



YEAR PLAN 2020



EFL EUROPEAN FEDERATION
FOR LIVING

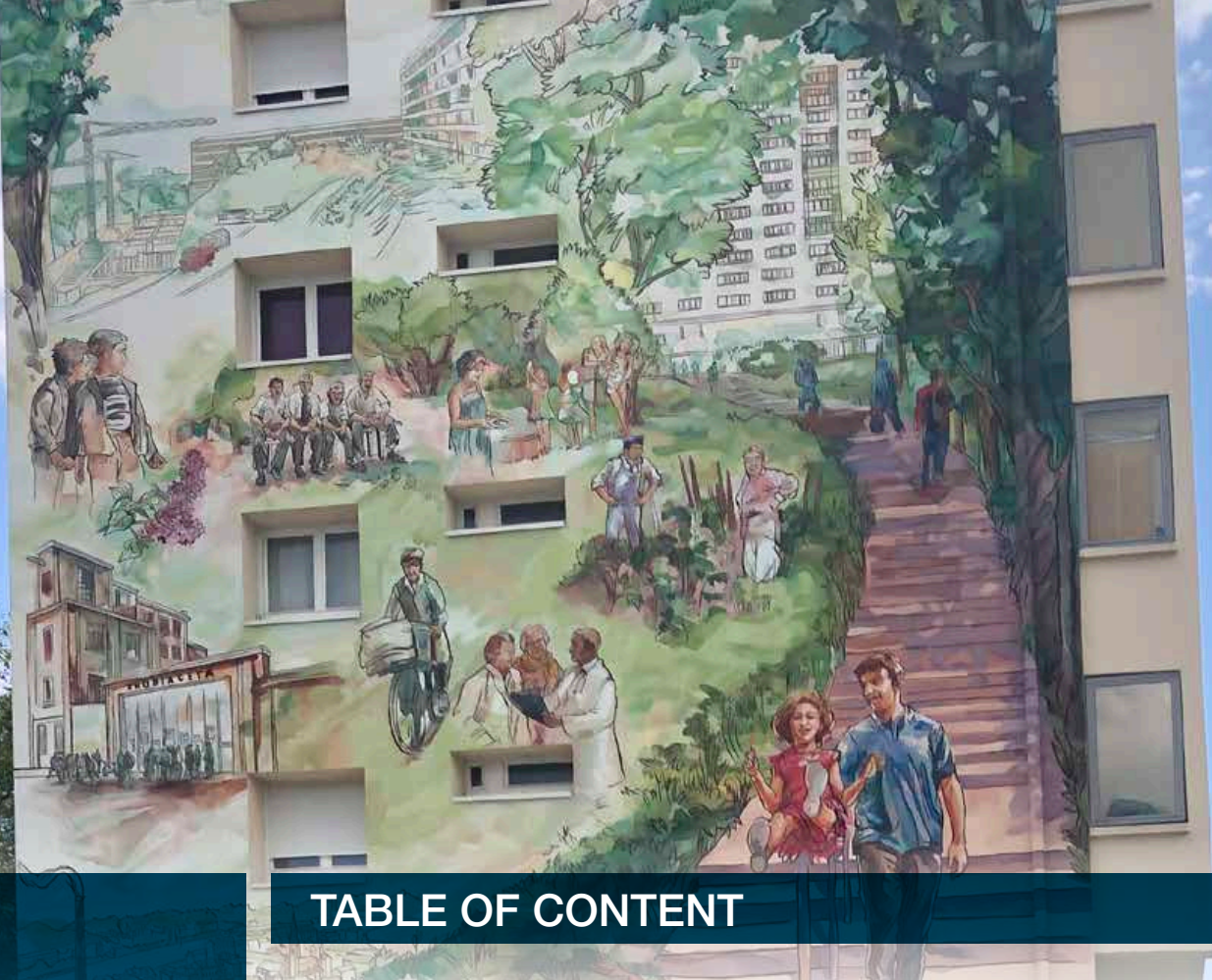


TABLE OF CONTENT

1. INTRODUCTION	3
2. EFL STRATEGIC INDUSTRY PARTNERSHIPS	4
3. OVERVIEW OF 2019 AND OPTIONS FOR GOING FORWARD	6
4. STAFF DEVELOPMENT 2020	9
5. EFL CONFERENCES 2020	9
6. TOPIC GROUPS	10
7. PROJECTS	12
8. OTHER EVENTS IN 2020	13
9. STUDY VISIT 2020	14
10. EFL WEBSITE	15
11. EFL EXPERTISE BV	15
12. CONCLUSION	16
CALENDAR 2020	17
MEMBERS 2019	18

1. INTRODUCTION

The European Federation for Living (EFL) is a unique professional network in the affordable housing sector. Unique, because there are no other networks in which affordable housing providers, private partners in the supply chain of housing, professional housing networks and academic partners work structurally together.

EFL's core mission is about sharing knowledge, learning from each other, inspiration and creating value out of the membership. EFL members work together in topic groups, initiate projects, apply for European funds, improve their business by learning from the start up industry, study housing markets in European cities and educate their staff. And above all, EFL members share a common vision to improve the living conditions of people in their homes and neighbourhoods and keep housing affordable for all!

Over the years EFL has grown considerably. We are currently at a point to look forward, harvest the lessons learned from the past and adapt our strategy for the future. The aims and ambitions of our members and associated partners stand in the foreground. Therefore we held in 2019 a member survey to learn about the ideas of our member community. The output of this survey will be used to develop our key ambitions for the next five year.

This Yearplan 2020 presents the ideas and activities envisaged for 2020 and includes also a summary of the actions in 2019.

