had things to discuss, to put in order and to see how we would do it."*
>
> *"Meetings are important because you don't know where to start, how it's going to happen. It's like building the future of the assembly."*
>
> *"Assemblies are good because they allow people to talk"*

Most respondents regretted that the general assemblies were interrupted for almost a year due to the pandemic. Because of this, some respondents felt they could not give a real opinion on the questions around participation, as they did **not have the chance yet to participate** in these meetings. In the

committees, the members wrote **charters** for CALICO about **care and governance for instance**. Again, due to COVID19, not everybody has been introduced to these documents yet. In **the general assembly, all inhabitants of CALICO could participate**, which was positive according to the respondents. Everyone could give their opinion. This however, also made it sometimes difficult to communicate and present the ideas from the committees to everyone. The ideas and proposals formulated and developed in the specific committees (such as care, governance) were discussed in the general assembly, as this is the body where everything concerning residents comes together. Respondents who **joined the project later, however, did not get the same chance to participate**, as there were already groups/committees formed and much time passed in which no meeting of the general assembly was scheduled because of COVID19. Even though some participants felt they only played a small part in the meetings, the effect on the group feeling and the **feeling of being part of a common** project was huge during the interviews. One inhabitant mentioned that it was easy to form ideas in the general assembly of residents, but when it came to **the implementation** of those ideas, it was more of a challenge.

> *"I have the impression that we met in September (2020), that we had a general assembly, which had things that emerged. But it was in the order of brainstorming and merging ideas. But soon after, in the implementation, it's difficult. You see, it's all very well to have thoughts and ideas, but afterwards putting them into place is another job"*

Some positive and negative opinions were shared about the general organisation of involvement and participation within CALICO. The organization of the **small-scale working groups** is evaluated as positive. Residents can discuss there if they disagree with certain things. A respondent emphasizes that during the working groups everyone has the opportunity to have their say. One advantage of the general assemblies was also that it provided a moment where people were allowed to meet and talk with each other To achieve active participation of members of the different clusters, regular (on- and offline) meetings were held. This required a) time to grow and b) room to experiment. To get everyone on board there were **a number of obstacles**.

A first problem was **matching everyone's schedule**. Getting so many different people together required a lot of flexibility and patience. A second problem was that not every resident joined the project at the same time, which also meant **people were at different speeds in the project**. Some people were involved in their cluster for a long time, which meant they were well informed about common values, future aspirations, etc., others were just joining, so they were still searching for the ins and outs of the project. A third challenge was that it was **difficult to reach an agreement with 34 people** on for example the use of common spaces, but thanks to a democratic approach, solutions were obtained. Examples of topics for discussion were on defining activities that would facilitate relationships, especially between children (festive events, support in homework,etc.) or single mothers, and older adults. These topics could also be more technical as fixing the price that would be charged for the use of the common areas, or the tasks involved in managing those areas.

Besides these listed obstacles, it was also stressed several times during the interviews that the **time investment of residents in the project was truly extraordinary**. Residents must invest time at three different levels: First, there is the investment in their own flat, which may or may not be supplemented

by time investment in family life. Second, there is the investment of time and energy in their own cluster. Finally, there is the investment in the general set-up of the project; e.g. the other committees, general assembly, the organisation of the common areas and this is not interesting if you notice that things are not running smoothly or going as they should.

From the interviews came a number of experiences about the participatory process that require a certain amount of attention. Participants said that **in the beginning, participation in workgroups was low because households had not yet moved into their flats.** Some people can only start thinking about the collective once their own apartment, their basic facility, is finished. People are needed to make these groups run smoothly. The project was thought about in theory, but now everything must be put into practice. Although efforts were made, the step of co-creation was still often missing according to the respondents, and it is not clear where the mandates of the residents and those of the project leaders lie.

And besides the obstacles and the required time investment of residents, also **the challenges of inter-cluster relationships were mentioned.** Sensitivities between the clusters arose due to the very distinct characteristics of the cluster. *"Sometimes it will be extremely tense because we will have different perceptions."* With a focus on care and gender equality, the Pass-ages cluster and the Angela.D cluster both have their own interests that they are pushing forward as a priority within the project. The residents of the CLTB cluster came into the project without having been involved in a cluster before. From the other clusters it was questioned whether the CLTB residents joined specifically for the CALICO ideology or because they were looking for affordable housing. Because - according to respondents - Pass-ages and Angela.D have a certain mission and CLTB does not. In this context, an important goal was that in anything that was started or for which meetings were organized, that the solidarity of the CALICO group should not be compromised.

A respondent from Pass-ages believed that all members of each cluster within the project should get on board **according to each person's strength and ability**. There are mutual aid mechanisms where some residents take up a commitment within a particular cluster, while those who do not also contribute by simply living together and helping each other, which also deserves recognition. The goal is to live beyond the cluster:

> *"The whole challenge of Passages is to go beyond the Passages village to the CALICO village. I think that we will succeed. In the beginning, it's logical to build up by cluster because that's how we built the project. And then, gradually, we will have to switch to: how are we CALICO and not Pass-ages?"*

Angela.D had a pioneering role with feminism and wished to organize more working groups, for example on feminism, to be able to outreach to other clusters. But the residents from other clusters did not always go along with this line of thought. This highlights **potential distinct visions on solidarity**. But according to respondents, it was just as important to still find common ground in this. There was hope that communication between the different residents and between clusters would be smoother and strengthened once everyone moved into the building.

"I have the impression that these solidarities must come together. Because sometimes you get the impression that there is a sensitivity too. Yes, that's the position of Angela D. Yes, that's the position of the Passages as if they were opposing blocks, and I would like this feeling to disappear"

And finally, respondents also indicated, that besides working on shared values**, practical arrangements** around living in CALICO also need to be worked on. Accordingly, at the moment of the interviews, there were still many **practical uncertainties** for the respondents that they do consider important for living together in the building: "*Until now, we don't know who is going to clean the stairs, who is going to clean the corridor, who is going to do this? Are we all going to do it together? Is there a company that will do it?"*

1.2.4 Impact of COVID-19

The health crisis that was going on during the implementation of the CALICO project interrupted the participation process and made it hard to get to know each other well. Most meetings had to happen online, which made it **more difficult to make genuine connection.** Nevertheless, people tried and sometimes succeeded to make these connections between residents of the different clusters. Throughout the interviews, the influence of restrictions due to COVID19 was frequently cited as a **disruptive factor on feelings of participation, engagement and decision-making.** "*It was also difficult because with COVID. People were not always present at the meetings. When there were only two, three or five people, they couldn't finish. We couldn't do what we had to do".* For example general assemblies were simply interrupted. One respondent experienced some troubles in differentiating and understanding the information that was distributed through email instead of in person because of the pandemic. Especially people who did not have a computer or who were less skilled with technology were negatively affected by these changes because of COVID-19: *"It's not easy with the Zoom thing, everything has changed. I mean I'm sure that if there hadn't been the pandemic, we would have got together but …"*

1.3 Reflection on the common areas of CALICO

This part looks at the shared spaces for the residents and for the neighbourhood. These spaces refer to the open space on the ground floor, which is intended to organise activities for and with the neighbourhood, and the open space on the first floor, which is reserved for interactions between CALICO residents. The issue of the parking lots is also tackled briefly.

The main concerns of the assemblies and committees were about the **management of those common spaces and who will finance them**. Namely, the central question remained open: will the cost and management be arranged by the residents, or will this require cooperation with an organisation? Part D on Governance describes how this process for the ground floor space shifted from a will of management by the residents to a management by an organisation in the context of difficult organisation of residents due to the pandemic. Finally, residents decided to let the organisation Rézone run and finance that particular common space. During the interviews, most respondents were really enthusiastic and pragmatic about it.

"For me, the building is going to be expensive with charges. I thought, if we find someone to manage it, who will take care of it, it will be less expensive for us. The fact that Rézone is managing for me is a good thing".

Thanks to Rézone's arrival, the questions of affordability and management are resolved on the one hand, but Rézone's vision and mission also contribute to CALICO's. The fact that **this organisation thus pursues similar values to those of the CALICO project** was found to be important and essential.

"It can be very nice too and I have the impression that Rézone can also contribute something because Rézone could serve as a link not only with people in psychological difficulties, but also with the neighbourhood and with the other clusters because everyone is invited to participate if they want"

"Rézone is open. It's open to everyone. It is a good idea. (…) They need people and residents who want to participate. I think I will participate"

It was also important that the cooperation with Rézone was not immediately fixed for a long time, which does not take away the option of continuing to work together after one year. The expectations of the residents in this cooperation were also listened to and arrangements were made whereby the space can also be used by the residents:*"But Ré*

zone is there for one year, extendable probably, but for one year. And I think it's a good balance because they are there from Monday to Friday. Except for Wednesday afternoon, which we asked to keep for the children. And every other Saturday"

As for the other space intended for residents, at the time of the interviews there was no final destination and still different ideas were going around. A first compromise was decided at the general assembly in September 2020 to organise a co-working room, a guest room and a shared living space. But at the time of the interviews these **options still needed to be refined and a consensus had yet to be reaffirmed.** It was also clear from the interviews that it was not yet clear to the participants what would happen to this space.

"There is a common space working group, but I'm not in it, I don't really know what is known in advance. We had a questionnaire at one point to answer about what type of use, I don't remember exactly. There was an online questionnaire to answer. I don't know what the situation is and I hope that at the next general assembly we will talk about that too"

Certain respondents want to use the space for their professional activities or hobbies. Other consider that the space should be given as a priority to the studio residents if they want to use it to receive friends or family, since they do not have the space in their own studio: *"For me the guestroom is not so useful, but it's because people who have a studio, if they receive family and people have to come and sleep, it would be nice for them".*

In addition to discussions on the immediate use and financing of common spaces, one respondent also wondered about **the conditions for long-term control of these spaces**. At the moment residents helps pay for the space, but what if the space is paid off?

> *"OK, it's in the common charges for that space because you have to pay the costs, whether it's the costs or the gas and electricity, but there's also a loan, because it's bought with a loan. The loan has to be repaid. This space costs, I don't know, 500 per month, I'm saying a random number. Except that after 20 years, or I don't know how long the loan was taken out, this thing will be acquired. For me, from the moment it's acquired by the fact that the inhabitants have paid each month the part that was necessary to repay it, it should belong to the project and no longer to the CLT who is the owner. Do you see what I mean? That's not the case. That's not how it was thought out. In any case, I was told "no, the CLT will always be the owner, even when the loan has been repaid."*

During the interviews about the owner structure, the **parking spaces** in the project also came up. These spaces had to be bought separately. Because of their high price no individuals opted to buy one, only Pass-ages and Vill'ages de Pass-ages bought some collectively. Besides the price, the parking was also not secured enough according to one respondent, that is why some have not taken up this option: *"No, it's too expensive. I would have liked to, but it's too expensive. 30 000€. And it's not a closed car park, it's open just like that"*.

