

Cities 4 Co-Housing

Innovation Transfer Network

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Cities 4 Co-Housing Innovation Transfer Network

The publication of the 4th Quarterly Network Journal marks the final stage of the Adapt Phase of the URBACT Cities4Co-Housing Innovation Transfer Network. During this period, partner cities reached a decisive milestone by significantly advancing and refining their Investment and Continuity Plans, translating the collective learning generated through the network into concrete implementation frameworks. Building on the inspiration of the pioneering CALICO project in the Brussels Capital Region, the network has supported cities in developing locally adapted actions across the governance, social, legal and financial, and building dimensions of collaborative housing. In particular, this phase has focused on strengthening Investment and Continuity plans readiness, refining actions, clarifying governance arrangements, funding strategies, and monitoring frameworks. Through continued peer learning, collaboration with URBACT Local Groups, and structured exchanges at network level, Cities4Co-Housing continues to demonstrate how European cities can adapt innovative models of community-led housing to their local contexts, contributing to the broader European effort to address the housing affordability crisis.



Who is Involved

The partnership is led by Regional Public Service Brussels - Brussels Housing (Belgium), with project partners in:

- 1 Fuenlabrada, Spain
- 2 Vila Nova de Gaia, Gaiurb, EM, Portugal
- 3 Thessaloniki, Greece
- 4 Naples, Italy
- 5 Nikšić, local community Stara Varoš, Montenegro



Executive Summary

This third Quarterly Network Journal of the Cities4Co-Housing Innovation Transfer Network covers the period from December 2025 to February 2026, marking a pivotal moment in the network journey as partners approach the conclusion of **the Adapt Phase** of the URBACT Innovation Transfer Network programme. During this stage, partner cities intensified their work on translating the CALICO model of collaborative housing into locally adapted strategies and implementation frameworks.

Across the partnership, cities made significant progress in the development of their **Investment Plans (IPs) and Continuity Plans (CPs)**. In particular, the reporting period saw the consolidation of Sections 1–4 of the plans, with partners further elaborating the strategic rationale, governance frameworks, and—most importantly—**the detailed actions to be implemented under the four CALICO modules** (Governance, Social, Legal & Financial, and Building). These actions progressively evolved from earlier Testing Actions into structured implementation proposals, supported by clearer timelines, partnerships, and delivery mechanisms.

A major milestone during this period was the submission of the Investment Plans to the

URBACT Secretariat in December 2025, one month ahead of the official programme deadline. Cities4Co-Housing was the first Innovation Transfer Network to submit its Investment Plans, reflecting the strong engagement of partner cities and the effectiveness of the phased working methodology applied throughout the network.

The reporting period also included the **transnational meeting hosted in Thessaloniki, Greece (25–27 February 2026)**, which provided an intensive working environment for partners to review and further strengthen their plans. Through plan presentations, peer-review sessions, and dedicated workshops on funding, finance, and monitoring frameworks, cities refined the financial feasibility and implementation logic of their proposed actions while benefiting from collective learning across the network.

At the local level, partner cities continued to advance their **Testing Actions and stakeholder engagement processes**, working closely with URBACT Local Groups (ULGs) to further refine governance arrangements, legal and financial conditions, and monitoring approaches. These activities contributed to strengthening the practical foundations for implementing

collaborative housing initiatives adapted to local institutional and social contexts.


Looking ahead, the network will focus on **finalising the Investment and Continuity Plans and consolidating the key outputs of the project**. The next milestone will be the final transnational meeting in Naples in May 2026, which will focus on preparing the network's final deliverables and synthesising the lessons learned through the transfer of the CALICO practice. This will be followed by a **dissemination event in Brussels in June 2026**, where the partnership will present the outcomes and lessons of Cities4Co-Housing to a wider European audience working on housing and urban development.

Through this process, the Cities4Co-Housing network continues to demonstrate how collaborative housing approaches can support **inclusive, affordable, and community-oriented housing solutions**, while strengthening the capacity of European cities to design and implement innovative housing policies.



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An aerial photograph of a coastal city, likely Istanbul, showing a dense urban area with modern apartment buildings along the waterfront. In the foreground, a traditional wooden sailing ship with multiple masts is on the water. The image is framed by a red border on the left and top, and an orange border on the right and bottom.

1. Introduction: Where are we in the network journey and where are we heading?

The third Network Journal of the Cities-4Co-Housing Innovation Transfer Network captures a pivotal moment in the network journey as partners approach the conclusion of the Adapt Phase (December 2025–February 2026). This stage marks the culmination of nearly a year of collaborative learning, experimentation, and local adaptation of the CALICO model, during which partner cities have progressively transformed shared knowledge into concrete strategies and implementation frameworks.

During the reporting period, the partnership moved from experimentation and Testing Actions towards the advancement of strategic investment frameworks, focusing on the development of Investment Plans (IPs) and Continuity Plan (CP) that embed the principles and practices explored throughout the ITN journey.

Through iterative feedback processes on IPs and CP, and work with their local ULGs, the network has moved from exploration and testing towards the consolidation of locally grounded approaches for delive-

ring inclusive and affordable housing solutions and concrete actions in this regard.

This section provides an overview of the network's current position as it concludes the Adapt Phase and outlines the key steps ahead. It highlights the state of play of the

Investment and Continuity Plans, reflects on the outcomes of the transnational meeting in Thessaloniki, and looks forward to the final stages of the network, including the completion of core outputs and the dissemination of results across Europe.



Investment and Continuity Plans State of Play

During the final months of the Adapt Phase, the Cities4Co-Housing network achieved a major milestone with the development and submission of the Investment Plans and Continuity Plans, marking a decisive step in translating network learning into concrete implementation frameworks. Through strong collaboration, continuous peer exchange, and coordinated work across the partnership, partner cities successfully submitted their Investment Plans in December 2025—one month ahead of the URBACT deadline. This achievement reflects the high level of commitment within the network and the effectiveness of the collective learning process that has supported partners in adapting the CALICO model to their local contexts.

A key factor enabling this progress was the phased submission methodology introduced by the Lead Expert, designed to help partners navigate the ambitious timeline of the programme. By structuring the work through progressive deadlines, iterative feedback rounds, and targeted guidance, this approach enabled cities to progressively strengthen the content, feasibility, and strategic coherence of their plans while ensuring timely delivery.

Throughout this period, partners engaged in a combination of online exchanges, in-person peer discussions, and focused working sessions, aimed at refining their proposed actions and strengthening implementation frameworks. Particular attention was given to defining the core actions across the four CALICO modules, ensuring that the plans respond to local housing challenges while remaining aligned with the principles of the CALICO model. Significant progress was made in consolidating Sections 1–3 of the Investment Plans, advancing the definition of Section 4 on actions and implementation frameworks, and initiating work on Section 5 on monitoring and evaluation.

In parallel, partner cities continued to work closely with their URBACT Local Groups, further refining actions and strengthening governance arrangements for implementation. The process was supported by continuous guidance from the Lead Expert, targeted input from the Ad Hoc Expert on Testing Actions, and additional training and peer review sessions organised by the URBACT Secretariat. Together, these activities enabled partners to transform earlier Testing Actions and network learning into structured, locally grounded investment strategies for inclusive and affordable housing.



Transnational Meeting Spotlight

A key milestone during the final stage of the Adapt Phase was the transnational meeting hosted in Thessaloniki, Greece (25–27 February 2026). The meeting brought together partner cities to refine, and further advance their Investment Plans and Continuity Plans together at the network level, marking an important step toward the completion of the network's core outputs.

Through structured workshops and focused peer-review, partners worked collaboratively to strengthen the robustness and clarity of their proposed actions, with particular attention to soundness of their proposed actions, budgeting, and funding strategies. Cities pre-

sented their draft plans and received targeted feedback from peers, helping them identify implementation potential gaps, risks and further align their actions with the principles of the CALICO model and their local realities.