EFL in short

As of September 2019, EFL is made up of:

- 30 members (affordable housing companies and housing associations)
- 24 other private and not-for-profit companies active in housing and urban development (associated partners)
- 14 academic and scientific institutions specialized in housing, urban development, housing economy and social policy research

This makes a total size of **68 connected organisations** in the housing sector, deriving from **14 different countries**. The total portfolio of the members amounts to **1,22 million homes**.

In 2018, the corresponding figures were:

- 57 members and associates
- Representing 1.1 million homes across Europe

Growth over the last year (2019) within the EFL member base encompassed all three member categories:

- **New members:** Inter Vilvoordse (Belgium), L&Q (England), Radius Housing (Northern Ireland), Boligskabet Sjælland (Denmark)
- **New associates:** Enerlis (France), Planet Idea (Italy)
- **New academic associates:** University of Amsterdam (Netherlands), Otto Friedrich University (Germany), University of Milan Bicocca (Italy)

Alongside this growing member base, EFL operates a number of strategic partnerships with key European housing industry players such as national housing federations and Housing Europe. As such, EFL is unique in both its size and its composition, which spans multiple sectors, countries, and areas of expertise in the fields of housing, construction, architecture, urban development, IT and social value. At a time when government policymakers and research funding bodies are calling for international and cross-sectoral collaboration to address urgent problems such as social polarisation, migration and displacement and climate change, EFL embodies much of the potential that they envision.

In 2018, the EFL General Assembly approved the Strategy Plan 2018-2020. This plan is still the basis for the strategic and day-to-day management of EFL and during its implementation, it has proved to be a helpful tool for the planning, organisation, and execution of activities.

This Year Plan 2020 present a number of strategic goals and options for 2020 and beyond. Furthermore it's covering EFL's operations, staff development and activities. Notably, it outlines the primary goal for 2020 of setting a new strategic course for the next five years. The remaining months of 2019 present an opportunity to engage members, canvass their ideas and aspirations, and inform this strategic planning process.



2. EFL STRATEGIC INDUSTRY PARTNERSHIPS

EFL operates in a broad international field of players, dedicated to the housing business. Over the years we established strong relations with Housing Europe, the International Union of Tenants, Eurhonet, the City of Barcelona and some national housing federations.

By having strategic partnerships with European players, EFL is able to increase its impact visibility and importance for the members. A strategic partnership is not necessarily based on a formal contract. Productive and frequent communication with these organisations is, in most cases, solid ground for mutual support and cooperation.

Below the main partnerships are described. We might, as new idea, also consider to integrate *public authorities* or *public servants* of large cities in the EFL network. Cities are interesting for EFL as housing is basically a local issue

and housing companies operate on local level. Still they have overarching and comparable challenges". Currently we don't offer memberships to cities. They have their own European networks like Eurocities and some others. But alternative to memberships of cities, it can be advantageous to offer high ranking city officials the opportunity to attend our conferences and creating links with cities.

Main strategic partners:

i. Housing Europe

The connection with Housing Europe has been strengthened during 2019. Housing Europe is the umbrella organisation of Europe's national housing federations. They represent the social and public housing sector at a European level and fulfil a key role in lobbying the European Commission.



Joint actions of EFL and Housing Europe include:

- For the third year running, the organisation of the Summer School 2019 for young and early-career housing executives.
- Regular strategy meetings with the Secretary General of Housing Europe.
- Active promotion of the **ERHIN Award**, an initiative of Housing Europe and the International Union of Tenants. The ERHIN Award rewards housing organisations that display excellence within their ecological, social and inclusion policies. EFL members are frequent participants in the ERHIN, which is awarded every two years. Since its establishment, EFL members have consistently featured amongst the winners in at least one of its categories. At the 2019 ceremony held in Lyon, our member 1892 from Berlin won the ERHIN for the field of sustainable development.

ii. International Union of Tenants (IUT)

Located in Brussels, the IUT represents tenant interests around the world.

The Union is composed of national tenant federations, which give a voice to tenants at a European level. The purpose of the IUT is to promote the exchange of information and knowledge among its members, to safeguard the interests of tenants, and to promote affordable and decent rental housing on a global scale.



The cooperation between EFL and the IUT takes place primarily within the topic group Social Domain and at EFL conferences. The General Secretary of the IUT is a frequent speaker at these events. As a critical advocate in the housing sector, IUT powerfully promotes the interests of tenants within the daily and strategic management decisions of professional housing providers.

The IUT is one of the founding organisations of the ERHIN Award.

iii. ENHR- European Network of Housing Research

The ENHR consists of almost 200 members; both individual researchers, and academic,



policy, and private research institutions in housing and urban planning-related disciplines. Most of the academic associates within EFL are represented within the ENHR network, and to date, it has played a strong role in bringing new academic associates into our network, including TU Delft, Cambridge University, the University of Birmingham, and others.

Cooperation with ENHR and its members is vital for EFL. The academic input during topic group meetings and conferences, joint research projects, and the development and dissemination of academic articles and findings benefit the expertise of EFL members, and help raise the profile of EFL as an analytical and cerebral network at the cutting edge of housing research.

The annual ENHR housing conference is the highlight of each year. The 2019 edition took place in Athens, where our academic coordinator co-programmed and chaired sessions for the Social Housing Institutions, Organisations and Governance Working Group on behalf of EFL. In 2020, the conference will take place in Cyprus.

iv. Eurhonet

The European Housing Network is a network of 36 public and social housing companies from France, Germany, Italy, Sweden, Austria, and the U.K. Each Eurhonet member, in its



respective national context, shares the same ambition: improving professional practices and performances by sharing skills and developing a common view of excellence within the service of customers and society as a whole.