1.4 Reflections on the project pillars

During the interviews, the participants' experiences with the different project pillars, namely (1) gender, (2) multiculturalism, (3) intergenerationality, and (4) relationship with the neighbourhood, were explored. There were some participants with a strong interest or **who emphasized one pillar more than the others**. Other participants felt that **diversity was most important** rather than focusing specifically on the pillars of gender, multiculturalism, and intergenerationalism. To provide a clear overview of the pillars, they are discussed separately here, although they are often linked. Certain pillars have a stronger presence than others, but that does not mean that they are less important. It may be that these are still developing and need the CALICO project to grow in the future among the residents.

1.4.1 Gender

Gender is an important project pillar within CALICO, with Angela D. taking a leading role. There were **specific trainings** organised by Angela.D for their own residents (and sometimes open to all CALICO residents) that do align with the interests of feminism. One example cited during the interviews was a specific training on domestic violence. It was thanks to these trainings that attention was being paid to this issue. A respondent emphasises the importance of Angela. D's role in deconstructing social gender stereotypes.

> *"We defend the gender, that's not bad. It's really good to have this social deconstruction, that there is a strong sex and a weak sex. I've been lucky in my courses last year because*

I've had courses on gender and society and gender issues, I know a little bit about it and also Angela D's trainings, it's true that gender is a social construction. In fact, I will say that there is no difference between a man and a woman, and also in the things of life. So it's true and it's up to us to deconstruct it and to help our children to deconstruct it and to live a little bit in respect".

Not everyone was equally passionate about the topic of gender inequality. While recognizing its importance, someone felt that **feminism should not evolve into militancy**: *"I did some training with them (Angela.D). And at some point, I decided 'I stop here'. I'm a feminist, that's clear, but on the other hand, I think I don't like, a little bit, but not too much to be in militant circles where feminism becomes 'the reason to be'."*

As far as the respondents from Angela D that participated in the interviews are concerned, they were satisfied with the attention given to gender. This did not exclude that more effort was possible. For example, one of the participants found it unfortunate that despite the amount of working groups between residents, on the one hand, there was none specifically on feminism: "*For example, to integrate something. I mean like there is a garbage group, the Garden group, why wasn't there a group? I'm thinking about that now. Why not a feminisms group with people coming from every cluster?"*

A participant described that "*gender equality meant that everyone was truly equal"*. That there are no people in the group who carry an attitude of dominance. That there is tolerance and not oppression. The interviews revealed that while there was a sense of gender equality, there was **little gender diversity**. The majority of those who stepped into the project were women. Some liked the fact that the majority in the project was female. And some felt that there were too few men. For example, one participant who did not belong to this cluster doubted that men's opinions were going to be heard just because they were coming from a man.

"When they (Angela.D) started, they only wanted women. So, they don't need men's ideas. And yet it's better to share. There are things that women can say, but the man when he also comes to say, there will be appeasement. This is their project. I don't know if there is a way to slip men in from time to time. I think that if they have started between women, they want to stay between themselves. I don't know."

1.4.2 Multiculturality

Multiculturalism is a value shared by all respondents. It takes its meaning from the exchange between people. Most respondents felt that to bring cultures together, **activities were needed where people can get to know each other's cultures**. One respondent describes how, in this sense, Angela.D's trainings have contributed to these exchanges. Indeed, Angela.D's feminist values are embedded in multicultural thinking, with social deconstruction of gender being inseparable from decolonial critique. This respondent explains it as:

"It's true, multiculturalism does exist (in society). But that doesn't (generally) mean that we go to each other's houses, that we talk to each other. Thanks to the training we had last

Sunday, we all got a different perspective. It was on domestic violence, and I think that something was untied. So I think that the training courses are very relevant. It allowed to create even more links between us."

Multiculturalism was a theme that is consciously given attention during the meetings. Pass-ages said that they paid specific attention to this because as a cluster they had a mainly European, and then mainly Belgian or French background. They started out as a non-multicultural organisation and it took time to gain affinity with other cultures and to build a multicultural network.

"Multicultural is a weakness of Pass-ages. It is difficult. And yet, it is not a choice at all at the beginning. But you realise that when you select people who have a project, you are more likely to address people who are not already in trouble. Unfortunately, multiculturalism, at least in Brussels, is often combined with problems of access to housing and economic problems more often than for Belgian "blue and white" (meaning white natives). In our case, it is a weakness on the part of Pass-ages not to have succeeded in incorporating more multiculturalism."

The **pursuit of more multiculturalism was experienced as necessary,** but should not become a struggle thought one participant. Another participant found it difficult to prevent that one minority group became too much of a majority within the group, because then too, a one-sided culture could be formed.

1.4.3 Intergenerationality

"We're just putting a name to something that already exists. We're just trying to recreate in an urban environment something that at times tends to get lost. But in fact, it got lost. But that means it basically exists. Before, families all lived under the same roof, and it was intergenerational."

Participants from the Pass-ages cluster felt that this was not addressed enough in the other clusters. They thought it was very important that different generations live together in the building, that there is a **healthy balance in age groups** and avoid that only older people remain. They believed that intergenerational contacts would be made through children, because they naturally connect with the other residents without asking questions. This came up in one of the interviews:

"We're going to put a lot of emphasis on making the children feel good, on getting to know each other. I think they are the first to be enthusiastic, I don't think there are many who are not happy and I think that if things go well with them, they will go well with the adults."

Whereas outside the Angela.D clusters there was a fear that there would be too much emphasis on feminism, outside Pass-ages there was a fear that intergenerational friendships were going to be imposed. Again, according to the participants, **this was something that should be allowed to grow spontaneously**. Without this being imposed. And so the ties, through small helping tasks, will grow

between residents of different ages, as long as there is a willingness to live in solidarity. During an interview, the example was mentioned of a young mother who was taking on a small care task by bringing fruit from the organic farm for an older neighbour.

1.4.4 Relationship with the neighbourhood

The participants themselves saw positive and negative aspects to the neighbourhood that could help to create a neighbourhood feeling. They considered involvement with the neighbourhood very important but **asked for more time to let this grow organically**. The respondents saw a lot of growth potential. The CALICO project has several possible aspects which can act as "**breeding spaces for neighbourhood connections**". According to one participant, the model that CALICO stands for, particularly with the **Maison de Mourance**, is what can provide connection to the neighbourhood in the future.

The park inside the block accessible from the CALICO porch is an ideal meeting place. The **park** is an opportunity for the neighbourhood, although there is too little control and too much pollution. Existing good practices in other neighbourhoods can be evaluated for adopting or implementing them in the CALICO operation. One example is an existing project around mental health that reaches out to potentially vulnerable people by creating a place of solidarity. One resident was already eager to reach out to other women. It would be nice if the social capital in the neighbourhood was tapped into through already existing networks. The **organization REZONE** was cited by several participants to establish contacts with people in the neighbourhood but also those who live a little further away. Another example to develop a better relationship with the neighbourhood is to start an evening farmers market on Thursdays. The participants had the impression that the neighbourhood was a vibrant one that was accessible due to easy accessibility by public transportation. They believed that a project like this should be built in the city to have a good connection with the neighbourhood. They considered something like this less possible in a more rural area. Another participant noted that improvements were in progress in the wider neighbourhood, such as the **arrival of a supermarket**.

On the other hand, respondents experienced also **some pitfalls**, which might endanger neighbourhood relations. One participant found the neighbourhood not particularly accessible and there was **still a lack of common open space**. When space was taken up for yoga activities or GASAP (Groupe d'Achat Solidaire de l'Agriculture Paysanne), freely translated as a solidarity group who purchase farmers products), other activities had to make place has to be managed. The neighbourhood is seen as a **true residential neighbourhood** where there is too little green space and still lacks some amenities to make it a true neighbourhood.

> *"it's a strange neighbourhood, it's very residential. There's not a shop, there's not a café. It's a place of passage. Yes, for cars, but not pedestrians. That's why I think that if we cut this bridge, it will be much better for pedestrians. It's possible that there will be more traffic, it could give another dynamic."*

Because neighbourhoods are constantly changing, **concerns were also expressed about future building projects**. The need for housing is high and one participant was concerned that many high-rise buildings were going to be added.

1.5 Future of the project

> *"Frankly, if we can already manage to realise everything that was thought up for this project in good harmony, in good agreement, without conflict, without major tensions, it would be a great utopia, after all (…) I hope there won't be any big clashes, I hope there won't be any kind of total disappointment where you say to yourself "it was well thought out, but in fact, in concrete terms, we can't manage to articulate the thing and as a result, it's stuck"*

In addition to some general views on the future of the project and their own role in it, the participants gave their wishes for the project as well as some challenges or points for consideration. There were participants who only wanted to follow the rhythm of the activities and were mainly looking for a place to live peacefully and there were participants who were activists and wanted to build CALICO further. They **believed in the project and felt that it is now up to them to make it happen**. The term reproducibility came up a few times: CALICO residents, according to one participant, have **a pioneering role** to move away from the individualistic society and towards the collective society. It is a philosophy of life.

> *"Yes, of course, we don't get rich. But in fact, it doesn't matter because what am I on this planet? I'm going to be here until I'm 80, and then I'll leave. And in fact, I, my little person, is not that interesting. On the other hand, if I look at it from a collective point of view, it is much more interesting.*

One of the **challenges** was to be able **to build enough bonds with others**. From that, care and intergenerationalism could then emerge. Another person talked about the concerns they had about toxicity. By this they meant, on the one hand, the toxicity caused by ecological pollution and, on the other hand, the **toxic atmosphere that could arise between residents**. This person was a big supporter of living in a diverse neighbourhood and hoped that CALICO could bring a positive atmosphere to the neighbourhood. Another person hoped that the principle of collective housing did not mean a commitment of having to form friendships with neighbours at all costs. This should grow organically and there should be room to experiment. Not everyone was equally activist. It has been shown that meetings were necessary precisely for that reason, even if they do not appeal directly. They provided connection.

At the time of the interviews not everyone was living in the project yet, for them the main **wish** was to be able to move into the building quickly. A desire that ties in with collectivity within CALICO was to work on collectivity outside of the project, such as starting subsystems for transportation. The most common desire that came back from the interviews was the desire for CALICO to be reproducible. For many, it does not have to stop there and CALICO can be seen as a start for many similar projects in the future. There should be an anti-speculative intergenerational system.

"May it grow, and become an example for other projects that will open. Maybe there will be another Calico. Another thing too, that we carry out the projects we have started, to live together. To do activities together, and that it goes well."

One respondent concluded that one does need to be rational. It is necessary to first evaluate CALICO to then check if it is reproducible.

2. Quantitative part: results of survey with residents CALICO

The results below are based on the analysis of the survey with the CALICO-residents (see description in B. Research Methodology) and are thus different with the analyses of results section 'C. profile of residents' that drew on document analysis. In total 33 residents of CALICO took part in the survey. Of the 24 respondents to the first questionnaire (see intermediate report Smetcoren et al., 2020), 8 respondents had left the project by the time the second wave of resident questionnaires was conducted. Thus, of the 33 respondents to the second questionnaire presented in this section, 16 had already participated in the first questionnaire and 17, who joined the project later, only responded to the second questionnaire. When interpreting these results, it is important to note that not all respondents had yet moved to the project. In addition, the questionnaire was also administered in the aftermath of the COVID-19 crisis, which can be described as an exceptional period.

