



D2.3 - NRO requirements and functioning

WP1, Task 1.4

June 2025 [M18]

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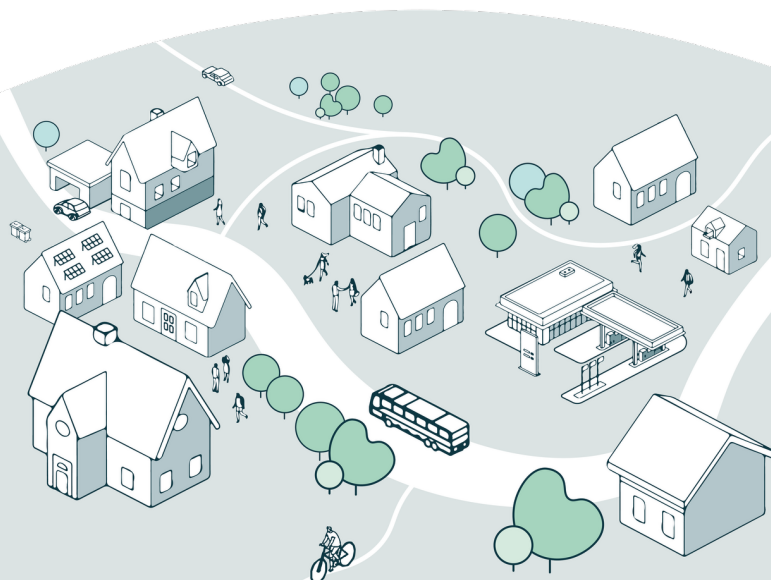
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Abbreviations and acronyms

Acronym	Description
AFOLU	Agriculture, forestry, and other land use
DEC	Demonstration and Exploitation Coordinator
EPBD	Energy Performance of Buildings Directive
EU	European Union
LTRS	Long-term renovation strategies
NRO	Neighbourhood Regeneration Office
NGO	Non-Governmental Organization
OSS	One-stop Shop
PPP	Public-Private Partnership



Executive Summary

This deliverable presents a core output of the REGEN project, a European initiative dedicated to fostering urban regeneration through innovative, citizen-centric approaches. The document focuses on the conceptualization and development of Neighbourhood Regeneration Offices (NROs), which serve as key instruments to support regeneration processes in diverse demonstration sites across Europe, including Beckerich, Laredo, Milan, and Dublin. Each site has been selected for its distinct territorial characteristics and potential for scalable impact.

The document is structured into four main sections. The first section introduces the purpose of the deliverable and its relevance within the broader REGEN framework, identifying project partners, policymakers, urban planners, and local authorities as its primary audience. The second section defines the main objectives of establishing NROs in the context of REGEN, highlighting their function as local hubs to promote sustainability, resilience, and liveability through inclusive, community-driven processes.

The third section provides a comprehensive review of the state of the art, comparing existing models such as One-Stop Shops (OSS) and Third Places. It critically examines their structure, services, and suitability for adaptation in REGEN, identifying valuable lessons and best practices. One-Stop Shops are explored as centralized service hubs, while Third Places are presented as informal, socially oriented spaces. Both serve as reference points for the conceptual development of the REGEN NROs.

The fourth and most extensive section outlines the definition and operational model of the REGEN NROs. It explains what differentiates these offices from other existing initiatives and describes how they align with the principles of the New European Bauhaus, particularly in terms of sustainability, aesthetics, and inclusivity. The section further details the range of core activities envisioned for the NROs, including technical advice for refurbishment, showcasing of innovative technologies, stakeholder engagement, fostering social cohesion, raising community awareness, building local capacity, and encouraging citizen involvement in urban decision-making. Additionally, it presents a comprehensive business model framework for the NROs, addressing customer segments, key resources, cost structures, and revenue strategies. This framework is developed through a dual lens: one that captures common challenges across all sites and another that reflects specific, localised constraints.

The deliverable concludes with detailed implementation guidelines for each demonstration site, offering layout concepts and operational insights for the NROs in Beckerich, Laredo, Milan, and Dublin. Overall, this document acts as a strategic guide to translating the goals of the REGEN project into practical, place-based solutions, reinforcing the project's mission to build resilient, inclusive, and sustainable urban communities through collaborative and locally embedded regeneration efforts.





Keywords

Urban Regeneration, Neighbourhood Regeneration Offices (NROs), Community Engagement, Sustainability, Business Model





1 Introduction

1.1 Purpose and target group

Deliverable D2.3 is designed to provide a solid foundation framework for the establishment of Neighbourhood Regeneration Offices (NROs) within the four demo sites of the REGEN project. This document provides a good practices' approach based on which the REGEN NROs are being designed, aiming to ensure the expected impacts within the designated urban regeneration framework. In addition to supporting the initial deployment in the selected sites, the deliverable also aims to establish a replicable model that can be applied to future urban regeneration initiatives in additional locations.

The primary audience for this deliverable comprises local authorities and municipal representatives in charge of urban regeneration of neighbourhoods, particularly those tasked with the implementation, management and oversight of the NROs activities. Furthermore, this document is intended to serve as a valuable resource for key community stakeholders who play a crucial role in participatory urban renewal processes. These stakeholders may include civic organisations, neighbourhood associations, and other resident groups that contribute to the long-term sustainability and impact of the regeneration efforts.

1.2 Relation to other activities in the project

The development of Neighbourhood Regeneration Offices (NROs) is a central activity within the REGEN project and is closely interlinked with several work packages, particularly WP1, WP2, and WP3. Within WP3, which focuses on the deployment of integrated regeneration strategies in the demonstration sites, the NROs function as operational hubs and coordination points for all interventions.

They are the physical and organizational anchors of the regeneration process, ensuring the alignment of strategic planning with on-the-ground implementation. In parallel, the NROs are directly connected to WP1, as they serve as key spaces for Living Lab activities and community-driven innovation. Through participatory methods, co-creation workshops, and ongoing stakeholder engagement, WP1 supports the capacity-building efforts needed to establish and sustain the NROs as trusted, functional, and inclusive local institutions. Moreover, the NROs are linked to WP2, which focuses on the development and testing of socio-ecological regeneration innovations and socio-technical solutions. The NROs provide a platform for demonstrating, adapting, and scaling these innovations within real urban contexts, facilitating cross-sectoral collaboration and systemic change.

Altogether, the NROs are not only a key output but also the structural and methodological catalyst that integrates the project's technical, social, and spatial dimensions at the neighbourhood scale.





2 Objective: Neighbourhood Regeneration Offices in REGEN

Urban regeneration is a holistic process of reversing economic, social and physical decay of an area. This process implies a complex process that requires a multidimensional approach and the involvement of numerous stakeholders, with citizens playing a primary role in contributing to effective intervention or renovation plans (Natividade-Jesus et al., 2019).

The literature on the role of stakeholders in urban regeneration projects highlights a growing concern over the need to increase stakeholder participation, particularly from citizens and residents. Enhancing their involvement is urged to ensure better community outcomes and avoid negative consequences (Wang et al., 2021).

As learned from practical experiences on previous urban regeneration projects such as SmartEnCity EU project, Opengela EU project etc. the deployment of a physical space placed in the heart of the district is a must to activate the community engagement. This space can play a vital role in the identification and recognitions of (especially social) decline, as well as giving residents an active role in the regeneration process. Often, these places are located in isolated places or outside the neighbourhoods limiting the ability to impact the socio-economic fabric at the level of the neighbourhood.

These spaces in the form of offices, as One-Stop Shops (OSS), are thought of as a practical tool where people can be informed about the retrofitting solutions, prices, acquire technical advice and information on subsidies to retrofit their homes, the exploration of new sustainable materials and the exchange with peers encountering comparable challenges, where an integrated renovation service is provided. That said, the OSSs provide a renovation service, while there is still a need for a space for social relations to promote the interaction of the community at the same time and actively involving it in supporting sustainable development.

Neighbourhood Regeneration Offices (NROs) should offer this additional service as well as expand its scope of action from the building to the public space, the shared physical spaces that support regular interactions. This social space which is distinct from the traditional categories of 'home' and 'workplace' should "host the regular, voluntary, informal, and happily anticipated gatherings of individuals beyond the realms of home and work" as introduced by Ray Oldenburg, in his book "The Great Place" (Oldenburg, 1999) as a new paradigm of places called "Third Places".

Therefore, the NROs in REGEN will comprise not only an infrastructure that provides coordination or intermediary services facilitating renovation activities by an OSS but will promote the behavioural change and citizen engagement in regeneration interventions by enhancing the communication and transforming the public space also into third places.





Following the previous, the **REGEN Neighbourhood Regeneration Offices (NROs) are established as** a catalyst for neighbourhood regeneration. These offices are designed to facilitate dialogue and provide support to residents and other stakeholders involved in the regeneration process. They are set to provide a service that covers various fields, including:

- Facilitating the implementation and management of energy rehabilitation projects, providing guidance on energy efficiency, and informing about available funding opportunities.
- Managing energy communities by bridging the gap between demand and supply and connecting stakeholders involved in these processes.
- Serving as a hub for citizen participation, with physical spaces that foster personal contact and the use of participatory tools.
- Serving as a joining location for citizens, homeowners' associations, companies and renovation agents; as well as other stakeholders involved in the regeneration processes. Facilitating relationships between customers and service providers; playing a key role in supporting local economic development.
- In the long term, the initiative aims to cultivate resident ownership. By facilitating the temporary use of vacant properties within the neighbourhood, latent social issues can be identified at an early stage. The NRO functions as an intermediary, bridging the gap between residents, social organisations, and the municipal government.

For this aim and being the final objective of this task to define the NROs, it is needed to identify and detail the features that will define the contents and functioning of the REGEN NROs. Other Tasks, Work Packages and numerous activities and workshops have focused on performing the diagnosis of the neighbourhood; now, following that, the offices features are defined.





3 State of the art

3.1 One-stop shops vs. Neighbourhood Regeneration Offices

Both OSS and NROs are concepts used in the context of building renovations, and energy efficiency upgrades but serve different needs and project scales. While they both aim to simplify and improve the renovation process, they differ in their structure, approach, and scope.

That said, the OSSs provide an integrated renovation service, while the NROs offer, in addition to this service, a physical space for social relations settles on the specific social, economic, and cultural characteristics of the area to be regenerated.

3.1.1 One-stop shops

A One-Stop Shop (OSS) is a service model designed to provide a comprehensive, streamlined approach to managing renovation projects. The main goal is to centralize all renovation-related services and processes under a single umbrella, making it easier for homeowners or businesses to undertake projects without managing multiple contractors or service providers.

The concept of OSS for promoting integrated energy renovation services appeared following the adoption of the Energy Performance of Buildings Directive (EPBD) in 2002, which encouraged comprehensive approaches to building renovations. OSS gained greater recognition in the 2010s as the EU promoted integrated services to simplify energy renovations for end-users. Programs like Horizon 2020 funded OSS pilot projects across Europe, aiming to unify technical, administrative, and financial support within a single framework. Thus, OSS evolved to address challenges such as the complexity of renovation processes, fragmented supply chains, and the lack of accessible financing options for homeowners and businesses.

Nowadays, OSS are central to strategies like the EU Renovation Wave Initiative (2020), aimed at accelerating energy-efficient renovations across member states. Although this strategy did not mandate physical OSS locations, it highlighted the need for community-centred approaches, indirectly reinforcing the importance of having a local presence in regeneration neighbourhoods.

Furthermore, the recast of the EPBD (2024/1275) has recognised the role of OSS in promoting integrated energy renovation services as an appropriate mechanism for an accessible and transparent advisory tool:

“...One-stop shops should provide technical assistance and be easily available to all those involved in building renovations, including homeowners and administrative, financial and economic actors, such as SMEs, including microenterprises.” with a particular focus on vulnerable households and, where applicable, people living in social housing, in





accordance with Article 24 of Directive (EU) 2023/1791 (relating to energy-efficiency).

In fact article 18 of the recast of the EPBD (2024/1275) considers that the Member States shall guarantee the availability of technical assistance facilities throughout their territory by establishing at least one OSS for every 80,000 inhabitants; one per region; in areas where the average building stock age exceeds the national average; in locations where integrated district renovation programs are planned; or in places accessible within 90 minutes of average travel time using locally available transportation options.

Mandatory indicator for member states the creation of one-stop shops or similar mechanisms pursuant to Article 18 for the provision of technical, administrative and financial advice and assistance.

Although the long-term renovation strategies (LTRS) submitted in 2017, concluded that only France and Belgium reported the existence of the OSSs model in their renovation markets, confirming the initial market stages (Castellazzi et al., 2019), in the assessment of the LTRS submitted by Member States (MS) between 2020 and 2022 (LTRS 2020) almost all MS comply with the article 2a.3 Mechanism to support the mobilisation of investments.

Some OSS provide information and support and accompany the efficient use of energy. for promoting a sustainable energy transition through a national structure (ex. Klima Agence in Luxemburg) while other OSS are implemented as entities under the coordination of municipalities to provide methodological and advisory support to citizens (ex. Lithuania). In Spain for example, given its territorial and competence structure, OSS remain at the regional level, although it would be advisable to have a certain homogeneity for the entire territory.

In addition to the variety of the geographical scope, the OSS initiatives vary in terms of organisational structure and operational form. It is possible to recognise four types of OSS set-up:

1. **Public** OSSs have an institutional promoter (e.g., municipality, region, or energy agency) who directly offers home renovation services to achieve climate, energy, and social targets
2. Public bodies can also collaborate with private companies or ESCOs in order to provide more services to customers by establishing a **Private-Public Partnership** (PPP).
3. **Private** OSSs are set up by a private company working independently or in partnership with other market players (e. g., consultants, contractors, manufacturers, suppliers, etc.).
4. **Profit Non-profit associations:** Cooperatives, foundations, and other Non-Governmental Organizations (NGOs) may also decide to establish an OSS in order to meet cooperative members' needs, increase shared



awareness and reduce social inequity, for instance, credit access for low-income families.

According to the analysis performed of the 29 OSS initiatives, from the business model perspective, OSS respond to these archetypes (Bagaini et al., 2022):

- The **Facilitation model** offers light support to customers, primarily guiding them through the **orientation** phase of renovation. It serves as a central hub where homeowners and market players can access essential technical and financial information for energy renovation.
- The **Coordination model** works in partnership with key market players, such as banks, contractors, suppliers, and energy certifiers, to assist homeowners throughout the entire energy renovation process. This includes consultation, project execution, and monitoring of energy savings.
- The **Development model** provides the most comprehensive support, delivering a full range of energy renovation services under its own name and responsibility. It manages the entire customer journey, ensuring seamless execution from start to finish.

The services provided by an OSS also vary. The following image shows the full set of services proposed by an OSS.



Figure 1: The full set of services proposed by a one-stop-shop: Source: [Innovate project](#)

3.1.2 Neighbourhood offices

As a result of various urban renewal and energy efficiency initiatives and pilot projects developed in the 2010s it was recognized the importance of physically locating OSS in the regeneration neighbourhoods was recognised to make energy renovation services more inclusive, accessible, and effective.

Therefore, the concept of OSS, conceived for urban regeneration as an online tool to provide integrated services, to simplify and streamline administrative processes, facilitating interaction between citizens and authorities, evolved to the **neighbourhood office**, which focuses more on proximity and accessibility of services at the local level.

Neighbourhood regeneration needs to be built on place-based factors, empowering community-led governance and restoring residents' sense of belonging, drawing on existing social and physical structures.

Neighbourhood offices are therefore designed to be closer to residents, offering personalized services tailored to the specific needs of the community. It is necessary to incentivise residents to actively contribute to sustainability discussions. Thus, the neighbourhood office on one hand facilitates administrative procedures facilitating interaction between citizens and authorities acting as well as a centre for information and community support, promoting citizen participation and local development.

A Neighbourhood Renovation Office provides a localized service tailored to meet the specific needs of a community. Also, it supports local initiatives and create capabilities to them to grow. These offices are established to support residents and businesses within a specific neighbourhood, focusing on renovation, development, or improvement projects.

3.1.3 Examples of OSS

This section is dedicated to identifying different examples of OSS and specially NRO providing information in relation to the type of promoter (owner) and service supplied.

For the selection of cases, the first criterion has been to try to select residential energy renovation experiences within the framework of broader urban regeneration projects. Isolated renovation projects do not necessarily reflect the difficulties related to their integration into broader urban regeneration plans.

3.1.3.1 Europa One-Stop-Shops

Table 1: Europa One-Stop-Shops

Europa One-Stop-Shops	
Scope of application (Scale)	Energy renovation in the residential building sector across Europe.



Regional OSS implemented in Italy, Germany, France, Portugal, and Latvia.

Description and objective

The EUROPA project (H2020; 2020-2023) developed five regional OSS for residential energy renovation introducing standardised processes and procedures for high renovation standards and guarantees of performance, called Energy Efficiency Subscription (EES), which offers a reliable assessment of the impact of renovation measures and future energy savings.

Each regional OSS brings together homeowners, property managers, local market operators and financial institutions to ensure a better and simpler renovation journey for everyone.

EUROPA project website provides access to the SUNShINE web platform as well as a central Resources Hub with all the essential documents and learning opportunities.

