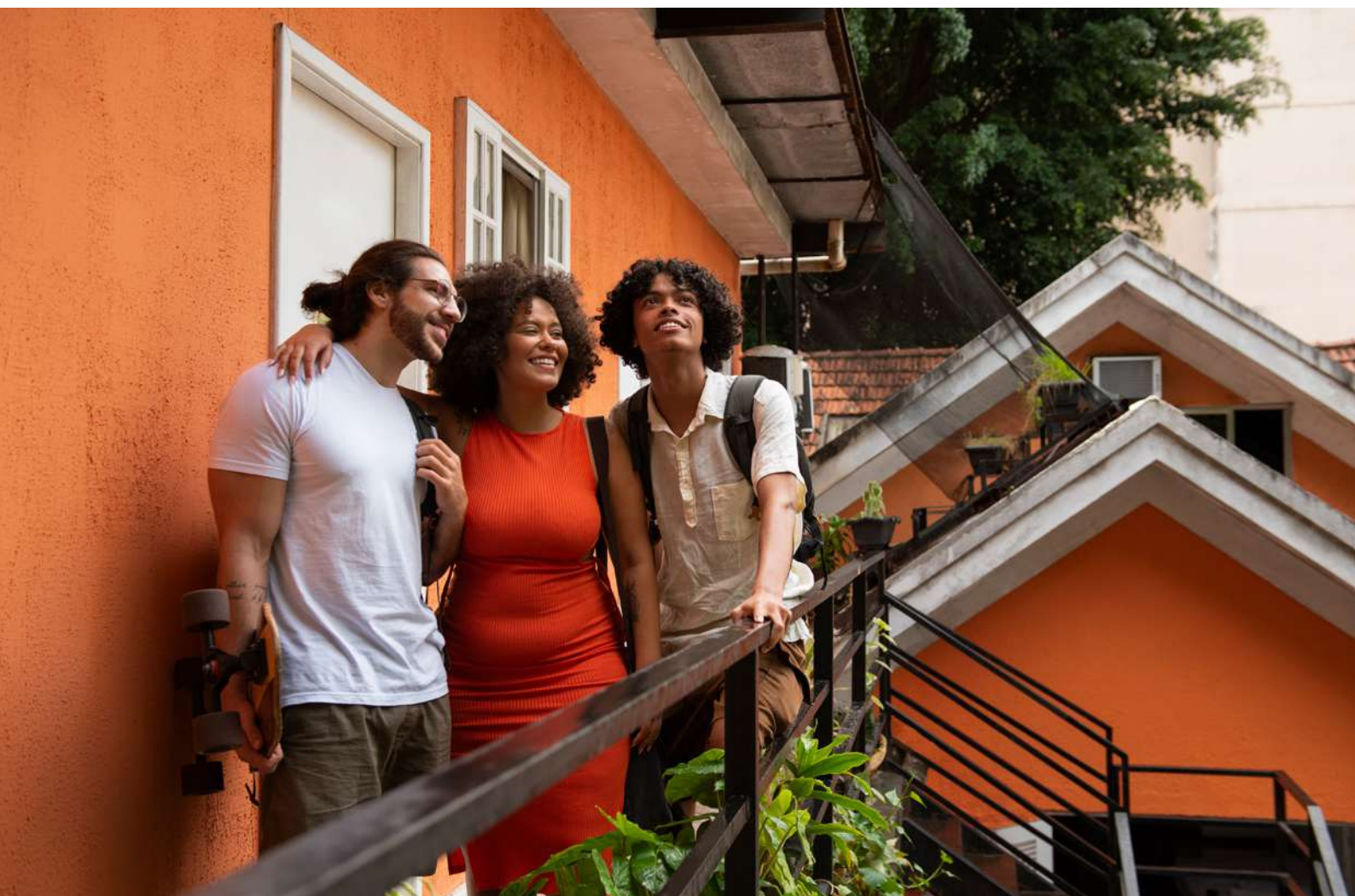


# EUROPEAN RESPONSABLE HOUSING AWARDS

HANDBOOK 2025







# INTRODUCTION

# ERHIN AWARDS

## **Affordable housing solutions for Europe—everyone's a winner!**

Facing growing social, environmental, and economic challenges, the social and affordable housing sector must find solutions to overcome the housing crisis in Europe and beyond. The solutions must be people-centred: the socially responsible housing providers have to serve their mission to provide a safe and sound, sustainable and energy-efficient and affordable home to their tenants.

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: tenant's empowerment.

Since the last editions, the sector has continued to face multiple and compounding challenges. Massive increase of prices (20%) and rents (48%), inflation and high consumer prices, unemployment and economic instability, rising construction costs, energy price volatility, demographic shifts: all leading to a massive demand for social and affordable housing. Yet, these pressures have only further driven the

commitment of public, cooperative, and social housing providers to respond with innovative, inclusive, and sustainable solutions.

In the 2025 European Responsible Housing Awards, the 82 projects presented from across Europe reaffirmed a common and urgent goal: securing affordable, quality housing while strengthening the economic and social position of tenants and residents by considerably reducing their housing costs. This year, the diversity and ambition of the projects submitted reflect the growing importance of responsible housing providers delivering a place called home.

Selecting the 25 finalist projects and the winners across the five award categories has once again been a challenging task for the ERHA jury. Composed of key stakeholders from across Europe—including tenant unions, urbanists, housing experts from cities, EU institutions, NGOs, and financing bodies—our jury, chaired by Barbara Steenbergen (Head of the EU office of the International Union of Tenants), brought wide-ranging expertise and a shared passion for responsible housing.

These Awards have been actively facilitated by the Housing Europe team, whose dedicated efforts in coordinating applications, providing necessary infrastructure, organising the award ceremony, compiling this handbook, and securing sponsors have been instrumental in their success.

The winners and finalists of the European Responsible Housing Awards were honoured at a ceremony during the International Social Housing Festival 2025 in Dublin.

Each project presented a high level of quality and a source of inspiration. They reflect the sector's ongoing efforts to address pressing social, economic, and environmental issues through the lens of Corporate Social Responsibility and the Principles of the European Responsible Housing Code of Conduct.

The Awards clearly show that housing affordability, tenant empowerment, and climate responsibility are not only compatible goals—they are mutually reinforcing. Through dialogue, fair financing, and inclusive governance, housing providers and stakeholders can co-create neighbourhoods that are more cohesive, resilient, and dignified.

Access to fair and sustainable financing remains a challenge for many housing providers. The category **“Management Excellence for Housing Affordability”** highlights how tailored financial models and long-term planning can help ensure long-term affordability for tenants while keeping operations viable and socially responsible.

Decent living conditions go beyond the provision of housing alone. The **“More than a roof – supporting communities of equal opportunities”** category demonstrates how investments in social cohesion, access to services, local employment, and integrated neighbourhood development are essential to thriving communities.

The transition to a greener built environment must also be just and inclusive. The **“Agents of just green transition, leaders of innovation”** category shows how energy renovation, climate mitigation, and tenant engagement can go hand in hand, achieving post- renovation housing cost neutrality without compromising affordability or displacing vulnerable residents.

Progress is impossible in isolation. The **“Building strategic alliances, fostering community participation”** category underlines the value of local cooperation between tenants and housing providers, municipalities, neighbourhood initiatives and civil society in creating solutions that are both tailored and scalable.

Finally, the category **“Going the extra mile for safe and sound living”** highlights projects that demonstrate exceptional commitment to ensuring tenants' safety and well-being, including measures that anticipate and respond to changing societal and environmental risks.

The purpose of the European Responsible Housing Awards remains the same: to collect and share inspiring examples of good practice across Europe, so that others may follow, adapt, and scale these efforts. We hope these inspiring 25 success-stories will encourage you to connect with the innovators behind the projects and help strengthen the growing movement for responsible housing.



Barbara Steenbergen

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



Bent Madsen

*President - Housing Europe*



Sorcha Edwards

*Secretary General - Housing Europe*



Charlotte Limousin

*General Delegate - DELPHIS*



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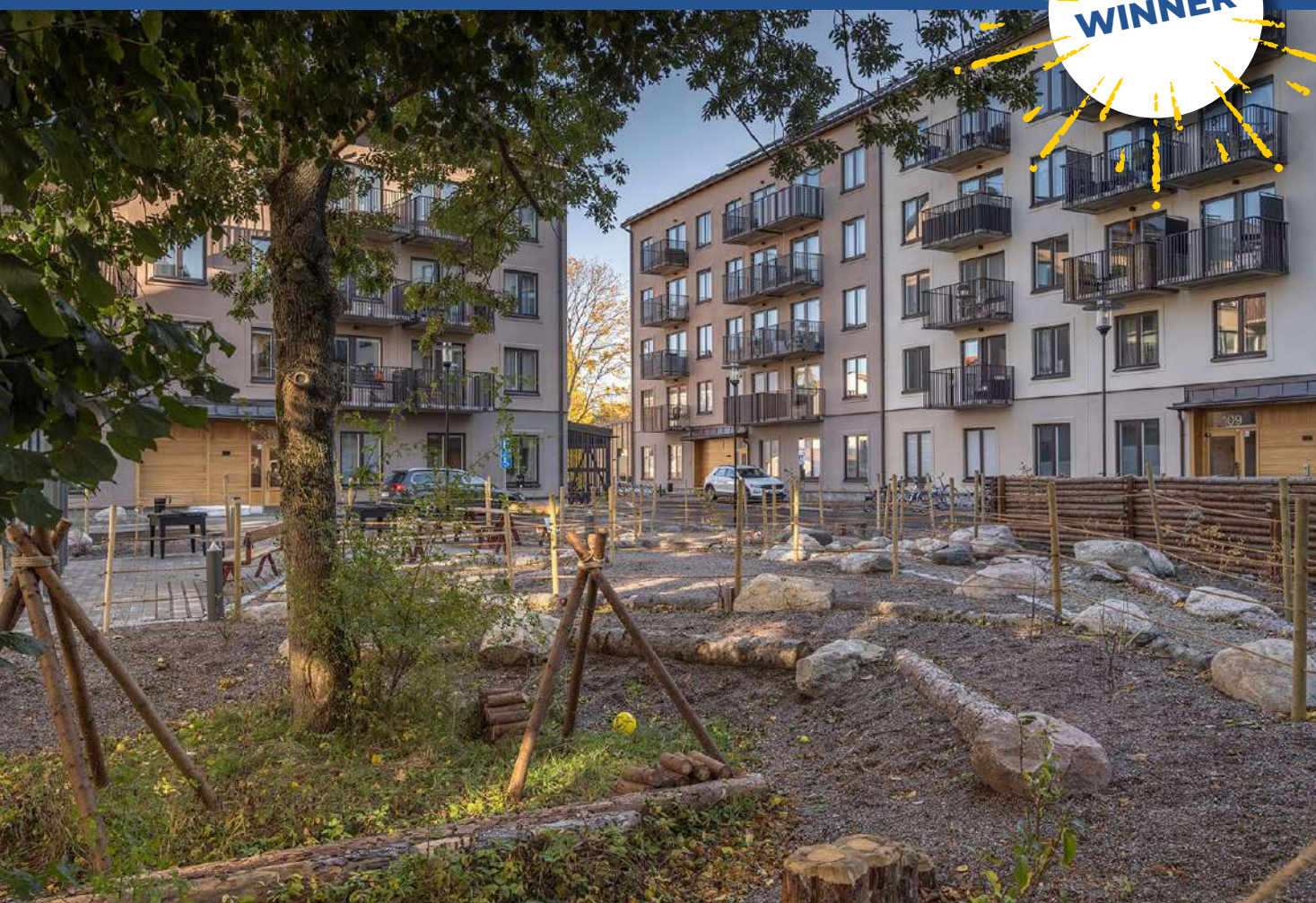
MANAGEMENT EXCELLENCE  
FOR HOUSING AFFORDABILITY

STOCK  
HOLMS  
HUSEN

# Stockholmshusen – a collaboration project to build thousands of rental apartments

STOCKHOLMSHEM, FAMILJEBOSTÄDER,  
SVENSKA BOSTÄDER

WINNER



LOCATION



WEBSITE

Stockholm

[vaxer.stockholm/tema/bostader/  
stockholmshusen-flyttar-in](https://vaxer.stockholm/tema/bostader/stockholmshusen-flyttar-in)



## OBJECTIVE

Stockholmshusen is a long-term initiative by the City of Stockholm to rapidly and cost-effectively deliver new rental housing in response to growing demand.

The project unites the city's three municipal housing companies—Stockholmshem, Familjebostäder, and Svenska Bostäder—with private contractors and city departments, including the City Planning Department and the Development Office.

Launched in 2014, Stockholmshusen was designed to streamline housing development by simplifying procurement, accelerating planning, and promoting serial construction. The goal is to deliver thousands of high-quality apartments with lower rents, while also contributing to Stockholm's target of building 140,000 climate-smart homes by 2035.



## CONTEXT

Stockholm's housing shortage is one of the city's most pressing challenges. Lengthy approval processes and high construction costs mean that new developments often take eight years to complete and result in unaffordable rents. To overcome this, the city government tasked its housing companies and urban planning departments with creating a new model for faster, more affordable housing production.

Stockholmshusen was the result: a collaborative framework designed to cut red tape, lower costs, and increase the speed and volume of housing delivery. The first land allocation took place in 2015, and by 2017 the first development plan was approved. Today, **915 apartments have been completed**, with **4,000 more under development**. The project pipeline includes **2,000 homes planned for 2025** and **1,500 annually between 2026 and 2027**.





## Innovation

What makes Stockholmshusen distinctive is its integrated, cross-sectoral approach. The model allows city departments and housing companies to work in parallel rather than sequentially, reducing development timelines by half. A dynamic purchasing system supports flexible and competitive procurement, while a shared architectural design program maintains consistent quality across diverse urban settings.

Buildings are constructed to meet Sweden's Miljöbyggnad Silver certification and incorporate sustainable design features such as green roofs, solar panels, and low carbon footprints—some as low as 121 kg CO<sub>2</sub> per square metre. Mobility solutions like bike-sharing, car-sharing, and proximity to public transit are built into every development, encouraging residents to adopt sustainable lifestyles.



## Tools used

The success of Stockholmshusen relies on a clearly defined and replicable model that links planning, design, and procurement into a cohesive process. A joint project and steering group—composed of representatives from the municipal housing companies and key city departments—ensures ongoing coordination and shared decision-making. Procurement is handled through a dynamic purchasing system, allowing flexibility and competitiveness while keeping costs down.

Architectural quality is secured through a unified design framework that balances standardisation with site-specific adaptation. This consistency helps accelerate approval processes and reduces uncertainty. Sustainability tools guide the integration of environmental features from the outset, ensuring that each new building meets strict energy and mobility targets. Together, these tools make Stockholmshusen both efficient and adaptable, supporting long-term planning across varied urban settings.







## Key results and benefits

- ✔ Lead times for new housing developments reduced from 8 years to 4.
- ✔ Rents in Stockholmshusen homes are approximately 20% lower than comparable new builds.
- ✔ 915 apartments completed and 4,000 in progress, with thousands more planned.
- ✔ Shared design standards ensure consistent, high-quality architecture across sites.
- ✔ All buildings meet Miljöbyggnad Silver certification; some with carbon footprints as low as 121 kg CO<sub>2</sub>/m<sup>2</sup>.
- ✔ Strategic mobility features reduce car dependency and promote sustainable transport.
- ✔ Recognised as “Best New Construction Project” by Sweden’s Public Housing Association and nominated for “Building of the Year – Stockholm”.



## What the Jury Liked

- ✔ Launched in 2014, with 915 completed units and a target of 3,500 homes by 2026, the project fast-tracked planning from 8 to 4 years.
- ✔ Rents are 20% lower than comparable projects, providing high-quality housing for middle- and lower-income residents within the city.
- ✔ The initiative uses dynamic public procurement, ensuring cost-effectiveness and transparency while enabling innovation.
- ✔ Its collaborative design, replicability, and efficient, multi-stakeholder approach were seen as exemplary and forward-looking.





MANAGEMENT EXCELLENCE  
FOR HOUSING AFFORDABILITY

**H**  
HOUSING  
THESSALONIKI

# Socialising vacant public properties for security of tenure and housing stability in Thessaloniki

SOCIAL RENTAL AGENCY THESSALONIKI - MAJOR DEVELOPMENT AGENCY  
OF THESSALONIKI - INTER-MUNICIPAL DEVELOPMENT AGENCY



LOCATION



NUMBER OF STAFF



NUMBER OF  
DWELLINGS MANAGED  
BY THE ORGANIZATION



WEBSITE

Thessaloniki, Greece

5

30

housing-thessaloniki.gr

## OBJECTIVE

This pioneering initiative in Thessaloniki aims to introduce a public model of social housing in a country with no existing national framework or stock.

Led by the newly established Municipal Social Rental Agency (SRA)—the first of its kind in Greece—and implemented in partnership with MDAT (the Municipal Development Agency of Thessaloniki), the project works to develop a replicable model for publicly controlled social housing by renovating long-vacant public properties and renting them to vulnerable households at affordable rates.

Operating within a fragmented national policy context, the project has a dual objective: to demonstrate how municipalities can generate and deliver social housing under public management, and to advocate for regulatory and policy changes that enable this approach to be scaled up nationwide.



## CONTEXT

Greece stands out in the EU as having no national social housing stock and no overarching housing policy. At the same time, housing exclusion is worsening: according to ELSTAT data, **79.2% of tenants** face housing cost overburden, compared to **21.15% of private owners**. In the wake of the financial crisis, homeownership dropped by **4%**, and among low-income households, housing costs consume up to **90%** of disposable income—the highest burden rate in Europe.

In Thessaloniki, this crisis is particularly acute. Rents increased by **65% between 2016 and 2023**, while vacancies remain widespread: **over 51,000 vacant units** exist in the municipality, with **97,164** in the surrounding region. Much of this vacant stock is in public hands, yet remains unused.

To address this, the SRA launched a pilot programme to recover and upgrade publicly owned properties that had stood empty for an average of **15 years**. These units are now being repurposed for long-term rental, creating stable housing solutions that also promote social mix and energy efficiency.



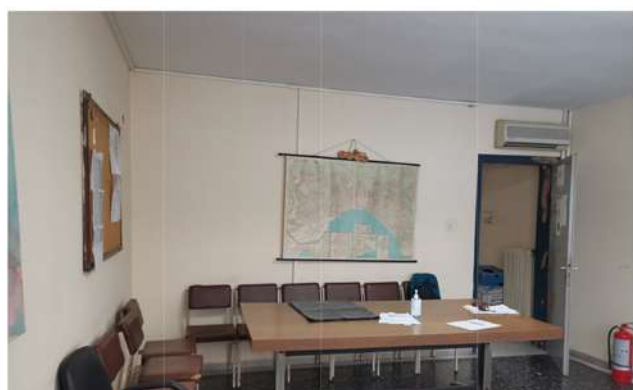


## Innovation

In a policy vacuum, the Thessaloniki pilot represents a breakthrough in both social and institutional innovation. It introduces a municipally driven model for social housing based on long-term public property reuse, while simultaneously proposing structural reforms to unlock national-level support.

The model is designed for replication and already informs Greece's upcoming national housing strategy under ESF+ funding. It combines hard infrastructure works—such as renovation and energy upgrades—with soft support services and targeted affordability mechanisms. The SRA also works with national ministries to secure legal agreements that guarantee long-term affordability and tenancy rights.

This project has created a practical blueprint for other cities in Greece, using real implementation experience to propose legislative and funding reforms that blend EU resources (ESF+ and ERDF) into cohesive housing delivery.



## Tools used

The project is supported by a broad ecosystem of tools, studies, and institutional partnerships developed since 2019. A cornerstone was the **Social and Affordable Housing Baseline Study** and a **vacancy mapping analysis** of public housing stock in Thessaloniki. These research tools informed the design of the **Integrated Action Plan on Social and Affordable Housing**, which was formally adopted by the Municipal Council in **2022**.

Implementation is led by the **Municipal Social Rental Agency (SRA)** in close partnership with **MDAT (the Municipal Development Agency of Thessaloniki)**, which has played a key operational and coordination role throughout.