EFL and Eurhonet share a history of close cooperation. The two topic groups Social Domain and Digitalisation have performed joint meetings with Eurhonet. Over the last six or seven years, the topic group Social Domain has been developed into one large working group.

Cooperation between EFL and Eurhonet with regards to the topic group Social Domain is expected to continue in 2020.

3. OVERVIEW OF 2019 AND OPTIONS FOR GOING FORWARD

2019 has been a content-rich year for EFL, with a number of important topics addressed. The Spring conference, entitled **‘Governance in the non-profit housing sector: empowering residents and improving performance’**, was dedicated to different forms of governance in the social housing sector, with a particular focus on **‘tenant democracy’** as a key component of the Danish legal system. Members exchanged views and experiences on the different forms of tenant involvement within their organisations, and on the value of tenant-centred governance. A further topic explored within the Spring conference was **co-creation on the part of philanthropic organisations seeking valuable outputs for society**. This provided also inspiration for the future organisational development of EFL itself.

The second conference for 2019, based in Dublin and hosted by Clúid Housing is themed **‘High Density Living in Europe’**. Different aspects of urban housing and living in the context of increasing pressure on urban space will be explored, with a focus on local initiatives to encourage and build cultural acceptance of high density residential development. Another key theme of the Dublin conference is the growth of private investment in affordable housing provision. Examples from Germany, Netherlands and other European countries explore growing reliance on private investors and profit-oriented housing companies active in the field of low cost housing, and consider ways to harness private

investment for societal benefit. The by Ritterwald Consulting, formerly EFL Expertise BV, developed “Social Impact Label” will be presented during a brief ceremony with its initiating partners.

EFL was an active participant in the **International Social Housing Festival** in Lyon (4-8 June 2019). A one-day seminar themed **“Community Building and Cooperative Housing”** was organized by EFL and hosted by the Topic Group Social Domain. The growing significance of new forms of community development, the integration of migrants through new forms of collaborative and co-housing, and strategies for placing



tenants at the forefront of housing management were amongst key topics explored in this successful and well-received event.

Within EFL, the **Topic Groups** on Finance and Investment, Social Domain, Digitisation and Construction continue to be very active in providing workshop style meetings, and in sharing the expertise, of members associates and external experts on diverse topics of core interest.

New strategic challenges for the future

EFL has now developed into a major player in the European housing landscape. With a size of almost 70 members and associates, the organisation is ready to take a new step in its development. EFL was founded in 2006 as an exchange network that originally comprised a few Dutch and German housing associations, a construction company and a Dutch bank. Through the years, we have expanded into an international platform, composed of numerous housing companies, private companies and academic institutions with a common mission of sharing knowledge and learning across borders.

To prepare for the for next five-year period, it is time for EFL to re-evaluate its strategic mission and ensure that it does justice to members' collective potential. It is critical that EFL's further development both reflects members' interests and exploits the full potential value that membership of this dynamic network can bring. Our strategic planning process must also harness the formidable expertise amongst our member base and industry partners by gathering their ideas and aspirations and enlisting their participation. To this end, we have developed questionnaires for our members, but also for our external partner organisations such as Housing Europe, the European Network of Housing Researchers, the European Commission and national housing federations. The intelligence we gather through this participatory process will provide valuable insights into how we are perceived in the broader field of housing policy and provision and whether we need to take action to improve stakeholder perceptions.

Options for change from 2020 onwards

The main question to be addressed before EFL develops its next five-year plan is the strategic focus of EFL as an organisation. Throughout the years we have dedicated our energies and resources to two main activities; the organization of member events ranging from conferences, workshops, project days, and seminars to study visits and summer schools, and the support of our member-led topic groups. The logic underpinning our approach to date is that the value of an EFL membership derives from informal networking, learning and drawing inspiration from the practices of other members, and – to a more limited extent, cooperation within discrete projects. One option for our strategic development going forward is to maintain our current approach (**Option 1**).

A **second strategic development** option is to gradually transition from a network focused on exchange and peer-learning, to one that also functions as a co-producer of products or services with concrete outputs that add value to members' business. While signs of such a transition are already visible within EFL members' shared projects, '**Option 2**' would involve a collaborative search for opportunities and shared ideas, before concretising the most promising within a project-based approach. Such a transition, however gradual or small in scale, could develop in response to complex challenges such as climate change mitigation/adaptation, digital developments, demographic change that may require cross-border cooperation. Furthermore, the formidable range of knowledge and implementation skills available within EFL network would suggest strong potential for co-creation of valuable outputs. As a European Economic Interest Group; designed with cross-border activity in mind, appropriately managed forms of co-creation are arguably written into EFL's DNA.

Strategic alliances project

In 2019, EFL committed itself to participate in the 'Social Housing Provider strategic alliances' project. Based at the TU Delft, in cooperation with the University of Birmingham and our own academic coordinator, the goal of this project is to investigate what we can learn from strategic cooperative alliances in the field of housing that

3. OVERVIEW OF 2019 AND OPTIONS FOR GOING FORWARD

pool resources, expertise or purchasing power in order to reap economies of scale and/or add value to existing business. As EFL itself is an example of a strategic alliance, this research project can provide intelligence on the pitfalls and opportunities within other case-study alliances chosen in accordance with participants' - in this case, EFL members' – own interests. As such, EFL's direct participation in the project can be used to inform, discuss and inspire options for EFL's own strategic development.