The EES defines technical, financial and contractual requirements and standards that need to be considered and implemented throughout the whole process of deep renovations of residential buildings, thus contributing to the achievement of expected energy savings. Five versions of the EES were developed adapted to the national and regional legal, financial, environmental and technical standards, requirements and norms ensuring the conformity of the EES to different local contexts.

Type of actions

Five One-Stop Shops have been established in the five pilot regions. They all offer email, phone as well as in person consultations with clients and provide information about services online. Moreover, all OSS applied the adapted EES developed within the framework of EUROPA.

Each OSS defined its own specific Business Model Canvas

- technical support/advisory activities. The OSS provides consultancy support on specific projects through face-to-face meetings and through the preparation of documents or energy analyses (e.g. energy audits) to co-owners along with property managers
- Training/Awareness-raising on the need to adopt/implement energy efficiency measures that promote the improvement of thermal comfort in residential buildings, contribute to the reduction of the energy bill and the renovation of the existing housing stock;
- Networking activities with relevant stakeholders in order to establish important partnerships that promote the correct and deep renovation of buildings;



- Production and dissemination of guidelines on promotion of energy efficiency at different levels.

Cost Structures include:

- Personnel expenses: Staff cost for both technical and communication teams
- Travel expenses
- subcontract services/specialized works: Consultation services provided will be paid by the condominiums
- Communication Marketing and advertising expenses
- Infrastructure expenses for IT systems; office space, and equipment
- Maintenance of web platform
- Equipment
- Research and development costs for continuous improvement
- Accounting and legal support expenses; and
- Taxes and bank fees.

More information

<https://europaonestop.eu/>
<https://europaonestop.eu/wp-content/uploads/2023/10/English-FINAL-BROCHURE-DESIGN.pdf>

3.1.3.2 HolaDomus (proyecto EuroPACE in Olot, Girona)

Table 2: HolaDomus (Olot, Girona, Spain).

HolaDomus (Olot, Girona, Spain)	
Scope of application (Scale)	Energy renovation in Olot (Girona, Spain)
Description and objective	
The pilot case of the European EuroPAce project is implemented through the establishment of a One-Stop Shop (OSS) in the city of Olot, named HolaDomus, to operate the program with the aim of providing a comprehensive energy rehabilitation service for homes throughout Catalonia. The city of Olot played a key role in passing a local ordinance to establish a one-stop shop to operate the program and open a local office in Olot. The program based on OSS model offers technical and administrative assistance to citizens throughout the renovation process from a single point of contact, with the aim of facilitating, speeding up and simplifying	

the rehabilitation process. The collaboration with local entities aims to create impact and local economy.

This OSS model is also being developed in the Opengela project, focused on vulnerable groups of residents in the Basque Country

Type of actions

The EuroPAce model is based on the following elements:

- Technical Assistance:
 - Accompaniment and advice to the citizen throughout the process, including training and verification of companies and professional
 - Free energy analyses promoted through collaboration with non-profit organisations.
- Affordable and Affordable and Accessible Financing: long-term financing that is accessible to the vast majority of citizens. Affordable loans for the most vulnerable sectors are structured thanks to the constitution of a social reserve fund.
- Smart Funding: Optimize the use of public funds, combining them with financing tools that maximize impact
- Creation of direct and indirect employment in vulnerable sectors, and people at risk of exclusion from the labor market

More information

<https://www.fundacioeuropace.com/programa-domus>

<https://www.garrotxadomus.cat/>

3.1.3.3 Opengela

Table 3: Opengela (Basque Country, Spain)

Opengela	
Scope of application (Scale)	Neighbourhood offices located in the Basque Country (Spain)
Description and objective	
Opengela is a European project (H2020, HIROSS4all, Home Integrated Renovation One-Stop-Shop For vulnerable districts) led by the Basque Government focused on improving energy efficiency, accessibility, and overall quality of life by intervening in vulnerable areas where these actions are even more complex. Its objective is to promote the integrated renovation of residential buildings in vulnerable neighbourhood in the	



Basque Country (need of energy efficiency renovation and universal accessibility) with a social dimension, which implies putting the focus on people and neighbourhoods, making them part of the process. It establishes neighbourhood offices that act as one-stop-shops, providing residents with guidance and support throughout the renovation process of their residential buildings.

In the framework of the project a model of neighbourhood offices was created to accompany the residents during the refurbishment process: from administrative paperwork to dealing with energy services contractors or the provision of financial aid.

One of the pilot cases was located in Otxarkoaga neighbourhood, in Bilbao. The neighbourhood office was installed in the former BBK nursery, located in the heart of the neighbourhood, next to the metro station and in a very central square. The service was provided by 3 professionals to advise on technical, administrative and financial issues.

The Opengela Program is based on public-private collaboration, by the signing of a rehabilitation agreement that (1) Defines the bases of collaboration between the local public administration and the Opengela Program for the promotion and promotion of urban regeneration and (2) Enables the design, creation and operation of a neighbourhood office that operates as a one-stop shop, whose objective is to bring urban regeneration closer to citizens by offering a complete service of accompaniment throughout the process.

An important element is the need for political leadership and strong legal coverage.

Type of actions

- **Technical Service:** Technical diagnosis, development of the 'Action Proposals' required in the building, Advice on the contracting of works and application for a Project licence, Renewable energy production systems that allow the ideal reduction of demand; selection and contracting of its suppliers.
- **Social Service:** Socio-Economic analysis during the process of defining and implementing the Neighbourhood Office accompanied by follow-up during its operation. organize a process of citizen participation following an increasing sequence of intensity, directed and coordinated by the corresponding NO.
- **Financial Service:** affordable financing the need to create a tool capable of providing solutions to the group that has greater difficulty in accessing the economic resources needed to

The instalments committed to all loans, except mortgage novation, are not suitable for a broad stratum of the population.



**More information**
<https://opengela.eus/what-is-opengela>
<https://gnefinance.com/europace/>
3.1.3.4 Basque Urban Rehabilitation Societies (SUR)

Table 4: Basque Urban Rehabilitation Societies (Basque Country, Spain)

Basque Urban Rehabilitation Societies (SUR)	
Scope of application (Scale)	One-stop-shops located of municipal and/or regional scope in the Basque Country (Spain)
Description and objective	
The Basque Country Government, in its Decree 317/2002, of 30 December, <i>on protected actions for the rehabilitation of urbanised and built heritage</i>, defined Areas of Integrated Rehabilitation (ARI) for situations of less complexity and urgency of actions but with similar characteristics. This Decree gives, besides the Municipal local administration, especial power to the Basque Urban Rehabilitation Societies (SUR) in order to carry out the implementation of the Rehabilitation Special Plans of declared Areas of Integrated Rehabilitation (ARI). Nowadays there are 18 SURs of a municipal and/or regional scope spread around the Basque Country. They offer a service in the processing of rehabilitation aid for residents and communities. ARI´s are therefore declared by the Municipal government but then it is the SUR's duty to manage the urban regeneration funding of the declared ARIs as well as the day-to-day intermediation with neighbours. This model is based in the SUR founded by the Bilbao City Council in 1985, Surbisa, as a response to the need for rehabilitation of the old town of Bilbao, which was suffering an important economic, construction and social deterioration. The City Council of Bilbao decided to address this situation by developing a specific plan in this regard with the Special Plan of Rehabilitation of the Old Town (Casco Viejo) and Surbisa was the agency in charge of managing this plan, which exceeds the ability of the City Council. This process was later replicated in a nearby area, the Area of "Bilbao la Vieja".	
Type of actions	
The purposes of the Urban Rehabilitation Companies are the following: a) The preparation and monitoring of socio-urban planning studies. b) The formulation of Urban Plans and Projects, including those for the distribution of burdens and benefits, as well as the initiative for their	



processing and approval that may correspond to it in accordance with current urban planning legislation.

- c) The drafting of Rehabilitation Projects for all types of construction.
- d) The execution of the works for the rehabilitation actions, as well as any other work that involves the execution of the Special Rehabilitation Plans.
- e) The promotion of the programming and preparation of land in order to execute the determinations of the Special Rehabilitation Plans.
- f) Collaboration in the drafting and management of expropriation files when it does not hold the status of beneficiary.
- g) The management, operation and conservation of all types of goods, works and services resulting from the execution of the Special Rehabilitation Plans, as well as those others included in the Integrated Rehabilitation Areas or Degraded Areas.
- h) The preparation of any other technical or legal document required by the Company or the Administration for the exercise of its powers.
- i) The management and payment, as a collaborating entity, of the Basque Government's rehabilitation subsidies.
- j) Any other purpose mediately or immediately related to those indicated above.

**More
informa
tion**

https://www.euskadi.eus/bopv2/datos/textosconsolidados/200207429_vigentea.pdf

3.1.3.5 Lourdes Renove

Table 5: Lourdes Renove (Tudela, Navarra, Spain)

Lourdes Renove (Tudela, Navarra, Spain)					
Scope of application (Scale)	Energy	renovation	in	the	Lourdes
Description and objective					

The Autonomous Community of Navarre created the territorial structure to support building renovation processes named the "Network of Housing and Building Rehabilitation Offices" (ORVE).

They are offices functioning as centralized elements for the management of renovation processes (participatory, administrative, communication, contracting, accompaniment, etc.) that seeks to unify in a single office the management, coordination and development of the different actions and processes.

This centralised office guarantees its presence at the local level in the neighbourhood in which it is to intervene. It would be a single agent with a presence throughout Navarre with headquarters in the neighbourhoods in which it is acting.

In Lourdes Renove (name of the project for the regeneration of Lourdes neighbor in Tudela), the proposed management model is that of a "one-stop shop" through the location of the office in the neighbourhood, run by Nasuvinsa as a meeting point between technicians and neighbours.

The NRO was coordinated between the City Council and Nasuvinsa

This model facilitates the participation and commitment of citizens, taking responsibility for all aspects: economic (obtaining financing, processing of aid), technical (monitoring projects, works), legal (neighbourhood councils, awards, contracts), social (dynamisation and participation), informative, etc.



Presentation Experiences in Navarre: The Global Intervention Project: PIG. AGREE Workshop
Source: AGREE Project

The same NRO model was used to in the "Efidistrict Chantrea" project to undertake the renovation of the heating systems that cover 200 to 1,200 homes, as well as energy renovation of the envelope. But above all it has



been a space for common work of all the neighbors, for citizen participation, for coexistence and for the future.

Type of actions

A Dynamization Plan was carried out with the aim of "making the project known to the neighbors and participate in it".

Based on a diagnosis of the neighbourhood, a network of contacts was identified to facilitate the process of deliberation, decision-making and management of the rehabilitation of the buildings. The main agents identified are the managers (administrators) and presidents of all building.

Since the approval of an ordinance of funds for the execution of works within the scope of the Lourdes Renove Project, the City Council of Tudela provides a budget together with the aid provided by the Government of Navarre and the European Union to develop the planned works and projects that covers 60% of the costs. The remaining 40% has to be contributed by the owners.

The City Council of Tudela promoted 4 competitions to select the preliminary projects of each of the types of existing buildings in the neighborhood.

More information

<https://www.nasuvinsa.es/en/node/1659>

<https://www.nasuvinsa.es/en/node/1363>

3.1.3.6 District Information Office in Coronación neighbourhood in Vitoria-Gasteiz

Table 6: Coronación (Vitoria-Gasteiz, Spain)

Coronacion (Vitoria-Gasteiz, Spain)	
Scope of application (Scale)	Energy renovation in the Coronación neighbourhood
Description and objective	
In the framework of the European SmartEnCity Project the Coronación neighbourhood was selected to carry out building renovation interventions as it was identified as one of the most vulnerable neighbourhoods in Vitoria-Gasteiz in terms of social issues, stability, habitability, accessibility, and energy efficiency. The refurbishment of up to 750 homes was co-financed by the SmartEnCity project. VISESA, the public housing company of the Basque Government (Spain), was one of the consortium partners.	



Community involvement and citizen engagement was particularly relevant due to the nature of the building retrofitting interventions. The neighbours were engaged from the definition process and involved in co-creation workshops to design the neighbourhood intervention.

It was considered necessary to install a “Proximity Office” (or NRO) located in the heart of the area to increase the visibility of VISESA as responsible for the management of the project, and to facilitate direct access to information by the neighbors.

The office act as the communication hub between neighbours and the project and, later on, as technical office to coordinate the retrofitting works. An Information and Consultation Strategy was also launched to consult citizens about different alternatives related to district renovation and urban planning.

Type of actions

VISESA housing public company managed the different subsidies, administrative tasks (application, justification, etc.) as OSS in the NRO discharging the neighbours of these cumbersome task.

More information

<https://smartencity.eu/about/solutions/vitoria-gasteiz-retrofitting-package/>

3.1.3.7 The mobile one-stop shop in Frederikshavn (Denmark)

Table 7: The mobile one-stop shop in Frederikshavn (Denmark)

The mobile one-stop shop in Frederikshavn (Denmark)		
Scope of application (Scale)	of	Municipal One-stop-shop for energy retrofitting of condominiums and single family houses,
Description and objective		
The municipality of Frederikshavn (Denmark) set up a One-Stop-Shop (OSS) for Condominium Energy Retrofitting. In the framework of the EU Horizon2020 project INNOVATE, the city organized neighbourhood visits and set up a mobile office to be able to better approach homeowners and provide on-site information		



The city appointed the energy consultancy Energihuset as the leading partner for the project. Energihuset serves as the primary point of contact for property owners, with its energy consultants developing renovation plans tailored to their needs. Their experts design a retrofitting strategy that prioritizes cost-effective measures, maximizing energy savings while minimizing investment. Energihuset links owners and professionals depending on the needs for the renovation works.

The renovation cost was covered by the owners. However, by aggregating demand and joining a cluster renovation project with at least five buildings, owners benefit from significant cost reductions. Grouped renovations enable bulk purchasing of materials and services, leading to lower individual costs and greater affordability. This collaborative approach makes energy renovation more economical and accessible for all participants.

Type of actions

The city established a network of partners, including construction professionals and suppliers, to support renovation projects. Energihuset's energy consultants select the necessary experts for each project. Partnering professionals' benefit from increased business opportunities, free advertising, positive publicity, and new industry collaborations.

The consultancy's project manager gets paid from the renovation projects. His salary corresponds to 10-20% of the total of each renovation project. This is paid by the homeowners, as well as all of the construction costs.

Neither the OSS nor the municipality provide financing services. Owners have to ask their bank for a loan, the bank decides whether to grant it.

More information

https://vb.nweurope.eu/media/10168/ace_fiche_frederikshavn_v2.pdf

3.1.3.8 Office of Proximity and Promotion (OPI) in Caño Roto (Madrid, Spain)

Table 8: Office of Proximity and Promotion in Caño Roto (Madrid, Spain)

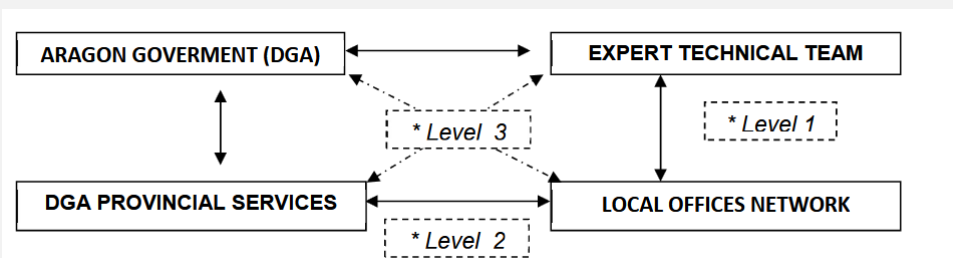
Office of Proximity and Promotion (OPI) in Caño Roto (Madrid, Spain)	
Scope of application (Scale)	Neighbourhood office in Caño Roto (Madrid, Spain)
Description and objective	
In beginning of the 60s 1,606 houses were built in the Directed Village of Coño Roto (Madrid) and they had major construction deficiencies. The management process began in 1992, led by the majority Neighbourhood Association of the Directed Village (PD) of Caño Roto, a well-established organization in the area. With the support of a technical advisory team, they developed a dissemination document to inform residents about the proposal and facilitate negotiations among key stakeholders, including the Neighbourhood Association, local and regional administrations, and technical advisors. In May 1994, the Spanish Ministry of Public Works, Transport, and the Environment, along with the Autonomous Community and the Madrid City Council, signed an Agreement for the Rehabilitation of Caño Roto. By July, the Managing Entity for the rehabilitation project was officially formed, bringing together representatives from the Autonomous Community, Madrid City Council, and local homeowners. A Management Company was appointed to establish a Proximity and Promotion Office (OPI) near the neighbourhood to oversee and promote the rehabilitation efforts. The project was eligible for public subsidies covering up to 50% of the costs, while homeowners financed the remaining amount, with the option to apply for qualified loans.	
Type of actions	
The Managing Entity had the capacity to manage the entire process, particularly its sequence, contracting and financial viability, in particular, the receipt of subsidies granted by the administrations. This office was operated, full-time for five working days a week by the following staff: – A Manager, a lawyer who was the head of the office – An Architect – Two Technical Architects – Two Administrative Offices, in turn in charge of customer service	

**More
informa-
tion**

https://www.nasuvinsa.es/ficheros/Rehabilitacion/200228_3_Guiadance%20Deployment%20Desks_Annex.pdf

3.1.3.9 Integrated Network of Management Offices

Table 9: Integrated Network of Management Offices.