Technical guidance and model development were shaped by peer exchange with the **Chent SRA** and participation in the **URBACT ROOF and Cities 4 Co-Housing networks**. Participatory tools include surveys and workshops involving landlords, vulnerable populations (including third-country nationals), and local stakeholders.

Since **2019**, the project has maintained regular coordination with **national authorities**, including the **Ministry of Family and Social Cohesion**, the **General Directorate for Housing**, and managing authorities for the **ESF+ and ERDF programmes**. This engagement informs the pilot's contribution to national housing policy and the upcoming programming period, including the establishment of similar social rental agencies in other municipalities.





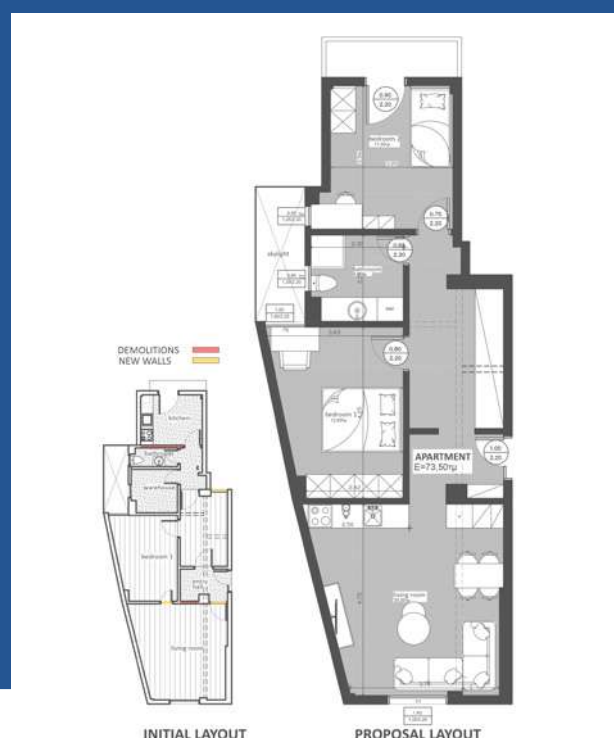
## Key results and benefits

- ✔ **30 housing units** are being renovated under the current **Recovery and Resilience Facility (RRF)**, with the RRF funding ending in **December 2025**.
- ✔ Properties had been vacant for an average of **15 years** before being reactivated for social use.
- ✔ **Tenancy agreements last a minimum of 8 years**, with renewability clauses and **social rents up to 65% below market rates**.
- ✔ A rent-setting mechanism ensures no household spends more than **30% of disposable income** on housing, supported by energy efficiency upgrades.
- ✔ The model is being used to address gaps in national homelessness and housing support programmes, which have struggled due to a lack of affordable stock.
- ✔ **Vacancy mapping** and social housing baseline studies are now being replicated by other municipalities.
- ✔ The SRA's approach is actively shaping new **ESF+ programming**, with earmarked funding for similar agencies across Greece.



## What the Jury Liked

- ✔ The project is an excellent use of EU funds and demonstrates how to effectively blend RRF and social funding tools.
- ✔ It provides deeply affordable housing through smart rent caps and strong cooperation among government and civil society.
- ✔ The bottom-up, stakeholder-led approach sets a groundbreaking precedent for Greece and similar housing-scarce contexts.
- ✔ Despite its small scale, the project's innovation, planning, and replicability make it highly deserving of recognition.





MANAGEMENT EXCELLENCE  
FOR HOUSING AFFORDABILITY



# Zero carbon refurbishment - sustainable housing development and affordability

SIR - SALZBURGER INSTITUT FÜR RAUMORDNUNG UND WOHNEN



LOCATION



NUMBER OF STAFF



WEBSITE

Salzburg, Austria

50

[www.sir.at](http://www.sir.at)



## OBJECTIVE

The *Wir inHAUSer* project in Salzburg demonstrates how the goals of climate protection and affordable housing can be successfully combined within a single housing initiative.

Its primary aim is to transform an existing residential complex into a CO<sub>2</sub>-neutral and socially inclusive living space by switching to 100% renewable energy, reducing operational emissions, and increasing housing capacity through sustainable densification.

By upgrading the energy system, modernizing building envelopes, and introducing alternative mobility solutions, the project reduces environmental impact while ensuring low-cost, high-quality housing for low-income and vulnerable groups. It delivers 24 additional housing units—growing the total from **75 to 99 apartments**—without expanding the site footprint.



## CONTEXT

Rather than demolishing the aging residential complex, the project team pursued a climate-conscious and cost-effective renovation strategy. This included vertical timber extensions insulated with ecological cellulose and a comprehensive energy concept. One of the most striking technical achievements is the installation of a **wastewater heat recovery system**, implemented at this scale for the first time in Europe, enabling heat to be reused from wastewater and exhaust air—essentially turning waste into energy.

The project also addresses social needs: 150 existing residents had to be temporarily rehoused during construction, and ensuring affordability post-renovation was a central consideration. Thanks to Austria's non-profit housing model and public subsidies, rents in the refurbished complex are now **approximately 50% below market levels**.

The initiative also reflects broader urban development goals. It aligns with the **Paris Climate Agreement** and contributes to compact, climate-resilient city planning by increasing housing supply without additional land consumption.



## Innovation

The project's innovations lie in its integrated approach to climate neutrality, affordability, and participatory planning. Key technical solutions include the use of renewable energy sources, cellulose-insulated timber construction, modular low-carbon facades, and Europe's first large-scale use of wastewater heat recovery in social housing.

The energy concept reclaims heat that would normally be lost, closing a critical gap in energy efficiency. This local energy loop reduces both emissions and heating costs. In addition, a "Mobility Point" was created on-site, giving residents access to e-bikes, cargo bikes, car-sharing, and electric vehicle charging—contributing further to emission reduction.

From the outset, the project emphasized community engagement. Residents were involved in planning through workshops and consultation events, helping to shape the design and improve local acceptance. Apartment allocation was carried out by the City of Salzburg using social criteria, ensuring that housing remained accessible to low-income and priority groups.



## Tools used

The success of Wir inHAUSer relied on a multi-pronged toolkit combining technical, environmental, and social planning strategies. A detailed energy assessment was carried out to evaluate operational and embodied energy impacts, shaping the use of renewable systems and insulation materials.

Design measures such as vertical extensions, modular facades, and heat-recovery installations were planned to maximize sustainability while preserving existing structures. To ensure social acceptance and cohesion, a participatory planning process engaged residents early, with ongoing dialogue to adapt implementation to community needs.

Mobility planning was also integrated from the start. The "Mobility Point" serves as a hub for sustainable transport options and supports long-term behavioral change among tenants by reducing dependency on private vehicles.





## Key results and benefits

- ✔ Housing capacity increased from **75 to 99 apartments** through vertical timber extensions.
- ✔ **150 residents** successfully relocated and reintegrated during renovation.
- ✔ Rents maintained at **around 50% below market rate** due to non-profit housing model and subsidies.
- ✔ Buildings powered by **100% renewable energy**, fully replacing fossil gas systems.
- ✔ **Wastewater heat recovery system** implemented at this scale for the first time in Europe.
- ✔ Strong **resident participation** ensured local support and social inclusion.
- ✔ “Mobility Point” offers e-bikes, cargo bikes, car-sharing, and EV charging on site.
- ✔ All renovations carried out without sealing additional land, preserving open space and biodiversity.
- ✔ Contributes directly to Austria’s climate targets and the goals of the **Paris Agreement**.



## What the Jury Liked

- ✔ Achieved *Housing Cost Neutrality Plus*, with tenants paying less post-renovation despite added value.
- ✔ Effective use of both Austrian revolving and EU funds, with an innovative funding blend.
- ✔ Strong stakeholder participation, particularly resident involvement in design and decision-making.
- ✔ The project could also stand out in energy innovation due to its renewable energy integration.







MANAGEMENT EXCELLENCE  
FOR HOUSING AFFORDABILITY



# Kombhus – industrial construction and framework procurement agreements for good affordable housing

SVERIGES ALLMÄNNYTTA - PUBLIC HOUSING SWEDEN



LOCATION



NUMBER OF STAFF



NUMBER OF  
DWELLINGS MANAGED  
BY THE ORGANIZATION



WEBSITE

Stockholm, Sweden

50

992000

[sverigesallmannnytta.se](https://sverigesallmannnytta.se)

## OBJECTIVE

The Kombohus initiative, launched by **Sveriges Allmännytt** (Public Housing Sweden), was developed to address Sweden's rising construction costs and long-standing housing shortages.

Its primary objective is to provide municipal housing companies with access to affordable, high-quality apartment buildings using industrialized construction methods and national framework agreements.

By acting as a central purchasing body for over 300 municipal housing providers, Public Housing Sweden is able to coordinate large-scale procurement and negotiate lower prices. The Kombohus model makes it possible to deliver **turnkey multi-storey buildings up to eight floors high**, with flexibility in size, shape, and design—tailored to meet local needs and demand across Sweden's municipalities.

The project particularly supports municipalities that had not built for **15–20 years**, helping them re-enter the housing market by providing technical guidance, streamlined processes, and pre-negotiated supply contracts.

## CONTEXT

Sweden faced a growing housing shortage in the early 2010s, at a time when construction prices were rapidly increasing and many municipal housing companies had limited capacity or recent experience in building. Public housing tenders under the national procurement law (LOU) received few bids, and prices were often significantly higher—on average **10% more** than those for private developers.

To change this, Kombohus was launched in **2010** as a standardized, industrial construction concept. It aimed to simplify development and reduce prices through scale, repeatability, and efficiency. Instead of developing one-off housing projects, municipal providers could now order pre-approved building systems under a **nationwide framework agreement**.

Over **15 years**, five such agreements have been signed, enabling construction in **129 municipalities**. To date, **11,000 Kombohus apartments** have been completed, with around **1,000 more in development**. The model covers up to **25,000 homes** across current supplier agreements.



## Innovation

Kombohus breaks with traditional public procurement by focusing on **functional requirements** rather than detailed technical specifications. This encourages construction companies to innovate in system design, modularity, and energy performance—so long as the buildings meet core criteria on cost, quality, and sustainability.

The model combines **industrialized construction techniques** with competitive framework contracts, allowing municipalities to order fully designed housing packages that are quick to build and cost-efficient. This not only standardizes quality but also lowers risk and resource burden for smaller or less experienced municipal developers.

An additional innovation is the introduction of **Byggkalkyl**, a web-based planning and cost simulation tool. Housing companies can use it to compare design options, calculate full project costs, and model long-term rental pricing—helping them make informed investment decisions.



## Tools used

Kombohus relies on a strategic toolkit built around scale, standardization, and shared procurement. Public Housing Sweden coordinates central procurement through **national framework agreements** involving multiple suppliers. These agreements include **standardized modular building designs** that can be configured to different sites while maintaining industrial production efficiency.

Procurement is based on performance—particularly energy and architectural quality—rather than prescriptive designs. This creates flexibility for suppliers while maintaining high standards. Manuals and guides support local housing companies through each stage, from planning to delivery.

The digital tool **Byggkalkyl** is integrated with the framework's pricing model. It enables companies to simulate various building options and assess financial feasibility early in the project cycle, supporting better planning and rent setting.







## Key results and benefits

- ✔ Construction costs for Kombohus buildings are **20% lower** than other public-sector housing, equating to around **SEK 6,000 per square metre** in savings.
- ✔ On average, Kombohus developments are completed **5 months faster** than comparable public builds and **3 months faster** than private-sector equivalents.
- ✔ In large cities, newly built Kombohus units offer **rents 13% lower** than private equivalents; in smaller cities, the difference is around **6%**.
- ✔ **11,000 homes completed**, with an additional **1,000 in progress** across **129 municipalities**.
- ✔ More than **1,200 homes** would not have been built without Kombohus; **20% of housing companies** involved had not built anything in the previous **two decades**.
- ✔ Over **one-third** of participating housing companies report they would not have been able to build in their chosen locations without the framework.
- ✔ **One in four** say Kombohus made it possible to reach specific target groups they otherwise could not have served.



## What the Jury Liked

- ✔ The project delivers proven affordability: rents 13% below market and significantly reduced construction timelines.
- ✔ Public procurement and standardization pressure down construction prices, enabling access in underserved areas.
- ✔ Tenants were involved in rent negotiations, supporting the model's affordability and acceptance.
- ✔ Its scale, replicability, cost-effectiveness, and speed make it a standout example of industrialized public housing.















## More than a roof – supporting communities of equal opportunities

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MORE THAN A ROOF - SUPPORTING  
COMMUNITIES OF EQUAL OPPORTUNITIES



# Sostre Cívic

SOSTRE CÍVIC



LOCATION



NUMBER OF STAFF



NUMBER OF  
DWELLINGS MANAGED  
BY THE ORGANIZATION



WEBSITE

Barcelona, Spain

26

566

sostrecivic.cat

## OBJECTIVE

Sostre Cívic seeks to redefine access to housing through a non-speculative cooperative model based on the right of use. Its goal is to ensure long-term affordability, promote social inclusion, and advance environmental sustainability.

By fostering self-managed communities and partnering with municipalities to build on public land, the initiative offers a systemic alternative to speculative real estate markets.

### **The project pursues three main objectives:**

- Guarantee affordable housing for people at risk of exclusion, including youth, older adults, low-income households, and individuals with disabilities.
- Build democratic, self-managed communities grounded in mutual support and participatory governance.
- Develop environmentally responsible homes following nearly Zero Energy Building (nZEB) standards.

Through these aims, Sostre Cívic advances a housing model that is equitable, resilient, and rooted in collective ownership.

## CONTEXT

In Catalonia, a deep housing crisis has unfolded over the last two decades. Between 2000 and 2020, rental prices surged by 101.7% while wages remained stagnant. Spain's public housing stock stands at less than 1%, far below the EU average of 4%. As a result, housing insecurity and social exclusion have intensified: more than 370,000 people have been evicted in Catalonia in the past 15 years.

A speculative real estate market dominated by investment funds and private landlords has exacerbated the problem, especially in urban centers like Barcelona, where gentrification has displaced long-standing residents. Public policies have failed to provide lasting solutions or adequate support for vulnerable groups.

In response, Sostre Cívic emerged as a pioneering cooperative housing initiative. It tackles the core issues of unaffordable housing, market speculation, and community displacement by offering:

- A long-term, stable alternative based on collective, non-profit ownership
- Legal models that safeguard public interest, such as 75-year surface rights on public land
- Inclusive, community-led development that restores housing as a social right



## Innovation

Sostre Cívic's approach disrupts the traditional market-driven housing paradigm by centering collective ownership, democratic management, and ecological design. **Its innovations include:**

- Right-of-use ownership: Residents co-own and manage their homes through cooperatives, with no right to sell for profit, ensuring permanent affordability.
- Public-community collaboration: Projects are developed on public land via long-term (75-year) agreements, maintaining housing as a public asset.
- Environmental design: Homes are built to nZEB standards, integrating passive climate systems, renewable energy, and sustainable materials—cutting CO<sub>2</sub> emissions by up to 80%.
- Inclusive governance: All residents participate in decision-making and self-management, building cohesive and empowered communities.

This model enables affordability without relying on subsidies, prioritizes social mix and inclusion, and lays the groundwork for replication in diverse local contexts.



## Tools used

To implement and scale its model, Sostre Cívic has developed a robust toolkit combining participatory, legal, financial, environmental, and technological instruments:

### Participatory Governance and Community Engagement

- Co-design workshops allow residents to shape housing design and shared spaces.
- General assemblies and working groups enable democratic decision-making and cooperative management.
- Surveys and feedback mechanisms assess resident needs and sustainability goals.

### Legal and Institutional Tools

- 75-year surface rights agreements with municipalities ensure long-term public benefit and affordability.
- Right-of-use model removes housing from speculative markets, securing lasting access for residents.

### Financial Instruments

- Blended financing strategies combine member equity, social banking loans, and public/EU funds (including Next Generation EU).
- Pre-construction viability assessments ensure economic sustainability of each project.

### Environmental and Technological Tools

- nZEB-aligned architectural standards reduce energy use and operational costs.
- Digital platforms support transparent governance, financial management, and inter-cooperative coordination.

### Replication and Scaling

- The model is adaptable to both rural and urban settings.
- Partnerships and cooperative networks across Europe foster knowledge exchange and model replication.

Together, these tools ensure the long-term resilience and adaptability of the Sostre Cívic model.





## Key results and benefits

- ✔ 350+ cooperative homes are in development, with over 1,000 residents expected by 2026.
- ✔ Residents pay 25–40% lower monthly fees than market rates, ensuring affordability and economic stability.
- ✔ All homes follow nZEB standards, achieving up to 80% CO<sub>2</sub> emission reductions.
- ✔ 100% of residents are involved in decision-making and cooperative management.
- ✔ €31 million loan secured from the Council of Europe Development Bank supports project expansion.
- ✔ Inclusive communities built with a social mix of youth, seniors, low-income families, and people with disabilities.
- ✔ Public land is safeguarded through 75-year agreements, maintaining it as a social asset.
- ✔ The project is already inspiring replication in other European regions.

### CHALLENGES ADDRESSED:

- Regulatory gaps: Public frameworks are still adapting to cooperative housing models.
- Access to capital: Cooperatives face funding limitations compared to traditional developers, but have overcome this through diversified partnerships and financial innovation.

Despite these challenges, Sostre Cívica has proven that cooperative housing is a viable, scalable, and transformative response to the housing crisis—anchoring housing in rights, not speculation.



## What the Jury Liked

- ✔ The financial model is innovative, blending resident contributions, social banking, and EU funding without relying on state subsidies.
- ✔ It ensures full resident participation, with 100% involved in decision-making and cooperative governance.
- ✔ Sostre Cívica is a replicable, scalable model that promotes long-term affordability and sustainability at local and national levels.
- ✔ The use of public land for cooperative housing breaks away from speculative practices, offering a transformative approach for Spain.





MORE THAN A ROOF - SUPPORTING  
COMMUNITIES OF EQUAL OPPORTUNITIES



# Empowering Lives - A Holistic Approach to Housing Justice

FROM STREETS TO HOMES ASSOCIATION



LOCATION



NUMBER OF STAFF



NUMBER OF  
DWELLINGS MANAGED  
BY THE ORGANIZATION



WEBSITE

Budapest, Hungary

38

71

utcarollakasba.hu

## OBJECTIVE

From Streets to Homes Association (FSHA) is dedicated to implementing the Housing First model in Hungary, focusing on providing stable, permanent housing for people experiencing homelessness or housing poverty.

The aim is not only to end homelessness but to create the conditions for individuals to rebuild autonomy, access public services, and integrate into their communities.

### **Core objectives include:**

- Securing safe, affordable, and long-term housing as a basic human right.
- Providing holistic, tailored support services—before, during, and after move-in—to promote self-determination.
- Facilitating social reintegration through employment support, peer mentoring, and community engagement.
- Empowering individuals to become their own advocates and break systemic cycles of exclusion and discrimination.

This holistic and person-centered approach transforms housing into a platform for rebuilding lives with dignity and stability.

## CONTEXT

Homelessness in Hungary is entrenched in structural challenges and regressive policies. Historically, the government has prioritized mass shelters, which offer only temporary relief and often lack dignity, privacy, and long-term solutions. Meanwhile, the criminalization of homelessness was codified into the country's Basic Law, further marginalizing vulnerable individuals.

At the systemic level, little attention has been given to developing sustainable housing programmes. Discrimination, limited affordable housing, and economic insecurity continue to push marginalized groups—including refugees, Roma communities, and people with disabilities—into homelessness or unsafe housing conditions.

Against this backdrop, FSHA was founded to introduce a fundamentally different approach. Through the Housing First model, it shifts the focus from emergency response to lasting change: securing housing as a starting point for addressing other issues like unemployment, health instability, trauma, and isolation.

The organisation's model reflects the understanding that stable housing is not an outcome, but the essential foundation for reintegration and long-term independence.





## Innovation

FSHA pioneered the Housing First model in Hungary, marking a departure from shelter-based services toward a permanent housing and rights-based framework. This shift redefined how homelessness is understood and addressed in the country.