In addition, dedicated discussions addressed monitoring and evaluation frameworks, supporting partners in defining indicators and approaches to track the progress and impact of their actions.

Overall, the Thessaloniki meeting provided a key opportunity for collective reflection and practical refinement, enabling partners to move closer to finalising investment-ready plans for inclusive and affordable housing solutions.

Looking Ahead

As the Cities4Co-Housing network approaches the conclusion of the Adapt Phase, the coming months will focus on finalising the Investment and Continuity Plans and preparing the network's final outputs. A key milestone will be the final network meeting in Naples in May 2026, dedicated to strengthening the implementation readiness of partners' plans and advancing the final ITN network product.

This will be followed by a sharing event in Brussels in June 2026, where the partnership will present the achievements of Cities4Co-Housing to a wider European audience working on housing and urban development.

In parallel, the network will produce its Final Network Product, consisting of interviews with partner cities presented in video format, alongside the third Network Article and the final network Report, which will summarise the network's journey and key lessons from transferring the CALICO practice.



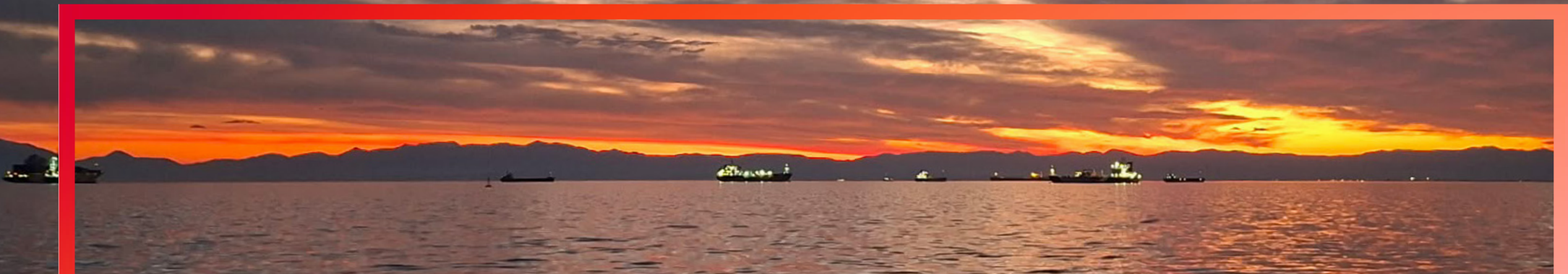
2. Transnational Meeting (TNM) in Thessaloniki



The transnational meeting held in Thessaloniki, Greece (25–27 February 2026) marked an important moment in the final stage of the Adapt Phase of the Cities4Co-Housing Innovation Transfer Network. The meeting aimed to provide partners with an opportunity to collectively assess where the network stands in its journey and to clarify the next steps leading towards the completion of the ITN journey.

The agenda focused primarily on peer review and refinement of the Investment and Continuity Plans, enabling partner cities to present their progress and receive structured feedback from peers. Particular attention was given to strengthening the financial feasibility of proposed actions and the development of the section 4 of the Investment Plans, exploring potential funding and financing mechanisms, and further developing monitoring and evaluation frameworks to track the implementation and impact of the plans (section 5 of the IPs and CP). In addition, the meeting served to prepare the partnership for the final stages of the network.





Setting the Meeting Objectives

The agenda of the Thessaloniki meeting was structured around a series of interlinked peer-review workshops, each designed to advance the development and finalisation of partners' Investment and Continuity Plans. Over the course of three days, the sessions combined plan presentations, technical discussions, and structured peer exchanges aimed at strengthening the feasibility, financial soundness, and monitoring frameworks of the proposed actions.

▶ Day 1

Workshop 1 – Investment and Continuity Plans: Pitches and Peer Review

Partners presented the latest versions of their Investment and Continuity Plans, outlining their proposed actions and implementation frameworks. These presentations were followed by structured peer review sessions, allowing cities to receive targeted feedback from other partners and experts.

▶ Day 2

Workshop 2 – Funding and Finance for the Proposed Actions

This session focused on strengthening the financial dimension of the plans, exploring potential funding sources and financing mechanisms to support the implementation of the proposed actions.

Workshop 3 – One-to-One Peer Reviews (CALICO Modules I and II)

Partners engaged in focused peer review sessions examining actions developed under CALICO Modules I and II, providing detailed feedback on their relevance, feasibility, and implementation pathways.

Workshop 4 – One-to-One Peer Reviews (CALICO Modules III and IV)

A second round of peer review sessions focused on actions developed under CALICO Modules III and IV, enabling partners to further refine the design and operational aspects of their proposals.

Workshop 5 – Plenary Discussion: Key Learning, Opportunities and Challenges

The day concluded with a plenary discussion reflecting on the insights generated through the workshops, identifying common challenges, opportunities for improvement, and lessons for the finalisation of the plans.

▶ Day 3

Workshop 6 – Evaluation and Monitoring

The final session focused on developing robust evaluation and monitoring frameworks, supporting partners in defining indicators and approaches to measure the progress and impact of their actions.

Workshop 1 - Investment and Continuity Plans: Pitches and Peer Review

The first workshop of the Thessaloniki transnational meeting focused on the presentation and peer review of partners' Investment Plans and Continuity Plans (IP/CP). The session was designed as a collaborative learning exercise to support partner cities in refining their plans before finalisation and implementation. The workshop provided an opportunity for partners to present pitch their investment plans and continuity plans and receive structured feedback from peers across the network.

During the workshop, partner cities delivered short "pitches" presenting the key elements of their Investment and Continuity Plans. These presentations summarised the

background of each project, strategic rationale of the plans, the actions proposed under the CALICO modules, and the intended implementation pathways. The pitching format allowed cities to clearly articulate the "story" behind their plans and explain how the knowledge gained through the network had been translated into locally relevant strategies.

Following each presentation, partners engaged in structured peer feedback sessions, providing comments, suggestions, and reflections on the strengths and potential areas for improvement of the plans. The objective of the exercise was not to evaluate the plans formally, but rather to support their refinement by drawing on the collective expertise and experience of the network. Through this exchange, cities were able to identify potential gaps, strengthen the coherence of their

proposed actions, and consider new perspectives on governance, funding, and implementation.

The workshop also served as an important moment of city-to-city learning, enabling partners to exchange ideas, compare approaches, and draw inspiration from each other's solutions. By openly discussing challenges and opportunities, the partnership reinforced the collaborative spirit that has characterised the Cities4Co-Housing network throughout the project.

Overall, the pitching and peer-review exercise played an important role in streamlining the finalisation of the Investment and Continuity Plans, helping partners to refine their proposals and strengthen their readiness for the next stages of the network journey.



derations. This method encourages participants to “think outside the box” and examine each plan from multiple angles, helping to generate insights that might not emerge through conventional discussion.

The use of the Thinking Hats methodology also helped to structure the feedback process, ensuring that all participants contributed actively to the discussion. By framing the exercise as a collaborative and construc-

tive exchange, the approach fostered an open environment where partners could support each other in improving their plans.