Integrated Network of Management Offices			
Scope of application (Scale)	Neighbourhood	Rehabilitation	Plan in municipalities with more than 8,000 inhabitants in the Autonomous Community of Aragon,
Description and objective The management of the Neighbourhood Rehabilitation Plan in municipalities with more than 8,000 inhabitants developed between 2005 and 2011 in Aragon, was established through the implementation of a Network of Technical Offices with headquarters in the most important municipalities, which in turn served the smaller municipalities by means of lower-level sub-headquarters to which all or part of the team that attended to the First. 			
Type of actions The Expert Technical Team coordinated these three areas: 1. Technical Aspects of Rehabilitation: architects and technical architects are carrying out this work. 2. Social Aspects of Rehabilitation: Social Workers carry out active information work, taking care of promoting home rehabilitation, mediating conflicts and knowing the community profile of the buildings. 3. Administrative Aspects of Rehabilitation: Business Administration and Management carry out the administrative procedures and in the preparation of the file			
More information	https://www.boe.es/buscar/doc.php?id=BOE-A-2008-6701		

3.1.3.10 One-stop shop Reimarkt (Netherlands)

Table 10: One-stop shop Reimarkt (Netherlands)

One-stop shop Reimarkt (Netherlands)	
Scope of application (Scale)	Renovation processes
Description and objective	
It is a OSS for energy efficiency renovations in the Netherlands. Founded in 2014, it has been involved in the renovation of more than 6,000 buildings. Its main specialization is the renovation of buildings owned by social housing companies. The objective is making it easier for residents to make their homes more sustainable means changing the construction chain. Currently, each neighbourhood, street, or house is approached as a unique project. This leads to significant time and money being lost at housing corporations, municipalities, and suppliers in the processes of requesting, starting up, coordinating, preparing, and implementing home sustainability projects. Projects have a beginning and an end, but for process acceleration and the desired cost reduction, continuity is necessary. Reimarkt approaches the task in reverse. They develop products with suppliers, municipalities, and housing corporations that align with the technical characteristics of the housing stock, the vision and policies of the municipality or corporation, and the needs of the residents. In this approach, each home is part of a series on a national scale, and, this way, they can continuously improve to become smarter, faster, and better. Moreover, homeowners' associations, tenants, and private individuals know in advance what is best for their specific situation, how much they can save, what it will cost, and how long it will take.	
Type of actions	
Renovation proposals for housing owners and owner-associations. In particular, the services provided, are: • Consulting / advice • An offer tailored to the needs of the owners (with pre-defined products and solutions) • If the offer is accepted: the actual renovation with one of the Reimarkt partners • Support with the application of different subsidies provided by the government • After sales (e.g., help with problems if they occur)	

More information

<https://proretro.eu/reimarkt-a-one-stop-shop-for-the-netherlands>

3.1.3.11 Electric Ireland Superhomes (Ireland)

Table 11: Electric Ireland Superhomes.

Electric Ireland Superhomes (Ireland)	
Scope of application (Scale)	A 'One Stop Shop' for Home Energy Retrofits
Description and objective	
Electric Ireland Superhomes is a One Stop Shop that looks after every stage of a home energy retrofit, including initial design, project management and SEAI grants. They engage Ireland's leading retrofit engineers and energy installers to deliver a high-quality service. The aim is to provide value for money, peace of mind, and when the retrofit is complete, the best home possible. It looks at the key stages of the retrofit, from initial design the whole way through to the management of SEAI grant funding (Initial Consultation, Home Survey, Home Energy Report, Design and SEAI Grant Application, The Energy Retrofit, Project Supervision, Completion).	
Type of actions	
It offers four tailored services to meet the unique needs of homeowners across Ireland. • Whole house retrofit • Heat Pump Plus+ • Consultancy • Multiples (which has been set up to fully support large-scale energy upgrade of the country's existing housing stock by processing groups of dwellings at the same time). All services are conducted by an in-house team of experienced retrofit advisors, experts, and engineers. They do work on whole house retrofit, heat pumps, consultancy and assisting with grants.	
More information	https://electricirelandsuperhomes.ie/

3.1.4 Services provided by OSS

The analysis of existing OSS has facilitated the identification of the key services they offer, allowing for the extraction of relevant values that can inform the design of REGEN NROs.

As shown through the examples above, it can be stated that the services provided by NROs are more extensive than those offered by physical OSS as they seek the **engagement and empowerment of the citizens** of a specific urban area. NRO offer a personal support to accompany the residents throughout the refurbishment process: from the administrative paperwork to understanding residents' social needs, dealing with energy services contractors or the provision of financial aid.

They could also provide **technical assistance** service required by citizens, offering the necessary guidance at the different stages and milestones of the renovation process, coordinating with contractors, suppliers, and financial institutions on behalf of homeowners.

Social services are provided by NROs to understand residents' social needs and financial capacities; they support vulnerable households to ensure equitable urban regeneration. This service facilitates collaboration and encourage citizen participation through workshops, community meetings, and awareness campaigns.

Although not always, but NRO can as well provide **financial support and affordable financing**, advising on public subsidies, grants, and tax incentives for energy-efficient renovations; helping residents access low-interest loans and flexible financing options, particularly for low- and middle-income families; and supporting long-term financial planning to ensure renovation affordability.

3.1.5 Revenue streams, cost structure and financing scheme of OSS

In an effort to gain a deeper understanding of OSS configuration and economic viability, a particular emphasis is placed on analyzing the cost structure, revenue streams, and financing schemes of existing OSS.

Most OSS initiatives begin with substantial public support, including from European programs. For instance, **HolaDomus** (Spain) was initiated within the EuroPACE project and supported through EU funding, coupled with a local ordinance from the city of Olot that established a municipal OSS structure. Similarly, **Opengela** in the Basque Country was developed under the H2020-funded, with operational agreements signed between public institutions to anchor the model in the local governance ecosystem. Some OSS are established directly by public authorities, including an example that is not introduced in the 3.1.3 section. Indeed, **Brussels Environment** created



one OSS by extending an existing public service (Sustainable Building Facilitator), which allowed it to minimise setup costs and maintain funding through the regional government budget (approx. €500,000 annually)(INNOVATE, 2020).

Operational costs vary significantly depending on the services offered and whether the OSS is public or private. Cost structures typically include staff salaries, technical consultancy, legal and accounting services, communications, rent, utilities, and IT infrastructure.

Regarding **revenue**, several OSS operate on a free-of-charge basis for end users, particularly when targeting vulnerable populations (e.g. **Opengela**, **HolaDomus**), which limits their ability to generate own-source revenue. Others, however, adopt more entrepreneurial models. **Frederikshavn's OSS** (Denmark), operated by Energihuset, receives no ongoing public funding and instead charges fees to homeowners (5–15% of renovation costs), directly linking its income to project volume. This model requires a high throughput of projects (approx. 1,000 annually) to break even.

In the **Electric Ireland Superhomes** model, financing comes from client fees and integration with Sustainable Energy Authority of Ireland (SEAI) grants. This hybrid structure, aligns technical services with national incentives, creating a sustainable flow of revenue while expanding access to grants for homeowners.

A recurring theme is the shift from dependence on public grants to mixed or self-sustaining financial models. **Domus**, the financing arm of Fundació EuroPACE, integrates “smart funding” by blending public subsidies with affordable, long-term loans made possible through a social reserve fund. This mechanism ensures access to financing for vulnerable households while diversifying funding sources.

The long-term viability of OSS models hinges on several levers:

1. **Integration into local or regional budgets:** Public OSS models often transition to local funding streams to maintain services after EU project cycles end.
2. **Revenue from renovation services:** Private or hybrid OSS (e.g., **Frederikshavn**, **Superhomes**) tie revenue directly to project execution, incentivising performance and financial independence.
3. **Public-private partnerships (PPP):** OSS like **Opengela** formalise collaboration with private actors to share costs and extend reach, often secured by rehabilitation agreements with municipalities.
4. **Dedicated financial tools:** The creation of guarantee funds, soft loans, or blended financing (as in **Domus**) improves affordability and





reinforces the OSS role as a financing intermediary, not just a technical advisor.

5. **Policy and legal frameworks:** Sustained political support and robust legal frameworks are essential. In the Basque Country, the regional decree on urban rehabilitation (Decree 317/2002) underpins public OSS and ensures their mandate is institutionally secured.

3.2 Third places vs. Neighbourhood Regeneration Offices

'Third places' refer to neutral, informal, and voluntary spaces that promote social interaction and community engagement, beyond the home and work. These spaces are designed to foster a sense of community and belonging among individuals, and are often characterized by their accessibility, comfort, and welcoming atmosphere.

Neighbourhood Regeneration Offices, on the other hand, are spaces that combine elements of Third Places and the previously analysed OSSs. They offer integrated and centralized services for urban regeneration, while also promoting citizen participation and community engagement. By providing a physical space for community members to come together, access information and services, and engage in decision-making processes, NROs aim to foster a sense of community and ownership among residents and support the overall regeneration of the neighbourhood.

3.2.1 Third Places

'Third place' is a term coined by sociologist Ray Oldenburg in his book originally titled *The Great Good Place*, originally published in 1989, with more recent reprints in 1997 and 1999 using the subtitle "Cafés, Coffee Shops, Bookstores, Bars, Hair Salons and Other Hangouts at the Heart of a Community" (Oldenburg, 1999).

The term refers to **places where people spend time between home ('first' place) and work ('second' place)**. They are locations where we exchange ideas, have a good time, and build relationships (Butler & Diaz, 2016).

The *Great Good Place* argues that "third places" - where people can gather, put aside the concerns of work and home, and hang out simply for the pleasures of good company and lively conversation - are **the heart of a community's social vitality and the grassroots of democracy** (Oldenburg, 1999). They 'serve as equalizers, transcending distinctions of status, class, and race.' (idem).

Indeed, Oldenburg 'advocates for the immense social value they bring and points out their historical role, amongst others:



- the American *tavern* in the American Revolution
- the French *café* in the French Revolution
- the London *coffee house* during the Enlightenment
- the *agora* in Greek democracy' (idem)
- the imperial Chinese *teahouses*
- or even the German *bierstube* and the Italian *tabern*.

'Examples of third places include churches, cafes, bars, clubs, libraries, gyms, bookstores, hackerspaces, stoops, parks, theatres,' community centers like YMCAs and YWCAs, or senior centers, among others.' ('Third Place', 2025).

The atmosphere of a 'third place' is well illustrated by the following lyrics of the theme from the television show Cheers, "Where Everybody Knows Your Name":



*Making your way in the world
today takes everything you've got.
Taking a break from all your
worries, sure would help a lot.
Wouldn't you like to get away?
Sometimes you want to go.
Where everybody knows your
name, and they're always glad
you came.
You wanna be where you can see
our troubles are all the same.
You wanna be where everybody
knows your name.
You wanna go where people
know, people are all the same.
You wanna go where everybody
knows your name."*

(Jeffres et al., 2009).

Figure 2: Photo by Elina Sazonova <https://www.pexels.com/photo/man-standing-near-barista-counter-1907098/>

3.2.1.1 Characteristics of a conventional 'Third Place'

These community venues are traditionally characterized by a prioritization of discussion and social interaction, where individuals can enjoy each other's company in a relaxed and welcoming atmosphere. The atmosphere is often lively, and a sense of camaraderie prevails, setting these spaces apart from other public places. Regular clients develop their own habits and language, and the space becomes a hub for socializing and foster friendships.

Moreover, these venues offer a temporary reprieve from the worries of daily life, allowing individuals to unwind and recharge. Additionally, these spaces can help unify the neighbourhood by bringing people together and fostering a sense of community, as individuals from different backgrounds and walks of life come together to socialize and connect.

In summary, third places (or, simply put, “informal public gather places”) have the following eight characteristics (Oldenburg, 1999) :

- accessible (easy to access),
- accommodating (time-available outside of the 1st and 2nd places),
- playful mood (enjoyable, entertainment by participants themselves),
- low profile (homely and comfortable),
- home away from home (well-integrated into daily life),
- neutral (everyone free to come and go),
- levellers (no importance on an individual’s societal status),
- regulars (‘regulars’ play a role in integrating new visitors), and
- conversation (as the main activity).

3.2.2 Examples of Third Places

This section is dedicated to identifying different examples of third places providing information on the type of promoter (owner), client, business model, services supplied, etc.

For the selection of cases, the first criterion has been to try to select the broadest possible spectrum to showcase the diversity of third places as a concept.

3.2.2.1 Third Floor (Lisbon, Portugal)

Table 12: Third Floor

Third Floor	
Scope of application (Scale)	Co-working, co-creation, co-action
Description and objective	

Co-work, co-create, co-act!

The coworking space for creatives in the heart of Lisbon.



The 3rd Floor is a coworking space for creative minds, with a focus on design, craftsmanship and sustainability. It also organises and supports cultural programs, conferences, debates, workshops and residencies.

Type of actions

Main services are:

- Co-working
- Office rental
- Events: 'The current event programme 'A Design Journey: From Lisbon to the world' has in view to establish Lisbon as a meeting point for creatives, designers, makers and who may be interested.'

More information

1) <https://www.the3rdfloor.net>

3.2.2.2 Biblioteca Sociale Espinasse (Italy)

Table 13: Biblioteca Sociale Espinasse

Biblioteca Sociale Espinasse (Milan, Italy)	
Scope of application (Scale)	Social life
Description and objective	



The library is housed in an apartment confiscated from mafia, and it owned by the Municipality of Milan.

It started thanks to a group of residents who spontaneously organized themselves to create a new cultural and social reference point in the neighborhood.¹

Type of actions

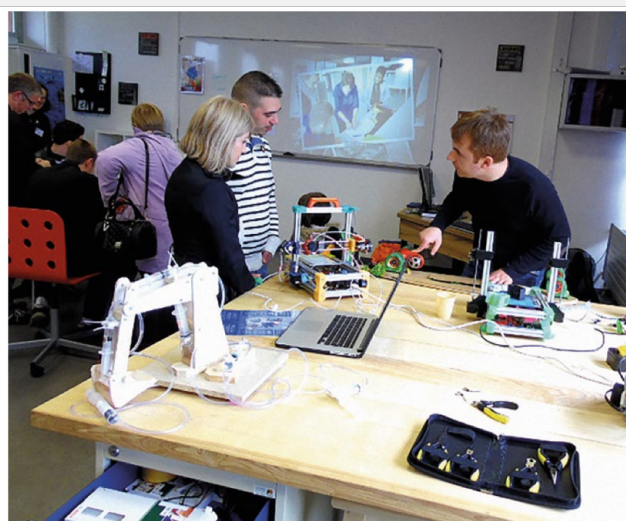
Besides lending books, it organises literary meetings, exhibitions, and courses for adults and children for the sharing of professional skills and personal experiences.¹

More information

1)
<https://www.milanowekend.it/articoli/biblioteca-sociale-espinasse/>

3.2.2.3 fabULIS (Sarreguemines, France)

Table 14: fabULIS (France)

fabULIS (Sarreguemines, France)									
Scope of application (Scale)	Makerspace, Fablab for and by people with disabilities								
Description and objective									
 FABULIS C'ÉTAIT EN BREF <table><tr><td>140 M² DE FABLAB</td><td>50 PROJETS PAR AN</td><td>300 ÉLÈVES MAKERS CHAQUE ANNÉE</td><td>50 OUTILS DE FABRICATION ET DE MÉDIATION NUMÉRIQUE</td></tr><tr><td>10 PARTENAIRES : ASSOCIATIONS, ENTREPRISES, INSTITUTIONS...</td><td colspan="3">ATELIERS REPAIR CAFÉ, INSTALL PARTY, FOODLAB...</td></tr></table>		140 M ² DE FABLAB	50 PROJETS PAR AN	300 ÉLÈVES MAKERS CHAQUE ANNÉE	50 OUTILS DE FABRICATION ET DE MÉDIATION NUMÉRIQUE	10 PARTENAIRES : ASSOCIATIONS, ENTREPRISES, INSTITUTIONS...	ATELIERS REPAIR CAFÉ, INSTALL PARTY, FOODLAB...		
140 M ² DE FABLAB	50 PROJETS PAR AN	300 ÉLÈVES MAKERS CHAQUE ANNÉE	50 OUTILS DE FABRICATION ET DE MÉDIATION NUMÉRIQUE						
10 PARTENAIRES : ASSOCIATIONS, ENTREPRISES, INSTITUTIONS...	ATELIERS REPAIR CAFÉ, INSTALL PARTY, FOODLAB...								
Conceived as a place to realise the ‘unimaginable’, febULIS is a fablabrun by students with disabilities. It is an example of ‘Reverse Inclusion’, as students with disabilities become fabmanagers to help others develop their expertise in digital tools.¹									
Type of actions									
Mains services include: • Maker space • 3D printing • Drones • Videos									
More information	1) and photo: https://francetierslieux.fr/wp-content/uploads/2022/04/Rapport-France-Tiers-								

[Lieux-2021-complet.pdf](#) 2) www.fabulis.org
 3) <https://cop-demos.jrc.ec.europa.eu/eu-makerspaces/fablab/france/fabulis>

3.2.2.4 Èlectrolab (France)

Table 15: Èlectrolab (France)

Èlectrolab (France)									
Scope of application (Scale)	Tinkering space, hackerspace.								
Description and objective									
									
L'ÈCTROLAB EN BREF <table> <tr> <td>1500 M² DE SURFACES</td><td>350 MEMBRES ADHÈRENTS</td><td>70 BÈNÈVOLES INVESTIS</td><td>5 SALARIÈS</td></tr> <tr> <td>+11 000 MESSAGES DE DISCUSSION SUR LE FORUM</td><td>4,5 TONNES</td><td colspan="2">DE PLACO EN COURS DE POSE POUR MISE AUX NORMES D'ACCUEIL DU PUBLIC</td></tr> </table>		1500 M ² DE SURFACES	350 MEMBRES ADHÈRENTS	70 BÈNÈVOLES INVESTIS	5 SALARIÈS	+11 000 MESSAGES DE DISCUSSION SUR LE FORUM	4,5 TONNES	DE PLACO EN COURS DE POSE POUR MISE AUX NORMES D'ACCUEIL DU PUBLIC	
1500 M ² DE SURFACES	350 MEMBRES ADHÈRENTS	70 BÈNÈVOLES INVESTIS	5 SALARIÈS						
+11 000 MESSAGES DE DISCUSSION SUR LE FORUM	4,5 TONNES	DE PLACO EN COURS DE POSE POUR MISE AUX NORMES D'ACCUEIL DU PUBLIC							
Electrolab presents itself as "the largest association in Europe for tinkerers" and "the largest European hackerspace".									