### Key innovations include:

- Community-based support: Programmes like the Give Work! Group, Peer Mentor Programme, and Women's Club build supportive networks, increase resilience, and reduce social isolation.
- Client-led service design: Initiatives are co-developed with tenants based on lived experience, ensuring relevance, empowerment, and dignity.
- Holistic support: FSHA combines housing with legal, health, social, and employment services in one coordinated model.
- Peer support integration: Unlike other sectors in Hungary, peer mentorship in housing services remains rare—FSHA positions lived experience at the heart of support and service delivery.
- Inclusive, replicable model: This blueprint can be adapted in other national contexts, combining structural advocacy with grassroots empowerment.

The innovation lies not just in the services offered, but in the organisation's underlying philosophy: seeing housing as the starting point for justice, not the end of care.



## Tools used

FSHA's programmes are built on an evolving toolkit designed for adaptability, empowerment, and long-term support:

### Housing and Social Tools

- Housing First implementation in cooperation with municipalities and private landlords to secure social and vacant housing.
- Social Housing Agency mobilises privately owned units for affordable rental.

### Employment and Economic Empowerment

- Give Work! Group: Over 7 years, it supported 140 participants and facilitated 230 employment placements, combining job readiness workshops, external speakers, and mentoring.
- Continuous monitoring and session feedback help tailor the initiative to real-time client needs.

### Peer Support Structures

- Peer Mentor Programme: Developed with mentors' active input on rules, boundaries, and competencies. It includes supervision, ongoing training, and strategic evaluation.
- 100+ peer sessions held, with mentoring for 23 clients, including Ukrainian refugees.

### Women's Support Spaces

- Women's Group and Women's Club: Created through client interest surveys, they provide themed meetings every three weeks for emotional support, socialization, and resilience-building. Activities include crafts, cooking, and shared discussion.

### Programme Development and Knowledge Sharing

- Client co-design: Tenants directly shape service content, ensuring responsiveness and ownership.
- Staff capacity-building: Programme leaders share learnings with other stakeholders in Hungary's housing sector.

This dynamic toolset reinforces FSHA's commitment to rights-based, user-informed, and structurally transformative housing solutions.



## Key results and benefits

- ✔ 130 tenants housed through the Housing First model by 2024.
- ✔ 300+ refugees from Ukraine supported since early 2022 in accessing safe, affordable housing.
- ✔ 95% housing retention rate, reflecting the success of FSHA's long-term support and case management.
- ✔ 140 participants engaged through the Give Work! Group, with 230 job placements, reducing welfare reliance and promoting economic participation.
- ✔ 23 mentees and 100+ peer sessions run under the Peer Support Programme since 2022, facilitating integration and practical life guidance.
- ✔ Women's initiatives reduce social isolation and trauma, especially for older and financially vulnerable women.
- ✔ Programmes designed based on client feedback, strengthening trust and relevance.
- ✔ Partnerships with municipalities and private landlords expand the availability of social housing.

### WIDER SOCIETAL IMPACT:

- Promotes inclusive communities through empowerment, not dependency.
- Provides a replicable framework for holistic housing justice.
- Challenges punitive policies by positioning housing as a right, not a privilege.



## What the Jury Liked

- ✔ First in Hungary to implement a comprehensive Housing First approach addressing systemic, social, and economic barriers.
- ✔ Stands out for its inclusive, gender-sensitive, and tenant-centered model, especially in a challenging national context.
- ✔ Peer mentorship and empowerment of marginalized groups, including refugees and minorities, are central to the project.
- ✔ Provides more than housing: builds dignity, long-term stability, and scalable, rights-based solutions beyond temporary shelters.





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wbv-gpa  
UNSERE  
WOHNBAUVEREINIGUNG

# Life Campus Wolfganggasse

WBV-GPA / WOHNBAUVEREINIGUNG FÜR PRIVATNAGESTELLTE  
GEMEINNÜTZIGE GESELLSCHAFT MIT BESCHRÄNKTER HAFTUNG



LOCATION



NUMBER OF STAFF



NUMBER OF  
DWELLINGS MANAGED  
BY THE ORGANIZATION



WEBSITE

Vienna, Austria

170

10000

[www.wbv-gpa.at](http://www.wbv-gpa.at)



## OBJECTIVE

Lebenscampus Wolfganggasse reimagines inclusive urban living through an intergenerational, community-based housing model.

Developed by two non-profit housing associations, the project integrates housing, education, social care, and sustainability in a “living campus” designed to meet diverse life circumstances.

### Key objectives:

- Inclusive, intergenerational housing: Provide affordable, adaptable homes for single and separated parents, youth, and residents with specific support needs.
- On-site support services: Integrate social care, youth welfare, and vocational training into the housing environment, ensuring accessibility for vulnerable groups.
- Affordability: Offer SMART apartments with enhanced subsidies and cost-based rents to support low-income and single-income households.
- Community-building: Facilitate resident participation through move-in support, shared spaces, and ongoing co-governance.
- Social inclusion and flexibility: Accommodate diverse family models with customizable layouts and community-oriented amenities.
- Sustainable urban renewal: Reuse a former tram depot using energy-efficient design, green façades, and strong public transport links.

## CONTEXT

The Lebenscampus project revitalizes a formerly underutilized tram depot in Vienna's 12th district, transforming it into a hub for affordable and inclusive living. Though Vienna is known for its strong social housing tradition, emerging social needs—like transitional housing, flexible layouts for separated families, and on-site support—have outpaced traditional models.

The project was shaped by several contextual challenges:

- A **shortage of inclusive, affordable housing**, particularly for single parents and youth leaving care, who often lacked options with supportive services.
- **Fragmented access to education and social care**, which limited opportunities for vulnerable groups to stabilize their lives.
- The absence of **community-focused urban regeneration** in many new housing developments, resulting in social fragmentation.
- A broader **need for integrated, resilient urban models** that respond to both climate challenges and social inequalities.

Lebenscampus responds with a unique combination of housing, care, and empowerment infrastructure—all within one physically and socially connected environment.



## Innovation

Lebenscampus Wolfganggasse presents a new standard for multi-dimensional social housing. Its innovations span design, operations, affordability, and digital integration:

- ◉ **Flexible housing solutions:** Cluster apartments, sliding partitions, and guest units support evolving family needs and reduce isolation.
- ◉ **Integrated support services:** Co-location of housing with ÖJAB's vocational training, Neunerhaus social care, and MA 11 youth welfare services ensures wraparound, real-time support.
- ◉ **Adaptive affordability:** SMART units with "Superförderung" reduce upfront costs; rents are calculated on a cost-based model to reach a wide income range.
- ◉ **Sustainable construction:** Green façades, rooftop gardens, and energy-efficient design enhance climate resilience and align with city-wide environmental goals.
- ◉ **Digital community infrastructure:** DigiGrätzl—an online platform—fosters communication, feedback, and event coordination among residents and project stakeholders.
- ◉ **Operational co-creation:** Move-in facilitation, tenant councils, and co-design workshops ensure that residents shape their living environment from the start.



The model not only bridges housing and services but also reshapes how affordability, community, and equity are delivered in urban development.



## Tools used

A diverse toolkit underpins Lebenscampus Wolfganggasse's success, blending digital tools, participatory planning, and structural innovation:

### Physical and Legal Tools

- ◉ SMART apartments with enhanced subsidies ("Superförderung") and cost-based rents.
- ◉ Flexible apartment designs that adapt to evolving household compositions.

### Social and Support Infrastructure

- ◉ On-site vocational training (ÖJAB), transitional housing (Neunerhaus), and youth services (MA 11).
- ◉ Professional move-in support and service access from day one, ensuring residents are equipped to thrive.

### Participatory Design and Governance

- ◉ Co-design workshops with future tenants, NGOs, and social workers to shape layouts and communal features.
- ◉ Resident-led governance structures, including tenant councils and feedback loops for shared space management.

### Digital Tools

- ◉ DigiGrätzl platform enables real-time communication between residents and management, supports event coordination, and allows idea exchange on community use of shared spaces.

### Sustainability Measures

- ◉ Green roofs, courtyard landscaping, and bike infrastructure promote low-carbon living and climate resilience.
- ◉ Adaptive reuse of a historic tram depot adds cultural continuity to social innovation.

Together, these tools create a housing ecosystem where architectural, social, and digital components are fully aligned.



## Key results and benefits

- ✔ **High demand and stable tenancies** among single parents, youth, and vulnerable groups confirm successful targeting and retention.
- ✔ **Coordinated service delivery** leads to tangible outcomes: successful transitions from homelessness, improved access to youth welfare, and job placements.
- ✔ **Resident engagement** is continuously monitored through surveys and community workshops, fostering a strong sense of belonging and co-ownership.
- ✔ **Environmental performance** tracked through energy consumption and green space use, reinforcing the project's climate adaptation goals.
- ✔ **Financial sustainability** maintained through ongoing evaluation of cost-based rents, subsidies, and maintenance practices.

### **BENEFITS TO STAKEHOLDERS AND SOCIETY:**

- Residents: Affordable housing, integrated support, and flexible layouts enhance stability and reduce social isolation.
- City of Vienna: A model for equitable urban development that meets social, environmental, and policy goals.
- Service providers and NGOs: Increased reach, improved outcomes, and efficient co-location of resources.
- Community at large: Revitalized urban area, reduced inequality, and strengthened local networks.

Lebenscampus Wolfganggasse demonstrates how collaborative, socially focused design can respond to complex urban needs—offering a replicable path toward inclusive housing in European cities.



## What the Jury Liked

- ✔ Highly innovative response to changing demographics, especially supporting single-parent households with integrated services.
- ✔ Smart units with “Superförderung” lower entry costs, while rent-scaling and service access ensure long-term affordability and inclusion. Combines multiple initiatives (like Housing First) into one holistic, campus-style model addressing complex social needs.
- ✔ More comprehensive and forward-thinking than traditional models, meeting all ERHA criteria for innovative housing practices.







MORE THAN A ROOF - SUPPORTING  
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# The “new way” to happy healthy ageing

LOGIRYS



LOCATION



NUMBER OF STAFF



NUMBER OF  
DWELLINGS MANAGED  
BY THE ORGANIZATION



WEBSITE

Xxxx

000

000

www

## OBJECTIVE

The Avon project, developed by LogiRys, pioneers a new approach to ageing in social housing—placing dignity, autonomy, and wellbeing at the center of everyday life.

Located in the Jean Fontenelle Residence, this initiative focuses on providing affordable, high-quality housing for mobile seniors who do not require nursing care but benefit from tailored support in a communal setting.

The project's main goal was to transform a deteriorating building into a model for “residences of autonomy,” where older residents can maintain independence while enjoying emotional support, social connection, and a strong sense of belonging. The vision combines physical comfort with beauty, community with care, and sustainability with innovation—creating an environment that actively supports graceful, healthy ageing. From inclusive design to therapeutic gardens and shared meals, the residence is a living demonstration that later life can be joyful, supported, and vibrant.



## CONTEXT

In 2020, LogiRys took over a struggling 45-year-old building in the town of Avon that housed 25 senior residents. The facility required extensive renovation, not only to improve safety and comfort but also to shift from a basic housing model to a care-focused residence supporting older adults in maintaining autonomy.

The transformation was both physical and philosophical. The renovation, costing over **€5 million**, was completed within a year—carefully managed to minimize disruption. The result is a **76-apartment building** that is thermally comfortable, safe, luminous, and aesthetically pleasing, while still **maintaining affordable rents**.

This initiative coincided with demographic trends facing Groupe Polylogis, which forecasts a **30% increase in tenants over 60 by 2035**, representing **200,000 additional units and 275,000 people**. In response, the Avon project became a testing ground for reimagining senior care. It integrates findings from the **Polylogis seniors' barometer**, a survey of **1,650 tenants aged over 60**, and directly informs the group's broader ageing strategy.



## Innovation

The Avon project introduces a replicable, heart-centered care model that redefines ageing in social housing. Rather than focusing on dependency, the residence is designed to **delay ageing** by promoting vitality, participation, and emotional health.

A key innovation is its approach to **care as empowerment**. Residents are encouraged to live as they choose—decorating their spaces, keeping pets, and choosing whether to engage in activities or enjoy privacy. This supports autonomy and a sense of ownership.

The residence offers **31 types of indoor and outdoor activities**, averaging **12.5 hours per week**, focused on mobility, mental wellbeing, and social interaction. Physical exercises have even helped residents overcome issues like **urinary incontinence**, restoring confidence and daily independence.

Nature is also a therapeutic tool: the **biodiverse garden**, co-designed for older users, is used for movement, reflection, and community activities. An **in-house, affordable restaurant**, managed by Avon's social services, is open not only to residents but to all seniors over 60 in the town—fostering broader inclusion and nutritional support.

Digital inclusion and environmental sustainability are also integral. Residents receive computer training to stay connected, and the residence promotes recycling and energy-saving practices.

With **over 30% of residents aged 90+**, and some over 100, the residence proves that dignity and vitality are compatible with advanced age when supported through thoughtful care and design.



## Tools used

A wide array of tools support the Avon model, blending physical space, professional care, social infrastructure, and digital engagement:

- Full renovation of a 45-year-old building into a thermally efficient, accessible, and beautiful 76-unit residence.
- Common areas filled with light, color, and music, including a piano for residents to use freely.
- Therapeutic garden, specifically designed for emotional and physical wellbeing, used for structured outdoor activities and daily enjoyment.
- In-house restaurant offering healthy, affordable meals to residents and all seniors over 60 in Avon.
- 31 activity types, from fall prevention to social clubs, led by professionals and residents alike.
- Physical training and geriatric support, including exercises proven to improve mobility and continence.
- Digital training for residents, boosting autonomy and connection.
- Recycling systems and environmental awareness training to align daily life with sustainable practices.

All of this is supported by a team of professionals dedicated to understanding not only the physical but also the emotional aspects of ageing—ensuring care with heart.





## Key results and benefits

- ✔ **€5 million renovation** completed in one year with minimal disruption.
- ✔ **76 adapted apartments** with maintained affordability and thermal comfort.
- ✔ **31 types of activities** delivered at an average of **12.5 hours/week**.
- ✔ **72% of residents participate weekly** in activities.
- ✔ **100% satisfaction rate** with activities and **96% overall satisfaction**, based on internal surveys.
- ✔ **30% of residents are aged 90+**, demonstrating successful ageing in place.
- ✔ **In-house restaurant and garden access open to all local seniors**, fostering community integration.
- ✔ **Digital training, recycling education, and sustainability initiatives** promote long-term autonomy and responsible living.
- ✔ **Polylogis senior strategy**, informed by the Avon model and a survey of **1,650 residents over 60**, positions the project as a pilot for wider national application.

This project proves that ageing can be joyful, independent, and inclusive when care is rooted in dignity, community, and design excellence.



## What the Jury Liked

- ✔ Innovative reimagining of senior housing that prioritizes vitality, prevention, and independence over dependency or institutional care.
- ✔ Excellent use of services: tailored therapeutic programs, a biodiverse garden, and a social-service-managed restaurant supporting both health and dignity.
- ✔ Achieved high satisfaction (96%) and strong resident participation, proof of impact and quality.
- ✔ A model aging solution that challenges stereotypes about elderly living and effectively integrates design, care, and community.





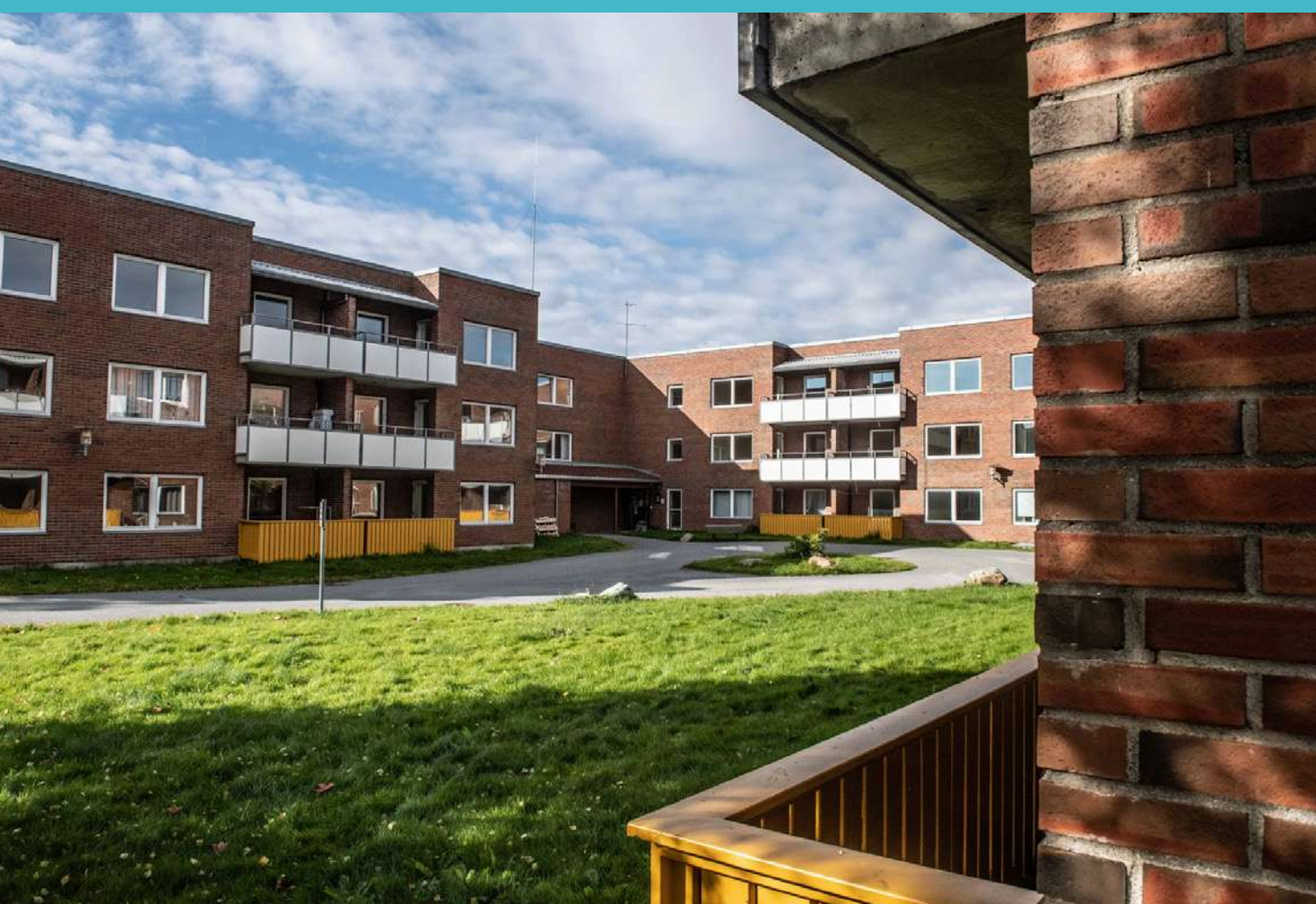
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Boligstiftelsen  
I TRONDHEIM

# Yrkesskolevegen

BOLIGSTIFTELSEN I TRONDHEIM



LOCATION



NUMBER OF STAFF



NUMBER OF  
DWELLINGS MANAGED  
BY THE ORGANIZATION



WEBSITE

Trondheim, Norway

2

2

www.  
boligstiftelsenitronheim.  
no

## OBJECTIVE

The Yrkesskolevegen project, led by the Trondheim Housing Foundation, offers nearly 100 affordable homes built on the principles of long-term stability, social inclusion, and resident empowerment.

As a non-profit housing provider, the foundation offers significantly lower rents than comparable apartments in Trondheim and provides residents with indefinite rental contracts—an uncommon but powerful commitment to housing security.

The project's primary goal is to transform housing from a service into a shared, participatory experience. Rather than passively providing shelter, the foundation invites residents—many of whom face long-term social or economic exclusion—to actively shape their environment. Through open governance, inclusive decision-making, and tailored communal amenities, the project fosters a strong sense of belonging and encourages personal growth. By combining stable tenancy with community engagement, Yrkesskolevegen is redefining what affordable housing can be: not just accessible, but empowering.

## CONTEXT

When the Trondheim Housing Foundation took over Yrkesskolevegen from the municipality in November 2020, the building was in poor physical condition and lacked any sense of community. The structure had deteriorated significantly, with no meaningful maintenance in years. Residents were paying high rents despite substandard living conditions, and there were no communal areas to support interaction or cohesion.

