



EFL

EUROPEAN FEDERATION
FOR LIVING

YEAR REPORT

EFL 2018 MANAGEMENT LETTER

REPORT

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1. INTRODUCTION

EFL has grown exponentially over 2018. There are now more than 60 organizations from **15** countries that make up this bustling network. EFL now represents 1.2 million homes across Europe. The purpose of EFL is to contribute to affordable and sustainable housing and neighborhoods and to fulfill the wishes of its members. This is made easier the larger the network grows. The larger the network, the more opportunities for knowledge exchange and open discussion around topics that affect the affordable housing sector. EFL is made up of 30 affordable housing associations, around 15 private businesses working in the sector, and 17 universities and research institutes.

EFL prides itself on organizing many events throughout the year for its growing network. These events allow members and associates to gather together, create important professional connections, network, and discuss topics that are significant to each individual members. In 2018, EFL planned two, large conferences, a summer school, one study visit, and multiple topic group meetings. These events create the space necessary to promote dialogue and discussion within the network. They are at the heart of EFL, and they are invaluable. We distinguish ourselves clearly from Housing Europe, our strategic partner. EFL is not a (political) lobby organization and is fully committed to support members in realizing their strategic and operational interests.



2. NEW MEMBERS

THIS YEAR, EFL GAINED 6 NEW MEMBERS AND 5 ASSOCIATES.

New members	New Scientific Associate	New Commercial Associate
Batigere (F)	Chalmers University (SE)	Cité Creation (F)
Cluid Housing (IRL)	ETH CASE Zurich (CH)	
Fliwo (D)	University of Amsterdam (NL)	
Fondazione Housing Sociale (I)	University of Cambridge (UK)	
Habitare Plus (B)		
Wohnbau (D)		

The EFL network always enjoys welcoming in new members and associates. These new organizations bring fresh experiences and expertise to the network and quickly establish themselves as informative and valuable additions to EFL.

Six new housing associations joined the network, one from France, Belgium, Italy, Ireland, and two from Germany. The new scientific associates hail from Sweden, Switzerland, the Netherlands, and the United Kingdom. The new commercial associate joins the network from France.

The EFL Strategy Plan 2018-2020 assigns a conscious effort to be made for the recruitment of new members and associates. With this, EFL is right on track!



Ben and Joost meeting in Dublin new member Cluid Housing

3. STAFF AND EXECUTIVE BOARD

EFL-EESV employs Mr. Joost Nieuwenhuijzen as full time managing director. His payroll contract is provided by EFL EESV. The contract is in accordance with the Dutch Collective Labor Agreement of Housing Associations.

Additionally, for the year 2018, EFL contracted a general consultant, Ms. Alix Goldstein. Mr. Peter Hoogeweg acts as social media consultant, and EFL hired Ms. Anita Blessing as a scientific coordinator consultant.

The executive board of EFL is made up of four members, one treasurer, and one chairman. Board elections were held this year. The makeup of the board at the end of 2018 was as follows:

	Name	Position	Organization	Type	Country	Appointed	Term Limit
1	Ben Pluijmers	Chairman	Polylogis	Housing Association	F	Re-elected 08-11-2018	08-11-2022
2	Mieke van den Berg	Treasurer	Eigen Haard	Housing Association	NL	13-11-2014	13-11-2019
3	Michaela Lüdtke	Member	1892	Housing Association	D	Re-elected 08-11-2018	08-11-2022
4	Eric Danesse	Member	Vilogia	Housing Association	F	01-07-2016	12-05-2020
5	Markus Terboven	Member	Gewobag	Housing Association	D	12-05-2016	12-05-2020
6	Austen Reid	Member	Clarion Housing	Housing Association	UK	23-11-2017	23-11-2021

Due to Mr. Austen Reid leaving Clarion Housing as per February 2019, a board vacancy has arisen for the remaining term.

4. FINANCES 2018

The financial situation of EFL can be regarded as stable. The financial result is still positive, although the profit from operations has been dropped by two third in comparison with 2017. The higher income from membership and associated fees in 2018 is a result from new members entering EFL, which haven't been budgeted. For the upcoming years the board has decided to raise the expenses and come to a more equal outcome. The equity position of EFL – ultimo 2018- is roughly an amount of € 375.000.

Income and costs in 2018		
Revenue 2018	€ 300.000	(2017 € 299.500)
Expenses 2018	€ 281.000	(2017: € 240.000)
Result 2018	€ 19.000	(2017: € 59.500)

Budget 2019		
Revenue	€ 284.670	(2018: € 257.070)
Expenses	€ 355.150	(2018: € 265.050)
Result	€ 70.480 -/-	(2018: € 7.980)

5. EFL BOARD MEETINGS

The EFL Board is elected by the General Assembly and oversees the daily operations. The operational management is dedicated to the managing director and his staff team.