- Laser cutting
- Digital milling
- 3D printing
- Musicology
- Digital embroidery.....¹

More information

1) and photo <https://francetierslieux.fr/wp-content/uploads/2022/04/Rapport-France-Tiers-Lieux-2021-complet.pdf>

3.2.2.5 FerroForum (Esch-Schifflange, Luxembourg)

Table 16: FerroForum (Esch-Schifflange, Luxembourg)

FerroForum (Esch-Schifflange, Luxembourg)	
Scope of application (Scale)	Makerspace, event space, training space
Description and objective	
The FerroForum was created with the aim of preserving and promoting the cultural, industrial and craft heritage as well as the know-how surrounding the creation of iron and steel. The FerroForum project was born from the desire and the need to build a place of meeting, creation and experimentation, research and archiving around iron and steel. Established as a non-profit association, the FerroForum is located in the central workshop of the former Arbed Esch-Schifflange steelworks. The repurposing of this industrial architecture creates an ideal setting for all FerroForum activities, ranging from documentation and training to creation and innovation. • Melting, forging, welding, turning, assembling... rediscovering the techniques of yesteryear and combining them with those of	

each other to achieve the collective challenge of creating a unique and authentic place.

The FerroForum is a meeting and discovery place aimed at encouraging exchange and interaction between all those interested in the steel industry, through their personal history, their passion or even through pure curiosity.

Accessible to the general public, the FerroForum aims to be a generator of ideas and a breeding ground for projects available to all kinds of people: collectives of artists, former steelworkers, blacksmiths, researchers, historians, students or others.

Objectives: FerroForum wants to raise awareness among all those who wish to:

- get involved in the preservation, development, intelligent reconversion and revitalization of emblematic sites of industrial culture
- perpetuate the art of ironmaking and working, by participating in work sessions in their workshops, without prejudice to gender, age or professional categories
- promote the spirit of initiative by devoting oneself to everything that fosters creation, training, innovation in iron and steel
- encourage living and working together, creative meetings and group debates
- ensure that over time FerroForum becomes a key player in the vast field of application of industrial culture, from a regional, inter-regional and even international point of view
- preserve the identity of an entire region that has shaped landscapes, spirits, characters, taking into account the polymorphic socio-cultural dimension of this heritage.

In short, FerroForum is 3000 m² of the former central workshop from 1913 revived by a handful of enthusiasts who, from reviving the industrial workers' memory to bringing about technological innovation, offer a wide range of meetings and activities.¹

Type of actions

The scope of action of FerroForum includes:

- archiving
- meetings and exchanges
- transmission of know-how and training
- experimentation, research and innovation
- living technical history

- conservation of industrial architecture

FerroForum is organised along three main “places”

- *La Ressourcerie* - central place for archiving, documentation and research on the history and technologies of iron and steel production
- *Les Ateliers* - creation and experimentation laboratories, with a wide range of functional tools, covering the entire technical range, from archaeological tests to new technologies
- *La Buvette* – a friendly place for culinary sharing and exchanging experiences between disciplines and generations

Following the common thread of raising awareness and promoting iron and steel, a program of cultural, craft and educational activities for all audiences is at the heart of FerroForum activities. Collaborations with local, regional and international stakeholders are essential, particularly for the organization of joint activities.¹

More information

1) Gryszkiewicz, L. (2023) Rapport final du tiers-lieu culturel FerroForum, Oeuvre Grande-Duchesse Charlotte, Luxembourg

2) <https://ferroforum.lu/en/>

3.2.2.6 VEWA (Dudelange, Luxembourg)

Table 17: VEWA (Dudelange, Luxembourg)

VEWA (Dudelange, Luxembourg)	
Scope of application (Scale)	Makerspace, community space, cultural event and experimentation
Description and objective	
VEWA is a cultural third place that is steeped in Luxembourg's steelmaking history. It brings together a community of people open to creation, experimentation and "doing things together". The transmission of knowledge, conviviality and the promotion of individual and collective skills are at the heart of the concerns of its users. Once an industrial wasteland, the building "Vestiaires & Wagonnage", now called VEWA, which designates a unique incubator place of creativity, sustainably integrated into the future NeiSchmelz district in Dudelange.	

Born from a citizen participatory approach implemented by the DKollektiv, the VEWA, was conceived in response to the specific and flexible needs of its partners (local associations and other creators), for experimentation, research, the exchange of know-how, the valorization of resources or their conscious use, and conviviality.



VEWA's vision: “While promoting our industrial heritage we want to appropriate and develop the place as an open and welcoming collective to stimulate experimentation as well as the exchange of ideas and know-how in order to trigger a local dynamic of creative initiatives”.

VEWA's mission: “Encourage experimentation, the exchange of ideas and know-how through:

- programming of participatory workshops with the aim of revaluing the site
- programming of cultural events of a non-commercial and constructive nature
- provision of multi-use spaces”.¹

Type of actions

Concretely, VEWA entails:¹

- Participatory workshops to promote the site and individual and collective know-how
- Workshops to raise awareness and learn artistic and craft techniques
- A program of innovative cultural events and non-profit artistic activities
- The implementation of multi-use spaces, available to the different stakeholders (ecological, social, creative)

- The materials library made available for sharing resources of recovered materials
- The vegetable yard/Geméisbühn/Fudderkrëpp which allows for the organisation of gardening and cooking activities for local and healthy food, alongside food recovery and redistribution actions.

Programme axes include:¹

D'Kniwwelen (Research, Experimentation):

- Participatory workshops (Renovation, adaptations, and development of the VEWA building)
- One-off workshops (Introductions to different workshops, machines, techniques)
- Open projects (e.g. constructions, experimentation, practical research)

D'Konscht (Artistic creations)

- Internal and external installations, exhibitions and events
- Open projects (e.g. artistic installations, sculptures, research)

De Kaméidi (Sound creations)

- Jam Sessions, experimental concerts, sound explorations

D'Gesellegkeet (conviviality and exchange)

- Op e Patt (drink) evenings, garden-to-plate events, screenings and discussions.¹

More information

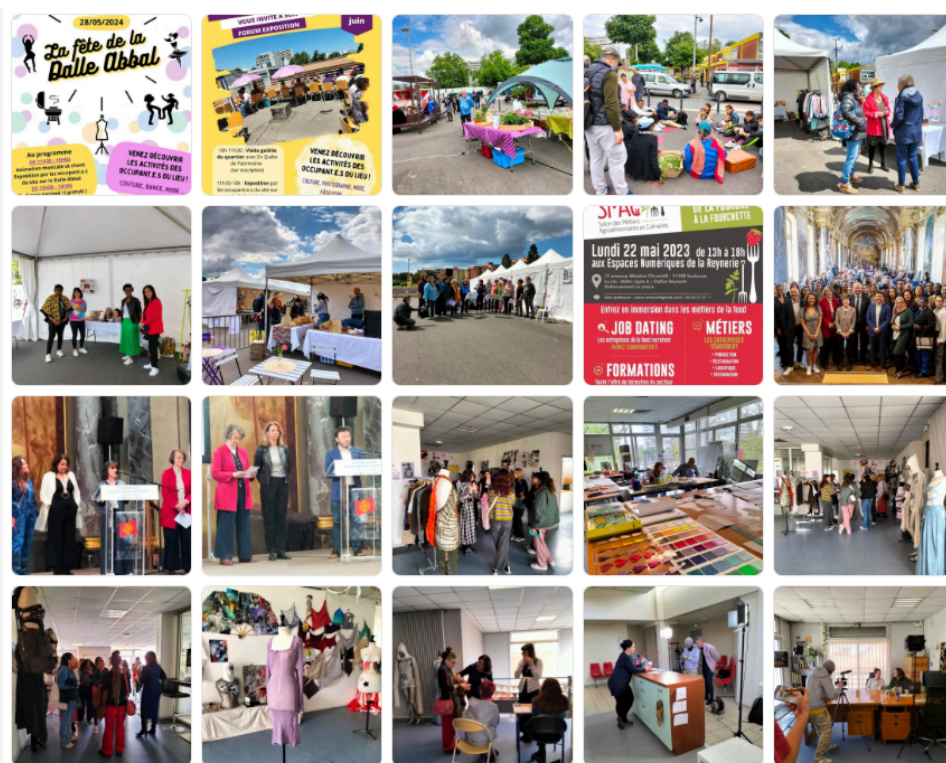
1) Gryszkiewicz, L. (2023) Rapport final du tiers-lieu culturel VeWa, Oeuvre Grande-Duchesse Charlotte, Luxembourg

2) <https://vewa.lu/>

3.2.2.7 Collectif Abbal (Toulouse, France)

Table 18: Collectif Abbal (Toulouse, France)

Collectif Abbal (Toulouse, France)	
Scope of application (Scale)	A temporary site
Description and objective	
'The City of Toulouse has entrusted Agence Intercalaire with 2600m² of premises on a transitional basis to develop a place to live and do business in the Reynerie priority neighbourhood. A total of 37 projects from the neighbourhood and beyond have joined forces to create this third-location space, through the Dalle Abbal occupants' association (the Abbal collective), which runs this space with a central theme of entrepreneurship, serving economic development, employment, culture and social cohesion in the neighbourhood. As part of the urban renewal programme, a 2,600m² site, historically well known to local residents for having successively housed the former social centre and the CAF, then more recently town hall services and an entertainment centre, is due to be demolished in 2024 to make way for the Cité de la danse. The City of Toulouse is anxious not to leave unoccupied spaces that could be of use to the district, during the period between the departure at the end of 2021 of the public structures initially occupying the building, and the demolition of the building and the start of work scheduled for the end of 2024. It has therefore decided to launch a transitional urban planning project. It was in this context that the local authority launched a call for projects, which was won by Agence Intercalaire (a cooperative working on the temporary occupation of unused buildings and spaces, and which manages 4 other transitional urbanism sites in Toulouse) (...) At the same time, the Dalle Abbal occupiers' association (the Abbal collective) was set up to run the site, and all the structures occupying the third-location space have joined it.¹	
Type of actions	



In total, since December 2021, the 2,000 sq. m. of office space and 600 sq. m. of workshop space has housed 37 organisations, selected on the basis of their willingness to work in the neighbourhood, and with a view to bringing together organisations from different backgrounds and sectors of activity.¹

Activities include:

- sewing,
- sport,
- environment,
- social inclusion,
- pooling of spaces and equipment
- development of cooperation²

More information

- 1) https://www.citego.org/bdf_fiche-document-3337_en.html
- 2) <https://agence-intercalaire.com/nos-projets/sites-actuels>
- 3) <https://www.facebook.com/CollectifAbbal/about>

3.2.2.8 Bouillonnante (Soupetard, France)

Table 19: Bouillonnante (Soupetard, France)

Bouillonnante (Soupetard, France)	
Scope of application (Scale)	
Description and objective	
Hybrid third place of 7,500m² hosting more than 70 structures of the social and solidarity economy in Soupetard. The building had for many years been one of the call centers of the historic operator France Télécom, then of Orange after the name change. In 2021, the site has closed and employees from the Toulouse metropolitan area have migrated to the ultra-modern headquarters in Balma-Gramont This move, in September 2021, left nearly 8000 m² of offices awaiting new projects and new tenants. "Following this departure, we had to find another project to bring this place back to life," explains Isabelle Ferrer, elected to the Toulouse city hall and mayor of the Soupetard district. The subject ended up in the hands of an expert in the revitalization of abandoned or neglected buildings: the Intercalaire Agency, which defines itself as having "a pragmatic approach to urban planning through the temporary occupation of unused buildings and spaces."¹	
Type of actions	
In the buildings, a focus is placed on activities linked to disability, ecological transition and the circular economy. A partner association occupies the adjoining solidarity restaurant on a total surface area of 887m² and welcomes various actors from the fields of solidarity and responsible food.² 'On Wednesday, October 19, 2022, one of the main projects around disability was inaugurated on the ground floor of the building: Café&Co, both a third place (awareness around disability, workshops, training, etc.) and an associative café. A unique principle in France. La Bouillonnante also allows often small structures to find other premises to develop... or even to find premises at all. Because many gems are now housed in Soupetard, such as the Bocalenvers cannery, which recycles unsold fruit and vegetables from supermarkets (and markets) and cooks	

them to transform them into long-life gourmet jars, the Zero Waste association, the regional federation of Family Planning in Occitanie, the FACE Grand Toulouse business club, the Regional Observatory of Waste and the Circular Economy in Occitanie (Ordeco) and the Associative Movement, a true "spokesperson for the region's 140,000 associations".

Cultural associations such as Convivencia, Fifigrot (the organizer of the Groland festival every September) and Tangopostale have also set down some of their luggage in the place.¹

More information

- 1) https://actu.fr/occitanie/toulouse_31555/toulouse-comment-cet-ancien-batiment-d-un-grand-groupe-de-telephonie-va-totalement-changer-de-fonction_54816316.html
- 2) <https://agence-intercalaire.com/nos-projets/sites-actuels>

3.2.2.9 Maison Malepère (Toulouse, France)

Table 20: Maison Malepère (Toulouse, France)

Maison Malepère (Toulouse, France)	
Scope of application (Scale)	Temporary cultural and non-profit third place
Description and objective	



The mini third place of the district, Maison Malepère is a temporary urban planning project installed in the heart of the Faubourg Malepère in Toulouse.

A cultural, social and solidarity project, the Maison Malepère is a meeting place, a place of celebration.

It prefigures the future central square of the district, an open and public place.¹

Type of actions

Open Programming allows associations, residents and collectives from the neighbourhood and the city to take ownership of the places, by proposing all kinds of events and projects, for an evening or longer.

