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Author:
Laura Colini
UIA Expert



The Urban Lab of Europe !

The 'CALICO' project Journal N° 1

Project led by Brussels Capital Region



HOUSING



¹ Based on the state of play as of Dec 2019 – Jan 2020

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1. EXECUTIVE SUMMARY

CALICO is a three years project awarded by the IIIrd EU Urban Innovative Action (UIA) thematic call, together with other 4 cities, testing solutions of affordable and adequate housing in their localities.

CALICO stands for CARe and LLiving in COmmunity, for the creation of 34 housing units and communal spaces in the city of Brussels, Belgium. It adopts the model of the Community Land Trust (CLT), known for providing affordable non-market oriented housing based on long-term land lease governed by a trust. The model, widely adopted with variations over the world, has been existing in the last 50 years mostly in the USA and UK. In recent times, it met a renewed interest among those committed to promote non-speculative housing towards homeownership in an urban setting. The overall goal is to counteract the rapid escalation of social inequalities, by stemming the lack of affordable and adequate housing in Brussels and more widely in Europe. As a concept, the CLT is cognate to various collaborative and non-mainstream inclusive housing solutions which include experiments and practices under definitions of co-housing, collective, community-led, solidarity-based living. The Community of CALICO, as many other CLT, is oriented to the neighbourhood participation and mutual support. CALICO is, however, a unique and ambitious interpretation of community-oriented, inclusive living and an experimental understanding of CLT. Its particularity lays in features that are not common to other examples of CLT:

1. Beside homeownership, CALICO designs, finances and realise mixed-use of shared spaces and housing units for rent, implying, therefore, innovation in financial and potentially juridical aspects of the CLT.
2. The governance structure adopts a co-creation approach, taking decisions with a sociocratic management, with its members that include NGOs.
3. It tackles inter-generational and diversity, crossing different values and cultures, hence targeting vulnerable and low-income households, specifically older people, (single) women and people with a migration background.
4. It focuses on aspects of mutual community care and gender equality.
5. It is the first CLT that makes use of ERDF (European Regional Development Fund). Although CLTB relied on public funds, this combination with local and EU funds is unprecedented in other CLT related projects in Brussels and the EU.

These and others are indeed multifaceted aspects of innovation, which represent as well as challenges for the success of the project.

This first Journal is a descriptive overview of the CALICO. It will serve the reader to get acquainted with the project, focusing as requested by the UIA Initiative on the 7 UIA challenges. For the drafting of this first CALICO Journal, interviews were conducted in December 2019 to selected members of the Community Land Trust Brussels

(CLTB) initiators and CALICO project managers, the NGOs CALICO partners and the Brussels Logement finance manager. Desk research supported the evidence of the information. Thanks to the project manager Arthur Cady CLTB,

and the CLTB members, the NGO Angela D and Pass-ages for the interviews which will be used in further deliveries of CALICO Journals, Zoom-in and blog. Thanks for the transcriptions of the interviews to Arthur Nihaoul, Tesserae-Berlin.

2. CALICO IN THE BRUSSELS CAPITAL REGION

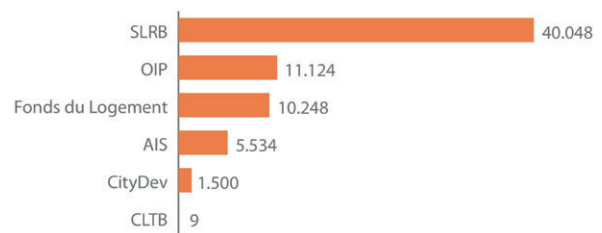
The project of CALICO was born in the wake of Community Land Trust Projects created in Brussels since 2012, and now growing with the scope of delivering non-market-oriented social housing, responding to the lack of adequate and affordable housing in the Brussels-Capital Region (BCR).

The BCR does not register a different trend from other EU capital cities in the lack of adequate housing especially for the most vulnerable population such as homeless, young and single-women and single-mothers, single household, as well as unemployed, precarious and low-income workers, and other groups discriminated in accessing the housing market.

“Social” housing with public management and social purpose is defined as a concept by the 2009 General Policy Declaration of the Government Brussels and meant for people in severe social and financial conditions, with allocation mechanisms based on a combination of income ceilings and priority target groups. Since 1980, social housing has been decentralised and is now the competence of three Regions: the Flemish Region, the Walloon Region and the Brussels-Capital Region. Publicly managed social housing stock covers the following categories:

- Social housing managed by the SISP² under the supervision of the SLRB³;

- Moderate, medium or free housing on which the OIPs⁴ other than the SISP, exercises real right or rent.
- Moderate accommodation under management by the AIS⁵;
- Low-cost housing units subject to a mortgage at a subsidised rate granted by the Housing Fund;
- The average housing produced and sold by Citydev⁶, during the duration under conditions.



Social housing operators in Brussels in the Rent and ownership sector.

Source: Bruxelles Logement (DES et OBL), OIP, SLRB (Observatoire des Loyers 2018), CLTB, FDL, citydev, 2018

To this range of options belongs the Community Land Trust Brussels to which CALICO project also belong.

Although the growth on public housing stock registered a positive sign (from 10,715 homes in June 2017 to 11,124 homes a year later)⁶, the AIS registered a steady growth over the years (the last figure show 5534 dwellings in 2018 with an increase of 15% since 2016) social provision of

² SISP Société Immobilière de Service Public - Real Estate Agency of public service.

