



# EUROPEAN RESPONSIBLE HOUSING **AWARDS**

H A N D B O O K 2 0 2 2







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# INTRODUCTION

## TENANTS' EMPOWERMENT IS THE KEY TO RESPONSIBLE HOUSING SOLUTIONS

Social and affordable housing is not only about providing people with "a roof over their head", but it should encompass a set of responsible practices to effectively achieve the social inclusion of tenants and residents. This means involving people in the decision-making process, providing homes in proximity to services and jobs, offering relevant information, training opportunities, long-term housing and energy affordability, and security of tenure.

Unprecedented social and economic challenges have arisen since the last Awards edition in 2019. However, the health, energy, affordability crises have not defeated the affordable and social housing sector. On the contrary, they have led to multiple innovative and social solutions. In the 70 projects from 20 countries that applied for this year's 2022 European Responsible Housing Awards, there was one strong leitmotif – housing security and strengthening the economic and social situation of residents and tenants.

Selecting 23 finalist projects and the winners of each of the five categories in the 2022 European Responsible Housing Awards edition has not been an easy task for our jury members. A team consisting of 15 international and European housing experts and key stakeholders from the European Investment Bank, Tenant Unions, Urbanists European Cities, the European Commission, professional bodies for housing standards, and housing NGOs chaired by Barbara Steenbergen (Head of the EU office of the International Union of Tenants) was eager to evaluate such a large variety of outstanding projects from all over Europe.

All the projects proved of great quality and a source of inspiration, reflecting the current pressing challenges to provide social and affordable housing and providing hands-on solutions to tackle them in the respect of the Corporate Social Responsibility and the Code of Conduct and Responsible Housing Principles.

The European Responsible Housing Awards demonstrated once again that affordable housing and residents' empowerment are achievable and economically feasible both for tenants and landlords through cooperation at a level playing field and a transparent, people-centred implementation of innovative and fair housing solutions.

Access to funding can prove a very long and challenging process for many social and affordable housing providers that are limited by their resources. The first category '**Fair financing for housing affordability**' aims precisely to create simpler solutions that allow

everyone to have access to sustainable financing options which are a business model for landlords and tenants as well.

Decent living conditions require a series of measures out of the basic scope of housing providers. The '**More than a roof – supporting communities of equal opportunities**' category is meant to prove how tenants' and residents' well-being is the very first step to achieve. Promoting social cohesiveness, creating job opportunities, integrating the entire neighbourhood for a resilient and vital quarter, and preventing any forms of segregation is essential.

Moreover, sustainable construction and renovation can be possible only through innovative and tenant-friendly solutions, that can be realised following the examples of the projects in the '**Leaders of innovation, agents of fair energy transition**' category. Housing cost neutrality, preventing "renovictions" (evictions by renovations), fighting energy poverty, and reducing the environmental footprint are possible even with reasonable budgets and a chance for everyone to contribute especially tenants and housing associations.

Nevertheless, ensuring better housing conditions is not an individual task. This is why the '**Building strategic alliances, fostering community participation**' category shows us how we can connect and include all the different pieces of the puzzle so that different key stakeholders – housing associations, local authorities, tenants, residents – can collaborate more effectively to achieve solutions to create inclusive, vital and liveable neighbourhoods where everybody wants to live.

Finally, we have been impressed by how the sector has managed to move mountains to protect tenants and residents during the COVID-19 crisis. For this reason, the 2022 edition includes a new category – '**Going the extra mile in extraordinary circumstances**' – for pandemic-related special solutions. Responsible housing providers have proven that commitment and dedication to their mission – providing more than a roof over the head – is at the centre of their work.

The purpose of the European Responsible Housing Awards is to gather inspiring examples of good practices so that everyone is encouraged to follow the lead and contribute to the sector. We hope that you will learn and get inspired through this handbook and warmly recommend getting in touch with the amazing pioneers and people behind these projects.



**Barbara Steenbergen**

Head of IUT Liaison office to the EU  
Chair of the European Responsible  
Housing Awards Jury



**Bent Madsen**

President of Housing Europe



**Francis Deplace**

DELPHIS General Manager

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# FAIR FINANCING FOR HOUSING AFFORDABILITY

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## YES, WE RENT! – LEVERAGING VACANT PRIVATE PROPERTY TO BUILD UP A COOPERATIVE AFFORDABLE HOUSING SCHEME



### MATARÓ CITY COUNCIL

**Location:** Mataró, province of Barcelona, Spain  
**Number of staff:** 1363  
**Number of dwellings managed by the organization:** 324  
**Website:** [www.mataro.cat](http://www.mataro.cat)

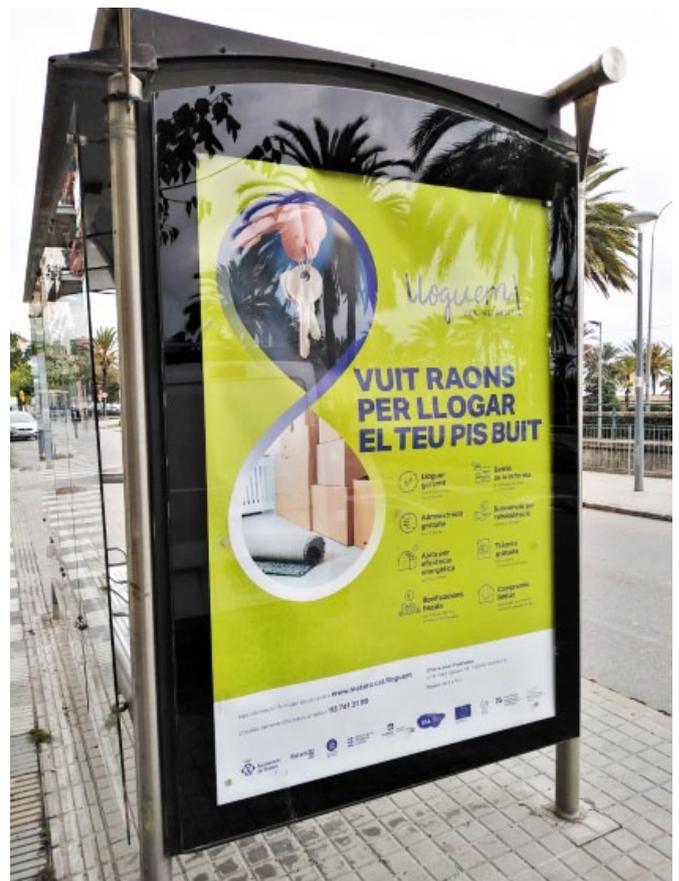
### OBJECTIVE

Make rental housing in Mataró more affordable by getting control over a critical mass of affordable flats in the hands of private owners, renting them out at below-market prices to people in need of affordable houses. Promote a specific replicable organisational and economic model. Provide a model for a standard housing intervention, with a well-evaluated input and output that can be replicated by other city councils. Explore and test an innovative approach to public-communitarian governance amongst the public administration and the civil society through the cooperative that has been created within the framework of the project, as well as other similar initiatives.

### CONTEXT

“Lloquem! Yes We Rent” tackles a dramatic lack of affordable rental housing in the city of Mataró. It is characterised by deregulation, atomised ownership, a small rental housing segment, almost inexistent social housing, and a city council with few competencies. The economic crisis and its social consequences have aggravated the situation particularly now that housing prices are on the rise again. The rising housing costs threaten the well-being of a significant proportion of residents, as well as the city’s future and its capacity to provide opportunities for those who live there.

Mataró’s housing market is typical for cities in Southern European and beyond: it is characterised by deregulation, a high share of owner-occupied housing (75%), and a social housing sector (281 units) that is totally unproportionate to demand (1400 households are currently on the waiting list). Representing just 19% of the market, the rental segment has little elasticity, and prices are highly volatile. The city is vulnerable in front of a new affordability crisis, an increase in the number of rent arrears and evictions, as well as people at risk of poverty.



“Lloquem! Yes We Rent” aims at generating an accessible housing stock targeting low-to-medium income households using properties that have been left empty and off the market. With the offer of guaranteed rent and financial and organisational support to renovate their properties, the project will incentivise risk-averse owners to rent to the affordable housing scheme at below-market prices.



## TOOLS USED

- ▶ Incentives to owners, including subsidies to renovate the flats, assistance in the execution of the renovation works, support in the rental process including the management of the rental contract, etc.
- ▶ Public consultation with stakeholders and citizens to reach those that can organise a community to set up, manage and expand the cooperative of tenants.
- ▶ Solid evaluation of the model proposed, through the participation in the partnership of the project to major universities: Fundació Tecnocampus- Mataró Maresme and UAB through their Institute for Government and Public Policy (IGOP).
- ▶ Involvement of experts in particular fields such as constitution and governance of cooperative, financial experts to assess the viability of the initiative, etc.



## INNOVATION

“Lloquem!/Yes We Rent” builds up a temporary accessible housing scheme based on empty privately-owned housing and run by a tenants’ cooperative, framed within the public programs of affordable housing.

It thereby aims to provide a blueprint, an organisational and economic model for a smart housing intervention. Based on a relatively small initial investment, it will gradually expand until it reaches a critical share of the rental market in order to increase affordable housing opportunities for tenants.

Although there are other cooperatives managing their own rental housing stock, “Lloquem!/Yes We Rent” proposes the first tenants’ cooperative in Europe dealing with privately-owned flats, scattered around the city, managed by a cooperative, driven by the values of the social and solidarity economy.

The project also aims to test the potential of an affordable housing scheme based on the leasehold of vacant private property as an intervention that can be economically sustainable, scalable, and transferable. Hence, the project could potentially become a new public programme of affordable housing, provided and managed by an innovative collaboration of public-communitarian cooperation.

## Key results and benefits

### The expected key results and benefits include:

- ▶ Mobilising a significant stock of empty flats, preferably long-term vacant flats.
- ▶ The renovation of the city’s stock of long-term empty flats, focusing on energy efficiency through the application of energy-saving measures.
- ▶ Setting up a stock of flats that will be rented below market price, fostering affordable housing. The stock of flats mobilised by the project should be sufficient to grant the sustainability of the cooperative in the long run so that the model can be tested and replicated.
- ▶ The creation of, at least, one tenants’ cooperative will gather and empower engaged citizens and contribute to balancing the relations between tenants and owners.
- ▶ The creation of a new public-communitarian framework of cooperation between the local council and the cooperative set-up within the framework of the project. This new way of cooperation could be replicated with other cooperative or established civil society organizations that may arise targeting other housing initiatives. Public-communitarian cooperation would broaden the scope of public housing policies regarding the number of units and the diversity of beneficiaries.



## + WHAT THE JURY LIKED

- Innovative project: unique “One of a Kind!”. The idea of renovating empty flats of private owners and renting them out below market prices to tenants that form a cooperative.
- Self-sufficiency: set up a Cooperative Rental Housing scheme to promote self-sufficiency in the long term. An approach based on the social and cooperative economy to generate an alternative supply of affordable and stable housing in the city of Mataró. The project proposes incentives to those owners who choose to include their housing units in the program.
- Replicability: this is clearly an innovative project which can be even replicable in different other contexts. We can learn from it.
- Efficiency in contrasting and solving the empty housing units problem in a new way and avoiding speculative uses of housing.



## PROVIDING AFFORDABLE NON-PROFIT SOCIAL HOUSING IN THE CITY OF TUZLA



Grad Tuzla

### CITY OF TUZLA

**Location:** Solina, Miladije and Si Selo, 75000, Tuzla, Bosnia and Herzegovina

**Number of staff:** 7

**Number of dwellings managed by the organization:** 232

**Website:** grad.tuzla.ba

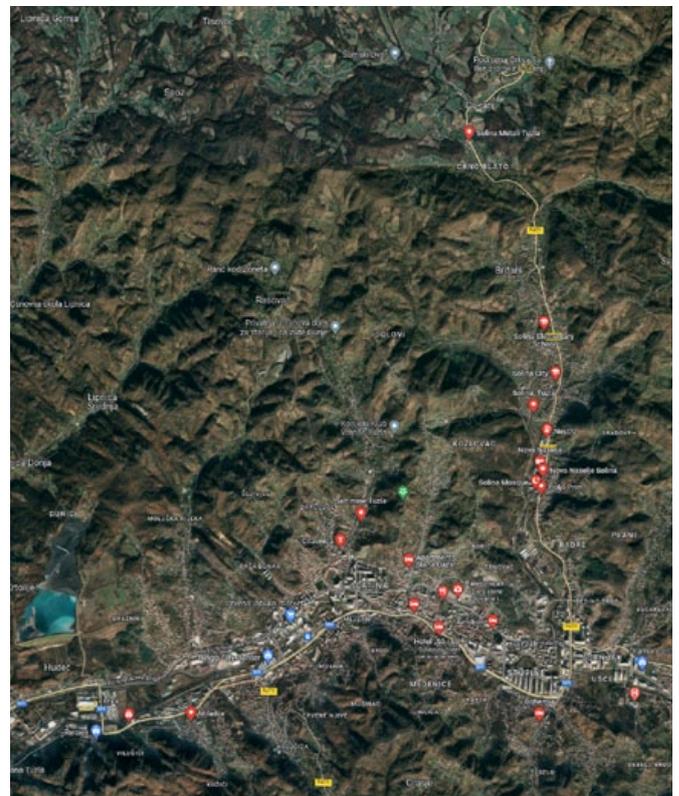
### ⌘ OBJECTIVE

The main goal of the project is to provide affordable non-profit social housing (NSS) in the city of Tuzla, based on four strategic directions:

- ▶ Provision of leased housing with non-profit and affordable lease payments;
- ▶ Increased leased housing funding;
- ▶ Development of institutional infrastructure and capacity building for the implementation of dedicated programs;
- ▶ Sustainability and development.

Other objectives include:

- ▶ Provide support from the wider community, higher levels of government, and the donor community for activities in the field of social protection and inclusion of displaced persons and returnees in the city;
- ▶ Define mechanisms for improving services and greater social inclusion of the most vulnerable families;
- ▶ Define mechanisms for improving services for individuals, the elderly, and the vulnerable, and launch joint activities to improve social and health care services.



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### CONTEXT

In 1996, following a mass influx, the City of Tuzla built a settlement of about 220 housing units for persons in need or that have been displaced. Created with the help of the Norwegian People's Aid, the settlement gradually fell into disrepair until it was closed in 2021. It was supposed to be a temporary solution given the war or early post-war circumstances. There was a dire need for a better solution for the families living in inhumane conditions.

Bosnia and Herzegovina did not have a regulated field of social housing. The City of Tuzla first became familiar with non-profit social housing through the implementation of a project in cooperation with the humanitarian organization Silswerk Austria, when 22 housing units were built in two locations, Si Selo and Kiseljak.

Non-profit-social housing is the organised provision of housing of a certain standard to families that for various, primarily economic, social, and other reasons, are not able to solve their housing problem independently. This was the driving motive for drafting the document "Non-Profit Social Housing Strategy". In 2015, the City of Tuzla appointed a Working Team that, with the expert assistance of the Catholic Relief Services (CRS), initiated and drafted the NSS Strategy Draft Document, which was adopted by the City Council in 2016.

Accordingly, in the following period, the City of Tuzla signed an agreement for two projects with the support of the Council of Europe Development Bank (CEB) and the Regional Housing Programme (RSP) for the construction of 156 apartments, under the CEB II Project, and 54 apartments under the RSP Project, which is a total of 210 housing units.

## ✦ WHAT THE JURY LIKED

- ✦ Relevant focus on a specific target group of displaced people.
- ✦ Project implementation from scratch to build an affordable housing mechanism and a legal framework for the sustainable social housing system at the local level.
- ✦ Economic support and decent housing are provided for the beneficiaries of all projects.
- ✦ Implementation of a rental subsidy system.
- ✦ Broad scope of applicability and focus on socioeconomically most vulnerable people.
- ✦ Setting up a social housing complete framework: definition of eligibility criteria and the measures for financial support with the provision of social housing in the City of Tuzla.

## INNOVATION

Innovation was created through the very model of social housing, where housing in collective housing units is brought closer to people who have been unable to access adequate and affordable housing. A significant number of tenants were unemployed and financially vulnerable, but with the subsidy provided by the City of Tuzla and Tuzla Canton, they manage to pay the expenses arising from the use of housing units.

The City of Tuzla managed to provide social and economic assistance to several families who have moved into these buildings by supporting them with the purchase of beekeeping equipment, chainsaws, excavators, computers, as well as professional training and additional training for individual users.

Together with CRS, the City developed projects for economic support and decent housing for the beneficiaries of all projects. The necessary preconditions for integration were created so that families now feel responsible for the property of the city.

Most tenants find employment by accepting jobs that they can do with their education degree, and by expressing their needs for social protection and the use of social rights.

Apart from Tuzla, the CEB II Project and the RSP Project have been implemented in other municipalities of both the Canton and the Federation. These projects have proven to be valuable and efficient, with a possibility of implementation in other areas and with other municipalities and cities.



## Key results and benefits

Further implementation of projects has brought benefits to the local communities in which the buildings were built, in the form of additional space provided for an ambulance, trade activities, administrative activities, and a nursery.

- ▶ Tenants use new apartments with central heating, and a donation in the form of house appliances is provided for all tenants.
- ▶ Tenants who have no income or are social welfare beneficiaries are provided with funds from the Tuzla Canton and the City of Tuzla;
- ▶ The City of Tuzla owns 236 apartments that are used for non-profit and social housing;
- ▶ The key success factor is the socio-economic inclusion of displaced persons, quality integration in the local community, and housing services for persons displaced and in need.

State, federal and cantonal levels of government have provided funds for the construction of residential and commercial buildings, as well as new projects for other cities.

## TOOLS USED

The activities were carried out through various meetings, assignments, and special teams and commissions. In accordance with activities defined by The UN Refugee Agency (UNHCR), the Ministry of Human Rights and Refugees (MHRR), and CRS, the City of Tuzla conducted a survey among potential beneficiaries, collected the necessary documentation, and prepared files for each potential beneficiary, which were then evaluated by the Identification Commission and the Verification Commission. Actions, such as workshops and statements served to inform potential tenants of their rights and obligations. Moreover, before the tenants moved in, the City of Tuzla established a legal framework.





## SVARTLAMON



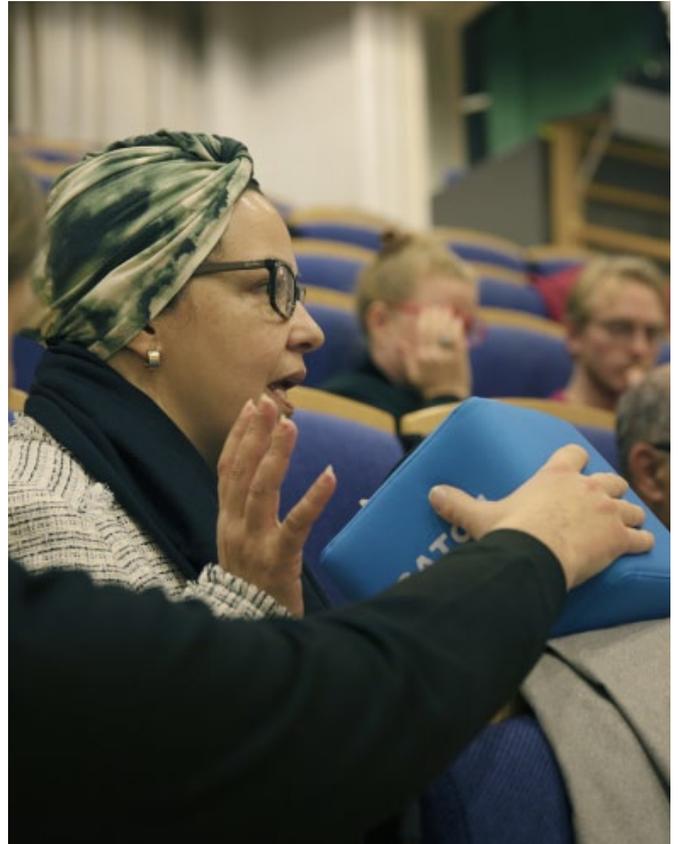
### SVARTLAMON HOUSING FOUNDATION

**Location:** Strandveien 37 A, 7067 Trondheim, Norway

**Number of staff:** 3

**Number of dwellings managed by the organization:** 50

**Website:** svartlamon.org



### ⌘ OBJECTIVE

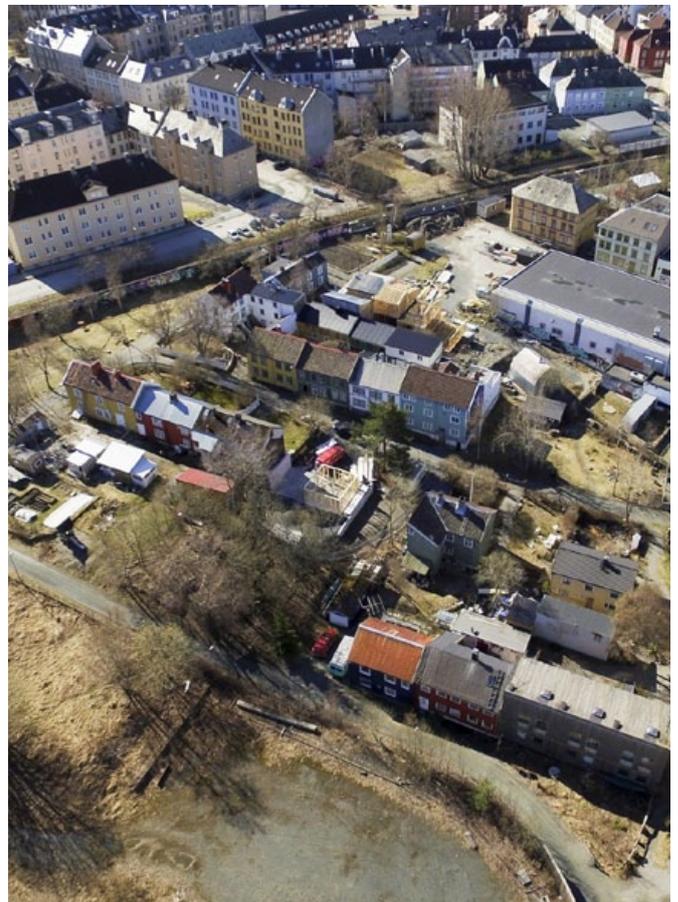
The project was initiated having two main dimensions in mind: offering affordable and eco-friendly housing and creating a good neighbourhood.

