



# CARE AND LIVING IN COMMUNITY (CALICO)

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GROUNDWORK FOR EVALUATION  
AND STATE-OF-PLAY



## Colophon

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## Executive summaries

### Summary: Groundwork for evaluation and state-of-play

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The report is the introduction report of the **Care and Living in Community'-project (CALICO)**. The project aims to develop affordable housing for specific vulnerable groups in a caring environment in the municipality of Forest in the Brussel Capital Region (BCR). It consists of five parts: 1) an overview of the state-of-play of housing and care in BCR, 2) a description and current state of CALICO, 3) a discussion on the construction of a social-participatory action model, 4) the approach of project evaluation and research questions and 5) a conclusion with critical reflections for the future.

The first chapter describes the Brussels housing market crisis, as one of the main drivers behind CALICO. This crisis is marked by high real estate and rental prices and a lack of social housing, resulting in limited access to quality housing for low income groups. Within this context, CALICO provides a solution to these problems of housing affordability by installing a Community Land Trust (CLT) of 34 housing units. A CLT is a housing organisation offering an innovative model of community-managed housing to guarantee its permanent financial accessibility, by separating the ownership of the land from the ownership of the housing built on it, as well as an anti-speculative resale formula. Additionally, it aims to empower the inhabitants that live in/around the CLT. CLT's are part of a larger, diverse group of community-led housing, where local inhabitants play a leading role in solving housing problems and managing their own community.

Due to the unequal access to affordable quality housing, CALICO will focus on three vulnerable groups in particular: older people, (single) women and people with a migratory background. These people face particular difficulties in finding affordable and liveable housing due to socio-economic and health backgrounds. Specific attention is also given to older people as they often prefer to 'age in place', although home environments in Brussels often do not match their needs. Next to offering affordable housing, CALICO also wants to contribute to care and wellbeing through the development of a 'Community Care Model'. In response to the hyper-specialized and hyper-sectorialized care in Belgium, CALICO joins a more general movement of 'socialization' of care, where care for people with health problems or disabilities is organised more *within* the neighbourhood (instead of within institutions), but also *by* (members of) the neighbourhood. The project puts community back at the centre of the process of care of the different life stages, being birth, older age and end of life. Thus, the role of volunteers, informal caregivers and living environment become more important.

The second chapter describes the project. CALICO tries to answer these housing problems by organising new forms of community-led housing and care through a wide collaboration. The main partners are Brussels Capital Region, Community Land Trust Brussels (CLTB), Angela.D (a women's grassroots organisation focused on housing), Pass-ages (an organisation developing an integral model of intergenerational co-housing and birth and end-of-life facilities), EVA bxl (a social innovator), the Free University of Brussels (VUB), and perspectives.brussels (Planning Agency).

CALICO involves creating a CLT with 34 housing units organised around three neighbouring clusters, as well as 5 common and service spaces. One cluster, organised by Pass-ages, will include an intergenerational co-housing and care facilities for both birth and end-of-life (a house of "birth" and "death" as well as alternatives to hospitalized palliative care). A second, organised by Angela.D, will focus on single (older) women and single-family mothers. This will also include a common space for residents of CALICO. The last cluster, organised by CLTB will include both rental and for sale housing for low-income households, including two transit homes for those with urgent housing needs, organised in collaboration with the CPAS of Forest. The last cluster will also dispose of a polyvalent space open to the neighbourhood.

Chapter 3 focuses on participatory social-action model employed by CALICO. The main principles are:

**Co-creation, co-production, co-construction, ...:** Co-creative research implies that power on the research agenda is shared, meaning researchers and participants decide together.

**Community-based participatory (action) research:** action research tries to find practical solutions, improving living conditions of inhabitants by finding innovative solutions.

**Pitfalls of participation:** while participation often remains limited to the 'usual suspects', CALICO aims to engage specific methodologies to reach a diverse audience. Additionally, unequal power relationships are unavoidable, ensuring vigilance that all actors can contribute in a meaningful way.

**Sociocratic management:** the committee 'governance' has decided to take their decision through sociocratic techniques, where organisations use a specialized communication and decision-making structure to support ethical decisions.

**Appreciative inquiry:** to discover possible futures, research will focus on the strengths of individuals and organisations, instead of a negative deficit approach that aims to define problems.

Additionally, focus groups with the partners were organised, so everyone could share their vision on CALICO and the research trajectory. These showed that partners are interested in CALICO to realise a transversal project and learning from other organisations. Nevertheless, there needs to be attention to differences between organisations and key concepts need to be defined together. There are also some questions on the sustainability of CALICO beyond the project (and subsidy) duration. Although partners find it important to use very 'factual' indicators in the research process, they also highlight the importance to share personal stories. Due to the complexity of the project, it will be hard to capture all possible outcomes, making it important to define good practices at the end of the project.

Chapter 4 presents the proposed research design. In general, **the research will focus on impact (tangible results) and process (how these are delivered) evaluation** on the individual, community and policy levels, both in qualitative (focus groups and interviews) and quantitative (questionnaires and monitoring tools) measures. Four strategic objectives are at the heart of the measurement: 1) the development of a pilot project for providing and adapting affordable housing for vulnerable groups in the housing market, which has a positive influence on their quality of life; 2) the development of a new community care model based on informal and self-care for (older) residents; 3) the analysis of CALICO to facilitate the upscaling of a similar approach and 4) to give a successful example of a community-led approach.

Chapter 5 proposes some critical reflections on the development of the project and points of attention for future research

**Development of a governance model for cohousing:** CLTB is only financed to realise to-buy housing, while CALICO will also contain rental units, raising questions on apt governance structures, both financial as resident engagement.

**Involvement of different groups in decision-making:** different organisations have their own logic to allow access to housing and organise “their” target profiles. Within this dynamic, the question arises what logic of self-organisation of residents will effectively implemented among the different groups.

**Combining “intentional” communities** the three CALICO-clusters will be organised around specific values and questions (gender, intergenerationality, ...), raising the question to what extent these values will be able to be diffused transversally among the other clusters.

**Guaranteeing affordability and diversity:** the research will also study the diversity in terms of intergenerationality, incomes and interculturality, and how it is organised, and which mechanisms guarantees equity in rights and duties between different categories of residents.

**Satisfaction of housing situation of residents:** CALICO purchased finished homes, meaning partners could not participate in the architecture of the building to meet specific needs. Especially for older people, physical environment can play an important role in wellbeing. The research will highlight the consequences of this type of “turnkey” housing production on the quality of the project.

**Development of a community care model and neighbourhood involvement:** the community care model envelops a lot of actors, raising the question on how these different actors will be integrated in the care chain. Additionally, this implies a wider question of what “community” and “neighbourhood” mean within the project.

**Cultural changes towards co-housing and care:** the dissemination of information on CALICO will also be monitored, to explore whether an influence on attitudes of decision-makers and society towards community-led housing, community care and gender questions with housing can be brought about.

## Résumé CALICO : Préparation du monitoring et « état de l'art »

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Ce rapport est le rapport introductif du projet **Care and Living in Community' (CALICO)**. Le projet a pour but la création de logements abordables dans un environnement de soins communautaires à Forest, municipalité dans la Région de Bruxelles-Capitale (RBC). Le rapport se divise en 5 parties : 1) un aperçu de « l'état de l'art » relatif aux enjeux du logement et à la santé communautaire en RBC, 2) une description du projet CALICO et de ses avancées, 3) une discussion sur la construction d'un modèle d'action social participatif dans le cadre du projet, 4) la présentation de la démarche d'évaluation du projet et des questions de recherche et 5) une conclusion avec réflexion critique pour l'avenir du projet.

Le premier chapitre décrit la crise de logement bruxelloise comme une des motivations principales au développement du projet CALICO. Cette crise est marquée par le prix élevé des logements (tant locatifs qu'acquisitifs) et un manque de logements sociaux, limitant l'accès des ménages à bas revenus à des logements abordables et de qualité. Dans ce contexte, le projet CALICO entend offrir une solution en initiant un projet de 34 logements abordables fondé sur le modèle du Community Land Trust (CLT). Un CLT est une association qui offre un modèle innovant de gestion communautaire de logements visant à en garantir l'accessibilité financière à perpétuité, et ce par la séparation de la propriété du terrain de la propriété des logements ainsi qu'une formule de revente anti-spéculative. De plus, la CLT vise l'émancipation de ses habitant.e.s et de ceux du quartier. Les CLTs font partie d'un mouvement plus large de projets de logement dirigés par la communauté ('community-led housing projects'), où les habitant.e.s jouent un rôle important dans la résolution de leurs problèmes de logement et dans la gestion de leur propre communauté d'habitat.

Face aux inégalités d'accès à des logements abordables et qualitatifs, CALICO se focalisera sur trois groupes vulnérables en particulier : les personnes âgées, les femmes (seules) et les personnes issues de l'immigration. Ces groupes font face à des difficultés particulières sur le marché de logement à cause de leur situation socio-économique et de santé. Une attention spécifique sera prêté aux personnes âgées, souvent désireuses de vieillir « chez elles », ce qui reste un défi à Bruxelles. Le projet CALICO cherche également à contribuer au soin et bien-être en développant un modèle de soins communautaires. En effet, face à l'hyper-spécialisation et l'hyper-sectorialisation des soins en Belgique, le projet CALICO s'insère dans le mouvement actuel de « socialisation » des soins, c'est-à-dire d'organisation des soins pour des personnes souffrant de problèmes de santé ou d'un handicap *dans et par* la communauté (en lieu de l'être dans et par des institutions). Le projet remet la communauté au centre du processus de soin des passages de la vie que sont la naissance, la vieillesse et la fin de vie. Ainsi, le rôle des bénévoles, des aidants-proches et des résidents du quartier devient alors central.

Le deuxième chapitre décrit le projet CALICO. Celui-ci essaie donc de répondre aux problèmes de logement en organisant de nouvelles formes communautaires de logement et de soins grâce à une large collaboration. Les principaux partenaires sont la Région de Bruxelles-Capitale, le Community Land Trust Bruxelles, Angela.D (association féministe travaillant sur des questions de logement), Passages (association développant un modèle intégré d'habitat intergénérationnel et de Maisons de naissance et de mourance), EVA bxl (association d'innovation sociale), l'Université Libre de Bruxelles néerlandophone (VUB) et perspective.brussels (agence de planification de la Région).



Le projet CALICO vise la création de 34 unités de logements réparties en trois habitats groupés contigus ainsi que de 5 espaces de services et d'espaces communautaires. Le premier habitat groupé, géré par Pass-ages, inclura une cohabitation intergénérationnelle et deux infrastructures de soin pour le début et la fin de vie (une maison de naissance et une maison de mourance en tant qu'alternative aux soins palliatifs hospitaliers). Un deuxième habitat groupé, géré par Angela.D, se focalisera sur des femmes (âgées) seules et des mères seules. Il disposera également d'un espace communautaire pour les résidents du projet CALICO. Le dernier, géré par CLTB, sera composé d'appartements locatifs et acquisitifs pour des ménages à faibles revenus et inclura deux logements de « transit » pour des personnes dans l'urgence. Ces derniers seront gérés en collaboration avec le CPAS de Forest (Centre Public d'Aide Sociale). Ce dernier habitat disposera aussi d'un espace polyvalent ouvert au quartier.

Le troisième chapitre décrit les principes à la base du modèle d'action sociale participatif employé pour le montage du projet CALICO. Dans ce cadre, les dispositifs suivants seront centraux :

**Cocréation, co-construction, co-production :** la recherche cocréative implique que le pouvoir sur le programme de recherche est partagé, ce qui signifie que les chercheurs et les participants décident ensemble.

**Recherche-action participative :** la recherche-action tente de trouver des solutions pratiques, d'améliorer les conditions de vie des habitants en trouvant des solutions innovantes.

**Les pièges de la participation :** souvent, la participation se limite aux « suspects habituels » (blancs, hommes, haut niveau d'éducation...). C'est pourquoi le projet CALICO vise à utiliser des méthodologies spécifiques pour atteindre un public varié. De plus, des relations de pouvoir inégales étant inévitables, elle nécessite une approche où tout.e.s puissent participer d'une manière significative.

**Gouvernance sociocratique :** les partenaires tente de gérer les enjeux de gouvernance du projet en s'inspirant de techniques sociocratiques, où les organisations utilisent une structure de communication et de décision spécialisée pour soutenir les décisions éthiques.

**L'enquête appréciative :** afin de mieux explorer les possibles futurs, CALICO tente de construire ses stratégies davantage sur les atouts et désirs des individus et des organisations, que sur les défauts et problèmes identifiés.

De plus, des groupes de discussion avec les partenaires ont été organisés, afin de permettre à chacun de partager sa vision du projet CALICO et de la trajectoire de recherche. Ces groupes ont montré que les partenaires sont intéressés par la construction d'un projet transversal et souhaitent apprendre des autres organisations. Néanmoins, il faut prêter attention aux différences de moyens et d'organisation entre organisations. Dans ce cadre, la définition commune des concepts clés et les questions relatives à la durabilité du projet au-delà du terme de son financement restent un défi. Bien que les partenaires trouvent qu'il est important d'utiliser des indicateurs très "factuels" dans le processus de recherche, ils soulignent également l'importance de partager des témoignages personnels. En raison de la complexité du projet, il sera difficile de saisir tous les résultats possibles, d'où l'importance de définir les bonnes pratiques les plus pertinentes à la fin du projet.

Le quatrième chapitre présente le plan de recherche proposé. En général, **la recherche sera axée sur l'évaluation des impacts (résultats tangibles) et des processus (comment ceux-ci sont livrés)** aux niveaux individuel, communautaire et politique, tant sur le plan qualitatif (groupes de discussion et entretiens) que quantitatif (questionnaires et outils de suivi). Quatre objectifs stratégiques sont au cœur de la mesure : 1) l'élaboration d'un projet pilote visant à fournir et à adapter des logements abordables aux groupes vulnérables sur le marché du logement, visant une influence positive sur leur qualité de vie ; 2) l'élaboration d'un nouveau modèle de soins communautaires fondé sur les soins informels et l'autonomie des résidents âgés ; 3) l'analyse de CALICO pour faciliter la reproduction et 4) l'exemplarité d'une telle approche communautaire.

La conclusion (Chapitre 5) propose quelques réflexions critiques sur le développement du projet et des points d'attention pour la recherche future.

**Le développement d'un modèle de gouvernance pour la cohabitation :** Le CLTB n'est actuellement financé par la RBC que pour développer des logements acquisitifs. Le CALICO comprendra également des logements locatifs, ce qui soulève des questions sur les structures de gouvernance les mieux adaptées à leur mise en œuvre, tant sur le plan financier que sur celui de l'engagement des résidents.

**Implication de différents groupes dans la prise de décision :** les différentes organisations sont responsables de la définition des critères d'accès au logement et de l'organisation de leurs habitats groupés. Dans ce cadre, la question se pose de savoir quelles logiques d'auto-organisation des résidents pourront effectivement être mises en œuvre au sein des différents groupes.

**Combiner des communautés « intentionnelles » :** les trois habitats groupés du projet CALICO seront organisés autour de valeurs et de questions spécifiques (genre, intergénérationnel...), ce qui soulève la question de savoir dans quelle mesure ses valeurs pourront également se diffuser de manière transversale aux autres habitats groupés du projet.

**Garantir l'accessibilité et diversité sociale :** la recherche étudiera également la diversité en termes d'intergénérationnalité, de revenus et d'interculturalité, ainsi que la manière dont elles sont organisées, et quels mécanismes garantissent l'équité des droits et des devoirs entre les différentes catégories de résidents.

**Améliorer la situation du logement :** CALICO a acheté des logements « clefs-sur-porte », ce qui signifie que les partenaires n'ont pas pu participer à la conception architecturale du bâtiment pour répondre à leurs besoins spécifiques. Or, pour les personnes âgées en particulier, l'environnement physique peut jouer un rôle important dans le bien-être. La recherche mettra en évidence l'impact de ce type de montage immobilier « clef-sur-porte » sur la qualité du projet.

**Le développement d'un modèle de soins communautaire et participation du quartier :** le modèle de soins communautaires englobe de nombreux acteurs, ce qui soulève la question de savoir comment ces différents acteurs seront intégrés dans la chaîne de soins. En outre, cela implique une question plus large de la signification des termes "communauté" et "quartier" dans le cadre du projet.

**Changement culturel quant au logement dirigé par la communauté et la santé communautaire :** la diffusion d'informations sur CALICO sera également suivie, afin d'explorer si une influence sur les attitudes des décideurs et de la société envers le logement communautaire, les soins communautaires et les questions de genre a pu être identifiée.

## Samenvatting Calico: Basis voor monitoring en “state-of-play”

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Dit rapport omvat de introductie van het **Care and Living in Community'-project (CALICO)**. Het doel van het project is om betaalbare huisvesting te ontwikkelen, gericht op kwetsbare groepen, binnen een zorgzame omgeving in de gemeente Vorst, in het Brussels Hoofdstedelijk Gewest. Het rapport omvat vijf luiken: 1) een overzicht van de 'state-of-play' in huisvestingen zorg, 2) een omschrijving en huidige staat van CALICO, 3) een bespreking van het sociaal-participatief actiemodel, 4) de onderzoeksvragen en aanpak van de evaluatie en 5) een conclusie met enkele kritische bedenkingen voor de toekomst.

Het eerste hoofdstuk omschrijft de Brusselse wooncrisis als één van de kernredenen waaruit de ontwikkeling van het CALICO-project is ontstaan. Deze wooncrisis kenmerkt zich door hoge vastgoedprijzen en huurprijzen en een tekort aan sociale woningen waardoor lage inkomensgroepen in het Brussels Hoofdstedelijk Gewest minder toegang hebben tot kwaliteitsvolle huisvesting. .. Binnen deze context biedt CALICO een oplossing aan door 34 betaalbare woningen te organiseren volgens het principe van een Community Land Trust (CLT). Een CLT is een woonorganisatie die een innovatief model gebruikt om collectief woningen te beheren, om deze duurzaam financieel toegankelijk te houden, door het bezit van de grond te scheiden van het bezit van de woningen die erop gebouwd zijn, alsook een antispeculatieve verkoopregeling. Daarbij probeert de CLT inwoners en de buurt te 'empoweren'. CLT's zijn deel van een grotere, diverse groep van 'community-led housing', waarbij lokale bewoners een hoofdrol spelen in het oplossen van vraagstukken rond huisvesting en hun eigen gemeenschap beheren.

Gezien de ongelijke toegang tot betaalbare en kwaliteitvolle woningen, zal CALICO zich richten op drie kwetsbare groepen: ouderen, (alleenstaande) vrouwen en mensen met een migratieachtergrond. Deze groepen ervaren specifieke barrières in het vinden van betaalbare en leefbare huisvesting. Een specifieke aandacht voor ouderen is er ook vanwege de wens van deze groep om ouder te worden in de vertrouwde woonomgeving, wat voor vele ouderen in Brussel een grote uitdaging is. Naast het aanbieden van kwaliteitsvolle en betaalbare huisvesting wil CALICO ook inzetten op zorg en welzijn door het ontwikkelen van een 'Community Care Model' of een 'zorgzaam buurtmodel'. Als weerwoord op de hypergespecialiseerde en gesectorialiseerde zorg in België, sluit CALICO zich aan bij een grotere beweging van vermaatschappelijke zorg, waarbij zorg voor personen met gezondheidsproblemen of beperkingen niet alleen meer *binnen* de buurt georganiseerd wordt (in plaats van binnen instellingen) maar ook *door* leden van de buurt gegeven wordt. Dit project zet de gemeenschap opnieuw centraal binnen het zorgproces van de verschillende levensfasen, namelijk geboorte, ouderdom en het levenseinde. Hierdoor wordt de rol van vrijwilligers, informele zorgverlener en de gehele buurt steeds belangrijker.

Het tweede hoofdstuk van dit rapport beschrijft het project. CALICO probeert bovenstaande uitdagingen tegemoet te komen door nieuwe vormen van community-led housing en zorg te realiseren en dit door samenwerking met een brede groep actoren uit verschillende disciplines. De hoofdpartners zijn het Brussels Hoofdstedelijk Gewest, Community Land Trust Brussel (CLTB), Angela.D (een feministische organisatie actief rond huisvesting), Pass-ages (een organisatie die een geïntegreerd

model van intergenerationele co-housing en geboorte- en sterfthuis organiseert) EVA bxl (een sociale innovator), de Vrije Universiteit Brussel (VUB) en perspective.brussel (Brussels planbureau).

CALICO zal met deze coalitie een CLT met 34 woonunits voorzien, georganiseerd rond 3 woonclusters en 5 gemeenschappelijke ruimtes en ruimtes voor diensten. De eerste clusters, georganiseerd door Pass-ages, wordt een intergenerationele co-housing met zorgfaciliteiten voor zowel geboorte als levenseinde (een "geboorte"- en "sterfthuis" en alternatieven op gehospitaliseerde palliatieve zorg). De tweede cluster, georganiseerd door Angela.D, richt zich op alleenstaande (oudere) vrouwen en alleenstaande moeders. Deze cluster zal ook een gemeenschappelijke ruimte voor de bewoners van CALICO omvatten. De laatste cluster, door CLTB, zal zowel koop- als huurwoningen omvatten, waarvan twee transitwoningen voor mensen met dringende woonnoden, georganiseerd in samenwerking met het OCMW Vorst. Binnen deze zal ook een buurtgerichte polyvalent zaal georganiseerd worden.

Hoofdstuk 3 omschrijft principes voor het opzetten van een participatief sociaal-actiemodel dat CALICO gebruikt. CALICO zal worden opgebouwd rond volgende principes

**Co-creation, co-construction, co-production, ...:** Bij co-creatief onderzoek worden beslissingen over de onderzoeksagenda gedeeld, waarbij onderzoekers en participanten beslissen.

**Community-based participatory (action) research:** actieonderzoek zoekt praktische oplossingen, die de levensomstandigheden van bewoners op innovatieve manier verbeteren.

**Valkuilen van participatie:** participatie bereikt vaak een beperkte groep, waardoor specifieke methodologieën worden gebruikt om een divers publiek te bereiken. Daarnaast zijn ongelijke machtsrelaties onvermijdelijk, waarbij er gewaakt wordt dat alle actoren betekenisvol kunnen bijdragen

**Sociocratisch management:** de bestuurscommissie heeft besloten om hun beslissingen te nemen aan de hand van sociocratische technieken, waarbij organisaties een gepaste communicatiestructuur hanteren om ethische beslissingen te ondersteunen.

**Appreciative inquiry:** vanuit toekomstgericht perspectief werd er beslist om aandacht te vestigen op sterktes van individuen en organisatie, in tegenstelling tot een aanpak waar de aandacht ligt op tekorten ("wat is het probleem?").

Hoofdstuk 4 stelt het onderzoeksdesign voor. Het onderzoek zal zich richten op zowel **impact- (resultaten) als proces- (hoe deze ontstaan) evaluatie**, op individueel, gemeenschaps- en beleidsniveau, en dit via het hanteren van een zowel kwalitatieve (focusgroepen en interviews) als kwantitatieve onderzoeksopzet (vragenlijsten en monitoring). Vier strategische doelstellingen staan centraal: 1) het ontwikkelen van een pilootproject om betaalbare huisvesting te voorzien en aan te passen voor kwetsbare groepen; 2) de ontwikkeling van een nieuw 'community care' model aan de hand van informele en zelfzorg voor (oudere) bewoners; 3) de analyse van CALICO om het upscalen van een gelijkaardige aanpak mogelijk te maken en 4) een succesvol voorbeeld van een 'community-led' aanpak te zijn.