³ SLRB Société du Logement de la Région de Bruxelles-Capitale - Housing Agency of the Brussels-Capital Region

⁴ Public real estate operators (OIP) which forty public or quasi-public bodies and finance by public bodies. In practice, the IOPs are the municipalities (as well as their Régies), the CPAS, the Housing Fund, the SABH8 and the Régie regional property

⁵ Social Real Estate Agencies (AIS) are recognized non-profit organizations, approved and subsidized by Bruxelles Logement, the public body of the Brussels-Capital Region in charge of housing.

⁶ BRUXELLES LOGEMENT • ATLAS DU LOGEMENT EN RÉGION DE BRUXELLES-CAPITALE, 2019 pp 19

housing is still low and with uneven presence in the territory⁷.

In 2009 the government's objective was then to bring the share of housing with public management and social purpose at 15% of Brussels real estate stock.

However, as for 2019, the share of publicly managed and social purpose housing represents 11.8% of the entire Brussels housing stock in the face of an unmatched long list of demands. Therefore the crisis of housing is evident, especially for the population in precarious or disadvantage conditions unable to access

affordable rents or homeownership even within the Belgian system of public subsidies.

In this panorama, was created in 2012 the Community Land Trust Brussels (CLTB), a new actor in the provision of social housing experimenting for the first time in Belgium and continental Europe the Community Land Trust model, using public subsidies both for the purchase of land and the provision of the house. It is within the CLTB that CALICO was designed with local NGOs and other public and private actors to experiment with the realisation of shared living.

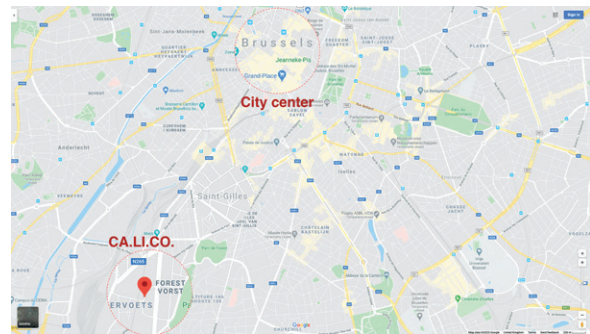
⁷ Ibidem pp 26

3. OVERVIEW AND UPDATE OF CALICO PROJECT (END 2019)

The CALICO project officially began in November 2018 under the initiative of the Community Land Trust Brussels (CLTB). The housing units are under construction since May 2019 and planned to be delivered by April 2021.



Adopting the model of the CLT, CALICO plans to realise a social mix, intergenerational and communal living housing complex in the lot between Delta street, Tropiques Avenue and Van Volxem Avenue, in the municipality of Forest, a municipality located in the southwest of the Brussels-Capital Region.



Forest neighbourhood, and the area where CALICO is located

Well connected and not too far distant from the city center, Forest is a place of significant industry with the automobile industry and a vital area linked to the railways, with few historic landmarks, attractive green spaces and parks, counting a population of 56.289 (statistics 2019⁸) rapidly growing⁹ due to market pressures in the heart of Brussels and the rising numbers of newcomers who finds a new living place in Brussels.

The project CALICO, installed into a more extensive development of housing complex called “Les Sources”, part of a housing development plan affecting the whole neighbourhood, comprises of:

- 34 apartments of which 8 sales at a social price by CLTB, 4 apartment to rent for people aged at least 55 at the moving-in date, 2 apartment “transit” for very vulnerable households with urgent housing needs (these will be co-managed with the Public Welfare Centre of the Municipality of Forest), 10 apartments managed by the NGO Angela.D and 10 apartments by the NGO Pass-ages.
- 1 semi-public garden, a collective space for the CALICO inhabitants, a community space open to local initiatives from the neighbourhood, community care facilities for birth and end-of-life (Maison de Naissance et Maison de Mourance)

⁸ <http://ibsa.brussels/chiffres/chiffres-cles-par-commune/forest#.Xt9LNsYuAcg>

⁹ https://www.citypopulation.de/en/belgium/places/bruxelles/21007__forest/

The CALICO housing units are organised into three different building blocks: one for the NGO Pass-ages, one for the feminist NGO Angela D and one for the CLTB¹⁰. A passage will provide access to a communal open space linking the street to the backyard garden accessible to the neighbours. The area of the garden is shared with neighbours. Pass-ages will manage a 'Birth' and 'End-of-Life' facility, a consultation space. Furthermore, there will be a community space open to the residents of the CALICO project and one other open to the broader neighbourhood.



CALICO design project. Source: CLTB

As for the end of 2019, not all apartments have been assigned. The CLTB managed 12 housing units, and 4 have not been sold yet. These are the most expensive units used whose selling is useful to finance also the rental ones. The NGO Pass-ages has 8 out of 10, and the same situation is for the NGO Angela D. The recruitment process for future co-habitants in CALICO is different among NGO. The CLTB can select future inhabitants from a long waiting list of 500 people willing to access housing in a CLT. For the other NGO, the future

inhabitants are not selected but rather invited to join CALICO project, thorough formal and informal networks. For what concerns the two "transit" apartment there are discussion with the welfare unit within the Municipality of Forest to provide this units to Housing First model. In November 2019 the families met for the first time. To meet and learn about "who we are, how old, how many children we have, ...", and to explain the project and how the participation into committees works.