The building had primarily housed individuals dealing with addiction and mental health issues, yet the absence of support systems or community-building measures led to an environment of isolation. The Covid-19 pandemic and the challenges of transitioning ownership delayed the project's start until early 2022. At that point, the foundation committed to a complete transformation—both physically and socially—aimed at creating a home where residents could feel secure, connected, and valued.





## Innovation

Yrkesskolevegen introduces a deeply participatory, resident-centered model that challenges the norms of profit-driven urban rental housing. The project's key innovation is its integration of long-term affordability with meaningful engagement and co-governance. Indefinite tenancy contracts offer rare housing security, while resident participation is institutionalized through a dedicated resident council and four annual meetings between all tenants and the foundation. In December 2024, a resident-facing app was launched to facilitate community-building and real-time communication. This digital platform supports event coordination, interest group formation, and direct feedback to the foundation.

The renovation also emphasized social spaces. Two communal rooms—one for children and one for adults—were co-designed with tenants to encourage interaction and mutual care. An on-site gym, free for all residents, adds another layer of accessibility and wellbeing to daily life.

These interventions are not just amenities; they are tools for empowerment. Together, they demonstrate that housing can be both socially transformative and financially sustainable when driven by mission rather than profit.



## Tools used

To implement this vision, the Trondheim Housing Foundation introduced a set of complementary physical, social, and digital tools designed to build community and improve daily life:

- **Resident council:** Provides a structured forum for tenant feedback and collaborative decision-making.
- **Quarterly resident meetings:** Ensure open communication and collective planning.
- **Digital platform (launched Dec 2024):** Enables residents to connect, organize activities, and voice concerns in real time.
- **Co-designed communal rooms:** Separate areas for children and adults offer space for play, conversation, and events.
- **On-site gym:** Accessible to all residents at no cost, supporting physical and mental health.

These tools form a replicable model for participatory housing that balances stability, inclusion, and autonomy.





## Key results and benefits

- ✔ Nearly **100 homes** delivered with **indefinite rental contracts** and **significantly below-market rents**.
- ✔ **Hundreds of applications** demonstrate high demand and community trust.
- ✔ **High resident satisfaction** with improved living standards, affordability, and community life.
- ✔ **Resident participation rate** continues to grow, supported by a council, meetings, and the new app.
- ✔ **Revitalized building reputation**, replacing former stigma with pride and connection.
- ✔ **Improved neighborhood cohesion** and reduced pressure on municipal social services.
- ✔ **Physical upgrades**, including communal areas and gym access, promote wellbeing and reduce isolation.

While balancing diverse resident needs and restoring a neglected building posed early challenges, the project has established a thriving, self-sustaining community. It stands as a proof of concept for inclusive, long-term affordable housing shaped by the people who live in it.



## What the Jury Liked

- ✔ Exceptional resident engagement stands out: tenants co-design their community via councils and digital tools, ensuring their voices guide development.
- ✔ Successfully turned a decaying building into a thriving, participatory housing model with strong partnerships and dialogue between stakeholders.
- ✔ Challenges the for-profit housing norm in Norway, proving non-profit housing can be viable and community-driven with significantly lower rents.
- ✔ A unique and innovative model in the Norwegian context, especially given the pressures from the municipality to re-marketize the property, worthy of replication and protection.





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BVB BAUVEREIN  
BREISGAU eG



# Residential area Kirchhof St. Nikolaus

PROJECT PARTNER: BAUVEREIN BREISGAU eG AND SIEDLUNGSWERK GMBH  
WOHNUNGS- UND STÄDTEBAU



LOCATION



WEBSITE

Freiburg im  
Breisgau, Germany

[www.bauverein-breisgau.de](http://www.bauverein-breisgau.de)  
[www.siedlungswerk.de](http://www.siedlungswerk.de)



## OBJECTIVE

The Kirchhof St. Nikolaus development transforms church-owned land in Opfingen into an inclusive, intergenerational residential area.

The aim was to create a neighbourhood where people of all ages, backgrounds, and financial means can live well, supported by tailored services and integrated into the social life of the community.

Key objectives included offering a variety of housing types—from small flats for singles to larger family apartments—across ownership and rental models, including cooperative housing, subsidised rentals, and private units. Central to the concept was embedding support services for older people and those in need of care directly into the living environment, allowing residents to remain socially connected and active as they age.

The project integrates a community space affiliated with the church to promote social interaction, cultural exchange, and shared activities. By linking care provision, community life, and diverse housing options in one cohesive neighbourhood, the project sets out to model sustainable, inclusive rural housing development.

## CONTEXT

The site originally housed the St. Nikolaus church, built in 1985, on a large meadow at the edge of Opfingen village. Although surrounded by schools, a kindergarten, and a supermarket, there were no local care or support services for elderly residents or people with disabilities. In 2013, the Seelsorgeeinheit Tuniberg developed the concept of “Ageing in Opfingen,” with a vision to create an inclusive development on church-owned land, combining housing, care, and social connection.

The project addressed a crucial gap in the region's infrastructure: the lack of barrier-free, locally available housing for older residents. By enabling ageing in place, the development supports long-established social ties and combats the isolation often experienced in rural communities.

A collaborative approach was taken from the outset. Local government, church authorities, and residents were all engaged early through public meetings and planning sessions. The city of Freiburg supported the initiative by commissioning a feasibility study and developing a masterplan for the district, coordinated through its Urban Design Advisory Board. This ensured the project would integrate seamlessly with broader plans for sustainable development and densification on the urban fringe.



## Innovation

Kirchhof St. Nikolaus stands out for its integration of affordable, accessible housing with embedded care and community infrastructure. The project delivers a compact neighbourhood of five three-storey residential buildings arranged in a U-shape around the existing church, forming a cohesive architectural and social ensemble.

A key innovation is the introduction of **ambulant-assisted respite care**—the first of its kind in Freiburg—implemented by Evangelische Sozialstation Freiburg gGmbH. Recognised and funded as a pilot project by the state of Baden-Württemberg, this model combines shared living, outpatient, and inpatient care in one flexible structure.

The Caritasverband Freiburg-Stadt e.V. complements this with a senior daycare centre offering **18 places**, while the respite care centre provides **12 places**. These services are designed to reduce pressure on family caregivers and are financially supported by German health insurance.

Intergenerational and inclusive community life is actively promoted through design and programming. The largest playground is located beside the daycare centre, encouraging connection between children and elderly residents. A barrier-free layout, wide walkways, and strategically placed green spaces promote accessibility and neighbourly exchange. A church-affiliated community hall functions as a cultural and civic hub, offering space for exhibitions, events, lectures, and local association activities—open not only to residents but to the wider Tuniberg community.



## Tools used

To deliver the project's ambitious social goals, a broad toolkit of planning, design, and engagement strategies was employed:

- ◉ **Early stakeholder involvement:** Political, church, and community actors were involved from the conceptual stage, ensuring broad support and shared ownership.
- ◉ **Public engagement:** Local residents contributed ideas through structured consultation and public meetings, creating a sense of co-creation.
- ◉ **Urban integration:** Close cooperation with Freiburg's Urban Design Advisory Board and planning departments resulted in a masterplan that aligns the site with broader city development goals.
- ◉ **Barrier-free design:** All buildings and pathways were designed to accommodate people with mobility limitations, ensuring lifelong access and participation.
- ◉ **Social services integration:** Care providers were involved in the planning and spatial design of facilities to ensure functionality and sustainability.
- ◉ **Volunteer mobilisation:** Bürgernetzwerk Opfingen e.V. supports intergenerational and intercultural engagement through coordinated volunteer activities in the community spaces.

This toolkit, combining architectural planning with participatory governance and social care integration, creates a robust model for inclusive, rural neighbourhood development.





## Key results and benefits

- ✔ **Five residential buildings** with diverse tenures (social housing, cooperative, private rental and ownership), supporting a wide socio-economic mix.
- ✔ **12 senior-friendly cooperative flats, 8 subsidised rental flats, 16 affordable privately owned flats**, and a **shared housing unit** integrated with care provision.
- ✔ **Daycare centre (18 places) and respite care facility (12 places)** now in full operation.
- ✔ **Rapid uptake:** All flats were quickly rented or sold; care facilities reached full utilisation shortly after opening.
- ✔ **High volunteer engagement**, facilitated by community organisations and church support.
- ✔ **Positive public reception**, supported by early community involvement and transparent communication.
- ✔ **Urban-rural integration:**  
Development densifies church-owned land without displacing existing services, enhancing the area without overburdening infrastructure.
- ✔ **Ageing in place:** Barrier-free housing enables older residents to remain in their community, freeing up larger family homes in the surrounding area.

The project has become a model for small-town inclusive housing development, demonstrating how shared values, coordinated planning, and early community involvement can produce vibrant, intergenerational neighbourhoods.



## What the Jury Liked

- ✔ The project successfully integrates diverse life stages and financial backgrounds, with high occupancy rates and active participation.
- ✔ Barrier-free housing helps seniors maintain social connections, and daycare services support dementia care.
- ✔ A communal space fosters intergenerational and intercultural engagement, strengthening the community. The model is replicable for other areas seeking to improve intergenerational living.











## Agents of fair energy transition

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AGENTS OF FAIR ENERGY TRANSITION



# Wientalerrasse

WBV-GPA

WINNER



LOCATION



NUMBER OF STAFF



NUMBER OF  
DWELLINGS MANAGED  
BY THE ORGANIZATION



WEBSITE

Vienna, Austria

170

10000

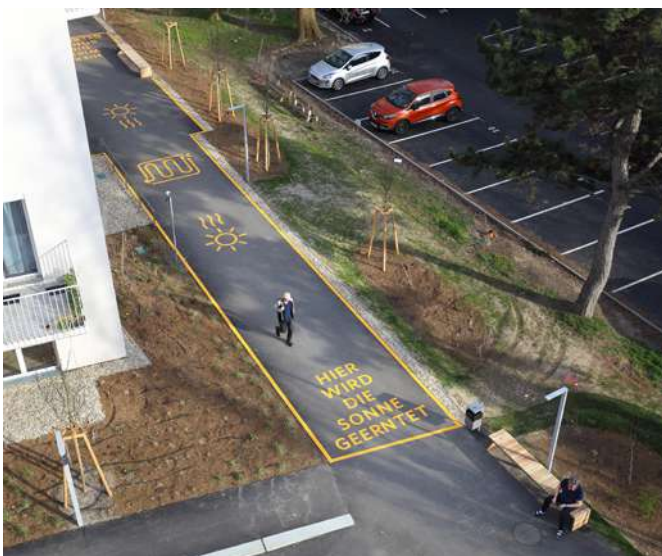
[www.wbv-gpa.at](http://www.wbv-gpa.at)



## OBJECTIVE

Completed between October 2020 and November 2022, the Wientalerrasse project set out to demonstrate that large-scale, climate-responsible housing can be realized in a socially inclusive and affordable way.

The project delivered 295 subsidized apartments—196 standard and 99 SMART units—for a broad and diverse group of residents including families, single/separated parents, seniors, youth in care, and people with special needs. Beyond eliminating fossil fuel use and lowering operational costs through a fully renewable energy supply, the project prioritized social cohesion through shared community spaces and support services, while advancing circular economy practices through on-site reuse and repair infrastructure.



## CONTEXT

Vienna, while committed to ambitious climate and housing affordability goals, faced a rising population and increasing housing costs. Existing housing stock often relied on conventional heating and lacked inclusive or intergenerational design. The Wientalerrasse development, located in the 14th district (Penzing), addressed these challenges by integrating sustainability, social diversity, and cost control in one comprehensive housing model.

The project was supported by the City of Vienna's funding schemes for subsidized and SMART housing and complied with the city's climate goals by ensuring the complete phase-out of fossil fuels. It aimed to model a replicable, fossil-free housing solution that was not only technically advanced but also socially responsive.





## Innovation

Wientalterrassen is one of the first large-scale housing projects in Vienna to combine a fully fossil-free energy supply with inclusive housing design and on-site circular economy practices. Technically, the complex is powered by an integrated system of 64 deep geothermal probes, unglazed solar absorbers, and a wastewater heat recovery system. These are connected through thermally activated building elements that provide both heating and cooling across all units year-round.

Social innovation is equally central. The project offers specialized housing units and shared amenities that encourage intergenerational and community living. Facilities include KLUB+ All in Penzing—a generation center operated by Kuratorium Wiener Pensionisten-Wohnhäuser (KWP)—community terraces, and meeting rooms for resident interaction.

A notable feature is the on-site repair and reuse workshop operated by R.U.S.Z (Reparatur- und Service-Zentrum), a pioneer in the Austrian circular economy sector. The facility allows residents to repair household items, reducing waste and fostering a culture of sustainability within the housing complex.



## Tools used

The Wientalterrassen project was realized through extensive collaboration among public institutions, technical experts, and social organizations:

- The **City of Vienna** aligned strategic planning, regulatory requirements, and subsidies to support affordability and sustainability.
- Architectural firms ARGE KDG (Christoph Lechner & Partner, Berger+Parkkinen Architekten) partnered with WBV-GPA to ensure ecological performance, social functionality, and aesthetic integration.
- The **Austrian Institute of Technology (AIT)** conducted dynamic energy flow simulations to fine-tune the efficiency of the geothermal, solar, and wastewater recovery systems.
- **KWP (Kuratorium Wiener Pensionisten-Wohnhäuser)** provided expertise for intergenerational facilities and programming.
- **R.U.S.Z** implemented the repair workshop and promoted reuse practices as part of the site's long-term sustainability framework.
- Social support services such as **Verein Balance** and **MA 11** (Vienna Youth and Family Welfare Office) contributed to the inclusive housing typologies and resident support programming.

These tools and collaborations were coordinated through a shared commitment to delivering a replicable and forward-looking model for climate-aligned, inclusive urban living.



## Key results and benefits

- ✔ Delivered 295 subsidized apartments for a diverse range of resident groups.
- ✔ Achieved 100% fossil-free energy supply via integrated renewable systems.
- ✔ Maintained affordable rents (€7.95/m<sup>2</sup> standard, €7.50/m<sup>2</sup> SMART) through energy-efficient operations.
- ✔ Certified to klimaaktiv GOLD and ÖGNB standards for ecological and energy performance.
- ✔ Established a generation center and shared amenities to promote intergenerational living.
- ✔ Reduced environmental impact through an on-site repair workshop managed by R.U.S.Z.
- ✔ Demonstrated successful collaboration between city authorities, technical experts, and social service organizations.
- ✔ Set a replicable standard for cost-effective, inclusive, and climate-aligned urban housingCreated a replicable urban development model balancing cost, inclusion, and climate goals.



## What the Jury Liked

- ✔ The project combines affordability, sustainability, and social inclusion in an exemplary way.
- ✔ With its fossil-free energy concept and focus on diverse resident needs, the project demonstrates how housing can address climate goals while fostering community.
- ✔ The low rents, thoughtful communal facilities, and replicable design set a strong example for future developments.







AGENTS OF FAIR ENERGY TRANSITION

**Nasuvinsa**  
Navarra de Suelo y Vivienda, S.A.

# Navarra Social Housing Plan – Phase 1

NAVARRA DE SUELO Y VIVIENDA, SAU - NASUVINSA



LOCATION



NUMBER OF STAFF



NUMBER OF  
DWELLINGS MANAGED  
BY THE ORGANIZATION



WEBSITE

Pamplona, Spain

180

2400

[www.nasuvinsa.es/en](http://www.nasuvinsa.es/en)

## OBJECTIVE

The Navarra Social Housing Plan – Phase 1 was launched to address the growing demand for social rental housing in the region, particularly among youth, the elderly, and people with disabilities.

The objective was to expand the public housing stock while shifting away from outdated, inefficient models of construction and ownership. **Key goals included:**

- Eradicating energy poverty and improving indoor environmental quality
- Promoting social inclusion and accessibility for vulnerable groups
- Using sustainable, industrialised construction methods to reduce carbon impact
- Prioritising nearly zero energy buildings (nZEB) through the Passivhaus standard
- Encouraging innovation in materials, construction techniques, and energy management
- Contributing to territorial rebalancing by promoting timber-based construction in rural areas
- Aligning with the Sustainable Development Goals and the European Green Deal

The project aimed to transform public housing delivery through technological and institutional innovation while ensuring that affordability, resilience, and climate responsibility were central to every phase.

## CONTEXT

Navarre, a foral community in northern Spain, has a population of just over 600,000 and one of the highest R&D expenditures per capita in the country. The region has autonomous authority over housing policy and used this independence to respond to shifting housing demands after the 2008 economic crisis. Public efforts had previously focused on homeownership, leaving a gap in the rental market. Existing housing stock showed significant deficiencies in energy performance, often leading to issues like condensation, and energy poverty.

In parallel, EU-level energy efficiency directives were advancing, though Spain had not yet transposed the concept of Nearly Zero Energy Buildings (nZEB) into national law. Nasuvinsa—Navarre's public housing body—chose to proactively adopt the Passivhaus standard for 520 units planned in Phase 1. At the same time, labour shortages and limited technical capacity in the construction sector made innovation a necessity, not a luxury.



## Innovation

The Navarra plan was the first large-scale public housing initiative in Spain to embrace the Passivhaus standard for energy efficiency, achieving certification in 13 of 16 buildings. The plan incorporated cross-laminated timber (CLT) as a structural material in four buildings, drastically reducing the embedded carbon footprint and encouraging the growth of sustainable forestry-related industries in rural areas.

Construction was guided by industrialised methods, including offsite fabrication and digital coordination. Nasuvinsa treated buildings as “material banks,” framing construction within a circular economy model. Smart buildings were developed with a custom energy management platform that monitored indoor CO<sub>2</sub>, humidity, and temperature to ensure performance and comfort. The shift toward industrialisation also helped re-skill the local workforce and modernise traditional construction approaches.

Institutionally, Nasuvinsa pioneered new governance and delivery models. Collaboration between public administrations, social service providers, and local governments was embedded from the early stages, ensuring housing typologies and sites aligned with documented social needs.



## Tools used

All tenders—both architectural and construction—were published on the **PLENA** public procurement platform, ensuring full transparency and accessibility. **BIM (Building Information Modelling)** was used in selected developments to enhance coordination and long-term maintenance. On construction sites, the **Last Planner® System** was applied to improve workflow efficiency and team accountability.

Performance was validated through **blower door tests** to ensure airtightness and through the deployment of Nasuvinsa's proprietary monitoring platform for real-time energy and comfort data. The project was co-financed by the **European Investment Bank (EIB)**, the **Government of Navarre**, and **Next Generation EU** funds through Spain's Recovery, Transformation and Resilience Plan.

Tenants were selected through the region's centralised housing registry and received guided tours and training to ensure correct use of the energy systems, reinforcing the programme's social mission.







## Key results and benefits

- ✔ Constructed **591 dwellings** across **16 buildings**, housing approximately **1,300 residents**.
- ✔ **13 buildings** certified under the **Passivhaus** standard, with **nZEB** performance.
- ✔ **4 buildings** built with **CLT (Cross-Laminated Timber)**, promoting sustainable forestry.
- ✔ **€135.7 million** mobilized from public and European sources (EIB, NextGen EU).
- ✔ Created **300+ jobs** in construction, design, and building innovation.
- ✔ Developed and deployed a **custom smart monitoring platform** for energy management.
- ✔ Used **industrialised offsite construction**, reducing time, cost, and waste.
- ✔ Embedded projects in local needs via **municipal collaboration and social services**.
- ✔ Contributed to **SDGs** and the **European Green Deal** through circularity and carbon reduction.



## What the Jury Liked

- ✔ The jury valued the strong integration of sustainability, affordability, and inclusive design.
- ✔ The project stands out for its use of renewable energy, circular construction methods, and smart energy monitoring.
- ✔ Clear cost structures, public-private collaboration, and job creation make it a replicable and forward-thinking housing model.





AGENTS OF FAIR ENERGY TRANSITION



# Heuvelstraat Redevelopment – Building the Future of Housing

WONION



LOCATION



NUMBER OF STAFF



NUMBER OF  
DWELLINGS MANAGED  
BY THE ORGANIZATION



WEBSITE

Uft, the Netherlands

50

4100

[www.wonion.nl](http://www.wonion.nl)

## OBJECTIVE

The Heuvelstraat redevelopment project began as a conventional plan to demolish and rebuild 36 aging homes from 1922.