### CONTEXT

Svartlamon was originally a working-class housing area with old wooden houses, owned by the municipality. In the 1990s it was occupied by a large group of tenant activists, who were eventually granted the right to live there. A tenant organization took form and founded the housing association.

Social housing in Norway is almost non-existent, and the public housing sector is run with marked principles such as short-term contracts and marked-based rent. In Norway's third largest city, Trondheim, an ideal housing organization founded by the tenants themselves, is renting out housing to approximately 250 tenants.

The area Svartlamon is governed by public regulation since it is a pilot for urban ecology and participation, amongst others. Svartlamon has a strong democratic culture, and it is managed through meetings, publications, and committees. The tenants are also represented on the board of Svartlamon housing foundation. In recent years, Svartlamon has built several new and eco-friendly houses where the tenants themselves have done the building. It also has a number of services such as their own kindergarden (also open for others), cafes, numerous repairing workshops, concert scenes, spaces for band practice, etc.



### INNOVATION

This project represents a unique model for tenants' participation in a Norwegian context. Another achievement is building affordable new housing (3 million NOK [295,000 EUR] for 5 small family houses, for instance) with second-hand materials and through old houses being relocated from the countryside to Svartlamon.

## TOOLS USED

The “Svartlamon model”, was used as a tool with an emphasis on communal sharing, resident democracy, diversity, affordable rent, and “do-it-yourself” principles. The residents decide collectively how they want their community to be.

The Svartlamon model entails that each resident takes greater responsibility for maintaining their own living space and communal areas than in other typical rental arrangements.

By doing maintenance work together, and by applying each other’s resources and skills, the rent can be reduced to below average market prices. A requirement for the rent to be kept low is that residents contribute with their own effort, either through physical work, administration, voluntary assignments, or social initiatives.



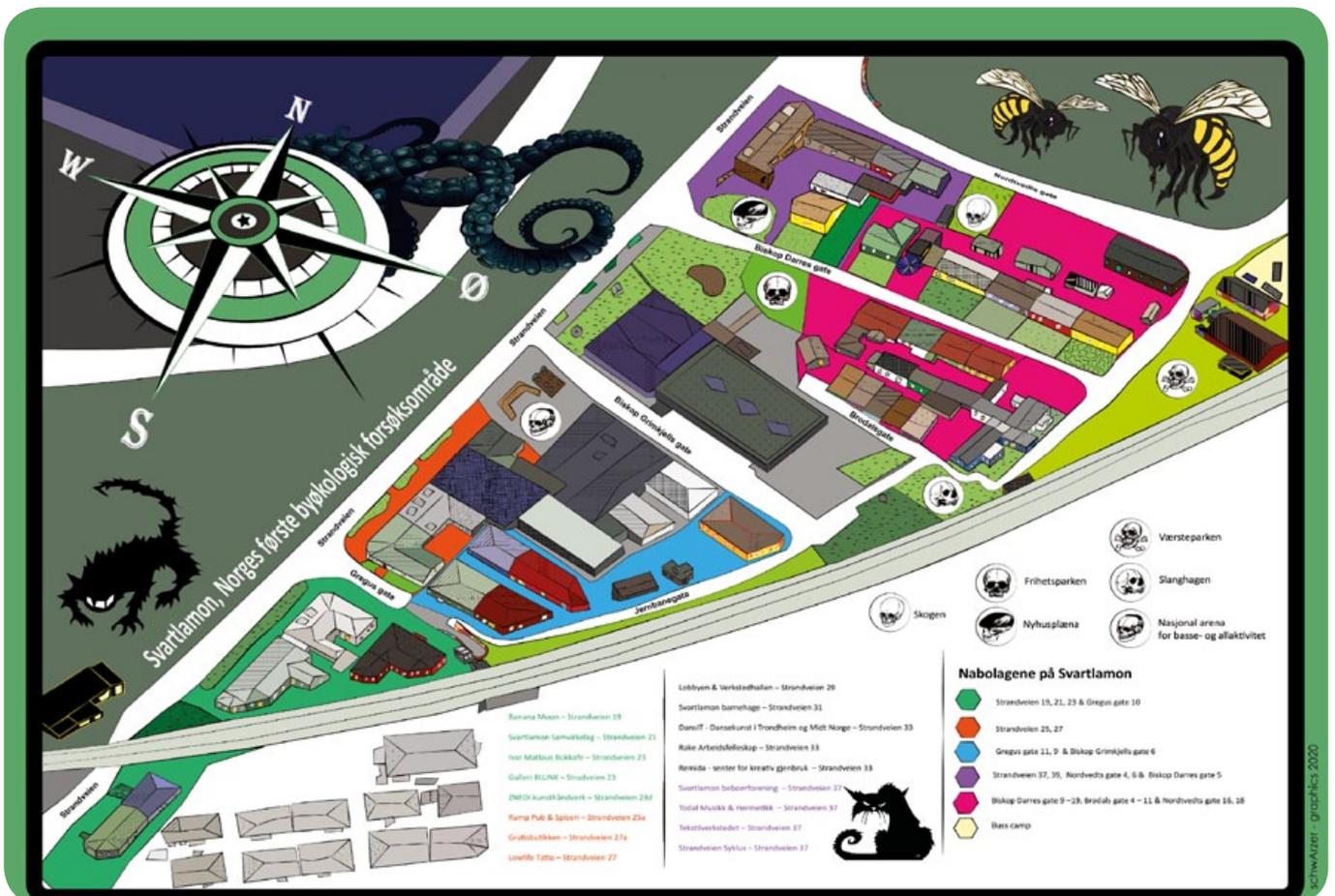
## WHAT THE JURY LIKED

- Svartlamon has built several new and eco-friendly houses where the tenants themselves have done the building.
- Emphasis on communal sharing, resident democracy, and the participatory, management of the co-living space.
- Promotion of social cohesion and social mix.
- Strong involvement of tenants in the decision-making process.
- Reduction of rental cost below the market average.



## Key results and benefits

- Safe and affordable housing for 250 inhabitants.
- Social, ecological, and economic sustainability integrated into the housing project.



Photos and illustrations © <https://svartlamon.org/>



## APARTMENTS FOR GRADUATES



### POZNAŃ SOCIAL HOUSING ASSOCIATION (PTBS)

**Location:** PALACZA 134, 60-281, POZNAŃ, Poland

**Number of staff:** 547

**Number of dwellings managed by the organization:** 3729

**Website:** ptbs.pl

### ⌘ OBJECTIVE

“Apartments for graduates” is an affordable housing project aimed at university graduates working in Poznań. The main objective is to provide access to affordable housing for young people who were studying in Poznań and who are not yet eligible to obtain a mortgage from the bank. The idea was also to make the city more attractive to young graduates in general.

### CONTEXT

Many European cities face housing problems nowadays. Adequate housing is an important element of the quality of life for all. A group that is affected by high apartment rents to a large extent are young people starting their adult life. They often have relatively low incomes and are ineligible for a loan. On the other hand, the representatives of Generation Y are willing to move and travel to get a satisfying job and they do not want any financial commitments.

Poznań Social Housing Association (PTBS) decided to create an affordable housing programme “Apartments for graduates” which would respond to the needs of university graduates to retain young talents in the city. The combination of affordable rental costs and good housing conditions has resulted in very high demand for the flats in the programme. Tenants are chosen based on applications, and they have to meet several criteria.

Affordable housing is one of the crucial elements that can attract people to the city. The programme also supports universities and local employers who gain young and qualified staff. The applicants for the programme are obliged to pay taxes in Poznań which contributes to the development of the city.



### INNOVATION

The programme is aimed at creating good housing conditions for young people, but it also contributes to the overall development of the city as it boosts its economic and social development by providing new well-educated employees and creating a lively neighbourhood.

The contracts can be signed for a period of up to 10 years. After this period of time, tenants are obliged to leave the apartment. Then they get a possibility of concluding an indefinite tenancy agreement in other apartments of PTBS or they can join the rent-to-own programme.

### 🔧 TOOLS USED

The City Hall positively assessed the multicriteria analysis on the use of the land. The business plan was evaluated by financial institutions in the loan procedure. The investment was positively reviewed by external auditors.



## Key results and benefits

Young people can afford to live in a new apartment by paying affordable rent. The programme allowed to increase the quality of life of young people and helped them become more independent. It enables them to settle in Poznań which stops the negative city migration trend.

This stability is helpful in setting up a family. The rent is appropriate for the financial situation of young people and the surface area and localization of the apartments are appropriate for their needs, with a very convenient location. A city park, forest, or astronomy dome are situated nearby. Public services are easily accessible. Owing to the above-mentioned reasons, the area is exceptional: full of light and greenery and at the same time close to the city centre and its well-developed infrastructure.

## + WHAT THE JURY LIKED

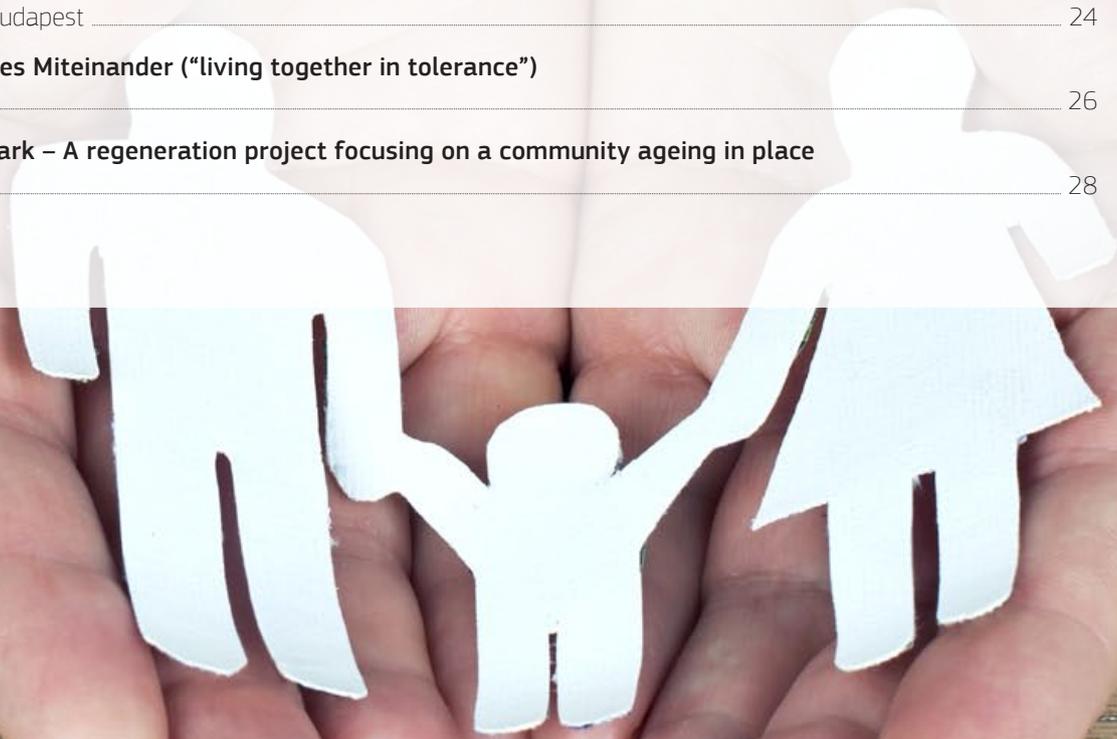
- + The project is a real help for young people that have graduated and are at the beginning of their careers.
- + Rent below average market prices.
- + The contracts can be signed for a period of up to 10 years. After this period, they get a possibility of concluding an indefinite tenancy agreement in other apartments of the housing provider PTBS or they can join the rent-to-own programme.
- + A requirement for the rent to be kept low, is that residents contribute their own effort, either through physical work, administration, voluntary assignments, or social initiatives.





## MORE THAN A ROOF – SUPPORTING COMMUNITIES OF EQUAL OPPORTUNITIES

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## ACHTERCAIRN, GAIRLOCH: REGENERATING A RURAL HIGHLAND COMMUNITY



### COMMUNITIES HOUSING TRUST

**Location:** Macintyre Road, IV21 2DQ Gairloch, United Kingdom

**Number of staff:** 16

**Number of dwellings managed by the organization:** 60

**Website:** [www.chtrust.co.uk](http://www.chtrust.co.uk)



### ⌘ OBJECTIVE

With all our projects, Communities Housing Trust (CHT) takes a collaborative, partnership approach with communities across central and northern Scotland to provide essential, high-quality and genuinely affordable housing and accompanying amenities.

The village of Gairloch, in the northwest Highlands, is a good example of this approach in practice. The Achtercairn regeneration project grew into a community-led development tailored to local and long-term needs which addressed the social and economic inequality of this rural and remote area, as well as the climate crisis.

We set out in close partnership with the community to provide what the community needed – which of course required a very holistic view.

Long-term Place Planning with over 20 local, regional, and national partners identified the following objectives:

- ▶ Help develop a sustainable, vibrant community
- ▶ Support and increase the diversity of housing tenures, providing options for people to remain in their community regardless of their financial status

### CONTEXT

Communities across the Highlands have suffered depopulation, loss of services, challenges of increasing tourism and house prices and consequent loss of existing housing stock, and increased pressure on remaining businesses and services – and therefore reduced access to housing, land, and assets.

The village of Gairloch sits on the coast of Wester Ross, in the northwest Highlands of Scotland. It's a comparatively small village, with a permanent population of around 750, but is the main hub for the region, with shops, services, and a high school.

Already popular with tourists in an Area of Outstanding Beauty (AOB), the introduction of the North Coast 500 route has brought increased tourist numbers and income to Gairloch, as well as numerous challenges. The proliferation of second homes and holiday lets had led to a lack of available housing, with prices beyond the means of the local population.

- ▶ Support and increase businesses and other service opportunities
- ▶ Retain existing families who would otherwise have to leave due to a lack of affordable housing & a high percentage of second homes
- ▶ Encourage young families to move to the area to address the falling school roll and ensure the retention of primary school education in the community
- ▶ Ensure affordability of new homes in perpetuity, specifically for the local community
- ▶ Address rural inequalities e.g., access to services and further education; fuel poverty
- ▶ Regenerate a derelict site in the village centre, which was an eyesore and was negatively affecting morale and the local economy
- ▶ Acquisition of land adjacent to the derelict site to maximise the potential of the regeneration project
- ▶ Ensure community wealth building for the long-term – not only in financial terms but in services, resources, and skills.



The local school roll had been declining, as families were unable to find suitable and/or affordable homes in the area. Similar outward migration by young people, also struggling to find homes, and dependent on a low-wage, seasonal tourist economy was changing the demographic – and long-term sustainability – of the village.

There was strong community support for regenerating the site, while simultaneously addressing the main issues they faced.

The Communities Housing Trust (CHT) led a steering group of over 50 community representatives from a range of local organisations, landowners, and the public sector, to maximise the potential of a derelict site and adjacent land to address the complex needs of the community. The mixed development at Achtercairn combines affordable homes with a range of tenures, and social, commercial, education & training facilities. CHT homes also have a Rural Housing Burden title condition attached. This innovation was developed by CHT and is a legal title condition which provides a percentage discount from the market value, and the property owner has 100% ownership. If the home is sold, CHT has the right to buy back the home and sell on, again with a percentage discount and applying an allocation policy prioritising people with local connections. Therefore, affordability is protected in perpetuity. The Burden ensures housing stock remains for use by the local community.



## INNOVATION

Across similar areas of Scotland, communities are very literally dying out. Gairloch has turned this on its head: the scale and uses of this tailored development are unique to the Highlands.

The specific set of challenges in this area – social, economic, practical, and environmental – required a very collaborative, community-led approach, which helps bring whole communities into the planning process, and encourages a more participatory and democratic model. Because of this, it can particularly benefit local circular and well-being economies, as well as help, address the climate crisis more appropriately, by creating more genuinely long-term, stable and resilient communities.

The model is already being adapted and implemented elsewhere, for example in the work with the crofting community of Staffin in Skye, a mixed development providing a range of affordable homes with multiple partners, commercial opportunities, and a new NHS health centre.

### + WHAT THE JURY LIKED

- + Effective project which counterbalances the issue of shrinking rural communities, an important issue of EU relevance that should not be underestimated with regard to the trend of globalisation and urbanisation.
- + Important project aimed at supporting small-scale rural communities in Europe. The project development has created a geographic, thriving centre for the village, has contributed to reducing social and economic inequalities, and is a beacon for other rural communities in Scotland.
- + The list of partners and stakeholders is impressive: large cooperation 360-degree with all local actors to rethink the whole strategy of revitalising the rural area.
- + Replicability – could be a good model and inspiration for other villages.

## Key results and benefits

- ▶ Undertaking one of the first Local Place Plans in Scotland
  - ▶ Range of partners providing homes spreads risk & increases options for a wider range of residents to remain long-term
  - ▶ Retained families in the area & school roll has increased
  - ▶ The GALE Centre is Scotland's first public building to be awarded Passivhaus status and used Scottish-grown timber. It attracts over 40,000 visitors a year. Dedicated office space for GALE has enabled them to take on more staff (now 20) and employ them all year. GALE generates ~£250,000 annually. 75% is spent back in the local community on further projects & services
  - ▶ GALE community shop, run by volunteers & local groups, stocks produce from over 40 local makers & producers, supporting the circular economy of a wider area to the tune of £50,000 annually
  - ▶ GALE community café provides food & drink made by local producers, using local ingredients, supporting food sovereignty as well as the local bakers, who receive around £25,000 annually for their cakes
  - ▶ Growing space also provides fruit, veg & herbs for the café, with zero food miles
  - ▶ Coffee grinds from the café & other building waste is composted for use on the veggie beds, contributing to zero waste
  - ▶ University of the Highlands and Islands (UHI) learning hub, enabling doorstep education opportunities for all ages
  - ▶ Confidence for local groups to undertake projects, such as Gairloch Museum regenerating their facilities next door
- Impacts were reported by GALE, residents and businesses.

## TOOLS USED

In Gairloch CHT undertook a detailed Local Place Plan. CHT facilitated a thorough consultation and feedback process, involving creating partnerships, a steering group, several surveys, consultation open days, and workshops/meetings. Being led by the community themselves is at the heart of all our work and is therefore implemented in each of our projects.

We also negotiated the purchase of land adjacent to the site, to maximise development opportunities, and think ahead to future needs. This is something we do on a case-by-case basis.

Further replicable aspects of our work which link closely to CSR are:

- ▶ Affordability: not just in the cost of the home, but in running costs, and environmental & social costs – ensure energy efficiency
- ▶ Using local, sustainable materials & local trades where possible
- ▶ Supporting rural trades, with skills or apprentice schemes, focused on future sustainability & green skills
- ▶ Providing a mix of tenures through partnership working helps to spread risk, and helps to future-proof a community with flexibility to residents according to their resources & requirements
- ▶ Providing a mix of facilities through partnership working

More than a roof – supporting communities of equal opportunities



## EFFECTIVE RIGHT TO HOUSING: AN INNOVATIVE EXPERIENCE OF HOUSING FIRST IN THE PRINCIPALITY OF ASTURIAS – SPAIN



### VIPASA + DIRECTORATE GENERAL FOR HOUSING IN ASTURIAS

**Location:** Oviedo, Asturias, Northwest Spain

**Number of staff:** 37

**Number of dwellings managed by the organization:** 9,600

**Website:** [www.vipasa.info](http://www.vipasa.info)



### ⌘ OBJECTIVE

The main objective of the project is to eradicate homelessness in the Asturias region, ensuring public dwellings for homeless people, and guaranteeing their right to housing, by signing the rental contract and becoming a real TENANT, as a subject of rights and duties in the framework of the Spanish Rental Housing Law.

Other objectives of the project were:

- ▶ To increase the commitment and participation of Housing public administration (at a regional and local level) in the Housing First programmes.
- ▶ To improve the coordination between different levels of administration in housing policy, with special attention to the development of Housing First projects.
- ▶ To guarantee an appropriate public housing stock for combating homelessness.

### CONTEXT

The Principality of Asturias is a small region in northwest Spain, with one million inhabitants.

At the end of 2015, the Directorate General for Housing in Asturias created the Permanent Working Group on Public Housing. The group, formed of the 78 Asturian municipalities, jointly with the General Directorate of Housing and VIPASA (the public company that manages the public housing stock in Asturias), meets regularly. An objective of this forum was to tackle homelessness, starting with the municipalities where this problem was most critical: Oviedo, Gijón, and Avilés. Near 80 homeless people were identified at the beginning of 2017. El Franco was included later.