Maison Malepère serves as:

- A festive and friendly tavern, with a diverse cultural, associative and artistic program, a covered stage and hammocks.
- The Initiatives Incubator, serving neighbourhood associations and structures, hosting local artists and associations in shared offices or workshops to encourage new initiatives and allow neighbourhood residents to network.
- A solidarity colocation site, supported by the Ressources Solidaires association which has inaugurated the associative place Banc Public, located in the old bakery of La Panetière. This multipurpose room serves as 'space of possibilities' for the associations of the Faubourg.¹

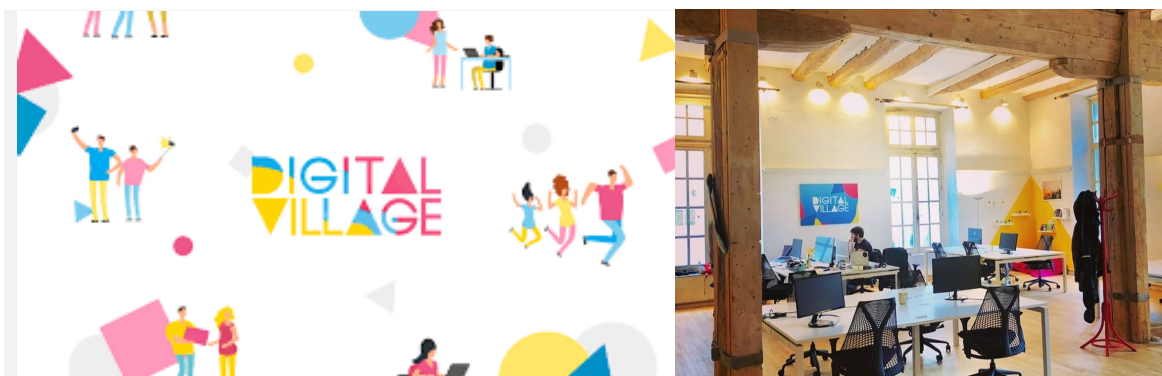
More information

1) <https://www.maisonmalepere.fr/>

3.2.2.10 Digital Village (Marseille, France)

Table 21: Digital Village (Marseille, France)

Digital Village (Marseille, France)	
Scope of application (Scale)	A co-working third place, with additional activities
Description and objective	
Located on the old port, Digital Village is a place for exchanges and meetings. Besides serving as a co-working third place, the site offers a 'house' with a kitchen, meeting and lunchrooms, a bathroom for athletes, a video game room and a large terrace, a green lung in the city centre.	
Type of actions	



Digital Village offers the following services that are best presented in their own words:

- **Go digital:** At Digital Village, we are committed to selecting the best experts to address your digital transformation issues: #Digital agency #Freelance #Creation #Development #Production
- **Get trained:** We believe in short, practical training courses that are accessible to all. Designed by our experts, they are aimed at business leaders, employees, job seekers, retirees or self-employed workers: #Digital introductions #Training
- **Get together:** We have specifically designed our places to meet to work, to host conferences, organize seminars and facilitate working together. Exchange, sharing and solidarity are important concepts at Digital Village: #Coworking #Room privatization #Coliving
- **Have fun:** Because it is also important to get together to have fun, we regularly imagine events so that you can play, dance, sing...: #Dance party #Children's activity #Conferences #Show #Games
- **Eat:** To make the most of our spaces, we also offer spaces to have a coffee, lunch with colleagues, dinner with your lover or simply have a drink with friends! #Coffee #Restaurant #Bar.¹

More information

1) <https://www.digital-village.com/>

3.2.2.11 Baobab (Durban, South Africa)

Table 22: Baobab (Durban, South Africa)

Baobab (Durban, South Africa)	
Scope of application (Scale)	Third place for circular economy and sustainability
Description and objective	

Baobab is 'a third place designed to foster interaction, new ideas and professional integration rooted in the circular economy and sustainability

Veolia Foundation launched Baobab in June 2020, working through their teams in Africa and the Middle East and Dolphin Coast Landfill Management, with support from the REcyclerie and in partnership with The MakerSpace Foundation, which offers community and social development programs. Baobab appeared first in digital format before opening as a physical venue a few months later.¹

'Faced with contemporary South African challenges (pollution, poverty, social exclusion, etc.), the Baobab proposes a model of circular economy that simultaneously protects the environment, promotes innovation and supports disadvantaged communities through skills development and economic empowerment.'²

The Baobab's objectives for 2023 were:²

- Launch 3 more precious plastics recycling workshops
- Contribute to the empowerment of 30 entrepreneurs
- Train 300 women and unemployed youth in recycling technologies
- Converting 30,000 kg of waste into useful products
- Reaching 30,000 visitors and participants within the programs

Type of actions

'The project is structured around several programs:

- **Innovative Waste Design** with the recycling studio "Plasticpreneur" to train in plastic recycling techniques and design new products;
- **My Lil'Pumpkin** to introduce children in schools to the principles of sustainability through concrete activities (workshops, animations and crafts); and
- **Zero Waste**, an awareness program around the 5Rs (Refuse, Reduce, Reuse, Recycle, Repair), waste prevention and ecodesign.'²

More information

- 1) <https://www.veolia.com/en/quality-life/inclusion-solidarity/third-places-devoted-sustainability>
- 2) <https://www.africa.veolia.com/en/newspublications/veolia-and-themakerspace-inaugurate-baobab-durban-third-place-dedicated-circular>

3.2.2.12 L'Oasis (Niamey, Niger)

Table 23: L'Oasis (Niamey, Niger)

L'Oasis (Niamey, Niger)	
Scope of application (Scale)	A third place that promotes female entrepreneurship
Description and objective	
L'Oasis is a third place that promotes female entrepreneurship Veolia Foundation 'opened L'Oasis in early 2018, in partnership with a nonprofit called Empow'Her, which works for the economic and social empowerment of women, and our local subsidiary SEEN (Société d'Exploitation des Eaux du Niger). It works to improve the emancipation of women in Niger with, for example, training in entrepreneurship and incubation of projects with a positive environmental impact, and to protect the environment by organizing awareness-raising events for as many people as possible. By the end of 2019, 1,100 women had been trained and helped to create or develop their businesses.¹ 'A twofold approach Based in Niamey, the capital of Niger, the vocation of this establishment is to foster women's development, in particular through entrepreneurship. It gives them a third place designed and developed especially to meet their needs and encourage them to become actors in change. L'Oasis in Niamey not only focuses on helping women in Niger but also encourages greater consideration of the ecological degradation seen in the increasing scarcity of resources, the growing infertility of the soil, and the problems of waste management in urban areas.² The objectives of L'Oasis³ • Train 10,000 women in 3 years by developing their leadership and facilitating their economic and social empowerment. • Educate 3,000 visitors to L'Oasis every year by creating partnerships with some 50 civil society organizations and enabling the public to learn about sustainable development issues. • Support 15 female social entrepreneurs per year and help them maximize the social and environmental impact of their projects.	
Type of actions	
'L'Oasis has been developed using eco-friendly methods, recycled and recovered materials, and vegetation. Designed by local entrepreneurs,	

including the artist Diassibo Tchiombiano and the "Young Volunteers for the Environment", this **1,000 m2 incubator** includes **training and collaborative work spaces** that can accommodate up to 40 entrepreneurs in residence, a **projection room, library** and an **ecological kitchen garden** to raise awareness about sustainable agriculture.¹³

More information

- 1) <https://www.veolia.com/en/quality-life/inclusion-solidarity/third-places-devoted-sustainability>
- 2) <https://www.fondation.veolia.com/en/oasis-women-entrepreneurs-and-protectors-environment>
- 3) <https://www.veolia.com/en/newsroom/news/entrepreneurs-hip-women-oasis-niamey-niger>

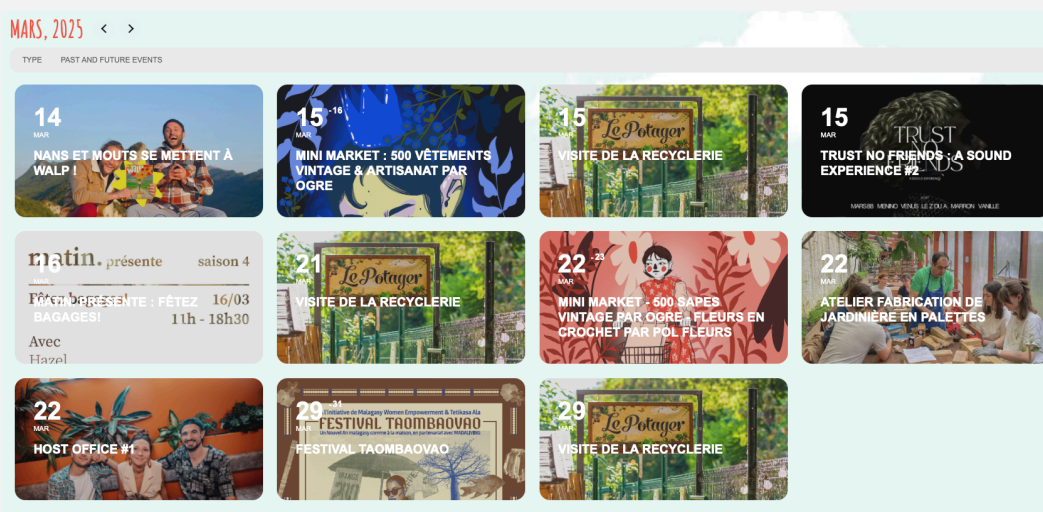
3.2.2.13 La REcyclerie (Paris, France)

Table 24: La REcyclerie (Paris, France)

La REcyclerie (Paris, France)	
Scope of application (Scale)	A third place that focuses on eco-responsibility
Description and objective	
REcyclerie is 'an unusual third place that focuses on eco-responsibility (...) By following the 3R principle (Reduce, Reuse, Recycle), this former Paris railway station has been rehabilitated to become a hybrid, 100% eco-responsible space.¹ La REcyclerie in Paris in figures: • 'Open 365 days a year and with 200,000 visitors a year; 500 members and 100 volunteers; • An urban farm that on 1,000 m2 produces: 450 kg of fruit and vegetables, 4,000 eggs laid by 16 hens, and 170 varieties of plants, using 1 vermicomposter and 5 compost bins. 300 training courses in vegetable garden techniques organized. • A repair shop, with 3,000 household appliances restored, 1,500 tools borrowed, 500 objects shared, and 130 introductions to DIY • A responsible canteen café: with a menu of homemade products, 68,000 vegetarian dishes served, 50,000 litres of drinks, 8 tonnes of coffee and tea grounds recycled, and a waste sorting centre	

- An eco-cultural program: 4,000 events, 1,000 speakers, 80,000 visitors and a 400-book library with free access.
- An eco-awareness initiative: 18,000 podcasts downloaded, video tutorials (on zero waste, biodiversity, responsible food), and 2 guides on responsible food and zero waste, published in partnership with Editions Larousse.
- A web community: 50,000 followers on Instagram, 100,000 on Facebook, and 5 million views of videos.”²

Type of actions



3.2.2.14 L'Hermitage (Autrêches, l'Oise, France)

Table 25: L'Hermitage (Autrêches, l'Oise, France)

L'Hermitage (Autrêches, l'Oise, France)	
Scope of application (Scale)	A third place for rural and civic innovations
Description and objective	
L'Hermitage is 'a third place for rural and civic innovations whose mission is to build responses to the challenges of this century: living together, technologies that serve our freedoms, energy and ecological transitions. In the heart of rural territory, L'Hermitage first questions the mobility and constrained flows between peripheries and urban centralities that concentrate the majority of economic activities in its basin of establishment. As a local actor of the Ecological Transition Contract of Greater Compiégnois, concluded between the community and the State, this third	



development and coexistence. The wide range of profiles and disciplines represented responds to a common ambition: to contribute at its own scale, and according to its skills, to reinvent local and eco-responsible initiatives of the future.¹²

Much more than just a third place, l'Hermitage is **a group made up of four entities**, including two mission-driven companies (L'Hermitage Séjours Inspirants and l'Hermitage Impact & Transitions) that offer event services and seminars within the third place as well as consulting, support and prototyping services for impact projects throughout France. A land cooperative owns the land on which the third place operates. Finally, an association manages local and national general interest activities. A catalyst for meetings between committed local stakeholders and stakeholders from other backgrounds, **l'Hermitage builds a bridge between cities and the countryside and aims to bring the experiments of its third place to life outside its walls by applying them to other isolated rural areas.**

L'Hermitage is thus part of the global 3 ZERO movement, which works to develop a world with zero exclusion, zero carbon, and zero poverty. With its 21 buildings and 30 hectares of land, L'Hermitage becomes the first campus to bring together multiple stakeholders

- Then comes the “**citizen hacking**” tribe, which puts forward the stakes of **new technologies in the service of the general interest** and the reduction of the digital divide, and whose activities are organized around **Fabri’commun**, a collective of makers, designers, developers, manufacturers and researchers wishing to work for the common good by facilitating autonomy and reactivity on a local scale in the field of new technologies.
- Finally, there is the “**Living Together**” family, whose ambition is mainly supported by an **eventful Café-Cantine**, a space for conviviality, meetings and entertainment for all, serving as a permanent home for associations from the territory who come to work there.²

More information

- 1) <https://francetierslieux.fr/publications/rapport-tiers-lieux-2021/>
- 2) [https://www.convergences.org/en/lhermitage-a-model-for-local-implementation-of-the-3zero/</](https://www.convergences.org/en/lhermitage-a-model-for-local-implementation-of-the-3zero/)

The recycling center l'Effet Papillon was thus opened to give a new life to objects, clothes and materials, by reusing or repurposing them by transforming them. The association collects, recovers, sorts and transports the raw material donated directly to the store or collected every Monday via the “empty house” operation. Unlike the Recyclette, in the recycling center the objects are cleaned, recommissioned or transformed. Anything that is not recovered by the recycling center is given to associations such as Emmaüs (...)

The third place is located in the heart of Baud, with 500 m² of **recycling** including a storage area, **a tea room and a store**, but also **300 m² of shared workspace** on the upper floor. The workspace includes **4 open workshops for small crafts, a coworking space and 70 m² of meeting room that also serves as a yoga or dance room once or twice a month (...)**

L'Effet Papillon has also been experimenting with the **“Ordi libre” project** since 2019. Its aim is to make refurbished computers with free software available free of charge in cafes or in white zones

- **Cyber-Café:** Computers at the disposal of citizens, along a photocopier and a printer. Digital support on Saturday mornings is possible by appointment.
- **"Low Tech":** This term includes a set of accessible, useful and sustainable techniques, objects, services and practices. For example, the team works on the production of frugal solar energy, in partnership with Kellig Emren.

More information	1) https://francetierslieux.fr/publications/rapport-tiers-lieux-2021/ 2) https://effetpapillon.bzh/
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3.2.2.16 PING (Nantes, France)

Table 27: PING (Nantes, France)

PiNG and its third places allow for the following **activities**:

- Tinker on a project with the equipment available
- Learn to repair your electronic objects
- Think about the impact of technologies on the environment, society, human relationships
- Discover free software
- Prototype and benefit from technical support
- Train yourself on machines or documentation methods, monitoring, etc.
- Read books on design, IT, crafts, etc.
- Join exploration groups around thematic practices (inclusive fashion, plastic recycling, robotics, etc.)
- Participate in participatory projects
- Meet inspiring people

More information

1) <https://info.pingbase.net/que-faire-dans-nos-lieux/>

3.2.2.17 La Parcheminerie (Rennes, France)

Table 28: La Parcheminerie (Rennes, France)

La Parcheminerie (Rennes, France)	
Scope of application (Scale)	Event and cultural third place.
Description and objective	
La Parcheminerie is a space offering four different types of spaces. Each one is fully equipped. Together, they offer opportunities for organisation of cooking events, cultural events, meetings, conferences, cocktails, pop up events. It pursues several objectives: • supporting creation, • offering training, • hosting events.²	
Type of actions	
Services offered:	



- Training / Knowledge Transfer / Education
- Incubator
- Popular Education and New Forms of Learning
- Artistic or Cultural Offerings
- Artist Residencies¹

More information

1)

https://cartographie.francetierslieux.fr/?_ga=2.138127536.1649890544.1651669894-1589735040.1651669894&h=&hp=cHJldmllldz1vcmdhbml6YXRpb25zLjYzMTEFkYjJlMzg1NWlyNjA2MTIzMWlyOQ%3D%3D#?preview=organizations.631ldb2e3855b26061231b29

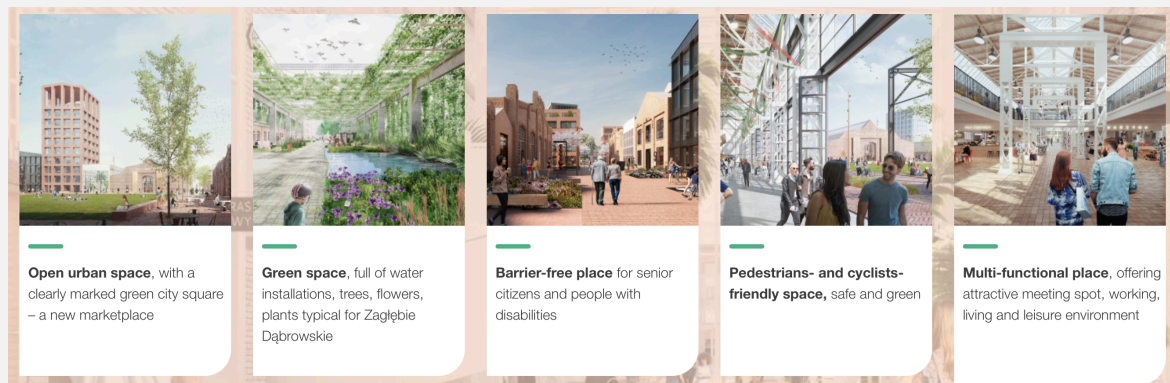
3.2.2.18 Fabryka (Dabrowa Górnicza, Poland)

Table 29: Fabryka (Dabrowa Górnicza, Poland)

Fabryka (Dabrowa Górnicza, Poland)	
Scope of application (Scale)	A full-scale third place combining multiple functions of a third place.
Description and objective	
Fabryka Pełna Życia (Factory Full of Life) is a creative, educational and recreational space that offers the residents of Dąbrowa Górnicza a variety of opportunities to spend their time. The place was created in a participatory manner, during numerous social consultations and conversations with residents. The local government used methods such as mobile consultation points, research walks and backyard debates. The place is becoming more and more vibrant. It focuses on four objectives: Culture and art: It is a place where exhibitions, concerts, artistic workshops and literary meetings take place. It is a cultural center that supports the development of artistic and cultural interests of residents. Education: This initiative promotes education in various fields. You can participate in language workshops, programming classes or dance lessons. Fabryka Pełno Życia focuses on developing the competences and skills of the local community. Workspace: It is also a place where people can work, using the access to the café, co-working zone or library. Thanks to this, it supports entrepreneurship and professional development of residents. Integration and physical activity: Fabryka Pełna Życia is a space where various types of sports events, fitness or yoga classes are organized. It is a great place for physical activity and integration. You can also eat here: a	



Taste Zone has been designated for this purpose - there are 9 catering points.¹



“Our goal is to get degraded areas out of crisis (the area of the former Defum machine tool factory located in the city centre of Dąbrowa Górnicza, in the vicinity of the traffic hub) and give them new city-forming and city centre-forming functions.