Hoofdstuk 5 stelt enkele kritische bedenking inzake ontwikkelingsmodaliteiten van het project en aandachtspunten voor het onderzoek.

**Ontwikkeling van een bestuurmodel voor cohousing:** CLTB wordt enkel gefinancierd om koopwoningen te realiseren, terwijl CALICO ook huurwoningen zal omvatten, waardoor er vragen ontstaan rond gepaste bestuursvormen, zowel op vlak van financiering als engagement van bewoners.

**Engagement van verschillende groepen in besluitvorming:** de verschillende organisaties hebben elk een eigen logica om woningen te verdelen en de verschillende doelgroepen te organiseren. Daarbij ontstaat de vraag welke manieren van zelf-organisatie van bewoners effectief mogelijk zijn binnen de verschillende groepen.

**Combineren van "intentional communities":** binnen het project worden drie clusters georganiseerd rond verschillende vragen en waarden (gender, intergenerationaliteit, ...), waar de vraag gesteld wordt in welke maten deze waarden zich transversaal zullen ontplooiën over de verschillende woongroepen.

**Garanderen van betaalbaarheid en diversiteit:** het onderzoek zal ook de organisatie van diversiteit in termen van intergenerationaliteit, inkomen en interculturaliteit bestuderen en welke mechanismen rechten en plichten tussen verschillende categorieën bewoners zal vrijwaren.

**Verbeteren van huisvesting:** omdat CALICO afgeleverde woningen heeft aangekocht, hadden de partners geen inspraak over de architectuur van het gebouw om eventueel specifieke noden te beantwoorden. Zeker voor oudere personen is fysieke omgeving een belangrijke factor in welzijn. Het onderzoek zal nagaan wat de impact van zulke instapklare vastgoedprojecten is op de kwaliteit van het project.

**Ontwikkeling van community care model en participatie:** het zorgzaam buurtmodel omvat veel actoren, met de moeilijkheid om alle wensen te integreren in het zorgmodel. Daarbij wordt ook de bredere vraag gesteld wat "gemeenschap" en "buurt" zullen betekenen en hoe ver deze zullen reiken.

**Culturele verandering inzake gemeenschapshuisvesting en zorg:** de verspreiding van informatie rond CALICO zal ook gemonitord worden om de invloed op de attitudes van besluitvormers en de samenleving rond community-led housing, gemeenschapszorg en genderproblematiek in het woonbeleid na te gaan.

## Introduction

This report presents the first report of the 'Care and Living in Community'-project (CALICO). This 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 aim of the CALICO-project is to develop affordable housing for specific vulnerable groups within a caring environment in Brussels Capital Region. The project started in November 2018 and will run until November 2021.

CALICO consists of a consortium of local & regional governments, non-profit organisations 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 organisations that execute and implement the project; Angela.D vzw, Passages vzw and EVA bxl. The Municipality of Forest in which the project is located and the Local Public Social Welfare Centre (CPAS) are also partners of the project. The research groups Belgian Ageing Studies and COSMOPOLIS from the Vrije Universiteit Brussel (VUB) monitor and evaluate the project.

This first report presents the groundwork for the evaluation and monitoring of the CALICO project and consists of 5 parts. The first part of the report is an overview of the state-of-play of the Brussels Capital Region (BCR) concerning housing, care and governance. The state-of-play is documented with (inter)national academic literature and related public policies. The second part elaborates on the description, development and current state of the CALICO project. The third part of the report discusses the construction of the social-participatory action model by describing the research approach and the visions of the partners. This model grasps the motivations and expectations of each partner concerning the project. A fourth part addresses the approach of the project evaluation and the related research questions. The final part is the conclusion. This first report has been led by researchers and serves as the backbone report of evaluation and monitoring of the CALICO project.



# 1. State-of-play concerning housing, governance and care in Brussels Capital Region

This first part presents the state-of-play concerning housing for vulnerable groups, governance of social housing projects and community care in Brussels Capital Region and is documented by a profound review of (inter)national research and relevant public policy documents.

## 1.1 Housing for vulnerable groups

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### 1.1.1. The Brussels Housing Crisis

On 1<sup>st</sup> of January 2019, the Brussels-Capital Region counted 1,208,542 inhabitants, a number that has increased throughout the years (BISA, 2019). In addition to these official citizens, many other inhabitants who are not included in the statistics, such as students, asylum seekers, diplomats, homeless people, etc., also reside in the Region, so numbers remain underestimated. The number of financially vulnerable households has continued to increase in last decades (Dessouroux et al., 2016). **The growth of the (vulnerable) Brussels population puts pressure on the existing housing portfolio.** Although the Brussels Housing Code sets minimum standards for the safety, health and equipment level of (rental) housing and points to the priority given to low-income households, research shows that the objectives of this Housing Code are still insufficiently met and that many (vulnerable) households still live in unhealthy, inaccessible and too expensive housing (Delvaux, 2014; Dessouroux et al., 2016).

For several decades, the Brussels Capital Region is known to have an ongoing housing crisis, marked by severe problems of affordability and quality, especially hitting vulnerable inhabitants (Dessouroux et al., 2016). The essence of this crisis is the **disproportion between the average household income in BCR and the real estate prices and rents**. The Brussels-Capital Region has a gap between the housing stock produced (3,800 units per year since 2003) and the explicit demand (5,000 units per year between 2001 and 2015). This tension is fuelling the rise in property prices and rents, which is affecting the most vulnerable income groups, since they only have a limited number of housing available (Dessouroux et al., 2016). According to the household budget survey, households in the Brussels-Capital Region spend relatively more money on their homes (39%) than Flanders (35.8%) and Wallonia (36.3%) (Statbel, 2017). This is taking into account the fact that 10% of the Brussels population are living in severe material deprivation in 2018 (in Flanders this is 2% and Wallonia 9%). These are households that lack a number of basic items or are unable to do business for financial reasons (Statistics Flanders, 2019). In 2014, Brussels households whose income was less than €1.500 put 60% of their income towards housing on average (De Keersmaecker, 2014).

### 1.1.2. High real estate prices, but often poor housing quality

The Brussels-Capital Region is the most expensive of the three regions in terms of all types of housing (Statbel, 2019). Despite the high real estate prices, 22% of Brussels households seem to experience problems with the dwelling in the form of **moisture, overcrowding and/or not being able to heat the**

dwelling. In Flanders and Wallonia, this share is much lower, at 9% and 13% respectively (Observatory of Health and Welfare of Brussels Capital, 2018).

A possible explanation for differences in housing quality is due to the fact that **40% of the Brussels housing stock was built before 1945**, so that the housing heritage still bears the legacy of the industrial past (Vanneste, Thomas & Goossens, 2007; Winters & Heylen, 2014). Many of these dwellings no longer meet current housing standards, but are still often inhabited. A large part of this old residential property lacks basic facilities and the most frequently mentioned problems are poor electricity, inadequate heating systems, a high risk of CO contamination and the presence of moisture problems (BBRoW, 2011).

The **quality of housing varies greatly according to the level of income**. People with a low socio-economic status in particular report problems with the comfort and quality of their homes (moisture problems, inability to heat their homes sufficiently, overcrowded homes) (Charafeddine, 2013; Observatory for Health and Welfare of Brussels Capital, 2018). Among the Brussels households experiencing difficulties to make ends meet, 34% report experiencing at least one problem with their home (moisture in the home, overcrowding and/or not being able to heat the home), compared to 11% among the Brussels households that indicate that they can easily make ends meet. Moreover, private tenants (26%) are more likely to encounter these problems than owners (13%) (Observatory of Health and Welfare of Brussels Capital, 2018).

These poor housing conditions have a significant influence on the state of health and wellbeing of residents (Thomson, Petticrew & Morrison, 2002). **Poor housing affects physical and mental health**, and this problem is more pressing for socially and economically vulnerable groups (Braubach & Fairburn, 2010). Poor housing conditions, sustained by demographic growth and rising property prices, are worrying, as they create social inequalities on the one hand, but also maintain social inequalities on the other (Dessouroux et al., 2016).

### 1.1.3. Landscape of social housing production in Brussels Capital Region

Figure 1 illustrates the total housing supply in Brussels Capital Region. It points out that the **Brussels-Capital Region has a low amount (40%) of owner-occupied dwellings** compared to the other Belgian regions (>65%) (FPBS, 2014). This indicates that a large group of people is situated on the rental market (60%), which consists of both private and social rental properties. The total offer of public social housing or other housings with regulated rent only reaches 8% (Le Soir, 2019). At the end of 2016, there were 39,742 social housing units in the Brussels-Capital Region (BISA, 2018), while at the same time there were 43,096 candidates on the waiting list for a social housing unit. As pointed out by Dessouroux et al. (2016), in 2015 there were as many households on the waiting list as there were social housing units and the waiting periods reach up to 10 years. The **shortage of social housing** is a long-standing and pressing problem, and there is an urgent need for new innovative solutions.

### Total Housing Supply in Brussels Capital Region (01/01/2017)

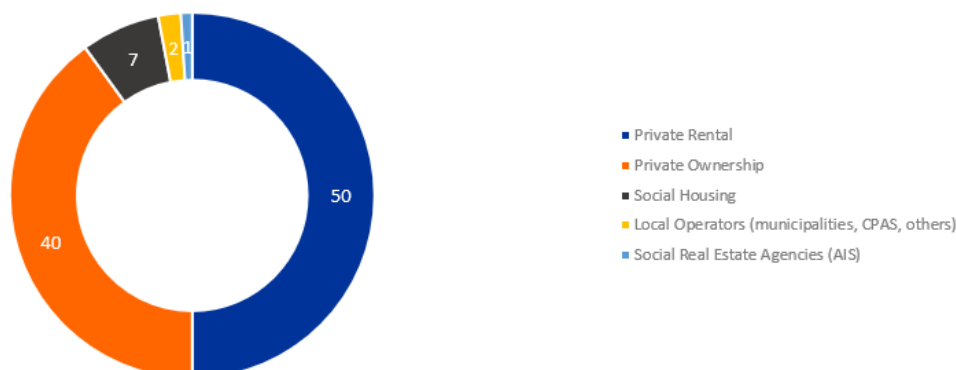


Figure 1: Total housing supply in Brussels Capital Region 2017.

As a result, a large part of the population has to focus on the private rental market, which is not so obvious for low-income families (BBRoW, 2017). The average rent for a private rental home amounted to € 700 in 2017; for a social home this is less than half, namely € 329. The **high rents on the private market** indicate that families have to make a major financial effort for their housing.

At the moment **the Brussels Region is stimulating access to property**. On the one hand, the amounts allocated to accession aid measures amount to some €150 million per year (average 2011-2014), i.e. more than the €134 million per year allocated to social housing (Romainville 2014). There are many measures: deduction/reduction of mortgage interest, reduction of registration fees, renovation and energy performance bonuses, reduced-rate mortgage loans (the Housing Fund), direct sale of low/medium-income housing via CityDev, the Housing Fund, the Community Land Trust etc. However, among the beneficiaries, there is a very clear over-representation of middle-income households; according to the analysis of Romainville (2014), they probably did not need this financial boost and would have become homeowners anyway, with or without support ("deadweight effect"). Thus, it is mainly the low-interest mortgages of the Housing Fund as well as the marginal mechanisms of the CLTB and collective solidarity savings groups (GECS)<sup>1</sup>, that favour the specific access of lower-income households. It should be noted that the Fund has provided an annual average of 832 low-interest loans to middle- and low-income households over the past 5 years (Fonds du Logement, Annual reports 2014-2018).

In 2004, the Government of the Brussels Capital Region launched a first plan to boost social housing production, called "The Housing Plan" and in 2014, a second plan was launched, called "The Habitat Alliance" (which combines rental housing and access to property projects). Together, both plans aim to produce 11,720 social or medium housing units distributed among 6 regional operators (De

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<sup>1</sup> Community Land Trust (Alliance Foncière Régionale) and Collective and in Solidarity Saving groups (Groupe d'épargne collective solidaire) have been recognized as the operators of the new "social acquisition" policy introduced in 2014 in the Regional Housing Code.

Keersmaecker & Zimmer, 2019). The table below illustrates the distribution of objectives by operator. The Housing Company of the Brussels Region (dome of social housing companies) is responsible for more than 70% of the planned production. However, **despite these social housing plans, there was hardly any increase in the number of social housing** as stated by the Brussels Association for the Right to Housing (BBRoW). Between 2005 and 2017, only 1,325 new social housing units have been built, many of them provided by the social housing companies.

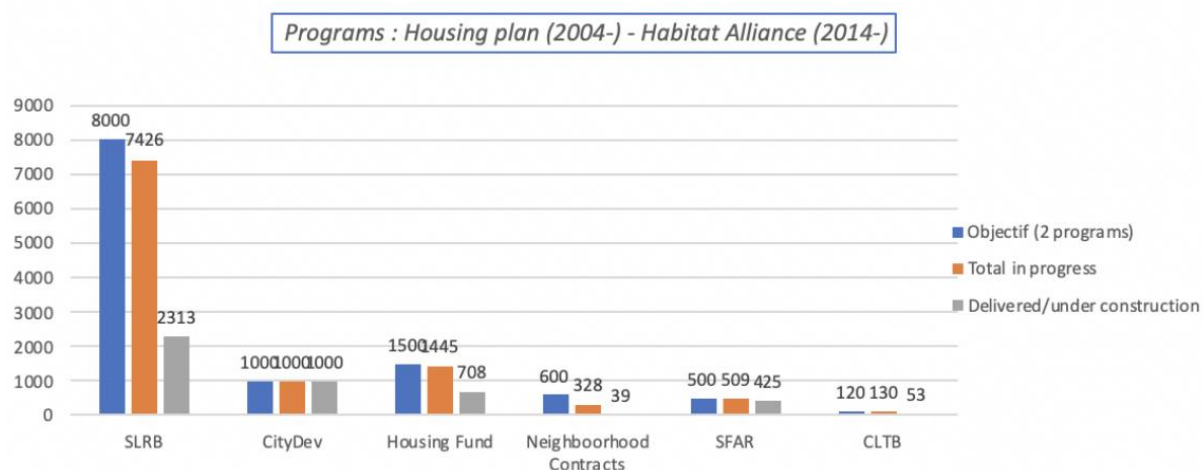


Figure 2: Regional (social-middle class) housing production by operator

Datas from Perspective.brussels, « Monitoring des projets de logements publics à Bruxelles », n°3 – 07/2019.

[https://perspective.brussels/sites/default/files/documents/bbp\\_monilog\\_03\\_v05.pdf](https://perspective.brussels/sites/default/files/documents/bbp_monilog_03_v05.pdf)

Among the providers of “the Habitat Alliance” stands the CLTB, lead partner of the CALICO project along with Bruxelles Logement. The CLTB (described more in detail in section 1.1.6. of this chapter) appears to be the operator that was given the smaller production objective. They received the task of producing 120 housing units. The CLTB has only been formally approved in December 2012 by the Brussels Capital Region and is the youngest operator to have been integrated in the program. It is also the only organisation that develops community-led housing projects. In this context, the support of the EU Urban Innovative Actions program to the CALICO project is surely an opportunity to highlight CLTB’s specific approach and to support its scaling-up.

#### 1.1.4. Turnkey purchases: A new perspective in the social housing production.

In recent years, it has been observed that the main actors in the production of social housing (or similar) have integrated the possibility of turnkey purchase into their programs. Turnkey purchase means a purchase on plan or in an intermediate state of construction. The buyer receives his housing when it is completed and habitable, i.e. with all the facilities allowing its operation, electricity, heating, sanitary facilities, storage, etc.. The buyer generally has the possibility to customize certain finishing touches such as the choice of paints, locations of electrical outlets, kitchen equipment...

These turnkey purchases have been integrated to the social housing providers programs in order **to avoid delays linked to administrative procedures and accelerate the delivery of new projects**. These have slowed down the traditional production strategy by public tenders for many years (duration of obtaining environmental permits, reluctance of the neighbourhood, ...) (Fonds du Logement, 2017).

The Minister of Housing of the Brussels-Capital Region initiated this opening to turnkey purchases for regional operators, which is reserved for housing projects located in municipalities that do not meet the 10% quota. It makes it possible to strengthen the social mix (Frémault, 2018).

Table 1: Turnkey projects by social housing provider.

<i>End of 2018<sup>2</sup></i>	Projects (all levels of advancement combined)	Housing units planned	Housing units per project	Opening to "turnkey" projects for the operator	Percentage of housing stock in "turnkey"
<b>Social Real Estate Agencies</b>	more than 11	more than 792	10-134	Jan. 2017: VAT reduction (21% - >12% on new dev. if managed by AIS over 15 years)	~ <b>39%</b> 14-18 (AH period) ~ 14% of total AIS stock
<b>Housing Fund</b>	6	353	10-199	Sept. 2016: First "call of interest" as part of the Habitat Alliance	<b>34%</b> (of the AH's 'in progress' units)
<b>Société du Logement de la Région de Bruxelles- Capitale</b>	7	335	20-65	Since Late 2017: First pilot as part of the Habitat Alliance (HA)	<b>9%</b> (of the AH's 'in progress' units)
<b>Community Land Trust Brussels</b>	4	65	1-34	Dec. 2012: CLTB's approval by GVT	<b>38%</b> of total CLTB stock

As of 31/12/2018, the Housing Fund is carrying out 353 housing units (out of his 1027) in direct acquisition (turnkey). As for SLRB, it initiated its turnkey purchase program at the end of 2017. It already represents 9% of the housing projects it initiated under the Habitat Alliance. Since its creation in December 2012, CLT has initiated 38% of these operations with turnkey. Finally, in the Social Real Estate Agencies sector, for which the figures are more estimated, it can be seen that about 14% of their stock, built up over 20 years, consists of the management of several housing units in new residential developments. Over the period of the Habitat Alliance, which saw the practice emerge and which was reinforced in January 2017 by a tax deduction given to promoters who put their new properties under management of a Social Real Estate Agency for a minimum period of 15 years, the number of actual or planned management purchases can be estimated at 39%. It appears that this **practice of turnkey is growing** rapidly, for all the operators mentioned.

### 1.1.5. Vulnerable groups on the housing market

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<sup>2</sup> Table produced by compiling data from the 2017-2018 annual reports of the Housing Fund of the Brussels-Capital Region, an internal review of the SLRB on the progress of the Habitat Alliance as at 12/31/18, the CLTB 2018 annual report, the report "Le privé à l'assaut du social", RBDH, Dec. 2018, Brussels, and the Brussels Housing presentation "20 ans des AIS", SPRB, 05/09/2018.

The housing crisis in Brussels entails many facets (e.g. affordability, quality, etc.) and thus affect many different groups of people. Adjoining this is the precarious socio-economic situation of Brussels population. According to the European SILC survey of 2017, about one third of the population living in the Brussels-Capital Region, i.e. **between 30% and 37%, has an income below the at-risk-of-poverty line**. This percentage is significantly higher than in Flanders (between 8% and 12%) and Wallonia (between 18% and 25%). The at-risk-of-poverty limit is set at 60% of the median disposable income at national level. Since the poverty risk only takes into account the disposable income of households and not other dimensions of poverty, another indicator 'risk of poverty and social exclusion' is also presented in the report. This indicator takes into account the following 3 poverty risks: monetary poverty, severe material deprivation or living in a household with very low labour intensity. The SILC survey also shows that between 35% and 42% of the Brussels population is at risk of poverty or social exclusion. This percentage is significantly lower in Wallonia (between 23% and 30%) and in Flanders (between 12% and 15%). The results of this SILC survey were published in the 2018 Welfare Barometer, published by the Observatory for Health and Welfare of the Brussels-Capital Region.

Another way of looking at it, are the fiscal statistics. Statbel, the Belgian statistical office, publishes the results of the fiscal statistics on income of tax year. In 2016, the net taxable income of the Belgians amounted on average to € 17,824. With the Flemish region having the highest average income of €19,102, followed by the Walloon region €16.787 and last the Brussels region with the lowest average fiscal income €13,980 (FPBS, 2018). Adjoining this number, it is worth mentioning that there is **a large internal socio-spatial polarisation of socio-economic inequalities within the region** (Grippa et al., 2015). The Brussels-Capital Region includes the municipality with the lowest average income in Belgium per person which is Sint-Joost-ten-Node €8,835 (less than 50% below the national average) as well as municipalities that rank largely above the Belgian average (Ukkel: €20,115) (FPBS, 2018). The socio-economic situation of those living in the inner city is especially precarious (Grippa et al., 2015). Secondly, attention must be brought to the presence of European institutions which has spurred on new real estate developments in better class districts aiming at well-off EU-officials (often expats), which in turn have led to the **gentrification of more deprived areas**. These tendencies are often to the detriment of the **more vulnerable residents who are pushed out of their familiar environments** (Bernard, 2008).

Given their socio-economic and health background, specific vulnerable groups on the housing market are older people, low income families, vulnerable women, people with a migration background, etc. We will focus on these three groups more in depth in the following paragraphs.

First, although Brussels is known to be the 'youngest' region it is also challenged by an ageing population. In 2019 13,1% of the population in Brussels was age 65 and above. Population prognoses expect this number to increase with an additional 10.000 people by 2025 (BISA, 2019). In the last decade, in many European countries as well as in Belgium and thus Brussels, there has been growing attention within policy for the concept of 'ageing in place'. Besides this policy ideal, also older people themselves have a strong wish to remain in the familiar home environment for as long as possible (Löfqvist et al., 2013; Smetcoren, 2016). Unfortunately, **in Brussels many home environments are unfavourable for older people**, because the "fit" or "liveability" does not match the changing needs of their older residents. Inadequate homes form a risk for the health, wellbeing, and the independence



of older people and in Brussels there is scarce variety in affordable residential options available for older people.

Second, in the Brussels Capital Region women are in the majority, with in general 4% more women than men (BISA, 2018). This is mainly because, from the age of 55, there are more women than men in the Brussels-Capital Region. Although recent numbers are hard to find, a study concerning 'Gender and income: Analysis and development of indicators' from the Institute for the equality of Women and Men (IEWM) reveals that the female/male income distribution is characterised by considerable inequality: on average, **women's individual net incomes in 2006 were 38% lower than those of men** (IEWM, 2011). More recent data from 2018 showed that in Belgium a woman still earns an average of 6.1% less per hour than man (Statbel, 2018b). Especially when reaching retirement age, women face a higher risk of social isolation and poverty because of their low pensions. The pension gap is the consequence of the continuing pay gap: as women continue to earn less than men (IEWM, 2017). Given women still have lower average and median wages than men, they are more confronted with having access to affordable and good-quality housing. Adjoining this, almost half of the Brussels households (46,7% in 2015) consist of single-person households, with an over representation in the age group 65+ (BISA, 2016). Also, the number of homeless women in the Brussels Capital Region increased significantly and almost tripled between 2002 and 2011, rising from 337 to 1092 (Lelubre, 2012).

Third, in January 2018, 35% of the Brussels population had a foreign nationality and 57% of the Brussels population had a foreign nationality at birth (BISA, 2018). Within Belgium, Brussels - and to a lesser extent also other large cities - serves as an 'arrival city' (Saunders, 2011) or first point of entry for immigrants. Although migrants arriving in Brussels have highly variable income profiles, households from the lower income groups are over represented and these families often live in very small housing and overcrowded housing units in poor areas of the region (Dessouroux et al., 2016). Also **people with a migration background are heavily discriminated in the private housing market**, especially those with North African and sub-Saharan backgrounds (Verhaeghe et al., 2017).