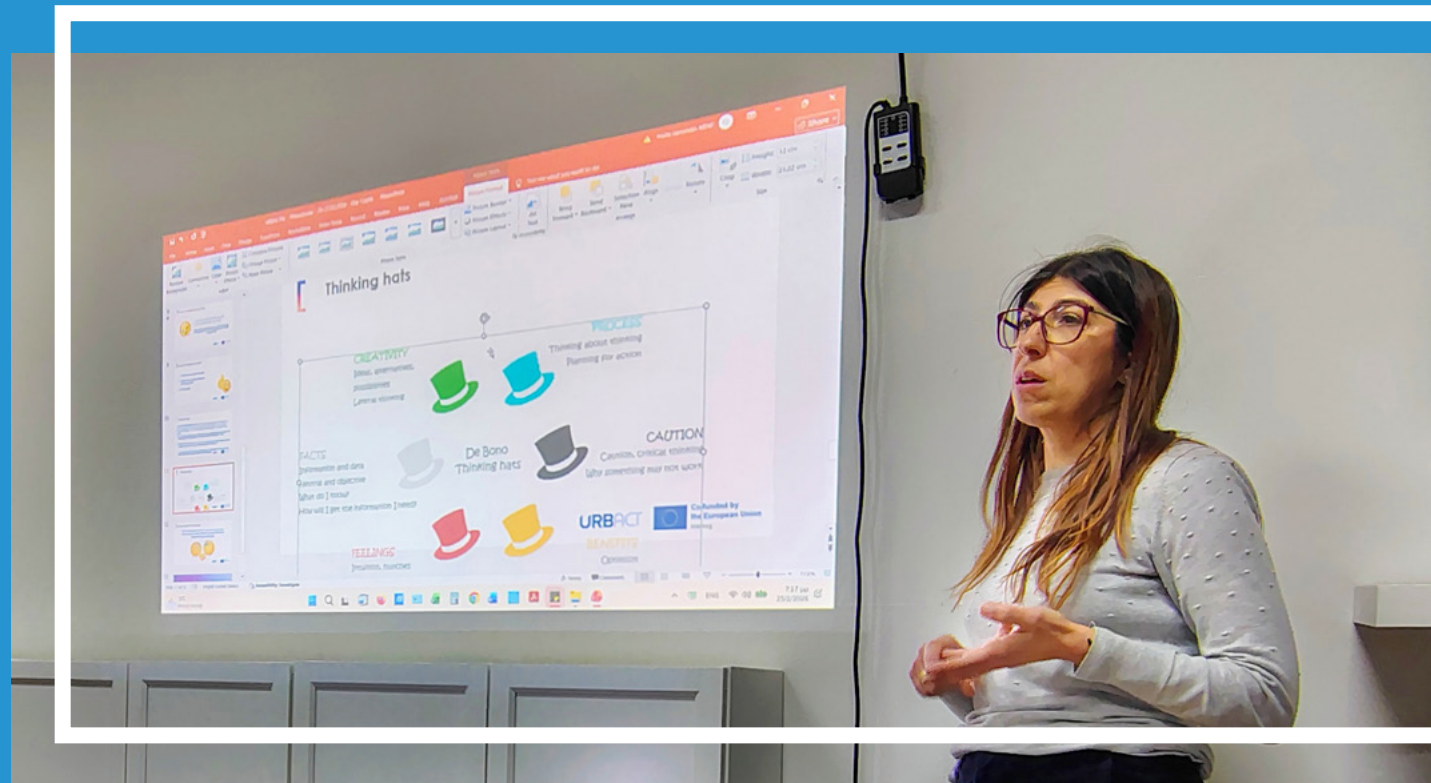
Ultimately, the methodology helped to create a comprehensive and inclusive peer-learning experience, allowing cities to benefit from the diverse perspectives and expertise within the network while strengthening the quality and coherence of their Investment and Continuity Plans.

Methodology:

The “Thinking Hats” Peer Review Approach

The peer-review exercise was facilitated using the “Thinking Hats” methodology, inspired by the framework developed by Edward de Bono. This approach encourages participants to adopt different perspectives when analysing ideas and proposals, enabling a more comprehensive and creative discussion of the projects presented.

In practice, participants were invited to engage in a structured role-play exercise, symbolically adopting different “thinking hats” (or roles) that represent distinct modes of thinking, such as critical reflection, constructive suggestions, creativity, or practical consi-



Workshop 2 - Funding and Finance for the Proposed Actions

The second part of the Thessaloniki meeting focused on strengthening the financial feasibility of the actions proposed in partners' Investment and Continuity Plans. As cities move from experimentation and testing towards implementation, developing a realistic understanding of both cost structures and potential funding sources becomes a critical step in ensuring that the plans can be translated into viable investment strategies.

This part of the meeting consisted of two complementary exercises. The first exercise focused on estimating the cost structure of specific actions developed within partners' plans. Working at city level and in small groups, partners examined the different cost components associated with implementing their actions, including staff resources, external expertise, operational expenses, and infrastructure investments.

The second exercise built on this work by supporting cities in developing a funding roadmap for their Investment and Continuity Plans. Using the URBACT Funding Roadmap Canvas, partners explored how

the actions identified in their plans could be financed, taking into account the objectives, maturity, and type of intervention proposed. This process helped cities identify relevant funding opportunities and develop preliminary strategies for mobilising resources for the implementation of their plans.

Through these exercises, partners explored the practical implications of implementing their proposals and reflected on potential underestimated or unforeseen costs, as well as opportunities to optimise resources. The discussions also encouraged participants to consider the different phases of implementation, such as planning, construction, maintenance, and long-term sustainability, helping cities to better understand the financial requirements associated with their actions.

Overall, the workshop generated valuable insights into the financial dimensions of the proposed actions as well as building the funding strategy for their entire IPs and CP, enabling partners to refine their budgeting assumptions and funding identification strategies. By collectively examining both the cost implications and funding opportunities for their plans, cities were able to strengthen the financial credibility of their proposals and identify areas where further analysis or adjustment may be required.

Methodology:

The Cost Estimation Challenge

The workshop applied an interactive methodology known as the Cost Estimation Challenge from the URBACT Toolbox, designed to help participants estimate the financial requirements of a specific action in a collaborative and visual way.

Working in groups, participants first identified and categorised the different cost components associated with a selected action. These costs were organised using a structured table that included categories such as:

- Staff costs
- Office and administration / indirect costs
- Travel and accommodation
- External expertise and services
- Subcontracting
- Equipment and consumables
- Infrastructure and construction works

Once the cost components were identified, participants allocated symbolic “play money” using coloured sticky dots representing different monetary values (for example €100, €1,000, €10,000, and €100,000). Each group was asked to distribute these resources across the identified cost categories, encour-

raging participants to prioritise spending and reach consensus on estimated costs.

The exercise was intentionally time-bound, allowing groups approximately 10-15 minutes to allocate costs, followed by a reflection session where participants discussed the results. During this discussion, groups considered whether certain costs had been underestimated or overestimated, identified potential unforeseen costs, and shared additional insights on budgeting and financial planning.

This interactive approach helped partners visualise the financial structure of their actions, stimulated discussion on realistic budgeting, and encouraged collaborative problem-solving across the network.