The Housing First programme in Asturias is included in the social housing regional system. The main features are the following:

- ▶ The Principality of Asturias is the owner of almost 10.000 dwellings, managed by VIPASA. The average rent was 77€ in 2020. The rent is calculated based on the incomes of the tenants, of which it cannot represent more than 20%.
- ▶ Social Services from the municipalities, with the collaboration of

### 🌱 TOOLS USED

Every year, VIPASA asks every municipality for an annual evaluation. The main aspects of the evaluation are:

- ▶ KPI (Key Performance Indicators) such as the evolution of addictions, relationship with family, friends and community, health, diet, maintenance of dwelling, hygiene, self-organisation including domestic economy, participation in employment pathways, and participation in social and leisure activities.
- ▶ Monitoring of social accompaniment, through weekly visits and telephone calls.

specialised NGOs, select the beneficiaries of the Housing First programme. The profile is based on a long tradition of living on the street (minimum of three years), addictions and mental health problems, and accumulation of exclusion factors: unemployment, isolation, and lack of family ties.

- ▶ At the same time, Social Services support the procedures for obtaining the social income for the beneficiaries. The social income monthly amount ranges from 450€ up to 1.000€. Social Services also financially supports the purchase of furniture.
- ▶ VIPASA is responsible for repairing the dwellings and preparing the documentation.
- ▶ The selected beneficiary signs the rent contract with the owner of the dwelling (General Directorate of Housing), under the Spanish law of urban leases. VIPASA gives him/her the keys to the dwelling, and he/she becomes a tenant.
- ▶ The specialised NGO, contracted by the participant municipality, starts the support and accompaniment of the beneficiary, to guarantee an effective inclusion in the neighbourhood and facilitate an independent and autonomous life.





## PERMANENT AFFORDABLE HOUSING FOR ELDERLY HOMELESS PEOPLE



### MUNICIPALITY OF BUDAPEST

**Location:** Gazdagréti tér 4. 1118, Budapest, Hungary

**Number of staff:** 900\*

**Number of dwellings managed by the organization:** 1,246

**Website:** <https://budapest.hu/sites/english/Lapok/default.aspx>



### ⌘ OBJECTIVE

There is growing evidence that instead of addressing the potential other problems of homeless people with the expectation that thereby they will be able to secure housing for themselves or will be made “housing ready” – first and foremost, their housing needs must be addressed. This argument is even more compelling in the case of pensioners, who are not able to increase their incomes.

The project’s goal is to provide permanent, secure, and affordable housing for elderly homeless individuals and couples in small, high-quality public rental units. The initiative also provides social work support to ease the transition from mostly long periods – sometimes decades – of homelessness to independent living, and to help new tenants in accessing the locally available mainstream health and social services. If necessary, a small grant for the cost of moving (furniture, etc.) is also available for prospective tenants. Mental illness or addiction does not make a homeless person ineligible for the programme, and there are no additional treatment or behavioural requirements. Participation in the social work element is also not compulsory, though encouraged.

### CONTEXT

Since the re-emergence of mass homelessness in Hungary in the early 1990s, an elaborate system of state-sponsored overnight shelters, temporary hostels, drop-in centres and outreach work was developed in Budapest. The provision of affordable housing was however mostly absent from the public policy response to homelessness, which focused almost exclusively on providing shelter beds to rough sleepers, and on preventing rough sleeping for those who lost their homes.

The homeless policy of Hungary and Budapest resembles the “staircase model”, as access to better quality shelters are conditional on stricter behavioural requirements, but it consists of only a few steps – without any institutional avenues to independent, affordable housing.

Consequently, homelessness has increasingly become a long-term predicament in Budapest: according to survey data, the proportion of homeless people whose homelessness started more than

A secondary role of the project is to ensure the more socially equitable (and more efficient) allocation of the subsidies inherent in the maintenance of the municipally-owned housing system, by providing access to many of its relatively high quality and popular buildings, previously accessible only to those with significant wealth, to one of the most vulnerable segments of the city’s population.

It is also a goal of the Municipality’s housing initiatives to re-frame the public discourse around homelessness so that it does not centre around shelter beds but around access to affordable housing.

10 years ago has been sharply increasing in the past two decades, reaching 40% by 2020. Survey data also shows the majority of homeless people in Budapest do not think that they would ever be able to access independent housing – even though, according to social workers’ needs assessment, their vast majority would not require, if provided with affordable housing, any institutional care.

Since the election of 2019, the Municipality of Budapest’s approach to homelessness has changed: as opposed to both the criminalisation of homelessness (official state policy since 2010) and the restriction of homelessness policies to the provision of dormitory-style shelters, it increasingly emphasises the provision of affordable housing as the most essential response to homelessness. While public or social housing in Budapest is in scarce supply, and the Municipality of Budapest owns only around 1200 public housing units (in a city of nearly 2 million residents), in the past two years, through the Municipality’s various initiatives, around 160 formerly homeless citizens could move into around 120 affordable housing units.

\*Source: <https://budapest.hu/sites/english/Lapok/The-Municipality-of-Budapest.aspx#:~:text=The%20Mayor's%20office%20is%20a,900%20employees%20as%20of%202021>





## TOM – TOLERANTES MITEINANDER ("LIVING TOGETHER IN TOLERANCE")



### DEGEWO AG

**Location:** Schönfelder Chaussee 26-38, 12524, Berlin, Germany

**Number of staff:** 1,300

**Number of dwellings managed by the organization:** 75,000

**Website:** [www.degewo.de](http://www.degewo.de)



### ⌘ OBJECTIVE

Berlin is growing, and everybody needs a place to live – including refugees. Emergency shelters are only a short-term solution. In 2016, degewo started a pilot project in the Köpenick area of Berlin and developed a neighbourhood that aims to turn old and new Berliners into good neighbours. For degewo, the pilot project ToM – Tolerantes Miteinander ("living together in tolerance") is the first construction project combining the issues of housing and integration. It aims to show how a housing company can contribute to tenants from different cultural backgrounds not merely living next to each other but becoming true neighbours.

The ToM housing project aims to show a novel way to integrate refugees.



### CONTEXT

In Berlin, the situation of refugees is particularly difficult due to the housing shortage. As a state company, degewo has undertaken to offer a minimum number of housing opportunities to refugees each year.

When the state of Berlin ceded a plot of some 15,000 square, the debate about the modular refugee shelters and the negative perception of the neighbours was at its height.

We had the idea early on of setting up one of our many new construction projects in Berlin-Köpenick as a model for integrative housing instead of building modular housing for some 500 refugees as usual. Such emergency shelters are only good as an initial solution. Regarding the existing structures and the surroundings, characterised by detached houses, another, smaller and more sensitive solution was required, one without fencing, containers, and guards.

The overarching goal was to develop a future-proof urban concept with mixed-use new residential construction that actively supports the integration of refugees through varied offerings and that is marked by the early inclusion of future users and neighbours. A total of 164 apartments were to be built using funds for housing construction from the state of Berlin. Half of the apartments were to be used by refugees with a right of residence, and half by non-refugee (new) Berliners.

In the Treptow-Köpenick district, the elderly share of the population is above average, and the share of immigrants is just 3%. At the same time, we had to consider that housing refugees in the neighbourhood would trigger concerns and worries among the neighbours. The aim was to address prejudices early on and to ease the neighbours' fears through plentiful information, openness and transparency.

In degewo's view, integration only works by providing access to transport and social infrastructure. It also requires communal areas and a caretaker on-site to answer the residents' needs and act as a mediator. The new neighbourhood provides 164 rental apartments, a residents' café, communal rooms, tenants' gardens and an integration office. The intercultural day-care centre with a 100 places capacity is also open to children from the surrounding area. For co-habitation to function in the ToM integrative residential project, we concluded a partnership agreement with Internationaler Bund (IB), which, as a social welfare agency.

## TOOLS USED

As an integrative residential project, “ToM-Tolerantes Miteinander” was a particular challenge because as owners, we manage our portfolio ourselves for the long term. One of the challenges of the demanding project was renting a quota to people without a migration background. Only committed tenants with a desire for such a residential project would be interested in renting. That is why an online and print marketing campaign was developed together with the Integration Officers of the Berlin Senate and the Treptow-Köpenick district to target precisely this group.

Compared to the usual modular housing, degewo's ToM follows a holistic approach to lived integration of immigrants that deserves emulation.



## INNOVATION

ToM has set new benchmarks for intercultural renting processes. In cooperation with the social welfare agency Internationaler Bund (IB), it was ensured that the refugees were always accompanied by a helpful social worker and interpreter during apartment viewings, contract negotiations and handovers. This ensured that the rental contract, with its rights and its obligations, is clear to all participants and the “new arrivals” can feel at home here.

At the “ToM office” for residents, two social workers provided by the cooperation partner Internationaler Bund (IB) are available for questions and suggestions; for the first two years at least, these will be paid for by degewo. They provide free support and advice on family, health, finances, education, residence and work issues. Furthermore, communal rooms and sponsorships between tenants supplement the varied social offering. A multilingual caretaker is also on call for the tenants and can also mediate conflicts.



## Key results and benefits

The pilot integrative residential project ToM was completed in autumn 2020. Full occupancy was achieved in the summer of 2021. Today people from 17 countries live here together peacefully. The residents are proud of their community and enjoy harmonious cohabitation, including with the residents from the neighbouring areas. The multicultural activities are well appreciated and are seen as an added benefit. The tenants now have the chance for an independent life with their own apartment, and access to education and social contacts in their neighbourhood.

One of the keys to success is the communal areas: the tenant gardens, the communal rooms with a diverse offer including language courses and collaborative cooking, and a residents' café. Tenants who have been in Germany long can “sponsor” the new arrivals, help them with language acquisition or assist with bureaucratic tasks.

One challenge, and an element of the innovative participative concept, was the early implementation of a neighbourhood assembly even before the building application and with the participation of the urban planning authority. Worries about the ghettoization of the neighbourhood were openly aired, prejudices countered through information and fears addressed through openness and transparency.



## + WHAT THE JURY LIKED

- + The first construction project combining the issues of housing and integration. Promotion of social mix and cohesion to better integrate the refugees without perpetuating discrimination by address.
- + Project addressed half to refugees and the remaining half to new Berliners. Effective integration of the tenants.
- + Establishment of the neighbourhood assembly aimed at ensuring integration and participation.
- + The project can serve as a blueprint for other cities and municipalities for the successful integration of new arriving citizens.



## NEW DOLPHIN PARK – A REGENERATION PROJECT FOCUSING ON A COMMUNITY AGEING IN PLACE



### FOLD HOUSING

**Location:** New Dolphin Park, D08N5TF, Dublin 8, Ireland

**Number of staff:** 23

**Number of dwellings managed by the organization:** 527

**Website:** [www.foldhousing.ie](http://www.foldhousing.ie)



### ⌘ OBJECTIVE

Fold Housing's objective is to provide affordable homes and enable residents to age and thrive in their communities. Fold pursues an approach of 'building communities' and invests in community services and regeneration, providing support to vulnerable people and reinvesting their income into delivering social and community support. We are presenting one of our schemes for consideration, New Dolphin Park, as a regeneration project and an example of Fold's continued commitment to promoting community development.

#### Main Goals of Fold:

- ▶ Ensure access to affordable and accessible housing and building communities that are truly age-friendly;
- ▶ Ensure we enable our tenants to age in place and that they can age in dignity;
- ▶ Utilise a collaborative human rights-based approach to develop and provide housing and communities that actually suit the needs of the residents.
- ▶ Increase access to transportation links, and recreational facilities,

### CONTEXT

The recent global financial crisis has had a significant impact on Ireland's housing industry, disproportionately affecting older people in society. This has prompted Fold as a Housing Body, to meet the needs of older people in Irish society and provide affordable, specialist housing. Fold Ireland is one of Ireland's leading approved housing bodies providing housing, care, and support to older people. Fold ensures to provide homes to individuals from low socio-economic backgrounds, with a particular emphasis on housing older people, ensuring they can age in place.

New Dolphin Park, one of Fold's award-winning schemes, is situated in the wider New Dolphins' Housing Estate, a 1950s estate of 400 flats, the largest remaining council flat complex in the State. It became notorious for its substance use issues in the 1980s and 1990s, from which it has been difficult to recover. The units were increasingly neglected. It was designated for redevelopment, yet the elderly residents in Dublin's Dolphin House complex were being left

ties, allowing tenants to have access to social interaction and events with their neighbours;

- ▶ Our tenant engagement officers facilitate communication and resident input into how Fold housing services are delivered;
- ▶ Drive participation in our tenant engagement by hosting community events, discussions, and public meetings;
- ▶ Encourage new forms of coexistence, social relations, and community self-organisation by empowering our tenants, as they age;
- ▶ Promote equal relationships between people of diverse ages, ethnicities, and genders;
- ▶ Fold's housing team is influenced by the National Positive Ageing Strategy and is committed to building age-friendly communities, which in turn influence the surrounding areas.
- ▶ Fold recognises the importance of the community to our tenants and invests in and support this through their housing officer and tenant engagement roles.

out of the regeneration scheme because of budgetary constraints from the city council. They were residing in damp, cramped bedsit accommodation, where their space requirements would not meet the minimum standard for new builds. The development of the units destined for the elderly was undertaken by Fold Housing on a site transferred from Dublin City Council. Many individuals residing in Dolphin's Estate and the bedsit accommodation wished to see this lot transformed into something sustainable that would benefit the community.

The design of New Dolphin Park was the culmination of more than two years of collaboration and consultation between Fold Housing, Dublin City Council, the residents of Dolphin Park and the wider community.

Fold's two Community Engagement workers empower tenants and act as the link between our communities and a range of other local authority and voluntary sector providers.

Fold took 44 individual, dark, cramped flats and regenerated them to deliver 43 modern, energy-efficient, accessible, and universally designed apartments. These apartments are linked by a communal day room where tenants meet for socialising and are provided subsidised meals. Fold had continuous meetings with the prospective tenants and their architectural representative and included their ideas for design, this resulted in many additional client-led features, such as a sedum roof, photovoltaic solar panels, bright colour scheme, community centre, community development workers, level access throughout the apartments, 24 hour on-call service and much more. The success of this particular project illustrates what can be achieved by working in collaboration with prospective tenants and the wider stakeholders.

## INNOVATION

Building, development, and regeneration of housing in Ireland are property-led. Fold adopted a human rights-based approach of collaboration with the prospective residents and wider community stakeholders to build a long-term sustainable community through consultative forums. Community investment continued after the completion of the build through their active housing officer and tenant engagement roles.

Fold worked with the local council to build and develop a community space to benefit the residents and the wider community. This is not included in most modern builds due to space constraints. This space has been planned to facilitate a community employment scheme, designed to provide paid employment and experience to long-term unemployed and disadvantaged people in the community.

The whole building has been designed with ageing in place as the forefront. The apartments are level access throughout. Bathrooms are fitted to DOCM standards. The apartment layout is designed to provide space for free movement with wheelchairs and mobility aids and are equipped with charging points for wheelchairs. The layout of the building is designed with mobility and ageing in mind with numerous rest and meeting points to allow residents to remain active and avoid isolation regardless of their ability.

## TOOLS USED

New Dolphin Park was designed and built-in line with the 7 principles of universal design. These are Equitable Use, Flexibility in Use, Simple and Intuitive Use, Perceptible Information, Tolerance for Error, Low Physical Effort and Size and Space for Approach and Use.

There is a high level of stigma within social housing and flats complexes due to historic reports of a high prevalence of antisocial behaviour. A key tool that was used in the regeneration of Dolphins Park was consultative forums with residents and key stakeholders. They gave those who would be directly impacted by the regeneration a forum to give input and openly debate the housing to be provided.

The human rights-based approach to housing is a practice not widely utilised in Ireland. There is no national policy statement on regeneration and these projects are usually property led and fail to recognise existing community networks that create a safe and sustainable community. Using the PANEL principles of Participation, Accountability, Non-discrimination, Empowerment and Legality, Fold gave the residents and stakeholders the opportunity to influence how their housing and community would be built, they used collaboration to rebuild New Dolphin Park to a high standard that met the residents' needs.

## Key results and benefits

Creating a social syndicate between HOAS, Setlementtiasunnot and Asuntosäätiö was a beneficial way to develop sustainable neighbourhood. One of the most important decisions in planning and development is creating content and walls at the same time. This is how designers usually differ from architects – they tend to think buildings from the inside to the outside – how daily life happens from a user's point of view.

There is regularity in the interactions between residents and housing organisations. Regular resident satisfactory questionnaires, regular block team meetings – the team plans, discuss and solves Block events, maintenance, daily issues, etc. Residents and developer representatives are members of the Block team.

Numerous events, gatherings, clubs, dinners and bunches are regularly held – in 2018 alone, there were over 60 different resident events! Residents are also encouraged to propose and organise events themselves.

**Lesson learned:** it is helpful to in the early stage, discuss common targets and shared goals for the project. Common understanding is essential. Write up a draft contract as soon as possible. Identifying what are the shared management issues and what are the issues that belong to the contract partners. Juridical assistance is highly beneficial.

**Questions remain:** How to keep alive the original spirit of the common Block when the new inhabitants arrive? How and with whom to communicate the Block concept? When further development of the concept is needed, based on feedback from the residents, who is in control of that process?

The Block won a national ARA development recognition for 2017.



## + WHAT THE JURY LIKED

- + Refurbishment project related to elderly people, the realization of 43 modern energy-efficient flats. Flats with energy performance class (EPC) rate A.
- + Renting: differential rent system which is defined based on the household's income.
- + The apartment layout is designed following the 7 Principles of universal design to provide space for free movement with wheelchairs and mobility aids allowing residents to remain active and avoid isolation regardless of their ability.
- + Community and neighbourhood involvement: this space has been planned to facilitate a community employment scheme. This will employ people from the local community and is designed to provide paid employment and experience to long term unemployed and disadvantaged people in the community.
- + Clear Involvement of the tenants in the decision-making process from the very beginning.





# LEADERS OF INNOVATION, AGENTS OF FAIR ENERGY TRANSITION

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## BERTELOTTE STUDENT RESIDENCE: BIO-BASED TRANSFORMATION OF OFFICE SPACE INTO STUDENT ACCOMMODATION



### PARIS HABITAT

**Location:** 28 rue Colonel Avia, 75020, Paris, France

**Number of staff:** 2761

**Number of dwellings managed by the organization:** 125414

**Website:** [www.parishabitat.fr](http://www.parishabitat.fr)



### 🌀 OBJECTIVE

The main goal of the project was the transformation of an office building into a student residence of 139 units using bio-based materials and applying circular economy principles.

More specifically, the project aimed at:

- ▶ In partnership with CROUS, contributing to the increase in the supply of high-quality affordable housing for students in the 15th District of Paris. After completion, the building is managed by CROUS, a public organisation linked to the French Ministry of Education, whose goal is to improve living conditions for students through the management of student social benefits, student housing, university restaurants, assistance for international students, and the promotion of student cultural and sport activities. These housing units are dedicated in priority to students benefiting from a CROUS scholarship, aimed at higher-education students under the age of 28 with limited family resources.

- ▶ Providing comfort and quality of life for future residents. Through the building transformation, we prioritised quality materials, access to natural sunlight, and the creation of shared spaces for students to study and socialise. The project's location offers a good range of leisure options, near the Suzanne Lenglen Park which has sports facilities such as running tracks, tennis courts, and a football field.
- ▶ Promoting the low-carbon production of social housing through the transformation of an existing building, the use of low-carbon, bio-based materials, and the improvement of the building's energy performance. With this project, we wanted to pave the way for more sustainable construction processes in line with our climate and environmental commitments.

### CONTEXT

The building which was selected for the project was built in 1972 by OPHVP (former name of Paris Habitat), and it belongs to a large development complex that includes housing units, offices, shops, and artists' workshops, built in the 1970's in the context of a major urban planning operation known as "Gambetta Vaugirard". Since then, it was used successively as a company restaurant and office space. The building stood empty from 2013 until the start of the project.

In this context, in 2017, Paris Habitat began the works for the building's transformation, together with architectural office NZI and construction company Bouygues. As the surrounding neighbourhood is characterised by a large proportion of office space, one of the goals of the project was to introduce other uses in the neighbourhood and to create a functional mix. Besides, the site's location next to the Suzanne Lenglen Park, which has facilities for practising a variety of sports was thought to provide a quality living environment for future residents.

The transformation of the building into the Bertelotte student residence was the opportunity for Paris Habitat to innovate in terms of construction practices and to contribute to the achievement of our climate commitments. As per the Paris Climate Plan, they are work-

ing towards reducing the buildings' energy consumption by 35% and our carbon footprint by 40% by 2030. In 2018, Paris Habitat signed the Paris Climate Action Charter, which establishes guidelines to meet 9 of the 17 UN's SDGs. Among them, three have a direct link with the use of bio-based materials: SDG n°3 "good health and well-being", SDG n° 11 "sustainable cities and communities", and SDG n°12 "responsible consumption and production". In 2020, Paris Habitat has signed a new charter ("Pacte Bois-biosourcés") and made the commitment to reach 10% floor area in bio-based wood for all future construction and refurbishment projects. The Bertelotte student residence is today one of the major projects undertaken by Paris Habitat in which wood was used as a construction material. Part of the building's core was deconstructed to create openings, which improved exposure to natural light inside the building and allowed for the expansion of green spaces.

The Bertelotte student residence, after completion, includes 3.800 m<sup>2</sup> of floor space, 138 housing units (130 studio apartments and 8 two-room apartments), two 50 m<sup>2</sup> of coworking spaces, and other amenities such as a common room, a laundry room, and a bike storage area.