These vulnerable groups, often in combination with a low income, experience several challenges in the housing market; they are more present in disadvantaged neighbourhoods, have a tendency to live in overcrowded housing, spend a high amount of their income on housing (at the cost of other expenses such as food, healthcare and education). Structural conditions, such as the prevalence of housing crises, the rise of insecure tenancies, and concentrated gentrification and development, contribute to a growing risk of homelessness and housing displacement among vulnerable, low-income groups.

#### 1.1.6. Community Land Trust – a new operator on the scene

The Community Land Trust Brussels is one of the lead partners of CALICO. The CALICO-project is set to be developed following this innovative model of the Community Land Trust. Therefore we briefly present the origins and main principles of this community-led housing organisation. This description will help to better contextualize the governance issues raised by the project that are developed in the next section.

### *Origin and context of arrival in Europe*

Born in the context of the struggle for the civil rights of black people in the United States in the late 1960s, the Community Land Trust model is part of a long utopian tradition of thinkers such as Henry Georges, Ebenezer Howard, Gandhi, etc. They considered **lack of individual access to property one of the underlying causes of poverty and injustice** and that the collectivisation of land could provide a basis for a better society (Dawance, 2014). For the past decades, the model has booked growing successes and was awarded in 2008 by the United Nations. They awarded the largest CLT, the Champlain Housing Trust (Burlington, Vermont), the World Habitat Award for the best housing project in the world. Today, the United States of America and Great Britain respectively have more than 225 (Grounded Solutions, 2019) and 263 (National CLT Network, 2019).

The CLT arrived in Europe, in British cities and singularly in Brussels and Ghent (and very recently in France), after the 2008 financial crisis against a background of impoverishment, a crisis of confidence in public management (outdated participation), a rise in populism (social diversity crisis) and a loss of impetus in the social housing model (Dawance, 2019). While in the United States the CLTs take part in mobilising the community so that the State, relatively absent, is involved in urban policies, they appeared in Europe in a context where civil society tries to show that **a citizenship-based legitimacy partnered with representative power can be envisaged in social housing production** (Dawance, 2019).

In this sense, the CLT model is part of what many call the "third way" where civil society enters the field of urban policies alongside public institutions and market actors. Although it was not born of this movement, it goes perfectly with the rise of 'commoning' (Aernouts & Ryckewaert, 2018), or the **Commons movement** of which it gradually becomes a reference in land management models (Rochfeld & al. 2017) among other *community-led* models.

Sometimes identified as a model of **shared social responsibility** (Council of Europe, 2012), the CLT effectively offers a paradigm shift: its territorial development project is based on shared responsibility and reciprocal trust at several levels: between individuals, between individuals and collectives, between collectives, society and public power.

### *Core principles of a Community Land Trust and the organisation in Brussels*

A Community Land Trust is a non-profit organisation whose mission is to acquire and manage land in order to create accessible housing for households with difficulties in accessing housing and, possibly, facilities of collective interest. Following the description given by the Community Land Trust Brussels, its governance model is based on the next core principles<sup>3</sup>:

- a. **Hybrid ownership model:** The sale is made by separating the ownership of the land from that of the dwellings build on the land, figuratively 'the bricks'. CLT remains the permanent owner of the land to manage it in the interest of the community. The dwellings build on these lands are owned

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<sup>3</sup> For more information on the CLTB: <http://cltb.be>, or on the CLT as both model and movement, visit the digital archive of historical materials tracing the origins and evolution of the CLT: <http://www.cltroots.org>

individually by the residents, or in some cases by an organisation such as a non-for-profit association or cooperative. Not having to pay for the price of the land makes the housing more accessible to the purchasers. The latter have all the rights related to ownership, but accept specific occupancy and transmission conditions, in order to ensure that the housing is always accessible to the target audience. In order to allow this horizontal separation of ownership, CLTs in the United States generally use long-term leases. In Brussels, CLTB uses dismembered rights, and essentially the building right. The owner of the building pays a monthly "rent" or royalty to CLT for the use of the land.

- b. **Perpetually affordable price:** Buyers are given a boost to buy affordable housing, but they are committed to passing on this boost when they sell their home. CLT homeowners can therefore sell their homes, but at a capped price: the seller will be able to recover what he invested and a small additional amount. This limitation of the selling price ensures that access to the property remains affordable for successive buyers, resale after resale. The most common are formulas that offer the seller a fraction of the capital gain taken by their home (as is the case for Brussels CLT). The formulas aim to establish a fair trade-off between the legitimate expectations of sellers and the maintenance of housing accessibility.
- c. **Community-managed:** The occupants of CLT housing, but also any person who lives or works in the area where CLT is located, can become a member, participate in the development of CLT, and elect their representatives to the Board of Directors. In general, one-third of the directors represent residents, another third represents neighbours and civil society, and the remaining third represent the public interest or government. This balanced distribution ensures the participation of residents in the management, while ensuring that the interests of the residents of the district and the general interest are also respected. Here again, a fair balance between individual and general interests is essential.
- d. **Stewardship:** A final characteristic is what is called stewardship in the CLT literature. CLT has permanent responsibility for the land it owns, and the housing built on it. In order to ensure the sustainability of its project, CLT has every interest in ensuring that the houses are well maintained. The CLTs are therefore very committed to informing and supervising residents. CLTs generally ensure that homebuyers do not take out toxic loans, offer them training and support if necessary. CLTs are "developers who never leave". Sometimes, the community land trust can extend this stewardship mission to a community building mission, as is the case at CLTB. It can then, for example, offer training, stimulate or support residents' initiatives, ... Through the community development work it carries out, it intends to put individual and collective empowerment at the centre of its objectives.

The Community Land Trust Brussels respects all these principles. It is systematically supported by the Brussels-Capital Region. The model is also recognized as the main actor in the "social access to property" sector as defined in the Housing Code of the Brussels Capital Region. Today, 179 housings in twelve different projects are under development. In a sense, the **Community Land Trust appears to be an alternative model to the social housing model** as it is developing in Brussels, i.e. rental housing produced and managed by public service companies, but also **to the policies that support access to individual property**, which are generally aimed at less vulnerable groups.

## 1.2 Towards a new way of producing social housing? The challenges of governance

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The present part aims to focus on the governance issues raised by the CALICO project. It offers a theoretical background and some interesting practices and projects that could be useful in order to feed the construction of the CALICO project and its participatory social-action model.

As the question of the governance should be analysed from different angles, this section attempts to outline the spectrum of governance issues involved in setting up and managing of such a project. After resituating the project in the sector of community led housing initiatives, the main theoretical axes of analysis that apply to these initiatives and that are of interest to analyse the CALICO project will be discussed: study of the level of decommodification of the project, the collaborative nature of its financing mode, the level of self-organisation of its set-up and management. The last axes are the study of the level of social mix of the project, the openness of the community that supports it, the multifunctionality of the project, and the values that underpin the community that supports the project.

### 1.2.1. Community Led Housing

The community-led housing is a broad movement encompassing a range of approaches, including Community Land Trusts (CLTs), cooperatives, cohousing, self-help housing and group self-build, ... Some authors also refer to the notion of "Collaborative Housing", which covers quite largely the same set of "user-led" forms of housing provision (Czischke, 2018). The Eurotopia Directory (i.e. a directory of 430 communities, eco-villages, settlements and cohousing projects in Europe) offers concrete examples in Europe.

Following the definition given by the National Community Land Trust Network of Great Britain (Baddeley Chappell et al., 2019), "Community-led housing is about local people playing a leading and lasting role in solving housing problems, creating genuinely affordable homes and strong communities". 'Community Led Homes', a British network gathering the "National CLT Network", the "Confederation of Co-operative Housing", "UK Cohousing" and "Locality" puts forward **3 core principles**: 1) Open and meaningful community participation and consent takes place throughout the process; 2) The community group or organisation owns, manages or stewards the homes in whichever way they decide to; and 3) The housing development is of true benefit for the local community, a specific group of people (an intentional community), or both. These benefits should also be legally protected in perpetuity (Community Led Homes, 2019, p.4).

This definition is broadly inclusive and includes a very large number of projects of a different nature. Some models may be strictly social, others mixed, some are rooted in radical self-management, while others are subject to associative stewardship. Some suppose a strong involvement in the design and construction of new or renovated dwellings, others not at all. In any case, all aim to build togetherness and a mastery of the living environment by the residents that are difficult to achieve through mainstream housing, whether private or public.

Without pretending to offer a complete typology of all existing forms of community led housing, the goal of the following sections is to pinpoint several axes or tensions that structure the different modes of organisation of such models, and to highlight some that maybe relevant to understand the

specificities of the CALICO project but also to raise interesting challenges that it faces. Those specificities and challenges will be discussed in the conclusion (section 5.).

### 1.2.2. Axes of governance

There is a wide variety of governance schemes for community-led housing. When analysing these in a profound literature reading, the following part will pinpoint eight main axes.

#### *a) Decommodification of housing and services*

Access to housing is a right and a vital asset essential to the well-being of individuals. However, it is now the subject of a largely deregulated market that justifies the current housing crisis in Brussels Capital Region, which is above all an accessibility crisis (as mentioned in section 1.1). In this context, the aim and benchmark of housing policies and regulations is **to withdraw the housing provision from the sphere of profit-oriented, speculative real-estate markets**. That is what is called decommodification of housing (Balmer & Bernet, 2015).

Not all housing policies have the same ambitions of decommodification. Some policies that support home ownership do not contain any anti-speculative measures. **Some policies provide anti-speculative regulation but limited in time**. In many European countries, the majority trend seems to be towards a commodification or even recommodification of public social housing. This is the case with the British "Right to Buy" scheme, but also in Germany or the Netherlands, for example (Elsinga et al., 2014). Thus, although public social housing appears to be the main tool for decommodification, driven by liberal privatisation policies, it does not necessarily guarantee a perpetual socialisation of housing. The question of the sustainability of decommodification is therefore central<sup>4</sup>.

In the Brussels context, the operators who develop and finance social or medium-income ownership programs (CityDev and Housing Fund) subject purchasing households to anti-speculative resale clauses, but limited, in the most restrictive case, to 20 years. After this period, the property can be freely resold on the market. The Social Real Estate Agencies sector, which is financed to manage private housing to make it available to low-income households at moderate prices, also offers only a limited guarantee of socialisation of its stock (from one year to about thirty years). It is in this context that the **Community Land Trust of Brussels emerged in order to offer a perpetual decommodification** of the affordable housing it generates. This objective of decommodification in perpetuity is particularly ambitious in this respect.

In Europe and throughout the world, many community-led housing initiatives are also trying to ensure a more or less intense decommodification of the housing and services they manage. This is particularly the case for American equity cooperatives, or for certain social purpose and limited liability

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<sup>4</sup> It should be noted that the Brussels Region has been protected from measures to resell the social housing stock by a government moratorium for several decades.

cooperatives (scfslr) in Belgium. One of the most inspiring models is that of the German Mietshäuser Syndikat (early. 1990's). It is a nationwide tenement trust that is at the same time a form of ownership and a network of self-organised house-projects not subsidized by the state. The tenement trust provides an organisational and legal structure (dual form of ownership) that ensures that its house-projects will be permanently taken off the real estate market (Horlitz, 2013).

*b) Community Finance, between public finance, private finance, citizen finance*

The origin of the funds and the way they intervene in financing largely impacts the nature of community-led housing's models and their governance. The **financing methods are numerous and complex**. They can be exclusively public, private, citizens, or mixed, based on bank loans, company shares, bonds, donations, direct and indirect subsidies, rents, mortgage loans, free or cheap land acquisitions, working time devoted to construction, ... They can be subject to return objectives or not, print higher or lower risks on the project, ... They can as well be hosted in various legal structures such as foundations, cooperatives, associations, limited companies, ...

At the European level, the cooperative financing sector seems to be experiencing a renewed interest, particularly since the 2008 economic crisis (Patti et al., 2017). To discover various **innovative community financing initiatives**, the book of "Funding the Cooperative City" provides a profound overview (Patti and Polyák, 2017).

In Belgium several inspiring initiatives have been taken. For example the LivingStones investment cooperative is a cooperative company with limited liability founded by 3 Social Real Estate Agencies and other financial partners. Its objective is to put quality housing on the market for moderate rents in the Brussels Capital Region. However, the residents of the cooperative's units are mere tenants of the cooperative's Real Estate Agencies and not cooperators<sup>5</sup>.

Other variants of home shared ownership models, are based more on the **idea of residents owning the cooperative themselves**. For example Wooncoop in Flanders, which tries to combine ownership of the cooperative by residents with a rental model. The cooperative's financing consists of three thirds: on the one hand, contributions from residents, on the other hand, contributions from external investors and finally a third composed of bank loans. The method of financing the German Mietshäuser Syndikat, mentioned in the previous section, is also interesting. The **necessary down payment for the mortgage is collective** so as not to exclude the most vulnerable and is raised by acquiring small direct credits with low interest rates (Horlitz, 2013). Another example that can be of interest is the French project (Montpellier) of intergenerational cooperative housing, the Ecoé houses (*Les Maisons Ecoé*). The inhabitants are shareholders of the cooperative, but their shares are independent of the value of the property they occupy. The occupancy is based on a real cost charge (rent), differentiated arrangements facilitate the accessibility of modest households and seniors (in particular the pooling of borrowing



capacities, etc.). External investors can hold up to 30% of the cooperative's capital. The necessary loans for the project are made by the cooperative and several public subsidies are collected<sup>6</sup>.

The issue of finance of the CALICO project is at the core of the innovation challenges, especially for the renting units (Pass-ages, Angela.D and some of the CLT units). Indeed, if the European investment funds for the project will allow the CLTB to buy the land and ensure the permanent affordability of the units created, **an intermediate structure will still be needed to gather the necessary funds to buy and manage the parts of the CALICO-building that will be rented**. The partners are planning to set up one or two cooperatives to do so. At this stage, one investment cooperative is imagined to buy the Angela.D and rental CLTB units, and another, based on the idea of residents owning the cooperative themselves, could be developed to buy the units of Pass-ages. The research will of course closely study the set-up of this or those cooperative(s) as it is a key factor of the project's feasibility and success. The financial and governance schemes on which it or they rely will be analysed.

### *c) Self-organized or least autonomous?*

A third major axis of tension crossing the community-led housing is the level of self-organisation and autonomy of users in determining the housing project. This level of autonomy can obviously vary according to the components of the determination of the housing project to which it applies, i.e. according to whether it applies to its design, construction, heritage management and internal living rules, including those relating to the allocation of housing, the management of shared and/or open spaces and resources in the neighbourhood and the city.

Although the availability is still limited, also the development of small, collective housing with different degrees of intensity in living together has benefitted extra attention in Belgium in past decade. In 2018, Belgium had 133 alternative housing communities which consisted in total out of 1.282 individual housing units (Samenhuizen vzw, 2018). According to Samenhuizen vzw, these 'alternative housing communities' can be defined as 'co-living' or 'co-housing'. Before going into some of these aspects of the set-up and management of community led housing projects in more detail, it may be useful to summarize some main trends of the self-organised housing production and management in the rental housing market, the ownership market and associative developments.

#### **Self-organising in rental housing market:**

Almost 60% of Brussels residents are now tenants. Whether in the social housing sector or on the private market, the level of autonomy is generally very low in all aspects. Housing is most often an individual cell, subject to little or no individual or collective control over design, construction or renovation issues, as well as over asset management. As for the rules of internal life, relating to living together and sharing space, although the majority of rentals do not provide for any specific common space and reduce the individual to the management of his private space alone, many formulas for co-living exist and are developing. The **Brussels-Capital Region adopted a specific lease for shared rental** in October 2018. Traditionally confined to the student sector in an existing building, these forms of co-living seem to extend to larger sections of the population those affected by risks of precariousness

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<sup>6</sup> See: <http://www.maisons-ecoe.org>

(unstable workers, unemployed, etc.) but also higher income groups which actually pushes up the rental prices of this type of housings. They **allow the development of a common life based on common rules, most often informal**.

#### Self-organising in the ownership market:

As the saying goes that Belgians have a brick in their stomach, access to one's own home seems to be experienced as a guarantee of security in terms of both savings and autonomy. While a household's autonomy seems to have increased, it is most often achieved through a strictly individual property model. In the case of condominiums, which are the most frequent in Brussels, there are only condominium rules to regulate the control of non-strictly private spaces, and these rules do not seem to reinforce the autonomy of all owners so much as they reflect the existing balance of power between individual owners. They do not seem to be very conducive to really increasing the space for co-owners' self-organisation (Bresson, 2016).

It is in this context that the different "shared" ownership models come into play, *habitats groupés* in French-speaking Belgium, *habitat participatif* or *autopromotion* in France, co-housing in the Anglo-Saxon world. Indeed, as Sabrina Bresson (2016) points out, membership in a community of peers, the sharing of values and the contiguity of daily practices to induce "mechanical solidarity", is difficult to find in other housing developments . **Co-ownership seems to remain the dominant form of legal structure for organizing co-housing**. Co-housing projects are generally the result of bringing together households to set up their housing project together. They usually assume that each member has the capacity to finance its share of the investment in the project and often result in being accessible only to people who are able to borrow and/or who have their own funds. Moreover, sociological studies confirm that co-housing inhabitants are predominantly well-educated, middle-income households (Bresson and Deneffe, 2016). The **most vulnerable households are most often excluded from these types of projects**.

#### Self-organised housing by organisations:

A category of housing initiatives can be identified that are **initiated by non-profit, philanthropic associations, which target different categories of vulnerable groups**, either according to their income or sometimes according to a disability, or suffering from different forms of discrimination (gender, origin, religion, etc.). Historically, there is a vast typology of projects driven by different objectives and developing specific methodologies. In addition to "front-line" host structures (structure d'accueil) such as reception centres (des maisons d'accueil), community life centres (maison communautaire), night shelters, family-type shelters, some other projects can be mentioned: habitats implemented by Housings association sector ("Associations d'Insertion par le Logement"), habitats implemented by religious communities, squats and temporary occupations...

In 2013, the Housing Code recognised "**solidarity housing**" (*Habitat solidaire*) (Housing Code, 2013). This concept includes all collective housing owned by an association or agreement that it contains at least one person in a state of financial insecurity. This recognition postulates that the mere fact of living together can constitute a powerful lever for the social reintegration of vulnerable people, regardless of

any pecuniary benefits (Bernard et al., 2015). Note that at the same time, the Housing Code also recognized intergenerational housing<sup>7</sup> and the Community Land Trust (Housing Code, 2013).

The vitality of the community and the self-organizing dimension of its projects depends largely on the social work tradition and societal vision of the associations that implement them. It ranges from radical self-management in some squats to modes of autonomy constrained by rules of community life defined more top-down by institutional or associative actors.

#### *d) Self-build vs turnkey purchase:*

Another important sub-aspect of this axis on the level of self-organisation is the specific involvement of future residents or the community in the architectural design process of the project on the one hand and in its production on the other hand. Indeed, giving life to innovative forms of housing also often means thinking about giving new architectural forms to welcome new sociabilities, new relationships between the spheres of daily life. It also sometimes means changing production relationships by contributing to the construction of one's living environment. Many community-led housing projects have developed innovative methodologies **to involve future residents in the design and/or construction of the housing project.**

In terms of the involvement of residents or community members in the construction of housing, i.e. self-construction, the legal provisions make the practice very complicated in the Brussels region. One can mention **Casco sales**, which are sales of buildings in a raw state, in principle closed structural work. The inhabitants then carry out the improvements themselves. This practice applies primarily to individual apartments and not to the entire apartment building. England, on the other hand, has a strong tradition of inspiring community self-build<sup>8</sup>.

Concerning the implication of residents in the architectural design, co-housing often suppose a self-organisation of future residents or a core group of future residents in the design of the architectural project (principle of self-promotion). Though, there is **a new trend of projects designed on plan as a cohousing by real estate developers, mainly for sale, but also sometimes for rent.** A regional public operator CityDev recently initiated the "Tivoli" group housing project. Based on a ground/built separation, CityDev remains the owner of the land and a group of inhabitants, gathered in a private foundation, develops the cohousing project. It is an innovation in the public housing production sector to initiate a development in co-housing, but it is aimed at the middle class only.

#### *e) Diversified income vs affordable housing*

An important axis of analysis is the level of social mix between residents of community led housing projects. On the one hand, in co-housing projects rather driven by middle class households, despite aspirations to have a mixed-income structure, there is a risk of segregation (Ache & Fedrowitz, 2012).

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<sup>7</sup> "building comprising at least two dwellings, one of which is occupied by a person over sixty-five years of age and whose households purchase mutual services, organised in a written commitment (...)".

<sup>8</sup> See, for instance, the Community Self Build Agency: <https://www.communityselfbuildagency.org.uk>

On the other hand, community-led housing, supported by intermediary associative structures, often targets more vulnerable groups that the associations intend to support, often printing a higher level of assistance and lower autonomy. It is rarer to find projects that are voluntarily mixed, but which above all guarantee the same level of decommodification and self-organisation among all the inhabitants.

#### *f) Community participation or residents participation*

Community-led housing can rely exclusively on the participation of its members and be based on the self-help provision of affordable housing by the actual residents. This is the case in the traditional cooperative housing models as well as in many co-housing projects, where mutualisation is mainly developed between inhabitants. Mullins and Moore (2013) identify the emergence of new community-led models in which the participation principle mainly translates into “community participation” rather than only “member participation” and that are centred in the idea of “extended self-help” meaning not (only) by actual users or members of a formal organisation but by engaging a wider local community. This is an interesting development, which underlines the desire to overcome the risks of retreating into an inner circle of proprietary, even collective, logic by integrating housing projects and their practical governance into a wider community (Mullins & Moore, 2013).

#### *g) Housing project vs multifunctional project*

The opening of community-led housing projects is often based on the opening of spaces on the neighbourhood to establish a physical interface with the environment. Thus, the intensity of this multifunctionality is another axis of analysis of community led housing projects. Many projects, seeking an opening to the outside world, are trying to develop an offer of spaces open to the neighbourhood. Some examples result from a desire to create an interface space between residents and local residents (sharing a garden, a multi-purpose space, etc.), others aim to support the emergence of activities likely to meet local demand and can be carried out entirely, partially by residents or on the contrary be left to the responsibility of another supporting structure.

The **integration of other functions into a housing project within a community approach** thus raises important governance issues relating to the terms of its financing (by residents, by the community, by a project leader), its occupancy status and its integration into the supporting structure of the housing: rental, ownership, integration into a cooperative, and its management mode (by residents, local residents, a specific actor such as a shopkeeper or an association, ...).

#### *h) Place-based Community vs Intentional Community (shared values)*

The community-led housing refers to the role of *local* community in solving the housing problem. It corresponds to place-based community formed in relation to the issues attached to the their territory (socio-economic difficulties, discriminations, risks of evictions, gentrification, deprivation of the area, etc. (Engelmans et al, 2016)).

But the community-led housing, as in the definition of ‘Community Led Homes’, also stresses that the housing developments may aim to offer a true benefit to specific groups of people not defined as local communities, but rather as intentional communities.

First, the approach developed by the community land trust Brussels leading the CALICO project is indeed not formed at the level of neighbourhoods, but rather at the level of the metropolis. There is no pre-existing community. It can be claimed that the CLTB is in line with the "civic communities movement" as studied in the American context by Jacques Donzelot (2003). These are formed progressively through the implication of households and associations in the collective housing projects which unite them. The Community is the result of its Community Development work organized by the Community Land Trust. In its civic community role, the CLTB intends to bring out the intangible links and ethics between its members. The base of ethical values advocated by the CLTB have been presented (collective and antispeculative management of the land, balance between individual and collective interests).