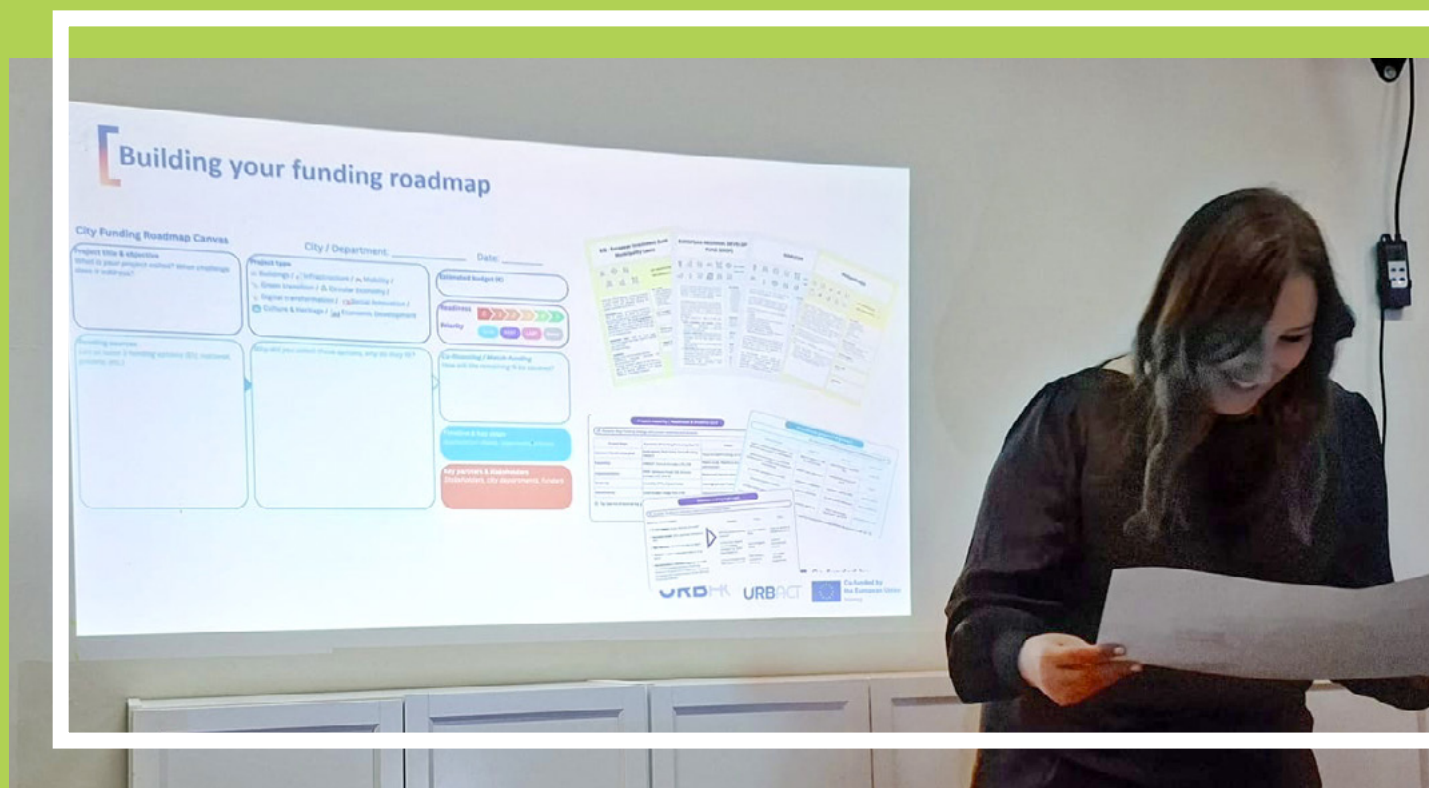
Building the Funding Roadmap

The second method applied during the funding and finance workshop focused on developing a strategic funding roadmap for the actions included in partners' Investment and Continuity Plans. While the previous exercise concentrated on estimating the cost structure of individual actions, this activity aimed to help partner cities identify and structure the most appropriate funding and financing sources for implementing their plans.

The exercise began with a short overview of the EU funding ecosystem available to cities, highlighting different categories of potential resources. These included European and national grants, procurement mechanisms, and public-private partnerships, as well as innovative financing instruments such as citizen finance, green and social investment bonds, revolving funds, guarantee funds, soft loans, and third-party financing. Philanthropic fun-

ding was also presented as a complementary source. This introduction helped participants better understand the diversity of funding opportunities available for supporting urban development initiatives.

Building on this introduction, participants worked with a Funding Roadmap Canvas, presented at the URBACT ITN meeting in Paris (February 2026). This structured planning



tool supports cities in mapping the financial strategy for their Investment or Continuity Plans by identifying the key objectives, maturity of the project, and the type of intervention involved.

Using the canvas, participants were asked to identify at least three potential funding sources, which could include European programmes, national funding schemes, or private and innovative financing mechanisms. The exercise also encouraged cities to reflect on co-financing and match-funding arrangements, as well as the potential involvement of key stakeholders such as municipal departments, external funders, and other local

actors. In addition, participants outlined key implementation steps and timelines, helping to align funding opportunities with the different phases of their plans.

The activity was organised in two stages. First, each city completed the roadmap canvas individually for its Investment or Continuity Plan. Second, the results were shared in a plenary discussion, allowing partners to exchange ideas, compare approaches, and identify additional opportunities for funding.

To support the exercise, participants were also provided with “cheat cards” summarising different funding instruments, which

helped broaden their understanding of possible financing options.

Overall, the funding roadmap exercise helped partners move from general discussions on funding towards a more strategic and structured approach to financing their Investment Plans, enabling them to identify realistic pathways for mobilising the resources needed to implement their proposed actions.

Workshops 3 and 4 - Peer Review of Actions across CALICO Modules

The third and fourth workshops of the Thessaloniki meeting focused on deepening the peer review of the actions proposed in partners' Investment and Continuity Plans. These sessions provided an opportunity for cities to critically examine the design and implementation logic of their proposed actions and to receive comprehensive feedback from peers.

The workshops were organised in paired peer-review sessions, allowing cities to review each other's actions in depth. In the first session, partners examined actions related to CALICO Modules I and II (Social and Governance). The second session focused on Modules III and IV (Legal/Financial and Building). This structure ensured that the review process covered the full scope of the CALICO model and allowed cities to address both social and governance aspects as well as regulatory, financial, and physical dimensions of their proposed actions.

Cities worked in pairs and conducted structured discussions around selected actions from their Investment or Continuity Plans. Each city first presented the action under re-

view, followed by a short clarification phase in which the peer city asked questions to better understand the objectives, implementation mechanisms, and expected outcomes of the action.

The peer-review discussions focused on identifying the strengths of the proposed actions, potential areas for improvement, and implementation risks, while also exploring opportunities to strengthen governance arrangements, partnerships, and delivery mechanisms. Particular attention was given to ensuring that the actions were clearly defined, feasible, and aligned with the principles of the CALICO model.

The workshops also encouraged participants to reflect on the transferability and adaptability of CALICO practices to their local contexts, helping cities further refine the actions included in their Investment and Continuity Plans. The insights generated during the sessions were later shared in plenary discussions, enabling the entire partnership to benefit from the feedback and lessons emerging from the peer-review process.

Overall, the peer-review workshops contributed to strengthening the quality, coherence, and feasibility of the actions proposed by partner cities, supporting them in advancing towards implementation-ready plans.



Methodology:

Structured Peer Review Using the Action Template

The peer-review sessions were guided by a structured Action & Critical Friend template, designed to support systematic discussion and constructive feedback between partner cities.

Each city selected a specific actions from its Investment or Continuity Plan and presented them to its peer partner. The reviewing city then used the template to analyse the action across several key dimensions, including:

- the specific challenge the action seeks to address;
- the link to the CALICO module or sub-module being transferred;
- the design and expected outcomes of the proposed action;
- the implementation approach, including governance arrangements, required resources, and potential risks;
- the partners and stakeholders involved in delivery;
- the timeline and milestones for implementation;
- the monitoring indicators proposed to track progress;

- the integration of cross-cutting issues, such as gender equality, digitalisation, and environmental sustainability.

For each element, the reviewing city provided qualitative feedback and assigned a score between 0 and 5, assessing the clarity, robustness, and feasibility of the proposed action. The template also encouraged reviewers to identify what was done well, what could be improved, and additional recommendations for strengthening the action.

This structured “critical friend” approach ensured that the discussions moved beyond general comments and instead provided targeted, actionable feedback to help cities refine their proposed actions. By combining peer learning with a clear analytical framework, the methodology supported partners in strengthening the strategic and operational quality of their Investment and Continuity Plans.



Workshop 5 - Plenary Session: Sharing Lessons from the Peer Review Process

Following the completion of Workshops 3 and 4, the partnership reconvened in a plenary session dedicated to reflecting on the outcomes of the peer-review exercises. Each partner city was invited to briefly present the main conclusions from their discussions, focusing on two key aspects: what they had learned through the exchange with their peer city and what recommendations they would offer to their partners for strengthening the proposed actions.

The session provided an opportunity for cities to share insights gained through the

critical friend process, highlighting both the strengths identified in their plans and the areas where further clarification, refinement, or adjustment could improve the feasibility and impact of their actions. Partners reflected on issues such as governance arrangements, stakeholder engagement, implementation timelines, and the alignment of proposed actions with the CALICO modules.