However, Wonion and its partners decided to transform it into a pioneering pilot for circular and sustainable housing. **The key objectives evolved to include:**

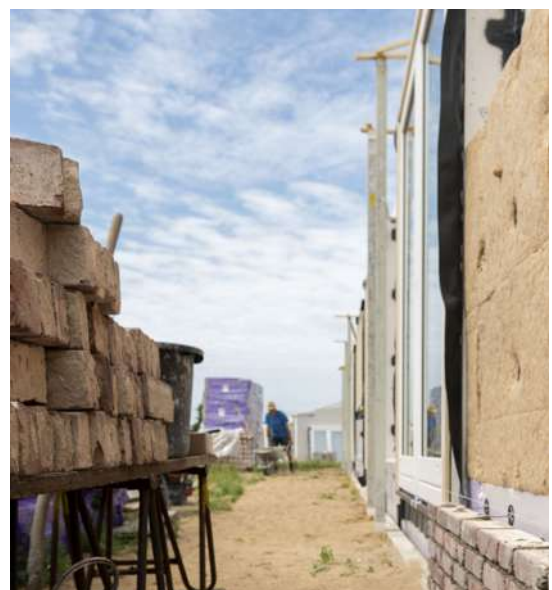
- Circular construction: reuse all materials from the demolition and use biobased or reusable new materials
- A closed-loop water system to reduce reliance on drinking water and wastewater networks
- Net Zero Energy homes that are energy-autonomous and climate-resilient
- A car-free, green public space that enhances biodiversity and climate adaptation

Wonion aimed to improve tenant quality of life and support the ecological transition while keeping costs neutral for social housing budgets. Tenants were to be involved from the outset and empowered to co-create their future living environment.

## CONTEXT

The original homes on Heuvelstraat were nearly 100 years old and no longer met the needs of modern living, particularly for elderly residents. Their narrow doorways, poor insulation, and inflexible floorplans made renovation impractical. In 2016, circular construction was still new to the sector. Wonion initiated the project with the symbolic idea of building a “fence” around the site, committing to keep and reuse as many materials as possible.

The project unfolded during a time of growing urgency for energy transition and climate adaptation. Local collaboration became a central strength: municipalities, utilities, educational institutions, and regional partners joined forces to develop a model of housing fit for the future.







## Innovation

Heuvelstraat introduced a fully circular water system—arguably its most groundbreaking feature. Rainwater is collected and purified for domestic use (e.g., laundry, showers, dishwashing), while greywater is reused for flushing. Blackwater is treated in an on-site water house using purification and composting technologies. This eliminated the need for connection to the municipal sewer system, making the neighborhood entirely sewer-free.

Circular construction practices were applied rigorously. Materials from the demolished homes—bricks, roof tiles, timber—were reused. New materials included biobased insulation (e.g., straw), ClickBrick systems, and repurposed cladding. Homes are demountable and designed for future material recovery. Phase 2 of the project (underway) will introduce home battery storage to achieve full energy self-sufficiency.

A distinctive social innovation was the tenant collaboration model. Existing and new residents co-designed the public space, chose greenery, and agreed to maintain it through shared workdays. A car-free, nature-inclusive street was created with biodiversity in mind.

The project concluded its first phase in 2023 and serves as a visible demonstration that circular, climate-resilient social housing is possible.



## Tools used

At the time, few tools existed to measure or support circular housing. The team embraced open experimentation. Circularity was later assessed using **Het Nieuwe Normaal**, a Dutch national framework for evaluating circular construction. **Saxion University of Applied Sciences** helped develop a monitoring system for material reuse and sustainability outcomes.

### Technical innovations were supported by expert partners:

- **Semilla Sanitation** provided the purification and composting systems for household wastewater
- **Vitens**, the national water utility, ensured drinking water safety
- **Waterschap Rijn en IJssel** supported the rainwater infiltration strategy
- **Dusseldorp Sloop en Infra** led the selective demolition and material harvesting
- **Alliander** contributed to energy system design
- The **Municipality of Oude IJsselstreek** facilitated integration of the sewer-free infrastructure

This multi-actor collaboration ensured that financial and technical risks were managed collectively and knowledge was shared openly.





## Key results and benefits

- ✔ Replaced **36 old homes** with **28 sustainable dwellings**, including lifetime and family homes.
- ✔ Achieved **Net Zero Energy** performance in Phase 1; Phase 2 includes **home batteries**.
- ✔ Created a **fully sewer-free water system** integrating purification, reuse, and infiltration.
- ✔ Reused existing materials and incorporated **biobased elements** like straw insulation and upcycled cladding.
- ✔ Developed **car-free, climate-resilient public space** with biodiversity enhancements.
- ✔ Empowered tenants through **co-design** and **community maintenance agreements**.
- ✔ Evaluated circularity using **Het Nieuwe Normaal**; findings support replication in future projects.

### KEY LESSONS:

- Collaboration and trust among regional actors are essential for circular innovation.
- Early tenant involvement fosters long-term success, especially in shared green areas.
- A willingness to experiment is critical when tools and models are still emerging.
- Measuring circularity after implementation helps identify improvements for future projects.



## What the Jury Liked

- ✔ The jury appreciated the project's exemplary integration of circular construction, energy neutrality, and tenant participation.
- ✔ The closed-loop water system stands out as an innovative and replicable best practice that significantly reduces environmental impact and public infrastructure dependency.
- ✔ The reuse of materials from demolished homes reflects deep commitment to sustainability, and the co-design of shared spaces fosters community pride and ownership.
- ✔ The project offers a replicable model for inclusive, climate-resilient social housing.







AGENTS OF FAIR ENERGY TRANSITION

NHT

# Affordable Green Living incl. Free Electricity

NEUE HEIMAT TIROL GEMEINNÜTZIGE WOHNUNGSGMBH



LOCATION



NUMBER OF STAFF



NUMBER OF  
DWELLINGS MANAGED  
BY THE ORGANIZATION



WEBSITE

Innsbruck, Austria

166

21165

[www.neueheimat.tirol](http://www.neueheimat.tirol)



## OBJECTIVE

This development is part of Neue Heimat Tirol's broader "Reconstructing" strategy, which aims to transform outdated post-war housing estates across Tyrol. The objective was to provide modern, sustainable, and affordable housing while respecting the cultural identity of the historic South Tyrolean settlements.

The project sought to combine Passive House PLUS standards, dense urban design, and a groundbreaking legal model enabling tenants to use surplus solar electricity free of charge—a first in Austria. The result is a resilient, cost-efficient, and socially inclusive residential neighbourhood.



## CONTEXT

Located in one of Tyrol's largest South Tyrolean settlements, the neighbourhood reflects a rich history of migration, integration, and architectural tradition. Originally developed in the 1940s and 1950s, the housing had become outdated, with limited space and poor energy performance. Around 15 years ago, NHT initiated a phased reconstruction strategy to replace 3,807 older units with 4,950 modern apartments across 17 municipalities—doubling usable floor area and significantly enhancing sustainability and comfort.

The development showcased here exemplifies this strategy, bringing together climate-conscious building, affordability, and heritage sensitivity. By retaining the spirit of the original neighborhood while introducing state-of-the-art energy solutions, NHT has aligned its goals with national housing needs and European climate targets.





## Innovation

The development is designed to generate as much energy as it consumes for heating, hot water, and ventilation. Five buildings, comprising 189 apartments, meet Passive House PLUS standards. A 1,563 m<sup>2</sup> photovoltaic system with 905 modules produces up to 322,000 kWh annually.

For the first time in Austria, tenants are allowed to use surplus electricity from this PV system free of charge, thanks to a new legal and operational model developed by NHT. This innovation increases tenant energy independence and buffers them against price volatility.

Heating is provided by a groundwater heat pump with underfloor distribution. Hot water is sourced from Innsbruck's district heating network, which uses industrial waste heat in the summer. The buildings also feature a CO<sub>2</sub>-controlled ventilation system with summer bypass functionality, maintaining indoor temperatures below 25°C on 97% of summer days.

In parallel, urban design improvements were made: traffic-free courtyards, green cooling zones, and relocated maple trees enhance the microclimate and support climate resilience.



## Tools used

NHT evaluated all architectural competition submissions using its in-house energy simulation tool to ensure long-term performance and cost-effectiveness. All planning was conducted using **BIM-capable software**, coordinated through an **OPEN BIM** platform.

Energy performance was modelled using the **Passive House Planning Package (PHPP)** and **designPH**. The company's **Research and Development (R&D) Department for Energy Efficiency and Sustainability**, established in 2018, conducted variant studies to identify optimal technical solutions.

This digital and scientific approach ensured smooth delivery, low operating costs, and high construction quality.





## Key results and benefits

- ✔ Developed **189 apartments** across five Passive House PLUS buildings.
- ✔ Delivered **net-zero energy** for heating, hot water, and ventilation.
- ✔ Enabled **free surplus solar electricity** use for tenants—first in Austria.
- ✔ Generated up to **322,000 kWh/year** with a **1,563 m<sup>2</sup> PV system**.
- ✔ Achieved **<10 kWh/m<sup>2</sup>** a heating demand and **9 W/m<sup>2</sup>** heat load.
- ✔ Maintained summer comfort with indoor temperatures **<25°C on 97% of days**.
- ✔ Preserved and relocated **four mature maple trees**, enhancing urban cooling.
- ✔ Applied **OPEN BIM** and **PHPP** for efficient, cost-controlled project delivery.
- ✔ Introduced **mixed-use social infrastructure**: crèche, doctor's office, playground, and café/post office.



## What the Jury Liked

- ✔ The jury praised the project's ambition and scale, particularly its success in creating a Passive House PLUS neighbourhood that achieves net-zero energy.
- ✔ The innovative use of surplus solar electricity provided free to tenants was noted as a key strength, as well as the focus on green spaces, energy efficiency, and sustainable mobility.







AGENTS OF FAIR ENERGY TRANSITION



# Warmth and Wellbeing

CO-OPERATIVE HOUSING IRELAND



LOCATION



WEBSITE

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Dublin, Ireland

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

## OBJECTIVE

The Warmth and Wellbeing programme was launched by CHI in 2022 to upgrade 216 of its poorest energy-performing homes to a Building Energy Rating (BER) of at least B2.

The project aimed to enhance tenant comfort and wellbeing, cut operational carbon emissions, and reduce heating and utility costs, all while ensuring minimal disruption and no displacement for residents. Equally important was fostering resident engagement and understanding through personalized communication and peer-led support during the retrofit process.



## CONTEXT

As Ireland's largest co-operative housing provider, CHI has built or managed over 7,500 homes since its founding in 1973. While many of its newer acquisitions meet high energy standards, older stock lags behind—suffering from poor insulation, outdated heating, and high maintenance needs. Ireland's national Climate Action Plan and the country's poor EU ranking on residential energy performance added urgency to the need for deep retrofit. The Warmth and Wellbeing programme was CHI's response: a tenant-first, fabric-first approach that aligned climate goals with social value.





## Innovation

A defining feature of the programme was the introduction of “energy champions”—residents who voluntarily acted as peer leaders. These individuals helped answer questions, reduce scepticism, and promote the proper use of new systems, building trust between CHI, contractors, and the community. This informal peer network became a key component of the project’s communication strategy.

On the technical side, homes received a comprehensive package of energy upgrades:

- Air-to-water heat pumps and high-output low-temperature radiators
- Solar thermal panels for water heating
- Mechanical ventilation systems to improve indoor air quality and airtightness
- New double or triple-glazed windows and insulated doors
- Attic insulation, pipework lagging, and draught-proofing

Importantly, works were carried out while residents remained in their homes, with support provided at each step to ensure proper understanding and use of new technologies.



## Tools used

The project was delivered under Ireland’s **National Home Energy Upgrade Scheme**, with CHI working in partnership with **Kingdom Installations**, a Sustainable Energy Authority of Ireland (SEAI)-approved One-Stop Shop.

Key tools and practices included:

- A dedicated **on-site project manager** for day-to-day oversight and issue resolution
- Digital workflow tools such as **BuilderTrend** and **SiteDocs**, enabling paperless operations, real-time updates, and quality tracking
- Pre- and post-retrofit **BER assessments** to measure improvements
- One-to-one tenant **inductions**, live system demonstrations, printed guides, and follow-up visits
- Energy champion **training sessions** and staff workshops to build capacity
- Ongoing access to advice and troubleshooting from Kingdom Installations and contractors

These combined tools supported both technical delivery and a strong tenant engagement model, ensuring that residents felt empowered—not displaced—by the process.







## Key results and benefits

- ✔ Retrofitted **216 homes** to **BER B2 or higher**.
- ✔ Achieved estimated **40% annual energy savings per household**.
- ✔ Delivered a **50% reduction in heating-related maintenance calls**.
- ✔ Significantly improved **thermal comfort** and **air quality**.
- ✔ Implemented upgrades **without relocating any residents**.
- ✔ Enabled **tenant understanding** through inductions, printed materials, and peer champions.
- ✔ Strengthened CHI's alignment with Ireland's **Climate Action Plan** and **EU energy targets**.
- ✔ Demonstrated replicability of **tenant-led, fabric-first retrofitting** in the social housing sector.



## What the Jury Liked





- ✔ The jury highlighted the project's focus on tenant engagement, especially through the "energy champions" initiative, and its successful approach to improving energy efficiency in older social housing.
- ✔ The clear communication, minimal disruption during upgrades, and substantial energy savings were praised.







## Building strategic alliances, fostering community participation

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BUILDING STRATEGIC ALLIANCES,  
FOSTERING COMMUNITY PARTICIPATION



# Gestor Entrada (Entry Manager)

MATOSINHOSHABIT- MH, EMPRESA MUNICIPAL  
DE HABITAÇÃO DE MATOSINHOS, EM



LOCATION



NUMBER OF STAFF



NUMBER OF  
DWELLINGS MANAGED  
BY THE ORGANIZATION



WEBSITE

Matosinhos,  
Portugal

70

4300

[www.matosinhoshabit.pt](http://www.matosinhoshabit.pt)

## OBJECTIVE

The “Entry Manager” initiative aims to optimize the administration and management of common areas within Matosinhos’ Municipal Housing Complexes by encouraging active resident participation and proximity governance.

A key feature of the project is the election of resident representatives—Entrance Managers—who serve as vital links between the community and MatosinhosHabit, fostering ongoing communication and collaboration. **Objectives include:**

1. Encouraging shared responsibility and collaboration in managing common spaces.
2. Enhancing residents’ sense of belonging and neighbourhood cohesion.
3. Improving communication channels between residents and MatosinhosHabit.
4. Increasing community safety, autonomy, and social inclusion.
5. Equipping residents with critical skills in conflict mediation, digital literacy, and sustainability.

## CONTEXT

The Entry Manager project was initiated in August 2022 following an assessment that identified key challenges in Matosinhos’ public housing, such as poor maintenance of common areas, ineffective communication, and limited resident participation. Targeting the most vulnerable neighbourhoods, MatosinhosHabit developed a tailored strategy promoting civic engagement and collaborative governance, empowering residents as proactive agents in improving their communities.





## Innovation

The project introduces a unique proximity management approach, establishing a two-way communication circuit between MatosinhosHabit and residents. An innovative aspect is integrating elected Entry Managers into the Local Housing Council, giving residents a direct influence on municipal housing policies. Additionally, the project employs a dedicated monitoring team (two social technicians and one maintenance technician) working directly with Entry Managers to ensure rapid response and support. This participatory and tailored strategy enables residents to develop autonomy, digital capabilities, and meaningful community relationships.



## Tools used

### Community engagement:

- Listening sessions and problem identification.
- Community meetings and structured resident assemblies.
- Regular Entry Managers' Assembly for joint decision-making.

### Democratic representation:

- Election of Entry Managers to represent and mediate resident interests.

### Capacity building:

- Training in conflict mediation, digital skills, sustainability, gender equality, first aid, fraud prevention, and fire safety.

### Communication tools:

- Direct communication channels (phone, email).
- On-site technician support and public notice boards for relevant updates.

### Knowledge resources:

- Resident's Manual detailing best practices.
- SIGA II digital platform for issue reporting and monitoring.

### Monitoring and evaluation:

- Continuous feedback loops, participation metrics, and satisfaction surveys.
- Regular review meetings to adjust strategies based on resident input.

### Community-building events:

- Recreational and cultural events, including the annual Entry Managers' Assembly, theatre performances, and community gatherings.





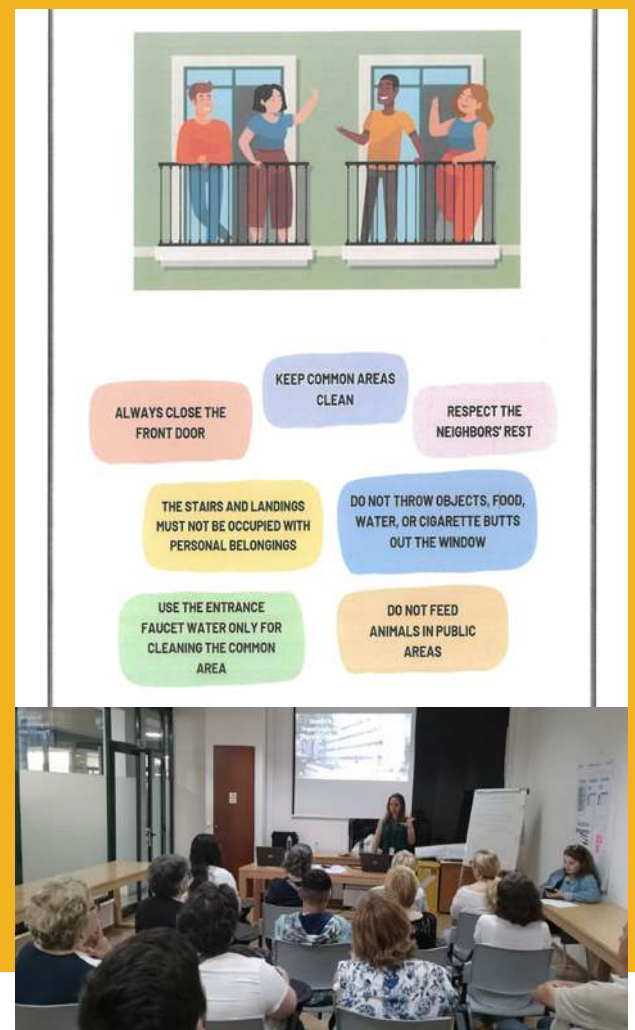
## Key results and benefits

- ✔ Implementation in 33 out of 51 municipal housing complexes.
- ✔ 491 resident meetings involving 1,865 families.
- ✔ 224 Entry Managers elected.
- ✔ Enhanced resident involvement and shared responsibility in common space management.
- ✔ Strengthened neighbourhood relations and community cohesion.
- ✔ Improved transparency and communication with MatosinhosHabit.
- ✔ Increased safety and overall quality of life in public housing areas.
- ✔ Residents acquired valuable skills in citizenship, digital literacy, and conflict management.
- ✔ Scalable and adaptable model for collaborative housing management in different contexts.



## What the Jury Liked

- ✔ The jury valued the project's strong emphasis on communication, resident empowerment, and practical training.
- ✔ By involving residents in both day-to-day management and local housing policy, it builds trust and community ownership.
- ✔ It's a thoughtful, replicable model that delivers clear social impact.