Strategy development and strategic decisions are prepared by the Board and approved. For a number of decisions, a majority vote of the member community is needed. These include the acceptance of new members and associates, the budget of each year and approval of the year statements.

The Board meets circa 8 times per year. Most meetings are conducted via video conferencing. Twice a year the Board

meets on location for a face to face meeting. In 2018, the board met in Amsterdam and Lille.

Regular topics on the board agenda include strategic partnerships, preparations of the conferences, strategic expansion (member acquisition), activities and steering of the topic groups. Furthermore the Board supervises EFL's shareholder position within EFL Expertise.

6. CONFERENCES

EFL had two conferences in 2018. The spring conference was held in Paris, France hosted by Paris Habitat. The autumn conference was held in Milan, Italy hosted by Fondazione Housing Sociale.

Spring Conference, Paris, May 16-17, 2018

The housing associations Paris Habitat and Polylogis, as well as the real estate and usufruct firm, PERL, hosted the spring conference in Paris, France. The conference centered themes on new financing arrangements for the affordable housing sector in Europe. Reduced public funding for social housing all over Europe requires new solutions and sharing effective ideas across European countries is one way to discover positive results. The keynote address was given by Professor Christine Whitehead from the London School of Economics. She gave a detailed presentation on different financial models for affordable housing across Europe. Attendees were then addressed by member organizations conveying best practices. They heard from the host, Paris Habitat, from France, Parteon from the Netherlands, Gewobag from Germany, and Clarion from the U.K. And finally participants had the honor of meeting and hearing from Paris government officials, who addressed the conference and spoke about the importance of green spaces and biodiversity. Paris is one of the cities with outperforming ambitions in the field of 'urban green' and energy efficiency.



Autumn Conference, Milan, November 8-9, 2018

Fondazione Housing Sociale hosted the autumn conference in Milan. The conference themes centered around future housing challenges for European cities and strategies for inclusive, urban transformation. This conference had four keynote speakers, Professor Orna Rosenfeld from SciencesPo, Rui Neves Franco from the Lisbon City Council, Christophe Sykes from Construction Products Europe, and Sergio Urbani, the General Director of Fondazione Cariplo Milan. Attendees heard from a panel of Italian practitioners in the affordable housing sector who spoke about the social and affordable housing in Italy. Participants also had the pleasure of visiting the first social housing project in Milan. EFL is very proud to count FHS, Italy's most professional provider of social housing concepts, among its members.