Despite the intensive programme of the day, the partnership demonstrated a high level of engagement and commitment throughout the plenary discussion. Cities remained actively involved until the final exchanges, showing strong interest in hearing each other's reflections and learning from the di-

verse experiences across the network. The atmosphere of openness and constructive dialogue confirmed the value of the peer-review process as a tool for collective learning.

Overall, the plenary session allowed the network to consolidate the lessons emerging from the workshops, ensuring that the feedback generated during the peer reviews could be shared across the entire partnership and further inform the final refinement of the Investment and Continuity Plans.

Workshop 6 - Evaluation and Monitoring

The final workshop of the Thessaloniki meeting focused on strengthening the monitoring and evaluation dimension of partners' Investment and Continuity Plans (IPs/CPs). As the network approaches the conclusion of the Adapt Phase and moves towards implementation, establishing a clear framework for tracking progress and measuring results becomes essential for ensuring the effectiveness and credibility of the proposed actions.

The workshop aimed to support partner cities in finalising Section 5 of their Investment and Continuity Plans, which addresses the monitoring and evaluation approach and the development of a results framework. Participants were guided through the key elements required to ensure that their plans include clear mechanisms for assessing progress, learning from implementation, and demonstrating results to stakeholders and potential investors.

Discussions focused on the role of monitoring and evaluation in supporting both internal learning and external accountability. Cities explored how monitoring systems can help track progress throughout the life-

cycle of their actions, while evaluation processes can assess the overall impact of the interventions proposed in the plans. Particular attention was given to the distinction between cumulative monitoring throughout the implementation period and summative evaluation conducted at the end of a defined period, enabling cities to better structure their assessment approaches.

Participants also reflected on the importance of developing clear and measurable indicators linked to the objectives of their actions. By defining both output indicators and result indicators, cities can demonstrate the tangible achievements of their actions and provide evidence of progress towards their broader policy goals.

The workshop also highlighted the importance of using existing resources and tools available through the URBACT Toolbox, which provides guidance on measuring results and strengthening performance in policy-making processes. Overall, the session helped partner cities gain more clarity how monitoring and evaluation can support the implementation of their plans, ensuring that the proposed actions are accompanied by robust mechanisms for tracking progress, assessing impact, and informing future decision-making.

Methodology:

Developing Monitoring and Evaluation Frameworks

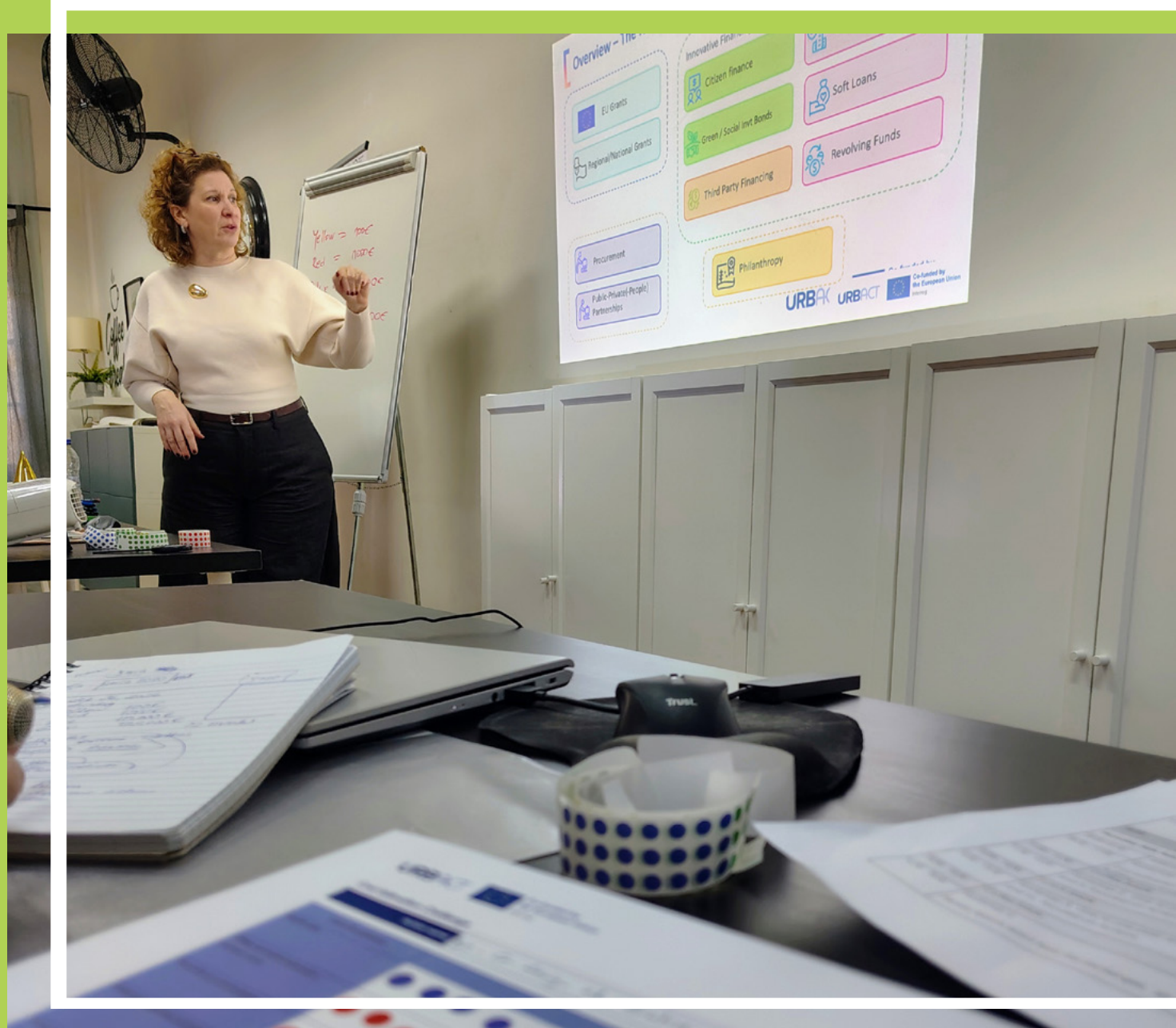
The workshop proposed a structured results-framework methodology designed to help cities translate the objectives of their actions into measurable indicators.

Participants were presented with a results framework table adapted to the networks action template, which supports the development of monitoring systems by linking each action to specific indicators. The framework distinguishes between three key elements:

- **Action** – a clear description of the change the city intends to achieve through a specific intervention.
- **Result indicators** – variables that measure the intended change in the situation addressed by the action.
- **Output indicators** – measurable outputs produced directly through the implementation of the action.

Cities were encouraged to break down their actions into sub-activities, enabling them to identify relevant indicators for different stages of implementation. For each indicator, method proposed the baseline situation and target values, ensuring that the monitoring framework could track progress over time.

This approach helps cities move from general policy objectives to quantifiable measures of performance, allowing them to demonstrate whether their actions are delivering the expected results. The methodology also supports alignment between project objectives, implementation activities, and evaluation criteria, strengthening the overall coherence of the Investment and Continuity Plans.