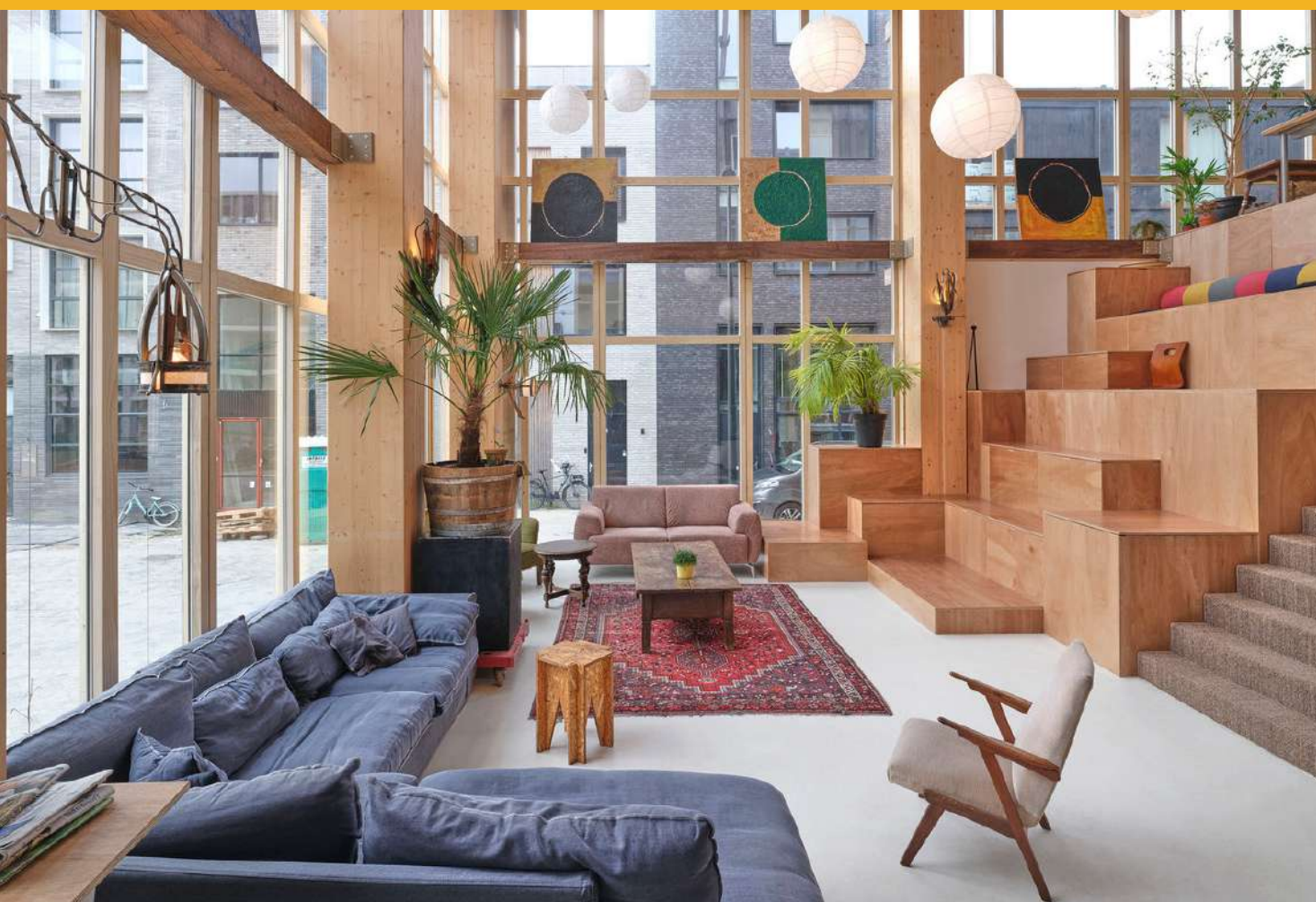


BUILDING STRATEGIC ALLIANCES,  
FOSTERING COMMUNITY PARTICIPATION



# Housing Cooperative De Warren

WOONCOÖPERATIE DE WARREN



LOCATION



NUMBER OF  
DWELLINGS MANAGED  
BY THE ORGANIZATION



WEBSITE

Amsterdam,  
The Netherlands

360

[www.dewarren.co](http://www.dewarren.co)

## OBJECTIVE

De Warren is a pioneering cooperative housing project initiated by a collective of 50 young Amsterdammers who won a municipal tender in 2018.

Residents collectively designed, built, and now manage the building themselves. **The project centers around three key pillars:**

- ◉ **Social Connection:** Extensive shared spaces (30% of the building) foster community interaction, reduce loneliness, and enhance neighborhood relationships through events and workshops.
- ◉ **Affordability:** Maintaining rents 20-40% below market rates, eliminating profit incentives, and ensuring long-term affordability through cooperative ownership.
- ◉ **Sustainability:** Implementing sustainable design, materials, and energy systems, directly benefiting residents by reducing living costs and environmental impact.



## CONTEXT

Introduced in the Netherlands' Housing Law in 2015, housing cooperatives emerged as an alternative model in a market dominated by private investors and rising rents. Responding to Amsterdam's severe housing affordability crisis, De Warren became the city's first cooperative housing project, exemplifying a sustainable alternative to traditional profit-driven housing. Amsterdam aims for cooperative housing to make up 10% of its housing stock by 2040. De Warren serves as a successful model, showcasing long-term benefits of collectively owned housing.







## Innovation

As Amsterdam's first self-built cooperative housing initiative, De Warren introduced innovative practices:

- ◉ **Legal Innovations:** Developed cooperative ownership structures compliant with Dutch housing regulations.
- ◉ **Financial Innovations:** Created alternative financing models enabling resident-driven affordable housing.
- ◉ **Governance Innovations:** Implemented democratic, holacratic decision-making ensuring inclusive and effective management.
- ◉ **Sustainability Innovations:** Used ecological construction methods, recycled and circular materials, renewable energy (geothermal heating via energy piles, solar power from 200 solar panels), and high insulation standards.
- ◉ **Social Innovations:** Designed comprehensive shared spaces promoting community building and interaction through a central 'Machu Picchu' staircase and versatile communal areas.

These innovations are thoroughly documented and publicly available for future cooperative housing initiatives.



## Tools used

- ◉ **Cooperative Business Case:** Financial framework aligning rental income with mortgage obligations to maintain affordability.
- ◉ **Collaborative Design Method:** Inclusive co-design process involving all 50 future residents, ensuring collective ownership and responsibility.
- ◉ **Decision-Making Frameworks:** Structured democratic processes enabling efficient collective management.
- ◉ **Sustainability Trade-Off Game:** Tool assisting residents in balancing ecological impacts against practical and financial feasibility.
- ◉ **Conflict Mediation Strategies:** Techniques for resolving disputes and maintaining community harmony.
- ◉ **Resource Sharing Research:** Studies on communal facilities, shared goods, tools, and vehicles, enhancing community cohesion.
- ◉ **Community Formation Tools:** Network analysis for optimizing resident compatibility and building a cohesive community.





## Key results and benefits

### ✔ **Social Cohesion:**

- 800m<sup>2</sup> of diverse shared spaces including an auditorium, multifunctional rooms, children's playroom, music studio, meditation space, greenhouse, rooftop terrace, and shared kitchens.
- Cultural programming and workshops benefiting both residents and the broader neighborhood (cinema nights, music events, affordable dinners).

### ✔ **Affordability:**

- Rental rates consistently 20-40% below the market value, ensuring sustainable affordability over time.

### ✔ **Sustainability:**

- Utilization of 330m<sup>3</sup> of sustainably sourced and recycled wood, storing over 285,000 kg CO<sub>2</sub>.
- Energy-neutral operation through 200 solar panels and geothermal energy piles.
- Extensive reuse of building materials, significantly reducing waste.
- Establishment of a rich ecosystem within the building's green façade, enhancing local biodiversity.

### ✔ **Policy Influence and Recognition:**

- Influenced municipal housing policies, inspiring more than 15 cooperative housing projects in Amsterdam.
- National recognition across various media platforms and academic research.
- Recipient of awards including the Amsterdamse Nieuwbouwprijs, Amsterdamse Architectuurprijs, honorary mention BNA Architectuurprijs, and Ammodo Architecture Award.



## What the Jury Liked

- ✔ The jury praised De Warren for redefining housing through collective ownership, sustainability, and affordability.
- ✔ Its resident-led design, renewable energy systems, and innovative governance model make it a compelling alternative to speculative real estate.
- ✔ It's a groundbreaking concept with high replicability potential, especially in cities facing similar affordability and land use challenges.





BUILDING STRATEGIC ALLIANCES,  
FOSTERING COMMUNITY PARTICIPATION



# Residents Assembly / Live the Neighbourhood Programme

BRAGAHABIT | EMPRESA MUNICIPAL DE HABITAÇÃO DE BRAGA



LOCATION



NUMBER OF STAFF



NUMBER OF  
DWELLINGS MANAGED  
BY THE ORGANIZATION



WEBSITE

Braga, Portugal

111

727

[www.bragahabit.com](http://www.bragahabit.com)



## OBJECTIVE

The Residents Assembly (Assembleia de Moradores) and Live the Neighbourhood Program (Programa Viva o Bairro) aim to empower social housing communities in Braga as active participants in urban and social development.

These initiatives provide structured platforms enabling residents to co-design and implement neighborhood improvements, promote social cohesion, and build strong alliances between residents, municipal authorities, local organizations, and private entities.

### **Key objectives include:**

- ◉ Institutionalizing participatory urban governance.
- ◉ Enhancing community-driven decision-making.
- ◉ Fostering social cohesion and intergenerational dialogue.
- ◉ Revitalizing public spaces and infrastructure.
- ◉ Promoting economic empowerment and reducing vulnerabilities through skill-building and education.

## CONTEXT

Before the launch of the Residents Assembly and Live the Neighbourhood Program, Braga's social housing neighbourhoods were marked by urban neglect, economic vulnerability, and limited opportunities for civic engagement. Public spaces were often unsafe or underused, youth and elderly residents faced isolation, and local associations lacked the structure and resources to respond effectively.

These challenges led to a disconnect between municipal efforts and residents' real needs. Recognizing this, BragaHabit and the Municipality of Braga introduced a new governance model in 2022. The first Residents Assembly brought together eight neighbourhoods and has since expanded to include 15. The initiative has helped rebuild civic trust, strengthen local organizations, and empower residents as co-creators of neighbourhood development.





## Innovation

The initiatives introduce an innovative participatory governance model, distinct from traditional municipal programs. **Innovations include:**

- ◉ Structured resident-led assemblies integrated with municipal investment.
- ◉ Robust mentorship model pairing neighbourhood associations with BragaHabit mentors for ongoing technical support.
- ◉ Comprehensive capacity-building workshops covering budgeting, funding applications, social economy, partnership-building, and impact assessment.
- ◉ Transparent, replicable governance mechanisms adaptable to other urban contexts.

The program's innovation earned international recognition, notably receiving the prestigious UN-Habitat Scroll of Honour Award in 2023, chosen from 80 applications across four continents.



## Tools used

- ◉ **Participatory Governance:** Regular Residents Assemblies (7-8 annually) serving as structured spaces for co-designing community interventions, debating priorities, and strengthening governance roles.
- ◉ **Mentorship Model:** Personalized support from BragaHabit mentors assisting with project design, budgeting, resource management, and execution.
- ◉ **Funding:** Annual €200,000 budget supporting community-led projects under the Viva o Bairro initiative.
- ◉ **Capacity-Building Workshops:** Training in project design, financial management, budgeting, funding applications, social economy, and innovation.
- ◉ **Design Thinking:** Workshops to redefine challenges, co-create solutions, and test innovative approaches.
- ◉ **Monitoring and Accountability:** Quarterly reporting system tracking project progress and financial management, reviewed by a dedicated Monitoring Committee consisting of two members from the Municipality of Braga and one from BragaHabit, including semi-annual site visits.
- ◉ **Collaborative Partnerships:** Active involvement of municipal institutions, private sector entities, NGOs, and local parishes providing logistical support and additional resources.





## Key results and benefits

### ✔ **Increased Civic Engagement:**

Resident participation surged, with neighbourhood associations experiencing membership growth between 30% to 150%, some rising from 390 to 965 members.

✔ **Urban Revitalization:** 15 public spaces revitalized, including community gardens, sports facilities, cultural hubs, public art projects, infrastructure upgrades, and safety enhancements.

✔ **Youth Engagement:** Initiatives like “Das Ruas para o Ringue” integrating sports training with academic support, benefiting 68 young participants. “Academia Tecl@rt” provided regular music and arts education, serving around 40 students per semester.

✔ **Elderly Integration:** The “Viva às Andorinhas” program significantly reduced elderly isolation, benefiting over 400 seniors through community events, health screenings, and workshops.

✔ **Economic Empowerment:** Community-driven projects generating additional revenue from member contributions, private support, and other public funding sources, ensuring long-term sustainability.

✔ **Recognition:** UN-Habitat Scroll of Honour Award 2023 for significant contributions to inclusive and resilient urban development, highlighting successful strategies in social, economic, and environmental improvements.



## What the Jury Liked

✔ The jury evaluated this initiative as a strong example of bottom-up governance that gives residents real power in shaping their neighbourhoods.

✔ It effectively combines funding, mentorship, and public-private collaboration to create lasting impact.

✔ The project demonstrates how inclusive, community-driven urban policies can improve social cohesion, civic engagement, and local ownership.

✔ Its well-structured approach, long-term alliances, and strong results make it a replicable model for cities worldwide.







**BUILDING STRATEGIC ALLIANCES,  
FOSTERING COMMUNITY PARTICIPATION**



# Haven: Room to Breathe, Space to Grow

**WOONBEDRIJF**



**LOCATION**



**NUMBER OF STAFF**



**NUMBER OF  
DWELLINGS MANAGED  
BY THE ORGANIZATION**



**WEBSITE**

Eindhoven,  
The Netherlands

**395**

**33500**

[www.vestide.nl](http://www.vestide.nl)

## OBJECTIVE

Haven was developed to provide affordable, community-driven housing solutions for over 800 students at Eindhoven University of Technology (TU/e).

More than just addressing a housing shortage, Haven focuses on well-being, inclusion, and long-term social development.

### Key goals include:

- Offering quality housing for Dutch and international students, with guaranteed affordability for 50 years.
- Preventing loneliness by fostering a supportive, socially vibrant student community.
- Building a “village” within a campus traditionally focused on research and education.
- Empowering students through participatory design and community-building practices.
- Serving as a model for inclusive urban development and integrated stakeholder collaboration.
- Demonstrating the power of diverse communities living and growing together, guided by the Asset-Based Community Development (ABCD) philosophy.

## CONTEXT

Eindhoven, a growing tech and industrial hub, faces a critical shortage of student housing. In 2020, TU/e launched a tender to address this, emphasizing community as a core priority. Vestide/Woonbedrijf, in partnership with VenhoevenCS (architect) and Heijmans (construction), won the bid by proposing a socially conscious student village.

The Haven project was co-created with students across all phases, involving more than 100 activities, including meetings and co-design workshops. The guiding philosophy was Asset-Based Community Development—focusing on the talents and contributions of residents. Special attention was paid to combating loneliness, a growing issue among students in the Netherlands. An empathetic study involving 170 students from 31 nationalities helped shape housing allocation criteria, communal space concepts, and programmatic design. The project aims to attract and retain talent in the Brainport region by creating a nurturing, inclusive campus environment.







## Innovation

Haven integrates architectural, social, and digital innovations:

- ◉ **Co-Design Model:** Students contributed to every stage of development, resulting in 80 student ambassadors and 40 resident assistants.
- ◉ **Social Architecture:** Design choices intentionally increase social interaction—e.g., routing through communal spaces, kitchens with corridor-facing windows, bicycle storage away from elevators to encourage encounters, and themed rooms on every floor.
- ◉ **Area of People App:** A community-building platform allowing residents to organize events, share goods, and access services. 98% of students signed up within two months of launch.
- ◉ **Strategic Alliances:** Partnerships with TU/e, students, and social entrepreneurs created sustainable community cafés, thrift initiatives, and inclusive employment models (e.g., a restaurant staffed by formerly homeless individuals).
- ◉ **Environmental Integration:** Blue Ribbon water management system, thermal energy storage, 160 nesting boxes, and green rooftops contribute to biodiversity and reduce ecological impact.



## Tools used

- ◉ **Placemaking:** Makerspace and greenhouse on-site during construction for community engagement.
- ◉ **Empathy Research:** Conducted by CoCosmos with 170 students to understand well-being and inform planning.
- ◉ **Matching Events:** In-person and virtual sessions to help students connect and choose housing; matching survey helped guide allocations.
- ◉ **Community App:** “Area of People” app facilitating resident interaction, service access, and shared resource use.
- ◉ **Ambassadors and Assistants:** 80 student ambassadors and 40 resident assistants acting as core community builders.
- ◉ **Student-Led Design:** Furnishing and programming of 21 themed common rooms (7 in Castor, 14 in Pollux), including a Game Area, Theatre, Atelier, Sports Room, and Jam Room.
- ◉ **Communal Facilities:** The Hangout, a central meeting space in Terra with a kitchen, AV facilities, and a living room managed by residents.
- ◉ **Sustainability Measures:** Rainwater retention via the Blue Ribbon, thermal energy storage, green roofs, 160 bird and bat nesting boxes, and pop-up thrift initiatives co-created with students.







## Key results and benefits

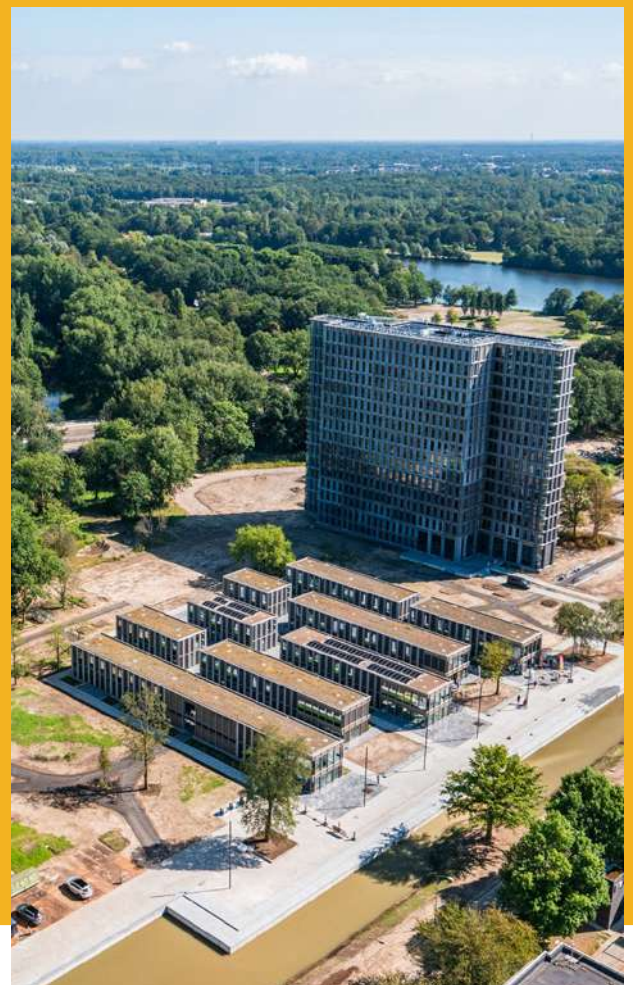
- ✔ **Housing Delivery:** 735 housing units accommodating 800 students—366 group rooms, 285 studios, 84 apartments.
- ✔ **Housing Affordability:** Monthly rents from €289 to €649, with affordability secured for 50 years through agreements with TU/e.
- ✔ **Student Continuity:** Enabled 351 students to continue studies; rehoused 33 displaced international students; supported 14 new PhD researchers.
- ✔ **Community Engagement:** Over 100 co-creation events; 2500 responses to housing ads; 98% app participation.
- ✔ **Social Cohesion:** 80 ambassadors and 40 resident assistants led integration efforts; student-led events and communal dining foster strong connections.
- ✔ **Sustainability Impact:** Blue Ribbon system, rooftop biodiversity, shared resources, inclusive dining and café projects; re-use and sharing culture (e.g., appliances, thrift shop).

Haven has not only addressed the urgent need for student housing but has become a blueprint for socially inclusive, environmentally responsible, and community-driven urban development in the Netherlands and beyond.



## What the Jury Liked

- ✔ Haven's focus on community-building and student involvement sets it apart.
- ✔ Its use of shared spaces and a community app fosters connection and combats loneliness.
- ✔ The project effectively addresses the student housing crisis with a blend of affordability, smart design, and social cohesion, offering a replicable solution for other cities.





BUILDING STRATEGIC ALLIANCES,  
FOSTERING COMMUNITY PARTICIPATION

Setlementti  
asunnot

# Communal Neighborhood – Support and Security in Everyday Life

SETLEMENTTIASUNNOT



LOCATION



NUMBER OF STAFF



WEBSITE

Helsinki, Finland

12

[www.setlementtiasunnot.fi](http://www.setlementtiasunnot.fi)



## OBJECTIVE

Setlementtiasunnot's mission is to provide affordable rental homes and build community-oriented neighbourhoods.