## TOOLS USED

As coordination between stakeholders was a key factor in the project's success, regular meetings were held during the design and construction phase to monitor the advancement of the project. It was also the opportunity for project partners to approve technical choices before their implementation. Two key events were the reveal of a model of the facade and a life-size model of a future housing unit, during which project partners were able to give feedback and suggestions for improvement. Regarding coordination with suppliers, the frequent visits to the suppliers' workshops before contract implementation were a key tool to guarantee the quality of the final project.

At the end of the project, a feedback document was created by the project manager to detail the main challenges and success factors encountered during the project, as well as to give suggestions for future projects using similar construction processes. This feedback document is accessible to other employees of Paris Habitat's project management department and constitutes a tool to improve our practices and successfully reproduce similar experiences in the future.



## INNOVATION

This project was innovative in several different ways. Firstly, the building was completely redesigned without demolishing the old building structure, which is not a common practice for a transformation of this magnitude. This allowed for a significant reduction of the project's carbon footprint.

Secondly, the project was innovative in terms of material choices and construction processes. The use of organic and bio-sourced materials in construction is still quite limited compared to traditional building materials. For Paris Habitat, the transformation of the Bertelotte residence was one of the largest wood implementation projects to date. The facade reconstruction relied on wood-frame walls and straw-bale insulation, 70% of which were prefabricated in the factory before being brought to the construction site. For the facade covering, eco-certified wood siding was used. It has good properties for winter thermal insulation, helping to reduce energy consumption. It also contributes to the air quality inside the building, and therefore to residents' health. The prefabrication process was another innovation: the fact that wood is a lightweight material made it possible to assemble parts of the wall off-site and affix them to the building structure.

The next step in the project will be to implement urban gardening on the site. The roof terrace will be managed by a group of local associations who will co-design a project with the students living in the building, while the basement will be used for an urban agriculture project. The expected benefits of these initiatives will be to create social cohesion within the building and to raise awareness about issues linked to food production and agriculture.

## Key results and benefits

The project fulfilled its objective of increasing the supply of affordable student housing in Paris and delivered a building of high architectural quality and a comfortable living environment for residents. Monthly rents range from 373€ to 412€ for a studio apartment, much inferior to the average price for similar accommodation on the private market.

The main benefits of the project were the creation of affordable student housing, low environmental impact, and limited disturbances during the construction process. From the environmental point of view, the project is estimated to have reduced the building's carbon footprint by 125 tons of CO<sub>2</sub>.

The results of the project were measured primarily in terms of the quality of the building after delivery, quality of life for residents, and environmental impact. The completed project achieved high-quality standards, for which the project team received several CERQUAL certifications and won a 2021 regional wooden construction award from FIBOIS-Ile-de-France region.

The use of bio-based materials and the re-use of the existing structure limited carbon emissions linked to the construction process, and the newly installed straw-bale insulation will sustainably reduce energy consumption. From the point of view of the stakeholders, the choice of materials and construction processes facilitated the transformation works.

The use of prefabricated wood-frame walls reduced construction time and limited noise and air pollution. The fact that wood is a very light material made it possible to produce prefabricate large parts on the wall before affixing them to the building structure with light lifting gear. As a result, the construction process was cleaner and quicker than it would have been with traditional construction methods and materials.



## + WHAT THE JURY LIKED

- + Transformation of an office building into a student's residence: innovative project and much more effective in contrasting the housing crisis in Paris.
- + Coordination of stakeholders and renovation process of the buildings.
- + Improved living conditions for students/young people.
- + Improvement of buildings' energy performance.
- + Use of bio-based materials/wood.
- + Reduced carbon footprint: Reuse of existing building without full demolition.
- + High quality of building and reduced rents



## COMPREHENSIVE RENOVATION OF THE S. JOSÉ NEIGHBOURHOOD IN LADA



Gobierno del  
Principado de Asturias  
Consejería de  
Derechos Sociales y Bienestar



### GOVERNMENT OF THE PRINCIPALITY OF ASTURIAS + VIPASA

**Location:** San José Neighbourhood, 33934, Langreo, Spain

**Number of staff:** 30

**Number of dwellings managed by the organization:** 9600

**Website:** [www.asturias.es](http://www.asturias.es)



### 🌀 OBJECTIVE

The objectives of the project were the following:

- ▶ Improve the tenants' quality of life.
- ▶ To save energy costs and CO2 emissions, and fight against energy poverty.
- ▶ Improve the liveability and healthiness of homes, improving thermal comfort and indoor air quality. Specifically, in this neighbourhood, the elimination of the existing humidity was a fundamental objective.

- ▶ To strengthen the ecological awareness of tenants, by involving them in understanding the system. To increase the "sense of belonging" of tenants in the neighbourhood and with the project, through the information and participation in some decisions.
- ▶ To improve the accessibility of the largest number of dwellings, through easy solutions and avoid future costs of maintenance for tenants.
- ▶ To become a lighthouse district neighbourhood

### CONTEXT

The neighbourhood of San José, located in the municipality of Langreo-Asturias is one of the oldest in the Asturian public housing stock. It was built around the 60's, as accommodation for workers and their families of the incipient chemical and electrical industry. Currently, the profile of the tenants is mostly elderly people, over sixty, and retired.

As a result of the construction rules in the 60' (with very poor requirements in terms of isolation and energy efficiency), buildings and dwellings were suffering important damages. Wet walls, damaged windows, a mix of heating systems through carbon and gas, etc. were some of the most critical problems, with a very negative impact on health, and the economy (e.g. in order to heat the dwellings, tenants had to plug in many heaters) and comfort.

In 2018, VIPASA (the public company that manages public and social dwellings in Asturias) developed a monitoring study of hygro-thermal and energy parameters in nine dwellings in the neighbourhood of Lada. The findings, mainly in terms of temperature, humidity, and CO2 levels, were decisive in order to start with the project design and seek appropriate funding.

After negotiations with the Minister of ecological transition, and while the project was being designed, specific funds were allocated

in the framework of the decarbonisation programmes. At the same time, a specific budget from the Regional Minister of social rights and welfare in Asturias was also allocated for this initiative, including not only energy efficiency but also accessibility. The project was tendered with a total budget of 7million euros.

After the renovation project, the neighbourhood looks renovated, bright and the quality of life of tenants has improved substantially, mainly in terms of comfort and accessibility of the dwellings.



## 🔧 TOOLS USED

- ▶ For the reception of the work, “check sheets” were generated to facilitate the correct supervision of the work carried out by all the agents involved. These cards also gave the tenants the opportunity to express their acceptance of the work carried out.
- ▶ Tenants were informed about their consumption, impact on their daily lives, and the savings that have been achieved.
- ▶ Within the training carried out with the neighbours, special attention was paid to the specific measures for the use of the dwelling in relation to the outside temperature.



## INNOVATION

### Energy efficiency

The project consists of improving the building envelope, incorporating a double-flow ventilation system with a heat recovery system to ensure the quality of the air inside the dwellings and allow savings in heating, as well as installing a central aérothermal system in each doorway to obtain domestic hot water.

### Public awareness and gaining trust

During the execution of the project, intensive work was carried out to raise awareness among residents of the importance of energy efficiency and the impact that the proper use of buildings has on sustainability. The first-hand experience of the comfort achieved by neighbours with very different profiles has led them to take on this responsibility as their own and to pass it on to others. More than 50 meetings with tenants in every building were held, with the participation of the subcontracted companies, the General Directorate of Housing, VIPASA, city council, and community services providers.

### Easily replicable model

Another of the objectives achieved, which represents an innovation in the way of undertaking this type of intervention, is to carry out the work without interrupting the use of the inhabitants of the dwellings. This will allow the model to be replicated in other buildings more easily and at a lower cost.

## + WHAT THE JURY LIKED

- + Promotion of tenants' participation.
- + Combination of sustainability and inclusiveness.
- + Focus on saving energy costs & CO2 emissions, combating energy poverty and improving ecological awareness of tenants.
- + Increased “sense of belonging” of tenants in the neighbourhood and with the project, through the information and participation in some decisions.
- + Potentially an easily replicable model.

## Key results and benefits

The action carried out improves the energy efficiency of the buildings, which implies a significant environmental improvement with great influence on its surroundings, since CO2 emissions into the atmosphere are reduced along with the consumption of non-renewable primary energy in the whole neighbourhood. This is because the energy demand of the buildings for optimal comfort in the dwellings was considerably reduced. According to the evaluation, the improvement in non-renewable primary energy consumption is 59.9%, the improvement in heating energy demand is 51.3% and the improvement in CO2 emissions is 61.6%.

This means great economic savings for tenants since the production of hot water becomes much more efficient and the need for heating is very limited. About 1,200 euros per year per dwelling is the estimated saving.

### Energy efficiency and accessibility actions

The actions carried out for the energy efficiency improvements include the following points:

- ▶ Application of an outdoor thermal insulation system on all facades and eaves.
- ▶ Change of roofs, with improved insulation and new coverings, chimneys, and gutters, including the construction of new installation rooms.
- ▶ Change of the exterior carpentry, replacing the existing ones of different materials and interior beams, with new PVC windows with double glazing, solar protection, and argon gas positioned on exterior beams to improve thermal insulation and avoid transmission by thermal bridges. Taking advantage of the opening generated by the interior, a new shutter was installed to maintain the possibility of darkening the openings.
- ▶ Complete air renewal system with a high-performance heat recovery system, with the possibility of recovering up to 95% of the heat from the air extracted in the dwellings.
- ▶ Modification of the domestic hot water installation by means of heat pumps located in the new installation rooms on the roofs. Taking advantage of the performance of the heat pump, a water coil was placed inside the installation room to distribute a pipe to the air renewal equipment on each floor.
- ▶ Treatment of condensation humidity problem. The affected walls were chipped and aerating and waterproofing mortars were applied and treated with special siloxane paints.

The actions carried out for the improvements of accessibility include the following points:

- ▶ A series of ramps and walkways were made through the interior courtyards of each block.
- ▶ Work was carried out inside the first-floor dwellings to eliminate the step in the bathroom, level the showers, and widen the width of the doors.

In each dwelling, one of the windows facing the backyard was modified, widening the opening to the floor for access from the ramps. The same operation was carried out on the upper floors, with a view to possible future intervention by means of elevators located in the courtyard.



## DEEP ENERGY RETROFIT OF THE VOGELWHEELDE NEIGHBOURHOOD, HALLE



### WOONPUNT ZENNEVALLEI

**Location:** Zwaluwlaan, 1500, Halle, Belgium

**Number of staff:** 14

**Number of dwellings managed by the organization:** 1799

**Website:** [www.wpz.be](http://www.wpz.be)

### ⌘ OBJECTIVE

- ▶ Deep energy retrofit of 184 units of the Vogelweelde neighbourhood in Halle, Flanders to tackle energy poverty and achieve regulatory compliance in the most cost-effective way possible
- ▶ To find a solution that brings together, design, works, quality control, and verification of the energy performance and energy savings really delivered with new emerging energy performance monitoring technology
- ▶ To come up with solution that really involved the residents from the outset via engagement meetings, one on one contacts and follow-ups, and availability of a contact point at all times from start to finish of the works

### CONTEXT

The neighbourhood is characterised by open spaces and yards, as well as green areas with trees and pedestrian zones. The outside areas that are closed for tenants in Leeuwerikenlaan and Merellaan have been designed with shared spaces, including a playground. The district has been built in two phases – one with almost a hundred homes in 1955 and another 100 four years later, in 1959.

#### Before the renovation

After multiple smaller renovation projects focusing on individual parts of the envelope such as windows and doors or roofs as instructed by the Flemish Society for Social Housing (VMSW), WPZ decided to focus on a full energetic renovation that would first be trialed on an estate close to their headquarter (the Vogelweelde).

Woonpunt Zennevallei chose a provider that could carry out the large-scale renovation because it wanted a solution that was able to show the real energy savings achieved by the renovation and then deliver those savings backed up by a warranty.

Before monitoring equipment was installed and works began, the service provider organised a number of events at the local community centre, to engage the citizens and ensure they are heard.



A contact person was available on site and by telephone throughout the whole process.

Prior to the renovation, the company monitored a range of buildings for three months to assess the baseline energy performance of each home type with state-of-the-art technology and cloud data algorithms. Using this data, the company was able to demonstrate a range of achievable energy savings based on four potential renovation scenarios.

The renovation included ventilation and heating upgrades alongside the installation of high-quality insulation systems with membranes, tape, cavity wall insulation and external wall systems to improve the thermal performance of solid upper walls.

Besides the challenges of the pandemic, which resulted in periods of on-and-off work, it was essential that the residents remained in their homes while the renovation was carried out to avoid putting pressure on other areas of the housing stock. This meant that the health, safety, and well-being of residents were paramount during the renovation and strict standards of conduct were applied to everyone on-site supported by outstanding resident liaisons at every stage.

## TOOLS USED

Woonpunt Zennevallei developed a new type of tendering to procure the deep energy retrofit of the Vogelweelde neighbourhood. Until recently social housing companies tendered for energy renovations according to a –design-bid-build approach. This would entail one tender for works and another for design, leading to a huge amount of time and administrative burden in preparing these projects. With this new, ‘design and build’ type tender, it means that we can procure energy renovations in a much more time-efficient way.

## INNOVATION

The project benefitted from two types of innovation:

### ► **Implementation of the project according to a one-stop-shop approach**

The project was the first of its kind in Belgium for residential housing owned by the social housing companies, where the resident engagement, design, works, and quality control were brought together by a single contractor. This was made possible by a special tendering approach developed by Woonpunt Zennevallei.)

### ► **Measurement of real energy performance, before and after works had been completed**

This was the first large-scale renovation project to use a special negaWatt hour technology. This means that for the first time a social housing company can really know the real energy performance delivered by the renovation rather than relying on the EPC calculation.

### ► **Energy performance backed up by a contractual warranty**

While common in other sectors, this is the first time any project we are aware of in the social housing sector has been backed up by a contractual warranty, meaning that if the promised performance is not delivered in practice, then the service provider has to investigate and solve the problem.



## Key results and benefits

The energy-saving results will be announced in early 2022, but already improvements of 26% have been recorded a negaWatt<sup>1</sup> hour technology following the installation of the loft installation system.

A key benefit is the savings for tenants on their energy bill, with an estimated average annual saving of almost 800 euros. Given the evolution of gas prices, we would expect the savings to be even higher with this project.

Measurement of energy performance before and after the project to verify if the promised energy performance had been delivered in practice. A key benefit is that it ensures that the contractor has achieved what they promised and can be held to this promise in a contractual warranty.

This insight into how the investment really performs also enables Woonpunt to know what the real return on investment is for deep energy retrofit projects and helps inform future decisions regarding improving the energy performance of the housing stock and decarbonisation of the heating supply.

Real performance monitoring also offers key insights at the pre-monitoring phase, to show how disadvantages of poor thermal performance are unevenly distributed i.e. residents in homes with different orientations and types may find it more difficult to heat their homes, pay more for their heating bills, than other residents even though their houses are notionally the same standard in EPB calculations.

1) A negaWatt is a watt of energy that has not been used through energy conservation or the use of energy-efficient products. Source: <https://www.renewableenergyworld.com/energy-efficiency/whats-a-negawatt/#gref>



## + WHAT THE JURY LIKED

- + One-stop-shop approach bringing together a housing association, residents, designers, works, and quality control by a single contractor. An innovative tendering approach that makes the process faster and less bureaucratic.
- + Measurement of real energy performance, before and after works had been completed and reported.
- + Focus not only on energy efficiency but also to reduce energy poverty, with 800 euros yearly energy savings for a tenant.
- + Transparency for the social housing company on energy performance.



## THE ECO-VILLAGE DES NOÉS PROJECT IN VAL DE REUIL



### SILOGE

**Location:** Val de Reuil, Eure, Northwest France

**Number of staff:** 80

**Number of dwellings managed by the organization:** 8091

**Website:** [www.siloge.fr](http://www.siloge.fr)

### ⌘ OBJECTIVE

The eco-Village des Noés is part of the desire for more sustainable urban development. This project consists of 98 passive housing, various services, and facilities. These buildings are spread over three villages located on 4.6 hectares (ha), of which 1.5 ha is a green belt on which construction is not possible and are part of the urban development of the riverbanks of the Eure and the surroundings nearby which will eventually lead to the construction of an Eco-quartier of nearly 300 housing units, infrastructure, and equipment on 35 ha.

### CONTEXT

Located south of Rouen, a few kilometres from Louviers, Val de Reuil is the most recent of the nine “new towns” planned by Paul Delouvrier in the early 1970s and built entirely on bare lands. The development of the “seed village” [a village, where a group of farmers are involved in production of seeds of various crops and cater to their own needs] never met the objectives of the original plans, and the expansion of the town stopped before reaching the riverbanks of the Eure. The dynamics of the expansion of the town was brought again on the agenda for several years and led to prioritising the junction and integration of the banks of the Eure and the station into the town centre. This eco-village project in Val de Reuil was born from the desire to offer the inhabitants a new way of living that is more respectful of the planet and in line with their aspirations. The idea is to rely on the past experience of the village’s social life, rather than on its urban form, as well as on its economic foundation: agriculture.

Thanks to the dynamism of the municipality, more than 60,000 m<sup>2</sup> of industrial park has been built in recent years. The jobs generated, mainly in the pharmaceutical sectors, create a need for diversified housing. In addition, the municipality has been involved in eco-responsible development for several years.



The building of new housing units has been thought out in such a way as not to create any disruption between the new buildings and the pre-existing ones which were mainly houses

A particularly sensitive site from an ecological point of view, with 2 ha that were in risk of flooding, was transformed into an actual asset in the project, by converting it into a unique market gardening and plant complex.

The functioning of the neighbourhood will be based on its social and intergenerational mix. In terms of energy, the City of Val de Reuil and SILOGE want to make this ecovillage an exemplary neighbourhood.



## INNOVATION

The Noés programme, deployed around three villages, includes zero-energy low-passive housing units for rental housing and shared equity low energy buildings ; a hall with an organic store and a laundry for common use; a municipal nursery; organic family gardens and an organic farm supporting social reintegration; the creation of a pike spawning ground; attentive flood management; local compost management; a heating network; car-sharing vehicles.

Each unit has an outdoor area, wooden shutters, green roofs, and photovoltaic panels.

Initiatives to promote the respect for biodiversity were implemented: an association provides two donkeys as part of the Asinobus (school bus service), beehives were installed in the conservatory orchard, a bird observatory is available by the river, and a shared chicken coop is also maintained by the inhabitants. All the characteristics of the EcoVillage of Noés allow it to take into consideration the application for the prestigious World Wide Fund for Nature label: One Planet Living.

## TOOLS USED

The inhabitants were questioned as part of a sociological survey. Information meetings were held.

## *Key results and benefits*

The Eco-Village des Noés and the way it has taken into consideration the surroundings of water and nature, as well as the shared governance model have turned it into a living lab that could be an inspiration for similar future development projects.



## **+** WHAT THE JURY LIKED

- +** Holistic sustainable approach.
- +** Innovative scalability, given that 80% of social housing is concentrated in big cities.
- +** Good combination of social housing and environmental protection.
- +** Innovative project a “testing ground for future living”.
- +** Innovative solution for creating sustainable communities.



## FABRA & COATS & SOCIAL HOUSING

### INSTITUT MUNICIPAL DE L'HABITATGE I REHABILITACIÓ + ROLDÁN BERENGUÉ ARQTS

**Location:** Parellada 7, 08030, Barcelona, Spain

**Number of staff:** 100

**Number of dwellings managed by the organization:** 7,000

**Website:** [www.habitatge.barcelona/ca/qui-som/institut-municipal-habitatge-rehabilitacio](http://www.habitatge.barcelona/ca/qui-som/institut-municipal-habitatge-rehabilitacio)

**B** Institut Municipal  
de l'Habitatge  
i Rehabilitació

R+B



### ⌘ OBJECTIVE

Can Fabra consists of 44 two-bedroom and 2 one-bedroom rental public housing units for young people aged 18-35. Five of the apartments have been granted to the Barcelona Institute of Culture (ICUB), which will manage them as residencies for artists working at the Creative Factory through international exchanges. The housing units have an average surface of 64 m<sup>2</sup> and have been in use since December 2019.

The building designed by the architecture firm Roldán+Berengué includes a series of meeting areas across four levels that provide opportunities for social encounters and community activities. The building also includes a space for training for a local group of Castellors or human towers, declared by UNESCO as a Masterpiece of the Intangible Cultural Heritage of Humanity in 2010.

### CONTEXT

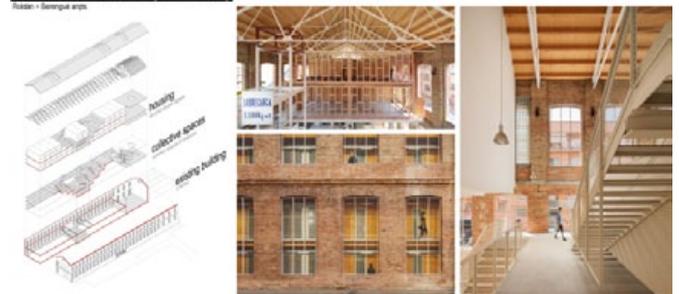
The transformation project of the warehouse building of the old industrial complex of Fabra & Coats in Barcelona is part of an ongoing city recovery process. This textile complex of the XIX and XX centuries will bring to the Sant Andreu district more than 28,000 m<sup>2</sup> of facilities and social dwellings, and at the same time, it is part of the "BCN creation factories" network.

The Fabra & Coats complex was the first to emerge from a partnership between Catalan (Fabra) and British (Coats) industrialists, and it is also the first to include social housing in the regeneration of an industrial heritage site. The preservation of architectural heritage is not incompatible with the achievement of social and environmental objectives. On the contrary, urban recycling can be an ally in the implementation of the Sustainable Development Goals, the New Urban Agenda and the European Green Deal.