We aim at changing the profile of Dąbrowa Górnicza – **from industrial city to a place of high life quality, a centre for workplaces in innovative sectors, introduction of environmentally friendly solutions, cultural development and support for local identity.**”²

Type of actions

Events in this place are designed based on **4 pillars**, distinguished during consultations and development of the factory development concept. These are:

- **Factory. For Climate** – green, open spaces, projects such as a community garden, conferences, eco-projects.
- **Factory. Culture and Art** – cultural events, exhibitions, exhibitions, etc.
- **Factory. Full of History** – conferences, exhibitions, thematic meetings.
- **Factory. 3.0** – conferences, meetings, economic projects (Katowice Special Economic Zone, Chamber of Commerce, Coop Tech Hub, GZM), etc.

The role of the Factory Full of Life in the development of the local community: This is a unique third place in Poland, which has an increasing impact on the development of the local community. In the summary of activities for 2022, we can read that over the past 3 years, around 500 different musical, cultural, sports, recreational and social events have taken place in the Fabryka Pełna Życia and around 100,000 people have used this space.



What is happening in the Fabryka Pełna Życia?

- **Social integration:** Fabryka Pełna Życia attracts residents with different interests and ages. It is a place where people can establish new relationships, exchange experiences and integrate. Neighbourhood picnics are held there, young people come to play basketball or have a photo session.
- **Supporting the development of culture and art:** By organising cultural and artistic events, Fabryka Pełna Życia helps develop the local artistic and cultural scene, which attracts both residents and tourists.
- **Development of education and skills:** This is a place where residents can constantly develop, acquire new skills and knowledge. It supports the development of competences that are important on the labour market. Numerous classes are held here – from yoga to beekeeping lessons.
- **Supporting entrepreneurship:** For local entrepreneurs and freelancers, Fabryka Pełna Życia is a place to work and exchange ideas. It is also a great space for organizing business meetings and conferences.

Non-governmental organizations in Fabryka Pełna Życia

It is also a place where non-governmental organizations implement microgrants awarded for activities that activate residents.

More information

- 1) <https://soclab.org.pl/blog/dabrowa-gornicza-inspiruje-fabryka-pelna-zycia-jako-trzecie-miejsce/>
- 2) <https://fabrykapelnazycia.eu/wydarzenia/>

3.2.2.19 Wijkbedrijf Selwerd (Netherlands)

Table 30: Wijkbedrijf Selwerd (Netherlands)

Wijkbedrijf Selwerd (Netherlands)	
Scope of application (Scale)	It is a place for and by the residents of Selwerd neighborhood.
Description and objective	
Wijkbedrijf Selwerd is a place by, for, and with the residents of Selwerd. Together, we work towards a Better Tomorrow for all the residents of Selwerd.	





At Wijkbedrijf Selwerd, everyone from Selwerd (and surrounding areas) can work, learn, and participate. No matter your background or financial situation, everyone matters and is involved. Here, you meet neighbors and work together towards a Better Tomorrow, every day.

Neighbourhood residents do work that they enjoy or want to develop in. The work at Wijkbedrijf Selwerd is volunteer work. Often, after some time, people move on to a participation job, an education, and sometimes even a paid position.

Type of actions

Neighbourhood 'Supply and demand'-platform; social work...

They support individuals in pursuing their passions and ambitions, and foster a sense of connection among residents:

- Supporting residents in executing their plans to improve their streets, neighbourhoods, or districts through guidance and resources.
- Helping residents discover, develop, and utilize their talents, opportunities, or ambitions towards meaningful work or education.
- Fostering connections between residents to promote mutual respect, inspiration, and community engagement.
- Collaborating with the Municipality, housing corporations, and local organizations to improve systems, rules, and communication for the benefit of neighbourhood residents.
- Providing opportunities for paid or voluntary work, education, or personal projects to empower residents in achieving their goals.

More information

<https://www.wijkbedrijfselwerd.nl/missie/>

3.2.3 Services provided by Third Places

The examination of Third Places in the preceding sections has revealed the primary services they provide, providing valuable insights to guide the design of REGEN NROs.

3.2.3.1 Modern-day new forms of 'Third Places'

Building upon the original term, **the concept of the 'third place' has nevertheless been extended more and more in recent years** to cover new types of third places: educational third place, cultural third place, work-related third place, manufacturing third place or even free and open source third place (idem).



Today, third place designates **a wide variety of spaces** (coworking spaces, fab-labs, living labs, hackerspaces, makerspaces, resource centers, repair cafés, techshops, shared workshops, solidarity garages, public service centers, community libraries, etc.) (idem).

Third places have emerged as a genuine social phenomenon, attempting to **disrupt the status quo by experimenting with alternative methods of living, learning, working, eating, and cultivating together**. The multiplicity of forms of reality that the word "third place" now encompasses has necessarily resulted in a semantic shift, or points of tension, in connection to Oldenburg's basic concept, but most importantly, to the diversity of its meanings (idem).

The following table represents a summary of the responses to the question *"What are the characteristics of third places the general public identifies as sites where they go to interact in their communities?"*. While the context is American, it nevertheless demonstrates the 'casual' character of places recognised as 'third places' by the citizens themselves.

Table 31: Third places cited by respondents.

Source: (Jeffres et al., 2009) A summary of the responses to the question "What are the characteristics of third places the general public identifies as sites where they go to interact in their communities?"

Type of Third Place	Number of responses
None, no where, don't know	139
Community centers, town meetings	66
Coffee shops	64
Restaurants and cafes	58
Churches	49
Parks and outdoor recreation	39
Neighborhood outdoors, streets, neighbors' yards	39
Neighborhood inside, homes, apartments, party room	38
Clubs and organizations	35
Libraries	32
Shopping centers, stores, malls, and markets	27
Schools, colleges, universities	23
Bars and pubs	17
Recreation centers, YM/WCA, pool, movies, bingo	17
Neighborhood parties, block parties, cookouts, barbecues	14
Senior centers	11
Media, online, newsletters, newspapers, phone, bulletin boards	10
Many places	7
Other, miscellaneous	6
Hair salons, barber and beauty shops	3
Work	2
City area, downtown	2



3.2.3.2 Services provided by Third Places nowadays

Third places can be found in a range of services, leading or participating in the transition of:

- Work
- Employment & education
- Learning-by-doing
- Digital sphere
- Maker movement (locally made)
- Ecology
- Sustainable food
- Research & Innovation
- Culture
- Social sphere (France Tiers Lieux, 2021)

The below extract summarises the importance of the various functions of 'third places' to individuals and communities (Oldenburg, 1997).

1. Third places help unify neighbourhoods. Where third places are absent, we find that people often live in the same vicinity for years without ever getting to know one another. Indeed, the subdivision resident who knows three other families is something of a social gad-about (...)

2. Third places also serve as “ports of entry” for visitors and newcomers to the neighbourhood, where directions and other information can easily be obtained. For new residents, they provide a means of getting acquainted quickly and learning where things are and how the neighbourhood works (...)

3. Third places are “sorting” areas. While third places serve to promote the habit of association generally, they are also the places in which those with special interests find one another (...)

4. Third places can bring youth and adults into association with one another (...)

5. Third places help care for the neighbourhood. The people who operate third places are often the kind of people noted social observer Jane Jacobs described as “public characters.” They seem to know everybody in the neighbourhood; they keep an eye on the local kids and what they’re up to; they do favors for local customers; and they keep regulars up to date on all variety of local matters. Third places also serve as gathering spots when emergencies or disasters occur. People want, and need, to be with other people in these situations — to help and support each other, and to decide on courses of action (...)

6. Third places foster political debate (...)





7. Third places help reduce the cost of living. Where people meet regularly to relax and enjoy one another's company, natural support groups or "mutual aid" societies tend to form. As we take our relaxation with people, we grow to like them and, as we come to like them, we are inclined to "do for them." Third places are also easy places to collect time-saving, labor-saving, and money-saving advice — sometimes without even asking!

8. Third places are entertaining. And the entertainment is provided by the people themselves (...)

9. Third places give the gift of friendship. Not the singular, lifelong "best" friendship necessarily, but the tonic of friends met in numbers. The great boon to friendship is that which is often called "neutral ground" and third places represent the best of it (...)

10. Third places are important for retired people. They provide the means for keeping in touch with others and continuing to enjoy the life of the community.' (Oldenburg, 1997).

3.2.4 Revenue streams, cost structure and financing scheme of third places

Third places across Europe and beyond have adopted a wide variety of financial models, reflecting their diverse missions, geographies, and user bases.

One model is the **multi-source public-private partnership**, common among larger or urban-located third places like *La REcyclerie* in Paris or *FerroForum* in Luxembourg. For instance, *FerroForum* operates as a non-profit association located in a former steel workshop, combining industrial heritage, cultural activities, and craftsmanship. Its financial model mixes public support, local partnerships, and event-based income.

A second model centers on **mission-driven civic or cooperative governance**, as seen with *Biblioteca Sociale Espinasse* in Milan. This third place, housed in a confiscated mafia property and managed by local residents, operates with voluntary contributions and grassroots programming like book lending, workshops, and neighbourhood events.

A more entrepreneurial approach is visible in **makerspaces and digital third places** such as *fabULIS* in France, *Electrolab*, or *The Third Floor* in Lisbon. These spaces **generate income through memberships, training, partnerships** (especially with educational and tech stakeholders), and occasionally **public innovation grants** (e.g., from France Tiers-Lieux). *fabULIS*, for instance, is a fablab run by students with disabilities, promoting





digital and social inclusion while offering 3D printing, drones, and media tools.

Internationally, projects like *Baobab Durban* highlight a **corporate social responsibility model**, led by Veolia and supported by foundations. *Baobab* fosters sustainability education, women's entrepreneurship, and plastic recycling in South Africa. While initially supported by philanthropic capital, it aims to reach self-sufficiency through skills development and micro-business creation.

Overall, the sustainability of third places lies in their **hybrid nature**, combining social value with economic experimentation. Long-term viability depends on adaptive governance, community anchoring, and the ability to blend public interest with entrepreneurial logic.



4 Definition of Neighbourhood Regeneration Offices in REGEN

This section builds on the groundwork laid in Deliverable D3.1, which provided a detailed diagnosis of the demo sites by identifying their urban regeneration needs, local dynamics, and relevant policy frameworks. Task 1.4 aimed to translate these insights into a concrete approach for designing and positioning the NROs.

To initiate this process, a structured questionnaire was developed to help NRO managers define their strategic and operational orientations. This tool supported local reflection and planning, with questions aligned to REGEN's key urban regeneration domains covered by the Catalogue of Intervention, while also covering human resources, infrastructure, tools, and financial viability. The responses helped outline the initial components of each NRO's business model.

Table 32: Questionnaire on NRO urban regeneration domains and operational aspects

Once the diagnosis of the neighbourhood has been done (D2.3), let's identify what the demo neighbourhoods need from the NROs	
1. The Urban Regeneration domains of REGEN are: Built environment, Energy, Mobility and Transport, Circular Economy, AFOLU (Agriculture, Forestry, and Other Land Use; including NBS), Green industry and Social inclusion and Community Development.	
Questions	Possible answers
Will the NRO in your demosite address BUILT ENVIRONMENT needs for urban regeneration?	Yes / No
Which of these areas of the built environment do you intend to address?	Multiple choice: Building retrofitting ;Urban space improvement ;Infrastructure update Accessibility: urban scale or building scale
Will the NRO in your demosite address ENERGY needs for urban regeneration?	Yes / No
Which of these areas of energy do you intend to address?	Multiple choice: Energy efficiency ; Decarbonization ; Renewable energy sources
Will the NRO in your demosite address MOBILITY and TRANSPORT needs for urban regeneration?	Yes / No
Which of these areas of mobility and transport are you going to work in?	Multiple choice: Transportation systems / Pedestrian infrastructure / Cycling infrastructure / Urban logistics
Will the NRO in your demosite address CIRCULAR ECONOMY needs for urban regeneration?	Yes / No
Which of these fields of CIRCULAR ECONOMY are you going to address?	Multiple choice: Waste management; Recycling; Sustainable procurement
Will the NRO in your demosite address AFOLU needs for urban regeneration?	Yes / No



Which of these fields of AFOLU (Agriculture, Forestry, and Other Land Use; including Nature-Based Solutions) are you interested in?	Multiple choice: Sustainable management of land use / Agriculture / Forestry / Conservation Integration of Nature-based Solutions (NBS): green infrastructure, ecosystem restoration
Will the NRO in your demosite address GREEN INDUSTRY needs for urban regeneration?	Yes / No
In which of these areas of the green industry do you plan to work?	Multiple choice : Eco-friendly manufacturing / Sustainable tourism / Clean technologies
Will the NRO in your demosite address SOCIAL INCLUSION and COMMUNITY DEVELOPMENT needs for urban regeneration?	Yes / No
In which of the following fields of SOCIAL COHESION and COMMUNITY DEVELOPMENT will you work?	Multiple choice : Community engagement / Social cohesion / Affordable housing / Public health / Education
2. STAFF : Who will be in charge of the Neighbourhood Regeneration Office and what kind of services should it provide in view of the needs identified?	
Who will be there?	Single choice : 1 person full-time ; 2 people full-time / 1 person full-time and other people eventually ; 1 person half-time and other people eventually ; Other.
What are the staff profiles required to respond to the identified regeneration needs?	Free-text response
What are the practices and services to be provided by the NRO given the demand in the neighbourhood?	Free-text response
How will these services be offered?	Free-text response
3. INFRASTRUCTURE: What will be the physical space that will house the neighbourhood office look like and where will it be located within the neighbourhood?	
Where will be physically located the NRO?	Single choice : It is located in the neighbourhood. / It is located close to the limits of the neighbourhood but outside it. / It will be located in a temporary place.
What are the characteristics of the space?	Multiple choice : It is physically accessible for all citizens / it has a restroom / it has room to hold participatory sessions / it has two or more different spaces, Other
What are the technologies and tools that will be implemented there?	Multiple choice : Tangible Table to display MUST / Tangible Table to display DIGITAL TWIN Tangible Table to display DYNICON/ Tangible Table to display NBenefit\$ / RESUITE / Digital Deconstruction Platform, Other
4. ECONOMIC SUSTAINABILITY: How are you ensuring the economic sustainability of the Neighbourhood Regeneration Office?	
What category of costs will you expect to ensure NROs activities?	Multiple choice: Human resources, ; Rent ; Utilities ; Printed materials ; Catering for workshops ; Other
What category of revenues could cover these costs during REGEN project duration?	Multiple choice: REGEN grant; City's own budget, Other
What category of revenues could cover these costs after REGEN project duration?	Multiple choice: Other grants still to be found, City's own budget; Donations; Fees for provided services to citizens, Other

While the value proposition and key activities are part of any standard business model, in REGEN they are treated as foundational pillars. Given that the NROs are explicitly designed to create tangible and lasting impact at neighbourhood level, it was essential to address these two elements in a dedicated and strategic way. **Section 4.1 therefore concentrates on the**





NROs as impact-driven mechanisms: it defines what differentiates them, how they connect with the New European Bauhaus (NEB), and the types of activities they are expected to carry out to deliver on their mission.

Section 4.2 then focuses on the process of business modelling itself. This phase aimed to consolidate and formalise the structure of each NRO through an iterative approach, combining insights from the questionnaire, a collaborative brainstorming session, and successive feedback loops. Rather than **presenting the business models in full, which is the purpose of Section 4.3**, this part outlines the methodology followed and the collective learning process that emerged highlighting the key challenges, including financial viability, cost structure analysis and revenue stream projections.

Together, these two steps, clarifying the mission and activities of NROs (4.1) and structuring them through a comprehensive business modelling process (4.2), pave the way for Section 4.3, which presents the resulting business models for each demo site.

4.1 Definition process of REGEN NROs value proposition and key activities

The REGEN NROs have been developed through a participatory approach, integrating key elements from both One-Stop Shops and Third Places.

While the foundational aspects of the NROs - including their structure, methodology, resources, staff, and premises - follow a well-defined framework, particular emphasis has been placed on shaping the type of activities conducted within these offices. The activities and sub-actions carried out in the NROs represent the most distinctive feature compared to existing neighbourhood offices, as they aim to create a dynamic and interactive environment that strengthens urban regeneration efforts.

To achieve this, extensive research on the state of the art was conducted, followed by collaborative discussions between technical and scientific partners. The resulting insights were subsequently reviewed and refined in consultation with the Demo Sites. These sessions, facilitated through a Miro board, allowed to analyze and define the key activities of the NROs, ultimately leading to a practical and tailored operational framework for their implementation within the REGEN project.