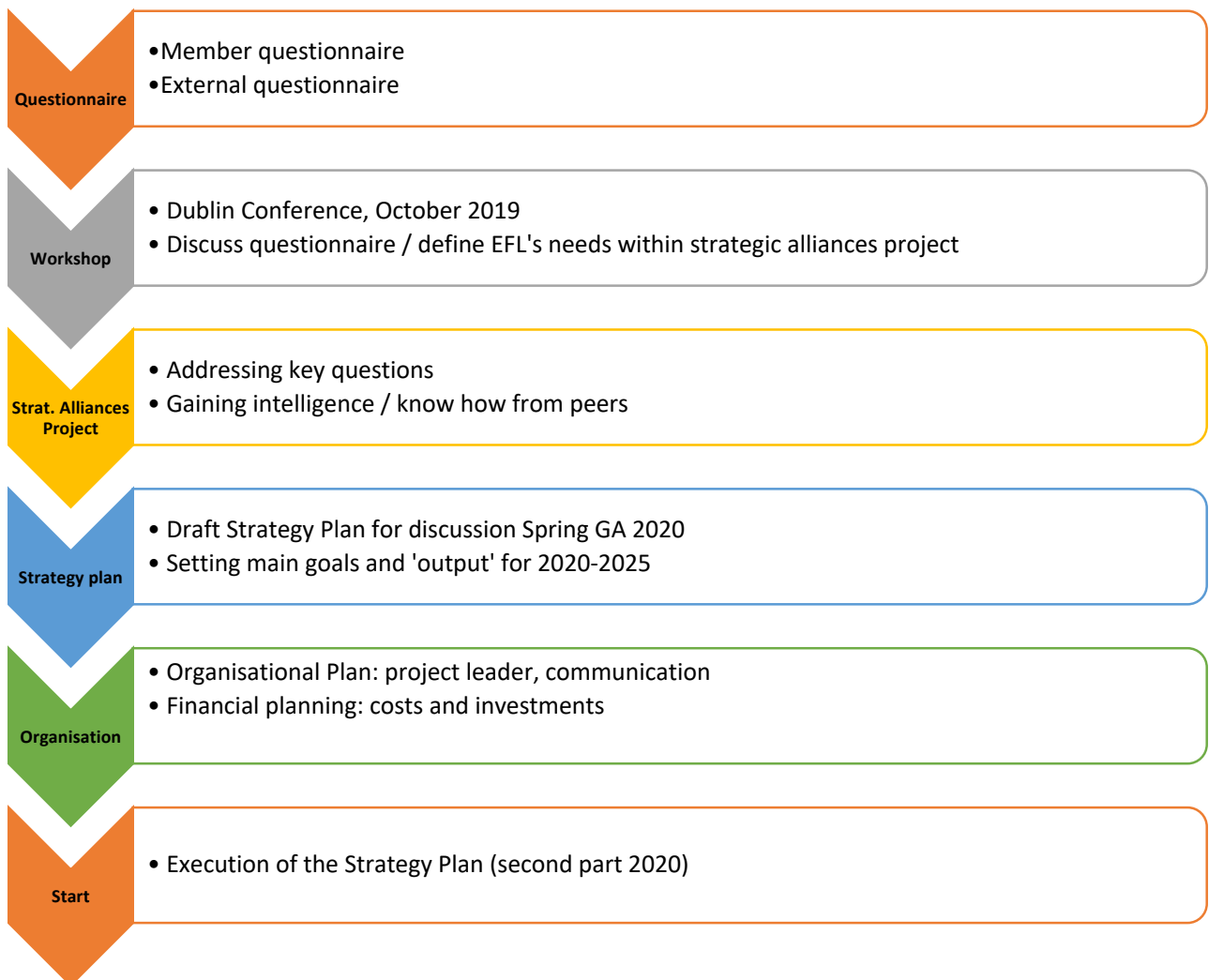
Concrete questions and issues that will be addressed through the research project:

- Which services, tools and/or products lend themselves best to co-creation?
- Value development for the members- how to define value?

- Planning and duration of service development- what project duration is ideal?
- How to streamline interests of diverse types of members, private companies and universities?
- Organisational aspects, based on proven examples, of effective co- creation.
- Communication system >> how improving effective ways of internal and external communication?
- Technical requirements in terms of ICT systems, big data research etc.
- Lessons learned from philanthropic organisations in the field of co-creation

Process steps

The following steps are proposed to realise our new strategy:



4. STAFF DEVELOPMENT 2020

The staff working for EFL remained unchanged in 2019. The managing director is currently the only full-time payroll employee. Other staff services are provided by self-employed professionals and paid on an hourly basis.

- Academic coordinator and strategy consultant: Anita Blessing
- Communication officer: Peter Hoogeweg
- Conference and office support is provided by Saskia van Balen.

The deployment of future staff depends largely on the future role EFL will develop. In Option 1, EFL remaining an

exchange network and event organiser, the number of staff remains adequate. Additional resources can be mobilised by extending the hours of the self-employed staff members.

In the event that a new stream of co-creation within EFL is pursued, as described above in Option 2, additional staff would likely be needed. The human resource planning of EFL will be a central theme for the strategy development.

5. EFL CONFERENCES 2020

EFL has a tradition in hosting two member conferences each year. In 2019 the EFL community gathered in Copenhagen and in Dublin. For 2020 we found two members prepared to host a conference: Flüwo from Stuttgart and the Wheatley Group from Scotland, with Glasgow as a potential conference site.

The topics of each conference are part of the input provided by members. Since 2019 we conclude each conference with a 'warming up' speech of the next host and we ask our members also to provide idea's for topics.