2.1 Description survey respondents: housing type & ownership in CALICO, sociodemographic, socioeconomic and characteristics

The first section describes some of the characteristics of the participants. This description is necessary to contextualise the findings in further analyses.

Table 15. Moved towards CALICO

	Yes		No	
	N	%	N	%
Already moved in the CALICO building	20	**60.6**	13	**39.4**

Table 16. Housing type within CALICO

	Studio		1-bedroom apartment		2-bedroom apartment		3-bedroom apartment	
	N	%	N	%	N	%	N	%
Type of housing	4	**12.1**	7	**21.2**	11	**33.3**	11	**33.3**

In August, the first residents moved into the CALICO project. When the questionnaire was administered, **20 of the 33 participants had already moved to the project** (60.6%) and 13 (39.4%) had yet to move into the project. The questionnaire polled about the housing type one will live in once moved to CALICO. When all respondents will be settled, 4 people will live in a studio (12.1%), 7 will

live in a 1-bedroom apartment (21.1%), 11 in a 2-bedroom apartment (33.3%) and another 11 in a 3-bedroom apartment (33.3%).

Table 17. Type of ownership in CALICO

	Tenant social real estate agency		CLTB owner		Cooperative	
	N	%	N	%	N	%
Housing situation	14	**42.4**	8	**24.2**	11	**33.3**

Of the (future) residents who participated in the questionnaire**, the majority will rent a property** through a social real estate agency (N=14, 42.4%). 8 persons (24.2%) bought their housing unit via Community Land Trust Brussels and 11 (33.3%) are joining exclusively through the Vill'ages de Pass-ages cooperative.

Table 18. Household composition of respondents

	N
Household composition (*)	
Living alone	8
Living with partner, no children	2
Living with partner, one child	3
Living with partner, more than one child	6
Living with no partner, one child	7
Living with no partner, more than one child	6
Living with a non-relative	1
Custody of children	
Equal custody	4
Other	7

The **household composition of the respondents is diverse**. Eight persons are living alone. One person cohabits with a non-relative. Of the respondents living together with their partner, 3 have one child and 6 respondents have more than one child. Of the single parents, 7 respondents have one child and six have more than one child. Not all children continuously live with their mother or father. 4 respondents have an equal custody arrangement with their ex-partner and 7 respondents indicated to have other arrangements.

Table 19. Current (or former) description of occupation and diploma obtained

	N	%
Highest obtained degree		
No degree	1	**3.0**
Primary education	1	**3.0**
Higher professional education	2	**6.1**
Upper secondary education	7	**21.2**
Non-university higher education	11	**33.3**
University	11	**33.3**
Occupation or last occupation		
Unskilled worker	1	**3.2**
Skilled worker	1	**3.2**
Unskilled employee	3	**9.7**
Skilled Employee	20	**64.5**
Other employee	2	**6.5**
Other self-employed	3	**9.7**
Stay-at-home man/woman	1	**3.2**
Retired		
Yes	5	**15.6**
No	27	**84.4**

When looking at the highest attained education level of the respondents, most **respondents were highly educated**: two third (N=22) finished at least non-university higher education or obtained a university degree. Furthermore, over half of the respondents (N=20) works or worked as a qualified or skilled employee. 5 respondents are retired.

Table 20. Household income resources

	Head of household	Spouse
	N	N
Full-time professional activity	11	2
Unemployment	7	0
Part-time work activity	6	7
Pension	5	1
Sickness and disability benefits	4	0
Living allowences	1	0
Alimony	1	0
Family allowances	6	3
Other(s)	0	2

Regarding the **resources from which the household income was composed** (more than one answer was possible), the results show that 17 respondents, who consider themselves as the head of the household, earn their income via a full- or part-time professional activity. Seven heads of the household indicated to be unemployment at the time of the questionnaire. Furthermore, household income was supplemented by family allowances (N=6), pension (N=5), sickness and disability benefits (N=4),

alimony (N=1), a living allowance (N=1). Spouses got their income mainly from full-time or part-time professional activity (N=9) or family allowances (N=3).

Table 21. Monthly household income and feeling of making ends meet with income

	N	%
Net monthly household income		
Less than 500	1	3.1
€500 to €1000	1	3.1
€1001 to €1500	11	34.4
€1501 to €2000	4	12.5
2001 € to 2500 €	2	6.3
€2501 to €3000	4	12.5
€ 3001 to € 3500	3	9.4
More than €3500	6	18.8
Able to make ends meet		
(Very) difficult	2	6.0
Rather difficult	8	24.2
Rather easily	8	24.2
(Very) easily	15	45.4

Looking at the total monthly household income of the respondents, **about half of the respondents (N=17) have a total monthly household income of less than € 2.000**. 15 respondents have a monthly income of more than €2000 of which six person have an income of €3500 and more. In addition, the questionnaire also polled how people **make ends meet with their income**. 10 respondents reported experience a (very) difficult time making ends meet at the end of the month. The remaining 23 respodnents indicated that they did not experience difficulties in making ends meet at the end of the month.

Table 22. Unable to pay one or more bills for…

	N
Payment of the credit for the purchase of your home / payment of your rent	3
Electricity, water, gas bill, ...	4
Health expenditures	0
Payment of purchases on credit (except for the purchase of a home)	1
School fees	1
Day care	2
Clothing	2

There are some respondents who have difficulties to pay bills for financial reasons. Three persons indicated they struggle with paying for basic utilities such as water, gas, and electricity. Four persons find it difficult to pay for their health expenditures. Other difficulties that were registered, were bills for school fees (N=1), day care (N=1) and expenses on clothing (N=2).

2.2 Health, well-being and Quality of Life of respondents

Health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity as defined by the World Health Organisation. Therefore, several questions in different well-being domains were directed in order to gain an overview of participants' health status. Because health issues can have a serious impact on people's quality of life, we assessed how respondents rated their own quality of life. The questionnaire was issued in the aftermath of Covid-19 crisis which has been characterised to be an exceptional situation.

Table 23. Quality of life and changes since enrolment in project

	Quality of life last 4 weeks					
	(Very) bad		Neither bad nor good		(Very) good	
	N	%	N	%	N	%
Self-rated quality of life	5	**15.1**	10	**30.3**	18	**54.6**

	Changes in quality of life since enrolled in the project					
	Somewhat deteriorated		Not deteriorated or improved		(Much) improved	
	N	%	N	%	N	%
Self-rated changes in quality of life	1	**3.0**	8	**24.2**	24	**72.7**

54.6% (N=18) of the respondents gave an explicit positive answer regarding their self-rated quality of life in the last 4 weeks. **For 72.7% (N=24) of the respondents their quality of life has improved since the enrolment in the project**. For about a quarter of the respondents there was neither an improvement nor a deterioration of their quality of life (24.2 %; N=8). One person's quality of life was somewhat deteriorated since they enrolled in the project.

Table 24. Physical health

	dissatisfied		neither satisfied nor dissatisfied		(very) satisfied	
	N	%	N	%	N	%
Satisfaction with health situation	7	**21.2**	6	**18.2**	20	**60.6**

Looking at physical health, **more than half of the residents are satisfied with their current physical health** status (60.6 %; N=20). 18.2% are neither satisfied nor dissatisfied (N=6) while 21.1% is dissatisfied (N=7).

Table 25. Psychological Health

Considering the 4 last weeks, have you been…	Not at all		Not more than usually		More than usually		A lot more than usually	
	N	%	N	%	N	%	N	%
feeling worthless	27	**84.4**	4	**12.5**	1	**3.1**	0	**0.0**
feeling unhappy	26	**83.9**	4	**12.9**	1	**3.2**	0	**0.0**
losing self-confidence	25	**80.6**	5	**16.1**	1	**3.2**	0	**0.0**
unable to cope with problems	22	**68.8**	6	**18.8**	3	**9.4**	1	**3.1**
feeling pressure	11	**33.3**	10	**30.3**	10	**30.3**	2	**6.1**

To assess psychological health, 5 questions of the Comprehensive Frailty Assessment Instrument plus (CFAI-Plus) of De Roeck et al. (2018) (based on the General Health Questionnaire, GHQ, Campbell et al., 2003) was used. The psychological domain includes measurements of mood disorders. The respondents were asked (1) to what extent they experienced feelings of unhappiness, (2) is they were losing self-confidence, (3) were unable to cope with problems, (4) were feeling pressure or (5) felt worthless over the last four weeks. For this scale, they had the opportunity to answer between "not at all" to "a lot more than usually". This scale has a reliability score of Cronbach's alpha .621in this sample. The highest score one can reach was 10 (bad mental health), the lowest 0 (good mental health). The mean score measured in our sample was 1.4 with a standard deviation of 1.3, suggesting a general **good mental health**. Nevertheless, it was remarkable that 36,4% of respondents felt the past 4 weeks more pressure than usual. Considering the time of administering the survey, this feels reasonable: the survey was administered in the midst of moving to the CALICO-building and during the aftermath of COVID-19 crisis.

For **social health**, several aspects of the resident's social networks were evaluated. First, we asked if their frequency of contact changed since the enrolment in the project. Second, we asked whether they were satisfied with the frequency of their contacts and third, we assessed their feelings of loneliness.

Table 26. Frequency of contact since enrolment in the project

	Increased		Remained stable		Decreased		Not applicable	
	N	%	N	%	N	%	N	%
The neighbours in your building	14	**45.2**	14	**45.2**	0	**0.0**	4	**12.9**
People in your neighbourhood	7	**22.6**	21	**65.6**	0	**0.0**	4	**12.9**
Your friends and acquaintances	5	**15.6**	20	**64.5**	7	**21.9**	0	**0.0**
Your colleagues	4	**12.9**	14	**45.2**	4	**12.9**	9	**29.0**
Your close family living elsewhere	4	**12.5**	24	**75.0**	1	**3.1**	3	**9.1**
Other members of your family	1	**3.1**	24	**75.0**	5	**15.6**	2	**6.3**

Since enrolment in the CALICO project, respondents experienced **an increase in contacts with neighbours**: 45.2% respondents experienced an increase in contacts with fellow-residents in the

building, and 22.6% experienced an increase with people in their neighbourhood. Conversely, the highest decrease in social contacts was found in contacts with friends and acquaintances (21.9%; N=7).