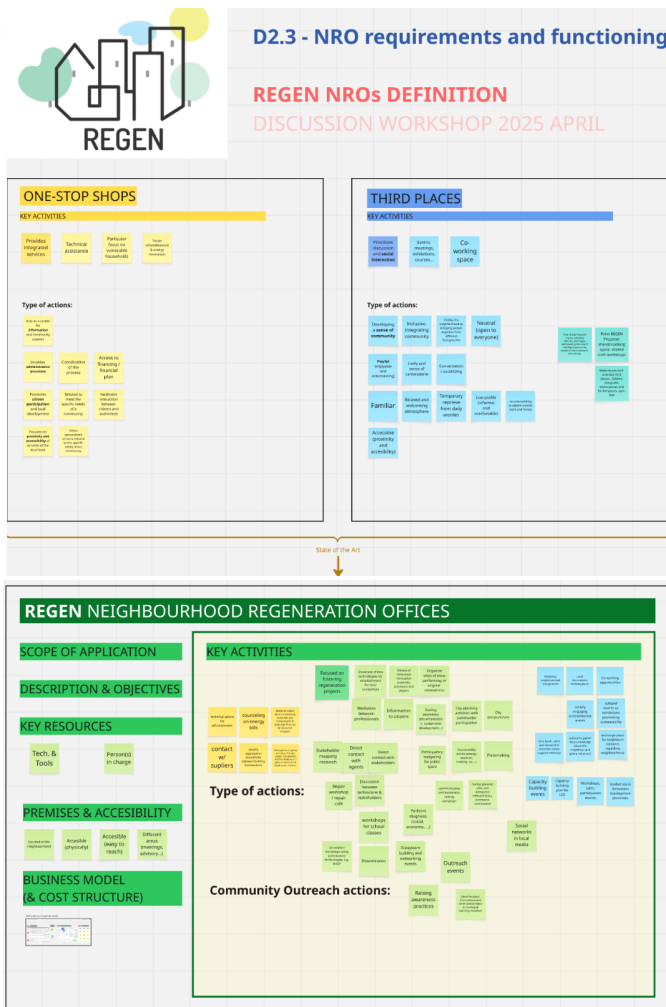


Figure 3: Miro board showing the format employed in engaging with the partners involved in REGEN NROs.

4.1.1 What differentiates REGEN NROs from other existing initiatives

REGEN Neighbourhood Regeneration Offices combine two key functions: 1) support to boost rehabilitation and 2) community-building. Unlike typical One-Stop Shops, which mainly offer technical guidance, REGEN NROs go further by focusing specifically on urban regeneration—helping residents with energy retrofitting, sustainable renovations, and neighbourhood improvements. They ensure that people have access to expert advice while making the process easy and accessible.

At the same time, REGEN NROs are more than service centers—they also act as spaces for collaboration, similar to Third Places. They bring neighbours together, foster discussions, and encourage collective action toward better living conditions. Unlike regular Third Places, which are more informal meeting hubs, REGEN NROs have a structured mission to strengthen



communities through urban renewal efforts, ensuring active participation from all stakeholders.

By merging these two concepts, REGEN NROs provide both practical tools and social interaction opportunities, creating a unique model for urban regeneration. They serve as a bridge between technical support and community engagement, making neighbourhood transformation a shared, accessible, and sustainable in the long-term.

4.1.2 Alignment with the New European Bauhaus principles

The REGEN project is a pioneering initiative that embodies the spirit of the New European Bauhaus, striving to create people-centric neighbourhoods that are not only sustainable but also beautiful, inclusive, and resilient. By adopting a holistic approach, REGEN identifies innovative interventions across various interdependent domains that are crucial for achieving lasting regeneration.

These domains encompass the design of aesthetically pleasing and energy-efficient built environments, the implementation of renewable energy systems, the development of environmentally friendly mobility and transport systems, and the promotion of circular economy practices. Additionally, the project addresses sustainable land use and forestry practices, encourages the adoption of eco-friendly technologies in green industry, and prioritizes social inclusion and community development through inclusive urban planning. By addressing these interconnected domains, the REGEN project aims to create thriving, resilient, and people-centric neighbourhoods that minimize environmental impacts and enhance the quality of life for residents.

By adopting a comprehensive, interdisciplinary approach that combines technical innovation, social experimentation, and cultural engagement, REGEN embodies the core principles of the New European Bauhaus:

- **Sustainability:** Regenerating neighbourhoods that are environmentally conscious, resilient, and adaptable to the challenges of climate change.
- **Inclusion:** Fostering social cohesion, equity, and community engagement through participatory design and decision-making processes.
- **Aesthetics:** Creating beautiful (delightful), functional, and meaningful public spaces that inspire a sense of pride, identity, and community ownership.
- **Participation:** Encouraging active citizenship, social interaction, and collective stewardship of urban resources and spaces.



By aligning with the New European Bauhaus, the REGEN project aims to create thriving, people-centric neighbourhoods that not only meet the needs of current generations but also inspire a more sustainable, equitable, and beautiful future for all. This vision is rooted in the conviction that **neighbourhoods can be transformative agents of positive change, fostering a profound sense of community, well-being, and environmental stewardship.**

The Neighbourhood Regeneration Office plays a pivotal role in this endeavour, serving as a catalyst for collaboration, innovation, and collective action. As a key facilitator, the Office brings together local stakeholders, residents, and experts to co-create a shared vision for the neighbourhood's future. This inclusive and participatory approach ensures that the diverse needs and aspirations of the community are represented, and that the regeneration process is responsive to the complexities and nuances of the local context.

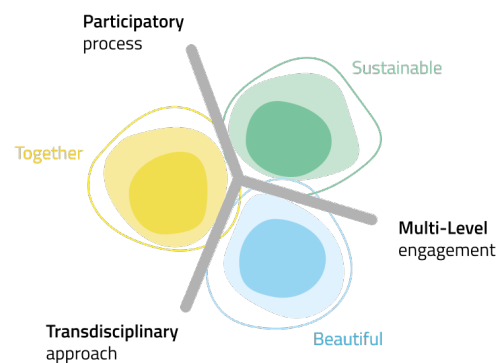


Figure 4: NEB scheme

Through the Neighbourhood Regeneration Office, the REGEN project fosters a culture of collaboration, creativity, and experimentation, where residents, businesses, and institutions work together to design and deliver regenerative solutions. By harnessing the collective genius of the community, the Office aims to unlock innovative and effective solutions to the neighbourhood's most pressing challenges, from energy transition and sustainable mobility to social inclusion and community development.

Ultimately, the Neighbourhood Regeneration Office is instrumental in translating the principles of the New European Bauhaus into tangible, neighbourhood-scale transformations. By doing so, the REGEN project can make a meaningful contribution to the development of a more sustainable, equitable, and beautiful Europe, where neighbourhoods are vibrant, thriving, and capable of inspiring a brighter future for generations to come.

4.1.3 Type of Activities of the REGEN NROs

REGEN NROs will focus on seven Key Activities, which serve as the foundation for their operations.

While these activities are primarily carried out through predefined actions, alternative approaches or adaptations may also be implemented to achieve the same overarching objectives. Flexibility in execution ensures that the NROs remain responsive to the specific needs and dynamics of each neighborhood, maximizing their effectiveness in regeneration efforts.

Table 33: Key activities that REGEN NROs are addressing and type of actions that will or may lead to the implementation of the activities.

KEY ACTIVITIES	TYPE OF ACTIONS	TOGETHER	BEAUTIFUL	SUSTAINABLE
Technical advice for refurbishment	Sustainability advice (energy, energy bills, residues, mobility, etc,...)			
	Provide advice on existing materials and components in buildings that can be reused or recycled			
	Gather direct information from suppliers			
	Make agreements with potential suppliers			
	Provide financial & funding information			
	Manage aggregation possibilities between building interventions, group purchase of works, project management and/or coordination of a general contractor as single point of contact			
Showcase of new technologies	Demos of innovative renovation materials, processes and players			
	Organise visits of most performing or original renovations			
	Market place for offer and demand in different fields, commerce, construction (Showcase for local contractors)			
Stakeholder dialogue hub	Updated stakeholder focal point			
	Contact & discussion between technicians, agents and all stakeholders			
	Mediation between professionals			
Foster neighbourhood cohesion	A place for social interaction			
	Collaborative (and/or co-working) opportunities & meeting place for associations			
	Exchange place for residents concerns regarding neighbourhood			
	Time bank: offer and demand to promote citizen support networks			
Raising awareness of the community	Dissemination of regeneration process to citizens			
	Communication activities, socially engaging events, exhibitions... on environment, sustainable development and decarbonization.			
	Workshops for school classes			
	Social networks in local media			
Capacity building	Co-creation workshops using participatory technologies, e.g. MUST			
	Guided social innovation development processes			
	Ecosystem building and networking events, talks, workshops...			
	Specific capacity building activities for deploying the LED (local economic development)			
Engage the community in city decision-making	Direct feedback from citizens and other stakeholders (gather local knowledge) to improve city planning initiatives			
	Participatory urban diagnosis (social, economic, ...)			
	Participatory budgeting for public space			
	People-centric urban design (City acupuncture, Placemaking, Tactical urbanism...)			

4.2 Definition process of REGEN NROs' business model

This section aims to describe the REGEN NROs' business model process. It explains how a business model is defined, both from a general methodological perspective and in the specific context of the REGEN project and the REGEN NROs.

While Section 4.3 describes the specific content of each NRO's business model, this section focuses on the process itself. Starting from a shared methodological framework, the section explores how common challenges emerged across the demo sites through a collective reflection. These challenges, likely to be encountered by other neighbourhoods aiming to replicate the model on a longer term, are presented alongside the solutions currently being tested by the NROs themselves. By defining some good

practices, this section serves as both a planning instrument and on a longer term, a practical knowledge resource for future adopters.

4.2.1: From general framework to REGEN NROs business model process

To understand how REGEN approaches NROs business model development, it is essential to first define what a business model is and how it can be shaped using established tools and methodologies; all within a process that is inherently iterative and evolves through continuous learning and refinement.

4.2.1.1 Business Model, established tools and methodology

Specific disclaimers:

The structure and the approach of this section are common throughout the European projects where R2M FR serves as DEC leader and may feature in other European project management deliverables.

A **business model** is a conceptual frame that illustrates the way a business forms, delivers, captures, and enhances value. It outlines the core aspects of how an idea operates, generates revenue, and sustains itself over time. A business model typically encompasses key elements such as the value proposition (what the business offers to its customers), customer segments (the target audience for the products or services), channels (how the business delivers its offerings to customers), customer relationships (how the business interacts with and retains customers), revenue streams (how the business earns money), key resources, key activities, key partnerships, and cost structure. Analysing and understanding the business model is crucial for entities to ensure sustainability, profitability, and adaptability in the market. Different entities such as local authorities may adopt a variety of business models depending on their specific context, market conditions, and strategic objectives.

To operationalize and visualize these components effectively, the **Business Model Canvas** offers a practical and widely used framework that helps stakeholders map out and analyse the essential building blocks of any business model in a clear and structured manner. This tool for delineating, examining, and formulating business models, was crafted by Alexander Osterwalder. The framework is designed with an inherent intuitiveness to facilitate description while also enabling in-depth analysis. Comprising nine distinct building blocks, consisting of customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure, the canvas is

instrumental in highlighting the underlying logic of a business model framework.¹ (Figure 5)

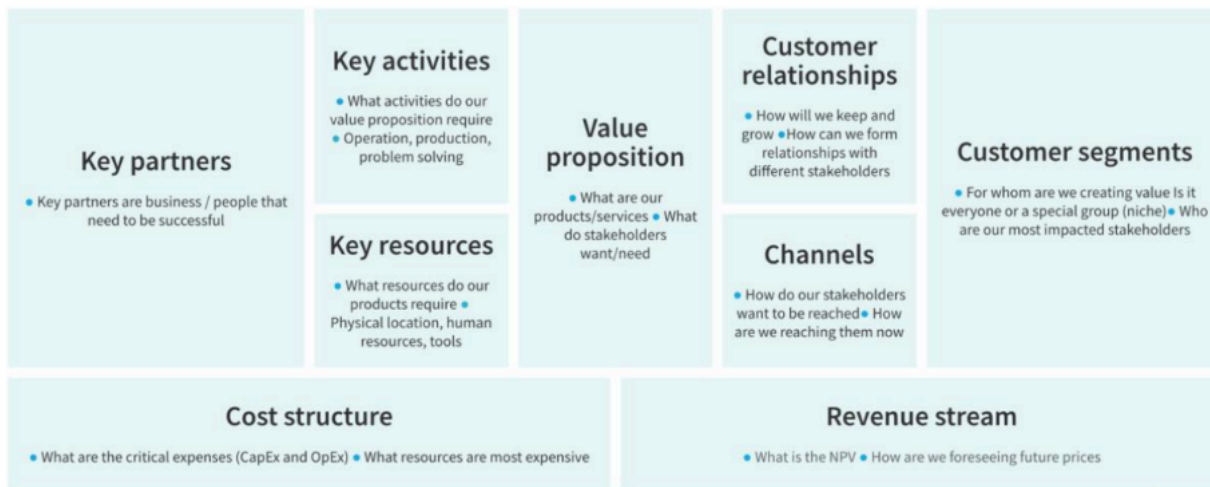


Figure 5: Traditional business model canvas

Table 34: Overview of business model framework

Business model framework	Business model canvas by Alexander Osterwalder along with co-author Yves Pigneur
Purpose	The Business Model Canvas is a strategic management tool that provides a visual and structured way to describe, design, challenge, and invent a business model.
Structure	It consists of a single-page framework with nine building blocks, each representing a key element of a business.
Building Blocks	Customer Segments, Value Propositions, Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partnerships, Cost Structure.
Usage	Businesses and entrepreneurs use the Business Model Canvas to articulate, iterate, and communicate their business model in a concise and visual manner. It is particularly helpful during the early stages of business planning, strategy development, and innovation.
Flexibility	The canvas is designed to be flexible and encourages a dynamic approach, allowing businesses to adapt their models in response to changing market conditions. It fosters a shared understanding of a business model among team members, stakeholders, and partners, and is often used in workshops, brainstorming sessions, and strategic planning processes.

Gassmann et al. however present another method for defining a business model based on the magic triangle. This approach allows for the identification of the customer base, the nature of the offerings, the production process for the offerings, and the reasons behind the profitability of the business model. Consequently, the objective is to attain a more profound comprehension of the internal elements, such as customer segments and value proposition, as well as external aspects, including the value chain and profit mechanism of a business model. The components "Who" and "What" are instrumental for scrutinizing internal facets, while the questions "How" and "Why" are employed to address external

¹ Osterwalder, A., & Pigneur, Y., 2013

considerations. Moreover, the business model is not solely focused on generating value, it also entails the ability to capture and embrace value². (Figure 5 and 6)

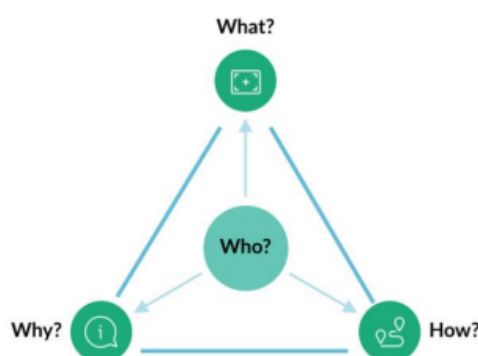


Figure 6: Magic triangle model framework(Gassmann et al., 2019)

Table 35: Overview of magic triangle model framework.

Business model framework	Magic Triangle (Gassmann et al., 2019)
Who (is our client?)	In every business model, the client is at the core when articulating the rationale of your company. The foundation of why and how your company operates lies in addressing the needs and concerns of the clients; otherwise, there would be no one to remunerate your services.
What (do we deliver to our clients?)	In this context, we outline the value proposition, detailing what is provided to the client to fulfil their requirements and address their challenges.
How (is the offering created?)	To bring forth the value proposition, organizations must carry out specific processes and activities, leveraging their resources and capabilities, and collaborating with partners in the value chain.
Why (is this financially viable?)	The cost structure and revenue streams are elucidated to illustrate the methods by which profit is generated through this business model.

4.2.1.2 Emergence, convergence, iteration and maximisation of impact

In the context of urban regeneration and the development of territorial structures such as NROs, business modelling must go beyond static templates and become a flexible, context-sensitive process. This is why the concepts of **emergence**, **convergence**, and **iteration** are particularly relevant: they provide a dynamic framework to co-design models that are embedded in place, responsive to change, and capable of generating lasting territorial impact.

Emergence refers to the initial phase where ideas, needs, and opportunities begin to surface in a loosely organized manner without a predefined

² Stechow, R. (2022) Business models – definition and reason - business model innovation lab: BMI lab: Spinoff from the University of St.Gallen, Business Model Innovation Lab | BMI Lab | Spinoff from the University of St.Gallen. Available at: <https://bmilab.com/blog/2020/01/23/business-models-definition-and-reason>



structure or direction. It is a phase of exploration and discovery, where different possibilities and solutions coexist and evolve. In this phase, actors observe and experiment, allowing patterns and novel insights to arise organically (Goldstein, 1999; Plowman et al., 2007)

Convergence denotes the subsequent phase in which these emerging ideas and patterns begin to coalesce around common themes, priorities, or frameworks. The process of convergence helps reduce uncertainty by focusing on the most promising approaches and aligning stakeholders around shared objectives or models (Brown & Eisenhardt, 1997; Eisenhardt & Brown, 1999). It represents a move from divergence to consensus and clarity.