The costs for EFL conferences are normally covered by EFL. In most occasions the hosting organisation pays for a group dinner or lunch, but this is not a condition for being a host.

EFL Conference 2019, Copenhagen



6. TOPIC GROUPS

The topic groups are more active than ever. With some new, strong leaders, the participation of members at the meetings in 2019 was most sufficient.

The future role of the topic groups will likely depend on the strategic course that the EFL community selects. In the event that a stronger level of co-creation is consulted on and pursued, it may make good sense for the topic groups to develop into expert committees that deliver specific expertise to guide the development of services, tools and products. Depending on the concrete output of the programme, the different aspects of product or service development could be delivered by the topic groups. New expert groups to add to the existing ones may even be required.

As things currently stand, in 2020 it is proposed to continue the topic groups as in 2019.

The current Topic Groups and leaders are:

1. Finance and Investments led by Hendrik Cornehl (Dr. Klein Firmenkunden)
2. Social Domain led by Chiara Rizzica (FHS)
3. Construction led by Eric Danesse (Vilogia)
4. Digitisation, led by Roman Riebow and Dr. Oliver Falk Becker (Gewobag)

The topic groups meet two to four times per year

Topic Group Finance and Investment

This group is composed of finance professionals from across the whole member community. Over the last few years, the group created a vast pool of intelligence on corporate and project financing solutions for the housing sector and realized a benchmark tool for financial KPIs to enable cross-border comparison of social housing providers. Under the group's leadership, a publication has been developed describing various domestic markets and providing an overview of the different financing models of affordable housing in Europe. The group has also been periodically discussing developments in creditworthiness/rating and accounting standards, as well as national and international financing possibilities.

Topic Group Social Domain

The topic group, Social Domain, in close cooperation with the Eurhonet topic group Social Integration, has a long history of addressing the social challenges of housing companies. The well being of residents, approaches for supporting people in disadvantaged conditions, integration of migrants; all of these themes have been addressed. The groups focus on learning from best practices across Europe, followed by workshops of sharing experiences,





Topic Group Digitisation, Berlin 2019

has proven to be the best way of groupwork. In 2019 the group refocused on themes related to co-op housing and collaborative housing management.

Topic Group Construction

The topic group Construction, chaired by Eric Danesse as of 2019, has dedicated their first meetings to various themes in the field of passiv house construction and sustainability. Given the vast amount of relevant themes still to be addressed, the meetings are largely based on the exchange of experiences and learning from best practices within the EFL network. Therefore, each meeting includes a site visit and participants are challenged to share their knowledge in the form of workshops. The know-how emerging is shared with the topic group participants, as well as with the whole EFL network.

Topic Group Digital Change

Under the new leadership of Roman Riebow and Dr. Oliver Falck Becker, the topic group underwent a significant change in its approach. The meetings are organized more seminar style, attracting a wider target group than just EFL members. The group leaders opened participation from start-ups that demonstrated new products and services. They also invited non-members to raise participation and add more expertise and cooperated with the consultants to improve the quality of the meetings. This clearly paid-off in terms of the number of participants and new topics being addressed.

For 2020, it has been agreed that the group will remain open for a limited number of non-members, but on invitation only. EFL's Managing Director retains oversight over the decision to include non-members. Potential new candidates for EFL membership will be allowed to attend a topic group meeting to get an initial taste of the network.