Table 27. Satisfaction about frequency of contact

	Not/mediocre satisfied		Somewhat satisfied		(Very) satisfied		Not applicable	
	N	%	N	%	N	%	N	%
Your friends and acquaintances	3	**9.4**	11	**34.4**	18	**56.3**	0	**0.0**
Your close family living elsewhere	6	**18.2**	7	**21.2**	17	**51.5**	3	**9.1**
Other members of your family	6	**28.1**	7	**21.9**	14	**43.8**	2	**6.3**
The neighbours in your building	7	**21.9**	9	**28.1**	13	**40.6**	3	**9.4**
People in your neighbourhood	11	**34.4**	13	**40.6**	6	**18.8**	2	**6.3**

Satisfaction with the frequency of contacts is varied. About half of the residents (51.5%; N=17) is satisfied to very satisfied concerning contacts with family living elsewhere and 21.2% (N=7) is somewhat satisfied. Six persons (18.2%) were not or mediocrely satisfied. Thirteen respondents (40.6%) are very satisfied with the frequency of contact with neighbours in the building. Nine are somewhat satisfied (28.1%). Seven persons (21.9%) are not or mediocrely satisfied. An even stronger need for more contact can be seen in the satisfaction of frequency of contact with people in the neighbourhood. Eleven people (34.4%) are so far not to mediocrely satisfied. Thirteen persons were somewhat satisfied (40.6%) and six were very satisfied (18.8%).

Table 28. Feelings of loneliness

	Not		Moderately		Quite		Severe	
	N	%	N	%	N	%	N	%
Social loneliness	21	**63.6**	3	**9.1**	6	18.2	3	**9.1**
Emotional loneliness	17	**51.5**	12	**36.4**	1	3.0	3	**9.1**

To assess loneliness, the 6 statements of the De Jong Gierveld short scale (2013) were used. There is a distinction between social loneliness, which is characterized in the desire for a higher number of relationships with friends or relatives and emotional loneliness, which is characterized by more intimate and confidential relationships. Examples of statements are "There are a lot of people I can really count on" for social loneliness and "I have a general feeling of emptiness" for emotional loneliness.

For social loneliness (3 items), this scale has a reliability score of Cronbach's alpha .756 in this sample. The mean score measured in our sample was 0.72 with a standard deviation of 1.07. For emotional loneliness (3 items), this scale has a reliability score of Cronbach's alpha .593. The mean score measured in our sample was 0.70 with a standard deviation of 0.92.

Regarding social loneliness, most respondents indicate to not feel social lonely (63.6%; N=21). Three respondents (9.1%) feel moderately lonely, six (18.2%) quite lonely and three (9.1%) severe lonely. Regarding emotional loneliness, just over half of the respondents (51.5%) indicate not to feel lonely

(N=17). Twelve persons (36.4%) feel moderately lonely, one (3.0%) quite lonely and three (9.1%) severe lonely.

Table 29. General Health

	Somewhat deteriorated		Not deteriorated or improved		(Much) improved	
	N	%	N	%	N	%
Changes in general health since enrolled in the project	1	**3.0**	23	**69.7**	9	**27.2**

Apart from the other well-being and quality of life measures, we also asked if the respondent's general health improved or deteriorated since they enrolled in the project. For 23 respondents (69.7%), there is neither an improvement nor a deterioration. Nine respondents (27.2%) indicate their health improved. One respondent's health's deteriorated (3.0%).

2.3 Calico specific questions

The last series of questions focused on specific CALICO topics. A first part focuses on the satisfaction with the accommodation and the neighbourhood, the quality of the housing units and the impact on respondents' financial situation. A second part elaborates on specific values pursued by CALICO and a last part asked about respondents' participation and inclusion throughout the project.

Table 30. Satisfaction concerning quality of the housing units in CALICO

	(Completely) satisfied		Somewhat satisfied		Not satisfied (at all)	
	N	%	N	%	N	%
Price quality ratio accommodation	27	**81.8**	6	**18.2**	0	**0**
Quality of CALICO housing unit	27	**81.8**	6	**18.2**	0	**0**
Quality of CALICO project neighbourhood	20	**60.6**	10	**10.3**	3	**9.1**

27 respondents (**81.8%) were (completely) satisfied with the price quality ratio** of the accommodation and the quality of their housing unit within CALICO. Six (18.2%) were somewhat satisfied. No one indicated dissatisfaction. For the **quality of the CALICO project neighbourhood, the satisfaction was slightly lower**. 20 respondents (60.6%) were (Completely) satisfied, ten (10.3%) were somewhat satisfied and three respondents (9.1%) indicated not being satisfied with the neighbourhood in which the project is situated.

Table 31. Influence of CALICO on financial situation

	(Totally) disagree		Neither agree nor disagree		(Totally) agree	
	N	%	N	%	N	%
Cost of housing in CALICO project improved financial situation	7	**21.3**	9	**27.3**	17	**51.5**

About **half of the respondents (51.5%) agreed that the cost of housing in the CALICO project improved their financial situation**. Nine respondents (27.3%) neither agreed nor disagreed. Seven respondents (21.3%) (totally) disagreed that the cost of housing in the CALICO project improved their financial situation

Table 32. Added value of the CALICO project

	(Very) important		Neither important nor not important		Not important (at all)	
	N	%	N	%	N	%
Intergenerational character	33	**100.0**	0	**0.0**	0	**0.0**
Sharing of common space between inhabitants of the project	32	**100.0**	0	**0.0**	0	**0.0**
Solidarity character	32	**100.0**	0	**0.0**	0	**0.0**
Stable housing	31	**93.9**	2	**6.1**	0	**0**
Affordable housing	31	**96.9**	1	**3.1**	0	**0**
Character of openness to the neighbourhood	29	**90.6**	2	**6.3**	1	**3.1**
Co-creation process of clustered housing	29	**93.5**	1	**3.2**	1	**3.2**
Anti-speculation character	28	**87.5**	4	**12.5**	0	**0.0**
Integration of a Birth facility	25	**78.1**	6	**18.8**	1	**3.1**
Integration of a End-of-life facility	25	**78.1**	5	**15.6**	2	**6.3**
Feminist character	22	**66.7**	7	**21.2**	4	**12.1**

The majority of the participants considered **quite a few different characteristics of the CALICO project as significant added value**: the intergenerational character, the sharing of common spaces between inhabitants and the solidarity character were mentioned by all respondents as (very) important. Following on from these top three, stable housing situation, affordable housing, the open character of the project to the neighbourhood, the co-creation process and the anti-speculative character were perceived as (very) important for more the 80%. These results **indicate a good fit** between CALICO-principles, the values if the residents and the realisation of the project. Although 22 participants (66.7%) indicated that feminist character was important, 7 also expressed neutral views on this and 4 did not consider it an important aspect.

Table 33. Raised awareness concerning main CALICO values

	Agree		Disagree	
	N	%	N	%
The intergenerational dimension	30	**93.8**	2	**6.3**
The multicultural dimension	29	**90.6**	3	**9.4**
Paying attention to gender issues	27	**84.4**	5	**15.6**
Integrated care structures around birth/end-of-life care	21	**67.7**	10	**32.3**

To explore to what extent respondents in the project became aware of several values that were carried out in the CALICO project, the participants were asked if they had the opportunity to get more understanding, since the beginning of the project, of the multicultural and intergenerational dimension of the project, gender issues and the integrated care structures of end-of-life care and birth. 30 respondents (93.8%) were aware of the intergenerational dimension. And 29 (90.6%) were aware of the multicultural dimension. 27 respondents (84.4%) were aware of paying attention to gender issues and 21 respondents (67.7%) were aware on the Integrated care structures around end-of-life care and birth.

Table 34. Participation and inclusion

	Agree	
	N	%
I am convinced that in the future the collective dimension (care, solidarity, meetings, ...) of the housing project will have a positive impact on my quality of life	32	**100**
The CALICO project encourages me to develop support and/or mutual aid with the other participants of the CALICO project	31	**96.9**
So far, I am satisfied with the participation in the project	31	**93.9**
Since the beginning of the CALICO project, I have had the opportunity to get to know my (future) neighbors better	31	**93.9**
Since joining the CALICO project, I have felt that my views have been taken into account	29	**87.9**
In your opinion, to what extent has the COVID crisis and its restrictions on social exchanges affected the quality of exchanges within the project	26	**86.7**
Since I have been involved in the project, it has allowed me to participate in several convivial events that are useful to feel good about the project and to meet my future neighbours	26	**81.3**
Since the beginning of the CALICO project, I have had the opportunity to establish a relationship of mutual support and solidarity with one or more CALICO participants	26	**78.8**
The CALICO project encourages me to support other people or to develop mutual aid outside the project	24	**72.7**
Within the CALICO project, I actively participated in the setting up of the CALICO project.	21	**63.6**

Since I have been involved in the project, it has allowed me to participate in several convivial events useful to discover the neighbourhood and its inhabitants	17	**51.5**
Since the beginning of the CALICO project, I have had the opportunity to meet several inhabitants and users of the neighbourhood	15	**46.9**

Regarding participation and inclusion, several statements were proposed to the respondents who then had the opportunity to agree or disagree. Respondents were really satisfied with majority of features of CALICO. **They were particularly satisfied with cohousing and co-living features**: Most respondents were convinced that in the future the collective dimension (care, solidarity, meetings, ...) of the housing project will have a positive impact on their quality of life. The CALICO project encouraged them to develop support and/or mutual aid with the other participants of the CALICO project. And they were satisfied that from the beginning of the CALICO project, they had the opportunity to get to know their (future) neighbours better.

Table 35.Future participation in CALICO's events

	Yes	
	N	%
planning to participate in events in the CALICO project area in the future	33	**100.0**

All respondents of the survey (100%) planned to participate in future events in the CALICO project area.

G. Results: Focus on Care in Community

1. Development towards a charter on Care within CALICO

1.1 The objective of the charter

CALICO wants to be a place where residents stay in a caring and supportive environment. The "CARE" aspect has been an essential component of CALICO's objective since the development of the project. CALICO contains in its DNA the notion of mutual care. To make this possible, it was decided to gather specific elements of care that could be part of the CALICO charter. A charter is a guide for a group; it has been developed through a collective process. A charter contains a set of basic principles, norms and values that express the vision of the group and unite it.

Therefore, it was objective to also develop a charter within CALICO. These elements for a charter were initiated by the care committee - led by EVA bxl and the VUB - because the initial objective of the project also stipulated that a mutual understanding and vision of care was necessary. Therefore the charter below was drawn up in co-creation with the various (future) residents, members of the different associations of future residents and CALICO partners. The charter starts from a number of basic principles and addresses CARE in its broadest sense. Once the charter had been read and approved by the various CALICO actors, all (future) residents were invited to read and sign it as a sign of their commitment to operationalise the charter's basic principles.

2.2 How was the Charter constructed?

The charter was developed in several stages; the care committee and research provided the basis for this. In order to be transparent about the realisation of the charter, we will briefly explain the steps below.

2.2.1 The Care Committee as a driving force

The steering committee of the "care" group is composed of the project coordinator of EVA Bxl and one researcher of the VUB, with the support of two other employees of EVA Bxl. They are the ones who coordinated and led this committee, which since January 2020 brings together delegates from the three habitats (two or three participants from each habitat join the committee). The CARE committee met 13 times during October 2018-October 2021. The original intention was to meet on a monthly basis, but due to COVID-19 a number of meetings were cancelled and meetings were organized online. During these meetings, different ways of thinking about what care within CALICO can mean were discussed.