The CLTB is and remains the owner of the building complex, the land as in usual CLT models. In the case of CALICO it owns the shared space and the "shell" of the building, i.e. the walls, roof, staircases, etc.; It then confers a 99-year Long term lease) according to Belgian Law the emphyteosis right¹¹) on each of the units/lots, upon payment of a single fee corresponding to the sale price.

The legal mechanism adopted by the CLTB consists in granting a surface right to (future) owners of the housing units. This surface right gives them almost all the rights of a full owner. In return for this right, the future owners must agree to comply with an essential condition: the latter can indeed resell their housing unit only at its purchase price plus a fixed percentage of the capital gain. This condition, which makes the price detached from market dependent appreciation of the property, thus allows the housing to remain affordable over generations.

¹⁰ For information about CALICO members cfr. the Appendix

¹¹ Long terms lease or emphytéose/erfpacht right according to the Belgium Civil law. The Emphyteosis dates back to ancient roman civil law to regulate the ownership of land, Today generally used to address "the name of a contract by which the owner of an uncultivated piece of land granted it to another either in perpetuity, or for a long time, on condition that he should: improve it, by building, planting or cultivating it, and should pay for it an annual rent"<https://legal-dictionary.thefreedictionary.com/Emphyteosis>. Overview about forms of real estate ownership in Belgium <https://www.dlapiperrealworld.com/law/index.html?t=sale-and-purchase&s=ownership-of-real-estate&c=BE>



The implementation of CALICO demands a mix of public and private actors that cover different scales of governance and competencies. The partnership for CALICO sees, therefore, the involvement of the Bruxelles Logement, Angela.D, Pass-ages, EVA Bxl¹², VUB, Perspective.brussels, CPAS de Forest, Logement Pour Tous. Constructor: Belgian Land; Architecture office: Urban Platform; Building enterprise: Herpain¹³

- April 2019: launching of the building site
- Autumn 2019: launching of the participants activities
- Autumn 2019-Winter 2020: assignation of the units and creation of the project-group
- December 2020: closing of the building site (later estimation of the building completion is expected for Summer 2021)

¹² <http://evabxl.be>

¹³ See Appendix for a further explanation about the members and their website link.

4. THE 7 UIA CHALLENGES

The UIA Initiative focuses on urban project implementation and has singled out 7 challenges, identified as recurrent, to analyse all UIA projects

in a relevant and comparable way. <https://www.uia-initiative.eu/en/uia-operational-challenges>.

4.1 Leadership

The accountability for the project is in the remit of the Brussels-Capital Region (RBC), as the Urban Authority, and the Community Land Trust Brussels (CLTB), as the delegated project manager and de facto the initiator of the whole project.

The Brussels Logement has a small team of people dedicated to the UIA project, gathering different competences in coordination legal and financial expertise.

“I am a lawyer in the “Support & Coordination” Department, a transversal direction. On the one hand, it provides support to the other administrative entities within the Regional administration or to projects dealing with more than one body, such as is the case of Calico. On the other hand, it works closely with the “Financial and Budgetary Unit” managing the budget in Brussels Housing. I joined the Calico project at the request of our director-general to provide legal support, financial support such as subsidies and public procurement, and I am the link with our correspondent in charge of the budget.” Murielle Gosselin, BL

“My role is mainly in connection with the funding tools of the different actors; the project is funded 80% by the UIA and 20% by other sources,

including the Brussels-Capital Region. The Region accounts for a good part of the 20% on equity. It is, therefore, two sources of public funding, European and regional. The granting of money, the management and the control of these grants are the responsibility of the team that I coordinate within Bruxelles Logement”. Quentin Mages, BL

However, in practice, the Community Land Trust Brussels perceives itself both in the role of facilitator among the partners and as well as the accountable body in charge of planning, management and financial aspects. The CLTB is per sé a reasonable innovation in Brussels and Belgium social housing provision to low income families. The creation of such a body is a fascinating history of leadership. Geert De Pauw, among the founders of the CLTB, recalls that CLTB is born out of the commitment and practice of researchers and activists who have been active in social movements fighting for the right to housing in Brussels since the nineties (interview 2019 to Geert De Pauw)¹⁴. These experiences brought to the creation of the CLTB today which has a legal status split into two bodies: the Public Purpose Foundation (FUP) owning and managing the land and the non-profit organisation (in Belgian ASBL)

¹⁴ Among many, crossing different activists' groups and initiatives, three experiences are mentioned to be milestones in the creation of the CLTB namely the project L'espoir (Buurthuis Bonne-vie, a community center based in Molenbeek, Brussels) low consumption energy housing for low income family; the solidarity savings group helping low income households to access homeownership initiated by the Belgian NGO CIRE <https://www.cire.be/nos-activites/logement/>; and the international visits in 2009 of a group of people who will then funded the CLTB, to Champlain Housing Trust in Burlington, Vermont, USA. All information about the CLTB are available on the official CLTB website <https://cltb.be/fr/> see also the Appendix to this report.

in charge of the coordination of the community work and the management of the CLTB.

CLTB currently relies on an annual Regional subsidies for Brussels Logement that allows both bought land in the name of the common good and to support households with the lowest incomes become property owners.¹⁵ The highest share of the budget for both component comes from the Brussels lodgement in the form of an annual grant.