7. PROJECTS

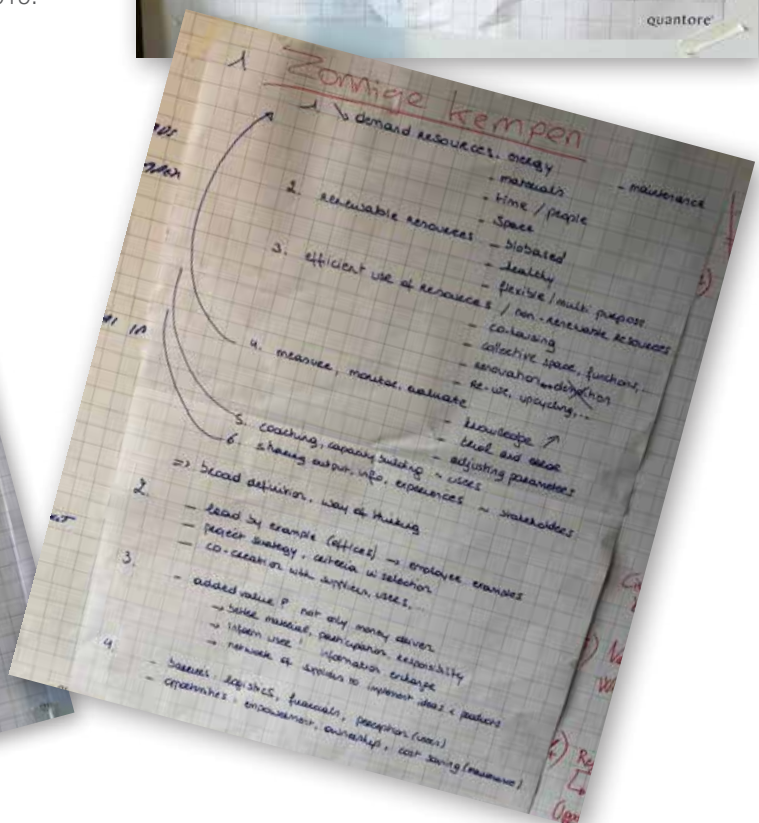
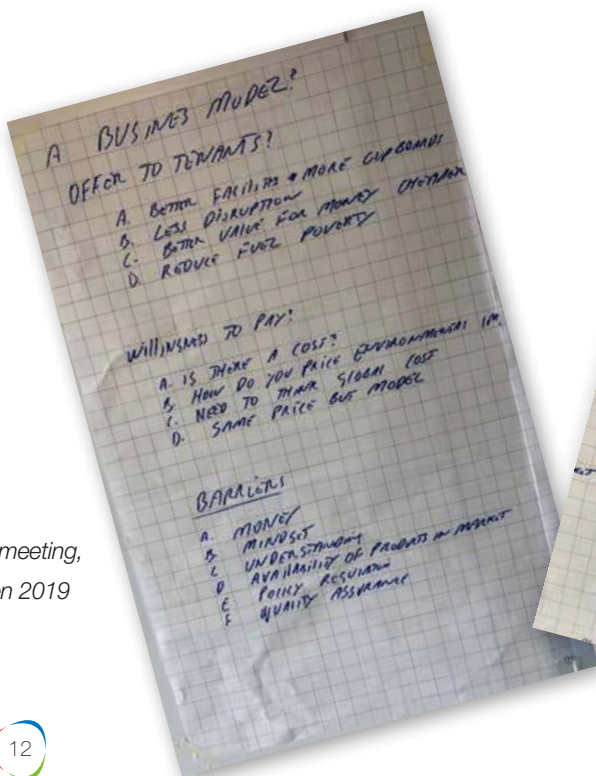
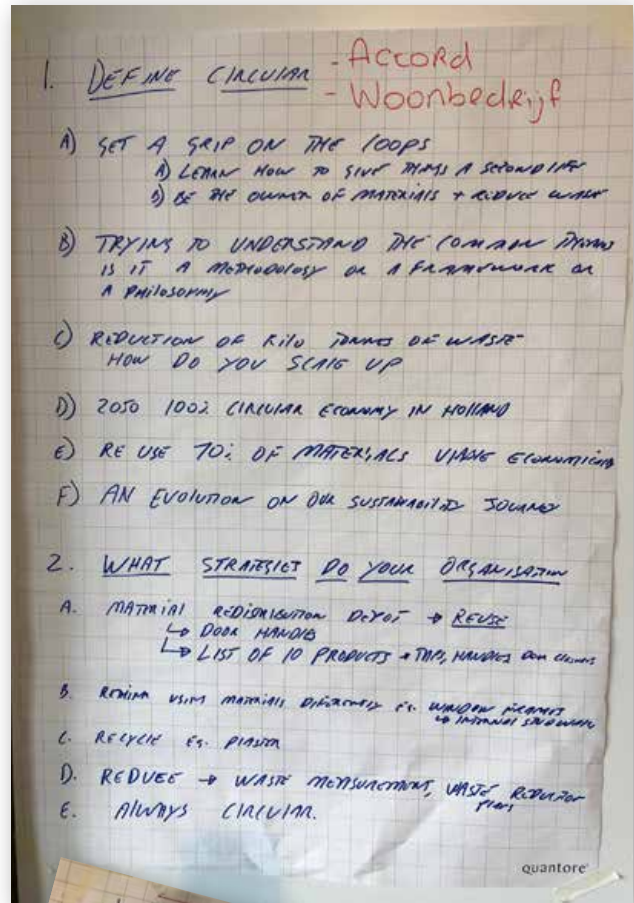
In 2019, EFL once again hosted a project day for members in Amsterdam. The well attended meeting delivered a lot of new ideas for projects. Although not all ideas gained enough interest to give it a concrete follow up, it was again a good way to harvest ideas. Some of the ideas were also taken back by the Topic Groups for further elaboration.

EFL itself participates in the **CHARM** Project, funded by the EU. This project mainly focusses on circular construction and the development of circular tendering processes. Pilot projects are being realized in Netherlands, Belgium, the UK and France. The role of EFL is mainly to provide communication and dissemination of the projects results. Circular construction is increasingly looked to as a way of saving materials and energy, and preventing pollution. When producers of construction materials also recover the used materials, no new resources need to be used.

The second project EFL is participating in is the Strategic Alliances Project.

For 2020, our main challenge within the Strategic Alliances project will be to learn from other strategic networks and get ideas for our own future development.

In 2020 EFL possibly engages itself in the European Index project. This project is proposed by Clarion Housing Group and will be presented at the Autumn Conference 2019.



CHARM meeting, Eindhoven 2019

8. OTHER EVENTS IN 2020

Next to our conferences and topic groups, other events will be organized.

Summer School 2020

After three successful editions of the EFL Summer School in Bochum, the cycle will continue in 2020. The partnership with EBZ Bochum and Housing Europe has been effective. The positive feed-back from the participants is encouraging. Nevertheless, the programme still has room for improvement. In particular, the students at the Summer School 2019 expressed an appreciation for more interactive sessions and a wish for stronger use of interactive methods along with a corresponding reduction the number of plenary presentations. One of the lessons learned was that most of the participants already have a lot of knowledge and experience, and are highly interested in sharing this amongst themselves. A number also expressed enthusiasm for the idea of participating in the planning and potentially the delivery of the next edition. The location for the Summer School 2020 is still not determined, but again EBZ showed to be perfect hosting organisation.

Executive Course at Sciences Po

The proven value of the Summer School for EFL has convinced the Board to add another educational event to our programme. The French University Sciences Po, one of the top universities from Paris with a long tradition in political sciences, is prepared to host the first high-level

Executive Course for board members and senior directors of housing companies. Comparable with the Summer School, the Executive Course will be planned for a duration of one week, and will offer participants a programme of lectures, knowledge sharing and insights into strategic governance. The location for the Executive Course will be Paris.