3. Local Progress



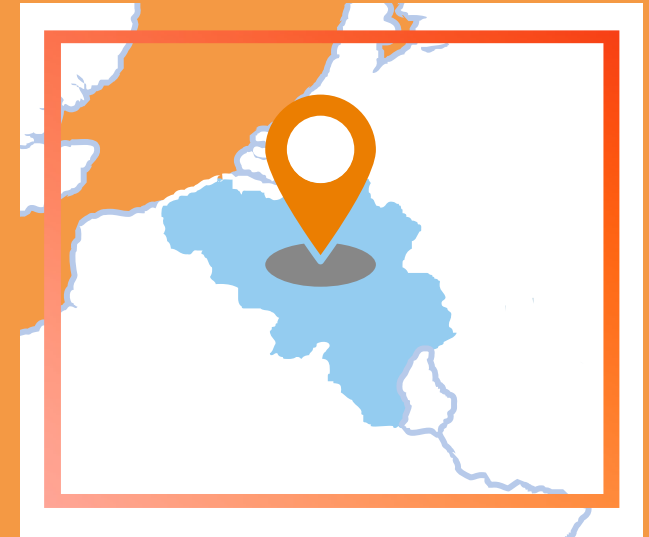
1. Brussels

Work carried out between December 2025 and February 2026 focused on three main aspects:

1. maintaining momentum in drafting the Continuity Plan;
2. supporting local and network communication outputs (including the dissemination of the Quarterly Network Journal #2 and continued visibility through social media); and
3. consolidating local stakeholder engage-

ment around CALICO through an additional ULG meeting held on 10 December 2025, which included a workshop to co-produce one of the testing actions (notably the poster for the communal garden).

In parallel, the Brussels Capital Region ensured the necessary administrative follow-up to guarantee smooth coordination with project partners, with a view to introducing a budget modification at the end of February during the Reprogramming Period.



ULG Meetings and Takeaways

On 10 December 2025, the Brussels Capital Region convened a third ULG meeting with the CALICO residents, with two practical objectives: (i) to co-create, together with the children involved in the CALICO project, a poster to be displayed on the front gate in order to inform the neighbourhood about the communal garden at the back, and (ii) to discuss the possibilities of the two other testing actions (the chicken coop and the playground).

By the end of the meeting, the poster had been designed by several children of the CA-

LICO project. The Brussels Capital Region subsequently took the necessary steps to have it printed using more sustainable materials.

The poster was installed on the gate on 14 January 2026.



Testing Actions

The December ULG workshop served to operationalise the testing actions for the project. In the Brussels Capital Region, the emphasis during this period was on initiating testing actions that strengthen resident engagement, and particularly among the children, and enhance interaction between residents and the wider neighbourhood, while remaining feasible within the network's timeline.

Testing actions initiated or advanced during this period include:

1. **Testing Action 1
Children's Co-Design and Engagement**
A facilitated co-creation process to develop the poster, including key messages and a selection of visuals, was initiated by the Brussel Capital Region. The goal of the poster was twofold: increase resident (including the children) engagement and local visibility..
2. **Testing Action 2
Garden Activation and Play Area**
During the December ULG workshop, both the chicken coop and the playground for the communal garden were

discussed. Subsequently, residents (including children) were invited to submit concrete proposals to the Brussels Capital Region. To date, residents have already visited several public chicken coops in the area for inspiration.

Communication

Regarding communication at both local and network level, an article providing a progress update on the C4CH project was published on the Brussels Capital Region's website ([Affordable and sustainable housing: European cities are making progress with Cities 4 Co-Housing | Brussels-Capital Region](#)). In addition, a LinkedIn post by the Lead Expert was reposted on the network's page, and the URBACT project webpage was kept up to date.

Continuity plan:

The Brussels Capital Region began adapting its Continuity Plan based on feedback provided by the Lead and Ad Hoc Experts in December 2025. An updated version was submitted to the Lead Expert in January 2026. During this reporting period, the work focused primarily on advancing part II (Lived Experience) by turning broad intentions into operational testing actions with clear objectives and implementation steps.



2. Fuenlabrada

During this period, Fuenlabrada focused primarily on internal preparatory work aimed at strengthening its understanding of key aspects of the project, particularly the legal model. This preparatory phase was intended to ensure that the municipality is well equipped to engage more effectively with the URBACT Local Group (ULG) and local residents in the coming months.



ULG Meetings and Takeaways

During the reporting period, the URBACT Local Group held one meeting on 23 February. During this meeting, participants agreed on several actions to be undertaken in the following weeks. These included organising two meetings with elderly residents to gather their views on the proposed legal model, as well as preparing a survey in both paper and online formats to collect feedback from different stakeholder groups on the concept of the voluntary bank of time.

Testing Actions

Module I Governance

Action 1. Determine the amount of voluntary banking time young people will spend on the SHARE Project.

Fuenlabrada has been working on the development of surveys intended to gather information from young people regarding their willingness to participate in the voluntary time bank associated with the SHARE project. The surveys will support the organisation of meetings with young participants and provide input for future discussions and planning.

Action 2. Co-define the use of common spaces co-define together with the potential residents and users, the rules of use of the

common spaces of the SHARE Building.

This action focuses on jointly defining, together with potential residents and users, the rules governing the use of the common spaces of the SHARE building. During this period, Fuenlabrada organised a meeting with elderly residents to discuss potential uses of these shared spaces. However, additional feedback from other groups will be required before final decisions can be taken.

Module III. Legal & Financial

Action 1. Create and assess the attractiveness of the legal model among the elderly

Following the development of the legal framework by external legal experts, Fuenlabrada has begun exploring the perception and attractiveness of this legal model among elderly residents. This will be done through a series of participatory meetings designed to gather feedback and assess how the proposed model responds to the expectations and needs of this group.

Module IV. Building

Action 1. Co-design of the common areas of the SHARE building between potential participants and the architecture studio.

No actions have been undertaken under this Testing Action during the reporting period.

Communication

Fuenlabrada launched a communication campaign to promote the Cities4Co-Housing network, highlight the city's participation in the project, and share lessons learned from integrating the CALICO experience into the SHARE project.

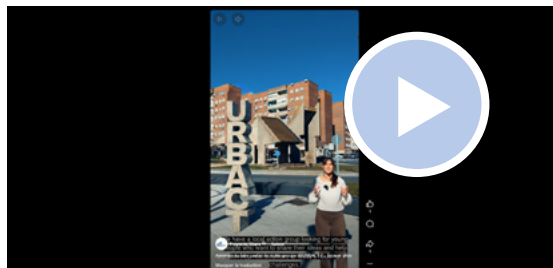
The campaign consists of a series of short videos designed to encourage local residents to engage with the URBACT Local Group and participate in the project.

Two videos have been released so far:

1. A general introduction video explaining the Cities4Co-Housing network: <https://www.facebook.com/share/v/1GcQNiSnn1/>



2. A video featuring young people encouraging other young residents to participate in the URBACT Local Group: <https://www.facebook.com/reel/1420624612853994>



Investment Plan :

During this period, Fuenlabrada focused its work on Sections 3, 4, and 5 of the Investment Plan.

For Section 3 – Actions, Fuenlabrada further elaborated the Testing Actions in order to provide clearer guidance on their objectives and implementation.

For Section 4 – The Funding Case, Costing and Budget, the focus was on explaining how the project is being implemented during the URBACT programme period and how activities will continue beyond it. Within the Barriers and Risks subsection, Fuenlabrada developed a matrix identifying the key risks and barriers initially identified at the beginning of the project. This matrix is updated every six months.

Finally, in Section 5 – Evaluation and Monitoring, Fuenlabrada identified the relevant cross-cutting issues, although further work is still required to define indicators and monitoring mechanisms.



3. Naples

Between December 2025 and February 2026, the Municipality of Naples continued its activities within the Adapt phase of the Cities-4Co-Housing network, focusing on adapting the CALICO modular approach to the local context. This period was characterized by both internal reflection and participation in network-wide learning initiatives, supporting the gradual development of the Testing Actions. This work led to the completion of the full draft of the Investment Plan, which covers sections 1 to 3.



ULG Meetings and Takeaways

During the reporting period (December 2025-February 2026), internal staff met with various stakeholders to define the implementation of certain actions and to discuss the progress of those already underway. The meetings focused specifically on the PPP theme, the co-design of the Stadera 1.3.7 project by potential residents, and the work being done to develop a calculation model to assess the housing affordability of Neapolitan families.