Second, most of the **community-led housing as well as co-housing projects are founded around the sharing of goals and values among residents**. In that regard, they form intentional communities. It is to say a purposeful creation, in a particular place, of a network of people who share specific ideals: "intentionality signifies that people are choosing to orient their lives and livelihoods around particular goals or values and that these goals or values differ from those prevalent in the dominant society" (Lockyer 2007, 10). Through the engagement in the project of Pass-ages and Angela.D (whose respective roles are presented in section 2.3), CALICO introduces other intentionalities specifically based on the objectives of care, solidarity and gender mainstreaming. It can be claimed that the project supports the creation of an intentional community.

### 1.3. Development of community care

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#### 1.3.1 From institutional towards community care

Rapid changes in society such as ageing populations, globalisation, social fragmentation, changing family structures etc. have an effect on the organisation of care in general. Since the 1980's there is a growing policy focus on **community care** in Belgium, as in many European countries. Community care can be described as *"the longer-term care and support for people who are mentally ill, elderly or disabled and which is provided within the community, rather than in hospitals, and which enables individuals to live in both independence and dignity and to avoid social isolation"* (Edmonstone, 2018, p. 18). This refers to the paradigm shift in which care for people in need becomes less institutionalised, and increasingly becomes the responsibility of the broader society (Koops & Kwekkeboom, 2005).

In Belgium, two important waves can be described leading to this shift towards community care. First, in the **1980's, a strong de-institutionalisation movement** took place in the healthcare sector and more specific in mental healthcare. Influencing factors such as the increase in psychosocial problems in communities, the demand for adequate responses to specific care needs, and the saturation of the traditional care structures, necessitated a reorganisation of the Belgian mental health care (Detollenaere et al., 2019). Professional care became more present and active outside the walls of institutions and residential care. More recently, as **from 2000's** a second wave took place, from professional care in the community towards **care by the community**. We see two evolutions: there is growing recognition that professional care in the community works highly fragmented (Pacolet & De Wispelaere, 2018), often lacks integrated and personalized care (Nies, 2015) and faces budgetary

restrictions (Pacolet & De Wispelaere, 2018). In addition there is an increasing recognition to include community actors as important addition to formal healthcare, thereby underlining the role of family members, neighbours, friends, volunteers, etc. (Dury, 2018; Fret et al., 2017; Koops & Kwekkeboom, 2005; Lambotte et al., 2018). An example of how policy supports and recognizes the importance of informal care, is the development of the Flemish Informal Care plan 2016-2020 (p.1) which states *"Good care is part of the daily social life of people. This care is also shaped by the efforts of many informal carers, they give meaning and colour to the life of the care recipient. Professional care supports this participation and involvement."* (Vandeurzen, 2016).

This evolution from 'care in institutions' towards 'care *in* the community' and later 'care *by* community members', also supports the wish of many people to stay in the familiar environment when in need of care. In Belgium this **tendency towards community care is present in several health policy domains** (e.g. elderly care policy, mental health policy, palliative care etc.). Thus, people with care needs are motivated to remain at home and will only make a move towards care institutions when the care within the home situation is no longer sufficient (Vermeulen, Demaerschalk & Declercq, 2011). Adjoining this, is the fact that health care systems that succeed in preventing nursing home and hospital admissions may substantially save on their public spending (Joling et al., 2018). High-quality care in the community can be such a cost-effective and quality solution (Van Eenoo et al., 2016).

### 1.3.2 Towards a broad understanding & positive perception of people in need of care

The organisation of care for people with serious illness and severe care needs has increasingly been "medicalised", i.e. taken on by the healthcare system and professionals (Abel, Kellehaer & Karapliagou, 2018). A good example is the whole literature on care for frail older people. A literature review on the different conceptual models existing on frailty in relation to older people concluded that the literature on frailty is dominated by *"instrumental definitions and conceptual models that reflect a postpositivist, predominantly biomedical perspective of frailty."* (Markle-Reid & Brown, 2003). This biomedical model considers frailty as a problem of the individual that is directly caused by a disease, an injury, or another health condition, and requires support from medical care services (e.g. Buckinx et al., 2015; Fried et al., 2001; Lally & Crome, 2007). In order to **move away from a disease-based approach towards a health-based integrative approach** (Bergman et al., 2007), there is a call to integrate frailty and medicalisation of problems in a broader context taking into account societal aspects in which social, environmental and behavioural factors are explored as well (Bergman et al., 2007; Markle-Reid & Browne, 2003; van Dijk et al., 2016). Furthermore, there is a need to move away from the individual, biomedical focus on decline and impairment in which ill-people and older people are often associated with dependence, disability, increased health care use, and mortality (Tocchi, 2015) **towards a strength-based perspective of those in need of care.**

As a critique to the biomedical domination of frailty and based on a narrative literature review, De Donder et al. (2019) put forwards 3 building blocks for policy and practice. Although they focus on frail older people in particular, they can be translated to the broad group of people in need of care in general:



1. **The urge to adopt a multidimensional, dynamic and positive view:** Often, people who are in need of care are associated with dependence, disability, increased health care use, and mortality. However, focus on what they can no longer do (i.e. their deficits), should be replaced, or at least completed by an emphasis on their abilities, strengths and positive aspects. A strength-based approach takes into account a persons' strengths and resources and collaborates with them in their own care, recovery and problem solving (Cross & Cheyne, 2018) and this approach has proven its success in several domains of health care services.
2. **Moving from dependency towards interdependency.** There is a need for a more diverse conceptualisation understanding the complex inter-relational nature of care and support instead of the simple dichotomy of 'support-giver' versus 'support recipient'. In research on Active Caring Communities in Brussels, older people (who were denoted as frail and were often viewed solely as care and support recipients by care professionals) explained that they themselves were helping other neighbours and family members or expressed their desire and willingness to do so. Equally, informal caregivers underlined their personal needs for more support and care (Smetcoren et al., 2018). In the past, care ethicists have criticized the 'individualistic' approach of mastery and autonomy (Tronto, 1993, 2001; Verkerk, 2001) as this implies that many persons in need of care and support cannot be autonomous (Janssen, Abma & Van Regenmortel, 2012). Whereas dominant perspectives on frailty assume that frail older people lack autonomy, the ethic of care focuses more on a relational autonomy, which not only takes people's own perceived efforts into account, but also the influence of external factors like other persons (Claassens et al., 2014; Tronto, 1993, 2001).
3. **Giving voice to (the resilience of) people in need of care .** As demonstrated in several studies, there is a power imbalance between care professionals and their patients. For example, nurses can be unwilling to share their decision-making powers with patients because they 'know best' (Henderson, 2003), or doctors feel limited by time pressure and therefore cannot provide the opportunity to discuss end-of-life care, even if (frail) older people express this desire (Sharp, Moran, Kuhn & Barclay, 2013). However, it is beneficial to consider people in need of care as active partners in their situation instead of passive care consumers as *"encouraging individuals to engage in preventive health activities possibly avoids one form of medicalisation (clinical), but on the other hand, it takes up another form (preventive medicine and 'self-care' that moves medical and health concerns into every corner of everyday life."* (Vilhelmsson, 2017, p. 8).

### 1.3.3 Who cares? Need for cooperation & valorisation of all actors in the care chain

Several actors take part in the care chain. In care policy, distinction is made between informal and formal care. A definition of this subdivision depends on the national legislation and this report will describe the case for Belgium. The first category of **informal care** refers to all sorts of care and support which is unpaid and is not provided by a professional. Although it is often inter-changeable used with the term of 'family carer', informal carers do not always have a family connection as also neighbours, friends or volunteers can provide care. The Brussels Knowledge Centre on Wellbeing, Housing and Care (Kenniscentrum Wonen, Welzijn en Zorg Brussel) make a distinction between self-care, informal caregivers (in Dutch: mantelzorg), occasional help from neighbours and voluntary work:

- **Self-care** refers to the personal competences and coping strategies care recipients use themselves to meet their own care needs to keep their situation liveable before relying on others.

- **Informal caregivers** are people who take care of someone in their familiar environment on a regular, often long-term basis and who do not do this professionally but more out of idealism, friendship or because of a family bond. Often this is not consciously chosen, but it grows from a social or emotional bond they have with the person in need of care. 9% of Belgians and 18% of Brussels residents provide informal care at least once a week to someone with a long-term illness, chronic disorder or disability and these numbers increase with age (Demarest, 2015). Informal care is often been discussed within the relationship of the nuclear family, however, due to evolving structures and roles within the family and societal trends, the traditional care patterns are also transforming (Ryan et al., 2012; Wolff et al., 2017). As a result, non-kin care and support from others such as friends and neighbours are increasingly being recognized as important types of informal care.
- **Occasional help from neighbours** takes place in informal community care networks. This occasional help can refer to a one-time-assignment such as helping with a move but it can also refer to a long-term commitment such as going shopping every two weeks for heavy groceries or visiting someone on a regular basis for a chat. It can arise spontaneously, but sometimes it can also be supported by a neighbourhood organisation.
- **Voluntary work** refers to unpaid non-compulsory work, which is exercised for the benefit of one or more persons, group, organisation or the community as a whole. The activities performed by the volunteer take place in a non-profit organisation (Dury, 2015). Volunteers who commit themselves can turn to it for support, guidance and coaching, and they also get the appreciation they deserve for their efforts.

Subsequently, **formal care** can be divided into 3 levels of care in Belgium:

1. **Primary healthcare** (in Dutch 1<sup>e</sup> lijnszorg) can be described as the access point to direct and more generalized help and care. General practitioners are a key-actor in this level, besides home nurses, midwives, ergo- and physiotherapists, pharmacists, dentists, etc. Besides these professions, also some organisations are responsible for supporting (and enabling) primary health care such as day care centres, centres for short stay, OCMW-CPAS, care homes, services for family care, etc. Primary care providers work outside hospital settings and can refer people in need of care to more specialized care in the secondary healthcare (often the general practitioner is the middleman).
2. **Secondary healthcare** (in Dutch 2<sup>e</sup> lijnszorg) consists of 'specialist' care providers who can be consulted after a referral from the primary healthcare organisations, for example a psychologist, psychotherapist or psychiatrist from a mental health centre. These care providers often work within the walls of general hospitals or specialized care centres. For example, general hospitals, nursing homes also belong to the second line of healthcare.
3. **Tertiary healthcare** (in Dutch 3<sup>e</sup> lijnszorg) refers to intra-mural, highly specialized care and access is only possible on referral. Usually this care can be found in academic specialised hospitals.

Kemp et al. (2013) developed the *convoy of care model* as a way to conceptualize the intersections between formal and informal care and its relationship to the care recipient and caregiver outcomes. A convoy of care can be defined as *"the evolving collection of individuals who may or may not have close personal connections to the recipient or to one another, but who provide care, including help with activities of daily living (ADLs) and instrumental activities of daily living (IADLs), socioemotional care, skilled health care, monitoring, and advocacy."* (Kemp et al., 2013, p.18). A care convoy contains all of the people who provide support, including informal and formal caregivers. Care recipients are also

directly involved in care relationships and are defined as active participants. **Care convoy properties** comprise structure (e.g., size, homogeneity, stability), function (e.g., support given, received, exchanged), and adequacy (e.g., satisfaction with support) (Lambotte et al., 2019, p.2).

#### 1.3.4 Quest for innovative community care models: inspiring concepts

Several arguments can be put forward to underline the urgent **need for innovative community care models in Brussels**. First, this shift towards community care models can be of importance for vulnerable groups who are often dependent of their community as they do not have/not find access to formal health care. Care services in the Brussels Capital Region are found to be fragmented and the cost is a burden for many users (Vanmechelen et al., 2012; Nolf et al., 2019). Adjoining this is the poor geographical distribution of care and social services, with some areas having a shortage especially in the more south-eastern municipalities (including Forest), while other areas have an abundance of services (De Donder et al., 2012; Nolf et al. 2019).

A possible innovative answer to this challenge is the movement of **compassionate communities**. Compassionate communities recognize *"...all-natural cycles of sickness and health, birth and death, and love and loss that occur every day..."*. It is a community where residents recognize that care for one another in times of crisis and loss is not solely a task for health and social services but is a responsibility of everyone and thus the broad community can play an important role in this. It is a resilient community whose members are moved by empathy and altruism to take compassionate action, are able to confront crises through the support from within the own community. Even though the Compassionate Communities model was originally developed within the health promoting palliative care approaches in communities, its focus is not at all limited to end-of-life. A compassionate community aims to improve ideas, circumstances, and experiences around care, illness, death, dying, and bereavement (Kellehear, 2005).

A second possible innovative answer is the development of **Active Caring Communities** (De Donder et al., 2017; Smetcoren et al., 2018). In September 2013, the Flemish Government launched a tender to call for innovative projects named 'Care Living Labs' to tackle future care challenges, such as the rising demand for care, staff shortages, and budgetary restrictions. The main objective of these care living labs was to create new care concepts, services, processes, and products and to test them in practice. An imperative was to include both end users and stakeholders in the development, testing and evaluation of care innovations. In order to obtain open innovation, a broad partnership was needed and developed with different types of care and health stakeholders. One of the six funded living labs was the 'Active Caring Community'. The emphasis here is to move towards a neighbourhood-organised model of care that reinforces the autonomy of the older adult, supporting and valuing informal care. As part of this, professional home care helpers or organisations are involved as facilitating, supportive and complementary partners. An Active Caring Community is defined as: a community supporting ageing in place; where residents of the community know and help each other; where meeting opportunities are developed; and where individuals and their informal caregivers receive care and support from motivated professionals. This type of 'socially responsible care' refers to high-quality care that remains affordable for the user as well as for society. When the project was finished in 2016, several initiatives in Flanders remained to exist.

Both of these inspiring concepts value a whole systems approach, which extends formal health services to community settings and informal care. Also, they both include a strength-based approach that destigmatizes caregiving and care-receiving.

## 2. CALICO – CAre and Living in Community

Against the background of the Brussels housing crisis and a growing vulnerable population, Community Land Trust Brussels gathered various social organisations around the table to reflect about an innovative action-project. At the end of 2017, these organisations developed the 'Care and Living in Community'-project under the leadership of CLTB and the Brussels Capital Region. The main objectives of the project were discussed and the tasks were divided into different work packages. The proposal was approved as one of the 22 Urban Innovative Action projects in 2018.

This chapter of the report focuses on the project description and involved partners. The project as it has been approved by Urban Innovative Action is first briefly described and is followed by a description of the current status of the project. Furthermore, the different partners involved are described as well as their role in the project.

### 2.1 Project description

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#### 2.1.1. A pilot project for innovative community-led housing and care

The CALICO project is a pilot project that aims to combine **new forms of community-led housing and care** and is driven by the Brussels-Capital Region in collaboration with the Community Land Trust Brussels (CLTB) and 8 other partners: Angela.D vzw, Pass-ages vzw, EVA Bxl vzw, Logement pour Tous vzw, Perspective.Brussels and Belgian Ageing Studies & Cosmopolis research group of the Vrije Universiteit Brussel as well as the Municipality of Forest and the Public social centre (CPAS) of Forest.

The project aims to **guarantee access at moderate and sustainable prices** to the housing produced. The apartments will be bought "turnkey" from a real estate developer, Belgian Land, at market price and then resold or rented at a favourable price to low-income households. The purchase is made possible by the UIA investment funding. To bridge the affordability gap, land and collective spaces will be purchased by the Community Land Trust Brussel, guaranteeing that the 34 housing units and the community facilities developed on this land stay permanently affordable.

The project combines **different forms of tenures**. The units will be made available on long-term leases to owner occupiers or rented mainly by vulnerable households. In the case of renting by households under the conditions of access to social housing, the rental management will be handled by the social real estate agency (AIS) "Logements pour tous" (translated a 'Housing for all'), partner of the project. One of the project objectives is to provide an innovative solution to organize and finance the ownership of those rental housing units.

The project will be developed in three joint buildings and will combine **three "habitats", "clusters" or co-housing groups**, all of them **presumably community-led and inclusive, intergenerational and intercultural**. They will be managed by three different non-profit associations managing their respective co-housing in collaboration. Each association will develop its own governance model in different forms of co-creation and co-decision with their specific target groups:

- Pass-ages association will develop an **intergenerational co-housing** (including older persons and low-income families). The co-housing will integrate care facilities for both birth and end-of-life (*Maison de Naissance* and *Maison de Mourance*) in three converted additional housing units.
- Angela.D association, concerned about gender issues, will develop a co-housing designed especially for **single (older) women and single-family mothers**, with most of them living in precarious situations. This co-housing should also include a housing unit converted in a communal space.
- The Community Land Trust Brussels, aside from holding the ground of all the CALICO project, will also manage a specific co-housing, mixing both rental and for sale housing units for **low-income households**. Two units will be used as 'transit housings' for very vulnerable households with urgent housing needs. Those units will be co-managed by the Public Welfare Centre of the Municipality of Forest. This co-housing will also include a community centre open to the entire neighbourhood (in a last converted housing unit).

Figure 3: Distribution of the units among partners.

### 2.1.2. Aims and innovative approach of the project

The innovation of the project lies mainly in the **integrated approach** it intends to implement. It aims to develop a **new governance model for community-led housing**. This new model should integrate issues of empowerment, social inclusion, gender equity, wellbeing and health care, intercultural dialogue,

solidarity and community engagement, as well as sustainability issues by both guarantying a permanent affordability of the housing and collectively managing the land. The project also aims cultural and political change towards a community-led approach and is designed in an integrated multi-level governance including the Regional and Municipal authorities. As an innovative project, the project intends to analyse its impact and support an up-scaling strategy.

### 2.1.3. Description of the workpackages

The CALICO project is organized in the 9 following workpackages (WP):

**WP1: Project preparation**

Preparation and submission of the application form (launching phase).

**WP2: Project management work package**

Organisation of the partners' responsibilities and description of the management, steering and strategic committees.

**WP3: Communication Work Package**

Definition of the communication strategy with the objective to raise awareness of and make the case for CLTs, community-led housing and community care as a mainstream option for housing delivery, urban renewal and care.

**WP4: Provision of permanently affordable housing (Implementation Work Package)**

Delivery of 34 homes for families and individuals with low and moderate incomes and 3 collective and community spaces, in a real estate project in Forest.

**WP5: The co-creation of a community care model (Implementation Work Package)**

The co-creation of a community care model: develop a new model of community-led care, integrated in a co-housing context and in the wider community, taking into account intercultural and gender dimensions.

**WP6: Enabling community-led housing (Implementation Work Package)**

Training, community building activities and the co-creation of an innovative governance model.

**WP7: Monitoring, social impact measurement and evaluation (Implementation Work Package)**

Theory-driven methods and participative social-action research for the evaluation and impact measurement of the CALICO project.

**WP8: Enabling the affordability of the housing units and community spaces (Investment Working Package)**

Purchase of the "common parts" (the land under the homes, the shell of the building, community spaces and care facilities) of the CALICO property



#### WP9: Closure and knowledge transfer work Package

Dissemination of the final lessons learned by the Project Partners through their involvement in European networks and direct contacts with local, regional, and European stakeholders.

#### 2.1.4. Localisation and typology of the CALICO building

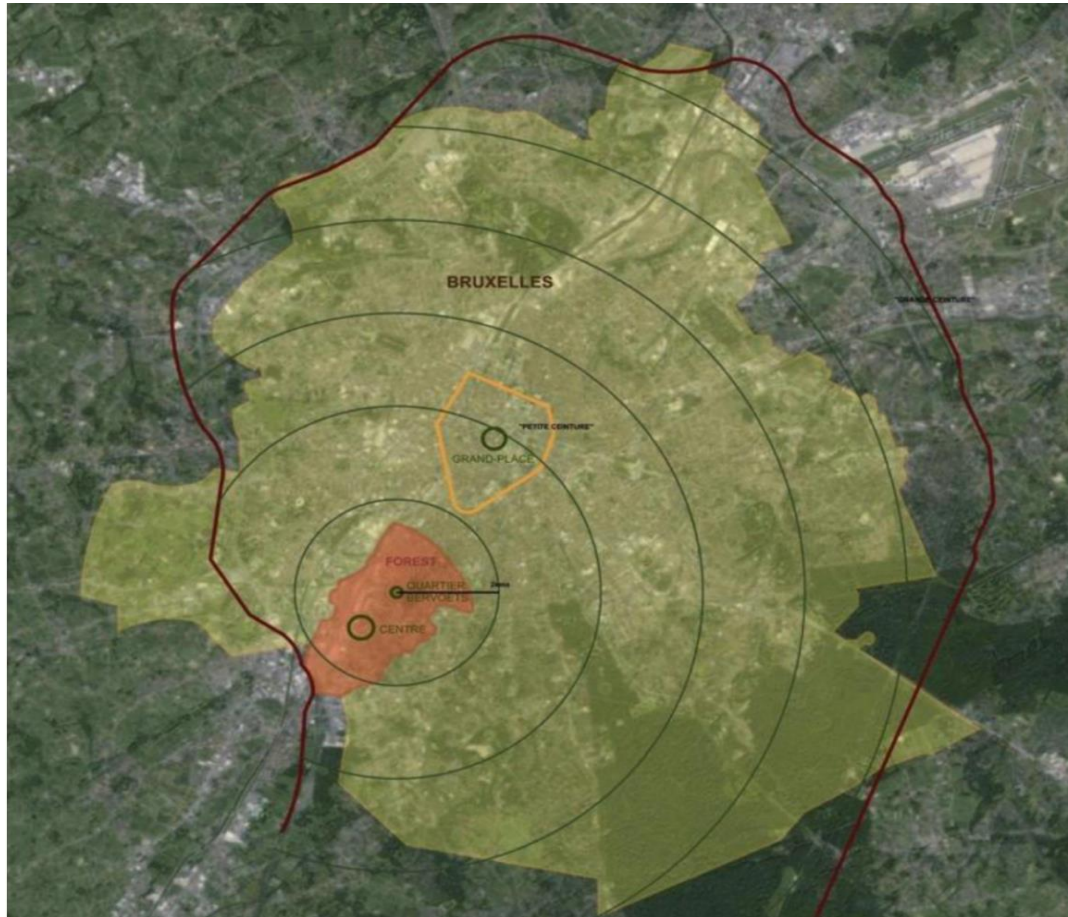


Figure 4. Location of CALICO in Brussels Region.

The CALICO project is located **south of Brussels in the municipality of Forest**, one of the 19 municipalities of the Brussels Capital Region. The municipality has 56,289 inhabitants (4.7% of the Region) (BISA, 2019). The site is relatively close to the city centre and is located less than 10 minutes by public transport from the international train station Brussels Midi, the main hub of the Capital. The site is located in a fringe of territory between a large industrial area, still partially active and old residential areas (19th & 20<sup>th</sup> century) housing the Forest and Duden parks. The site is also located 5 minutes by car from the highway ring road around the Capital.





Figure 5. Location of CALICO in Southern Brussels.

Forest is experiencing a marked **increase and rejuvenation of its population**. Between 2005 and 2015, Forest's population increased by 16% and in 2015, nearly one in four inhabitants are younger than 18 years, while one in seven is 65 years or older (BISA, 2016). The municipality of Forest is characterized by a relatively strong presence of the working classes, especially in the lower part of Forest. On the other hand, the inhabitants of the upper part of Forest are often better off. CALICO is located at the top of the lower part of Forest, in a sort of intermediate space.

At the municipal level, the average income is slightly higher than that recorded at the regional level. Almost a quarter of Forest's labour force is unemployed, a higher proportion than observed in the region as a whole (especially for women). In terms of housing, rents and property prices are on average lower in Forest than in the region. The share of tenant occupied housing (60%) is identical in Forest and in the region (BISA, 2016).