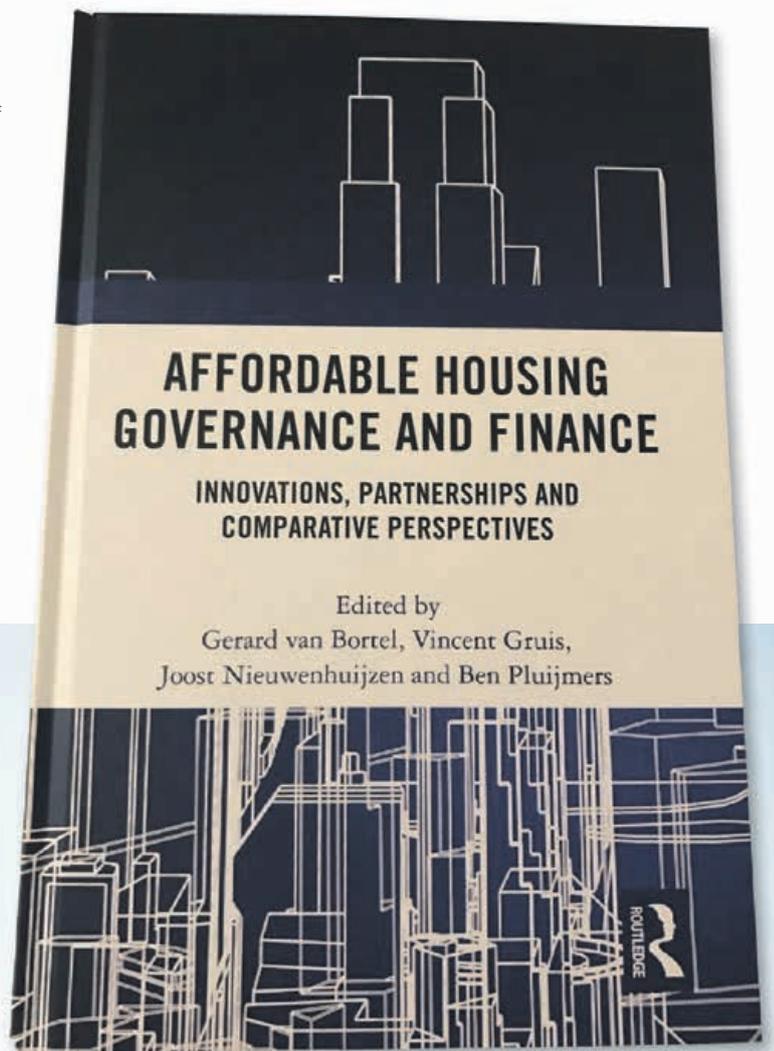


7. PROJECTS

EFL, in cooperation with TU Delft, completed the long awaited Book Project. The book, *Affordable Housing Governance and Finance: Innovations, partnerships and comparative perspectives*, was published and distributed to EFL members at the 2018 autumn conference in Milan. The book explores innovations in housing finance arrangements, with a focus on developments across Europe, and comparative chapters from the USA and Australia. The book presents innovations in collaborative housing, co-production, and accompanying finance mechanisms in order to support the quantity and quality of affordable rental housing. It combines academic rigor with practical relevance. The book is of interest to researchers and professionals in housing, social policy, urban planning, and finance.

EFL is also a project partner in the EU funded project, CHARM (Circular Housing Asset Renovation & Management – No More Downcycling). TU Delft, Paris Habitat, Accord Housing Association, Stichting Woonbedrijf, Zonnige Kempen, Kamp C, University of Birmingham, and EFL jointly applied for an INTERREG

Northwest Europe subsidy for a project to promote elements of circular economy within the housing sector. The Joint Secretariat of Interreg approved the project in October, 2018. EFL is responsible for communication and dissemination within the CHARM project. The Dutch Province of North Holland co- sponsors EFL in it's project duties.



8. STUDY VISIT 2018

The study visit this year took place in Barcelona in September, 2018. 13 housing professionals from the EFL member community visited the City of Barcelona.

The group was composed of housing practitioners from the EFL membership base, including Eigen Haard from Amsterdam, Paris Habitat from Paris, Vilogia from Lille, Polylogis from Paris, and 1892 from Berlin. These housing associations were complemented by academic researchers from EFL's university community and the associate member, Tafkaoo, an architectural firm based in Berlin.

Participants were able to learn about the current



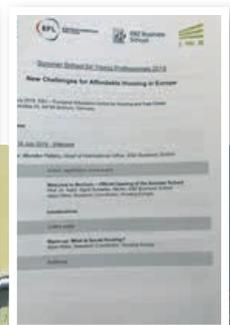
housing situation in Barcelona, the temporary transition of vacant homes into affordable and social housing, and the newly created public housing company, Metropolis Habitatge Barcelona. Furthermore the participants joint field visits, particularly focused on cooperative projects. One of them was 'La Borda', a project famous for its co design with future residents. This topic, cooperative housing, is adopted by EFL within the wider EFL community.



9. SUMMER SCHOOL

The second edition of the Summer School was hosted by EBZ on their campus premises in Bochum, Germany. It took place in July 2018 and was, again, a great and positive experience. It consisted of a varied program, including a site visit to Düsseldorf and an introduction to affordable housing in North Rhine-Westphalia by the ministry of housing. About 30

young housing professionals attended the summer school, which convinced the EFL management to continue organizing a Summer School in the upcoming years.





10. TOPIC GROUPS

2018 saw the creation and alteration of EFL topic groups. Topic groups are core elements of the EFL network. They take general themes discussed at conferences and make them specific. They are a platform used by experts in the housing sector, ranging from housing companies to academics to the supply and service industry, and their mission is to share and exchange knowledge and develop common intelligence. The lead of each topic group is in the hands of EFL members, the housing companies, as they understand their need for knowledge and expertise the best.

Social Domain and **Investment and Financing** have each organized two and three meetings respectively in 2018. The Social Domain group visited Copenhagen in the spring and Birmingham in the fall. The focus of the Social Domain Topic Group, having its meetings joined with our partner 'Eurhonet', centered around proven concepts of co-creation and professional resident involvement. Examples from Birmingham have been visited, providing in depth knowledge about affordable housing provision in the UK.





The Financing and Investment topic group conducted their meetings throughout the year in London, Berlin, and Zaandam, where they discussed *impact investing*, *financial KPI tools*, the role of ifi's (international financial institutes) and fintech solutions. Each topic group meeting included also a site visit to interesting and relevant projects in the hosting town. Practice and theory are in this way combined to make attending topic groups most relevant and interesting. During the informal parts of the meetings, participants get to know each other better during dinners.