A brief summary of the different activities:

- Presentations were made on concepts related to care, for example a reflection on access to health in the Brussels Region with Periferia (in the framework of the Brussels Takes Care project)
- Visits to 'good practices', sometimes virtual (e.g. Maison BILOBA huis, an intergenerational grouped housing)

- External speakers were invited to present their organisations, for example a meeting with Habitat et Participation on the 'co-care agreement', a meeting with Diogènes
- A reflection on the needs in terms of communication and the appropriate tools that can stimulate "care" between residents
- Participation in the second strategic committee organised by CALICO with a large external network on the articulation between professional and voluntary care.
- Feedback of supportive and difficult elements in times of confinement experienced by the participants
- Brainstorming and discussions were held around questions such as: if we can dream, what do you think "ideal" care consists of? How will care take shape within CALICO? What should a home/place of living that supports the well-being of people of all backgrounds and ages look like?

2.2.2 Results of the CALICO evaluation study

Researchers from the Vrije Universiteit Brussel are responsible for monitoring and evaluating the CALICO project. As part of their research, 8 future residents were asked about their vision of "what care is" and their expectations of "what care should look like in CALICO". The results of their qualitative research were described in detail in the scientific reports. For the launch of this charter, the results were therefore also taken into account. In addition, one of the two principal investigators is a member of the steering group of the Care Committee and was present at all meetings.

2.2.3 Participation of the various CALICO committees

As the objective was to develop the charter in co-creation with different partners, it went through the following phases:

- After rereading all the minutes of the 10 meetings, a faithful selection and classification of all the inputs of the CARE committee; based on the salient elements of the research, and taking into account the fundamental objectives of the CALICO project, a first draft of the charter has been elaborated by Isabelle and An-Sofie.
- This first version of the charter was then discussed with the participants of the CARE Committee during the meeting of 10 March 2021. The charter was adapted on the basis of the remarks made at this meeting.
- The version was reviewed and approved by the care committee on 14 April 2021. The charter will be communicated to each group of residents via the delegates of the care group.
- The elements of care prepared here will be integrated into the broader charter established with all residents.

The sequence of these steps was decided in agreement with the participants of the Care Committee.

2.3 Proposed content of the charter

The 6 basic principles of solidarity, care and living together at CALICO.

1. **At CALICO, we take a broad approach to the concept of 'CARE': 'well-being' in every sense of the word.**

The term "CARE" is not limited to a purely medical interpretation, it is also present in the "little" things that people do for/with each other (e.g. shopping, phoning a lonely person, etc.). It is important to listen to the needs of each inhabitant and health needs should be considered in a very broad sense, taking into account physical, mental and social aspects.

2. **At CALICO, we take care of ourselves, our neighbours and the environment around Calico.**

Taking care of each other is essential and has a positive influence (direct but also indirect) on our well-being. Taking care means taking the time to listen to each other, being attentive to each other, being present, being available, ...

This is first of all played out in the closest neighbourhood, with the group/home of which we are a part. It manifests itself above all as a disposition to pay attention to each other.

3. **At CALICO, we want to contribute to the creation of a social network of trust.**

We think it is important to know all the residents and to live together as one big family in a friendly atmosphere, where there is enough space for everyone's privacy. We choose to live together with others, recognising the different generations. The following concepts are central to this approach: mutual recognition, consideration of the other and consideration of all as equals, as peers. We embrace the idea of interdependence, because we need each other.

4. **In CALICO, we are building a form of warm solidarity.**

We offer a safe environment where each individual can find their place, where there is compassion and empathy for each person's specific situation. Within this care network, we want to overcome isolation and avoid exclusion. We start from the strengths and competences of each individual and pay attention to the processes of reciprocity, exchange (giving - receiving), transmission (also between the different generations).

5. **At CALICO, we ensure fundamental respect for every resident, regardless of their origin or dependency situation.**

Respect for other residents and the neighbourhood is a fundamental value. In CALICO we respect different approaches, ways of thinking, ways and means of communication and skills. We provide the possibility for everyone to have different ways/channels to express their needs, loneliness (e.g. a board to put their weather forecast of the day/moment) and places or activities where they know they can find someone. We treat each other in a "non-stigmatising" way. And we respect each other's self-determination and freedom as human beings.

6. At CALICO, we pay attention to the element of fun.

Within the project, we residents also take the time to spend time with each other in an unorganised way, where spontaneity and joy are central and where we pay attention to "small gestures". Simple encounters contribute to the feelings of peace and warmth that we want to create.

NB Other elements of living together that also go beyond care will be included in the residents' charter, such as responsibility and commitment to the tasks entrusted to them.

2. Focus on the development of an end-of-life facility in and by the community

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This chapter is written by colleagues of University Ghent, from the End-of-Life Care research group. Seen their specific expertise in end-of-life-care they were engaged in the project to have a particular look at the development of the End-of-Life facility, the Maison de Mourance. These researchers were assisted by the senior researcher of the CALICO project.

2.1 An 'end-of-life' facility in the community

Palliative care is the active holistic care of individuals across all ages with serious health-related suffering due to severe illnesses, and especially of those near the end of life (International Association for Hospice and Palliative Care, 2019). It aims to improve the quality of life of patients, their families, and their caregivers. The World Health Organization (2021) defines **palliative care** as follows:

'*Palliative care provides relief from pain and other distressing symptoms; affirms life and* ***regards dying as a normal process****; intends neither to hasten nor postpone death; integrates the psychological and spiritual aspects of patient care; offers a* ***support system to help patients live as actively as possible*** *until death; offers a* ***support system to help the family cope during the patients' illness and in their own bereavement****; uses a team approach to address the needs of patients and their families, including bereavement counseling, if indicated; will enhance quality of life, and may also positively influence the course of illness; is applicable early in the course of illness, in conjunction with other therapies that are intended to prolong life, such as chemotherapy or radiation therapy, and includes those investigations needed to better understand and manage distressing clinical complications.*'

Community-based palliative care can be understood as non-hospital, non-hospice palliative and end-of-life care provided in the community, in patients' homes (private residences, nursing homes and assisted living facilities) or in some cases remotely e.g. over the phone (Meyers, Kerr & Cassel, 2014). To date, no palliative or end-of-life care initiatives have been developed in cohousing. This confirms the highly unique nature of the initiative 'Masion de Mourance' within the CALICO project, where specific attention is given to palliative and end-of-life care provision within the available facilities.

'Maison de Mourance' arose from the dream and motivation to create a place where people can die peacefully in a non-medicalized environment. Inspiration to create such a place was found at Maison Francois in Namur and Maison Tara in Geneva. In addition, the initiators found great similarities between their intuitive vision and ideas and the conceptualization of death described in the book 'La fin de vie, une aventure' written by Lydia Müller. 'End of Life' within CALICO is based on Müller's concept 'Mourance' (Müller, 2016). She is a psychotherapist who seeks to inscribe death and mourning in the process of life, as part of a cycle and not the end. La Maison de Mourance provides accommodation, support and palliative care for people who wish to live the end of their lives in a domestic environment (Pass-Ages, 2021). At CALICO, the idea and initiative to start 'La Maison de Mourance' comes from Pass-Ages, a non-profit association with a dream of bringing birth and end-of-life back into the heart of life, in the midst of a cohousing project in an urban setting. The role of volunteers, (ex-)healthcare professionals, informal caregivers and the living environment is crucial. They are taking a leading role.

Insofar as CALICO's Maison de Mourance can be regarded as a community-led and community-based initiative for palliative care and end-of-life care, it could be connected to the emerging international **Compassionate Communities** movement. Compassionate Communities are part of public health approaches to palliative care, end-of-life care and bereavement (Abel, 2018). Within Compassionate communities there is specific attention for severe illness, death and mourning. Abel et al. (2018) described compassionate communities as 'naturally occurring networks of support in neighborhoods and communities, surrounding those experiencing death, dying, caregiving, loss and bereavement'. They are communities where citizens are encouraged to engage and become more informed about death, dying and care and adapt their practices and behavior to be active in supporting those at end of life (Williams, 2018). There is a huge variety of compassionate communities. Some examples of compassionate communities are purely community-led initiatives with no external support while others are implemented through community development approaches involving partnerships between communities and organizations, such palliative care services, residential aged care facilities, universities and local governments (Abel, 2018). Concrete examples include 'Compassionate Bruges' (https://www.brugge.be/compassionatebrugge) and 'Compassionate Neighbors London' (https://compassionateneighbours.org/). From what has been described to date, there are no initiatives within existing Compassionate Communities quite like 'La Maison de Mourance'.

In any case, community-based palliative care, and La Maison de Mourance, respond to challenges in society by caring for people across all phases of serious illness, dying, death and bereavement. In line with the comparison with compassionate communities above, there are many potential benefits associated with such communities identified or proposed in the literature (Abel, 2018). Benefits can be found in different stakeholders and on different levels: people at end of life, their carers and their families, health and social care professionals, communities and the health and social care systems. Examples are improved quality of life and wellbeing, reduced fatigue and feelings of isolation, reduced burden of care, increased death literacy, etc. In general, intended outcomes of compassionate communities typically relate to improving the experiences of people at end of life and their families and carers, facilitating community development and capacity building (Abel, 2018). Given its apparent uniqueness, based on the literature no firm evidence was found about the potential or actual impact of facilities similar to La Maison de Mourance. We can expect that there will be positive effects for the

patient, families, carers and the community. On the other hand, concerns may be raised about the long-term sustainability of the End-of-Life facility. At the moment, a number of people within the community have a leading role in rolling out and implementing the End-of-Life facilities within the community. What will happen if these people take a step back? Is succession assured? Will the initiative be used and accepted by the community? What will it bring about within the community? The questions are of course inherent to community led initiatives.

2.2 Aim of the study

This chapter aims to present and provide understanding in the initiative La Maison de Mourance within the CALICO project, with special attention to the community aspect present throughout the initiative. In order to gain better insight into the primacy of the initiative's principles, the general aim was divided into three specific research questions:

- What is the mission and vision of 'La Maison de Mourance'?
- How is 'La Maison de Mourance' organized?
- How is and will 'La Maison de Mourance' be evaluated regarding process, outcome and sustainability?

Sub-questions were formulated under each research questions. The table below provides an overview of these questions.