The challenge is therefore not precisely in the leadership per sé, which is shared by the two bodies, but rather in **adjusting the modus operandi of these two main actors**. Potential glitches and adjustment might be needed among them because of the working philosophy: the CLTB functioning based on a dynamic horizontal, self-managed and participative approach¹⁶ on one side and the administrative duties of a public body which has its internal rigidity of bureaucratic mechanisms to be respected in the management of public funds on the other.

4.2 Smart public procurement for implementation

“Smart procurement does not constitute the main challenge for CALICO project” as reported by the Brussels Logement managing a large share of the public fund for CALICO (Rebecca Bosch, BL interview during UIA kick-off meeting Oct 2019) because of the condition under which the CLTB has accessed the land and housing units.

Contrary to other of CLT projects where the land is bought by the CLT and the building realised on a second step, in the case of CALICO the purchase of the land and the building is made into a single transaction. The CLTB Brussels already before the start of the UIA project has opted to create a CLT in the lot in Forest taking the chance to contribute to the social mix of a neighbourhood under massive transformation. The purchase of the property in CALICO is a transaction between a real estate property owner, namely from the housing promoter Belgian Land and the CLTB. The CALICO properties belonged to housing development of 125 units, called “Les Sources”

owned by the Real Estate Developer “Belgian Land”, a limited liability company (“SA”) under Belgian law incorporated by Bank Degroof-Petercam and the real estate advisor CBRE, which are respectively large investor in the global housing market (Bank Degroof-Petercam a private financial investor active since 1871, a major actor in Belgian pension funds and CBRE a global name in the advising real estate market investments). Belgian Land is, therefore, an enterprise which does its business in the “affordable housing sector” which started its activities in 2013 with a capital investment of 55 million euros. Belgian Land, by its philosophy targets “a population with average purchasing power in the large cities” and acquired the ground where CALICO will be established in 2016 with a permission to build 109 housing units, of which 90% have been already sold¹⁷. The housing units of the complex are sold to a private Social Housing Company, individual households and

¹⁵ These subsidies amount to a maximum of € 765/ built sq. m. They allow CLTB to make homes 25% to 50% cheaper than market price. The CLTB closely works with the Brussels Logement of the Brussels-Capital Region, which provides non-toxic mortgages at favourable rates (between 1.5% and 3%). Monthly repayments are usually capped to 30% of household incomes at the time the mortgage is contracted. Cfr <https://www.nweurope.eu/media/4177/community-land-trust-brussels-case-study.pdf>

¹⁶ The functioning of the CLTB structure will not be covered in this journal. information about it are available online and in the SCHICC interreg project.

¹⁷ <https://www.belgianland.be>



Building site Calico (December 2019)

other investors. Among these, is also the CLTB with the project of CALICO. The intention of CALICO is to provide access to housing units household which are low income and hence, below “the average purchasing power” targeted by the initial owner and promoter.

The purchase of the properties plus land is of 11 mil euros, with a contribution of 4 million from UIA and 7 million through instalment credits to banks (Crédal 20%, Triodos 60%, Heboom 20%) collaborating with the CLTB.

“In this framework of the purchase of the housing units, the public procurement was not applicable” (Arthur Cady, CLTB interview Dec 2019). According to the Belgian regulations for public procurement in this sector, any modification to the building until an absolute ceiling will not be qualified as demanding the procedure of public procurement.

For this reason, the CLT believes that the project can advance without recurring to public procurement. In the case, the modification to the original approved building project will occur, due to reason inherent to the CALICO project, the body in charge to check the need to apply a public procurement procedure is Brussels Logement. *“In case such situation occurs as in case of changing the original plan to allow for instance the instalment of medically appropriate infrastructure in Birth and end of life facility, there might be a challenge in assessing whether or not public procurement becomes compulsory”* (Arthur Cady, CLTB interview Dec 2019). The costs initially calculated by the constructor for adapting the building to soundproof rooms for care have been subsequently boost five times the initial costs. This could impact the price dramatically. At this stage procurement per sé is not a challenge

but rather the management of funds in the realisation of the project. This will have three main components:

1. **Matching European Regional Development Fund with Regional public subsidies** for housing,
2. the financing of the project to make it possible to **offer affordable housing units whose rents are below the market price.**
3. The systemic condition in the housing sector in Belgium in which the CLT is recognised as an actor delivering social housing, but it has not been identified as actor benefitting the **reduced VAT**, thus making more difficult to

the CLTB to deliver units below market prices (*Leroy CLTB interview 2019*).