Bruno Taut Exhibition 2020

During Spring 2020, the Amsterdam Museum 'Het Schip', dedicated to the famous 'Amsterdam School' Architectural movement, will dedicate a 6 month exhibition to the German architect Bruno Taut (pre-war, from Berlin). Museum 'Het Schip' is a monumental building, constructed in the Amsterdam School style, and a masterpiece of design. The building was originally built as a residential property in the social housing sector, and is owned by Eigen Haard.

During the exposition some German EFL members, including 'Wohnungsgenossenschaft 1892', Gewobag, and Deutsche Wohnen will contribute to the exhibition. Furthermore, in April 2020 a seminar will be organised about the Housing Cooperative Movement. Our member '1892' has already offered their full commitment to this event.



Summer School, Bochum 2019

9. STUDY VISIT 2020

Since 2017, EFL has organized three study visits. In 2017 we visited Vienna, hosted by our member Tafkoo Architects. 2018 brought us to the City of Barcelona, co-organized by the Municipal Housing Department. In 2019, the City of Riga, the capital of Latvia, was the destination. Here our partner IWO, the Housing Initiative for Eastern Europe, organized the program.

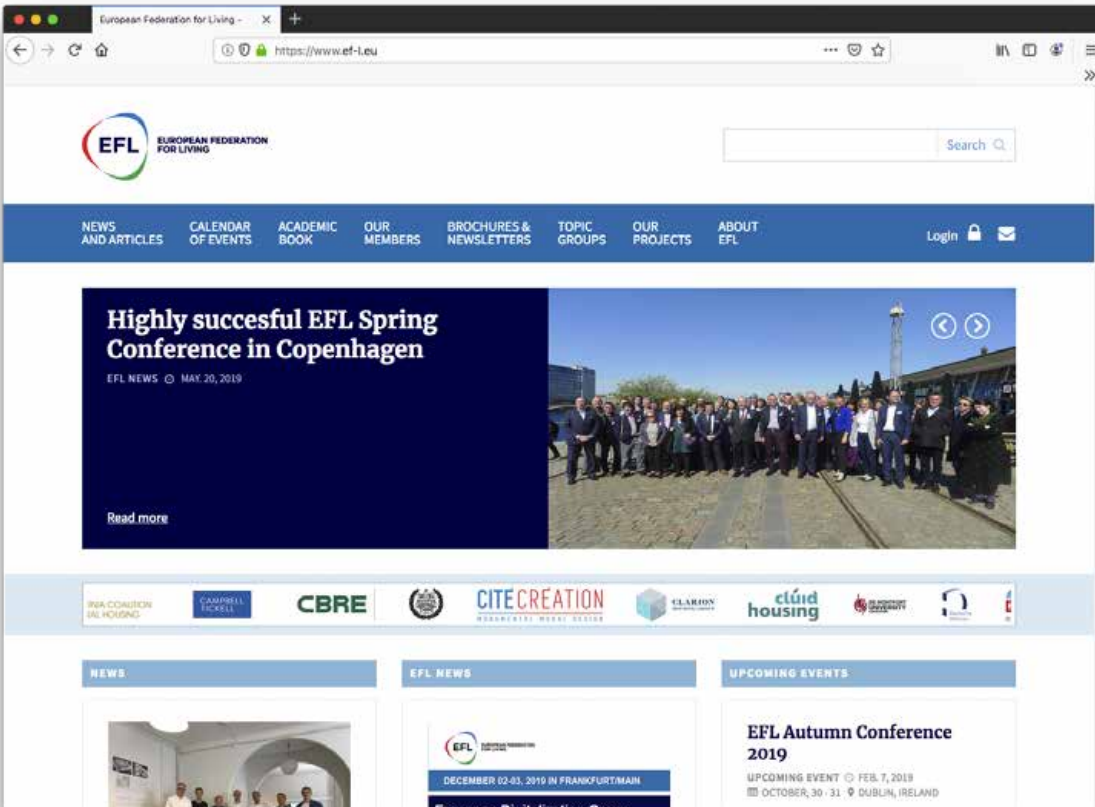
The 2019 edition attracted 15 EFL members and associates to attend. The participants learned a lot about the heritage of Soviet housing policy and the actual situation. With an enormous backlog in refurbishments, due to an uncontrolled privatisation of the formerly state housing stock after 1990, the housing quality is very poor and people face high energy bills due to high energy losses of uninsulated homes.

For 2020, the destination is still open. The study visit normally takes place in the second or third week of September. The city of Lisbon could be an interesting destination which will be polled within the EFL community.



10. EFL WEBSITE

The EFL website is developed and online since 2015. It's basic function is to inform members and others about events taking place, spread news and provide entry to the 'member area'. Here members can make use of the EFL Digital Library, have insight in all the contact details of the members and all relevant documents and presentations. A photo library is also available which consists of the photo's made during conferences , meetings and site visits.



With the growing importance of project work, the requirements set by the members have grown. For the future development of EFL, it is essential to improve the communicative aspects of the our digital environment and add new tools for project development within the network. Beginning in 2019, and continuing in the first part of 2020, a new website will be developed that offers the services needed, based on contemporary technology.

11. EFL EXPERTISE BV



The shares of our subsidiary company EFL Expertise have been sold in 2019. Accordingly, the ambitions of this consulting company won't be shared any longer in the EFL Strategy plan.