### 2.1.5. The Building

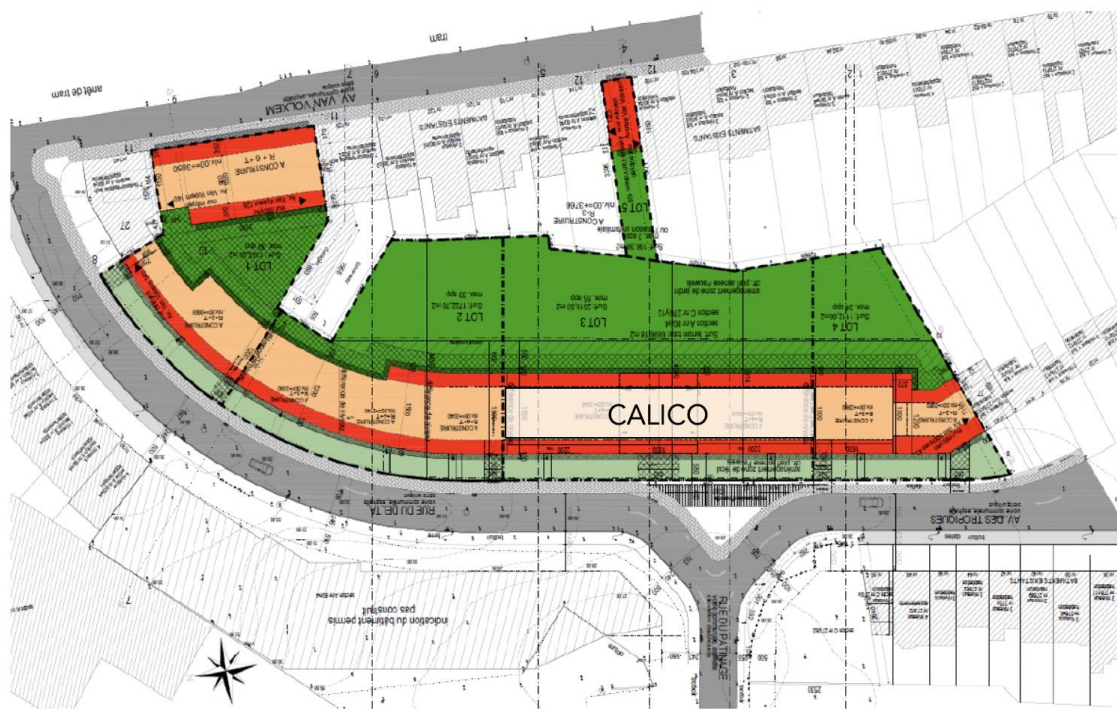


Figure 6: The Real estate development “Les Sources”: Plan: BelgianLand.

The CALICO housing units and facilities are **part of a larger housing development of 125 units**, called “Les Sources”. It is developed by the Real Estate Developer “Belgian Land”. The project is located on the Delta street, Tropismes Avenue and Van Volxem Avenue, in the municipality of Forest. The 86 other housings units are meant to be sold to the Social Housing Company Comensia, and to private households and investors.

The CALICO project is composed of 39 housings units distributed in three different building blocks with their own vertical circulation (one by cluster). A large porch give access to a community space (in the CLTB block) and to the backyard garden, that will remain open to the neighbourhood. **5 of the 39 units will be converted in common spaces:** a ‘Birth’ and ‘End-of-Life’ facility, a consultation space, a community space open to the residents of the CALICO project and one other open to the broader neighbourhood. Since May 2019, the project is under construction and it should be delivered by April 2021.



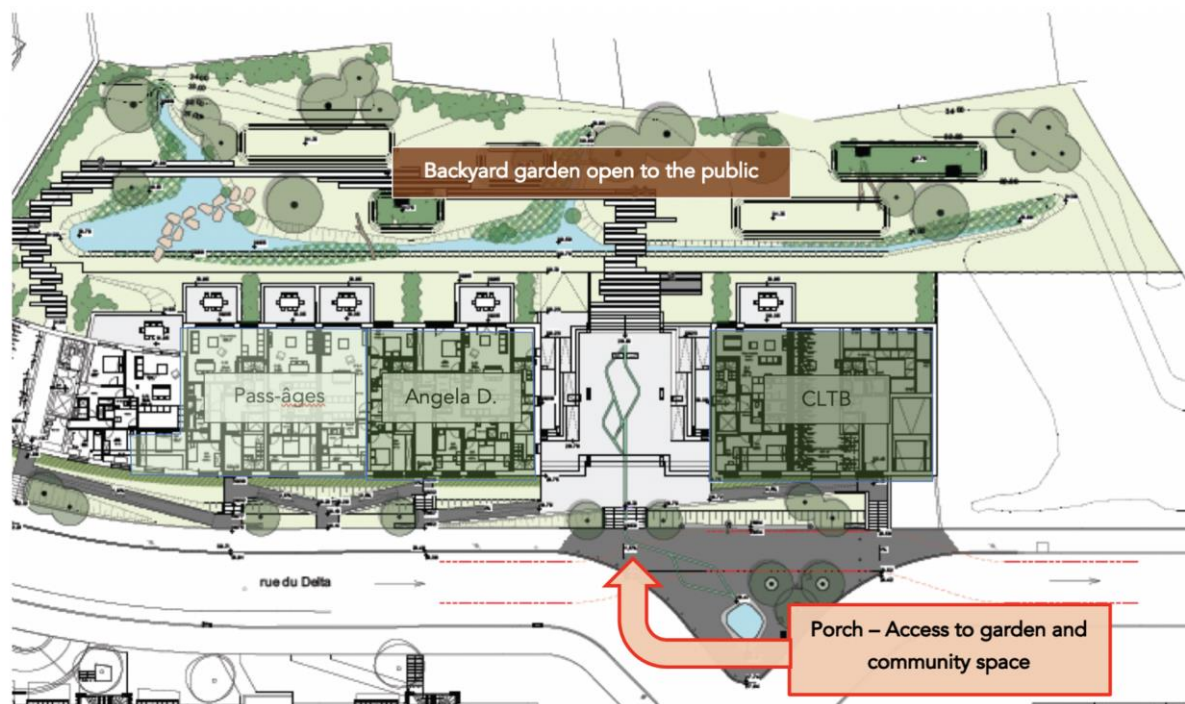


Figure 7: Plan of the CALICO project. Plan: BelgianLand.

On the other hand, the building, designed as a residential complex, did not provide for spaces of collective interest. The Community Land Trust Brussels foundation therefore had to submit an application to modify the planning permit to ensure the change of affectation of the 4 spaces dedicated to the community and Birth and End-of-Life facilities. They did so on August 30, 2019. The request is still being processed by the Regional Planning Department (Urban.Brussels).



Figures 8 & 9: The "sources" project. Source: BelgianLand.

### 2.1.6. An integrated project in a new mixed residential area

The CALICO project is not only situated in a new residential complex, it will also be developed in a new district undergoing major changes. Formerly composed of vegetable plots and industrial wastelands, the district where CALICO will be built is undergoing very intense residential development.

A first project developed by CityDev (the region's development company) for 239 acquisition units for the medium income households was delivered in 2011 (Amaro et al., 2014). More recently, in 2017, the Housing Fund developed 62 housing units (22 rental and 40 acquired) in front of the CALICO site. Another real estate development was delivered in 2018 (Jardin de l'Union). In the same district, no less than 209 housing units and a 120-bed nursing home are being developed at various stages, including the CALICO project. At the end of these constructions, there will be practically no more building plots left in the area.

Among the new developments are all the public or semi-public actors involved in the production of social housing. The Housing Fund plans to buy 80 units in an adjacent project, in the project that will house CALICO, a social housing company also plans to acquire at least thirty and the Social Real Estate Agencies will probably take under management a minimum of ten units, perhaps more. Thus, the district is an example of mixed development between public and private housing, between rental and acquisition, between social housing and medium income housing. It is also an example of residential production by private companies at more or less high levels of financialisation, which seems to increasingly characterize the modes of housing production in the Brussels Region (Romainville, 2017). The aerial photo below shows the real estate developments (672 housing units in all) recently completed or under development in the district.

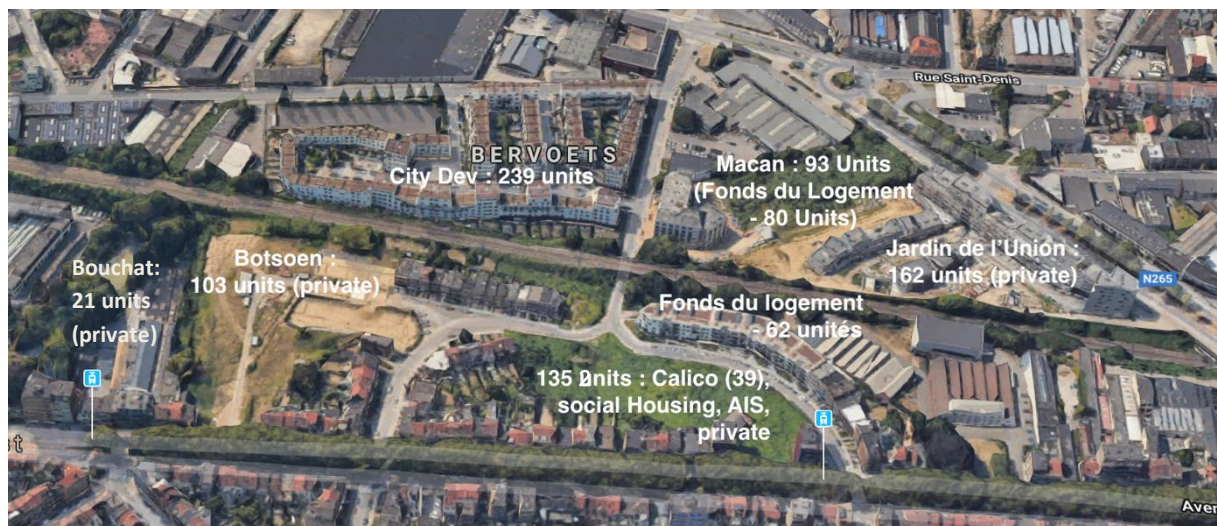


Figure 10: A new residential development in the neighbourhood of CALICO



## 2.2 Timeline CALICO: steps in 2019

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### 2.2.1. Current status of the project

The CALICO-project officially began in November 2018. The first 10 months of the project have mainly been devoted to set up the conditions for the effective start of the project:

- The partnership agreement between partners has been signed and ratified by the Government of the Brussels Capital Region, as well as the internal regulations.
- The funding channels of the project partners via the Region have been formalized and the funding provided.
- The partners have put together their teams in charge of the project, including the recruitment of new employees.
- An ex-ante audit (required by UIA) was carried out and validated the implementation of the project.
- On the 23rd of April 2019, CLTB signed the land sale agreement with the developer Belgian Land, thus securing the feasibility of the project.
- May 2019: start of construction work
- 2 kick-off meetings (27/03/'19 and 23/04/'19) were held with more than 120 people in attendance.



Figure 11: CALICO site under construction. Source: I Verbist.

- The Community Land Trust Brussels Foundation submitted an application to amend the planning permission to ensure the change of affectation of the 4 spaces dedicated to community premises and Birth and End-of-Life facilities (30<sup>th</sup> of August 2019).
- A presentation of the project to the neighbourhood has been organized.
- The partners held numerous meetings to define the working methods and governance between them.

## 2.2.2 Organisation of the internal governance

Table 2: Meetings of the CALICO project (nov. '18 – nov.'19)

	Management Committee	Steering Committee	Strategic Committee	Communication Committee	Gouvernance Committee	Project Managers Meetings	Thematic Meetings	Neighborhood Meetings	Informal meetings partners
déc-18									
janv-19									
févr-19									
	Audit Ex-Ante								
mars-19									
			+kick off (I)						
avr-19									
			kick off (II)						Lunch
mai-19							Cooperative		
							AIS/Partners		Lunch
juin-19							Soc. mixity		
									Pic-Nic
juil-19									
août-19									
sept-19									
oct-19									
nov-19									
							Cooperative		
							Indicators (2)		

The CALICO project is an experimental pilot project involving many partners. Three main committees were set up in order to manage the project's activities and decisions:

- **The management committee**, which only brings the lead partners (Bruxelles Logement and CLTB) together, focuses mainly on the administrative and financial follow-up of the project.
- **The steering committee** brings together all the partners. It is the main decision-making body. It allows important decisions to be taken, progress to be articulated and the establishment of other committees and thematic meetings to be approved.
- **The strategic committee**, which brings together a wider range of partners, once a year. It met for the first time in March 2019 following a first kick-off meeting. This meeting was an opportunity to consider future partnerships on the dynamics to be set up in the district as well as to gather useful expertise from second-line partners to guide the project.

In addition to these 3 committees and by joint decision with all the partners, other **structural committees** have been created:

- **The Communication Committee** brings together representatives of the Region (Bruxelles Logement and Perspective Brussels), CLTB, Angela.D., Pass-ages, EVA bxl and VUB (see Workpackage 5). Given the need to define its image towards the outside from the beginning of the project, it met very regularly. It allowed the organisation of two kick-off meetings, the drafting of the communication charter, a presentation flyer, the creation of a website, the choice of a logo for the project and the launch of a contract to produce a video presentation of the project for all audiences....

- **The Governance Committee** brings together Bruxelles Logement, CLTB, EVA, Angela.D, Pass-ages and the VUB. This committee, which is constantly evolving, aims to define the governance methods used for coordination between the 3 housing clusters. In particular, it explores the possibility of operating on a sociocratic basis. In the long term, it will involve the future inhabitants in organising the procedures for managing the spaces, but also the opportunities and responsibilities they will share.
- Since August 2019, the employees hired by the partners to dedicate themselves to the operational set-up of the project, i.e. **the project managers**, have been meeting every two weeks. This was primarily for the purpose of exchanging information to improve their coordination and feedback to their respective decision-making bodies<sup>9</sup>.
- The Care Committee around the issue of community care (workpackage 5). The creation of this committee should be approved in steering committee in December 2019. Proposed by EVA bxl in co-creation with VUB researchers the Care committee will start in January 2020 and will meet at least 9 times. This stable group will be composed of two people per habitat clearly mandated by their organization to be part of this committee. The group will gradually be driven by the futures/inhabitants. The project leaders are in principle not present. Its objective is to co-create the CALICO project care model and to define how to organize the notion of solidarity and produce an inspiring model.
- The partners are considering the establishment of **other "structural" committees**, which may meet throughout the research, and sometimes even beyond. This the case of committees around the creation of the cooperative, or the organization of festive occasions, the management of the garden, ....

The selection of future residents is scheduled for November 2019. From December, **regular general assemblies of all the residents** will be organized every 2 months for the next 8 months. In this first phase, corresponding to the entry of residents into the project, the general assemblies will place all future residents at the heart of the organisation and will make it possible to organize their progressive involvement in the various committees and decision-making bodies.

**Other meetings take place on an ad hoc basis.** These include an introductory meeting on the creation of the cooperative, a specific meeting on the criteria for allocating housing to future inhabitants, as well as a meeting between the partners in charge of the clusters and the AIS "Logements pour Tous", in order to clarify the terms of agreements between partners for housing under management by the Social Real Estate Agency. Also a large number of working meetings (bi- or multilateral) take place between the different partners to coordinate specific aspects of the project. These exchanges, which are necessary to set up such a complex project, are facilitated by the physical proximity between CLTB, Angela.D and Pass-ages, all housed in the same office building and sharing common spaces. Some meetings are specifically dedicated in elaborating and coordinating all activities, milestones, design workshops (WP4) of the project.

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<sup>9</sup> The meetings are called "Rechapro" for Réunions de Chargés de projet (Project managers meeting).

The partners will also organize the following activities (set up meetings, workshops, animation, training):

- elaboration of the registration tools and selection of the residents,
- elaboration of the model of care developed (period Nov. 2019 – Sept. 2020),
- mapping of the housing needs and resources (period Oct. 2020 – March 2021),
- trainings in collective management with a gender perspective,
- training in non-violent communication,
- workshops on possible adaptations to personal preference of the apartments as well as adaptations related to the accessibility for disabled people,
- co-creation of a system of governance and internal rules (after moving in),
- setting up "Inhabitants" media (period Apr. 2020 – Sept. 2020),
- training of residents in the co-management of a grouped and passive habitat.,
- Training of residents in building repair and maintenance and energy consumption reduction...,
- Animations and workshops on food,
- Animations on movement.

Finally, each association holds many internal meetings, depending on how it is structured. In particular, the non-profit organisation Pass-ages has set up two separate working groups (called "wings") which meet every month. The first is working on the "cohousing" project, the second on the "birth & end-of-life" facilities. Angela.D organize regular board meetings and at least 2 General Assemblies each year.

## 2.3 Partnerconsortium

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Eight partners are officially involved in the project, their main functions as well as their role in the project are described in the following section.

### Bruxelles Logement (Brussels Capital Region)

Bruxelles Logement's mission is to provide access to quality housing for all, through the creation and legislation of housing, detection of unoccupied housing and grant allowances and subsidisation. Bruxelles Logement has concrete experience with creating and retrofitting housing with social purposes. Since 2004, 1,476 housing units have been created and several innovative tools have been launched (purchase of empty offices, renovation of empty floors above businesses, etc.).

#### Involvement in the implementation phase of the project:

- They are the lead partner of the project.
- Ensure the administrative and financial coordination of the CALICO project as lead partner, in order to ensure the feasibility of the project carried out on the field by the civil society actors associated as Delivery Partners, which are more able to meet the needs of the project's target audience (isolated women, low-income households, older adults).
- Promote and roll out the results and lessons learned at the regional level, this will happen in close collaboration with perspective.brussels.



### Community Land Trust Brussels (ASBL / Non-profit association)

For over six years, CLTB has been successfully developing participatory real estate operations with the support of BCR, using the innovative CLT model. Around 140 homes spread over 8 projects are under development. CLTB is a pioneer of the CLT-model on the European continent and its expertise in this area is broadly recognized. Last year, CLTB received two important national awards, recognizing its competences in the field of housing.

#### Involvement in the implementation phase of the project:

- Is the 'driver' from the beginning and delegated project manager of CALICO.
- Be responsible for the administrative management of the project and the communication.
- Guarantee the substantial coordination of the partners on issues such as governance and the coordination of real-estate aspects of the project.
- Be responsible for the development of the CLTB housing cluster or "habitat".

### Community Land Trust Brussels (public utility foundation)

The CLTB Public Utility Foundation (PUF CLTB) is the sister organisation of ASBL CLTB. While the ASBL is responsible for the day-to-day operations and the development of projects, PUF CLTB's function is solely to be and forever remain the owner of all real estate (land and other assets) and thus guarantee the permanent affordability of the homes on this land. For the last six years, PUF CLTB is recognized by BCR as a housing producer. Seven social owner-occupied housing operations (good for 150 homes), spread throughout the Brussels Region, are being developed on land owned by PUF CLTB.

#### Involvement in the implementation phase of the project:

- Become the owner of the land and the collective structure (WP investment). By doing so, the value of the collective structure is taken out of the purchase price and homes and other facilities in the project will be made affordable.
- Guarantee, through legal deeds towards the owners of the homes and other facilities, that the resale price will be restricted, securing permanent affordability and social use of this infrastructure, for generations to come.

### Angela.D

Angela.D is a women's grassroots organisation aiming to provide affordable housing for low-income women whose access to housing is limited by structural socio-economic factors. They place an emphasis on the challenges faced by older women, such as access to healthcare, low pensions and social isolation. Angela.D is managed exclusively by women. Their key values are gender equality, solidarity, diversity, intergenerationality, interculturalism, citizenship, ecology, and "ageing differently". The multidisciplinary team is composed of an architect, a social worker, a sociologist, an urban planner, a physician, a researcher and a socio-psychologist, all with significant training on gender equality issues and experience in action-research.

#### Involvement in the implementation phase of the project:

- Develop 1 of the 3 cohousing clusters, with a focus on older women and single mothers.
- Develop a series of specific, gender-based governance and training tools for their cluster, including gender-based popular education and participatory methodologies, a gender methodology for interior design, trainings on legal rights and obligations, building maintenance, and co-living skills.
- Develop gender mainstreaming guidelines and a toolkit for all phases of the project and for all partners, and provide gender training for all partners.
- As a member of the steering committee, involved in the coordination of CALICO.

### **Pass-ages**

Pass-ages is a grassroots organisation aiming to co-create an intergenerational cohousing project, with facilities concerning 'birth' and 'end-of-life' in a home-like environment at the heart of it, open to the neighbourhood and inspired by the commonplace. The project is built on the quality of social connections, human presence and support, as a basis for a place where people from different generations, social and cultural backgrounds enrich each other and support these passages of life.

Pass-ages members, who form a mix of ages, professional and life experiences, are committed to creating a warm living environment devoted to qualitative passage moments. Through strong partnerships with professional organisations (e.g. Arche de Noë birthhouse, Semiramis palliative care service), the study of similar models in Belgium and abroad, and the connection with international experts such as Lydia Müller, Pass-ages has become a reference in the field of facilities for birth and end-of-life.

#### Involvement in the implementation phase of the project:

- Develop one of the three cohousing clusters, 'habitat'.
- At the heart of this cluster, develop and manage facilities for birth and end-of-life in a homelike environment.
- Develop a specific governance system, based on the quality of interhuman relations and create a warm and benevolent environment with a focus on the circle of life and the moments of passage at the beginning and the end of it, involving the residents of the cohousing project as caregivers in the birth and end-of-life facilities, alongside professional health and care workers.
- As a member of the steering committee, Pass-ages is involved in the coordination of CALICO.

### **EVA bxl**

EVA bxl is a social innovator in the field of ageing, work and solidarity. This led to concrete initiatives and action-research, among others in the field of care. The work of EVA bxl is participatory, it starts from the aspirations and proposals of target groups. EVA bxl's actions aim for emancipation, social cohesion and the improvement of the well-being of persons, taking into account gender, cultural and socio-economic specificities. EVA bxl has led and coordinated several co-created action projects on innovative housing models, culture-sensitive care and community-oriented care.

#### Involvement in the implementation phase of the project:

- Lead the co-creation with residents and other project partners of an intergenerational community based solidarity, with a focus on gender and cultural diversity. This process aims to create, in the different clusters, communities with shared visions and values.

- Organize a collective mapping exercise of neighbourhood actors in the field of care, looking for innovative collaborations between community-led and professional care systems.
- Organize trainings in the field of intercultural "living together".
- As a member of the steering committee, EVA bxl is involved in the coordination of CALICO.

### Belgian Ageing Studies – Cosmopolis (Vrije Universiteit Brussel)

Belgian Ageing Studies (BAS) research group focuses on the social aspects of ageing, while Cosmopolis Centre for Urban Research (COSMO) is a research centre dedicated to research in geography, spatial planning and urban design. They both have a track record of working on themes related to the challenges addressed by the CALICO project (ageing population, community care, housing and urban development) at an (inter)national level. Both research groups have extensive experience in coordinating policy-oriented research within the Brussels Capital Region. They also aim to actively engage policy makers, intermediary organisations and citizens to transform knowledge into action. BAS and Cosmopolis have extensive experience in leading and participating in relevant European and (inter)national projects. For CALICO both research groups will work together.

#### Involvement in the implementation phase of the project:

- Lead the monitoring, social impact measurement and evaluation.
- Given their expertise, the researchers will work in close collaboration with Pass-ages and EVA Bxl for the development of a community organized model of care.
- Be involved in the creation of a tailored governance model for the project.
- Support the dissemination of the project outcomes & results, by writing academic papers and publications targeted to a wider audience; and by presenting the project results at various (inter)national conferences and events. A midterm and final evaluation report will be written.
- As a member of the steering committee, VUB is involved in the coordination of CALICO.