- ▶ The original building is 100m long, where the first decision was to bring the value of its maximum dimension, which is the length. We access through the centre creating an interior square where the promenade of the interior stairs begins in diagonal double ascending.

The lightweight wood-based interior construction has allowed for the preservation of the original façades and roof, which have been refurbished matching the interventions in the complex. In addition to the interior wood structure, a material with a very low environmental impact, most other materials used are recycled, recyclable, and have a low energy cost. The project has an energy performance certificate "A" thanks to a highly efficient aerothermal system, solar shading and adequate ventilation.

Fabra & Coats industrial heritage & social housing



- ▶ The new construction is combining several parcels in order to turn them into one bigger construction, it uses just a few materials, as in the original industrial building. Wood is used in all its forms: solid, agglomerated, cross-laminated, etc. Materials are joined as if it was a textile. To sew and un-sew, the new construction by its character and assemblage can be assembled and disassembled, so it is "reversible".
- ▶ Façade and roof of the building as a thermal buffer for the housing units. The new housing units are placed separated from the façade and the original roof of the building, with a new wooden façade. The in-between space is created to circulate the air; therefore, the housing units do not require air conditioning the most part of the year.
- ▶ Industrial heritage, social housing, and cultural complex. The communal spaces of the vestibule can be occupied in a completely free way, giving space to the relationship between the neighbours, where the exchange of ideas and the common use of spaces are part of the everyday life of the occupants.

## TOOLS USED

Mixing renovation and sustainable new construction, Can Fabra achieves a low carbon footprint mainly due to the use of nature-based recyclable materials. Of the total surface area of the project, 54% is refurbished while 46% is newly created.

Through urban recycling, Can Fabra achieves the preservation of industrial heritage while offering solutions to contemporary housing needs. It does so by combining design and comfort, while at the same time being aware of the need to reduce the resource and energy impacts of the project.



## INNOVATION

Fabra & Coats lightweight, dry and reversible construction for heritage rehabilitation

### ► Lightweight construction

New structure and wooden facades to avoid having to reinforce the structure of the heritage warehouse. The wooden structure, 5 times lighter than one made of steel, allows not to exceed the 1,100 kg/m<sup>2</sup> capacity of the original building.

Use of all the load-bearing and thermal capacities of the original building for the new use of social housing.

### ► Elastic joints between the existing building and the new construction

The structure of the warehouse and each part of the new construction move freely and independently, thus also solving the acoustic insulation between houses.

### ► Rehabilitation instead of new construction

### ► Reversible construction as a response to heritage

In the future, it will be possible to return to the original state of the building by disassembling all the assemblies of the new construction.

### ► Consumption reduction in construction

Reduction of CO<sub>2</sub> 74%.

### ► Energy demand reduction

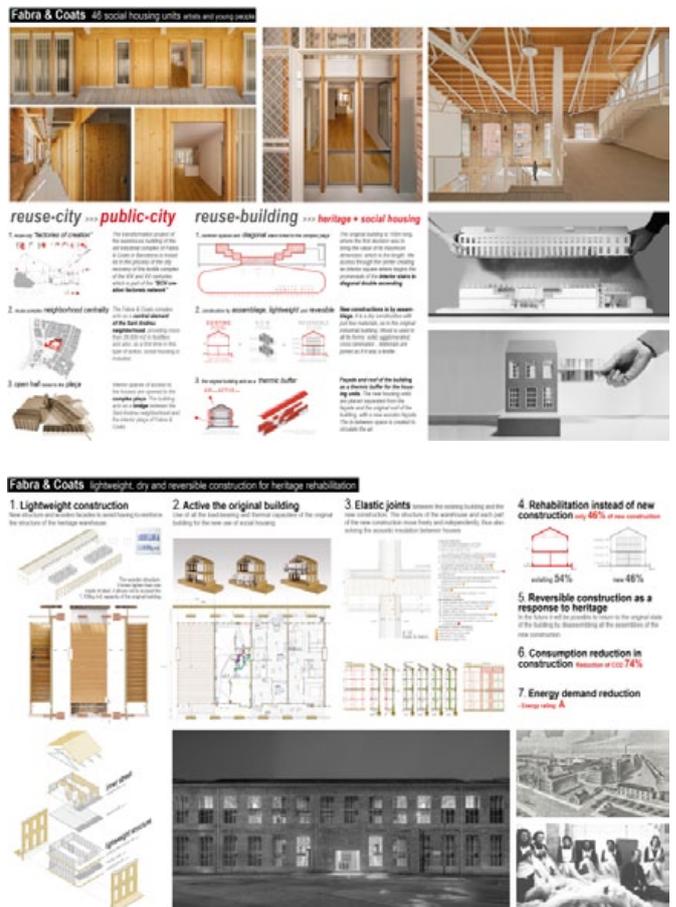
Energy rating: A



## Key results and benefits

By mixing refurbishment and new construction using nature-based and recyclable materials, Can Fabra provides a good example of how to reconcile design and sustainability. At the same time, its social use as affordable youth housing and training facility for Castellans proves that innovation can benefit all of society, and it should do so if we want to ensure that the energy transition leaves no one behind.

Beyond general results and learnings, Can Fabra also provides an interesting case study for the recycling of obsolete industrial facilities. In the era of deindustrialisation and digital transition, European cities will have to cope with an increasing number of abandoned industrial and commercial buildings for which the climate crisis will compel us to find a second use. Addressing this phenomenon as an opportunity to generate sustainable, mixed, and diverse communities is a moral obligation towards our own society and the planet as a whole.



## + WHAT THE JURY LIKED

- + Combination of sustainability, aesthetics, and inclusiveness in the respect of energy efficiency.
- + Combination of the preservation of industrial heritage, the reconversion of the building by using nature-based and recycled materials, and its social use for affordable housing for the youth.
- + Re-use of existing buildings instead of new construction, energy saving, reduction of CO<sub>2</sub> emissions, and use of recyclable materials.





# BUILDING STRATEGIC ALLIANCES, FOSTERING COMMUNITY PARTICIPATION

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## EMPOWERING TENANTS TO CO-CREATE A STRATEGIC URBAN TRANSFORMATION



**HIMMERLAND**  
BOLIGFORENING



### HIMMERLAND BOLIGFORENING

**Location:** Fyrkildevvej 7, 9220, Aalborg, Denmark

**Number of staff:** 120

**Number of dwellings managed by the organization:** 7500

**Website:** [www.abhim.dk](http://www.abhim.dk)



## ⌘ OBJECTIVE

Himmerland Boligforening does not believe that renovations alone can change a city district and furthermore, or that as a housing organisation, have all the answers. Therefore, it has been important for them to integrate the tenants in the strategic city development as well as authorise them as active city planners.

The goal of the renovation has been a physical conversion of a vulnerable city district with the aim to create a better life for the tenants. Several social initiatives have been implemented to support the process.

As a housing organisation, their philosophy has been to use a bottom-up approach where everyone involved helps to better each other. In this case, they have brought together tenants, local businesses, associations, and the municipality to work together to create

a city district which can accommodate everyone's needs and wants.

When Himmerland Boligforening talks about 'the good life' there are several parameters they want to measure themselves against. They have a mission to create better opportunities for the tenants, and believe that they have some good ideas for how we steer the community in the right direction. Additionally, the tenants are also impacted by businesses' interest in investing in the area and by welfare from the municipality and activities from various associations. The social housing provider's ambition, on behalf of the tenants, is that, together with the beforementioned stakeholders and the tenants themselves, they create a better city district with a better quality of life and strong relations.

## CONTEXT

Aalborg East has for several years been called 'Denmark's Chicago' and was known as a very socially vulnerable city district in the north of Denmark. The unemployment rate, as well as the crime rate, were high, and all shops and businesses were closing. Because of this, it has been challenging to attract new tenants to the area which resulted in the area isolating itself and becoming increasingly poor and it developed a very bad reputation.

The physical surroundings further increased the problems. One of the areas in the city district (with approximately 1.100 residences) had earth banks around it so it was cut off from the rest of the world. There were 73 identical residential blocks, which were grey, sad, and worn out. There has been a rise in empty residences and most of the local shops were closed. Action had to be taken.

Instead of just giving the area a visual upgrade with a new architectural style, to attract new tenants, they decided to make the tenants active co-creators. The project consisted of both a physical change as well as a comprehensive social effort to ensure a lasting change.

The planning started in 2008 and the first step was taken by tearing down three residential blocks to create a medical centre and community centre for tenants and the city's residents. Tenants

voted to approve this by a vast majority and all families in the three blocks were re-homed. The medical centre was an important step to make the city district accessible to all people and to show the residents that investments were going into their area.

Concurrently, an overall physical plan was made, and three building committees were created with tenants being on an equal level with the housing organisation, entrepreneurs, architects, and advisors. The renovation of the residences was split into three parts and lasted between 2014-2021.

The challenge was that the area was not serving many purposes and consisted of identical residential blocks. The way this was resolved was by giving the three roads different looks. The tenants were involved so they decided on the solution which they believed best suited the needs of their street.

During a renovation, it was extremely important to ensure that tenants are treated with respect and listened to throughout the entire process. They are there to ensure 'social awareness' and then it is the employees' role to create safety and security. Among the solutions that were found by Himmerland Boligforening were the engagement of the local business network for job integration or directly tutoring students in mathematics or Danish.

## TOOLS USED

Himmerland Boligforening has worked closely with universities and researchers to ensure that our methods and tools can later be reused.

An example is their contribution to the community partnership REBUS (Renovating Buildings Sustainably). Here, they have focussed on green, healthy, and effective renovations. The aim of this partnership is to achieve:

- ▶ 50% decreased energy usage after renovation
- ▶ 30% decreased resource usage after renovation
- ▶ 20% increase in productivity

Throughout the partnership, different materials were developed, such as a guide to strategic partnerships, an indoor climate evaluation tool, or a complete catalogue after the finished project<sup>1</sup>.

In addition, the dwellings have been used as a case study in the project Mobistyle<sup>2</sup>.

Another dissemination activity meant to inspire is the BBC StoryWorks video about social housing in Denmark that features their own story<sup>3</sup>.

Lastly, but not least, Himmerland Boligforening has conceptualised their work into the Aalborg-model, which has received large recognition in Denmark – for example through the association for Danish Non-profit Housing and The National Building Foundation.

## INNOVATION

Strategic partnerships have been an important tool to drive innovation throughout. Collaboration with research and knowledge institutes has been instrumental so Himmerland Boligforening could use the newest methods and create new knowledge. One example is the recycling of concrete, IoT energy management, low-temperature heating systems and modern waste disposal machines.

The way they have worked with stakeholders was innovative for us. A process based on an informal and straightforward way of working was developed and the social housing provider wanted to position itself ourselves as a collaborator and not rigid builders.

Furthermore, the innovating factor can also be found in the way that a bridge has been built between the physical changes and the social initiatives. With this in mind, the winner in this category has been able to create the desired changes quickly but in such a way that the existing tenants can see how the changes relate to them and are aware of the extensive ownership over the improvements.



<sup>1</sup> Source: <https://rebus.nu/english/>

<sup>2</sup> <https://www.mobistyle-project.eu/en/mobistyle/Pages/default.aspx>

<sup>3</sup> <https://www.bbc.com/storyworks/building-communities/rent-that-goes-back-into-the-community>

## Key results and benefits

The results have been successful both from the technical parameters and the sociodemographic data. The building is designed to have multiple functions. The social housing provider has gone from three building types to over 30 types. This means that a three-bedroom flat can vary from 65 m<sup>2</sup> to 110 m<sup>2</sup> over two levels with a roof terrace – the architecture has become diverse and quality materials with a long-life expectancy have been used. It is important to have a variation in sizes.

In relation to sustainability, there was up to 50% reduction in energy use after the renovation. The area has also been upgraded with more green functions. They have focussed on local diversion of surface water [a natural or constructed drainage feature used to divert surface water] and increased biodiversity. Previously, the area had large grass areas.

The sociodemographic numbers speak for themselves:

- ▶ The number of people in employment has increased by 37% between 2015-2019
- ▶ The average household income has increased by 21% between 2016-2020 – In the same period the average personal income has increased by 29%
- ▶ The number of people with basic education as their highest level of education has decreased with 23% between 2016-2020. The decrease is seen in young people who have acquired internships or gone into further education.
- ▶ The average visit to general practitioners, dentists and specialists has increased after the welfare and public benefits have become accessible.
- ▶ The average of tenants who have received a criminal conviction has decreased by 38% between 2016-2020. In the same period, the number of people who are charged with a crime has decreased by 44%.
- ▶ Tenant democracy is flourishing. There is an election for housing committee posts at all committee meetings.



## + WHAT THE JURY LIKED

- ✦ Transformation of an area through the adoption of sustainable changes.
- ✦ A very good example of how you can make a renovation with the support and influence of the tenants.
- ✦ Effective integration of the tenants in the strategic city development by being active city planners, through a bottom-up approach.
- ✦ The overall approach to the renovation of “Denmark’s Chicago” neighbourhood is holistic and with a clear long-term commitment.
- ✦ There is a strong democratic element as part of the impact of the long-term commitment to invest in the district and its citizens.



## VILLAGGIO GANDUSIO



Comune di Bologna



### MUNICIPALITY OF BOLOGNA + ACER

**Location:** Via Gandusio 6,8,10,12, 40128, Bologna, Italy

**Number of staff:** 10

**Number of dwellings managed by the organization:** 160

**Website:** [www.villaggiogandusio.it](http://www.villaggiogandusio.it)



### ⌘ OBJECTIVE

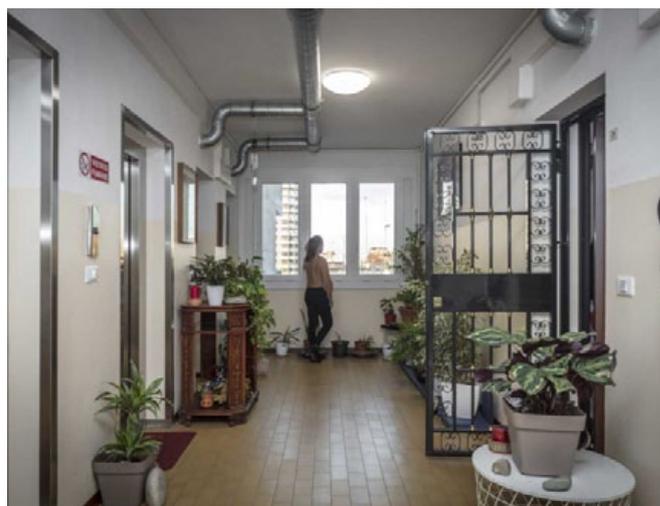
The objective of ACER was three-fold – to increase the environmental footprint of the area, to improve well-being and to build a stronger community.

Environmentally speaking, the project aimed at increasing the resilience of the urban area, using eco-friendly components and materials; to lower the heat island effect, and fight energy poverty. Villaggio Grandusio also set an objective to solve issues of use of indoor and outdoor spaces, as well as to assign concrete functionalities to shared spaces. To boost the community spirit, the project managers wanted to create an identity for the available spaces, improve the attractiveness of the area, increase the sense of belonging and raise awareness of the need to take care of common areas.

### CONTEXT

Bologna is an attractive European city, rich in diversity and designed for people. Rental prices in Bologna are among the highest in Italy and this has a great impact on resident families. In 2018, the Municipality of Bologna – through its managing body, ACER – started a complex activity of retrofitting and achieving energy efficiency of the buildings of the public housing complex Via Gandusio no. 6-8-10-12. Over the decades, this settlement, in addition to normal physical deterioration, has experienced phenomena of increasing social conflict. This is partly due to an excessive concentration of situations of fragility in the same context, with negative repercussions on the housing quality and liveability of the entire neighbourhood system.

The process involved the refurbishment of the façades with thermal insulation; better maintenance of the balconies, roofing, atriums and stairwells; improvement of the maintenance of the electrical and gas system; replacement of fixtures; installation of heat meters.



An integrated project was needed to provide not only a physical but above all social regeneration, to restore the dignity of living and positive relationships between people in the Via Gandusio. The challenge was to transform one of the city's most critical public housing areas into a place of social innovation, with an experimental project that could also be replicated. Villaggio Gandusio aims to be a place integrated into the neighbourhood, where the quality of living and social inclusion are expressed in the sustainability of the social mix and in shared projects of aggregation and solidarity. To achieve this goal, a coaching was necessary and social mediation, to ensure a good coexistence among residents.

These measures took place with the help of social mediation activities of the social cooperative, an open group, and a constant presence and coordination by the institutions. The social mix was also enriched by an agreement with Er.go (Regional Authority for the Right to Higher Education) that granted apartments to benefit low-income university students who have engaged in a community care project, helping residents' children with after-school activities.

## TOOLS USED

- ▶ Retrofitting of the public houses in Via Gandusio (160 apartments, plus common areas).
- ▶ Constant presence of facilitators with a designated office inside one of the buildings.
- ▶ Assignment of the renovated apartments according to a social mix model.
- ▶ Allocation of some apartments to benefit low-income university students.
- ▶ Social mediation actions to foster a good coexistence among residents.
- ▶ Activities to improve common spaces and green areas surrounding the buildings.
- ▶ Drafting of a common manual for the use of spaces by the tenants
- ▶ A website dedicated to the development of the project, open to the collaboration of inhabitants and citizens.
- ▶ Regeneration of the common external areas.
- ▶ Training for residents to become community facilitators.
- ▶ Activities and events to foster social cohesion.

## Key results and benefits

160 housing units plus some spaces for associations were involved in the transformation process. Following the project:

- ▶ retrofitted buildings have a lower energy impact
- ▶ a committee of residents facilitators was created with the task of acting as a referent for the municipality and the management body of the buildings (ACER) and also enabling internal relations between neighbours
- ▶ a digital chat was introduced for communication between neighbours
- ▶ neighbours help each with small works and tasks on a voluntary basis
- ▶ high participation in after-school activities for the children that have been taken care of by the students
- ▶ a positive change in the image of the street and in the perception of the area and also in the way residents describe the neighbourhood



## INNOVATION

In a large part of neighbourhoods with public housing in Bologna, apartments were assigned according to a criterion of social mix allowing the creation of a lively and diversified community, in compliance with the rules in force. Through the work of social mediators, this methodology built up a sense of positive belonging to the community, empowered residents, fostered care and respect for common goods, and favoured the consolidation of self-help networks between neighbours.

The idea of having low-income university students being involved in the collaboration project with residents' children, has strengthened the social mix and the change of image of Via Gandusio from a conflictual and run-down area into one of civic participation and collaboration between residents and public institutions. This is a project intended to be repeated in other large social housing areas in the city.

## + WHAT THE JURY LIKED

- Neighbourhood based approach to create more liveable spaces around the buildings and improve the image.
- Innovative model to choose the combination of tenants and sustainability, inclusiveness, participation and interaction with low-income students.
- Allocation of some apartments to low-income university students.
- Clear combination of social and physical retrofit, an experimental project that could also be replicated in other places.



## MILANO 2035 – THE YOUTH HOUSING COALITION



### FONDAZIONE DAR CESARE SCARPONI ONLUS

**Location:** Milan, Italy

**Number of staff:** 5

**Number of dwellings managed by the organization:** 0

**Website:** [www.fondazionedaronus.org](http://www.fondazionedaronus.org)

### ⌘ OBJECTIVE

“Milano 2035 – The Youth Housing Coalition” was founded to increase the Milanese metropolitan area’s capacity for housing solutions tailored to the needs of young people, increasing the number of 18–35-year-olds who can move to Milan or who already reside in the city, can live independently from their families of origin. It is a network comprising 30 public and private entities: associations, foundations, cooperatives, businesses, and local institutions.

The aim of the project is to support the right to housing at affordable prices for students and workers under 35, offering a new way of living based on sharing and solidarity between neighbours.

Milano 2035 encourages synergies between the youth residences already present, supports practitioners wishing to work on new projects and promotes places for developing and exchanging ideas between young people, practitioners, and institutions. The network offers young people opportunities for active citizenship, in-

### CONTEXT

The work and training opportunities offered by the Milanese metropolitan area are many, but the concentration of work and education opportunities is offset by an inadequate and exclusionary housing system and offer of affordable housing.

In the early stages of their housing careers, young people tend to live in the private rental sector because it allows a greater flexibility to move and because they have relatively little financial capital to invest in a home of their own. Social rent is rarely available to young people in Italy. Hence young people tend to turn to the private rental sector, where high rents are the norm in various large cities. In Milan, rents are expensive (around 750 euros for a room in a shared house), comparable to those in other European metropolises, although wages are still very low by European standards (traineeship is remunerated with around 500 euro per month and an entry salary 1300 euro for a graduated student).

This makes access to quality housing with affordable rents difficult. Their opportunities are often determined by the degree of economic support their families can give. The city, in this respect, can offer important opportunities for consolidation and development,



dividual growth, and development of relationships and skills, while acquiring habits and lifestyles in solidarity and collaboration.

The relevance of creating a coalition is to reinforce the single projects, which were often isolated, share experiences, transfer methodologies of work and become a critical mass to put forward the youth housing issue on the political agenda.



from which a big part of the youth with great potential is unfortunately excluded.

The “Milano 2035 – The Youth Housing Coalition” network has been supported by the Cariplo Foundation’s Welfare in Action programme and is sponsored by the Lombardy Region and Municipality of Milan. It comprises 22 housing projects, divided into individual residences/buildings or spread over other areas, for a total of 300 places. The models vary: youth cohousing, residences that house young people and those with frailties, private accommodation in intergenerational shared housing, and apartments in public housing.