12. CONCLUSION

Having met our objectives from the Strategy Plan 2015-2020, the EFL network has taken a great step further along its unique trajectory of development. Throughout the period 2015-2019, we have grown from 37 members and associates in 2015, to 67 in 2019. That's an increase of 80%.

In relation to our strong growth, both in numbers, countries and expertise, we are approaching another 5-year term during which we would like to improve the value derived from the EFL membership even further. In order to accompany our growth with content that is appealing for the current and future members, we will start a discussion within the network and investigate the options for strategic growth now performed.

As such, 2020 could be a year for a new policy, new directions and new ambitions. We hope that all members will be challenged to contribute to this discussion, and that we achieve our ambitions over the next years.

Joost Nieuwenhuijzen, Managing Director EFL





CALENDAR 2020

2020 EFL Calendar		
January		
February		
March	EFL Project Day 5-6 March Seminar	E- mobility and new business for housing companies
April	Bruno Taut Exposition	Housing Cooperatives
May	Topic Group meetings	
June	EFL Spring Conference Executive Course	Glasgow Paris
July	Summer School	Bochum
August		
September	Study Visit	Lisbon (proposed) Effects of tourism and airbnb on affordability and provision of housing in cities
October	EFL Autumn Conference 21-23 October	
November		Stuttgart
December		

Topic Group meetings, project group meetings, and other activities will be published on the website: www.ef-l.eu.

MEMBERS 2019

Organization	Member Type	Country	Headquarters
ARA	Member	Finland	Helsinki
Batigere	Member	France	Paris
Boligselskabet Sjælland	Member	Denmark	Roskilde
Bo-Vest	Member	Denmark	Glostrup
Clarion Housing Group	Member	United Kingdom	London
Cluid Housing	Member	Ireland	Dublin
Deutsche Wohnen	Member	Germany	Frankfurt
Domnis	Member	France	Paris
Eigen Haard	Member	The Netherlands	Amsterdam
Flüwo	Member	Germany	Stuttgart
Fondazione Housing Sociale	Member	Italy	Milan
Gewobag	Member	Germany	Berlin
Habitare Plus	Member	Belgium	Deinze
Henningsdorfer Wohnungsgesellschaft	Member	Germany	Henningsdorf
Inter Vilvoordse	Member	Belgium	Vilvoorde
Joseph Stiftung	Member	Germany	Bamberg
LVAS	Member	Finland	Lahti
L&Q	Member	United Kingdom	London
Paris Habitat	Member	France	Paris
Parteon	Member	The Netherlands	Wormerveer
Polylogis	Member	France	Paris
Radius Housing	Member	N. Ireland	Belfast
Setlementiasunnot	Member	Finland	Helsinki
Vilogia	Member	France	Lille
Volkshaard	Member	Belgium	Gent
Wheatley Group	Member	United Kingdom	Glasgow
Wohnbau	Member	Germany	Bonn
Wohnungsgenossenschaft 1892	Member	Germany	Berlin
Woonzorg Nederland	Member	The Netherlands	Amstelveen

ASSOCIATE PARTNERS 2019

Organization	Member Type	Country	Headquarters
Aareon	Associate	Germany	Mainz
B&O Wohnungswirtschaft GmbH	Associate	Germany	Essen
Campbell Tickell	Associate	United Kingdom	London
CBRE	Associate	Germany	Berlin
Cite Creation	Associate	France	Lyon
Dr. Klein & Co	Associate	Germany	Berlin
GloBLD	Associate	The Netherlands	Deventer
Hennigsdorfer Stadtwerke	Associate	Germany	Hennigsdorf
Home Connections	Associate	United Kingdom	London
Enerlis	Associate	France	
Intent Technologies	Associate	France	Paris
ISTA	Associate	Germany	Berlin
Planet Idea	Associate	Italy	Turin
PERL	Associate	France	Paris
Ritterwald	Associate	Germany	Berlin
Tafkaoo	Associate	Germany	Berlin
Van der Leij Group	Associate	The Netherlands	Amsterdam
Vastbouw	Associate	The Netherlands	Rijssen

ACADEMIC PARTNERS 2019

Organization	Member Type	Country	Headquarters
Californian Coalition of Rural Housing	Strategic partner	United States	Sacramento
Chalmers University of Technology	Scientific Partner	Sweden	Gothenburg
De Montford University	Scientific Partner	United Kingdom	Leicester
EBZ European Business School	Scientific Partner	Germany	Bochum
ETH Zurich	Scientific Partner	Switzerland	Zurich
European Network of Housing Researchers (ENHR)	Scientific Partner	The Netherlands	Delft
IIBW Vienna	Scientific Partner	Austria	Vienna
IWO Institut der Wohnungswirtschaft Osteuropa	Network	Germany	Berlin
New Bulgarian University	Scientific Partner	Bulgaria	Sofia
TU Delft	Scientific Partner	The Netherlands	Delft
University of Birmingham	Scientific Partner	United Kingdom	Birmingham
University of Cambridge	Scientific Partner	United Kingdom	Cambridge
University of Tampere Finland	Scientific Partner	Finland	Tampere
Urban Planning Institute of the Republic of Slovenia	Scientific Partner	Slovenia	Ljubljana
University of Bicocca	Scientific Partner	Italy	Milan
Otto Friedrich University	Scientific Partner	Germany	Bamberg
University of Amsterdam	Scientific Partners	The Netherlands	Amsterdam



**EUROPEAN FEDERATION
FOR LIVING**

CONTACT INFO

European Federation for Living

Official Postal address / P.O. Box 67065 / NL-1060 JB Amsterdam

E: info@ef-l.eu / W: www.ef-l.eu