The Alppikylä project advances this goal by offering well-designed, cost-efficient housing with a strong emphasis on communal living.

### Key objectives include:

- Ensuring affordability through compact apartment layouts and shared facilities.
- Fostering community spirit through resident-led activities and spaces that encourage interaction.
- Supporting inclusive living by integrating special groups, such as people with developmental disabilities.
- Enhancing residents' well-being and reducing loneliness through a collaborative housing model.



## CONTEXT

Setlementtiasunnot operates 21 rental buildings in seven Finnish cities, housing around 2,200 people. The Alppikylä property in Helsinki offers 46 apartments, including 12 supported units for individuals with developmental disabilities. These homes follow national housing support guidelines, prioritizing low-income residents with urgent housing needs.

This integrated housing model addresses several national trends: a high rate of loneliness (affecting 30% of Finns), an aging population, and the need for accessible, inclusive housing. Alppikylä brings together diverse resident groups in a shared block environment, offering accessible living spaces and promoting daily interaction across social lines. The model supports broader Finnish housing policies that emphasize integration and anti-segregation.







## Innovation

The Alppikylä project stands out for its integration of architectural features, digital tools, and inclusive service models:

- ◉ **Community-First Design:** Apartments are compact and efficient, complemented by shared kitchens, living rooms, a gym, a sauna, and a multi-functional courtyard with vegetable boxes, berry bushes, and play areas.
- ◉ **Inclusive Housing Model:** Residents with developmental disabilities live independently with support from Rinnekoti, a social services partner, and share communal spaces with all other residents, fostering mutual understanding.
- ◉ **Digital Engagement:** The “Kerro” app enables residents to coordinate neighbourly help, stay informed about building events, and connect socially. Information is also displayed on stairwell screens for accessibility.
- ◉ **Resident Democracy:** A resident committee plans community activities such as shared lunches, courtyard clean-ups, and holiday events. Resident feedback shapes both daily life and long-term programming. This approach strengthens tolerance, reduces isolation, and builds lasting community bonds.



## Tools used

- ◉ **Resident Committee:** Determines annual communal activities and represents residents in decision-making.
- ◉ **Kerro App & Screens:** Digital platform for announcements, event updates, and neighbour support.
- ◉ **Shared Facilities:** Communal kitchen, sauna, gym, and living rooms.
- ◉ **Courtyard Amenities:** Gardening areas, berry bushes, waste-sorting station, play areas, and social seating.
- ◉ **Resident Surveys & Communication Tools:** Newsletters, satisfaction surveys, and digital communication plans.
- ◉ **Support Services:** Rinnekoti manages support for 12 residents with developmental disabilities and coordinates with the adjacent group home.
- ◉ **Collaborative Governance:** Regular meetings between Settlementtiasunnnot staff and residents ensure aligned objectives.





## Key results and benefits

- ✔ **Low Turnover:** Resident turnover at Alppikylä was just 10.3% in 2024, nearly half the average across Setlementtiasunnot's buildings (19.4%), helping stabilize the community and reduce costs.
- ✔ **High Satisfaction:** Survey results show an average score of 4 out of 5 across categories, surpassing national averages for affordable rental housing.
- ✔ **Reduced Loneliness:** Residents frequently cite neighbour support as a key benefit. Community ties have led to informal caregiving, shared childcare, and active social life.
- ✔ **Outreach Beyond the Building:** Residents run a weekly food redistribution program, donating over 100 food bags to the broader neighbourhood.
- ✔ **Inclusive Participation:** Resident-led programming reflects diverse needs, with activities tailored to varying energy levels and capacities.

The Alppikylä project showcases how intentional design, inclusive housing, and community support mechanisms can create secure, sustainable, and socially cohesive neighbourhoods.



## What the Jury Liked

- ✔ The project fosters social inclusion through thoughtful design and integrated living for diverse resident groups.
- ✔ It shows how affordable housing can support community life, reduce loneliness, and encourage mutual support.
- ✔ It's a strong, well-executed example of inclusive and community-driven housing.














## Going the extra mile for safe and sound living

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GOING THE EXTRA MILE  
FOR SAFE AND SOUND LIVING



# Health Housing: A New Generation of Social Housing for Well-being

ANTIN RÉSIDENCES



LOCATION



NUMBER OF STAFF



NUMBER OF  
DWELLINGS MANAGED  
BY THE ORGANIZATION



WEBSITE

Paris, France

348

30624

[www.antin-residences.fr](http://www.antin-residences.fr)

## OBJECTIVE

In France, people spend an average of **16 hours a day at home**, making housing a critical determinant of health—alongside nutrition, activity, employment, and education.

With this in mind, Antin Résidences and the Arcade-Vyv Group launched the **“My Health Housing”** initiative in 2019, in partnership with healthcare mutual VYV Group. This innovative concept emerged from a rare collaboration between the domains of **architecture and medicine**, with a vision to make housing a proactive tool for well-being.

The overarching goals:

- **Design, build, and manage homes** that actively promote physical and mental health through thoughtful architecture and services
- **Empower tenants** to live healthier, more autonomous lives by embedding well-being into everyday housing
- **Transform social housing** into a space of care and prevention, not just shelter—ultimately positioning housing as a frontline of public health

This vision materialized in the **Les Allées du Lac** residence, the first in Île-de-France to earn the *My Health Housing* label, demonstrating how a housing project can simultaneously serve public interest, respond to health and climate crises, and reduce social isolation.

## CONTEXT

Amid the ongoing housing crisis in Île-de-France, Antin Résidences remains committed to its public mission: building high-quality social housing. Climate-related challenges (like heatwaves) and the recent pandemic have further highlighted the role of housing as a daily safe haven.

Meanwhile, shifting demographics and lifestyle trends—remote work, aging, single-parent families—have led to rising isolation and health vulnerabilities. One in three older adults now faces social isolation, a trend that significantly affects the 24% of social housing households where the main resident is over 65.

This project addresses these overlapping pressures with an integrated, intergenerational housing model that promotes health, inclusion, and resilience.







## Innovation

Since 2019, Antin Résidences has taken on the role of a **“health landlord”**, embedding health into every layer of its operations:

- **Health-certified construction:** 1,187 homes have already been labeled *My Health Housing*, with a target of 100% certification for all new builds (excluding VEFA)
- **Extension to renovation:** From 2025, the label will apply to older buildings as well
- **Holistic services:** Tenants receive access to 24/7 health teleconsultation, referral to professionals (doctors, lawyers, psychologists), and support services like friendly check-in calls
- **Inclusive housing:** The residence includes nine senior tenants in a co-managed living system that promotes autonomy over institutional care

Despite sector-wide budget constraints, the extra investment required to implement these features—ranging from **0% to 15% of operational cost**—is viewed as a strategic long-term gain in tenant well-being, public health, and housing quality.



## Tools used

The **Les Allées du Lac** project served as a pilot site for defining and testing the *My Health Housing* model. Key tools included:

- A **cross-functional governance structure**, including a dedicated quarterly committee and specialized project monitoring meetings
- Creation of the **“My Health Housing” commitments framework**, which identifies standardized architectural and service levers and allows tailoring to specific resident profiles
- Structured **stakeholder involvement:**
  - **Design & development** by Arcade-VYV Promotion and Antin Résidences
  - **Funding** from the Yvelines department
  - **Resident selection** coordinated with the city of Voisins-le-Bretonneux
  - **Common space activation** led by Récipro-Cité in partnership with local associations and social services
  - **Resident governance** through self-developed charters and shared activity planning

In 2024, researchers from the **Center for Housing Research** selected this residence as a national study site on health literacy, organizing interviews, workshops, and site visits to gather data and tenant feedback. A **digital tenant survey** is now being developed to scale this participatory process across future sites.





## Key results and benefits

🌟 **Project delivery:** April 2023

🌟 **Housing mix:**

- 47 social rental units (14 adapted for elderly or disabled residents).
- 14 rent-to-own units.
- 34 social homeownership units.

🌟 **Physical and spatial features:**

- Barrier-free access, secure entry, videophones, adapted lighting.
- All units with private outdoor space.
- Shared garden and open-air village square for walking, cycling, and stroller use.
- Natural lighting, acoustic comfort, and heat resilience features.

🌟 **Community and well-being outcomes:**

- Strong resident engagement with communal space and activities: yoga, digital literacy, cooking, karaoke.
- Independent organization of events by tenants outside official hours.
- High participation in intergenerational programs and mutual aid.
- Increased respect for shared areas and stronger sense of belonging.
- Tenants describe the environment as open, warm, and even “holiday-like”.

🌟 **Institutional impact:**

- Renewed trust from the city, leading to the launch of “**La Remise**”, a 126-unit follow-up project.
- Residence selected as a national pilot site for research on **health literacy in housing**.



## What the Jury Liked

🌟 The jury praised the holistic approach combining air quality, accessibility, and green design with real health services and community-building.

🌟 They highlighted Antin Résidences’ view of tenants as whole people, with emotional, physical, and social needs, and celebrated the model’s innovation, replicability, and alignment with environmental and social sustainability.





GOING THE EXTRA MILE  
FOR SAFE AND SOUND LIVING

Framtiden®

# Dare to Care – The Young Summer Staff Against Violence Program

FRAMTIDENKONCERNEN



LOCATION



NUMBER OF STAFF



NUMBER OF  
DWELLINGS MANAGED  
BY THE ORGANIZATION



WEBSITE

Göteborg, Sweden

1300

75000

framtiden.se



## OBJECTIVE

Violence—particularly domestic violence—is a critical public health issue across Europe, often hidden behind closed doors. It disproportionately impacts women and children, erodes community trust, and has lasting effects on well-being.

Framtidenkoncernen, Sweden's largest housing group, responded by launching the **Våga bry dig ("Dare to Care") safety framework** in 2019, aiming to promote vigilance, empathy, and action across all levels of society.

The 2024 edition of the initiative took shape through the **Young Summer Staff Against Violence Programme**, designed to:

- **Empower employees and tenants** to recognise and safely act on signs of domestic violence or social distress
- **Mobilise youth as agents of civic courage**, addressing both peer violence and declining community engagement
- **Cultivate a long-term culture of care and shared responsibility**, reinforcing safety within residential environments

The goal was to equip young people with real-life leadership skills and a mindset of care—during their summer work placements and far beyond.

## CONTEXT

Framtidenkoncernen is working to ensure that by 2025, **no neighbourhood in Gothenburg is classified as "particularly vulnerable"** by the Police Authority. With 150,000 tenants and 1,300 employees, the organisation combines its mission of providing quality housing with a broader commitment to community resilience and well-being.

Violence and isolation are increasingly pressing issues, especially among young people. Each year, the organisation provides **summer jobs for around 1,000 youths aged 16-18**, often their first employment experience. Recognising the potential of this moment, the 2024 initiative focused on **training approximately 350 summer staff** to understand, detect, and act safely against violence.

This approach builds on Framtidenkoncernen's year-round infrastructure:

- Daytime housing and environmental teams (7:00–16:30)
- "Super Housing Management" safety patrols (15:00–23:00)
- 24/7 domestic violence and emergency response from the sister company **Störningsjouren**

Safety messages are consistently reinforced across communal areas—entrance halls, laundry rooms, websites, apps, and tenant magazines—reminding all residents and staff of their role in promoting a secure and compassionate environment.



## Innovation

The Young Summer Staff programme offers a holistic, multi-level model for violence prevention:

- **Youth as community leaders:** Young people were trained not just as temporary staff, but as **ambassadors of civic courage** in their workplaces and neighbourhoods
- **Three-tiered training system:**
  - **Phase 1:** 30+ senior staff (from development and security teams) received in-depth training on violence, trauma, and safe intervention
  - **Phase 2:** Supervisors and safety staff (30+) received equivalent training, preparing them to mentor and support the summer staff
  - **Phase 3:** All 330+ youth received an induction focused on the Dare to Care framework, their community role, and practical principles like respectful engagement, vigilance, and early intervention

The programme also emphasised **small but powerful behavioural cues**, like greeting neighbours, as essential tools for building safer, friendlier environments. This approach is deeply embedded in the group's values and grounded in the Poseidon subsidiary's ethos.

The initiative is further distinguished by:

- A **tested and scalable curriculum** in violence prevention (Grundutbildning i Våldsprevention)
- **Cross-sector collaboration** with the Gothenburg Social Services
- Alignment with the overarching Dare to Care framework, making the youth initiative a seamless part of a long-term community strategy

Plans are already in motion to expand the programme in 2025 to reach up to **1,000 young staff annually**.



## Tools used

The programme drew on several key resources and methodologies:

### 1. The Dare to Care Framework (established 2019)

- A 365-day model of neighbourhood care and awareness
- Offers guidance on safe intervention and resource access
- Communicated through visible, repeated messaging in physical and digital community spaces

### 2. Tiered Training Rollout

- Key personnel (social, security, and development roles) received in-depth training
- Supervisors were equipped to coach and support youth staff
- Summer staff were trained in civic engagement, social awareness, and peer leadership

### 3. Partnerships and Coordination

- Training co-delivered with the **City of Gothenburg Social Services**
- Engagement of internal subsidiaries: Poseidon, Störningsjouren, Familjebostäder, Bostadsbolaget, and Gårdstensbostäder

### 4. Values-led Onboarding

- Training reinforced the power of simple daily actions: saying hello, recognising distress, reporting appropriately
- Framed as part of each youth's personal and professional development



## Key results and benefits

- ☛ **Trained and empowered 350 youth** in violence prevention, trauma awareness, and civic responsibility.
- ☛ **Safer community dynamics:**
  - Greater trust and communication between tenants, staff, and young worker.
  - Improved response to early signs of harm or vulnerability.
- ☛ **Organisational growth:**
  - Strengthened internal culture of care, collaboration, and accountability.
  - Boosted confidence and competence across staff roles.
- ☛ **Youth insights from post-training feedback:**
  - “Violence isn’t just physical—now I understand the full picture.”
  - “This will help in my future career working with young people.”
  - “I’ve learned how to act without reacting emotionally.”
  - “I’ve gained confidence, tools, and a deeper understanding of others.”
  - “Dare to care.”
- ☛ **Scalable model:** Programme to be expanded in 2025, with the goal of training up to 1,000 summer staff annually.



## What the Jury Liked

- ☛ The jury praised the program’s thoughtful training, focus on soft behaviours like greeting neighbours, and its powerful combination of youth empowerment, violence prevention, and community-building.
- ☛ They highlighted its innovative approach, strong partnerships, and long-term scalability as a model for social impact and sustainability.







GOING THE EXTRA MILE  
FOR SAFE AND SOUND LIVING

FUNDACIÓ  
HÀBITAT 3  
Habitatge per a la inclusió social



# Preserving the right to housing, restoring dignity

FUNDACIÓ PRIVADA HÀBITAT3 TERCER SECTOR SOCIAL



LOCATION



NUMBER OF STAFF



NUMBER OF  
DWELLINGS MANAGED  
BY THE ORGANIZATION



WEBSITE

Barcelona, Spain

60

1307

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

## OBJECTIVE

Fundació Hàbitat3 works to uphold the right to decent housing for people experiencing vulnerability. In partnership with social organisations and public administrations, the foundation implements a programme that prevents housing loss while expanding the social housing stock.

The objectives of this initiative are threefold:

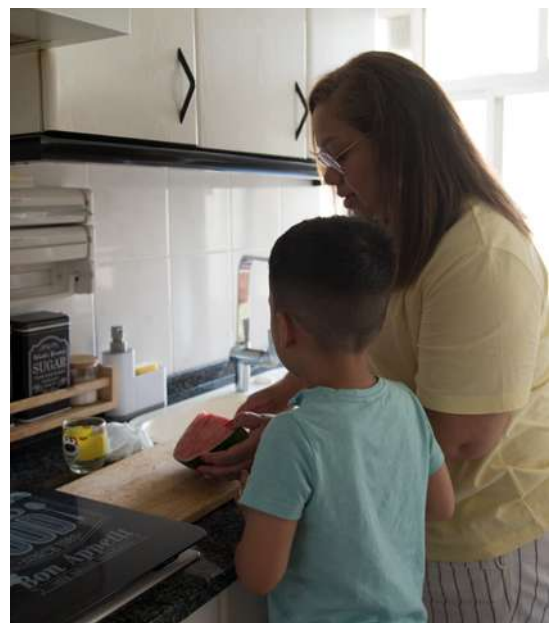
- **Prevent eviction and homelessness** by acquiring properties and ensuring residents can remain in their homes
- **Guarantee affordability and housing continuity** through rental agreements aligned with income levels
- **Promote long-term autonomy and inclusion** by pairing housing with social and educational support

By securing homes and empowering residents, the programme defends the fundamental right to housing and restores the dignity of those affected by the housing crisis.

## CONTEXT

Following the global financial crisis, Spain—and Catalonia in particular—saw a dramatic surge in housing insecurity. Between 2008 and 2016, more than **80,000 mortgage foreclosures** were recorded in the region, leaving thousands of families at risk of eviction.

In response, this programme was launched to counteract the effects of the housing market collapse. Its approach is rooted in **prevention**, seeking to address housing instability before it leads to homelessness. By working with residents, public authorities, and financial institutions, Fundació Hàbitat3 offers a pathway back to stability and inclusion for those hit hardest by systemic economic shocks.





## Innovation

The programme introduces a replicable model combining **preventive intervention, affordable housing acquisition, and integrated social support:**

- **Early intervention model:** Helps residents avoid eviction through acquisition of their homes and continuity of tenancy
- **Income-adjusted rents:** Ensures financial sustainability and reduces risk of arrears, with average rents around €240/month
- **Comprehensive social support:** Residents benefit from financial literacy, life planning, and inclusion activities
- **Circular social economy:** Renovation works are carried out by **social enterprises**, creating employment and upskilling opportunities
- **Environmental responsibility:** Energy efficiency upgrades are incorporated to reduce utility costs and tackle energy poverty

This integrated, preventive, and inclusive approach has the potential to influence public housing policy and inspire similar strategies across Europe.



## Tools used

A coordinated set of financial, technical, and social tools supports implementation:

### 1. Financial mechanisms:

- Soft loans from the Institut Català de Finances (ICF), guaranteed and subsidised by the Catalan Government
- Rental subsidies and philanthropic contributions, including from Fundació Naturgy

### 2. Technical operations:

- Pre-purchase inspections and renovation planning
- Energy efficiency improvements to reduce costs and environmental impact

### 3. Social support mechanisms:

- Tailored individual work plans
- Conflict mediation and case management
- Coordination with local social services for integrated care

### 4. Monitoring and evaluation:

- Tracking of rental payment stability
- Progress on autonomy, education, and employment
- Indicators of social inclusion and community participation





## Key results and benefits

- ✔ **187 individuals** have been able to retain their homes and avoid displacement.
- ✔ **61 social housing units** secured since 2020, with plans for further acquisitions.
- ✔ **€240/month** average rent aligned with residents' financial capacity.
- ✔ Socio-educational support has improved **financial autonomy and job prospects**.
- ✔ **€750,000** in renovation works completed by social enterprise.s
  - **15 jobs** created and **45 training opportunities** delivered for individuals facing labour exclusion.
- ✔ Strengthened collaboration across **public, private, and third-sector actors**, fostering shared ownership of housing challenges.



## What the Jury Liked

- ✔ The jury valued the program's dignity-centred approach to preventing evictions and its innovative cross-sector collaboration.
- ✔ They highlighted its strong results in stabilising families, improving financial autonomy, and expanding the social housing stock.
- ✔ The initiative was praised for addressing root causes of housing insecurity, not just offering shelter, but restoring stability, inclusion, and hope.





GOING THE EXTRA MILE  
FOR SAFE AND SOUND LIVING



# Flexwoningen Oosterenk

DELTAWONEN



(c)jgbertdeboer.com



LOCATION



NUMBER OF STAFF



NUMBER OF  
DWELLINGS MANAGED  
BY THE ORGANIZATION



WEBSITE

Zwolle,  
The Netherlands

200

15000

[www.deltawonen.nl](http://www.deltawonen.nl)

## OBJECTIVE

The Flex Housing Oosterenk project addresses the acute housing shortage in Zwolle through an innovative model of **rapid, circular, and inclusive housing**.