In addition to the provision of housing, Milano 2035 has put into place several other services: a “repair café” for the reuse of furniture and household appliances, promotion and support in volunteering and active citizenship, guidance and advice touchpoints for future landlords and young tenants.

## TOOLS USED

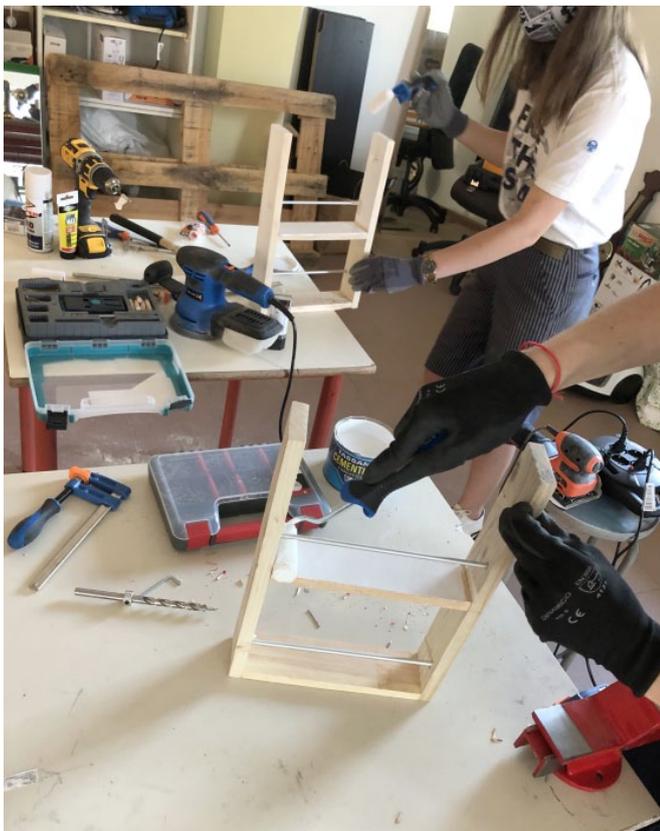
The project management uses both “traditional” tools: emails, phone calls, face-to-face and online meetings, as well as tools created especially for the purpose, such as:

- ▶ The Coalition Table Where different players take part.
  - ▶ The Action Coordination Group, which coordinates the individual actions and transversal connections to the various project activities.
  - ▶ The Management Board, in which the project managers of the Dar Foundation, as the lead organisation, take part.
- Some tools have been developed that could be useful to replicate the project:
- ▶ Definition of “collaborative housing for youth”, with explicit reference to the maximum costs that make it affordable and the specific features that ensure the housing offer is “collaborative”.
  - ▶ Collaborative maps of neighbourhoods: with active contribution by the young inhabitants, maps of the neighbourhoods in which the residences are located showing meeting places, and available
  - ▶ The catalogue of residences, a publication that provides a summary of the collaborative youth offer present in the Milan metropolitan area, with a description for each residence.

## INNOVATION

One of the numerous elements of innovation offered by the Milano 2035 project consists of creating a new system on the national scene, defined by the inclusion in the urban context of specific areas defined as Touch Point.

The Touch Point was conceived and built as a main hub for the network, a place for promoting the scheme and meeting, activating and supporting the inhabitants.



## Key results and benefits

The project’s impact was measured by quantitative and qualitative indicators.

Benefits to stakeholders: the possibility of being part of a coalition and a larger network, strengthening their position through institutional and sectoral exchanges and public opinion; the acquisition of new professional skills, such as fundraising or management of services at a neighbourhood scale.

Benefits to society: raising awareness in society on housing policies and youth access to housing, facilitating access to information on housing and services, and activation of community areas such as the Touch Points.

Specific benefits for young people: increase in the offer of affordable housing, reduction of living costs (e.g. furniture), and strengthening relationships and engagement.

### Success factors:

- ▶ Good advocacy results
- ▶ Diversification of partners
- ▶ Ability of the partnership to identify winning approaches (living and sustainability/intergenerational living/mobilizing vacant accommodation) to promote a new model of living and territorial services
- ▶ Ability to review some established models to better respond to needs
- ▶ With the Covid-19, the network has demonstrated a solid and effective ability to deal with the emergency resiliently and efficiently

### Challenges:

- ▶ Bridging the current gap between the project and institutions
- ▶ Extending the field of action, with particular reference to the metropolitan area
- ▶ Strengthening involvement of private operators, especially property owners
- ▶ Increasing the number of Touch Points across the Milanese area



## + WHAT THE JURY LIKED

- ✦ The programme aimed to support young people to find affordable homes in a variety of home-sharing/co-housing models.
- ✦ Successful effort to put housing for the youth on the political agenda.
- ✦ Collaborative maps of the neighbourhood have been realised with the active contribution of the young inhabitants, revealing meeting places, services and points of interest.
- ✦ A catalogue of residences, a publication that provides a summary of the collaborative youth offer present in the Milanese metropolitan area
- ✦ Explicit reference to the maximum costs that make housing affordable and the specific features that ensure the housing offer is “collaborative”.



## BARCELONA'S FRAMEWORK AGREEMENT TOWARDS A COMMUNITY LAND TRUST



### INSTITUT MUNICIPAL DE L'HABITATGE I REHABILITACIÓ DE BARCELONA (IMHAB)

**Location:** Parellada 7, 08030, Barcelona, Spain

**Number of staff:** 214

**Number of dwellings managed by the organization:** 10 000

**Website:** [habitatge.barcelona/en/about-us/municipal-institute-housing-renovation](https://habitatge.barcelona/en/about-us/municipal-institute-housing-renovation)

### ⌘ OBJECTIVE

Barcelona's Framework Agreement between the City and the social and cooperative housing sector (also known as "Conveni ESAL") seeks to increase the supply of permanently affordable housing in the city while developing a shared governance structure that allows for increased resident involvement in the design and management of the housing stock.

#### **Increase the affordable housing supply:**

The Framework Agreement has set a goal to develop 1,000 units in 10 years on public land. The tenure mix (60% rentals, 40% cooperative) will contribute to diversifying the supply of affordable housing and provide housing opportunities to different household types, all of them selected from the City's official housing applicant registry.

### CONTEXT

Spain is among the European countries with the least social and affordable housing, below 1.5% of the total housing stock. In Barcelona, housing rents have been rapidly increasing in the past few years and are already well above pre-crisis levels. Barcelona has seen a major shift in housing policies since the adoption of the City's Right to Housing Plan 2016-2025.

One of the initiatives adopted by the Plan is the construction of more than 500 zero-equity cooperative housing units on public land through long-term leaseholds. This model differs from the traditional cooperative housing model in Spain, which grants cooperative members individual ownership of the housing units once housing construction is complete. The City of Barcelona partners with non-profit housing providers, including housing cooperatives, by providing public land to build on. The allocation of plots was usually done through competitive public tenders, a lengthy process that slowed down housing production and challenged the principle of cooperation that inspires most of the participating entities, forcing them to compete with one another and generating frustration among prospective residents.

#### **Permanent affordability:**

Public land is provided in long-term leasehold and therefore remains public and permanently affordable. The housing providers have also committed to reinvesting at least 50% of their future profits in new projects within the Framework Agreement.

#### **Shared governance:**

This initiative also intends to speed up affordable housing construction and foster cooperation among housing providers by means of a public land allocation process that is based on consensus rather than competition among housing providers.

#### **Social housing sector consolidation:**

The Framework Agreement also provides an opportunity for the social housing sector to build up its capacities and become a relevant actor in the provision of affordable housing in Barcelona and beyond.

Barcelona City Council has launched a new strategy based on a Framework Agreement between the City, the Catalan Association of Social Housing Managers (GHS), the Federation of Cooperative Housing (FCHC), the Social and Solidarity Economy Network (XES), as well as the Social Housing Foundations Coordinator (Cohabitac). Through this agreement, the different partners work with each other to propose projects, one per plot, to the City, which will then evaluate them following the principles of non-accumulation, local linkages, and affordability. The City and the entity proposed for each project will then sign a long-term lease on the land.

The Framework Agreement also envisions the development of joint financing tools and foresees the creation of an entity similar to a Community Land Trust that will allow to establish co-governance dynamics between the City Council, the housing providers and the resident population.

There are currently 4 zero-equity cooperatives built on public land in Barcelona. 2 more are currently under construction, while another 3 have already been allocated a plot of public land.

## INNOVATION

The Framework Agreement between the City and non-profit housing developers is the first of its kind in Spain and it represents the first public-community partnership in affordable housing.

From a public procurement perspective, the Framework reaches a balance between ensuring transparency and equal treatment among housing providers and giving them security and predictability to plan. This allows to shorten administrative procedures and reduce transaction costs.

### The project selection criteria include:

- ▶ Speed and industrialisation in construction or rehabilitation.
- ▶ Technical and financial standing.
- ▶ Affordable rents and fees.
- ▶ Avoiding the concentration of projects around a few developers.
- ▶ Climate emergency criteria.
- ▶ Promotion of community links.

The Framework also sets the basis for the development of a Community Land Trust, which will eventually also include residents in the governance structure.



## Key results and benefits

The Framework Agreement has already allocated 14 plots of land or buildings to be renovated, accounting for 567 housing units. These projects include the first senior cooperative housing project in the city as well as a project devoted to people with disabilities.



## TOOLS USED

The policy tools used as part of the Framework Agreement include:

- ▶ Framework Agreement (Conveni) to allocate public land.
- ▶ 99-year leasehold (Dret de Superfície) on public land.
- ▶ Affordable housing income thresholds and criteria apply to all projects under the Framework Agreement.
- ▶ Public financing (ICO, ICF) negotiated with the intermediation of the city
- ▶ City returnable grants (7% for most projects, 16% for projects smaller than 15 units and all renovation projects)
- ▶ State subsidy (300€/sqm).
- ▶ Tax deductions.
- ▶ Waiver of on-site parking requirements.

## + WHAT THE JURY LIKED

- +
- +
- +



## LLAR CASA BLOC, HOMES FOR INCLUSION

FUNDACIÓ  
HÀBITAT 3

Habitatge per a la inclusió social

Ajuntament de  
Barcelona



### FUNDACIÓ HÀBITAT3 TERCER SECTOR SOCIAL + CITY OF BARCELONA

**Location:** Casa Bloc, 08030 Barcelona, Spain

**Number of staff:** 52

**Number of dwellings managed by the organization:** 863

**Website:** [www.habitat3.cat](http://www.habitat3.cat)



## ⌘ OBJECTIVE

Fundació Hàbitat3 mission is to work with other social organisations and public administrations to guarantee the right of decent housing to people in situations of vulnerability.

Llar Casa Bloc Homes for inclusion main objectives are:

- ▶ To extend and promote a model of public, social and private collaboration to provide social and inclusion housing and to foster alliances with partners with common aims.
- ▶ To rehabilitate a vacant building, in this case, a former nursing home and obtain 17 homes for 26-29 people at risk of exclusion, to assess their specific needs and to provide them with support to develop autonomous living.
- ▶ To favour social mix, social cohesion and to foster social inclusion through housing and support.

- ▶ To ensure a fair and transparent allocation of the resulting homes to social organizations that need housing for their projects of inclusion and to public social housing programmes.
- ▶ To promote social awareness of the need for social housing and the opportunities for development through the rehabilitation of a 1930s rationalist building with both architectural and social relevance.



## CONTEXT

Barcelona is a vibrant and attractive city and a very expensive real estate market, over 40% of home renters devote over 40% of their income to housing; accessing a decent and affordable home becomes a struggle for many citizens, most especially those in situations of social vulnerability and in need of support to develop an autonomous living; compared to other European cities, the social housing park is very low and does not meet the existing needs.

In this context Fundació Hàbitat3 is promoted within the social sector to become a social housing operator that provides and manages housing by buying and leasing homes, rehabilitating them together with social enterprises, making them available to other social organizations and public housing programmes and granting support to the tenants either through the social organisations themselves or its own social support team.

In 2015 Fundació Hàbitat3 started Sant Eloi, a project based on a 32-apartment building in Barcelona leased by the Catalan Agency of Housing. Working in partnership with 9 social organizations it has become the home to 44 people, from different vulnerable backgrounds.

The rehabilitation of Llar Casa Bloc is a new step within this housing for inclusion model and also brings in private partners that help finance the rehabilitation costs and contribute technological and sustainability expertise. As a result, 17 new homes are available for 26 people in various situations of vulnerability, women victims

of violence, people with mental or physical disabilities, homeless or evicted from their homes and they have specialised support.

Fundació Hàbitat3 conducts the rehabilitation of the former nursing home in Casa Bloc and promotes a social housing project in Barcelona. Two floors of the building have been so far transformed and adapted to the new housing needs of people assisted by social organisations and also for people cared for by Barcelona city council social services. Tenants were able to move into the apartments in February 2021.

Casa Bloc complex of five buildings was designed by the architects Sert, Torres Clavé i Subirana, from the prestigious group GAT-PAC, it ruptured the current conceptions of social housing building and became one of the best examples of rationalist architecture of the 20th century. An architectural competition was conducted in collaboration with Col·legi d'Arquitectes de Catalunya, the professional association of architects and from the 38 projects submitted and "Desbloc" by Estudi Fabric won the competition.

The renovation to obtain the new homes has been conducted with measures to tackle the digital gap and various monitoring systems. To address energy poverty and the environmental impact, 'A' class boilers have been installed. The project has been supported by the Catalan Government through the Catalan Agency of Housing and the Department of social affairs and families and Barcelona City Council.

## TOOLS USED

Networking and trust-building amongst a wide range of partners have been key to navigating a challenging project and setting, monitoring progress and achieving the common goal.

Planning, monitoring and budgeting tools for the development and implementation of the renovation project.

Governance Board with the social organisations to take part in the common aspects of the building management and as a forum to exchange knowledge and expertise to better address the residents' needs of assistance and support.

Monitoring of energy usage and living comfort concerning humidity and temperature with sensors in the apartment. Residents and support teams can get their data on a platform accessible from tablets located at each home.

Training tenants to gather and use data collected to reduce energy usage and cost.

Monitoring of electricity production and the efficiency of the solar panel to be installed on the roof of the building that will provide not only for Llar Casa Bloc residents but for the whole building.

Exchange and cooperation with local welfare and cultural organisations to foster community involvement of tenants and favourable perception of the project.

Communication and media management, using the relevance of rehabilitating Llar Casa Bloc to raise awareness for the need for social and inclusion housing and to engage partners from the private sector.

## INNOVATION

The successful integration of public policy, architecture and building, housing for people with special needs, property management, private CSR, energy efficiency and sustainability and social awareness by bringing together a number of key partners who have contributed with their specific expertise, to develop a model of vacant buildings renovation and transformation to address the new range of housing needs of people who are in the most vulnerable position in our society.

The use of technology and telecommunication expertise, the implementation of energy and water-saving materials and appliances to tackle the digital gap and energy poverty.

The coordinated work of various social organisations that come together in a Governance Board to take part in the common aspects of the building management and exchange knowledge and expertise to better address the residents' needs of assistance and support.

There are very few not-for-profit housing organisations in Spain that provide rental homes and even less that address the needs of people at risk of exclusion. Fundació Hàbitat3 stands as one of the largest, both in number of homes managed and people housed and also as one of the very few that combines housing provision, rehabilitation, management, maintenance and social support.



## Key results and benefits

The project has sought and accomplished to obtain 17 new homes for 26 people with special housing needs through the rehabilitation of two floors in one of the five buildings of Casa Bloc. Energy efficiency criteria and materials have been applied to reduce both environmental impact and energy poverty. The new homes have digital access to address the digital gap and monitoring systems to trace comfort and utilities consumption.

Five social organisations, local and regional administrations and various private partners have come together to address and work out solutions to the social, urbanistic, constructive, sustainability and financial challenges involved in the project.

Residents have the support from social organisations to ensure they can carry on their own in their homes and develop a more autonomous life. A governance body has been established to ensure coordination among the social organisations, the support teams and the residents, to agree on convivial issues and the use of common spaces, as well as to work together to improve assistance and support models.

From their previous situations of homelessness, inadequate or unsafe housing and eviction, there is an evident improvement in the residents' situation. In the course of 2021, an assessment of specific indicators to measure the improvement of the quality of life of the residents has been conducted.



## + WHAT THE JURY LIKED

- + Project aimed at empowering the tenants, especially the most vulnerable ones creating a safe place to help them build up a self-determined life.
- + Interesting approach to reuse of a former nursing home in close cooperation with social organisations. A very holistic and supporting framework for the residents.
- + Good solutions to combine environmental and social sustainability, empowering tenants to gain control of their energy expenses.





## GOING THE EXTRA MILE IN EXTRAORDINARY CIRCUMSTANCES

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## “ZUHAUSE ANKOMMEN”. A SUSTAINABLE INITIATIVE ON COMBATTING HOMELESSNESS IN RESPONSE TO THE COVID-19 PANDEMIC



### GBV AUSTRIAN FEDERATION OF LIMITED-PROFIT HOUSING ASSOCIATIONS + BAWO

**Location:** Vienna, Austria

**Number of staff:** 75

**Number of dwellings managed by the organization:** 971 050

**Website:** www.gbv.at



### ⌘ OBJECTIVE

Emergency assistance during the Covid-19 pandemic and long-term solutions to social issues can go hand-in-hand. “zuhause ankommen” [arriving home] responds to housing challenges that intensified during the pandemic while at the same time implementing a sustainable strategy to end homelessness.

From May 2021 to April 2022, “zuhause ankommen” allocated 240 apartments for 600 people lacking access to affordable housing in five regions in Austria. The Austrian Federal Ministry of Social Affairs, Health, Care and Consumer Protection funded the project with € 2.650.000.

It targeted people most affected by the socio-economic fallout as a result of Covid-19 measures. Specifically, the project reaches out to homeless people and people at risk of homelessness. By lowering the financial threshold for affordable housing, the project

ensures access to people who were previously barred from the socially-bound housing market.

“zuhause ankommen” builds a multi-stakeholder coalition to end homelessness that is ready to deal with the complex issue of homelessness in a sustainable and effective way.

“zuhause ankommen” upscales the Housing First approach to a national level. Currently, the project works by implementing a supra-regional strategy. The aim is to raise awareness on homelessness and offer a solution.

In accordance with the Lisbon Declaration on the EU Platform on Combatting Homelessness, “zuhause ankommen” offers an approach to end homelessness by 2030. Through a strategic outreach, communication, and advocacy work, the project aims to achieve a lasting impact on public awareness and policy-making.

### CONTEXT

Various lockdown measures during the Covid-19 pandemic have impacted economically vital sectors, such as hospitality, tourism, and trade, leaving many in dire situations. In addition, the measures have had negative effects on many people’s mental health and social situation. While subsidies on rent have been provided by the Austrian government in 2020, experts including BAWO, the Austrian National Platform of Social Services Provided for the Homeless now predict a rise in poverty, evictions, and homelessness.

At the same time, pressure on affordable housing in Austria increases with the development of prices for construction, rent, and wages. As a result, housing pressure has reached the middle class, further marginalising already vulnerable groups. Statistics reflect this issue: over 22.000 people in Austria are registered as homeless. It is likely that this number is far exceeded by unreported cases.

Limited-profit housing associations are key actors for housing inclusion through affordable rents, as well as their social mandate. However, even in this segment, the most vulnerable groups face structural difficulties. Potential tenants are required to invest in tenants’ upfront contributions – sums that are often unaffordable to people below or near the poverty line.

When aiming to provide housing for all, it is vital to avoid territorial social segregation. As housing pressure on the middle class also

grows, affordable and adequate housing becomes less accessible to the most vulnerable groups and the risk of housing segregation is further increasing.

“zuhause ankommen” is can be seen as a model, showcasing how the most marginalised groups can be granted access to affordable housing. It represents both an emergency response to people who have become homeless due to the pandemic as well as a model to combat homelessness in the long run.

“zuhause ankommen” brings together the Austrian limited-profit housing sector and the social service sector. The housing sector is represented by GBV, the Austrian Federation of Limited-Profit Housing Associations and the social service sector is represented by BAWO. Member organisations on both sides collaborate on allocating flats and providing social care. Project expenses are funded by the Austrian Federal Ministry of Social Affairs, Health, Care and Consumer Protection.

Tenants’ upfront contributions, which are often an access barrier to people affected by poverty, are covered by the project budget. In addition, the project covers moving expenses and professional social support. Social organisations match available homes with people affected by homelessness and provide assistance at the arrival to the new home. This social assistance is needs-based and voluntary, fostering self-sufficiency and independence.

## TOOLS USED

### Administrative support

The complex structure of “zuhause ankommen” asks for a set of legal documents. A template for a three-party-contract between the tenant, housing association and the social service organisation ensures smooth proceedings. A template for a data protection contract makes sure tenants’ data is treated according to GDPR-standards.

### Rent monitoring

Rent monitoring is an effective instrument for ensuring rent stability for the benefit of tenants as well as landlords and property managers. It intervenes at an early stage in the event of non-payment of rent and ensures timely and solution-oriented communication in order to minimise damages for all three parties damage and avoid evictions.

### Communication strategy

Effective strategic communications aim at shifting public perception of homelessness and its new, innovative solutions provided by “zuhause ankommen.” Through a multi-channel approach using social-, digital-, and print media as well as press work, the project’s successes and key messages reach stakeholders, interest groups, decision-makers as well as a broader public audience.

### Regular steering group meetings

Every two months, representatives of GBV, BAWO, and social organisations in the five participating regions meet to discuss progress and engage in knowledge-sharing activities. Steering group meetings are held in participating regions.