Regarding the progress of the Stadera 1.3.7 project, the first phase of work has been completed, including cleaning and waste removal, the design phase has begun, and several meetings with the designers have been held.

Testing Actions

During the reporting period, most activities focused on developing and implementing the planned testing actions.

1. Action No. 2

Housing Affordability.

During these months, our work continued to collect updated and detailed data on household incomes, average housing costs in various neighbourhoods of

Naples (both for rent and purchase), and the socio-demographic characteristics of households. All the data was then compiled into a spreadsheet indicating the number of square meters that could be purchased or rented by four sample workers (worker, employee, manager, executive) in various neighborhoods of the city, while remaining within the 30% disposable income threshold. This tool will provide valuable support for programming and planning within the framework of housing policies in the city of Naples

2. Action No. 3

Establish a non-speculative public-private partnership model.

The first workshop held in November, a multisectoral working group was formed to understand and explore the potential, limitations, and operational methods required to implement innovative housing projects through the non-speculative public-private partnership model. This model aims to ensure access to affordable housing, while preserving public land ownership and promoting active community participation.

3. Action No. 4

Integrate active citizen participation in a co-design process for sustainable condominiums.

The questionnaires administered to residents in the Stadera 1.3.7. project area have concluded. The responses were collected and submitted to the design team for consideration in drafting the project proposal.

Communication

Communication activities regarding all the news and work being carried out within the network, both locally and transnationally, have been communicated via the email channel specifically created for the ULG. The website dedicated to the project remains active..

Investment Plan

During the reporting period, Chapter 3 of the Investment Plan, which focuses on the actions the City of Naples intends to undertake, was examined in depth. For each action, the proposed challenge was outlined, along with a description of the various phases of the action, the resources required, the obstacles and risks that could arise, the partners to be involved, the timeline, the indicators, and the relevance to cross-cutting issues. Chapter 3 will serve as the basis for drafting the final chapters of the Investment Plan, which will focus on costs and evaluation and monitoring.



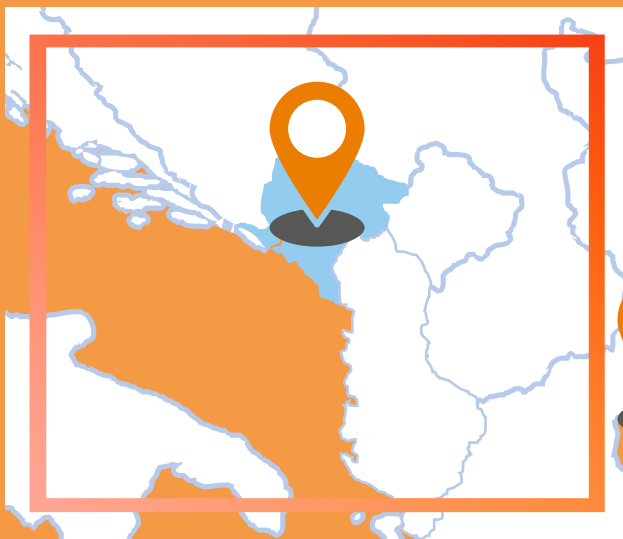
4. Nikšić

During the reporting period (December 2025-February 2026), Nikšić focus has been on the further development of elements of the investment plan. Nikšić had a very useful online meeting in January with the lead expert, Dr. Orna, who provided us with technical tools to improve the activity plan. Nikšić made good progress in the description of planned activities and a more detailed overview of specific challenges in the implementation of the investment plan.

Nikšić participated in the meeting in Paris in February, where Nikšić had great conversations with peers from other UR-

BACT networks. Particularly useful was the peer-review with partners from Spain, who provided an analytical overview of Nikšić investment plan. Nikšić benefited from conversations with URBACT consultants, who stressed the importance of peer-review methodology. Nikšić were also informed about SanEnergia as a potential partner in energy efficiency initiatives, very relevant for Nikšić investment plan implementation.

Additionally, Nikšić delegation—consisting of two project members and two ULG members (Deputy Mayor, Mr. Vidak Krtolica, and Secretary for communal affairs and traffic, Mr. Milorad Zecevic, from the Municipality of Nikšić)—participated in peer-review meetings in Thessaloniki during the same month. The meeting provided more perspectives on developing all four modules of Nikšić investment plan. Nikšić enjoyed the exchange of opinions and sharing similar experiences with partners in the Cities 4 Co-Housing network. All discussions will aid further development of Nikšić investment plan and strengthen ULG relations, especially connections with the local government.



ULG Meetings and Takeaways

During the peer-review meetings in Thessaloniki, thanks to the kind organization of Nikšić Greek partners, Nikšić had a brief meeting with Mr. Papafilis, Director of cleaning services from the Municipality of Thessaloniki. Nikšić exchanged challenges that both municipalities, Nikšić and Thessaloniki, face in urban planning and waste management. This established first steps for potential cooperation, creating synergies through knowledge and experience exchange. These interactions reinforced the value of ULG networks in advancing Nikšić investment plan. During this period Nikšić also had ULG meetings with NGO Ozon on future activities on organization of training for the residents of Local community Stara Varos.

Testing Actions

During this period Nikšić were focused on the action “Establish and operationalize management boards for all multi stair-core residential blocks”. Currently, 9 out of 12 stair-cores have management boards. This delays energy projects and revenue sharing, critical for the building’s investment plan, and Nikšić will continue the work until all 12 stair-cores have established boards. Nikšić have started preparation for the action “Organize trainings

of residents on energy communities and efficiency” Description of the action This action aims to strengthen residents’ knowledge and skills on energy communities, energy efficiency, circular economy, smart buildings, and digital tools through targeted training sessions. The training will empower residents to actively participate in local energy transition initiatives and energy communities. Responsible: OZON; Local Municipality / Project Team.

Communication

Communication efforts included active participation in URBACT network meetings in Paris and Thessaloniki, fostering exchanges with peers and consultants. These interactions enhanced our visibility within the Cities 4 Co-Housing network and highlighted Nikšić progress. They had also used opportunity of the meeting with Municipality of Thessaloniki for better visibility of Nikšić project in local social media of Municipality of Nikšić and other media in Nikšić and Montenegro.

Investment Plan

During this period Nikšić have refined all activities within four CALICO modules, and identified specific challenges. The network peer-review meetings have helped in better overview of risks and challenges, as well as special focus on cost projections, that Nikšić plan to use in further development of Nikšić investment plan.



5. Thessaloniki

Between December 2025 and February 2026, the Thessaloniki team focused on consolidating the local Investment Plan, activating the URBACT Local Group (ULG) around this draft, and advancing the design work for the two testing actions on governance rules and gender- and care-sensitive matching. In the same period, Thessaloniki hosted the fourth transnational network meeting, which provided an opportunity to test and refine the local approach through structured peer exchange.



ULG Meetings and Takeaways

The 3rd ULG meeting (16.12.2025) was used to present the draft Investment Plan as a working document and to collect focused feedback. The local team revisited progress since the previous meeting, explained the logic of Siatistis as a “first node” in a vacancy socialisation pipeline, and introduced the four modules as an integrated system rather than separate work streams. Through a combination of Mentimeter questions and a “Thinking Hats” exercise, participants highlighted as immediate prerequisites for the pilot the securing of investment and operating finance and clear coordination/governance across actors, and identified the legal-contractual framework with public bodies as the main perceived obstacle for future scaling.

Qualitative inputs emphasised (a) the importance of clear targeting (single-parent households, economically vulnerable groups, intergenerational living), and (b) the need for practical tools on referrals, matching, house rules and support routines to prevent incompatibility and burnout, particularly in relation to gendered care work. This feedback is being used to refine the Investment Plan sections on governance, social protocol and legal-financial conditions.

Testing Actions

During this period, both testing actions moved forward at the level of content and structure.