Table 36. Research Questions

Mission & vision: what is the mission and vision of 'La Maison de Mourance'?
- What is the vision of the various actors involved on end-of-life care? - What was the motivation behind 'La Maison de Mourance'? - Which objectives does 'La Maison de Mourance' put first? - What is the added value of 'La Maison de Mourance' within the CALICO project? Added value for yourself, your own organization, future residents, the neighborhood and for Brussels?
Organisation: How is 'La Maison de Mourance' organised?
- How is end-of-life care organized within 'La Maison de Mourance': care for the patient? Environmental support? Connection with 'La Maison de Naissance'? - Who takes which role within 'La Maison de Mourance'? How do these roles relate to each other?
Evaluation: how is and will 'La Maison de Mourance' be evaluated regarding process, outcome and sustainability?
Process evaluation: how do the involved actors evaluate the process of setting up La Maison de Mourance? - What lessons have the actors involved already learned and will they take with them into the future? - What are the most important successes and barriers during the development and roll-out of 'La Maison de Mourance'? *Outcome evaluation*: how do the actors involved intend to evaluate the effectiveness of 'La Maison de Mourance'? - What is the intended effect of 'La Maison de Mourance'? When have goals been achieved or how will this be evaluated/adjusted? - How will La Maison de Mourance be evaluated in the future? *Sustainability evaluation:* how do the actors involved view the sustainability of La Maison de Mourance? - How will the sustainability of 'La Maison de Mourance' be evaluated? - What are future points of attention for 'La Maison de Mourance'?

2.3 Methodology

A qualitative research design was used in which focus groups and in-depth interviews were executed: one in-depth interview with the project manager(s) of the end-of-life facility in CALICO, nine individual interviews with future residents and one focus group with the group working on the development of the end-of-life facility. The individual interviews covered a variety of topics wider than just the end-of-life facility, such as housing quality, quality of life, social networks. One specific part concerned their vision on the Birth and End-of-life facility. The focus group examined the vision of working group members on end-of-life and birth, how these facilities are organized and the role of different stakeholders (professionals, volunteers and future residents). In addition, attention is given to their expectations, possible thresholds, strengths and (early) lessons learned. All interviews and focus groups were in French. A topic list was developed and used as a guideline for the qualitative data analysis.

2.4 Results

A thematic analysis approach was chosen. Three overarching themes were pre-selected in the different cases (see table 2). Per theme, recurring sub-themes and codes are discussed. The sub-themes are explained based on quotes from the interviews (translated into English). To protect the anonymity of the participants, their names are not mentioned.

Table 37. Overview of themes and sub-themes

Theme 1: Mission and Vision	
	Inspiration
	Concrete principles
	Estimated added value
Theme 2: Organisation	
	End-of-life care provision
	Role within the team
	Recruitment of volunteers
Theme 3: Evaluation	
	Process evaluation
	Outcome evaluation
	Sustainability Evaluation

Theme 1: Mission and Vision

Inspiration. La Maison de Mourance originated from the intuition and dream of one person to create a place in Brussels where living, being born, growing up, aging and dying come together. In 2013, a group of citizens, volunteers and health professionals was formed to give further shape to this idea. As part of the preparation of the project, **inspiration was drawn from other cohousing projects**. As one of the partners describes:

> *'We did research on cohousing projects with a specific focus on care in Europe and Canada. I had already heard of Maison de Tara and Maison Saint-Francois but had never been there*

myself. These are places where people could die. This was still missing in Brussels; a beautiful place where people can die but immediately, I wanted to associate this with birth.'

In addition, Lydia **Muller was also an important source of inspiration**. Without prior connection, there seems to be a parallel between the initial ideas at the base of La Maison de Mourance and the concept of 'Mourance' that Lydia Muller describes in one of her books:

'I thought that woman wrote my thoughts in words in her book.'

Although the concepts and ideas of Lydia Müller are not completely embedded in the further organization and roll out of the project. It gave inspiration for the connection between death and birth, which is anchored in La Maison de Mourance.

Specific principles. Regarding the vision, La Maison de Mourance wishes to offer anyone who is in their last days and weeks of life, an **accessible** place to live and die in a **domestic environment** with attention to the **connection between end-of-life and birth**. The connection between end-of-life and birth is found in the disruptive nature of both events. Birth and End-of-Life disrupt all that is known and call for support and guidance.

'We want to bring death and birth together in the same place, emphasize the intimate bond between them and guide people in a safe and caring environment.'

Another important point that is mentioned is the **central role of the patient or resident**. His or her wishes, needs and concerns form the basis for the guidance and care provision within La Maison de Mourance. In case the care does not match or exceeds the expertise of La Maison de Mourance, they can help to find a suitable referral if possible, to achieve comprehensive and adequate care. There is also a desire to build up a network of volunteers, nurses and doctors who are present in the neighborhoods and can provide the necessary care to people at home or guide them to La Maison de Mourance.

Furthermore, this project **wants to break the taboo about dying and death and make this subject more open to discussion**. La Maison de Mourance wants to be able to identify itself within a few years as a place where people can speak about death and mourning. No concrete action-oriented quotes were found in the data that can be classified under mission.

'*Our intention is to make it even easier to talk about death and birth. It is important that everyone can talk about this openly...that is a general part of society. People will die and will still be afraid of this in the future. It is important that the discussion about this is more supported by society.'*

Estimated added value. La Maison de Mourance is a unique project that can provide added value at various levels according to the participants. An important plus is that a way of living together is being reconsidered. It goes beyond making connections in the neighborhood, but it is much more about how

'good' living together is possible, how we can care for each other. Furthermore, embedding care at the neighborhood level and creating a network of solidarity is also mentioned as a great added value. One of the participants summarised it as follows:

> *'The project can provide added value for the residents, for family members, for volunteers, for Pass-Ages, for people who come to die here, the neighborhood and the environment.'*

Theme 2: Organisation

End-of-life care provision. La Maison de Mourance offers a warm and homely environment to people at the end of life and their families. **Three separate bedrooms** are available each with adapted beds, an extra bed for a family member and a bathroom. Common areas (kitchen, living room, garden, etc.) are accessible to guest, relatives and volunteers. A network of volunteers can be mobilized to guide and support the patient and their families by their presence or to take on small tasks. Professional care is provided by first- or second-line nurses. La Maison de Mourance thus tries to provide an answer to the needs of the neighborhood and to complement existing end-of-life care services.

> *'One of the questions is: how far do we go? What are we going to coordinate? We talked a lot about that. Does Pass-ages coordinate everything or do we leave this to primary and secondary care? So many things already exist, so we shouldn't do it. That the first and second line is in Brussels and we don't have to take on that work. What is missing now? That is a space where it is pleasant to live and die. That is our added value. The rest is there. We just need to open a space where all this is possible.'*

In addition, specific limitations and conditions that patients must meet have also been considered.

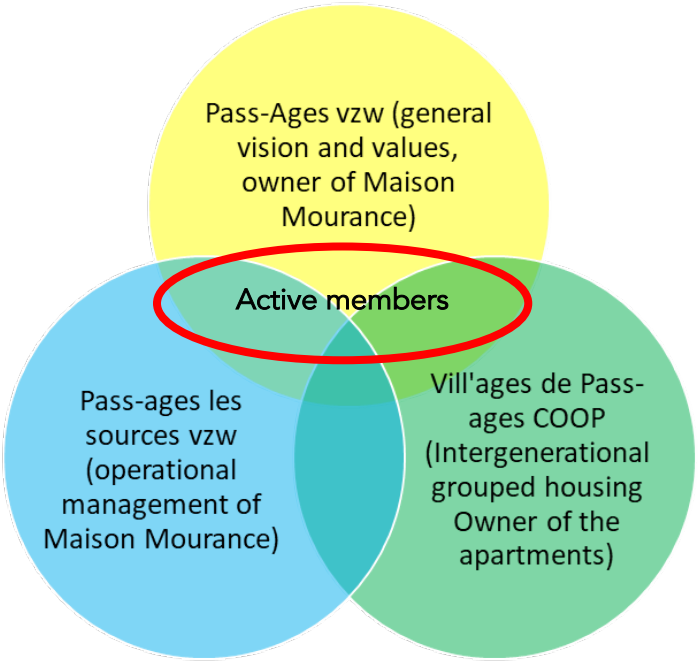
> *'La Maison de Mourance is mainly for people who have a connection with Pass-Ages or have a connection with the neighborhood in which we are located. There will be* ***priority given to people who live in the neighborhood and to people who have a connection with Passages****, especially for isolated people. We focus on adults and people who are not disoriented because that requires specific help that we cannot provide.'*

In general, La Maison de Mourance is open to people who are approaching the end of life, for an **estimated time of maximum of 3 months** (Passages, 2021). The length of stay can be variable:

> *'Patients can stay with us for a short time (...) In this way we can determine whether care at home is possible after a palliative diagnosis. It can also help to give some space to family members who are directly involved'*

Roles within the team. Pass-ages guarantees the spirit and cohesion of the entire project. **Pass-ages** has created two additional separate structures: the **Cooperative Vill'ages de Pass-ages** and **Pass-ages Les Sources**. Anyone who is active within one or more of these working groups can register to actively

Figure 17. Structures of the initiative



participate in the further development, organization and follow-up of La Maison de Mourance. In this way a team of active members is formed. Figure 17 shows the structure graphically.

Several actors take part in the care chain where a distinction can be made between informal and formal care. Informal care refers to all sorts of care and support which is unpaid and is not provided by a professional. Informal caregivers do not always have a family connection as also neighbors, friends, volunteers can provide care. Within 'La Maison de Mourance' a diverse team of volunteers and professionals will be ready to help and support patients and their families (Pass-ages, 2021). A participant describes it as follows:

> *'On the one hand, the team consists of volunteers, some of whom have backgrounds in healthcare. On the other hand, you have professionals who currently no longer practice a their care profession. And you also have healthcare professionals who are still active in the field. It is therefore a diverse team of professionals and volunteers.*

On the other hand, there is a **nonhierarchical cooperation between the team members** in which each member is assigned different tasks and roles. **Volunteers** will focus on tasks such as organizing activities, being present, chatting with the patient and their families, creating a cozy and warm place, etc. while **care professionals (mainly palliative nurses)** are responsible for providing medical care. The patient's

regular nurse is envisioned as being actively involved. This is a conscious decision in order to ensure continuity of care (Pass-ages, 2021).