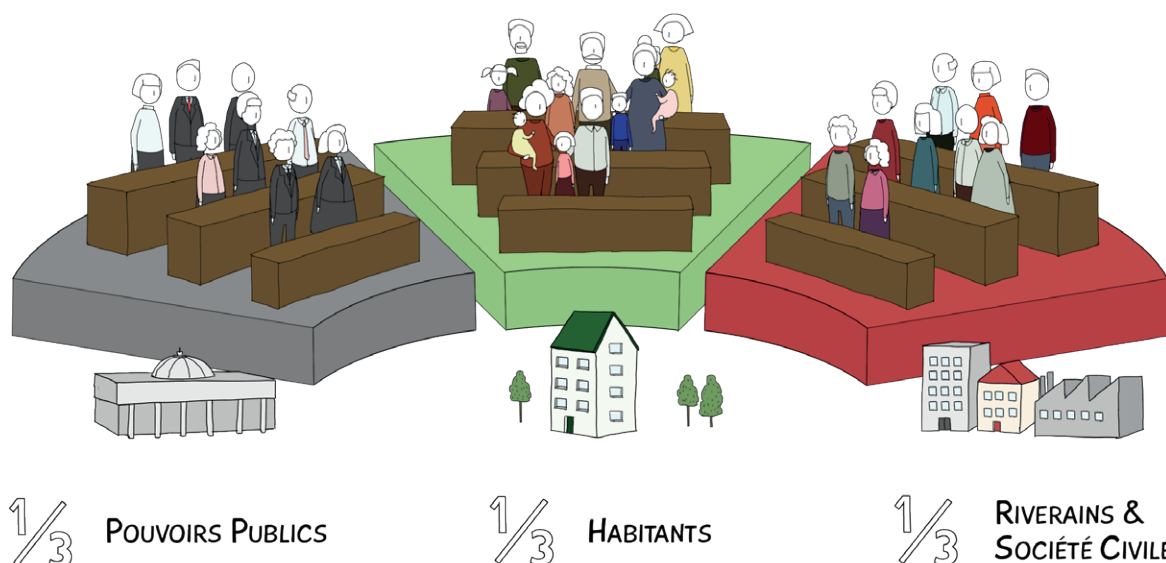
The state of the art at the end of the year is that the CLT is fighting to benefit from the 6% VAT granted to low-income social housing providers, instead of the regular 12%-21%, while considering innovative methods of financing the housing. The issue is not existent for the units sold to the CLT (as this would be a traditional CLT approach) but for communal spaces and rental units. Finance for those apartments managed by the NGOs could require one or more cooperative structures, which are under study.

These challenges will be analysed and addressed in future journals and documents of UIA.

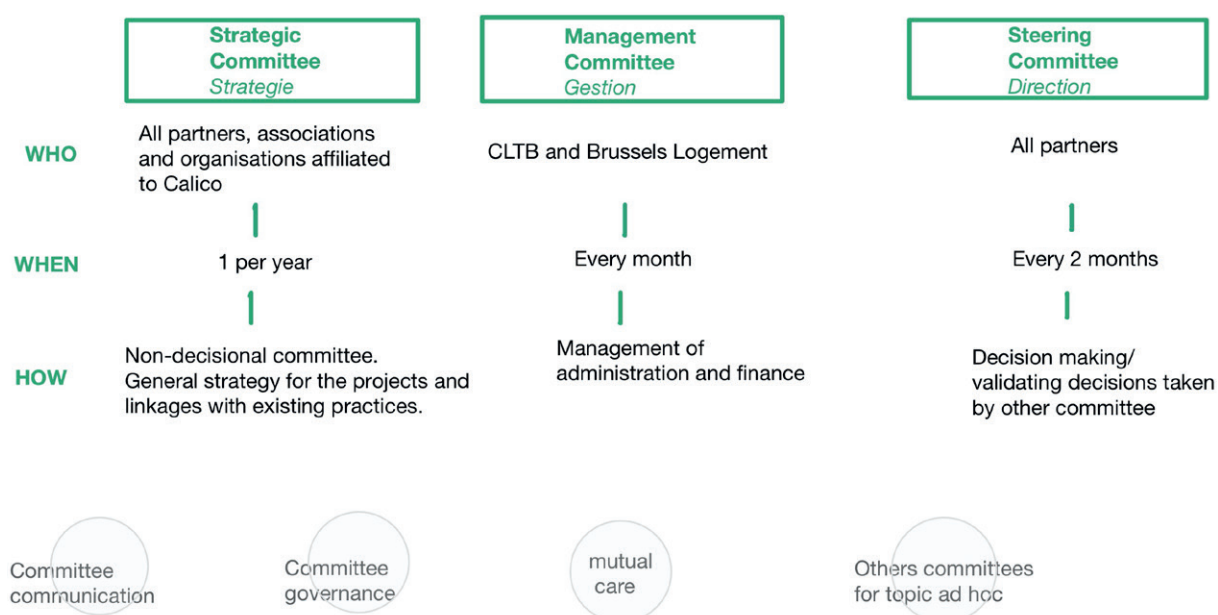
4.3 Organisational arrangements within urban authorities to deliver integrated innovative projects

The CLT adopts a tripartite decision-making process in the administration committee composed equally by inhabitants, public authorities and local associations. All CLTB projects horizontally involve third parties in the decision making as they are usually made in association with local structures of various types.

The decision-making process is structured into a ramified systems of actors: some of them are actively part of the decision making processes, and a more extensive range of actors gravitate around CALICO or have a stake in the project but are not entitled to take part in the decision making process.



decision making scheme at CLTB. Source: <https://cltb.be/fr/conseil-dadministration/>



Organigramm of the committees in Calico

The actors are organised into thematic committees. Some of these groups' functioning is established by an internal Statute, namely a Partnership Agreement signed by all the members. The CALICO project partnership agreement provides in its article 4.4 for the possibility of drafting **Internal Regulations (ROI)**, which further detail the terms of implementation of the project and which can be adapted more flexibly.

The **CALICO Committees** cover different tasks such as management of administrative and financial aspects, decision-making process and strategic consultation with partners in the neighbourhood and with other relevant organisations for CALICO, and the other committee such as the one on Governance and Care cover consultation, participation and decision-making on a specific topic¹⁸. The functioning of this cooperation into committees will be covered in future deliveries.