Testing Action 1, on a “Statute Starter Kit”, worked towards a first outline of internal rules and governance tools for future community living arrangements. Building on CALICO references and previous Resident Voice Lab tools, the team and ULG members started specifying minimum elements for decision-making procedures, resident assemblies, house rules and conflict-resolution mechanisms, with the aim of arriving at a simple, transferable starter kit for later co-drafting with residents and partners.

Testing Action 2, on gender and care-sensitive matching schemes, focused on mapping the full “flow” from referral to follow-up. Using the 8-stage flow exercise, the group identified key stages (referral, intake, eligibility/prioritisation, risk and consent, pre-matching support, matching decision, move-in and house rules, follow-up/exit) and associated minimum outputs and handover points between services. In parallel, work advanced on a basic safeguarding and co-living checklist, combining risk screening, informed consent, co-living protocols and regular check-ins, to support safe and transparent matching.

Communication

On 25–27 February 2026, Thessaloniki hosted the fourth in-person transnational network meeting. The three-day agenda combined partner progress “pitches”, workshops on finance and funding (including a cost-estimation exercise and funding roadmap sessions), one-to-one peer reviews of Investment Plan actions across the four modules, and plenary synthesis of lessons learned and remaining challenges. The programme also included a site visit to a newly renovated social housing building on Alexandrias Street, connecting the investment discussions to an existing local housing project.

The meeting offered a structured space to communicate, test the coherence of the Thessaloniki Investment Plan and testing actions against experiences from other cities, and to align local next steps with the network timetable for finalising investment plans and related outputs in 2026.

Investment Plan

A key milestone was the completion of Draft Version 2.0 (December 2025) of the Thessaloniki Investment Plan. The document sets out the rationale for a non-speculative social and co-housing model in a context of high housing cost burden, an ageing and energy-inefficient stock, and the absence of a permanent social housing sector. It structures the local

approach around four modules (Governance, Social, Legal-Financial, Building and Spatial Programme) and frames the Siatistis building both as a pilot and as part of a wider vacancy socialisation pathway, while outlining a phased workplan for enabling framework, construction and subsequent operation.



6. Vila Nova de Gaia

During this reporting period, Vila Nova de Gaia has further developed the strategic framework of its Investment Plan for Collaborative Housing. The plan proposes adapting the CALICO model to Gaia, with a focus on affordable, intergenerational rental housing and participatory governance. The objective is to build not only housing units, but also a replicable governance, legal and financial model that can be scaled up within the municipality.

The last few months of the project have been marked by a slowdown due to the change in executives following the local elections in October. This has meant that the project, its results and its next steps have had to be formally presented to the new municipal executives. This has led to a reassessment and reanalysis of the intentions set out in the Action Plan and Test Actions.



ULG Meetings and Takeaways

During this period, the Urban Local Group continued to support the consolidation of the Proof of Concept and the structuring of testing actions. Discussions focused on three main areas:

- Feasibility of an intergenerational rental programme under Portuguese law;
- Definition of a Social and Housing Transition Team to support residents and reduce conflict and management risks;
- Conditions to introduce CLT-inspired mechanisms within the national legal framework.

Stakeholders confirmed strong interest in collaborative housing as a complementary response to municipal housing policies. However, they also identified relevant constraints:

- Legal adaptation complexity regarding land tenure and long-term use rights;
- Financial sustainability during the first years of operation;
- Need for clear allocation criteria to ensure social mix and fairness.

These inputs reinforced the need to structure governance, legal and financial modules in parallel with building design.

Testing Actions

Testing actions are structured around four core modules: Governance; Legal and Finance; Social and Building.

Governance

Vila Nova de Gaia are designing a differentiated rental allocation model for intergenerational housing. The focus is on transparent criteria, behavioural incentives and participatory rules. The objective is to test how selection mechanisms can foster community-building from the outset.

Legal & Finance

The team has concentrated its work on analysing the legal feasibility of adapting Community Land Trust principles within Portuguese legislation. The team is assessing contractual models and long-term affordability safeguards. In parallel, we have refined the funding structure, by distinguishing between capital expenditure for (1) construction or rehabilitation, and energy efficiency measures; (2) soft costs related to participatory design and legal adaptation; (3) operational and social costs linked to community management

Social

Vila Nova de Gaia have also structured the concept of a dedicated Social and Housing Transition Team. This team will support re-

sidents during the allocation process, when they move-in and during early stages of co-habitation. This will reduce management risks and strengthen community resilience

Building

Action 2 of the testing phase focuses on the co-creation of communal outdoor spaces and a new building prototype

At this stage, the work concentrated on defining the principles of participatory design and shared space management. Energy efficiency and responsible behaviour remain cross-cutting priorities.

Communication

Efforts were made to communicate the idea of positioning collaborative housing as a public innovation tool rather than a niche model. These actions included:

- External dissemination of project activities on our website [here](#) and [here](#)
- Internal dissemination within municipal departments to align Urban Planning, Housing and the municipal company GAURB around the Proof of Concept.

Investment Plan

During this period, work focused on consolidating intervention logic and refining the implementation architecture.

The following actions were taken:

- Testing actions were further detailed to clarify the sequencing between the pilot, the governance architecture and the scaling strategy.

Funding, costing and budget

Vila Nova de Gaia structured the investment logic around diversified funding sources:

- EU funds
- National housing programmes
- Municipal budget allocations

The approach distinguishes between capital investment and long-term operational sustainability.

Evaluation and monitoring

Cross-cutting priorities include affordability, social inclusion, energy efficiency and scalability. We are defining the following indicators:

- affordability levels over time;
- resident satisfaction and stability;
- energy performance and responsible use;
- replicability in other municipal areas.

The next phase will focus on finalising the legal model, validating the allocation criteria with stakeholders, and preparing the framework for the pilot implementation.

An aerial photograph of a densely populated city, likely Istanbul, taken during sunset. The sky is a mix of orange, yellow, and blue. The city below is a dense grid of buildings with many red-tiled roofs. In the foreground, a stone wall is visible. In the background, a large body of water (the Bosphorus) is visible with some ships and a bridge in the distance. A large, semi-transparent orange rectangle is overlaid on the right side of the image, containing the text '4. Progress and Next Steps' in white. The entire image is framed by a thin red border.

4. Progress and Next Steps

During the reporting period (December 2025 – February 2026), the Cities4Co-Housing Innovation Transfer Network reached an important stage in the Adapt Phase, marked by significant progress in translating the CALICO model into locally grounded implementation strategies. Across the partnership, cities advanced the development of their Investment Plans and Continuity Plans, further refining the actions proposed under the four CALICO modules and strengthening their governance, financial and operational frameworks.

At the local level, partner cities continued to work closely with their URBACT Local Groups, testing ideas, gathering stakeholder feedback and further elaborating the practical conditions for implementing their proposed actions. Testing Actions were progressively consolidated into more structured intervention frameworks, while additional work was undertaken to clarify governance arrangements, legal and financial conditions, and monitoring approaches.

The transnational meeting in Thessaloniki represented a key milestone in this process, providing partners with the opportunity to collectively review their progress and refine their plans through structured peer-learning exercises. Through presentations, workshops and critical-friend discussions, cities were

able to strengthen the coherence, feasibility and financial credibility of their proposals while benefiting from the diverse expertise within the network.

Looking ahead, the next phase of the project will focus on the finalisation of the Investment and Continuity Plans and the preparation of the network's final outputs. Particular attention will be given to consolidating monitoring and evaluation frameworks, refining funding strategies, and ensuring that the proposed actions are implementation ready.

The partnership will reconvene for the final network meeting in Naples in May 2026, where partners will review the completed plans and advance the development of the final ITN network product. This will be followed by a dissemination and sharing event in Brussels in June 2026, aimed at presenting the outcomes and lessons of the Cities4Co-Housing network to a wider European audience working on housing and urban development.

Through these final steps, the network will consolidate its achievements and contribute practical insights on how collaborative housing approaches inspired by the CALICO model can support inclusive and affordable housing solutions across European cities.



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