> '*But very important to mention is that we are one team. we work together and make decisions together. You don't see that very often. Everyone in the team is equally important and has their own background and experiences. That's how you make good decisions. There are also different roles within the team. We are still thinking about this. The intention is that the palliative nurse will provide professional care. The palliative care activities are the responsibility of the nurse who is also the patient's regular nurse. There is also a first line and second line that can help. It's like home. The volunteers are there to help: have a chat, organize an activity, stay with the family even after death. That is also an interesting point. Providing coffee and tea, playing with the children who come to visit the grandmother. That is also the intention of the inhabitants, because they are 'life'. Another important point is that dying and being born are in a community that is a picture of humanity.'*

The development of La Maison de Mourance is a demanding project that requires the commitment and dedication of its team. To make this possible, collaboration and positive dynamics in the team is actively stimulated. In addition, Pass-ages strives to ensure that the activities of the project are always in line with the proposed vision. This part was discussed in the data as follows:

> *'I have to make sure that the team is running well. If there are difficulties or tensions, I will intervene. In addition, the activities and actions must be in line with the vision of the project. So when a meeting is scheduled, I ask the team what the purpose of this is? Who will coordinate this? Does this align with what we want to achieve? Sometimes I have to do such things more than other times. When I notice that the group can work independently, I disappear more into the background'.*

Recruitment of volunteers. The project puts community back at the centre of the process of care at different life stages; birth, older age and end-of-life. As mentioned above, the role of volunteers, informal caregivers and immediate environment such as neighbors is important. During the interviews and focus groups, **volunteers were described as the driving force of the project**. Time and energy is invested in development and forming of a powerful and diverse team of volunteers:

> *'We are busy building a strong volunteer team. They are the force of the project. An important part of the group of volunteers are the inhabitants of the project. They support the project and also live here, but of course it goes much broader.'*

The participants of the study see the expansion of the team of volunteers as a challenge for the future. It also raises **questions regarding to recruitment, training and coordination**:

> *'It will be a challenge to be able to rely on a group of motivated volunteers on a permanent basis. How do we recruit these volunteers? What kind of volunteer profile*

do we expect? What training do we offer them to start with? How do we coordinate them? What do they actually do? What do they do? How many hours? Who checks them? I have a little experience in recruiting and managing volunteers in a project. So I'm using that experience. We are making progress, but there is still work to be done. We definitely strive for quality and future volunteers have to go through a selection procedure. We became more careful with accepting volunteers because dying and death sometimes attracts weird people. You have to screen candidates and find out what ideas and motivation they have. It is not a project with religious purposes. We therefore find it important to look for volunteers who can identify with the vision of the project and who are willing to commit to it.'

Theme 3: Evaluation

Process evaluation. Several successes and barriers were mentioned by the participants of the interviews and focus groups. Concerning barriers, it was stated that being involved in such a large, challenging European project can also be a burden as it often is very administratively cumbersome. It is not always easy to bring all the partners together. Fortunately, this did not outweigh the benefits of the project. Another barrier that was briefly mentioned was the background of the different team members involved in the project. Some have a lot of experience, others are fairly new and it is important to find a balance between the qualities of the different team members and to strive for good cooperation. This is not always easy and could raise issues. External financing can also be seen as a barrier. It was mentioned that it is difficult to find external funding sources to support the project in the short and long term. In addition, the project requires a large commitment and investment from volunteers, and it will not always be easy to keep them motivated.

Next to barriers, the participants also mentioned successes and achievements along the way that they are proud of. For example, each participant is proud of staying true to the main principles of the project. The project takes a global approach to housing and care in a context that brings birth and death together. The **continuing embedding of La Maison de Mourance in the wider CALICO project and in the neighborhood is seen as a success**. The project focuses on the entire life cycle, through the integration of facilities concerning birth and end-of-life in a home-like environment, and through the integration of a community model of care, embedded in the neighborhood. The effort to form a strong team of volunteers is regarded as a success. The participants are proud to be part of this team and find it motivating and heartwarming to work together for this project. The group is a social mix and mix of generations what is seen as added value and is proudly propagated to the outside world.

Outcome evaluation. Outcome evaluation assesses the (expected) effects of the project to track if the objectives of the project were met. Some participants indicated that evaluation is difficult and that they have not yet thought this out in detail, but that its importance is clear:

'We need to think about this further. I know the evaluation about money is helpful. You must be able to demonstrate the added value for society. We think this is an interesting project, but we have to confirm if it is feasible on a human and financial level.'

Some participants indicate that the reports of the annual meetings can serve as a guideline for the outcome evaluation:

> '*Yes, we need to use the statistics. We always do this at the annual meetings. What were this year's goals? What have we achieved? What are we currently doing? That is the intention of a general meeting and we are already doing this. We meet every week. It is very important that there are evaluation moments and for me those are the annual meetings.'*

In order to make evaluation concrete, it is necessary to think about indicators that can be evaluated. One participant mentioned the motivation of the volunteers as an important indicator for evaluation:

> '*The motivation of the volunteers is an important indicator. If your volunteer is ill after six months, you should ask questions. What are possible reasons of his absence? If all the volunteers are still very enthusiastic in the beginning and after two months this completely changes, you should ask questions. For me, the team of volunteers is a good indicator.'*

Finally, a collaboration with the university is cited as a potential way to explore in the context of the outcome evaluation:

> '*Perhaps it possible to collaborate with a university that helps us think about organizing an outcome evaluation. They can help us with selecting indicators and ways to evaluate these. I don't think we can do it because we are too busy with coordinating La Maison de Mourance.'*

<u>Sustainability evaluation</u>**.** This sub-theme is about how the participants of the study view the sustainability of La Maison de Mourance. **The fact that the vision of the project does not fall back on one person is seen as a form of sustainability**. The idea and inspiration of La Maison de Mourance maybe started with one person but is now carried further by many people at Pass-ages and through a team of volunteers. This is seen as an important condition for the vision to continue to exist in the long term, even if some key figures disappear.

Another point raised is the collaboration with healthcare professionals who can make decisions independently of Pass-ages. Current volunteers of the project are not regarded as less guarantee for a sustainable future*:*

> "*The nurses are not dependent on us. They are also not paid by Pass-ages. That is a sustainable aspect of the project for me. […] 'The volunteers depend on Pass-ages and the collective group. We suspect that the demand will be higher than what we can offer.'*

Furthermore, some future points for attention were discussed: the residential area where CALICO is situated is still under development. How will the broader neighborhood be involved in the community care model? How far does the word 'community' extend? How will future 'new' neighborhood residents be involved? The project also needs to be studied from this angle of community development. For the sustainability of this care model, it will be challenging to reflect on the continuation when the funding stops: how will they ensure the reproducibility of the voluntary engagement of habitants in the future?

Discussion and concluding remarks

La Maison de Mourance is a highly unique project where specific attention is given to palliative and end-of-life care provision, with a specific connection with birth, and drawing from the capacity of the community. It originated from the dream of one person but is currently being promoted by Pass-ages and a group of volunteers. La Maison de Mourance tries to formulate an answer to the needs of the Brussels environment and tries to complement the existing range of palliative care and end-of-life care in the area of Forest. Financing the project, expanding and keeping the network of volunteers motivated, formulating a mission and concrete objectives, designing an evaluation plan and selecting evaluation tools, are significant challenges for the future.

Pass-ages and the core team of protagonists argue a clear vision of the project and what they want to achieve in the future, drawing from the dream that originated since a number of years. In the interviews and focus groups, further steps toward formulating the mission and vision (with concrete action-oriented objectives), as well as reflecting about evaluating their initiative periodically, were acknowledged. The official opening of La Maison de Mourance will take place end 2021. It would be highly interesting to follow up this study with a revisiting of the La Maison de Mourance project after it has officially started and in the years to come.

La Maison de Mourance is part of the European project CALICO project. CALICO is the result of a partnership between various structures in close cooperation, including scientific support and guidance by the Vrije Universiteit Brussel. The embedding of La Maison de Mourance in the CALICO project seems to give the initiators a welcome feeling of being fully supported and the ability to fall back on the larger project should the need arise. They also saw potential collaboration moving forward in terms of evaluating the initiative for outcome and sustainability. On the other hand they also signaled a 'burden' of mostly administrative tasks that need to be carried out. Sustainability is understandably a significant question mark – as it would be for any starting initiative – because it is difficult to gauge how the project will unfold in actual practice. A recommendation in this respect would be to continue to develop a firm foundation in terms of mission and vision (including operation) to function as guidance for future evaluation, decision making and direction.

Since La Maison de Mourance will open end 2021, it is currently difficult to make statements about possible benefits of the project and what it can contribute at a societal level. In general, it can be concluded that planning the initiative's evaluation needs sufficient attention. In order to evaluate the project in the future in terms of impact (as a prerequisite also for sustainability), it will be necessary to

set clear measurable objectives in the short and long term. Evaluation tools should be selected to evaluate the objectives on fixed moments.

It is possible that there will be an imbalance between the demand for the services of La Maison de Mourance and the number of volunteers that are available. Therefore, maintaining and expanding a sizeable team of volunteers and how they can be trained, supported and motivated seems paramount to the success of La Maison de Mourance. To make this possible, it is important to get a good idea of the needs of the volunteers so that they can respond to this. The team of volunteers currently consists of people who have a link with Pass-ages or with the CALICO project. By paying more attention to branding of the project and creating a clear volunteer profile (background, tasks, qualities, etc.,), it might be more feasible to attract interesting and motivated people in the wider environment of the project who can solve a potential shortage of helping hands.

In conclusion, the La Maison de Mourance initiative shows great signs of promise in terms of community-led care provision for those who are in need of palliative care or who are dying. It is populated with a number of highly motivated people to make the project a success, and is backed by the larger CALICO project consortium. In the setting up of La Maison de Mourance a number of challenges and threats have been identified that will need to be addressed. In the start-up phase and beyond it will be important to monitor developments in terms of goal attainment and with an impact on sustainability of the initiative.

H. Main conclusions

These conclusions provide a summary of the main results of the project and end with a reminder of the next steps in the project and a brief introduction to the conclusion and recommendation report, which is the fourth and final research report.

1. Synthesis of the main results of the project

The synthesis of the main results is organised as follows: first the results related to the general objectives are presented, then the results related to the residents (improvement of their housing conditions, satisfaction, motivation, participation in the project) and then the results, at the level of the partners, related to the governance of the community-led housing project and the community care strategies implemented. To have a more comprehensive understanding of the report's various preconceived goals, we would like to refer to the 1st report: Dawance, T. & Smetcoren, A.-S., Ryckewaert, N., Aernouts, N., De Donder, L. (2019). *Care and Living in Community, CALICO. Groundwork for evaluation and state-of-play*.

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1.1 Achievement of the objectives and compliance with the objectives set

1.1.1 Overall achievement of project objectives

- End of October 2021, 31 of the 34 households had moved in. The 3 remaining household should move in January 2021.
- All legal structures and contractual documents necessary for the implementation of the project have been finalised.
- The European funds made available have been committed and/or spent. Necessary additional resources have been raised (mainly for the acquisition of buildings by the cooperatives).
- The operating procedures for the Birth and End-of-Life facilities have been defined and they will open once the construction works are finished. It should open during the first six months of 2022.
- The collective ground floor 'open' to the neighbourhood has been let to a new partner, the non-profit organisation Rézone.
- However, only 7 parking units have been sold to Pass-ages and the Vill'ages de Pass-ages cooperative, with the remaining 32 units still to be sold or rented by CLTB.
- The semi-public garden has yet to be developed by the developer and managed by the municipality of Forest.

1.1.2 Compliance with the project's mix and accessibility quotas

- The quota of 2/3 affordable housing is met.
- The intergenerational character of the project is guaranteed (50% of residents older than 50 years)
- Multiculturalism is real (50% of adult residents born abroad)
- 80% of adults are women, which reflects the recognition of and the will to tackle the greater vulnerability of women.