The **Digitalization topic group** met in Sweden together with Eurhonet members to discuss digital channel shifts and flex-offices. The group chair 'Aareon' also hosted a webinar to introduce general data protection regulations (GNPR) and what implications it has for the housing and real estate sector. The end of 2018 saw a shift in leadership from EFL associate, Aareon, to EFL member, Gewobag. With this shift came a change in name. The topic group is now referred to as Digital Change and plans to coordinate its meetings with the "Digitisation Factory" of EFL Expertise.

A lack of interest in the **Energy Efficiency topic group** led to its closure at the end of 2018. Just one meeting has been held, hosted by EFL associate ISTA in Essen. Although the number of participants for that specific meeting was sufficient, a second meeting planned in Delft (autumn 2018) did not reach the minimum number of registrations. In its place, the General Assembly agreed that the topic group **Construction** to be established and is to be led by Vilogia. Their first meeting will occur in 2019. The scope of group will extend to the major innovations in the field of construction and modernization.

11. ADDITIONAL

LiM- Living in Metropolises

The European housing cooperative LiM – Living in Metropolises- has officially been created and registered in 2018. An initiative of housing cooperative '1892' (Berlin) with the goal to develop affordable housing for households and target groups most needed in the city. Providing affordable rental housing in the larger European metropolises is key to LiM; these homes are more scarce than any other housing type and most wanted by key workers in cities. These include civil servants, teachers, policemen, nurses etcetera. EFL has promoted the creation of LiM and is one of the members of this 'cooperative'

Communication, Social Media and PR

As living network, internal and external communication is key to its success. A bi-monthly newsletter informs the EFL community, but also external partners, about the activities and news from the members. The number of recipients is over 1.200 at the end of 2018.

Furthermore EFL manages an active Facebook account. In particular during the conferences, the facebook page is well attended.



12. LIST OF MEMBERS

Organization	Member Type	Country	Headquarters
ARA	Member	Finland	Helsinki
Batigere	Member	France	Paris
Bo-Vest	Member	Denmark	Glostrup
Clarion Housing Group	Member	United Kingdom	London
Cluid Housing	Member	Ireland	Dublin
Deutsche Wohnen	Member	Germany	Frankfurt
Eigen Haard	Member	Netherlands	Amsterdam
Flüwo	Member	Germany	Stuttgart
Fondazione Housing Sociale	Member	Italy	Milan
Gewobag	Member	Germany	Berlin
Habitare Plus	Member	Germany	Deinze
Henningsdorfer Wohnungsgesellschaft	Member	Germany	Hennigsdorf
ICF Habitat	Member	France	Paris
Joseph Stiftung	Member	Germany	Bamberg
LVAS	Member	Finland	Lahti
Paris Habitat	Member	France	Paris
Parteon	Member	The Netherlands	Wormerveer
Polylogis	Member	France	Paris
Setlementtiasunnot	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

Organization	Member Type	Country	Headquarters
3D Geo Solutions/GloBld	Associate	The Netherlands	Deventer
Aareon	Associate	Germany	Mainz
B&O Wohnungswirtschaft GmbH	Associate	Germany	Essen
Bureau 073	Associate	The Netherlands	's-Hertogenbosch
Campbell Tickell	Associate	United Kingdom	London
CBRE	Associate	Germany	Berlin
Cite Creation	Associate	France	Lyon
Dr. Klein & Co	Associate	Germany	Berlin
Hennigsdorfer Stadtwerke	Associate	Germany	Hennigsdorf
Home Connections	Associate	United Kingdom	London
Honeywell	Associate	The Netherlands	Amsterdam
Intent Technologies	Associate	France	Paris
ISTA	Associate	Germany	Berlin
PERL	Associate	France	Paris
Ritterwald	Associate	Germany	Berlin
Sergic	Associate	France	Lille
Tafkaoo	Associate	Germany	Berlin
Van der Leij Group	Associate	The Netherlands	Amsterdam
Vastbouw	Associate	The Netherlands	Amsterdam

Organization	Member Type	Country	Headquarters
Californian Coalition of Rural Housing	Scientific 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 Initiative Wohnungswirtschaft Osteuropa	Scientific Partner	Germany	Berlin
New Bulgarian University	Scientific Partner	Bulgaria	Sofia
TU Delft	Scientific Partner	The Netherlands	Delft
University of Amsterdam	Scientific Partner	The Netherlands	Amsterdam
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



**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