### Perspective.brussels (Brussels Planning Agency)

Perspective.brussels is a regional non-profit public authority. It is the regional authority in charge of the territorial development of BCR, gathering expertise in the fields of statistical and socio-economic analysis, territorial analysis and observatories, and strategic and regulatory planification. Perspective.brussels has expertise in fostering the production of public and affordable housing and analysing needs in infrastructures of healthcare and well-being, especially for senior citizens, and making links with housing and spatial planning strategies. They are competent in developing regional strategic zones and promoting functional diversity, social mix and architectural quality and promoting the urban projects of Brussels at the national, European and international levels.

#### Involvement in the implementation phase of the project:

- Use its knowledge of the territory, urban planning, public housing policies and healthcare infrastructures to advise the main partners on the development of the project, and create links with other regional projects and initiatives.
- Be involved in communication, dissemination, knowledge transfer and scaling-up activities.
- Be invited to the steering committee when relevant.

### Involvement of wider stakeholders in project implementation

The project builds on a process in which actors from civil society have spent four years thinking about a way of doing urban development and of building affordable housing within a common framework. This process started with a citizens' call for ideas. In addition to the Delivery Partners, groups involved in the further reflection process included Bral, L'ilot, RBDH (Alliance for the Right to Housing), Samenlevingsopbouw and associated partners Sacopar and EGEB, together with a whole range of committed citizens. Some leaders of this partnership decided to look for an urban authority that was ready to jointly develop a project within the framework of the UIA call.

The Brussels Capital Region responded positively and this laid the foundation for the current partnership. The initiators then sought a suitable location in the Brussels Region to develop their project. They contacted various project developers such as Revive, Belgian Land and Delens. After the analysis of six different real estate projects that were eligible, in February 2018, the current location at Forest was chosen. From then on, local partners became involved. Contact was made with organisations such as Bras-dessus Bras-dessous, Une Maison en Plus, Miro service centre for seniors citizens, neighbouring dance company Rosas, the local residents' committees, EGEB and St Antoine Community Centre. They were invited to a consultation meeting on 5 March 2018. The project was enthusiastically received. Particular attention was paid to the possibilities of using shared spaces and the garden for neighbourhood activities. From this meeting, the idea arose to give the project a central place in the intergenerational solidarity network Bras-dessus Bras-dessous, which wants to develop a local node in the district.

A wider group of stakeholders will be involved in the implementation phase. These stakeholders will be public, private, associations or individuals. For example, social housing agency Logement Pour Tous, the Municipality of Forest and the Public Centre for Social Welfare of Forest will already be involved as part of the wider group of stakeholders.

- Local associations, active in the field of housing (Une Maison en Plus), health (Forest Quartiers Santé, local food cooperatives), care (Miro service centre, Bras-dessus - Bras-dessous) urban development and neighbourhood life (EGEB, neighbourhood committees, GC Ten Weyngaert) and gender (Saint Antoine Community Centre)
- Regional and national organisations: Université des femmes, LOCI, le Monde selon les femmes (gender issues), RBDH, Samenhuizen, and Habitat et Participation (housing). Kenniscentrum WWZ and Sacopar (care), Semiramis, service soins palliatifs à domicile
- Bruxelles and UPSFB - Plateforme Sages-femmes Belges (birth and end-of-life facility), Sociale Innovatiefabriek and Coopcity (social innovation)
- European networks (Feantsa, Housing Europe, Community Led Housing network, SHICC, Eurocities, AGE Platform Europe, Housing Partnership of Urban Agenda, ISOCARP, INTA, IFHP)

### 3. Social-participatory action model

This chapter of the report focuses on participatory social action methodologies and consists of 2 main parts: 1) theoretical key-concepts from the literature, 2) views from the CALICO-partners on the motivation, expectations, approach and social impact of the project. Both serve as the foundations for the model/guiding principles of CALICO on “participatory social action”.

This “CALICO participatory social-action model” will make sure that all stakeholders of the project have gained insights in the participatory social-action methodology (result 6 in the project proposal), the model will inspire Brussels Capital Region to apply social participation with a wider stakeholder group in the future (result 8 in the project proposal).

#### 3.1 Theoretical key-concepts for the ‘CALICO’ approach

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##### 3.1.1. Co-creation, co-construction, co-production, co-design...

Co-creation has been used in many diverse forms, ways, areas, topics and domains (Ramaswamy & Ozcan, 2014). Examples are ‘value co-creation’ in business and management literature, ‘experience-based co-design’ in design science, ‘technology co-design’ in computer science, and more recently it has also been referred to as ‘participatory research’ in community development (Greenhalgh, Jackson, Shaw & Janamian, 2016). Participatory research is **giving power** from the researcher to research participants. The research participants and researchers **together control the research agenda, process and actions**. Given this recent interest, clarity is needed concerning the definition and implementation of co-creation or co-construction or co-production or co-design within social sciences. In trying to disentangle these concepts, it cannot be ignored that all concepts are linked to each other. While some for example regard co-creation and co-construction as being the same (Gebauer, Johnson & Enquist, 2010), others see differences between them.

According to some authors, the differences between the concepts could be related to the timing of involvement (Brandsen & Honingh, 2018), and the input made by the participants in different stages of the project (Pralhad & Ramaswamy, 2000; Vargo & Lusch, 2004).

1. **Stakeholders/users/citizens as initiator:** Stakeholders/users/citizens initiate projects and the government follows as an actor (stage-setting-phase). In this phase, participants identify societal challenges and possible solutions. Stakeholders/users/citizens generate, ‘create’ new ideas or give feedback on the project on how to change, for instance, the public space of their neighbourhood. Residents could request a playground, a bicycle repair shop, a grocery market, etc.
2. **Stakeholders/users/citizens as co-designer:** Stakeholders/users/citizens decide how the service delivery is being designed (design-phase).
3. **Stakeholders/users/citizens as co-implementer:** Stakeholders/users/citizens are included as participants and perform implementation tasks (implementation-phase). In this phase participants are needed to implement the services as designed in the previous phase. They are also needed to participate in the project to keep the project running. Citizens are crucial in these projects seen that their participation may reduce issues and for instance generate social cohesion in the locality/neighbourhood.

4. **Stakeholders/users/citizens as co-evaluators:** Stakeholders/users/citizens are included as participants and perform evaluations tasks (evaluation-phase).

### 3.1.2. Community-based participatory (action) research

The goal of participatory research is to create **socially, broad based, practical solutions that improve the life conditions of people and their communities**. In order to realize this, it is essential *"to assess the needs of local communities with an emphasis on local people's views and involvement in defining needs, priorities and evaluation"* (Ong & Humphris, 1994; Murray & Graham, 1995). This involves a *"collaborative, 'empowering', bottom-up approach to research, using triangulated research methods – for example, community meetings, interviews with key people, postal surveys, feedback of findings to key people and community members and joint development of a plan for action."* (Bowling, 2009, p.69). It is according this vision that CALICO aims to do research: by involving stakeholders and end-users at different levels, i.e. in the conceptualisation of the research, development of the methodologies, implementation and data collection and the evaluation.

Community based participatory research has the goal to reach **social and creative innovation**. As Moulaert and colleagues (2013, p.1) state: *"social innovation refers broadly to innovation in meeting social needs of, or delivering benefits to, communities - the creation of new products, services, organisational structures or activities that are 'better' and 'more effective' than traditional public sector, philanthropic or market-reliant approaches in responding to social exclusion"*. This idea of community based participatory (action) research is used in a number of recent articles on innovative health/environment reforms and design, using concepts such as Patient and Public Involvement and Engagement (Kelemen et al., 2018), Participatory Learning and Action for primary health care implementation (de Brun et al., 2016), Participatory Action Research (PAR) methodology (Low et al., 2017) or Participatory design (Morrison & Dearden, 2013; Ospina-Pinillos et al., 2018). Although the authors use different concepts and each concept entails a unique design, several similarities can be observed:

- Goal is to include a wide range of "voices," opinions and experiences, including citizens, neighbours, professionals, carers, coordinators etc. during the development of services.
- Outcome is to ensure the end product meets everyone's needs.

### 3.1.3. Pitfalls in participatory social action methodology

#### *Tokenist participation*

It has been argued by several authors that we need to remain vigilant when including citizens in projects. It has been shown that projects with an emphasis on 'participation' often encounter the **'usual suspects syndrome'**. The 'usual suspects' refer to recurrent dominant profile of participants within community development project which are mostly white, middle-aged, educated men (Goodlad, Burton & Croft, 2005; Verba, Schlozman & Brady, 1995). However, co-production and co-creation projects in community development stress the importance of engaging hard-to-reach residents, such as citizens with low socioeconomic status, women in precarious situations, residents with disabilities, ethnic minorities, etc. Engaging vulnerable citizens remains a challenge though. Residents from a

disadvantaged background often lack experience in giving voice and thus are more distrusting and do not feel empowered (Ross, Mirowsky & Pribesh, 2001; Smetcoren et al., 2018).

Several authors summarize the two most important challenges as followed: 1) how can we include not only those voices from established groups whose members are practised in offering their opinions but also from those who repeatedly find themselves at the margins of society? And, 2) how can you prevent tokenist participation (Morrison & Dearden, 2013) and guarantee that users genuinely participate in all stages of development. Not as consultants or controllers of the process, but by sharing equal responsibility with the research team for the outcomes (Ospina-Pinillos et al., 2018). Co-production and co-creation projects in community development focus on **engaging hard-to-reach residents**, such as residents from disadvantaged neighbourhoods and citizens with low socio-economic status.

Three potential responses can be found for both challenges and which will be important for the further set-up of CALICO;

- First, to include more '**creative**' and '**visual**' techniques. Rather than relying solely on the written word, ideas could also be explored through actions and images (Kelemen et al., 2018). Consequently, a wider and more diverse audience can engage.
- Second, the **role of a professional** is crucial, seen that they can enable the inclusion of vulnerable groups (Vanleene & Verschuere, 2018). Besides enabling these target groups to participate (ask), professionals also enable a 'smooth' participation (enable) and hear and respond to the issues and questions raised by the target groups (respond) (Verschuere, Vanleene, Steen & Brandsen, 2018; Durose, 2011). Thus, the professional is also important in determining citizens motivations and incentives to participate in co-productive/co-creative community development project (Vanleene & Verschuere, 2018). In a Dutch co-creation community development project, the presence of a professional demonstrated to be crucial for the residents' motivation and the success of the project. The professional enabled and responded to the residents' needs by listening and "translating" the residents' needs (Denters & Klok, 2010).
- Third, motivating residents can be realized through the necessity of the project itself, thus when **the residents deem the project to be effectively** (Halvorsen, 2003). For instance, an urban regeneration project in Manchester, UK, discovered that residents were motivated to participate in the project to upgrade their neighbourhood because they were connected and attached to their neighbours and physical neighbourhood (Blakeley & Evans, 2009). For community based participatory research, it is key to create genuine connections with residents and invest time in building trust.

### ***Power relations***

One needs to be vigilant for **power-charged and conflict-ridden situations**. Greenhalgh and colleagues (2016) discovered that in most co-creation projects power differentials occur and are almost unavoidable. Certainly, the end-user lacks power and needs support in order to be able to participate meaningfully in the co-creation process. Their advice is to make the power relations explicit and to encourage task-oriented conflict. Task-oriented conflicts emerge between team members about the content of the decisions that they have been taking. The team members have different ideas, viewpoints and opinions. During these task-oriented conflicts the opportunity is created for all team members to give their own viewpoint on issues that have been or will be decided in team. By doing

so, these teams are encouraged to make better decisions and are more satisfied with the decisions made, seen that team members receive the opportunity to express their viewpoint and are able to take part in discussions relating to decisions that need to be made (Simons & Peterson, 2000).

This could be illustrated giving an example from the CALICO project: during the discussions around the criteria for allocating partner's housing, some tensions emerged, mainly around the fact that most of the housings allocated by Pass-ages were allocated to members, carriers of the intergenerational housing and the Birth and End-of-Life facilities, but whom did not fit in social income criteria. These tensions were defused by the holding of a "**tension-relieving**" meeting, which resulted in a solution that satisfied all partners (the commitment to allocate these dwellings to social conditions when they are reallocated).

### *The "ideal" of a sociocratic management*

Sociocracy is a term coined by Auguste Comte (1798-1857). In the early 1970s, Gerard Endenburg formulated the four rules of sociocratic management aimed at providing the organization with an appropriate communication and decision-making structure to encourage ethical behaviour. On a global scale, this is gradually spreading in the managerial culture of organizations and sometimes even public administrations (as in the Netherlands). The four main principles are the consent of members to decision-making, consultation circles as a place to speak and make decisions, the double link, to articulate the levels of power between them (two representatives of consultation circles participate in higher-level circles), and finally, the choice and assignment of members by the consultation circle on the basis of consent (election without candidates). The implementation of sociocratic management implies, among other things, building a team spirit that combines benevolent communication, attentive listening, anchoring in the present, enjoying the interplay of polarities between points of view, making the most of discussion time and limiting speech (Charest, 2007).

The Governance Committee considered in its first meetings to base its decision-making methods on **techniques drawn from sociocracy**. After having concluded that training in these techniques for the members of its committee would probably be necessary but difficult and costly to organize, the committee decided to integrate certain sociocratic techniques as best it could as the meetings progressed. Gradually, the sharing of sociocratic techniques and collective intelligence permeates the dynamics of these meetings.

It should also be noted that the principle of dual linkage is gradually being introduced into the governance of the project. Indeed, the Care and Governance Committees foresee that 2 inhabitants of each cluster can provide the link to their group and the Assembly of inhabitants. This principle could then be extended to other committees.

### *Appreciative Inquiry*

The CALICO project follows the principles of Appreciative Inquiry. Interview questions based on this methodology are for instance: 'What are the main strengths of your neighbourhood?', 'If you had one wish concerning your housing, what would it be?', 'What are your ideals concerning care from and between neighbours?' etc. This research methodology has already successfully been applied in



different types of studies and is an attempt to generate a collective image of a new and better future by exploring the best of what is and has been (Bushe, 1999, p.62). As a response to negative deficit approaches (defining the problems), this approach **focuses on strengths, both of organisations and individuals**. It is a research perspective that intends to discover, understand and foster innovations in social-organisational arrangements and processes and can be considered as a form of action-research (Cooperrider & Srivastva, 1987). The principles of Appreciative Inquiry will be implemented in the research methodology of CALICO.

### 3.2 Views from CALICO-partners

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In order to understand the leitmotifs of the different partners in-depth group interviews were performed concerning their motives, challenges and expectations of the project. Also, in developing the guiding principles of the participatory social action model, the different partners were questioned about their visions on co-housing, co-creation and research. Group-interviews were organized with all the involved partners of the project. In total 20 people participated in 5 group interviews: CLTB (N=4), Angela.D (N=6), Pass-ages (N=4), Brussels Region Logement (N=4), EVA bxl (N=2).

The main question during the group interviews was '*What do the stakeholders expect from the project and how will they try to reach the expectation?*'. This main question is divided into several subquestions;

- **MOTIVATIONS:** Why did the stakeholders decided to participate in CALICO?
- **EXPECTATIONS:** What do they want to achieve? What will be their goal(s)? What do they consider as important?
- **APPROACH:** How will they achieve these goals? How do they want to work together? What do they foresee as possible barriers?
- **RESEARCH:** What do they want to know from the participants (residents/visitors)? Which outcome do they want to measure? What do they expect from the evaluation/impact? What would be the research question from their point of view?

All group interviews were performed by a CALICO researcher. The group interviews lasted between 120 and 180 minutes and were audio-recorded and transcribed verbatim. A qualitative analysis using thematic (content) techniques was conducted on the data and incorporated both deductive, concept-driven coding and inductive, data-driven coding (Fereday & Muir-Cochrane, 2006). The main labels were derived from the research questions; 1) Motivations, 2) Expectations, 3) Approach and 4) Research. The interviews were coded using the software program MAXQDA, a program which facilitates thematic content analyses.

The results will support the development of guiding principles of the research within CALICO. And by involving the stakeholders in the research set-up (now and in the future) they underpin the development of the impact measurement tools in the end (which will increase the possibility that they will use them afterwards more frequent).

### 3.2.1 Motivations

The project partners expressed various **motivations** to be involved in the CALICO project. A first motivation was the **already acquired experience and expertise** from previous similar projects, which gave them new and innovative ideas for a future project. The partners wanted to share these ideas with a larger consortium and together elaborate on them in this project. *"We did the action-research with the VUB of the different partners in the Brabant "Entourage Nord" district. So we still had some ideas and we had some expertise. We are always open to innovative projects. And, there was still a specific interest in housing at that time."* (EVA bxl). Moreover, respondents found some of their own organisational principles, core values and goals reflected in the CALICO project.

A second motivation was the unique opportunity to develop an innovative pilot project. The grant from the Urban Innovative Action call provided the possibility to set up and fund a partner consortium that could work together on a local level. This allowed to **join forces making it able for the partners to experiment with new and creative ideas** within their current organisation, to actually move from an ambitious idea towards a concrete project and to take a calculated risk. They also hoped this would benefit the future of their organisation, as they can 'grow' and get more experienced. *"There is a motivation, an interest in CALICO which is that it will not be a classic CLT acquisition project. There will be a whole part where CLT will have to acquire goods, under very very particular conditions, but at the cooperative level, I think there is already an opportunity to develop another model and this is very interesting for CLT in the future. Saying here is a breeding ground for doing something other than the classic operation between promotion/sale."* (CLTB)

The third motivator was the **thematic coverage and various objectives** of the CALICO project. The focus on the housing crisis in Brussels with a particular attention for vulnerable groups was considered as a crucial reason for all partners why they decided to be involved, *"because it is still a tough problem for many households"* (EVA bxl). As explained by Bruxelles Logement: *"The main motivation was that we had a grant from Europe that would allow us to create a 'Housing' project, particularly for the homeless, but also for vulnerable groups in general. I had the full support of my superior who gave me carte blanche and so I mobilized the whole of Bruxelles Logement to gather ideas, to propose a Housing project at European level."*

Besides housing, CALICO also targets some very interesting other challenges that concern ageing, gender-issues and the organisation of community care, all topics of which the partners saw a need to tackle them. The fact that the project already from the beginning wanted to achieve more than purely building affordable housing, was seen as a great added value. *"So this innovative project is already a motivation in itself. It builds on a human scale, a life of neighbours, in the streets, in the neighbourhoods, with people who share common problems."* (Angela.D). However, they also explained that the conceptualisation in depth still needed to be cleared out, but sharing a common ground with the different partners, was a good starting point when writing the proposal.

Adjoining this, Bruxelles Logement, as regional public service and lead partner of the project, underlined the specific importance of this project for the Brussels Capital Region in general. Especially, that the innovative approach combines several challenges that Brussels, but also many other urban regions, are currently facing. *"But the aspect that mixed several groups, these three groups that we could put together... wow... I thought, how are we going to put three groups in the same building,*

*with a rental and acquisitive part. Then there was the house of death and birth that really appealed to me. It seduced me the first time. The main motivation is really to be able to develop something new for Brussels in terms of housing and care."*

When discussing their motivations, the respondents also expressed some **strengths** why they were interested to be involved in the CALICO project. First of all, they all saw opportunities to **benefit of the group composition** as they were convinced that the collaboration between the different partners might prove to be very useful, *"that several of us can accomplish more when working together"*, and they could learn from each other. During the writing of the proposal, they already shared their own expertise and insights, and **worked complementary**. *"We get to know each other better, and appreciate each other's skills, and strengthen them"* (Angela.D). The project consortium could provide new opportunities for the future, since respondents got to know new organisations and services but also discover working in a new environment. *"And for us, it's an opportunity. It is a partnership, with different partners, new partners, a different place. We were never really active at Forest. For us it also opens up other possibilities"* (EVA bxl).

*"The conception of the CALICO project also responds to something that we had not formulated: an opening, an opening to other groups, which are nevertheless close, with whom we will be able to widen a little more what we want to realise, but in another way, and it will bring us something new. I mean, it's something we didn't think of first. We will be able to give and receive from them at the same time. Although it may not always be easy to get on the same page. I think that this is really a richness"* (Pass-ages).

Several respondents pointed out **the willingness and commitment** of all partners to accomplish the project's goals and **the shared common ground** as a great assets and motivation to work together. *"I find that in governance meetings, there is a great willingness to find a way. And that, I think, is an asset"* (EVA bxl).

The innovative character of the project but also of the diverse group composition will be very interesting for the outcome of the project, according to some participants. Additionally, another strength will be the **integrated vision of the life cycle** within the project as there is a focus on birth and end-of-life care and on intergenerational housing. *"For me, the advantage and disadvantage is the same, it is that the project is so global, this integrated vision of the life cycle in the city"* (Pass-ages).

Alongside these strengths, also some **challenges** were identified by the participants. Firstly, some participants argued the **architecture and location of the site** was not as how they initially imagined it to be. Ideally, they would have started with the project from scratch and within a greener environment. *"I also think of the limits and there I see two concerns: it is that we had dreamed of a more spacious, greener place, a beautiful garden, etc. And a second point: we also dreamed, although we didn't specify this very much, to build according to our wishes and in a slightly greener, more ecological way. And now, we'll have to narrow our ambitions a little"* (Pass-ages).

Secondly, some participants thought that the project had some **(very) challenging goals**. Several partners thought for instance that achieving self-management of the inhabitants would be difficult.

Nevertheless, they wanted to reach this goal: *"There are people who are more involved than others, the Babayagas (project in Paris) have shown us the difficulties in this regard. In terms of assets, there is a lot of knowledge and practice of self-management, but with the inhabitants, whose lives we do not yet know, it will be a real challenge, but it is a beautiful challenge"* (Angela.D).

Besides realizing self-management of the inhabitant, also developing appropriate strategies to create a feeling of community within the group of residents, was considered as a challenge. *"The challenges around the community are twofold: we have not yet decided, nor much progress even on what we want to do with our members who are on our waiting lists. We have a lot of leads and there are things that are starting to happen, but I can see that, as the CLT grows and the list of candidates grows, we still have to move towards greater professionalism, look for other methods..."*

Thirdly, several participants indicated that although there was a common ground, a shared starting ideal of the project, still all **partners had slightly different visions and priorities**. Finding a balance to meet everyone's expectations and wishes will be a daunting task. Therefore, open meetings would be necessary: *"So, I have confidence, because there is a very great willingness to work together, but at the same time, it also frightens me, each partner has his vision and they know well what they want to accomplish, and it will not be easy to find something to work on together. It is rather creating an openness, a will"* (EVA bxl).

*"But the priorities are not the same. For housing actors, the priority is to make housing at all costs. And there has to be, there is such an urgency. And for us, we really want to create a piece of life, a piece of town, to live together where there is a real generational and social mix, because we believe in it really strongly, but it is not necessarily the same for others"* (Pass-ages).

### 3.2.2 Expectations

The project partners have various **expectations** regarding the project. First of all, partners hope to **achieve a social impact on different levels**, namely a positive impact on the inhabitants of the cohousing schemes, on the neighbourhood and on the broader society. Especially given the close relationship between CALICO and the neighbourhood, they expect the project to be of added value for both the target groups (which are vulnerable groups on the housing market) as well as for neighbours and to really address some societal challenges. The measurement and data collection will be very important in the first years of the project to demonstrate this impact. *"What will be interesting for CALICO is precisely the sharing of knowledge, the contributions of each and everyone, the relationship with the neighbourhood, the fact that it is in a real estate project where real estate speculation is being questioned, that is still very important. And that CALICO aims at people in precariousness situations"* (Angela.D).