4.4 Participative approach for co-implementation

In the case of CALICO the three challenges "Organisation" "participative approach" and "communication" are intrinsically interdependent and tied because co-design is at the core of cohabitation philosophy of this project, which involves at different stages and levels stakeholders, end-users and external affiliated partners. The way public participation is designed and implemented influences the success of co-living through self-management of the inhabitants.

Proposing an exercise of abstraction, and a factual reality in which a participatory approach is transversal to all implementation aspects of CALICO, it is possible to trace:

1. participative forms of sharing of knowledge, advising, consultation as in the Strategic Committee and management Committee

¹⁸ For matter of length this Journal cannot report on the actual structure and functioning of those groups in details.

2. participative forms of deliberation in the decision making procedure of the Steering Committee
3. self-management with sociocracy approach as in the Governance Working Group or ad hoc thematic sharing of knowledge in other Working Groups:
4. informal and self-organised participation in ad hoc events and communication activities.

This chapter will focus more on details on the work of the issue-related Working groups such as the one dedicated to governance and care.

The **Governance Working Group (Comité de Gouvernance)** aims to build a common framework with and for the future inhabitants to

give them the tools to organise their co-ownership and co-habitat autonomously once they have moved in. It operates on a sociocratic basis¹⁹.

“The goal is that everyone can speak and that decision-making is collectively taken to prevent the person who has the best command of French from making all the decisions”. Anne-Laure CLTB

It specifies the orientations of the CALICO project in terms of governance and inclusion of the members of the different project groups, and to do this, it sets up a list of activities and priorities. The frequency of encounters is defined according to the needs of the partners, and it is initially foreseen the involvement of the three NGO. It is continuously evolving involving the future inhabitants.



Panel at the CLTB main office in Brussels

¹⁹ www.sociocracyforall.org

The **Care Working Group (Comité)** Set up in December 2019 by EVA bxl in co-creation with VUB researchers the Care committee will start its activities 2020 to for a stable group (two people per group) to deal with all aspects relative to the question of mutual care and solidarity. The ambition is that this group would gradually dissolve in this original format to be driven by the futures/inhabitants.

To these committees are created to present the project, organise animation, training about specific topics, e.g. sociocracy, organisation or about technical matters as to clarify the terms of agreements between partners for housing under management by the Social Real Estate Agency AIS Logement pour Tous.

The management of all these committees and working group requires and intense work of community organising and facilitation undertaken by the CLT. There are many layers of challenges, risks taken and opportunities in devoting energies and time to such a complex process of participatory co-design and co-implementation.

Some of the challenges may regard:

1. inhabitants individuals, collective and technical support which somehow is at the basis of trust-building before thinking of any organisation of joint work into committee and working groups.

“We have to be sure that families who join Calico can buy their accommodation in a year and a half. So I support them from a financial point of view: Check with them if they have

enough money and savings; if they are not going to have extraordinary purchases in the coming months; if they are entitled to have a mortgage loan with the Housing Fund2. Anne-Laure CLTB in charge of community organising

2. Communal management adopting different ethical approaches

A gender perspective, care and solidarity are not necessarily perspectives that the future inhabitants know how to deal with. Exchanges, trust-building and most important getting to know each other are necessary to set up such a complex project.

3. the management of expectations of both inhabitants and the NGO involved keeping stable the willingness to participate
4. The creation of ties among the inhabitants of sharing and solidarity. These are stemming from the concept of Cohousing but in the Calico project, the aspects around mutual care, gender, birth house and dying, make this aspect of participation more ambitious.
5. the achievement of self-management of beneficiaries

“For me, what is important is that beneficiaries understand that in a year and a half, I will not be there. I am not going to live with them. I am not going to organise meetings when they are going to live together. Therefore, there must be enough people in the group who can organise the meetings after a year and a half.”
Anne-Laure CLTB in charge of Community organising

4.5 Monitoring & evaluation

The academic institutions of the Vrije University of Brussels- Belgian Aging Studies Research Group and the Cosmopolis Center for Urban Research are in charge of Monitoring and evaluation. These will conduct a research to evaluate through qualitative and quantitative methods, on one side the impacts and on the other the process of implementation of CALICO, on 3 levels: individual level, community level, and policy level.

“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”²⁰.

Besides recording and monitoring the overall scope of the university contribution is to:

- Develop and test possible monitoring tools to stakeholders to pursue the monitoring of the impact of the project beyond the end of the European project.
- Policy advising through lessons learned and recommendations to the regional authorities’ (e.g. together with Perspective.brussels, the municipal planning authority) to eventually upscale the model.
- dissemination of the results to other European cities and different tiers of administration, in this terms the dissemination will be coupled with the Interreg project where the CLTB is an active member.

The novelty of this approach which follows overall a standard monitoring/ research methodology lays in three aspects:

1. the organisation of a co-creation monitoring approach with the residents adjusted to their capacity to effectively use monitoring forms and protocols,
2. the creation of a social impact monitoring committee which will come together at least three times during the project. The Research Group delivers one report per year and the second one should be available by July 2020.
3. the provision a sort of toolbox for the partners to continue to monitor the impact of CALICO beyond the end of the projects, namely when the residents have moved in.

So far, the research groups has been delivering one background report titled “Groundwork of evaluation and state of play” by the beginning of 2020, which provides detailed information about the whole project to which for this present journal refers to.

Some members of the research groups are part of the CLTB and have collaborated in developing local CLT projects. They are therefore acquainted with the topic through direct action and also involving beyond the academic research. It is not clear; however, how detached the evaluation of the project, especially of the project impacts, will be form self-involvement in the CLTB. However, the approach of participated monitoring and evaluation system in place might obviate this potential drawback.