### Evaluation

The final months of the project are accompanied by an evaluation process in the form of workshops and interviews with stakeholders and beneficiaries. The aim is to implement the evaluation in an action research-based manner, allowing for its results to impact the ongoing process. In the long run, the results of this evaluation shall serve as a basis for future efforts in combatting homelessness.

## INNOVATION

“zuhause ankommen” implements Housing First (HF) as an innovative method within homeless services. While traditional approaches try to make people ‘housing ready’ by putting into place various intermediary steps before “allowing” independent housing, HF uses housing as a starting point. The method provides a decent living to the most vulnerable\*. There are already some regional HF programs in Austria, however, “zuhause ankommen” is the first implementation on a national level with the goal to become a regular practice. The collaboration between the housing sector and the social service sector in a multi-level and multi-professional way has also further evolved.

The apartments dedicated to the project are not concentrated in a few buildings but distributed over the entire social housing stock. The project follows a participatory approach by carefully matching suitable and affordable housing with potential tenants instead of a top-down allocation.

This innovative approach supports social inclusion, mixed communities, and stable tenancies.

\* What is Housing First? <https://bit.ly/3IHLoiw>

## Key results and benefits

In total, 240 flats were allocated to people affected by poverty and homelessness. This process is closely monitored, ensuring fair access regarding age and gender.

During the project, more housing associations joined the programme, leading to an increased adaptation of the Housing First principle as a sustainable means to end homelessness and foster reintegration. Currently, 38 limited-profit housing associations are part of the programme.

Tenants and landlords benefit from tools implemented in cooperation with social service organisations to ensure stable tenancies.

On a conceptual level, “zuhause ankommen” creates evidence on innovative housing solutions for vulnerable groups across various Austrian regions, taking into account different needs in rural and urban areas.

The final months of the project were accompanied by an evaluation process in the form of workshops and interviews with stakeholders and beneficiaries. The evaluation will be implemented in an action research-based manner, allowing for its results to impact the ongoing process. In the long run, the results shall serve as a basis for future efforts in combatting homelessness.

Housing First is a key strategy to end homelessness. All tools and resources needed are, in principle, in place. But up to now, these tools and resources have not yet been strategically linked across levels and sectors, and uncertainties among actors have not yet been sufficiently addressed. “zuhause ankommen” builds knowledge and trust between the limited-profit housing sector and the social service sector through a good practice.



## + WHAT THE JURY LIKED

- + Strategic project: implementation of a sustainable strategy to contrast homelessness in a long-term perspective.
- + Provision of economic support to tenants’ upfront contributions, which are often an access barrier to people affected by poverty. These contributions have been covered by the project budget.
- + Social support is provided to the tenants as well.
- + Bottom-up and participatory approach aimed at carefully matching suitable and affordable housing to potential tenants.
- + Adoption of a rent monitoring system as an effective instrument for ensuring sustainable rent stability for the benefit of tenants.

# Special Prize – Going the extra mile in extraordinary circumstances



## PRAGUE HUMANITARIAN HOTELS



### CITY OF PRAGUE

**Location:** Prague, Czech Republic

**Number of staff:** 2 300

**Number of dwellings managed by the organization:** 7 500

**Website:** [www.praha.eu/jnp/en](http://www.praha.eu/jnp/en)



### ⌘ OBJECTIVE

The primary goal of having hotels with humanitarian purposes was to protect homeless people from the deadly coronavirus, to prevent the uncontrolled spread of the virus in the streets of Prague, and to ensure that the health care system is not overloaded. The introduction of daily routine measures in hotels and making testing available for guests and staff were the basic pillar of the coronavirus spread prevention.

In June 2020, the initial objectives of the humanitarian hotel project were reformulated and expanded. The operation of hotels is now more focused on social work with vulnerable hotel guests, where the objective is to make a positive change to the difficult situation people were in and to find long-term housing solutions.

The availability of social and health services, including Covid-19 testing, provides the accommodated persons with greater protection against both the risk of infection and the health care needed in the case of infection.



### CONTEXT

At the beginning of the Covid-19 pandemic, the capital city of Prague and social service providers were forced to address the issue of providing accommodation capacities for the homeless people that would comply with the epidemiological requirements. Due to the high risk of the spread of Covid-19, the operation of winter hostels was put on hold in March 2020, making the substitute of hostels and available beds even more necessary.

After building an isolated tent city as a first response, the City of Prague explored the options of using public property and university dorms, which did not prove feasible. The third and best option was to launch tender procedures for hotels. In the spring of 2020, a total of 6 humanitarian hotels with a total capacity of 353 people were contracted. As of 20 September 2021, 217 people were accommodated in the 4 remaining operating humanitarian hotels.

The highest priority in terms of placement was given to people who have had symptoms of Covid-19 but have not yet tested positive. The second priority group was the elderly. The third priority group was seriously ill people, whose health problems increased the risk of mortality.



### Operation and running of humanitarian hotels from a financial and organisational perspective

The first month of operation of the 6 humanitarian hotels was fully financed by the City of Prague, allowing already vulnerable guests to find a shelter without having to contribute financially. Subsequently, there was a change and a gradual transition to the financing model, where the city was paying only the reservation fee to the hotel owners and part of the costs started being reimbursed by the guests through social benefits or their own means.

#### Occupancy of humanitarian hotels

The interest in humanitarian hotels was very high and it was easy to fill the accommodation capacity. One problem in the early stages was that due to high demand, coming from people who were not eligible to access other types of accommodation. The solution was to improve the selection protocols. As time was passing, about a quarter of the guests left the humanitarian hotels as they had found a solution, others lost their place because of long-term absence and in some cases because of violation of the hotel rules.

## Humanitarian hotels in the context of the spread of Covid-19

Regulatory measures for sanitary protection and hygiene have been introduced in the humanitarian hotels. Measures outside the scope of operation of hotels were established in cooperation between non-profit organisations, the municipality, and the medical rescue services. As part of the winter measures 2020/2021, three Covid hotels were also established, which were specifically designed for individuals who had to be isolated or quarantined.

### Humanitarian hotels and people's well-being

Humanitarian hotels represent a specific type of short-term housing, which can be classified as something between asylum housing and private-market housing. They make it possible to carry out social work with people who were experiencing homelessness but offer a higher degree of freedom than usual, which is why they have been considered as a better alternative. Nevertheless, these hotels represent a temporary solution.

### Social work in humanitarian hotels

The way of conducting social work is specific for each hotel and dependent on the know-how of the organisation in charge. The challenges that have been addressed the most were concerning people's housing status, work possibilities, finance, physical and mental health.

### Humanitarian hotels and their impact on long-term solutions

Compared to hostels and night shelters, there is a slightly greater emphasis on solving long-term problems in hotels, although interviews with guests show that staying in hotels contributes to the long-term solution of their problems very individually.

## TOOLS USED

The main tool of the project was the opportunity to provide guests with social assistance and individual planning in a stable accommodation environment.

## INNOVATION

This is the first time such a project is implemented in the Czech Republic. All elements were implemented from scratch in a very short time. In addition, the first phases of the project took place under difficult conditions of pandemic measures and shortage of human resources.

To further improve the concept, the following elements would be needed: support social workers to learn more about individual planning in the long term, balance the social workforce in terms of number of vulnerable people per social worker, communicate well in advance the steps to be considered, develop homelessness policy, eliminate potential uncertainty regarding the end of the project.

Additional measures should aim at greater transparency of the payment system. It is also possible to connect the humanitarian hotels with other the Municipal Rental Agency or the Contact Point for Housing which provide housing support.



## Key results and benefits

Overall, the project seems to be a positive initiative to be continued. The rate of COVID-19 infection among homeless residents has never exceeded the one of the Czech Republic overall. The placement of homeless people in humanitarian hotels has directly contributed to the lower mobility of accommodated persons in public spaces and public transport, thus reducing the risk of uncontrolled spread of coronavirus among this target group. This demonstrates its contribution to reducing the negative effects associated with long-term homelessness (theft, addiction) and thus leads to increased security in the city and improved public space.

An evaluation was carried out, the aim of which was to identify and assess the impact of the project. Three areas can be identified in which hotel stays contribute to the long-term solution of homeless' problems:

- ▶ reduction of negative effects associated with long-term homelessness (theft, addiction, deteriorating health)
- ▶ building social and work habits that the client loses on the street or
- ▶ a stepping stone for clients who do not need any other support besides a place to stay.

The strengths are that the service has no threshold, being available even to the most vulnerable people. There is also the possibility of systematic and long-term work with the target group (assistance with getting social benefits, individual planning, ensuring health care needs, etc.) and social workers.

Weaknesses include uncertainty about the duration of the project, unclear continuation of the target group and social workers, the solution is costly and offers a limited scope of reporting on the fulfilment of individual plans and generally the ability to track changes in the target group in some areas (e.g., work, health). The biggest concern is the loss of political support for the implementation of the project.

We see opportunities in providing capacity building opportunities to social workers and how they could cope with cases taking place in residential services; raising awareness about other existing tools that are provided by the city and existing housing support (Municipal Rental Agency, Contact Point for Housing, etc.); liaising them with other specialised services, such as mental health care, addiction treatment, etc.



## + WHAT THE JURY LIKED

- + Innovative project: completely new idea in providing accommodation (housing) for homeless people.
- + Prevention of the spread of the virus by protecting homeless people from Covid infection.
- + The strength of this project is that the service has no threshold.

## Special Prize – Going the extra mile in extraordinary circumstances



### COMMUNITY START UP PATH – DIGITAL EDITION



#### FONDAZIONE HOUSING SOCIALE

**Location:** Milan, Italy  
**Number of staff:** 28  
**Number of dwellings managed by the organization:** 0  
**Website:** www.fhs.it

### OBJECTIVE

The digital version of the Community Start Up path originated in the midst of the pandemic, with the objective of finding alternative ways to build connections and relations among inhabitants of social housing districts during times of isolation and social distancing.

Throughout the previous years, Fondazione Housing Sociale (FHS) designed, experimented and developed its Community Start Up path with the aim of facilitating encounter and collaboration among residents. The path consisted of a series of meetings and labs in which, with the support of specific instruments and tools, the inhabitants were stimulated to cooperate in order to define together the uses of communal spaces available in the project and to organise activities that could be beneficial for the community of residents and for the neighbourhood as a whole.

As the sudden outbreak of the Covid-19 pandemic started, it became immediately clear to the team that in the context of a global pandemic, which forced us to spend most of our time inside our homes, away from family and friends, having occasions for interaction and collaboration was more crucial than ever. For this reason, we focused on re-imagining the Community Start Up path, adapting some activities when possible and designing new ones to bring the community of inhabitants together even during times of social distancing.



Racconti dal quartiere



### CONTEXT

The Community Start Up path is proposed by FHS to the residents of its social housing projects, located in different Italian cities and regions. When moving into a social housing complex, residents are offered not only an apartment at an affordable price, but also the opportunity to use a series of communal spaces and to take part in the construction of activities and services collectively designed by the community of inhabitants.

For this to happen, they are invited to a series of meetings and laboratories (generally designed as workshops during which different kind of tools are used to encourage collaboration) that constitute the Community Start Up. The Community Start Up path that we propose to residents aims at enabling them to cooperate in order to define together the uses of communal spaces available in the project, the rules governing such spaces and the collaborative activities taking place in them.

The path has a duration of approximately a year and a half and is organised around four independent phases: selection, warm-up, planning and start-up. Each phase consists of a series of activities, meetings and labs in which FHS adopts a methodology that facilitates the co-design of collaborative services by residents. In order to do so, they have developed a toolkit made of tutorials, cards, planning and prototyping instruments.

With the outbreak of the Covid-19 pandemic, FHS looked for alternative ways to continue the Start Up paths that were already going on. As this meant creating an online version of the path, the challenges faced by our team were manifold. Transferring all the meetings online meant giving up on the conviviality of in-person gatherings, which usually consisted of a laboratory followed by a collective meal. Additionally, going online meant communicating with residents from afar and through technological devices, which made it difficult for some categories of inhabitants to join, especially in the beginning. For example, older residents struggled with joining the meetings as they had had scarce familiarity with computers or phones. Therefore, one of the goals we kept in mind while designing the digital Community Start Up path was the necessity to allow all the residents to join the meeting and take active part in them.

So far, the digital Community Start Up has been tested and implemented in five new social housing complexes in Milano, housing more than 2000 inhabitants. In the five projects, the first three phases of the path – selection, warm up and planning – took place between 2020 and 2021.

Through a series of online meetings, the residents got to know each other and started sharing ideas and experiences. This led to the creation of thematic working groups, which got together with the objective of planning activities and services that could benefit their daily lives and those of their neighbours too. As a result, some of the first collaborative activities were implemented: from fitness to gardening groups, from activities dedicated to the children to the creation of a set of rules allowing all the residents to use the communal spaces available in the project in complete safety and in accordance with Covid-19 regulations.

## TOOLS USED

The phases and the activities that make up the Community Start Up path are summarised in the Road Map. Following the outbreak of the Covid-19 pandemic, most of the activities and tools were re-designed to go on with the path even in the context of social distancing. The new online tools can be replicated and adapted to different contexts. Here are some of the instruments and activities designed and tested in 2020/2021:

- ▶ Online Staking Plan on Miro Whiteboard: a first step in getting to know the neighbours. The Stacking Plan is a simplified representation of the social housing complex, allowing the residents to visualise all the buildings and floors and to match the different apartments with their inhabitants through a game and with the support of neighbour identity cards.
- ▶ Video interviews with local stakeholders: a storytelling initiative to welcome the residents in their new neighbourhood through the stories and voices of local actors.
- ▶ The Good Neighbour Lottery: an occasion for encounter and collaboration among residents. Through a lottery, each participant is matched to a simple social activity and to a group of neighbours to complete it with.
- ▶ Google Jamboard or Miro Whiteboard with a set of Digital Social Cards, used to develop and sum up the collaborative activities imagined by residents during the laboratory "Planning Future Activities". The digital social cards (taken from a previously existing set) provide examples of collaborative activities that could inspire the residents.
- ▶ Design Framework, an instrument helping the residents transform their ideas into concrete collaborative activities.
- ▶ Communal Spaces Checklist, a tool designed with the residents, establishing the rules for safe use of the communal areas located in the projects.



## INNOVATION

The Community Start Up path is deeply innovative, as it allows us to go beyond the simple provision of affordable homes. The path generates social impact and contributes to building a strong network of local relations.

Building on this, the digital version of the Community Start Up introduces additional levels of innovation. To begin with, it adopts digital tools and platforms that make it possible for people to work together in small groups, sharing ideas and designing activities according to their common interests. Additionally, the online path can be seen as more inclusive, as the possibility to join from home makes it easier and less time consuming to participate. By bringing elderly residents online with the help of FHS's technical assistance, the meetings also contribute to tackling the digital gap.

The path is designed to be replicable and throughout the years it was already implemented in different projects, both in its physical and online versions. FHS's methodology offers a toolkit (tutorials, cards, design and prototyping frameworks) and a neighbourhood App, developed in collaboration with Planet App. This allows to optimise resources and time when designing and implementing activities. In the coming years, a hybrid version of the path will be experimented, combining online and in-person meeting.

## Key results and benefits

In the past few years, FHS developed an evaluation framework with the objective of assessing the social impact of its projects, with a focus on the effects of the Community Start Up path. Even if data on the impact of the digital Start Up will be available only in the coming years, it is possible to already assess many of its key results.

To begin with, the online path provided the residents of new social housing projects with occasions to meet and get to know each other, which in the context of isolation and social distancing brought about by the pandemic was of crucial importance. Through the online meetings, the inhabitants were able to share their experiences, give each other advices and support and collectively design collaborative activities that could be implemented even in Covid times. In the different social housing projects, groups of residents got together and organised activities of micro sociability and conviviality, exchange and mutual help.

One key benefit of the digital Start Up was the possibility to involve a broader section of the population, making the path more inclusive. Indeed, many inhabitants who were not able to participate to in-person meetings (i.e. families with kids, people working in the evenings or during the weekend), found the online meetings easier to access from home and less time consuming, and were therefore more involved in the path. Furthermore, the technical assistance set up by FHS for online meetings made it possible for everyone to join the labs, avoiding the exclusion of certain categories that could struggle with digital devices, such as the elderly population. In this way, the Start Up also contributed to the community's digitalisation.



## + WHAT THE JURY LIKED

- Neighbourhood association build through innovative digital tools such as a neighbourhood app
- Facilitation neighbours to get to know each other, creating a community-building approach, providing spaces and occasions to meet.
- Bringing the community of inhabitants together even during times of social distancing.



## A HOUSING BODY'S RESPONSE TO THE SYRIAN REFUGEE CRISIS



### CO-OPERATIVE HOUSING IRELAND

**Location:** Dublin, Ireland

**Number of staff:** 95

**Number of dwellings managed by the organization:** 3 875

**Website:** [www.cooperativehousing.ie](http://www.cooperativehousing.ie)



### ⌘ OBJECTIVE

The objective of the project was to provide homes, in sustainable communities, for families displaced by the Syrian Refugee crisis. This had to be a rapid response as there was an immediate need for accommodation. The project had a two-pronged approach. Firstly, working in partnership with the Irish Red Cross through a 'pledge programme' and secondly partnering with Irish Local Authorities (Municipalities) in the provision of housing.

#### Goals:

- ▶ Respond to a global humanitarian crisis;
- ▶ A rapid response to the housing need of displaced persons;
- ▶ Developing strong and lasting relationships with key stakeholders in the provision of housing;
- ▶ Providing affordable homes in sustainable communities;
- ▶ Partnering in the design and implementation of a unique delivery method of homes in an emergency.



### CONTEXT

Ireland had committed to relocating and resettling up to 4,000 persons as part of the Irish Refugee Protection Programme (IRPP). IRPP is a programme delivered by the Department of Justice and Equality. Almost seven million people have been forced to flee their country since the outbreak of war in 2011 and around the same amount of people remain displaced within the country itself.

Ireland was faced with an acute housing crisis at the time, and appropriate accommodation was difficult to source and make available. Co-operative Housing Ireland (CHI) supported the identification and preparation of suitable homes for refugees using its expertise as a housing NGO and knowledge of the Irish housing landscape.

The initiative saw the co-operation of stakeholders at every level, from international organisations such as the United Nations (UN), to national institutions such as the Irish Government, to local authorities operating within towns and counties across Ireland, to the Irish public pledging accommodation within their own homes.

The scope of the initiative involved housing hundreds of refugees and stakeholder engagement at all levels. CHI took on the responsibility to:

- ▶ Play a key role in helping to rehome hundreds of people arriving in Ireland.
- ▶ Support the UN, the Irish government, including local authorities, and the Irish Red Cross in the implementation of their Irish Refugee Protection Programme.
- ▶ Work with local authorities to provide housing for refugees within CHI's own housing stock and in the rapid provision of additional CHI stock.
- ▶ Use our expertise in housing as an Approved Housing Body to inspect and improve accommodation available outside of CHI's stock.
- ▶ Match refugees with hosts based on their needs and collaborate with players in the private rental market to access homes in the most in-demand areas, which were often in city centres.

Our involvement and contribution to these endeavours centred on our expertise as one of the largest Approved Housing Bodies in Ireland where we acted and advised on the:

- ▶ Management and Assessment of Pledges
- ▶ Negotiation of Rental agreements in the private rented sector
- ▶ Direct provision of housing

CHI used its extensive knowledge of the housing landscape in Ireland to advance the project by balancing this off Ireland's own housing crisis and competing needs. Co-operative Housing Ireland's response was twofold, firstly, it partnered with the Irish Red Cross (IRC) in managing a national accommodation pledge programme and secondly, it partnered with Local Authorities (Municipalities) in the direct provision of housing.

#### Partnering with the Irish Red Cross

CHI was responsible for:

- ▶ The rapid acquisition of housing in sustainable communities.
- ▶ Managing the co-ordination, with relevant state bodies, of families moving from emergency accommodation into their new homes.
- ▶ Signposting families to community support programmes.
- ▶ Managing tenancies.

A 'snapshot'\* of this project was featured as part of the BBC StoryWorks Series which included Mustafa and his family.

\*<https://www.bbc.com/storyworks/building-communities/finding-a-home-after-losing-everything>

## TOOLS USED

The nature of the crisis was such that a rapid response was necessary. To that end, a unique interagency agreement was entered between CHI and the IRC to provide housing management services in respect of the assessment and management of pledges of accommodation from the Irish public. As part of this agreement, CHI was given agency to use its expertise in housing on behalf of the Irish Red Cross.

Responding effectively to the crisis necessitated the creation and sharing of tools among stakeholders at every level. The development of the online portal to handle submissions regarding accommodation was critical in the process overall, and CHI utilised the intel provided there to assess the suitability of accommodations in the foremost.

Throughout the country, there was an emergency response from local authorities to provide resettlement support to families for a period of at least 18 months. Although CHI has partnered with many local authorities over its near 50-year existence, the initiative required a more urgent response from all stakeholders. The housing of Syrian refugees within CHI's own housing stock in Co. Wexford is testament to this response and commitment to solution-based initiatives with lasting impact. It is also a hallmark of the partnership between CHI and local authorities to provide sustainable housing solutions for those in need, and in particular, those affected by crisis.

## INNOVATION

There were several unique innovations as part of this initiative that could be replicated in the event of similar crises occurring in the future. The nature of the project required a rapid response and co-operation between agencies, ensuring that they shared their knowledge and expertise to support those affected.

### Rapid response to the crisis

This required organisation to co-operate with each other to achieve the best possible outcome with resources available.