Furthermore, partners also expressed expectations regarding their own operation and hope that they can use the gained experience and outcomes of this project **to strengthen the position of their organisation**. The involvement in this project, and if successful, can support them in obtaining future financial resources to finance new innovative projects and increase the reliability of their organisation. *"I think it's going to be a very important project for our future. If it works, it will really be a flagship project to which we will be able to refer to all the time, it will allow us to do other projects also inspired*

*by this, for the cooperative too, it will be the first project of the cooperative, so it will start the engine"* (CLTB).

Adjoining this, participants also expected that sharing knowledge and visions would indirect lead to the adoption of these ideas by other organisation, that working together for some years and learning from each other leads to **a reciprocity in thoughts**. *"I would say that we could already be very happy if, at the end of the project, the gender issue is as important as the anti-speculative for example. If the topic of 'gender' could be a transversal thing, whether it really was something appropriate for the inhabitants of the CLT as well as the inhabitants of the Pass-ages,... and for us, this would already be a big gain. And that we managed to do everything without all being burned out"* (Angela.D).

It should be taken into account, and this was also mentioned as a challenge, that partners also put forward own **expectations that are in line with their own organisational aims**. For example, Bruxelles Logement does usually not have the mission to 'produce' housing, but to allocate funding to housing producers and to manage other services related to residential projects. Within the CALICO project, the administration therefore sees an opportunity to be involved in a larger partnership together with producers of social housing, public housing, communities, etc. and to learn lessons from this cooperation, and hopefully to reproduce relevant aspects within future developments. *"The goal is to find a common path together and to succeed. And this, if we can do it, could inspire other projects"* (Bruxelles Logement). Another example is Angela.D that has the goal to include the gender dimension in the project, as they are a women's advocate group: *"It should be obvious in the CALICO project, that feminism must be transversal"* (Angela.D).

### 3.2.3 Approach

The respondents pointed out some strategies and actions to **achieve CALICO's goals**. All partners agree that CALICO should include a **participative approach** in working with each other, internal between project partners, but also with the broader society. Several actions can be implemented to guarantee this participative approach. One is to organize **regular meetings on different levels**. These meetings should have a clear aim and structure and should be organised on the one hand between the different project partners as on the other hand within the organisations internally with the employees. These meetings will be very diverse as there are a lot of issues that will need to be discussed: e.g. *'mutual care, taking care in the broad sense, inside the project and outside', 'legal issues need to be clarified', 'organisation of co-habitation', etc.* It will be essential to define what is important to achieve and what is not, with both the (future) residents of CALICO as well as with the broader neighbourhood. This could be done by detecting good practices, on different topics and to discuss these in combination with the challenges of the project. *"I think that from now on, we have to try to already think ahead. Once it is decided who will come to live there, there will be a dynamic that can be enhanced. But first, we should go and see and detect good practices, and discuss why we consider it to be a good practice, so we can evaluate together and agree on the things we find important or not and from there we can start building, I think."* (EVA bxl).

Additionally, given that during the writing of the proposal, time was somehow limited, the partners agreed that in the beginning, sufficient time should be devoted to discussing and clarifying the main concepts and ideas. This approach of **creating a mutual understanding** will be crucial for the future of

the project. *"We didn't take the time between all the partners to see what was fundamental or not, what was the common ground beyond housing and that's something we need and are starting to do now because it's a key element for the success of the project in the long term. But the project was built on affinities that were there and which now need to be refined: non-speculation, attention to the most vulnerable and the desire to be more and more inclusive, and therefore supportive, more social justice too. But at first, we jumped into the water and did the right thing"*(Angela.D). In addition, it is also important that all partners **understand the set-up of the project**, as it is a quite complex due to the numbers of partners, the challenging goals, cross-sectoral, the financial complexity, and the different funding sources. Also, having a profound and shared understanding will also outline the different tasks and roles of each partner, which in return will avoid overlap. *"How we can organize ourselves so that we both don't do the same things? And there, if Eva takes the front lead in the development of community care, how it can take place in such a residential scheme, between residents and the outside world... and then for example CLTB, will rather work on solidarity housing, so we as partners can both really find each other in this project"* (EVA bxl).

Several **barriers** were also mentioned. For example, it was stated that being involved in such a large, challenging European project can also be a hassle as it often is very **administratively cumbersome**. Fortunately, this didn't outweigh the benefits of the project. Another barrier that was briefly mentioned was also the **background and constellation of the different partners**, some have lots of experience, others are fairly new, this could raise issues. Also, Bruxelles Logement expressed their concern as they have the feeling that there is a certain mistrust concerning their operation and involvement in the project: *"Sometimes I am afraid that we are perceived as people who have so many budgetary constraints that we are not perceived as the partner. For the partnership agreement, for grants, we manage"* (Bruxelles Logement). However, they really are enthusiastic to become a valuable partner in this project, to share their expertise in a process of co-creation and to step out of their normal and formal position. *"We've already participated in a CALICO lunchtime, it's a great initiative by Anne-Laure (CLTB), I think. Idea and to get out of this formalism of the management or executive committees, with a meeting every month. There will be a picnic, to see the neighbourhood. We are totally out of our administrative formalism"*( Bruxelles Logement). Another challenge mentioned is the **sustainability of the project** and the concern about support when the project will end. *"I think that one of the challenges will be to find ways to guarantee some support after the project. Because I think we are all aware that we will not be ready to let live without any guidance"* (CLTB). And finally, a barrier was mentioned concerning the participative approach. Although in the beginning when writing the proposal, the different partners believed to have a mutual understanding of participation and co-creation, a concern was raised that throughout the course of the project, new people will be joining (new employees, residents, volunteers, etc.) and all of them will have a **different view on participation**, which may affect the trajectory of the project. *"With regard to co-creation, I think that when writing the proposal, there was a good co-creation, it was really carried by everyone together. After that, now, there are other people involved, people who have been hired, people who have not been involved in setting up the project and so it changes a little. And then the next step will be the inhabitants who will be added. And how to involve them in the co-creation, it will still be quite a difficult exercise, and everyone will need to find their place in it"* (CLTB).



### 3.2.4 Perspectives on the social impact monitoring and research

One of the goals of CALICO is to measure the social impact of the project and this is considered as very important by the partners. They hope that the results of the project can show to the residents, neighbourhood and region that the project has a **positive impact on various aspects of life**. Therefore, the data collection of the following years will be interesting to analyse. However, some partners indicated to **lack experience** in this and thus not a lot of expectations for using certain methods were expressed. In general, they were open to new ideas and it was important for them to actually see if they achieved their objectives in the final results. They were also well aware, that proving this social impact will take longer than the funding of the project, and outcomes in the next 5 years should be taken into account.

*"And I think it would take 5 years after the project is completed (...) What should we be able to see: What does it produce? What impact does it have on the people who come to be born and to spend their last days? On the people who live there, that is to say the residents? On a neighbourhood level? That's what we need to be able to measure?" (Pass-ages).*

Bruxelles Logement has the expectation that the next five years will be interesting for data collection. They indicated that it could be useful for each partner to make an annual report with figures and with the reasons for the changes. Partners were prepared to collect data and play a role in the measurement of certain indicators, as long as they **received support** when processing the numbers. Some partners already had very specific ideas of which data needed to be collected relating to their own objectives within the project. On the one hand they referred to **monitoring very factual indicators**. *"In the indicators, I believe that we will need very factual indicators on birth and death, who is born, what is the age of the parents, how long does childbirth last, how long does the end-of-life period last, etc. Of course, very factual things still mean nothing about how it works, But I saw in the annual report of Noah's Ark, which is one of our models for the birth house, they note that of their 500 births, there were no more than 10 cases who had to go to the hospital, it's so little. So, objectifying this is still very useful. Even if it's pretty obvious. I think we will certainly need some kind of forms 'how you felt, what the interactions were etc.' We will need to measure, although you do not solely want to quantify"* (Pass-ages).

Adjoining this, it was expressed and stressed that they wanted something more than only numbers. Attention should also be brought to **personal stories** of people involved in the project as they could express the achievements of the project: *"To measure scientifically, you can only have a few variables and you are forced to simplify so many things, that my interest is gone. I prefer to write or read a beautiful story, I don't need a statistic, it doesn't ring a bell"* (EVA bxl).

Given the complexity and multiple aims of the project, a wide range of indicators should be taken into account in this social impact measurement. However, they **questioned if it will be possible to grasp all the different outcomes resulting from the project**. Important in the end will be to define what works as a good practice and what does not, how do participants experience the different services within the project, how are gender issues and intergenerational issues taken into account, etc. *"I just want to say that we have a very small sample, and a multiplicity of factors that are difficult to measure. But it is necessary to do so, to have a minimum of adaptation elements as the monitoring progresses, because*

*in the end, what interests us is that it works. And learn from what would work better in our practices in terms of social impact"* (Pass-ages). Some indicators will be of interest for all partners; some will be of specific interest. *" Then you have indicators on specific needs. To be able to train women, more in the interest of individual and collective emancipation. For example, being able to speak, being able to do 'so-called' more masculine things such as repairing a tap... Measure the level of interaction and solidarity between people. An indicator 'of no longer having to justify yourself' etc."* (Angela.D).

Also, it will be necessary to discuss on **how to do the survey and monitoring**. For example, CLTB has the idea to integrate the monitoring tool in Homekeeper, an app designed specifically for affordable homeownership and housing counselling programmes managed by non-profits and local governments and CLT in particular. *" For me, collecting data will work. There are a thousand methods. Finally, you see, whether it's the problem of the annual meeting or the questionnaire that we send by e-mail, or the door-to-door questionnaire, all that's not very difficult,... on the other hand, we must first answer why we want to do it and we will find the right tool to do it and we will see if it's a meeting that goes through the Region or if it's by organizing ourselves with our own owners"* (CLTB). Adjoining this CLTB also mentioned projects for community-led housing whereby a game allowed you as an association to define which elements you want to monitor. For this project several aspects were included into the survey, questions for example on the impact on a personal level, for the inhabitants in terms of empowerment, on an economic level, but also for the neighbourhood, in terms of social change. Furthermore, they were mentioning several aspects that could be included in the monitoring: such as the living conditions of inhabitants in general, the share of income in rents, quality of life indicators, health care spending, food spending, etc.



## 4. Description of the “measurement of results”

This section first presents the description of the research design for the evaluation research. In general, this research will focus on 2 types of evaluation, namely the impact and process of the project, and will be assessed on 3 levels: individual level, community level, and policy level. To answer the research questions both qualitative and quantitative research will be used, in order to collect both ‘hard’ and ‘soft’ indicators.

The main objective of the research design is to monitor the relevance of the project, to highlight its strengths and weaknesses as well as to learn the most relevant lessons that may be concluded from it. But it also aims to help opening up opportunities for the future by:

- **Developing and testing possible monitoring tools** to stakeholders to pursue the monitoring of impact of the project beyond the end of the European project. Therefore, this section ends with a presentation of possible monitoring tools that can be inspiring for the creation of a CALICO-impact-tool, which can be used by stakeholders beyond the end of the European project.
- From the conclusions of the two evaluation reports and depending on the successes and failures or difficulties encountered by the CALICO project, the researchers will **propose lessons learned and recommendations** to providing expertise to support the regional authorities’ (e.g. together with Perspective.brussels, the urban planning authority) intention to adjust their policies according to the results, to remove any legal and administrative barriers, to provide resources and ensure that the approach is integrated within existing programs and finally to disseminate the model.
- In terms of transferability of the project at European level the scientific evaluation of the impact will provide disseminate the results to other European cities and supra-local governments. This dissemination will notably be supported by the SHICC EU partners to also reach their network. The researchers will also attempt to present the results at the European Network for Housing Research Annual Conference and to other relevant European platforms.

### 4.1 Types of monitoring and evaluation

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To clarify what we want to do, first we want to explain: process monitoring and evaluation, and outcomes/impact monitoring and evaluation. **Outcome/impact monitoring and evaluation** focuses on the (tangible) results and outputs of the project, and on changes that result from the project activities, processes and products. This can include both short and long term, intended and unintended goals. **Process monitoring and evaluation** focuses on how goals were achieved. It determines if specific project strategies were implemented as planned or altered. The goal is to accurately portray to outside parties’ program operations and steps (e.g. for replication elsewhere). It gives insights into success factors, into obstacles encountered, important contextual conditions etc.

This project aims to combine both types of monitoring and evaluation. We will evaluate the process and the outcomes/impact. Each of these monitoring and evaluations could be performed on the 4 main stakeholders:

1. Residents (women, older people, low-income families, migrants)
2. Community members (e.g. social services and housing and local associations)
3. The involved project partners and other professionals (e.g. formal carers)
4. Policymakers (both local, regional as European).

Table 3. Overview of types of monitoring and evaluation used.

	T0 = Baseline (Spring 2020)	T1 = End (Spring 2021)
<b>Outcome/Impact monitoring and evaluation:</b> what are the outcomes and impact of the CALICO-project?	X	X
<b>Process monitoring and evaluation:</b> which success factors, obstacles were encountered during the CALICO project (that have impacted the products and impact)?		X

## 4.2 What to evaluate?

The project puts forward 4 strategic, 4 operational objectives and 9 results that will be at the heart of impact measurement.

### The strategic objectives are:

1. To develop a pilot project for providing adapted and permanently affordable housing, with a focus on vulnerable groups in the housing market (e.g. older adults, women, low-income groups, migrants), which has a positive influence on their quality of life, mastery, health, sense of wellbeing and which will improve the affordability, quality and satisfaction of their housing situation;
2. To develop a new community model of care based on informal and self-care for older residents living in a cohousing project. In particular, this project aims to identify innovation in the field of care professions and services, aiming to enable new interactions between informal, self-care and professional care services, mainly in the context of co-housing;
3. To make a thorough analysis of the impact of this innovative community care model, and to compare the results within the three co-housing clusters, which will make it possible to draw lessons to facilitate the upscaling of a similar approach;
4. To give a successful example, demonstrating the added-value a community-led approach, thereby contributing to the cultural change and the policy adjustments that should make a generalisation of this approach possible.

### The operational objectives are:

1. To integrate care facilities concerning 'birth' and 'end-of-life' in a home-like environment;
2. To improve social cohesion among different generations in urban neighbourhoods, which subsequently has a positive effect on their level of neighbourhood involvement and participation;
3. To increase involvement of different groups of residents in the decision-making process of their future living environment, which in return stimulates their empowerment and level of independence;
4. To develop a new governance model for cohousing (based on the CLT model).

Based on these objectives, **9 results** are put forward, which CALICO aims to achieve after implementing the different actions:

1. By moving into the co-housing clusters at least 33 households (minimum 80 persons) improve the **affordability, quality and satisfaction** of their housing situation; This improvement will be measured by using several measurement scales such as the standard housing condition indicators from the European Union Statistics on Income and Living Conditions (EU-SILC). Housing situation of (potential) residents will be researched using these measurements and afterwards the results will be considered against the new housing situation in CALICO project. Also, the results of the 'new' situation will be considered against neighbourhood and regional statistics;
2. Increase the **quality of life, mastery, health and sense of wellbeing** among target groups;
3. The residents of the cohousing clusters have built **supportive, solidary relationships** with each other and are **empowered** in their housing situation;
4. Residents and community members are stimulated to **provide informal care and support** to others;
5. To improve conditions of end-of-life and of giving birth by showing **the potential of integrating care facilities** in a home-like environment
6. The organisations involved in the project have experienced several benefits from taking part in the project; they have sharpened **their intergenerational, intercultural competences**, have reached a wider target group and have gained insights in participatory social-action methodology;
7. Target groups of the project will experience a **positive effect on their level of neighbourhood involvement and participation**, which in return leads to **higher social cohesion** in the community;
8. The involvement of several urban authorities in the project will ensure that this new model of co-living will **inspire** BCR to enable the development of **similar projects** in the future, e.g. by adapting rules and regulations and by integrating this objective into new policy documents after the 2019 elections.
9. **Gender mainstreaming in housing will get more recognition.** Thanks to setting the example with a successful housing project taking into account the gender perspective in all its aspects, and thanks to the drafting of best-practice guidelines and the advocating activities by the members of the Angela.D group, gender mainstreaming in housing will get more recognition.

So, these elements are subject of the monitoring and evaluation study and emerged from the initial application form of the project, but we refined and detailed them in co-construction with the partners (e.g. the first focus groups organised in Spring 2019). For example, partners valued the monitoring to generate the hard figures, however, they were also really supporting the presence of personal stories of people involved in the project as they could express the achievements of the project. Based on both the proposal and focus groups we have divided the specific research questions according to the 4 main target groups of the project: future residents (women, older people, low-income people, migrants), community members (e.g. social services and housing organisations), the involved project partners, and professionals and policymakers (both local, regional as European). All the research question which we aim to answer, are subdivided in 4 main categories: 1) development and realisations (table 4), 2) positive impact (table 5), 3) sustainability and future (table 6) and 4) Gender equity and of the older people's inclusion (table 7). We have formulated both questions related to Outcome/Impact evaluation (O/I) as questions related to Process evaluation (P).

## 4.2.1 Development and realisations

Table 4. Overview of research questions on "CALICO developments and realisations".

		Interviews or surveys				Monitoring and document analysis
		Residents	Community	Partners	Policy	
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)						
(O/I): How do the stakeholders evaluate the housing units? What do they like, what not? How satisfied are they about the housing?		x	x	x	x	
(P): How is the permanent affordability of the housing units guaranteed?						x
(P): How is the financial balance of the project obtained?						x
(P): Why do future residents choose to be involved in the project?		x				
(P): Why do people drop out?						x
(P): How were the housing units developed (with attention to the respect of delivery deadlines as well as to the energy and ecologic efficiency)?				x		x
(P): Which success factors and obstacles did stakeholders experience throughout the project in realising this outcome? What improvements could be made (in future projects)?		x	x	x	x	
Development of a new governance model for cohousing (based on the CLT model)						
(O/I): How do the stakeholders evaluate the governance model for cohousing? What do they like, what not? How satisfied are they about the governance model?		x	x	x	x	
(P): How was this new governance model for cohousing developed, including an attention to the intermediate structure (cooperative)?		x		x		x
(P): What were the detailed procedures involved in access to the housing by the residents: Which concrete steps had to be taken to access these types of housing? How do the stakeholders evaluate this procedure?				x		x
(P): Which success factors and obstacles did stakeholders experience throughout the project in realising this outcome? What improvements could be made (in future projects)?		x	x	x	x	
Development of a community-led approach: involvement of different groups of residents in the decision-making process of their future living environment.						
(O/I): How do the stakeholders evaluate the community-led approach? What do they like, what not? How satisfied are they about the model of care?		x	x	x	x	
(P): How was the community-led approach developed?				x		
(P): Which success factors and obstacles did stakeholders experience throughout the project in realising this outcome? What improvements could be made (in future projects)?		x	x	x	x	
Development of a new community model of care based on informal and self-care for older residents living in a cohousing project.						
(O/I): How do the stakeholders evaluate the community model of care? What do they like, what not? How satisfied are they about the model of care?		x	x	x	x	
(P): How was the model of care developed?				x		
(P): Which success factors and obstacles did stakeholders experience throughout the project in realising this outcome? What improvements could be made (in future projects)?		x	x	x	x	
Development of care facilities for ‘birth’ and ‘end-of-life’ in a home-like environment;						

(O/I): How do the stakeholders evaluate these facilities? What do they like, what not? How satisfied are they?	x	x	x	x	
(P): How were the care facilities for 'birth' and 'end-of-life' developed?			x		
(P): How are potential users defined and how will they be reached?			x		
(P): Which success factors and obstacles did stakeholders experience throughout the project in realising this outcome? What improvements could be made (in future projects)?	x	x	x	x	
<b>Development of job profiles for two innovative care professions</b> , aiming to enable new interactions between informal, self-care and professional care services, mainly in the context of co-housing.					
(O/I): How do the stakeholders evaluate these job profiles? What do they like, what not? How satisfied are they?	x	x	x	x	
(P): How were these job profiles developed?			x		
(P): Which success factors and obstacles did stakeholders experience throughout the project in realising this outcome? What improvements could be made (in future projects)?	x	x	x	x	
<b>Fulfilment of needs (person-centred approach)</b>					
(O/I): Did the project realise the needs of the stakeholders? What were the needs in the beginning? Have they been 'solved' during the project? Which new needs arose?	x	x	x	x	
(P): Which success factors and obstacles did project partners experience throughout the project in realising this outcome? What improvements could be made (in future projects)?			x		

*(O/I) = Questions related to Outcome/Impact evaluation*

*(P) = Questions related to Process evaluation*

#### 4.2.2 A positive impact on...

Table 5. Overview of research questions on "the positive impact on ..."

		Interviews or surveys				Monitoring and document analysis
		Residents	Community	Partners	Policy	
Quality of life, mastery, health and sense of wellbeing of (future) residents						
	(O/I): Does the project increase their quality of life, mastery, health and sense of wellbeing?	x		x		
	(P): How do the governance model for cohousing, community-led approach, the new model of care, the birth and end-of-life care facilities contribute to this increase?	x		x		
	(P): Which success factors and obstacles did stakeholders experience throughout the project in realising this impact? What improvements could be made (in future projects)?	x		x		
Affordability, quality and satisfaction of the housing situation of (future) residents						
	(O/I): How affordable are the housing units?	x		x		
	(O/I): How do (future) residents experience their housing (prospect) in comparison with the past? Do/will they live in a housing of better quality, with better quality-finance-ratio?	x		x		
	(P): How do the governance model for cohousing, community-led approach, the new model of care, the birth and end-of-life care facilities contribute to this increase?	x		x		
	(P): Which success factors and obstacles did stakeholders experience throughout the project in realising this impact? What improvements could be made (in future projects)?	x		x		
Social cohesion in the cohousing clusters						

(O/I) Have (supportive) relationships among residents been created? Have supportive relationships between residents and neighbours been created? Are residents stimulated to provide informal care and support to others? Which types of relationships are we speaking of? How do residents experience the added-value of these relationships?	x		x		
(P): How do the governance model for cohousing, community-led approach, the new model of care, the birth and end-of-life care facilities contribute to this increase?	x		x		
(P): Which success factors and obstacles did stakeholders experience throughout the project in realising this impact? What improvements could be made (in future projects)?	x		x		
<b>Social cohesion in the community, level of neighbourhood involvement and participation of (future) residents</b>					
(O/I): Is the social cohesion in the community increased? Is the level of neighbourhood involvement and social participation of residents increased?	x		x		
(P): How do the governance model for cohousing, community-led approach, the new model of care, the birth and end-of-life care facilities contribute to this increase?	x		x		
(P): Which success factors and obstacles did stakeholders experience throughout the project in realising this impact? What improvements could be made (in future projects)?	x		x		
<b>Benefits for professional care organisations</b>					
(O/I): Do professional care organisations feel able to ingrate the concept of community care into their organisation?		x	x		
(O/I): Do professional care organisations recognize the added value of integrating hospice facilities concerning 'birth' and 'end of life' in a home-like environment?		x	x		
(P): Which success factors and obstacles did stakeholders experience throughout the project in realising this impact? What improvements could be made (in future projects)?		x	x		
<b>Benefits for organisations involved as partners</b>					
(O/I): Have the organisations sharpened their intergenerational, intercultural competences? Has the project made it possible to adapt their project design methods to better take these dimensions into account?			x		
(O/I): Did they gain insights in participatory social-action methodology?			x		
(P): Which success factors and obstacles did stakeholders experience throughout the project in realising this impact? What improvements could be made (in future projects)?			x		
<b>Cultural change and policy adjustments that should make a generalisation of this approach possible.</b>					
(O/I): Are needed potential policy changes detected and listed? Are their policy adjustments made?			x	x	x
(P): How have these policy adjustments been realised?			x	x	x
(P): Which success factors and obstacles did stakeholders experience throughout the project in realising this impact? What improvements could be made (in future projects)?			x	x	

*(O/I) = Questions related to Outcome/Impact evaluation*

*(P) = Questions related to Process evaluation*

### 4.2.3 Sustainability and future

Table 6. Overview of research questions on “sustainability and future”.