²⁰ Dawance, T. et al. Groundwork of evaluation and state of play, 2019 & interview with DAwance Dec 2019,

4.6 Communicating with target beneficiaries

Communication activities concern different audiences and there are mainly four strategies to achieve the goal of sharing knowledge within and about CALICO:

- internal dialogue which is performed individually by each other partner NGO is sharing with their members advancements about the project and communication/ scouting future inhabitants of their clusters. The CLTB in this latter aspect is more advantaged since there are circa 500 people on the waiting list of CLT whether newly created association as Angela D need to complete their list of candidate to access housing (inter-view 2019).
- communication among the inhabitants to be built through community organising;
- internal communication among the partners involved in the project, and inter-communication among the Committee and working groups;
- external communication with the neighbourhood potentially contributing to communal activities in CALICO, e.g. gardening and use of facilities of care;
- external communication about the project for other partners in the city and beyond mostly

performed through the monitoring and evaluation.

Not for all, but especially for the latter, a Communication Committee bringing together representatives of the Region (Bruxelles Logement and Perspective Brussels), CLTB, Angela.D., Pass-ages, EVA bxl and VUB has been created. It met very regularly throughout 2019, and it supported the organisation of the kick-off meetings, drafting a communication charter for the project which includes media and other tools to communicate the project to the outside world

The above aspects are all covered by the project with great care, but there are cases in which the communication need special attention, and this might be a further challenge. Reporting and minutes are widely shared among the partners (PV = Procès-Verbal in French), but only some read it. “The problem is that some beneficiaries do not have an e-mail address or have difficulties in accessing the information due to language issues. The PV is therefore, not sufficient. We must communicate adapting to beneficiaries needs us-ing WhatsApp, small video talks or simply are organising small meetings.” Anne-Laure, CLTB.

4.7 Upscaling

Upscaling is not a current challenge at this stage. Still, it is undoubtedly considered an essential part of the project due to the relation of the CLT in Belgium and Europe: the Interreg project is already providing venues for dissemination which will be further explored by the end of the project.

The members of the partnership in charge of the research about CALICO, plan to provide policy advice to local institutions to impact policymaking for the learning from this project and thus looking for possibilities to upscale this experience.

5. SUMMARY OF THE CHALLENGES

In conclusion here will be highlighted some of salient points in relation to the 7 UIA challenges ahead in the implementation journey of CALICO:

- The main two actors BL and CLTB, work closely together, and the CLTB facilitates the process. The challenge in this collaboration is matching the modus operandi of the public administration BL and the NGO CLTB in terms of budgeting and administrative compliances and duties;
- “Smart procurement” is not perceived as a challenge for now unless modifications to the original projects are conducted;
- A cooperative structure is under study and might be created to secure access to rent to low-income households; this will ensure that the homeownership and rents are a viable solution in the CLT;
- The overall project is challenged by keeping a budgetary balance over the construction period considering the costs of investments, VAT, credits and budgetary support from the public and private sector in order to be able to deliver affordable housing as promised;
- The decision making adopted is an horizontal and democratic process based on detailed sharing of information, sociocratic approach and relies on an architecture of committees managing, steering and strategically advising the members in charge of implementation, including ad hoc relevant actors from the local area. The interrelation, communication and commitment of the members might be a challenge to sustain over the three years project duration;
- Public participation with the inhabitants involves sharing ethos, creation of principles of solidarity across different cultures, educational background, proficiency in the official Belgian languages. Mutual learning procedures are a delicate process requiring a long time. Self-sustainability, and self-management of inhabitants collaboration beyond the duration of the project is a crucial goal for the success of the project;
- The latest point, include also the management of communal living, considering divergence of perceptions of individual and collective life, which may be encountered in combining care (birth and death house), intergenerational social mix, gender oriented habitation and transit apartment for the most deprived;
- Last but not least, the Internal and external communication and mutual support among the CLT in Brussels is a crucial aspect in terms of sustainability and upscaling of the project.

APPENDIX – CALICO PARTNERSHIP

BCR Brussels Capital Region:

The BCR is the region of Brussels comprising 19 municipalities, including the City of Brussels, which is the capital of Belgium.

<https://be.brussels/brussels>

Bruxelles Logement:

Bruxelles Logement (English: Brussels Housing) is the regional administration in charge of supporting the decisions of the Brussels government in its housing policy. Its mission is to provide access to quality housing for all. To do so, it informs the population, grants allowances to people on low incomes, fights against housing vacancies and controls the sanitation and good conformity with housing standards. Bruxelles Logement also subsidises housing actors in the city and thus manages various sources of funding, as in the case of the Calico project.

<https://logement.brussels/>

Municipality of Forest:

The Municipality of Forest is one of the nineteen municipalities located in the Brussels capital regions of Brussels, which counts circa 56 000 inhabitants (2018 census).

CPAS Forest:

The Public Centre for Social Action (CPAS) Forest provides a number of social services and ensures the well-being of every citizen. Each municipality in Brussels has its own CPAS, which is subsidised by the federal government. The mission of the

CPAS Forest is to enable everyone to lead a life in accordance with human dignity and thus to provide individuals and families with help in case of need. This support can take various forms (financial aid, medical aid, legal assistance, etc.).