With 58 modular, relocatable homes, the project supports a diverse population, including vulnerable groups, while fostering social cohesion and environmental sustainability.

Key objectives include:

- **Alleviating housing pressure** by offering factory-built, energy-efficient homes for singles, young couples, and newcomers to the housing market
- **Building a safe and inclusive community** by integrating status holders, young people with support needs, and regular tenants
- **Promoting social participation** through shared facilities, a central meeting pavilion, and community-building activities
- **Ensuring long-term sustainability** via circular construction, healthy indoor environments, and biobased materials
- **Transforming underutilised space** by repurposing a monofunctional office area into a vibrant, mixed-use residential zone

The project demonstrates how housing can serve as a catalyst for inclusion, resilience, and ecological responsibility.

## CONTEXT

Zwolle faces a **significant housing crisis**, especially for starters, small households, and vulnerable groups such as status holders. Oosterenk—a former office park near the city centre—was poorly suited for residential life due to a lack of green space, social infrastructure, and safety.

This project aimed to change that. By introducing flexible, modular homes within a well-designed public space, the initiative created not only much-needed housing but also a socially integrated, future-ready neighbourhood.

Specific challenges addressed:

- Limited affordable housing options
- Lack of social oversight and cohesion in office-dominated areas
- Rising pressure on shelters and integration pathways for status holders
- Need for a sustainable, scalable housing solution







## Innovation

The project introduces both **technical and social innovation**:

- **Circular construction:** The 58 factory-built homes (26 back-to-back and 32 apartments) are made of **Cross Laminated Timber** (CLT) and other biobased materials. They are nearly energy-neutral and designed for relocation after 10–15 years.
- **Inclusive allocation model:** Housing is offered to a **diverse population**, including people with autism spectrum disorders, status holders, and general housing seekers. Residents are selected based on motivation and community contribution.
- **The Buddy Project:** Pairs vulnerable residents with supportive peers to promote mutual aid and accelerate integration.
- **Healthy Home design:** All homes meet the Healthy Home Gold standard, offering low emissions, optimal humidity, and reduced environmental stress.
- **Shared social infrastructure:** A **meeting pavilion** fosters daily encounters, activities, and a sense of belonging, with professional guidance from welfare organisations.
- **Green public realm:** Biodiverse landscaping and upcoming access to a nearby nature reserve improve quality of life and encourage interaction.

This flexible model, supported by a temporary 15-year permit and clear relocation plans, offers a replicable solution for rapid, safe, and inclusive housing delivery.



## Tools used

Several practical tools and strategies contributed to the project's success:

### 1. Buddy Project:

- A resident pairing system connecting individuals with support needs to peers
- Strengthens mutual understanding, eases transition, and builds neighbourhood solidarity

### 2. Motivation letter system:

- Applicants submit a letter explaining how they align with the project's values
- Ensures a community committed to inclusion, participation, and being a good neighbour

### 3. Shared facilities:

- Communal meeting pavilion, laundry, and green courtyards reduce costs and increase interaction
- Designed to foster social responsibility and cohesion

### 4. Rapid construction:

- Factory-assembled, prefabricated homes are delivered nearly move-in ready, allowing swift occupancy and reducing disturbance
- Relocatable, ensuring continued housing availability elsewhere if needed

### 5. Collaborative implementation:

- Led by DeltaWonen, with design by Finch Buildings and landscaping by Buro Mien Ruys
- Care provided by Limor, GewoonZes, and Hart voor Zwolle; integration supported by Voor Elkaar Zwolle



## Key results and benefits

🌟 **58 high-quality flex homes** installed in record time, helping to reduce the housing deficit in Zwolle.

🌟 **Targeted support for vulnerable groups**, including status holders and neurodiverse youth.

🌟 **Positive social outcomes:**

- Strong community ties through shared spaces and programmes.
- Increased feelings of safety and belonging.
- Enhanced visibility and social oversight in the public realm.

🌟 **Environmental benefits:**

- Biobased construction materials (e.g. FSC-certified wood).
- Healthy indoor climate with low emissions and energy neutrality.
- Biodiversity supported through ecological landscaping.

🌟 **Recognition and replicability:**

- Homes qualify for the Environmental Investment Deduction (MIA) scheme.
- Flexible, scalable model suitable for adaptation in other urban contexts.



## What the Jury Liked

🌟 The jury praised Oosterenk's holistic response to the housing crisis, combining fast, circular construction with deep social innovation.

🌟 Features like the buddy system, communal pavilion, and inclusive allocation show a clear commitment to community values and sustainability.

🌟 The project stood out for its replicability, its focus on well-being and social cohesion, and its ability to address urgent housing needs while building a healthier, more connected society.





GOING THE EXTRA MILE  
FOR SAFE AND SOUND LIVING



# Programa Lotes Comvida (PLVC)

GEBALIS



LOCATION



NUMBER OF STAFF



NUMBER OF  
DWELLINGS MANAGED  
BY THE ORGANIZATION



WEBSITE

Lisboa, Portugal

280

22000

[www.gebalis.pt](http://www.gebalis.pt)



## OBJECTIVE

The *Lotes ComVida* programme strengthens the collective organisation and co-responsibility of residents living in Lisbon's municipal housing buildings.

Developed by GEBALIS, it aims to:

- **Improve the shared management of common areas**, creating stronger building-level coordination through resident-led committees, cleaning schedules, or formal condominiums
- **Enhance residential satisfaction** and the sense of ownership through active resident participation and collaborative action
- **Reduce maintenance costs and vandalism** by transforming neglected “nobody's spaces” into places of shared care and coexistence
- **Empower residents and staff** with ongoing training, enabling sustainable leadership and community development
- **Adapt responses to local needs**, tailoring solutions to each building and its residents

At its heart, the programme promotes neighbourhoods that are more inclusive, resilient, and dignified for all.

## CONTEXT

Lisbon has seen exponential growth in its municipal housing stock over recent decades. Since 1995, GEBALIS has managed this complex and expanding system of social rentals. However, **many common spaces in municipal buildings became neglected**, leading to dissatisfaction, isolation, and rising maintenance costs.

A 2015 survey showed a direct link between **low residential satisfaction** and **poor collective organisation** in buildings. While large-scale investments—such as the €142 million Morar Melhor rehabilitation programme—helped improve building exteriors, there remained a crucial need to address interior community dynamics.

It was in this context that Lotes ComVida was created in 2019: a programme focused not only on infrastructure, but on building **relationships, responsibility, and resident-led governance** inside municipal housing.





## Innovation

The programme introduces a **collaborative, proximity-based model** of building management, centred around active resident participation and tailored local engagement.

Key innovations include:

- **Resident-led collective management:** Buildings select the model that suits them—be it a committee, cleaning rotation, or formal condominium structure.
- **Mandatory action cycle:**
  - *Diagnosis* through door-to-door surveys, partner consultations, and assessments of social and physical conditions
  - *Implementation* via planning meetings, election of lot managers, introduction of commitment letters, and collaborative cleaning schedules
  - *Monitoring and evaluation* through biannual check-ins, “Ganha Pontos” incentive schemes, and performance tracking
- **Community building through local activities:**
  - Urban and community art, school-based awareness, inter-lot competitions, and public celebrations
  - Educational games like “My Neighbourhood, My City” and a *Good Neighbour Guide* co-created with children
- **Digital and accessible communication:**
  - WhatsApp groups, Instagram updates, and frequent visual communication in buildings
- Staff training and consistency tools, such as intervention kits (e.g. Diagnostic Kit) to standardise approaches citywide

This integrated approach fosters genuine co-management, supported by strong institutional alignment between GEBALIS and its community partners.



## Tools used

Several practical mechanisms underpin the success of the programme:

### 1. Commitment Letters:

- Signed by residents and GEBALIS, outlining shared goals for maintenance, organisation, and funding caps for common expenses.

### 2. Diagnostic and Evaluation Tools:

- Standardised instruments for assessing both the physical building and social dynamics.
- Biannual evaluation and tracking of building progress.

### 3. Training Programmes:

- For residents (intergenerational) and GEBALIS staff, building shared knowledge on community management.

### 4. Community Events and Micro-interventions:

- Creative campaigns to foster belonging and behavioural change, including cleaning drives, exhibitions, and neighbour celebrations.

### 5. Communication Channels:

- Digital platforms and printed materials used for mobilisation and visibility.

### 6. Incentive Systems:

- “Ganha Pontos” point card system used to reward collective achievement and encourage healthy competition among buildings.

### 7. Sustainability Check-ins:

- Follow-up with lots that exit the active programme phase, maintaining relationships and ensuring continuity.



## Key results and benefits

- ✔ **291 buildings** and **4,643 families** reached across **25 neighbourhoods**, directly involving over 12,500 residents
- ✔ **100% of participating buildings** now have a collective organisational structure suited to their needs
- ✔ **81% show significant improvement** in the appropriation and care of shared spaces
- ✔ **50% reduction in bulky waste abandonment**, notably through the “Monkey Hunt” campaign
- ✔ **Resident satisfaction with GEBALIS increased from 44% to 75%**
- ✔ **Substantial cost savings** in maintenance and vandalism repair

### ADDITIONAL BENEFITS BY STAKEHOLDER GROUP:

- **Residents:** Enhanced quality of life, stronger community ties, increased confidence and leadership capacity.
- **GEBALIS:** Improved operational efficiency, stronger local presence, and a more responsive organisational image.
- **Local partners:** Deeper engagement, cross-sector collaboration, and impactful grassroots work.
- **Society at large:** Contributes to **SDG 11** (Sustainable Cities and Communities); recognised with the *Social Responsibility Seal for Sustainable Communities*.



## What the Jury Liked

- ✔ The jury appreciated the program’s powerful yet simple approach: mobilizing residents through peer learning, hands-on workshops, and structured collaboration.
- ✔ It’s inclusive, replicable, and genuinely transformative.
- ✔ The results improved upkeep, less waste, and greater satisfaction, clearly showing that this model works.
- ✔ A smart, scalable idea other cities should adopt.





# 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.



ANNE VIITA

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

CEO of Finnish Tenants since 1997. Anne has worked in the field for 35 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. Tenant rights and quality housing, good residential areas are close to my heart.

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 Trade unions as their members: JHL, PAM and Pro. Finnish Tenants are also a notable organization in decisions considering housing policies

based rents and live in poorly maintained public housing with short term contracts. She is currently working closely with tenants from public and private sector and enabling tenants to organize themselves and letting their voices be heard.

Anne-Rita has also worked with developing alternative solutions for tenants for almost 20 years, amongst others, fighting for affordable housing in Oslo through her work in the foundation Ormsundveien Økogrend – a concept of a small ecovillage where tenants can achieve long term contracts and moderate rent, and build their own homes.

She is currently finishing a master's degree in value based leadership, and is doing research on the welfare political values of the municipality of Oslo.



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. In 2001 she was appointed 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 housing and 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 responsible for the political relations, advocacy and representation of the interests of the European tenant associations towards the EU Commission, the EU Parliament, EU Council, the Committee of the Regions, the European Economic and Social Committee and other relevant bodies at European level.



ANNE-RITA ANDAL

**Manager of the Norwegian Tenants Union, Oslo**

Anne-Rita is the manager of the Norwegian tenants union - Leieboerforeningen. She is a long-time housing activist and has worked in the tenants union since 2014. She is concerned with the lack of affordable housing due to the monotonous political focus on home ownership in Norway. She believes that the marked based home ownership model of Norway is showing serious weakness due to the high level of debt in home owner-household. But above all, Anddal is one of the leading voices fighting for equality for the one million tenants of Norway. She works closely with tenants groups and is especially concerned with the social housing sector of Norway, where financially vulnerable households pay marked



CHARLOTTE LIMOUSIN

**DELPHIS General Delegate, Paris**

After 3 years as Grant Management Officer within a French international NGO, Charlotte joined the DELPHIS, a French social housing organizations' network, in 2011.

As Corporate Social Responsibility (CSR) Project Officer at DELPHIS, Charlotte was in charge of all DELPHIS CSR-related projects in France and at European level. In particular, Charlotte designed and managed the EC-funded ERHIN Project, led in partnership with Housing Europe and the International Union of Tenants.

Charlotte also coordinated for several years the CSR Topic Group within the European social housing network Eurhonet.

In 2015, Charlotte was appointed Deputy Director of DEL&COOP', a consulting firm created by DELPHIS, specialized in CSR and Quality Management in Social Housing. As Deputy Director, Charlotte led DEL&COOP's business development, and was appointed DEL&COOP' CEO in August 2022.

Deputy Director of DELPHIS since 2018, Charlotte was appointed General Delegate in July 2022.



EDDIE JACQUEMART

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

Eddie Jacquemart was born in 1964 in Dunkirk, France. The son of a dockworker and a small shopkeeper, he has been driven by a commitment to social justice and the fight against inequality. A certified accountant, he practiced for over a decade before becoming a financial advisor to a large federation of associations in the healthcare and social services sector. His work with the National Confederation of Housing (CNL) began in 1995, and he became its national president in 2013. Since 2020, he has also served as a city councillor in Lille.



EDUARDO GONZÁLEZ DE MOLINA SOLER

**Housing Policy Consultant, Housing Department of the Government of Navarra, Navarra**

Eduardo González de Molina is a housing policy consultant for the Housing Department of the Government of Navarra. He is a research fellow at University College London's Institute for Innovation and Public Purpose and an associate professor at Carlos III University of Madrid.



GINA DING

**Head of Public Affairs Europe, Royal Institution of Chartered Surveyors, Brussels**

Gina is a professional with a diverse background in law, public affairs, and market development. Currently serving as the Head of Public Affairs for the Royal Institution of Chartered Surveyors (RICS) in Europe, Gina focuses on influential stakeholder engagement and leads strategic initiatives to enhance the organization's influence and reputation within the industry. Prior to this role, Gina held the position of Standards Adoption Manager, where she played a role in driving the implementation of RICS professional standards and thought leadership adoption across EMEA.

Before joining RICS, Gina is a lawyer by profession with expertise in cross-border transactions. Upon moving to Brussels, she transitioned into public affairs and served in this capacity within the oils and fats industry, where she advocated for industry interests and engaged with stakeholders to shape policy decisions.



KATHARINA KNAPTON-VIERLICH

**Head of Unit Construction Policy at the European Commission**

Katharina Knapton-Vierlich joined the Commission's Directorate General for Internal Market, Industry, Entrepreneurship and SMEs in 2010, and she currently leads the "Construction Policy" unit. Its mission is to support the construction ecosystem in the transition to a resilient, sustainable, and digital future that will strengthen its competitiveness. Before joining the European Commission, Katharina practiced law in Berlin, having started her professional career in academia. She holds law degrees from the Free University of Berlin (Ph.D.) and the University of Cambridge (LL.M.).





LAURA COLINI

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

Dr. Habil. in Urban Studies. Her work covers socio-spatial housing inequalities and migration, with a focus on EU urban public policies. She is senior urban policy expert having worked for over twenty years with EU programmes and initiatives (e.g. URBACT, UIA, European Urban Initiative, EU Urban Agenda Urban Poverty, Affordable Housing, Inclusion, Culture and Cultural Heritage et al.). She has worked in academia in Italy, Germany, France, USA and currently holds a research position at H-City Cluster on housing and city at the IUAV Venice. She teaches urban and housing policies at master students at EUP, Paris; Sagas, UNIFI, Florence and at IUAV in Venice, where she collaborates with the UNESCO chair on migration at IUAV SSIM. She collaborates with various NGOs, international organisations and independent civic initiatives in Europe e.g. From Sea to the Cities, and national Social Forum per l'abitare. Co-founder of Tesserae urban and social research, MiMetis SRL migration, and part of the International Network of Urban research and Action. She has been part of the ERHA jury since 2021 of the many homes in the million programme.



MARCOS ROS SEMPERE

**MEP for the Socialists and Democrats (S&D)**

Marcos Ros Sempere is a Member of the European Parliament for the Group of Socialists and Democrats (S&D) since February 2020. He has been a member of the committees on Environment, Public Health and Food Safety (ENVI), Industry, Research and Energy (ITRE), Culture and Education (CULT) and Regional Development (REGI), where he is spokesperson of the S&D group since 2022. In the CULT committee, he has been co-rapporteur of the initiative report on the new European Bauhaus, an initiative that brings together interdisciplinary solutions in urban planning with measures such as the decarbonization of buildings to integrate the ecological transition into the life of EU citizens.

At the beginning of the 10th Parliamentary term, he was re-elected S&D Coordinator in the Committee on Regional Development at the European Parliament. He holds a doctorate in architecture, specializing in urban planning and has extensive experience in the rehabilitation of architectural heritage.



MAJA STALESKA

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

Maja Staleska is the President and Co-Founder of the Housing and Tenants' Organization (HTO) in Skopje, North Macedonia, where she advocates and leads initiatives to improve housing conditions and access to affordable housing solutions. She works for youth and housing and protection of tenant rights.

Maja is a social worker with a degree from the Faculty of Philosophy at "Kiril and Methodius" University. Maja has 14 years experience as an International Partner focusing on equal opportunities for women, innovations, entrepreneurship and programs for youth, while working with various domestic and international organizations like Freja Forum Foundation Sweden, PrimePoint Partners in Skopje, Aspire Accelerator N.Macedonia, Medinnova and many other initiatives.

Previously, Maja served for over six years as President of the Youth Center for Equal Opportunities in Skopje. She also represented North Macedonia in the EUSIG group at the European Anti-Poverty Network (EAPN) for four years and is a co-founder of the international Freja Academy. In addition to her professional roles, Maja mentors youth from vulnerable families and creates initiatives supporting women's empowerment, emphasizing her commitment to social equity and housing rights.



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 Land-sorganisationen 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 programme.





MELANIE WEBER-MORITZ

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

German Tenants' Association, Federal Director, Dr. Melanie Weber-Moritz.

Born on December 27, 1973, in Bad-Hersfeld, Hesse. The political and social scientist was Managing Director of the German Foundation for Consumer Protection from 2015 to 2019.

From 2007 to 2015, she was Head of the Environment Department at the Consumer Initiative.

Before that, she was a research assistant at Freie Universität Berlin and Humboldt-Universität zu Berlin.

She studied political and social sciences in Göttingen, Bristol and Berlin and completed her doctorate on climate protection issues.

Melanie Weber-Moritz has been Federal Director of Deutscher Mieterbund e. V. since 2019 and is also Managing Director of DMB-Verlag GmbH, Editor-in-Chief of MieterZeitung and Managing Director of DMB EDV-Service GmbH.

Since November 2021, she has also been a member of the Board of Directors of the Federation of German Consumer Organizations (vzbv) and the Board of Trustees of the German Foundation for Consumer Protection (DSV).



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 employees and a €5 million 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.



MICHAELA KAUER

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

Michaela Kauer, born 1966 in Vienna, has a long work experience with the City of Vienna, where she occupied different posts. Starting in 1992 in the Executive Policy Group on Housing and Urban Renewal, she moved on to the Policy Group for Women's Rights, Integration and Consumer Protection for more than 10 years. This was followed by five years as head of cabinet of the City Councilor for Health and Social Affairs, until she was assigned as director at the Brussels Liaison Office of Vienna in 2009. The office has a leading role in the city's EU affairs with a strong focus on public services, long-term public investments, EU urban policy, and gender equality, amongst others. Michaela Kauer represents Vienna in the Executive Committee of EUROCITIES and works closely with the Committee of the Regions. She is the joint representative of the Austrian provinces for the EU Urban Agenda, and she served as coordinator of the EU Urban Partnership on Affordable Housing from 2015-2021. Her academic background is international public management; she regularly publishes on urban, housing and gender policy and teaches European Public Policy at the University of Applied Studies in Burgenland since 10 years.



ANDREA COLANTONIO

**Lead Urban Development Specialist, European Investment Bank**

Andrea is a lead urban development specialist at the European Investment Bank, responsible for the financing of urban development projects. Prior to this Andrea was at the London School of Economics, leading projects for major European cities on integrated urban development, 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). social housing sector of Norway, where financially



# 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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European Responsible  
Housing Initiative



# 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)**



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)**



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)**

# EUROPEAN RESPONSIBLE HOUSING AWARDS TEAM

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

# NOTES

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