		Interviews or surveys				Monitoring and document analysis
		Residents	Community	Partners	Policy	
Development of similar projects in the future by Brussels Capital Region						
	(O/I): Will Brussels Capital Region develop new, similar projects?			x	x	
	(P): Why will Brussels Capital Region do this? What are their motivations/reasons?				x	
	(P): Which success factors and obstacles did stakeholders experience throughout the project in realising this impact? What improvements could be made (in future projects)?			x	x	
Lessons and recommendations to facilitate the upscaling of a similar approach						
	(O/I): Will this approach be upscaled? Where, by whom, ... ? Can we identify similar projects that may have been initiated, government initiatives to support such projects (working group, study commission, etc.), and legislative amendments that may have been made?			x		
	(P): Why will this approach be upscaled or not?			x		
	(P): Which success factors and obstacles did stakeholders experience throughout the project in realising this impact? What improvements could be made (in future projects)?			x		

*(O/I) = Questions related to Outcome/Impact evaluation*

*(P) = Questions related to Process evaluation*

### 4.2.4 Gender equity and of the older people's inclusion

Table 7. Overview of research questions on “Gender equity and of the older people's inclusion”.

		Interviews or surveys				Monitoring and document analysis
		Residents	Community	Partners	Policy	
	(O/I): How did gender equity and older people's inclusion take place?			x		x
	(O/I): Did gender equity and older people's inclusion influence the impact and outcomes?			x		
	(P): Which success factors and obstacles did stakeholders experience throughout the project in realising gender equity and of the older people's inclusion? What improvements could be made (in future projects)?			x		

*(O/I) = Questions related to Outcome/Impact evaluation*

*(P) = Questions related to Process evaluation*

## 4.3 Types of data collection: how to evaluate?

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To answer the detailed research questions formulated above, the research design is developed by combining different data collection methods and aims at providing both 'hard' and 'soft' indicators.

The 'hard' indicators are **quantitative data**, generated by:

- The administration of standardized questionnaires: e.g. a survey with (future) residents in the beginning and the end of the project.
- A monitoring of the project: e.g. collecting number of participants in the different participatory sessions/meetings, residents' database of the partners, specific project documentation.

The 'soft' indicators are **qualitative data** and will be generated by:

- Focus groups: e.g. with project professionals.
- Individual interviews: e.g. with future residents and new residents of the recent real estate development of the neighbourhood.
- Document analysis: e.g. partners' annual report, financial and legal documents of the project.

### 4.3.1 Quantitative data ('hard' indicators)

#### 1. Questionnaires to (future) residents

A first questionnaire will be administrated to all the **residents** of the 3 clustered co-housing schemes. Impact of the project among these residents will be longitudinally studied by conducting two measurement. So, a first time the questionnaire will be administrated in 2020 before residents move to their new housings. Second, being a post study measurement, the same questionnaire will take place ideally after the residents moved in their apartments. In case of delay in the delivery times of the apartments, the second baseline measurement will take place during the first semester of 2021 in order to be able to analyse the data. The extended questionnaires will be presented, along with the results in the two evaluation reports.

#### 2. Monitoring:

- a. Some of the data will directly be collected from the partners, e.g. data documenting people (e.g. income, selling or renting prize of the apartments ...). The researchers will help the participating organisations to integrate, the useful documenting tools to their database.
- b. A tool for measuring the rate of participation of future residents to all the activities generated during the project will be provided. The results will be combined and analysed by the researchers to build indicators (process monitoring).
- c. A tool for measuring the dissemination of the project to other stakeholders (potential partners, policy makers, academics, general public, etc.) will be provided to all the partners. The results will be combined and analysed by the researchers to build indicators on the process.
- d. Document analysis: e.g. annual reports of the partners, financial document of the project as well as the contractual documents, generated in the context of the project (e.g. deeds of sale,



lease agreement, status of the cooperative, the charter on use of the common parts of the building...).

#### 4.3.2 Qualitative data (= 'soft' indicators)

In order to reach the objectives, the monitoring and evaluation underlines the need for a qualitative approach, because social and behavioural processes are difficult to explore by using only quantitative methods. Also the partners indicated during the focus groups the need for personal stories to demonstrate the impact of the project on an individual and neighbourhood level. 'Soft' indicators will therefore be used to explore underlying meaning, experiences and mechanisms of the involved stakeholders. Similarly, the lack of data due to the temporality of the project (residents will move in after the research period and the first users of the facilities will arrive after the research period) makes the qualitative approach all the more necessary. The qualitative approach will make it possible to compare the means and resources that have been mobilized with the strategic and operational objectives set by the project.

##### 1. Focus groups with partners

2 series of 5 focus groups will be carried out with the **partners** of the CALICO project (Bruxelles Logement, CLTB, Angela.D, Pass-ages, EVA bxl). Chapter 3.2 of this report includes results of these first focus groups. The objective is to identify the motivations, expectations and approach of each support group at the beginning and end of the research. This should make it possible to study their evolution. Similarly, focus groups will be mobilized to identify what each partner means by co-creation process and to identify the main social impacts of the project that they would like to be able to measure in the future. What impact has the construction of the project had on the project partners, what lessons can be learned? What future challenges do these developments allow us to identify?

The first series of 5 focus groups took place between May and June 2019. This report presents in more detail the approach and a first synthesis of the visions of the actors that emerge from the focus groups (see 3.2.). The second series of focus groups will take place in Spring 2021.

##### 2. Individual interviews with residents and community professionals

First, individual interviews will be organised with **residents**, at two times. These interviews will take place in Spring 2020 and during the first half of 2021. A total of 18 individual interviews will be held with the residents, 9 at the beginning and 9 at the end.

Second, individual interviews (5) will be organised with the **community professionals** and volunteers involved in the project (= professionals in charge of the 'birth' and 'end-of-life' facilities, real estate developer, the new care professionals, etc) in Spring 2021. Their interview scheme will be slightly adapted for their specific expertise.

Third, one focus group will be organised with **local & regional partners** and individual interviews (2) with **EU policymakers** in Spring 2021. Their interview scheme will be slightly adapted for their specific expertise.

Fourth, 38 CALICO's neighbourhood residents (= **neighbours**) will be interviewed between October and December 2019. This interview will be conducted in cooperation with students of the Master's

degree in Urban Sociology of professor Pierre Lannoy of the Université Libre de Bruxelles. The interview will be addressed to residents of both the new real estate complexes (most of which are based on turnkey purchases) as the historic districts surrounding the CALICO project. The investigation will focus on the relationships of the residents with their housing, their residential complex and their neighbourhood, i.e. on all the relationships for which the CALICO project, as a community led-housing project, proposes innovations. The perception of the neighbours on these innovations will also be investigated.

### 3. Participation of researchers in various project implementation committees.

During the lifetime of the project the researchers will be fully or partially involved in different committees:

- The steering committee.
- The communication committee.
- The strategic committee.
- The community care committee.
- The governance committee.
- Others committees and ad hoc working groups (future residents assemblies, working group on the set up of the cooperative, ...).

This participation, along with the other qualitative research tools, will allow the researchers to collect monitoring data (= routine collection of information about progress of the activities of the projects within the action plan). Those data will be useful to analyse the progress.

From an action research perspective, this direct participation of the researchers will engage them in the co-creation process of the project. They will mobilize and share their expertise (theoretical background, good practices, presentation of the results of interviews). These contributions may help to adjust activities needed to reach the objectives.

### 4. Document analysis:

Some specific documentation generated during the project will be analysed in order collect qualitative data and to build soft indicators on both impact and process measurement (e.g. early reports of the partners, financial figure of the project, policy documentation, documentation produced in the context of the launching of the cooperative for potential investors, etc.).

## 4.4. Toolkit for long-term social impact monitoring

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The capacity of the CALICO project to accomplish its objectives should not only be measured during the project duration (2018-2021) but also beyond. By the end of the project, the future residents would have just moved in, the first potential users of the Birth and End-of-Life facilities would use the facilities and the neighbourhood will be more involved and aware of the project than in the first year. Most of the potential positive social impacts of the CALICO project will then be effectively measurable on

regular basis at the level of the users who will then live in the project and use this equipment, but also at the level of organisations and public authorities whose ability to integrate the lessons of the project into their future action strategies will then become central.

In order to help the different stakeholders to underpin the social impact and reach of CALICO in the community, the researchers will sit together with the partners to reflect on the development of user friendly forms to assess project operations in the long term for the 3 cohousing clusters, the community activities and 'birth'/'end-of-life' facilities. The goal is to provide a sort of toolbox which partners can use to continue to monitor the impact of CALICO. This process towards development will be started at the end of the project when the residents have moved in. Partners will furthermore be able to use this as well for their future yearly reports. To organize the co-creation of this set of monitoring forms and protocols, the researchers will set up a social impact monitoring committee that will gather the partners' project managers at least three times during the project. As the social impact tools will have to be implemented by the partners in their current activity flow, it is important to conceive them in co-creation to make sure that they will adjust to their capacity to effectively use them. It is also important to coordinate the tools between the partners as they don't deal all with the exact same issues and objectives.

The meetings of the committee will be organized around the following objectives:

- First, identify the monitoring tools the partners already have integrated in their own monitoring procedures and set a road map that clarifies the goals of the social impact monitoring for each partner and identify the ways in which other essential data will be collected and analysed;
- second, to mobilize inspiring existing tools to select the most adapted forms and protocols;
- third, the content of the forms and protocols will be discussed for adaptation before finalisation. Many of the indicators that will be integrated into the monitoring tools will be selected directly from the research itself. Indeed, these indicators have already been co-constructed with the partners and refer to lists of standardised indicators that guarantee their external comparability.

Concerning existing tools of social impact monitoring, the two following initiatives are especially inspiring and could be used as inspiration for our monitoring tools:

#### 1. The Social innovation Factory

The Social Innovation Factory is a networking organisation created in 2013 to promote, guide and support social and societal innovative concepts<sup>10</sup>. It offers methods to broaden the nonprofit organisation's network, deepen their concept and draw up a financial plan. It developed a model to support social innovation and social entrepreneurship that includes an Impact Wizard and a social innovation academy (workshops).

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<sup>10</sup> For more information on the Social innovation Factory:  
<https://www.socialeinnovatiefabriek.be/nl/english>

The Impact Wizard<sup>11</sup>, that is particularly relevant to build the social monitoring tools of the project, has been developed by the Social innovation Factory together with Verenigde Verenigingen and a stakeholder network of over 100 individuals and 50 organisations, funds, companies and institutions. The wizard guides the nonprofit organisations through a impact assessment process organized in five modules:

- Context & focus (frame the evaluation in the broader organisation)
- Theory of change (clarify the impact logic)
- Measurement plan (indicators and measurement methods)
- Measuring & analysing (data collection and analysis)
- Maximising the impact (to improve, communicate and monitor the impact)

Especially designed for non-profit organisations, it provides many indicators that the research could mobilize especially on the fields of social cohesion, health and wellbeing, and poverty reduction.

## 2. The London CLT monitoring process:

The CLT of London is an urban CLT active in the city of London since 2010. It is a partner of CLTB in the European SHICC project and is at a stage of development of its activities comparable to that of CLTB. By the end of 2018, they commissioned the *TI Group* to support them in thinking about their impact and creating tools that enabled them to understand, improve and communicate their impact. . The proposed monitoring process followed by the London CLT is a direct source of inspiration for the building of social impact monitoring tools in the context of the CALICO project, especially for the CLTB.

Indeed, it focuses globally on the main objectives set by the partners of the CALICO project. So, impact measures focus on impacts at the project level: community creating, the permanently affordable homes and the transforming neighbourhoods, innovation and influence. They also focus at the communicating impact level using dashboard to show the big picture, traffic light diagram to highlight the contrast to other housing options, and short case study ...

The use of many tools is organized in an action calendar: social impact framework, dashboard, temperature check with community steering groups, innovation table, member survey, measuring influencing notes, local leader development tool, community benefit table ... For each of these tools, the people in charge of their implementation and use are defined.

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<sup>11</sup> For more information on the Impact Wizard: <https://impactwizard.eu>

## 4.5. Agenda of the research

The table below summarises the main steps that will be undertaken by the research team during the research.

Table 8: The research agenda

		Reports	Participation to committees + monitoring + data collection	Monitoring committee	Questionnaires to the residents of the project	Focus groups with main partners	In-depth interviews with stakeholders (20)	In-depth interviews with local residents (38)
2019	May		continuously			Focus groups (5)		
	June					Analyse		
	July							
	August							
	September							
	October							Interviews
	November							Interviews
2020	December							Analyse
	January	Inrod. report	continuously		Questionnaires			Analyse
	February			First meeting	Questionnaires			
	March				Analyse			
	April				Analyse			
	May							
	June	First report						
	July							
	August							
	September			Second meeting				
	October							
	November							
2021	December							
	January							
	February							
	March					Focus groups (5)		
	April			Third meeting	Questionnaires	Analyse		
	May				Questionnaires			
	June	Second Report			Analyse			
	July							
	August							
	September							
	October	Final Report	continuously	Friendly monitoring tools provided				



## 5. Conclusion: critical reflections & thoughts for the future

In this concluding chapter, we offer some preliminary reflections on the conduct and development of the CALICO project so far. While this does not provide a comprehensive and systematic assessment along the monitoring research questions outlined above, it already addresses some of the questions. These reflections are important to take with us in the further process of the project.

**Development of a new governance model for cohousing (based on the CLT model): Inclusion of rental units in the CLT governance and financial scheme by the creation of cooperative(s).**

The Community Land Trust is a model for individual home ownership on communally owned land and at this stage it seems to be making inroads in Europe as such. The Community Land Trust of Brussels is only financed by the Brussels-Capital Region to develop home ownership projects. However, thanks to the CALICO project and European funding, CLTB should be able to innovate on this point and implement a package enabling it to reach a wider audience, in particular people excluded from access to mortgage credit because of their age or their precarious situation. Thus, in addition to the sale of a number of apartments to low-income households, the CALICO project provides for rental housing. These new rental arrangements pose many governance challenges, both in terms of housing financing and in terms of involvement of residents and partner associations in setting up the project and its long-term management.

In financial and legal terms, as mentioned above, the CALICO project is based on a complex financial structure, combining European and Regional public financing (in particular through the mechanism of social real estate agencies and low-interest mortgages of the Housing Fund), but also the financing of residents through rents, mortgages and probably rental shares. On one hand, the European subsidy allows CLTB to acquire the land and the common spaces of the building. The legal modalities for organizing this original form of division of ownership are under study. On the other hand, innovative methods of pre-financing or financing housing (the "brick" part) are still being elaborated (except for housing sold directly by CLTB to households). At this stage, it is mainly cooperative approaches that are being studied among the partners and which are at the heart of the co-creation issues. It still needs to be determined whether such housing cooperatives would mainly or fully be owned and financed by non-resident co-operators (investment cooperative) or by the residents themselves or if both options will be developed in parallel. Indeed, while the rental housing of the Angela.D cluster will probably be owned and financed by an investment cooperative, the Pass-ages cluster could be owned by a cooperative that includes residents' shares in the financial scheme. The risk of low involvement of the inhabitants in an investment cooperative is one of the identified limitations that should be kept in mind, in order to imagine ways to compensate it, if necessary. The financing methods used will be studied in the following reports.

The anti-speculative principles relating to the CLTB's home ownership program of the CALICO project respect the same procedures as for their other projects. But the anti-speculative guarantees that will be required of intermediate structures (possible cooperative(s)), owners of rented units, have yet to be defined. These will be examined in the following reports.



## **Involvement of different groups of residents in the decision-making process of their future living environment**

Co-housing often responds and grows from the needs of a group of people and is subsequently regulated and managed by residents themselves. However, in CALICO different logics will take place. Pass-ages residents are mainly active members of the associations that are promoting the intergenerational perspectives developed by their association. Angela.D's project leaders do not intend to participate in the project as residents, but they have supervised and engaged from the early stages of the association's development the vulnerable women who will live and develop the feminist cohousing project. In the case of the CLTB owners, they will be selected in December 2019 and will fit in the project from then.

Within that framework of the CALICO project, it will be challenging to estimate what the level of self-organisation of residents will be in the three housing clusters. These are supported by three distinct partners, all of whom state that they want to offer the greatest possible management autonomy to the inhabitants. At this stage, the autonomy of future residents will move away from an ideal-typical vision of egalitarian self-management between residents (Balmer & Bernet, 2015). Indeed, the housing allocation modalities will be managed separately by the 3 partners for each housing "cluster" and some inhabitants will be owners, other tenants, some may be co-operators, others transitional occupants and they will therefore in any case be subject to different financing modalities for the occupation of their housing with different rights. In conclusion, the project must still define the balance between the aspects of the housing project that will be subject to associative stewardship and self-management by residents.

In this regard, the partners met regularly in a "governance committee" throughout the first year of the project in order to reflect on the modalities of progressive transfer of the project management modalities from the project managers to the inhabitants. The majority of future residents were selected at the end of December 2019. The partners have decided to include two future residents from each of the three clusters in its future work. They will be involved in setting up decision-making mechanisms in the various areas covered by the project. The research will examine how the governance committee will effectively support the extension of resident empowerment in project decision-making.

### **Mixing 'intentional communities' with self-organized low income groups.**

As explained in the section 1.2.2.h., the project, being a community land trust project, brings out links and ethics between its members and may be associated to the Civic Communities movement. Indeed, through the collective possession of land in the name of the common, and an anti-speculative resale formula, it avoids social injustice linked to capitalist deregulation of the property market and provides a mechanism for transgenerational solidarity capable of balancing individual and collective interests. The research will highlight how dominant those ethical bounds are in the effective community building of the project.

Furthermore, other intentionalities are at the basis of the creation of the CALICO community. Pass-ages is particularly committed to building a community around care, Angela.D around the issue of gender and solidarity between women. In the CALICO project, the partners propose a vision of the

community based not on belonging to a place, but rather to a value base. This is characteristic of intentional communities. During the research, an analysis will be offered of how the different founding values of the community within the CALICO project proposed by the partners Angela.D and Pass-ages will be deployed and will be able to associate, pollinize each other, these being at the same time the support for two distinct habitat clusters, and values supporting ways of being to others that go beyond the clusters specifically dedicated to each association.

### Ensure affordability and social diversity in the cohousing project

The research will as well focus on the analysis of the level of social diversity in the project, in terms of intergenerationality, of mix of incomes and interculturality. At this stage, the partners agreed to fulfill their collective engagement to provide of 25 social units and half of the housing to seniors over 55 years of age as follows:

	Units	55+	Social Income
<b>Pass-ages</b>	10	7	3
<b>Angela.D</b>	10	6	8
<b>CLTB</b>	14	4	14
<b>TOTAL</b>	<b>34</b>	<b>17</b>	<b>25</b>

Table 9: Total units of the CALICO project sorted by organisation, age group and income level of the future residents. Source: Steering committee (06/12/19)

The research will study carefully how the social mix will be organized within the CALICO project and how mechanisms aimed at equity in the rights and duties of the different categories of residents will have been implemented. In terms of affordability, a social rental price under the conditions set for Social Real Estate Agencies is guaranteed for all future tenants who fall under the income conditions of social housing. However, for residents with higher incomes, the precise pricing modalities for the provision of housing have yet to be established.

It should be noted that CLTB systematically organizes a social mix in its acquisition projects. It sells apartments in equal proportions to households belonging to four different categories of income ranging from the minimum insertion income (CPAS) to the ceiling for access to regional social housing. Housing is sold at different prices depending on the income of the buyers, however, everyone has the same rights and is subject to the same duties.

### Satisfaction of the housing situation of (future) residents

An important feature of the CALICO project is therefore the fact that it is based on a turnkey purchase from a real estate developer. This can be seen as a consequence resulting from the financing conditions of the UIA program as the project must be carried out (and the housing units delivered) within 3 years. Therefore the stakeholders were required to approach in advance a real estate developer who had already obtained an urban planning permit. This implies losing control over what is produced, over the ability of the partners to guide the housing and collective spaces they wish to implement.

All the partners perceive the almost total absence of their participation in the architectural design of the project as an important weakness of the project setting. Indeed, having been designed as conventional apartment buildings and not as a complex likely to operate on the basis of rules of mutual provision of care, solidarity and openness to the neighbourhood, no common space has been provided. As mentioned above, some apartments will have to be adapted as service spaces and common areas. It should be noted that negotiations are however taking place with the developer to make some minor adaptations to the project in order to transform certain apartments into birth and end-of-life facilities in particular. Furthermore, as described in the literature, the physical environment is crucial for older people's independence and ability to age in place. However, in CALICO, the physical environment is already decided on **and will not be specifically adapted to the needs of older people**. This raises the question about how CALICO will contribute to 'ageing in place' and puts emphasis on the role of the social environment. How does CALICO settle itself in these boundaries? Also, often the 'innovative' part is the building itself, however, CALICO will be 'a building as many others' and the 'innovativeness' is situated in the process and the 'whole organisation and stakeholders involvement' of the project.

### Development of a new community model of care and the level of residents and neighbourhoods' involvement and participation

CALICO aims to develop a community model of care by involving residents, volunteers, neighbours and professionals and it will be challenging to take into account all the needs, wishes and opinions concerning care of all these different stakeholders. This brings us to the question how these different actors will take part in the care chain of CALICO? And how agreements on the different positions and tasks will be co-created? Concerning Pass-ages, some of the future residents will also be volunteering in the available care facilities (birth and end-of-life facility). 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?

Furthermore, the residential area where CALICO is situated is still under development. How will the broader neighbourhood be involved in the 'community care model'? How far does the word 'community' extend? How will future 'new' neighbourhood residents be involved? The CALICO project will also have to be studied from this angle.

Each partner intends to engage in strong relationships with the neighbourhood and conceives their vision of care, or gender, as community issues in the broadest sense. What modalities for the co-management of the space open to the neighbourhood are envisaged, as well as attempts to affiliate new members, exchanges of services, collaborations with local associations, issues of connections or even decompartmentalisation between the project's private gardens (adjacent to the service spaces and the community space) and the public park inside the islet.

The CALICO project aims to develop non-housing spaces of at least four types:

- The birth and the end-of-life facilities.
- A space shared between birth and end-of-life facilities, for consultations and residents of intergenerational housing, managed by Pass-ages.
- A space shared between the project residents in the cluster managed by Angela.D
- A space open to the neighbourhood.

Each of these spaces is likely to be financed and managed according to different modalities and visions that integrate more or less the larger community. The following reports will examine the specific procedures adopted for each of its areas. The level of opening to the neighbourhood and the city will also be studied in detail. In particular, surveys will be carried out in the neighbourhood to identify local dynamics and the possible service needs of local residents. (see section 4.3.2.2.).

### Cultural change and policy adjustments toward community-led housing project

The past year of launching the CALICO project made it possible to establish its foundations (purchase of the land, hiring of project managers, selection of inhabitants (December 2019), implementation of the various project steering committees, request of planning permit modifications etc.). It was also the year in which a communication strategy was co-created (communication on the internet, in the press, creation of a presentation video, brochures, etc.). The project has already been presented to the public administrations of the Region, in international conferences of actors in the housing sector, in universities and in the press. As the project progresses, a monitoring of the project's dissemination at regional and international level will be developed to measure its amplitude and to try to identify the cultural changes it may have generated with regard to community-led housing projects, community care and gender mainstreaming issues in the housing policies.



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