### Partnering with organisations

A level of trust and rapport among organisations and a willingness to learn and work with each other was quickly established. To that end, a unique interagency agreement was entered between CHI and the IRC. This saw CHI lending its knowledge of the housing sector to support the housing of people entering Ireland from the crisis.

### One-off project, never seen before

This project is unique in that CHI had never collaborated with other organisations in a crisis scenario. Its knowledge as an organisation working within the housing sector was paramount to ensuring the initiative's success.

### Futureproofing the initiative

CHI links in with other organisations expert in the area to ensure its new Members from the initiative have the support they need to integrate into society.



## Key results and benefits

The key success of this initiative is the assistance of the global community of which Ireland is a part of, showing a solidarity of response within our own borders to those affected by a conflict outside of their control.

CHI worked in collaboration with many stakeholders at national and local level to achieve this. Our partnership with the IRC enabled us to provide a full suite of social and physical supports to families and single people in the sourcing and provision of suitable housing and matching accommodation geographically based on refugees self-identified needs.

The impact of the project was measured by the number of pledged projects by Irish Citizens and the number of homes provided in response to the Syrian Crisis. As a result of this collaboration and sharing of expertise, a total of 830 accommodation pledges were made by the Irish public as part of this initiative. 165 Vacant Properties were identified nationally, with 665 beds offered to Syrian people seeking refuge within Ireland.

In addition to this, CHI and the IRC have identified the evolving needs of refugees as they integrate into Irish society and have formulated a plan of action to future-proof their accommodation needs through existing housing supports offered within Ireland.



## + WHAT THE JURY LIKED

- + Holistic way to deal with a short notice emergency.
- + Developing strong and lasting relationships with key stakeholders in the provision of housing in order to face the global humanitarian crisis.
- + A great initiative to connect private landlords with refugees.
- + Providing affordable homes in sustainable communities with the aim of promoting social cohesion and integration of the upcoming families.

# THE JURY

The Awards Jury is composed of members of the European Responsible Housing Stakeholder Forum set up in the framework of the ERHIN Project as well as experts on Corporate Social Responsibility (CSR) from other sectors.



## JAVIER BURÓN CUADRADO

### Manager of Housing and Rehabilitation of Barcelona City Council

Former consultant on public policies, lawyer specialized in public law (Cuatrecasas Gonçalves Pereira), Undersecretary of Housing and Planning Director of the Basque Government, legal and economic MP's advisor at the Basque Parliament and Spanish Congress.

Attended North Andover High School (MA USA), Universidad de Deusto (Law as a major, Economics as a minor and Master Degree on Taxes), KU Leuven (LLM) and Universidad del País Vasco (Master on Business Administration and PhD candidate – still in progress – in Constitutional Law).

Collaborator in different periods of AVS (Spanish Public Housing Association), GHS (Catalan Social Housing Professionals Association), ENHR (European Network of Housing Research), Eurocities Housing Working Group and Housing Europe (European Social Housing Association).

Teacher and occasional lecturer in the fields of administrative reform and housing in different universities.



## LAURA COLINI

### PhD in Urban Studies, Senior Policy Advisor at URBACT, Florence

PhD in Urban, Regional and Environmental Design, Habil. in Urban Studies. Her intellectual work and activism covers socio-spatial inequalities, with a focus in recent years on public policies addressing migrants and refugees and housing. In the past, she worked in academic research in Italy, Germany, France, USA. She occasionally teaches and works in urban and social policies at EU level (e.g. URBACT, UIA, EU Urban Agenda Urban Poverty, Housing, Inclusion, Culture and Cultural Heritage et al.), and collaborates with various NGOs, international organisations and independent civic initiatives in Europe mostly dealing with housing, homelessness and migration. Co-founder of Tesseræ urban and social research, MiMetis SRL migration, member of the artist collective Oginoknauss and INURA.



## ANDREA COLANTONIO

### Senior Urban Development Specialist and Economist at European Investment Bank, Luxembourg

Andrea is a senior economist at the European Investment Bank, responsible for the financing of urban and regional development projects. Prior to this Andrea was at the London School of Economics, leading projects for major European cities on integrated urban development and institutional governance, sustainability policy, planning and evaluation methods.

He holds a PhD in Economic Geography and is the main author of *Transforming Urban Economies: Policy Lessons from European and Asian Cities* (2013); *Urban Regeneration and Social Sustainability: Best Practice from European Cities* (2010); and *Urban Tourism and Development in the Socialist State: Havana during the Special Period* (2006).



## CHRISTIAN HELLEVANG

### Senior Advisor at the Norwegian Association of Local and Regional Authorities, Oslo

Christian Hellevang is a senior adviser at The Norwegian Association of Local and Regional Authorities (KS). He works with volunteering, leisure time for children and young people, youth democracy, social housing work and universal design. Hellevang has a bachelor-degree in public administration from the Norwegian School of Management and Social Sciences (NKSH), 60 credits (ECTS) in public information from Lillehammer University College and a master's degree in public administration (MPA) from the Copenhagen Business School (CBS). He also has 28 credits from the Nordic School of Public Health in Gothenburg (NHV) and 30 credits in "Health in plan" from the University of Agder (UIA) and 10 credits in universal design from NTNU and 10 credits in universal design from VID. In addition, he has 30 credits from Oslomet in oral narration.

Hellevang has previously worked in The tenants union of Oslo (LBF), The Directorate of Integration and Diversity (UDI), The Norwegian Directorate for Children, Youth and Family Affairs (Bufdir), The Confederation of Norwegian Enterprises (NHO), The union of students in Norway and the National Youth council of Norway.

Hellevang has held many positions in various organizations. He has been president of Youth for understanding Norway, president of the tenants' association in Oslo, president of the Norwegian tenants' association and also a former board member of IUT.

Hellevang has sat on many different juries, now he sits on the Housing Bank's jury for social housing work and Bufdir's jury for good youth work. Hellevang has been member of many public bodies, among them is the Norwegian Rent Tribunal.



## EDDIE JACQUEMART

### President of the French Union of Tenants, Paris

Eddie Jacquemart is forty-nine years old. Born in Dunkirk, he remains attached to his region of the North and its folklore.

The son of a docker and a shopkeeper, he has made the fight against social inequalities the main focus of his commitment.

His involvement in the CNL (Confédération Nationale du Logement) began in 1995 when he set up a housing association in the suburbs of Lille. Alternately treasurer and then President of the CNL Federation of the North, he joined the National Administrative Commission in 2000 and became a member of the Confederal Bureau in 2009. In 2013, he was elected National President of the CNL.

Since 2009, Eddie Jacquemart has also represented the CNL on the Bureau of the IUT (International Union of Tenants).

Having held all these positions on a voluntary basis, he is very committed to the defence and promotion of the status of the elected social representative.

A qualified chartered accountant, Eddie Jacquemart worked in a law firm for more than ten years before becoming financial advisor to a large federation of associations in the medical and social sector. He has also led professional training courses in accounting.



## MICHAELA KAUER

### Director of the Vienna House Brussels, Co-Coordinator of the EU Urban Agenda Partnership for Housing, Brussels

Michaela Kauer, director at the Brussels Office of the City of Vienna, has a long work experience with the City of Vienna, where she occupied different posts, starting in 1992 as spokesperson of the City Councillor for Housing and Urban Renewal. She moved on to the cabinet of the City Councillor for Women's Rights, Integration and Consumer Protection for more than 10 years and became head of the cabinet of the City Councillor for Health and Social affairs in 2005 until 2009.

Vienna's Brussels Office has a leading role in the city's EU affairs with a strong focus on public services – especially in water, waste, energy, mobility and housing, public investments and urban policy. Michaela Kauer represents Vienna in the Executive Committee of EUROCITIES and works closely with the Committee of the Regions. She was one of two coordinators of the EU Urban Partnership on Affordable Housing from 2015-2018 and is still in the lead of the implementation actions together with stakeholders and cities.

Her academic background is with international public management, she regularly publishes on urban, housing and gender policy and teaches in academia, amongst other at the University of Vienna and the University of Applied Studies in Burgenland. Currently, she serves as a member of the Steering Group of the European Housing Forum and the Steering Committee of the UN Habitat and Urban Economy Forum for the 2nd World Summit on Habitat in Towns.

Blog: [michaelakauer.at](http://michaelakauer.at)

Twitter: [@MichaelaKauer](https://twitter.com/MichaelaKauer)



## MARIE LINDER

### President of the International Union of Tenants

Marie Linder has held the position of President of the International Union of Tenants since 2 October, 2019.

She has a starting involvement in housing policy and for the Tenants' Association as a popular movement, of course. Marie lives in a terraced house in the residential area Farmarstigen in Tyresö and has previously worked as communications manager at Landsorganisationen Sverige (LO).

Some issues that Marie is particularly passionate about are developing the Tenants' Association and strengthening the elected representatives – over 10,000 people – who have been elected to various assignments in the Tenants' Association.

Another thing she is passionate about is the refurbishment of the many homes in the million program.



## RUTH REICHSTEIN

### I.D.E.A. Advisory Board to the President of the European Commission, responsible for Green Deal & New European Bauhaus

Ruth Reichstein works in I.D.E.A., the Advisory Board of the President of the European Commission, Ursula von der Leyen. She deals with Green Deal related issues and coordinates the New European Bauhaus initiative.

Ruth is a trained journalist and occupied several positions before joining the Commission beginning of 2019; both as communicator in the European Parliament and as journalist for several German news outlets such as "die tageszeitung", "ARD" and "Deutschlandfunk".



## SANDER SCHEURWATER

### Head of Public Affairs Americas, Europe, Middle East and Africa, Royal Institution of Chartered Surveyors, Brussels

Sander Scheurwater is a Dutch national and studied Economics at the Erasmus University of Rotterdam where he achieved his Masters in 2000. He majored in sociological economics.

In 2000, Sander started his career at the EU Affairs Office of General Motors. In 2006, he joined RICS, where he has had various responsibilities in EU affairs, communication and stakeholder engagement, focussing on e.g. standard setting, valuation, sustainability and the future of the profession. In he became part of RICS' senior management and currently he heads the RICS public affairs team for the Americas, Europe, Middle East and Africa.

In the past, he co-chaired the European Housing Forum.

# THE JURY



## DR. MELANIE WEBER-MORITZ

### Managing director of the German Union of Tenants, Berlin

Born 27th of December 1973 in Bad-Hersfeld, Germany. She studied political and social sciences. From 2015 to 2019 she was managing director of the German Consumer Foundation (Deutsche Stiftung Verbraucherschutz).

From 2007 to 2015 she managed the environmental department of the German Consumer Initiative.

Before that, she worked as a scientist at the Free University of Berlin and the Humboldt-Universität Berlin.

She studied in Göttingen, Bristol, and Berlin political and social sciences and has a Ph.D. in environmental science with a study on climate change.

Melanie Weber-Moritz is the managing director of the DMB Publishing Company (DMB Verlag GmbH) and the chief editor of the DMB-Tenants' Newspaper (MieterZeitung) as well as managing director of the DMB IT corporation (DES GmbH).

Since November 2021 she is supervisory board member of the Federation of German Consumer Organisations (Verbraucherzentrale Bundesverband – vzbv) and member of the foundation council of the German Consumer Foundation (Deutsche Stiftung Verbraucherschutz).



## MAJA STALESKA

### President of the Housing and Tenants Organization, Skopje

Maja Staleska is a President and founder of the Housing and tenants' organization HTO in Skopje, North Macedonia.

She is a degreed social worker at the Faculty of Philosophy at "Kiril and Methodius" University, Skopje, North Macedonia. She is working as International Development partner at the consultant company PrimePoint Partners in Skopje. Working on developing programs for equal opportunities for young people, for more than 6 years as a President and Manager of Youth center for equal opportunities Skopje. National representative in EUSIG group at EAPN – European anti-poverty platform and a National Manager of Freja Forum Foundation for almost a decade.

Creating strong partnership and platforms for affordable and sustainable housing for young people in the Balkan region and EU.

She is also mentoring and empowering young students coming from vulnerable families and developing programs for creating opportunities for women from the Balkan region.



## BARBARA STEENBERGEN

### Member of the Executive Committee and Head of EU liaison office of the International Union of Tenants, Brussels

Barbara Steenbergen has been committed to tenant protection for more than 20 years. She started in 2001 as head of the presidential office of the German Tenants' Union Deutscher Mieterbund [www.mieterbund.de](http://www.mieterbund.de) in Berlin and as political coordinator for energy policy and international affairs.

In 2007, the International Union of Tenants (IUT) elected her as head of the newly founded IUT Liaison Office to the European Union in Brussels, which she established in 2008. Since 2013 Barbara Steenbergen has been a member of the Executive Board of the IUT.

She is Vice Chair of the tenants' association of Bonn, Germany [www.mieterbund-bonn.de](http://www.mieterbund-bonn.de) and chairs the jury of the European Responsible Housing Awards [www.responsiblehousing.eu](http://www.responsiblehousing.eu).

Barbara is responsible for the political relations and representation of the interests of the European tenant associations towards the EU Commission, the EU Parliament and the EU Council.

About IUT:

The International Union of Tenants was founded in Zürich, Switzerland in 1926. The IUT is headquartered in Stockholm, Sweden. The IUT office in Brussels, Belgium, manages the work with the European institutions. The IUT represents 72 tenant organisations in 47 countries worldwide. <https://www.iut.nu/>



## GYÖRGY SUMEGHY

### Associate Director, Policy and Advocacy Europe, Middle East and Africa, Habitat for Humanity International, Bratislava

György Sümeghy received his MA in English and Hungarian Literature in 1995 in Budapest. He spent ten years in public education and later at a private business college. He joined Habitat for Humanity Hungary as National Director in 2005. Under his leadership, Habitat for Humanity Hungary has become an advocacy led organization to change housing policies in the country.

György joined HFHI/EMEA in 2013 to lead regional advocacy initiatives and support national advocacy programs in the EMEA region. He represents HFHI in Brussels and all over Europe at regional conferences and in coalitions. He is also leading EU level policy advocacy efforts.

For further information please check: <https://www.habitat.org/emea/impact/what-we-do/advocacy>



#### ANNE VIITA

##### Director of the Finnish Union of Tenants, Helsinki

Anne has worked in the field for 30 years, all of them in the Finnish Tenants and its predecessor Central Union of Tenants. Due to the length of her career, Anne has an extensive and diverse expertise in the field.

Finnish Tenants (1946)

Finnish Tenants are a nationwide non-profit organization, that specializes in promoting fair rental practices and protecting the interests of tenants. Outside of individual members, Finnish Tenants also have three unions as their members: JHL, PAM and Pro. Finnish Tenants are also a notable organization in decisions considering housing policies.

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#### ZENO WINKELS

##### Director of the Dutch Union of Tenants, Amsterdam

Zeno Winkels is the Director of the Dutch Tenant Union which has a staff of 50 fte and a 5 mln Euro annual budget with income coming from its members, the national government and various advisory roles in the market.

The organisation caters local tenant organisations at local level but also targets parliament and individual politicians with ideas, concepts and lobby and is clearly the Tenants voice towards decision making bodies in The Netherlands.

Zeno studied environmental economics Wageningen University and has a track record of developing sustainable projects with EU funding at Housing Associations until 2010 and at Universities in Stockholm, Gothenburg and Delft, The Netherlands, where was born and returned from Sweden in 2016.

Since May 2020 his long term views on sustainability and inhabitants role in the energy transition and the individuals opportunity to have a greener, better life, come to fruit at the Woonbond.

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# RESPONSIBLE HOUSING CSR CODE OF CONDUCT

As a Responsible Housing provider, we will integrate Corporate Social Responsibility (CSR) principles into our business strategy and translate them into concrete practices – to be monitored on a regular basis and in cooperation with our partners.

This will help us to better fulfil our mission: to provide affordable, good quality housing and services responding to a variety of needs, and by doing so contributing to residents' well-being, quality of life and empowerment, and sustainable local communities.

Key CSR dimensions are: economic, social, and environmental sustainability, good governance and fair relations to stakeholders, and human resources. In the field of housing, they translate into the following main aspects:



## Economic responsibility and sustainability

- Invest sustainably, ensuring cost effectiveness and balancing the level of services provided, the related costs and how far current and prospective tenants/residents can afford them, thus minimizing housing costs.
- Together with tenants/residents, endeavour to ensure that energy saving measures improve the affordability of total housing costs, including energy costs, and the comfort of dwellings.
- Invest in affordable housing on the long-term, contributing to more stable housing markets, thereby mitigating the negative effects of real estate speculation.
- Support responsible procurement practices and local economic growth and employment through partnerships, research and innovation.



## Local social sustainability

- Ensure decent housing is available at an affordable cost, and will remain so in the future.
- Manage the housing stock so that homes are well maintained, with repairs and improvements carried out when required, involving tenants/residents in the decision process.
- Ensure security of tenure based on fair and safe tenancy agreements, and work with partners to help residents access the support they need to stay in their homes.
- Make sure we meet the diversity of households' needs, including those of the most vulnerable, treat fairly each current and prospective tenant/resident, and prevent all forms of discrimination.
- Work together with local authorities and other stakeholders to guarantee fair access to housing and related services, and that housing allocation increases social mix.
- Work together with local authorities and other stakeholders at local level to promote social cohesion within our neighbourhoods, and fight social and spatial segregation.



## Environmental sustainability

- Reduce the environmental footprint of our housing stock through construction and retrofitting, to the highest standard possible, within our financial means and those of our tenants/residents.
- Cooperate with tenants/residents and their representative organisations to reduce energy consumption in our buildings and reduce energy poverty, to prevent pollution and promote a sustainable use of natural resources.
- Include green infrastructures and common green spaces in our estates and build partnerships with other organisations to create environmentally sustainable neighbourhoods.



## Good governance and fair relations with stakeholders

- Ensure good communication and transparency on how and why decisions are taken, as well as on expenses and services provided.
- Work in partnership with local authorities so that those who are looking for a home are aware and well informed on available possibilities, and handle the allocation process transparently.
- Support greater stakeholders' engagement and real partnerships, based on mutual commitments and clear roles and responsibilities.
- Strengthen institutional and structured participation of tenants/residents, and facilitate this process by providing them with the necessary knowledge and information.
- Ensure accountability towards the different stakeholders and opportunities for feedback and joint evaluation and assessment of the activities carried out, as well as their impact.



## Responsible human resources management

- Ensure diversity at work, as well as gender equality.
- Offer equal opportunities and fair employment conditions to all without discrimination.
- Support employability and professional development through mentoring, training and learning opportunities.
- Ensure a safe working environment and well-being at work, including good work-life balance.

Organisation .....

Done in ..... on .....

Signature: M.....

This Code of Conduct was co-produced by Housing Europe, the International Union of Tenants, DELPHIS and the European Responsible Housing Stakeholder Forum.

It reflects our commitment to CSR and our contribution to Responsible Housing in Europe, in line with the 2014 Brussels European Declaration on Responsible Housing.



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DELPHIS  
HOUSING & INNOVATION



# ORGANIZING PARTNERS



Housing Europe is the European Federation of Public, Cooperative and Social Housing. Established in 1988, it is a network of 45 national and regional federations which together gather about 43.000 public, social and cooperative housing providers in 24 countries. Altogether they manage over 26 million homes, about 11% of existing dwellings in the EU.

Social, public and co-operative housing providers have a vision of a Europe which provides access to decent and affordable housing for all in communities which are socially, economically and environmentally sustainable and where everyone is enabled to reach their full potential.

[www.housingeurope.eu](http://www.housingeurope.eu)



DELPHIS is a professional non-profit association gathering 26 non-profit social housing companies. DELPHIS' mission is to promote innovation and contribute to continuous improvement in the social housing sector, within every area of social housing organizations' activities (housing management, housing production, social engineering, human resources, quality management and so on...).

Involved in European cooperation since its creation, DELPHIS has led or participated in more than 30 European projects, many of which focusing on energy savings in social housing.

Currently, DELPHIS is the coordinator of AFTER and ERHIN projects.

In 2006, DELPHIS' European vision led to the foundation of EURHONET, a network of 31 public and social housing companies from England, France, Germany, Italy and Sweden.

[www.delphis-asso.org](http://www.delphis-asso.org)



International Union of Tenants (IUT) is a non-governmental and not-for-profit membership organisation for global tenants' organisations. IUT was founded in 1926 in Zürich, Switzerland. Since 1956 our head office is in Stockholm, Sweden with a representative office in Brussels since 2008. We have 72 member organisations in 47 countries, and are financed through membership fees. Guiding for all our work is the Tenants' Charter.

The active of IUT include: information through its website ([www.iut.nu](http://www.iut.nu)); Arranges and participates in seminars, conferences and ceremonies; Partners with UN agencies, such as UN Economic Commission for Europe (UNECE) and the UN Center for Human Settlements – Habitat, Nairobi, Kenya; Partners with the ENHR – European Network for Housing Research and APNHR – Asia-Pacific Network for Housing Research; Member of several EU networks and working groups related to housing, including European Housing Forum, and the Housing Partnership for the EU Urban Agenda.

[www.iut.nu](http://www.iut.nu)

# EUROPEAN RESPONSIBLE HOUSING AWARDS TEAM

## **Housing Europe**

Sorcha Edwards, Diana Yordanova, Andreea Nacu

## **Delphis**

Francis Deplace, Charlotte Limousin, Anne Behloui

## **IUT**

Barbara Steenbergen, Iman El Alami, Chiara Massarotto

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The full text of the shortlisted projects is available at [www.responsiblehousing.eu](http://www.responsiblehousing.eu)



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ON RESPONSIBLE HOUSING



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CSR CODE OF CONDUCT

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