1.2 Main results at the level of the inhabitants

1.2.1 Resident satisfaction (housing conditions and well-being)

From the qualitative interviews, a general expression of satisfaction emerges. From the questionnaires, too, as reflected in the following summary data:

- 100% of the respondents declared to be quite or totally satisfied with the quality of their CALICO accommodation. They were only 70% to declare so for their former housing[21].
- 91% of the respondents declared to be quite or totally satisfied with the quality of the neighboorhood of the CALICO project.
- The overcrowding household rate (EU-SILC) seems to confirm this result. Indeed, the overcrowding situations identified have globally decreased from 28% to 13% between the previous dwelling and the dwelling within CALICO.
- But only 52% of the respondents declared that the cost of their CALICO apartment improves their financial situation. Among the respondents that did not declare an improvement, some residents of Pass-ages who had comfortable housing situations and decided to join the project to carry out the Pass-ages project (inter-generational cohousing mixed with a Birth and end-of-Life facilities) and residents who previously benefited from social or supported housing.
- Thus, the housing cost overburden rate (EU-SILC) indicator shows an improvement only in the cluster with the lowest income households (Angela.D). However, while the overall housing cost overburden rate remains at 55% compared to the previous housing situation, this lack of improvement must be qualified by taking into account the greater improvement in the quality of CALICO housing compared to the previous one. It also perhaps demonstrates that for the lowest income households the 40% income threshold set by Europe is generally unrealistic.
- Generally speaking, for all the indicators relating to health, well-being and quality of life, most of the indicators improved overall between the first and second waves of the questionnaire.
    - A direct correlation with engagement in the project cannot be established, although it is clearly evident in several qualitative interviews. Moreover, a longitudinal measurement (first/second wave) has lost much of its relevance because on the one hand the second measurement had to take place before moving into the project due to delays and in the meantime the pandemic has radically changed our living conditions.
    - Nevertheless, if the general health of respondents remains unchanged for 70% of them since they engaged in the project (it improved for 27% of them), 73% of respondents declare that their quality of life improved or much improved since they engaged in the project. Only 1 respondent (3%) declared it deteriorated.

[21] See report CALICO, 2019

1.2.2 Motivation of residents to join CALICO

The two main reasons that prompted residents to leave their previous accommodation were:

- the search for better quality housing (comfort & size) (26%)
- the second is the search for a new form of cohabitation (21%).

The importance given to the different innovative features of the CALICO project by the future residents is very high overall, which shows a strong support for all the components of the project. However, it should be noted that while the aspects of intergenerationality, shared spaces and solidarity are important for 100% of the residents, conversely, the most innovative features of the project are not considered as radically positive: the feminist character of the project is only considered important by 66.7% of the respondents, the Birth and End-of-Life facilities by 78.1% and the anti-speculation character by 87.5%, which perhaps indicates a certain fear of novelty of the residents in a context of information disrupted by the measures to combat the pandemic.

1.2.3 Participation of residents in the process of co-creating the project

- 100% of households are convinced that in the future the collective dimension (care, solidarity, meetings, ...) of the housing project will have a positive impact on my quality of life.
- 100% plan to participate in events in the CALICO project area in the future.
- 87,9% declare that they have felt that their views have been considered, but only 63,6% that they have actively participated in the setting up of the CALICO project.
- 78,8% consider that they have had the opportunity to establish a relationship of mutual support and solidarity with one or more CALICO participants.

1.3 New governance model for community-led housing

The governance implemented for the setting up of the aspects of the community-led housing project is broadly of three kinds:

1. between the partners for the formal management of the UIA project;
2. by cluster, to formalise the access of households to their housing, which implies both the creation of the cooperatives that own the buildings and the definition of procedures for the integration of the inhabitants in their governance;
3. finally, governance between partners and inhabitants, to coordinate the 'care & living in community' aspects of the project.

Numerous meetings were held to organise this complex governance of the project: around 165 between partners, around 100 at cluster level and 32 between all the inhabitants. The participation rate of the inhabitants in the meetings involving them was also very high (around 75% on average), especially given the pandemic situation.

The following sections present the main results for each level.

1.3.1 General coordination between partners

One of the first results of the project is precisely that it was possible to coordinate this division into three distinct levels, in order to distribute responsibilities and organise the work.

The level of coordination between partners has made it possible to progressively build a common culture between partners, to delimit the autonomy of action of the partners in the configuration of their housing project, to define a coordinated and coherent external communication, to identify the elements of the project requiring adjustments and to communicate them to the UIA if necessary. Finally, this level of coordination will have enabled the initiation of strategic reflections to anchor their project in local associative and professional networks via the three annual strategic committees.

1.3.2 The organisation of access to housing by cluster

1.3.2.1 Creation of 2 housing cooperatives to formalise the democratic governance of the project

A major outcome of the CALICO project is certainly the creation of the following two new housing cooperatives within the framework of the project:

The "Fair Ground" cooperative achievements:

a. Cooperative statutes set out democratic procedures (giving a central place to founding non-profit organisations), profitability ceiling and general/social interests
b. Share contributions and private fundraising is completed by the cooperative for the acquisition of the 10 Angela.D units within the UIA support timeframe of the project (Nov. 2019-Oct.2021).
c. The cooperative federates many homelessness and social economy actors, willing to carry out other operations.

The cooperative "Vill'ages de Pass-ages" achievements:

a. Cooperative statutes set out democratic procedures (leaving a central place to the residents and the asbl Pass-ages), profitability ceiling and general/social interests
b. Share contribution and private fundraising is completed by the cooperative for the acquisition of the 10 Pass-ages units within the UIA support timeframe of the project (Nov. 2019-Oct.2021).
c. The cooperative members adherence to the objectives of the "Passages" project is ensured.
d. Internal transfers according to the evolution of the size of the co-operator-occupant households is organised.

The project has also enabled Pass-ages asbl to secure the financing (via donations and loans) of the acquisition of the Birth and End-of-Life facilities within the timeframe of the project's UIA support (Nov. 2019-Oct.2021).

In addition to the formal creation of the cooperatives and the fundraising, all the contractual documents guaranteeing the legal soundness and the distribution of responsibilities between the partners of the real estate package were finalised and signed:

- emphyteutic lease between CLTB and cooperatives, setting long-term anti-speculation parameters;
- mandate for the management of the property to the Social Real Estate Agency (AIS);
- allocation procedures, with delegation to grassroots organisations and/or residents.

1.3.2.2 Contrasting levels of involvement of residents according to the clusters

The dynamics of the clusters in terms of household access to housing was contrasted between clusters. The partners have develop different modes of access and methods of participation and involvement of households, more or less profound, in defining the conditions surrounding their access to housing.

In the Pass-ages cluster, it was the inhabitants who designed the "Vill'ages de Pass-ages" cooperative, set the rules of access (allocation), the price conditions, and the main conditions of occupation of the dwellings. They ensured the financing of the housing units in their cluster by contributing capital to the cooperative and launching fundraising campaigns, as well as approaching credit institutions.

In the Angela.D cluster, the scope for action by households was smaller. Women residents have indeed played only a marginal role in the development of the Fair Ground cooperative, which has financed and acquired all the housing in the cluster. The residents are all tenants of the Social Real Estate Agency and subject to its conditions of tenure. However, Angela.D has established procedures for the allocation of housings that strongly involve the residents through a selection committee.

In the CLTB cluster, the eight owner households will be responsible for the maintenance of their dwelling and the building as co-owners. In addition, they have complied with the conditions set by the CLTB regarding the purchase price, the conditions of resale and inheritance and the conditions of occupation. The CLTB remains in charge of allocations in case of turnover.

The tenants of the CLTB cluster, on the other hand, have hardly been involved in defining the conditions of access. Like the residents of the Angela.D cluster, they are all tenants of the Social Real Estate Agency and are subject to these occupancy conditions. Unlike the Angela.D residents, they are not involved in the allocation of housing in case of turnover. The CLTB retains this prerogative.

1.3.3 Organisation of the "Living & Care in community aspects" of the project

Finally, for all aspects relating to 'care and living in community', the management of common spaces and strategies for opening up the neighbourhood, the governance set up has always been oriented by the objective of defining methods aimed at autonomous management by the inhabitants, either through the representation of inhabitants of the three clusters in the care and governance committees, or through the holding of General Meetings of the inhabitants and ad hoc working groups.

This last level of organisation of the project experienced difficulties due to the "pandemic" of COVID-19. Indeed, the General Assemblies of the inhabitants were interrupted for more than a year. However, these are the ones that were supposed to ratify the organisational proposals drawn up by the governance and care committees as well as by the various working groups of inhabitants. In this context, the planned governance was disrupted. At the end of the project, once the residents had moved into the building, these assemblies were nevertheless re-launched, as were new working groups.

However, it appears from the in-depth interviews and questionnaires that the inhabitants had the opportunity to create satisfactory links between neighbours and to initiate the autonomous organisation of their life together.

They also had the opportunity to exchange specific visions of gender mainstreaming through trainings organised by Angela.D.

Finally, a major step was taken with the integration of the non-profit organisation "Rézone" into the project for the occupation of the common spaces open to the neighbourhood, thus materialising the objectives of creating and animating an open and care-centred place, while guaranteeing the availability of the premises to the residents. The integration of Rézone was based on the unanimous approval of the partners and residents. It is also the result of extensive networking with local community health actors.

2. The future of the project, next steps

As the support period of the UIA programme is now over, the first level of formal organisation between partners is naturally going to be reduced considerably and the management of the project gradually going to be transferred from the committees set up under the UIA project to the partners and the residents' assemblies and its working groups.

However, the partners decided to maintain regular meetings between project leaders as well as a decision committee for conflict resolution and a monitoring committee composed of all the partners formerly represented in the steering committee, of which it is an extension but without decision-making character.

The second level of organisation, access to the households' accommodation, will no longer be maintained as such. However, each resident will in future be required to respect these contractual commitments and remain in contact with the management structures.

Finally, the last level of organisation, that of the organisation of 'care & living in community' within the project, will be intensified as it concerns the daily relations of the residents and the long-term management of their cohabitation. A non-profit organisation called "CALICO" has been set up and could in the future serve to organise the relationships between clusters.

The Birth and End-of-Life facilities should start their activity in the second half of 2022.

Aware of the need to extend the stewardship of the project for an intermediate period, the Secretary of State of the Brussels-Capital Region in charge of Housing has decided to grant an extension of the funding of the main CALICO partners in 2022. The objectives of this extension of support are:

- to finalize transfer of partnering governance to resident governance;
- increase residents' autonomy and self-management capacities;
- continuing academic research on, among others, reproducibility issues, self-governance issues and of the Birth and End-of-Life facilities monitoring issues.

3. Introduction to the Fourth report

The present conclusions remain relatively factual about the results of the project. A perspective on the political and strategic issues that may arise from a desire to replicate and scale up the CALICO project will be dealt with later. Indeed, a fourth and final research report, which will be published in the second half of 2022, will focus more specifically on the recommendations for replication of the project in the Brussels-Capital Region and dissemination on a European scale. This report will be structured as follow:

- a discussion on the issues of replication and dissemination structured around 5 in-depth interviews with policy makers and regional and international experts;
- a look at the challenges of replication of the project by Perspective.brussels, regional authority in charge of the territorial development of BCR, partner of the project;
- a presentation of final recommendations in conclusion.

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