<https://www.cpasforest.irisnet.be/>

Perspective.brussels:

Perspective.brussels is the Brussels planning office (which reports to the Minister-President of the Region) and has the significant role of being a regional centre of expertise and initiator of the development strategy of the Brussels territory. This institution has around 150 employees who bring together their knowledge in territorial knowledge and development, statistics and socio-economic analyses. Together, they carry out analyses and studies on Brussels to get to know the territory better and prepare it for the future. Perspective.brussels contributes to the reflection of the public authorities and to the citizen's debate on the development of the city of Brussels.

<http://perspective.brussels/>

CLTB:

The Community Land Trust Brussels (CLTB) is a social real estate developer officially recognised by the Brussels government since 2012. CLTB develops affordable housing projects in Brussels for low-income people. It applies the innovative concept of the Community Land Trust (CLT) where the land remains the property of the community,

and only the housing is sold. All CLTB projects are co-constructed with the inhabitants and the field actors. CLTB, with its team of 18 people coordinates the implementation of 10 projects in Brussels. 3 projects will be completed in 2020, including Calico.

<https://cltb.be/en/>

Logement Pour Tous:

Logement pour Tous (LPT) is a non-profit organisation subsidised by the Brussels-Capital Region. LPT is a Social Real Estate Agency (AIS in French) whose objective is to take charge of the management of real estate owned by private owners (ensuring risk-free and worry-free management for the owners) and to make them available to tenants with low incomes. LPT promotes the rehabilitation of Brussels' private rental housing stock and fights for more affordable access to housing.

<https://logementpourtous.be/>

Angela.D:

Angela.D is a feminist non-profit organisation (ASBL) that fights for equal access to housing for all. It was created by a group of 15 to 20 women in 2018. Angela.D aims to sensitise the population and the Belgian housing policymakers on the importance of gender in the accessibility of housing. More women (includes people who perceive they belong to the female gender) have difficulties in finding affordable housing (single mothers with or without children, wage and pension gap between men and women, a higher proportion of elderly women, ...). Women are also less present in modes of governance as well as in community-led housing. Angela.D aims, therefore, to reduce the obstacles that women may face in their search for housing and greater autonomy. Another goal of the organisation is to enable living spaces where "solidarity, the sense

of community, the exchange of knowledge and skills, and the importance of the place of women in the neighbourhood, the city, society" are expressed. Calico is the first project in which Angela.D could put these ideas into practice.

<https://angela-d.be>

Pass-ages:

Pass-ages is a non-profit organisation (ASBL) created by a dozen volunteers whose final objective is to create a birth and end-of-life place within an intergenerational grouped habitat. This will consists in welcoming people who wish to live "as if at home" - accompanied by professionals and volunteers - the different passages of life from birth to death. The Passages concept will be applied for the first time thanks to the Calico project.

<http://www.pass-ages.be/>

EVA Bxl:

EVA Bxl (Emancipatie via Arbeid) fights for equal opportunities and improved well-being for all through issues such as access to healthcare or sustainable housing. To achieve this, together with all the stakeholders concerned, EVA Bxl imagines, develops, tests and evaluates solutions in the form of innovative projects. It shares its knowledge and experience with citizens' initiatives and organisations that tends towards the same goal of having a more inclusive and more united society in Brussels. EVA Bxl offers different types of expertise through workshops, conferences or coaching and support.

<https://evabxl.be/fr/>

VUB (Vrije Universiteit Brussel):

Two organisations within the Vrije Universiteit Brussel are involved in the Calico project: The Belgian Ageing Studies (BAS) which is a research centre specialised in issues related to the elderly

population and the Cosmopolis Centre for Urban Research which is dedicated to research in geography, spatial planning and urban design. They offer their expertise to politicians and residents alike. They study and analyse the Calico

project and their partners to establish an evaluation of it from an academic point of view.

<http://www.belgianageingstudies.be> & <https://www.cosmopolis.be/>

Additional actors (land purchase and building site)

Belgian Land:

Belgian Land is a real estate company, the general contractor in CALICO and leads the development of the project from conception to sale. It focuses its activities on the development of affordable housing in Belgium and more particularly in the major urban areas in the country.

<https://www.belgianland.be/>

Urban Platform:

Urban Platform is an architectural and urban planning office created in 2000. Composed of 25 employees, the studio is based in Brussels. Their realized projects are mainly located in Belgium and particularly in Brussels.

<http://www.urbanplatform.com/>

Herpain:

Herpain is a construction company that has been in existence for almost 70 years. It is based in Brussels and works mainly in Belgium.

<https://herpain.be/fr>

Urban Innovative Actions (UIA) is an Initiative of the European Union that provides urban areas throughout Europe with resources to test new and unproven solutions to address urban challenges. Based on article 8 of ERDF, the Initiative has a total ERDF budget of EUR 372 million for 2014-2020.

UIA projects will produce a wealth of knowledge stemming from the implementation of the innovative solutions for sustainable urban development that are of interest for city practitioners and stakeholders across the EU. This journal is a paper written by a UIA Expert that captures and disseminates the lessons learnt from the project implementation and the good practices identified. The journals will be structured around the main challenges of implementation identified and faced at local level by UIA projects. They will be published on a regular basis on the UIA website.



Urban Innovative Actions

Les Arcuriales
45D rue de Tournai
F- 59000 Lille

+33 (0)3 61 76 59 34

info@uia-initiative.eu

www.uia-initiative.eu

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