Iteration is the cyclical process that connects emergence and convergence through continuous refinement, testing, and adaptation. Rather than a linear path, business model development often involves repeated cycles of prototyping, feedback, and adjustment, allowing the model to evolve dynamically in response to real-world insights and challenges (Blank, 2013; Ries, 2011). This iterative nature supports resilience and incremental impact enhancement.

These concepts were explicitly considered in REGEN's approach to business modelling for the NROs. They are integrated into the overall methodology, and the process described in the next section builds on the principles of emergence, convergence, and iteration. Rather than being predefined or imposed, sustainable and inclusive models - such as NROs - need to be shaped progressively, as is the case in REGEN, by building on the neighbourhood diagnoses established in the previous deliverable and refining them through ongoing, iterative feedback. This iterative approach ensures that the development of each NRO aligns with local realities and converges around shared objectives. Each NRO is therefore not only a service provider but also a local hub for dialogue and collaboration, enabling continuous adjustment of the business model based on stakeholder input—particularly from local communities - **to ensure long-term relevance, ownership, trust, social acceptability thereby maximising impact.**

4.2.1.3 REGEN's methodological approach

While tools such as the Business Model Canvas and the 'magic triangle' have already been mentioned, this section explains how they were used by outlining the main stages of the process and highlights additional methods, such as brainstorming, that supported the early ideation phases of the NROs' business models (M18), before their opening.

To further structure and visualise the information collected within the questionnaire presented in the introduction of section 4 (Figure 32), R2M used the previously introduced Business Model Canvas. Firstly, it is



important to note that the questionnaire did not explicitly follow the language or structure of the Business Model Canvas and its nine building blocks. Therefore, a **mapping exercise** was carried out to **associate each question with the most relevant block of the canvas**. This allowed the collected data to be reorganised in a way that supports a more strategic reflection on each NRO's configuration and development.

Table 36: Mapping of questionnaire items to Business Model Canvas blocks

Questions	Corresponding Business Model Canvas block
Domains and sub domains	Segments and sub-segments
Who will be there What category of cost will you expect to ensure NROs activities	Cost
What are the staff profiles required to respond to the identified regeneration needs? What are the technologies and tools that will be implemented there?	Key resources
What are the practices and services to be provided by the NRO given the demand in the neighbourhood?	Key activities/ Value proposition
How will these services be offered?	Channels and customer relationship
What category of revenues could cover these costs during REGEN project duration? What category of revenues could cover these costs after REGEN project duration?	Revenues

This mapping enabled R2M to carry out a preliminary pre-filling of the Business Model Canvas for each NRO, which then served as a support tool during the brainstorming phase. It took place on February 2025. The session was facilitated by the R2M team, with one member leading the discussion and two others supporting by managing time and enriching the dialogue with targeted input. The workshop was structured around a shared MIRO board.

Each step of the brainstorming session was carefully designed to guide NRO managers through a progressive and collective reflection process on their future Business Model. (Figure 9)

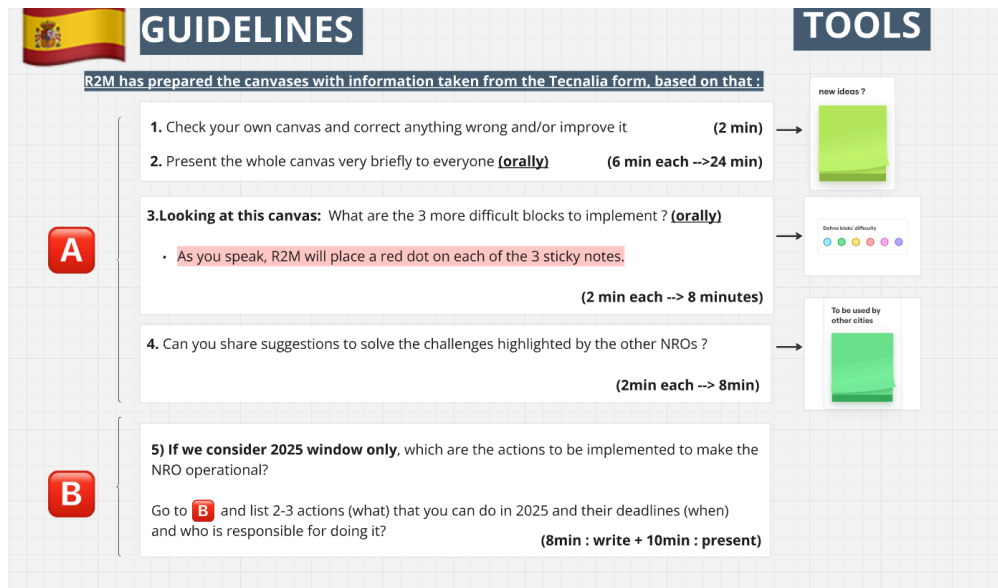


Figure 7: Visual overview of the collaborative instructions on Miro Board

The **first step** invited each NRO manager to review and revise the pre-filled Business Model Canvas on the MIRO board. This shared visual support helped formalize and structure the ideas already gathered through the questionnaire, making them visible, tangible, and open to discussion. It allowed NRO managers to go further - either by correcting what didn't seem accurate, or by adding new elements that had not emerged in the initial written input. Beyond its practical utility, this visual tool helped demystify the Business Model Canvas: while it may seem complex at first glance, it is actually made up of interconnected blocks that, when approached methodically, can generate strong synergies. However, this requires real attention to both the individual coherence of each block and the consistency of the whole.

In the **second step**, each NRO manager was asked to present their canvas to the rest of the group. This exercise served multiple purposes: it enabled the presenter to take ownership of their business model and articulate it with clarity, while also offering inspiration to the other NROs. This moment of sharing fostered mutual learning and opened a space for cross-fertilization between demo sites—helping create solidarity and a sense of a common journey, despite the diversity of local contexts.

Once the canvas had been explored and refined, the **third step** asked each NRO manager to identify the three most difficult blocks to implement in practice. This marked a shift from a phase of emergence - where all ideas are welcome - to a phase of convergence, where priorities must be clarified and challenges addressed. It prompted each team to think concretely about feasibility and operational constraints. To support this transition, the **fourth**

step focused on collective problem-solving: other participants were invited to suggest ideas, share tips or flag potential risks, creating a space of solidarity and support across demo sites.

Finally, R2M proposed a **fifth and final step**: defining 2–3 short-term actions that each NRO would commit to implementing within the next year. Since the Business Model Canvas does not integrate a timeline, this forward-looking reflection was essential to identify what should happen next, by whom, and by when. It also served to anchor the session in the real, operational life of each NRO.

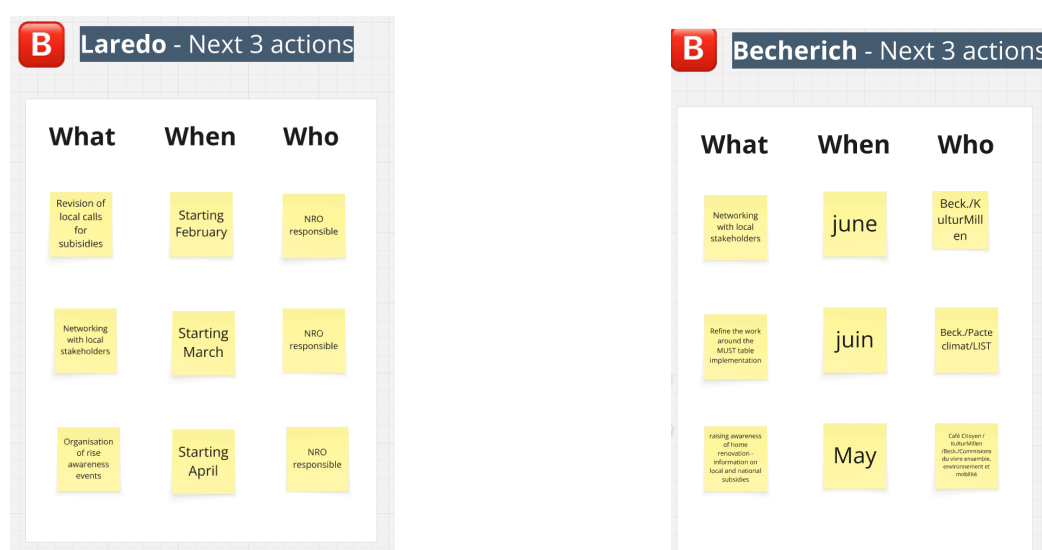


Figure 8: Illustration of shared brainstorming results: 3 example actions from Laredo and Beckerich NROs

Taken together, these steps show that the business model is not a fixed or static tool - it is iterative and evolves as teams test, learn, and adapt. Defining a business model involves moving back and forth between design and execution: each action taken in the field may prompt a refinement of the canvas, which in turn guides the next steps. The MIRO board thus remains a living document: a compass to steer implementation and continuously realign the NROs' ambitions with what is concretely achievable.

The key takeaway from this brainstorming session was that, while each context is unique, many challenges are shared (see 4.2.3). It is important to revisit this point to clarify that the process of defining NROs relies on a general framework applicable to all but also highlights specific particularities unique to NROs.

4.2.2 Challenges and levers for structuring NRO Business Models

Despite the diversity of the Demo sites, several common elements emerged in the way local teams approached the definition of their business models. These shared dynamics reflect a collective learning process that laid the groundwork for each site's specific reflections. Building on the challenges identified during the brainstorming session (conducted in February at M14), we now aim to define a set of good practices for designing a business model tailored to NROs, practices that can support both existing NROs and future initiatives looking to adopt or replicate this model.

4.2.2.1 Key partners and integration into existing territorial dynamics

One of the first challenges that emerged during the brainstorming session concerned the 'key partners' block of the business model. Two of the four NROs identified this element as particularly challenging, especially in terms of establishing meaningful links with existing institutions and organisations - each for different reasons. In the case of Laredo, a critical issue was **the need to engage with the regional administration** to secure financial support for the long-term sustainability of the NRO (see 4.2.3.3). Milan's demo site echoed this concern but from a different angle, highlighting the **complexity of coordinating across multiple municipal departments**. As one partner from Milan demo site noted: *"When it comes to regeneration, we have to work with several departments and it is not always easy, we have to find synergies. In particular, we have to link the project to policies already implemented or in the process of being implemented. It's not only about how to build the NRO, but also about the ecosystem around it to optimise the impact."* These reflections underline the importance of embedding the NRO within a broader institutional landscape, where strategic alignment and interdepartmental collaboration are key to maximising relevance and effectiveness.

First good practice: The definition of a viable and impactful NRO business model should begin with a clear understanding of the existing ecosystem. A recommended first step is to map out current territorial dynamics, including key actors, ongoing initiatives, available infrastructures, and relevant governance structures. This approach helps ensure that the business model does not operate in isolation, but instead builds on, connects with, and potentially reinforces existing local processes. Early engagement with local authorities, associations, and private actors is also essential to identify leverage points, foster synergies, and avoid duplication of efforts. This foundational work strengthens the NRO's capacity to integrate meaningfully into its context and to generate long-term impact, especially



considering that the NRO is also intended to become a physical and strategic space where these various actors can come together.

How to integrate NROs in existing territorial dynamics? Feedback from REGEN NROs at M18: Two of the four NROs (Laredo and Beckerich) have already outlined concrete ideas to address this challenge. Their responses highlight three key ingredients for meaningful integration:

- shared governance, including residents, elected representatives, technical staff, and local associations in the management of the NRO;
- early involvement of private actors such as local businesses and craftspeople;
- clear and visible political support from the local authority to reinforce the NRO's credibility and long-term mission.

In Laredo, although the question of integration is seen as premature, given that the NRO had not yet started its activities at the time of reporting, the team recognises the importance of participating in territorial dynamics. This aspect is already embedded in their planning. Once the office is operational and its functioning has been tested and validated, the team plans to propose an enhanced strategy based on an analysis of local dynamics. This strategy will explore opportunities for long-term sustainability and will need the endorsement or validation of the local authority to be effective.

4.2.2.2 Channels and engagement of local communities

The second challenge identified during the brainstorming session concerns the customer relationship block, which is closely connected to the channels block. While channels focus on how to initially reach customers or target groups, customer relationship focuses on maintaining and deepening engagement to build a committed community. Although the NROs have not yet officially opened, two NRO managers anticipate **difficulties in engaging local communities**. This challenge is largely about building and sustaining trust, as highlighted by a partner from The Impact Lab. Trust is a cornerstone for meaningful community participation and must be built through consistent, concrete actions rather than mere promises.

This concern was illustrated by Dublin, as partners reported low attendance at previous workshops and a perceived disengagement from parts of the community, often due to other pressing priorities such as energy poverty or housing insecurity. In addition to this "engagement fatigue," some community members expressed scepticism or disinterest in climate-related themes. As a result, the NRO team is carefully assessing how REGEN can





bring tangible benefits to the local population, to ensure that the initiative is seen as relevant and valuable. Similarly, in Laredo, the main challenge foreseen is how to sustain residents' involvement over time. Previous initiatives in the Puebla Vieja neighbourhood have left some inhabitants with the impression that their participation did not lead to visible improvements, resulting in hesitation to re-engage.

Second good practice: For an NRO to develop a strong and impactful business model, it will need to offer a clear and compelling value proposition that truly resonates with local communities and stakeholders. Building credibility from the outset should rely on coherent messaging, realistic commitments, and a consistent, visible presence on the ground. Several demo sites have already highlighted **engagement fatigue** and **distrust** as real risks, often linked to previous top-down initiatives perceived as disconnected or ineffective. To respond to this, NROs will need to define themselves not as administrative offices, but as **local laboratories for transformation**, anchored in the everyday life of the community. This means offering spaces for co-creation, direct support to residents, and visible collaboration with local services. Equally important will be the creation of a clear and recognisable identity, communication strategies rooted in territorial storytelling. Lastly, NROs should anticipate the need to **measure and demonstrate impact**, using social, economic, and environmental indicators, not only to improve their own operations, but to provide tangible proof to residents that their engagement matters and leads to real, visible change.

How to engage and reinforce local communities? Feedback from NROs at M18: In **Beckerich**, the NRO team worked with a local initiative called *Café Citoyen Mobile* to reach out to residents. On May 20th 2025, they turned the old mill into a lively meeting place - with games, music, workshops, and open conversations. Over 80 people showed up, some by chance, others out of curiosity. The setting was informal, warm, and people connected easily. It's not a formal consultation - it's a way to create real contact, collect feedback, and make the project visible in a human, accessible way. Moments like this helped anchor the NRO in everyday life and showed that it's not just another top-down initiative. This gathering also marked the launch of their search for local ambassadors, residents ready to act as bridges between the NRO and the wider community, helping to carry the initiative forward with legitimacy and trust. Following the event, the team received four candidacies from people willing to take on this role.

In **Laredo**, the strategy to address this challenge rests on two pillars. First, an ongoing **Participation Plan**, already underway: a public presentation of the





REGEN project (recorded and available on YouTube), interviews with local associations to collect feedback and raise awareness, and a collaboration with the IES Fuente Fresnedo Educational Centre to develop **service-learning projects** with students for the benefit of the Puebla Vieja neighbourhood. Second, the NRO is conducting **internal coordination with different departments of the Laredo municipality** to align future activities with political priorities. This alignment is seen as essential to propose **concrete, participatory actions** to residents, creating meaningful opportunities to engage and influence the transformation of their neighbourhood.

Next steps include a **street-level communication campaign** around the NRO's opening, and a snowball strategy to progressively expand stakeholder involvement. These early efforts show how a **credible local presence, creative and inclusive formats**, and **visible impact** can begin to counteract engagement fatigue and help anchor the NRO in the everyday life of its territory.

4.2.2.3 Revenue stream/Cost structure and financial viability

The last challenge identified by the NRO managers during the brainstorming session concerns the 'revenue stream' and 'cost structure' blocks, specifically the question of viability after the project ends. NROs are designed as **public-private entities** that require initial public investment but are intended to become financially self-sustaining. This transition to self-sufficiency is a major challenge because it determines the long-term sustainability and impact of the NROs.

Referring to the brainstorming session, two distinct periods have been defined within the 'revenue stream' block: during the REGEN project duration and after REGEN project duration.

At the time of the session in February 2025, three of the four NROs identified the REGEN grant as their only source of revenue for the first period. The Dublin demo site, however, highlighted an additional source: the city budget. They made two key remarks about this: first, there is a need for a better understanding of how much money is saved in other budget areas thanks to the NRO's activities; second, a cost-benefit analysis could justify allocating a larger budget to the NRO, as it delivers services that currently have separate budgets.

Third good practice: While none of the NROs have yet reached the stage of fully diversifying their income, initial experiences suggest that various





revenue models could emerge depending on territorial characteristics, existing partnerships, and municipal priorities.

One possible model is the **municipally co-funded structure**, as seen in **Laredo**. In this case, the REGEN project covers the majority of initial costs (e.g. office setup, staff, activities), while the local government provides supplementary funding either directly or in-kind (e.g. infrastructure, staff time, utilities). Laredo reported annual operational costs of approximately €90,000, including one full-time staff member, basic services, and programming. The municipality covers any costs exceeding the REGEN budget³.

A second model could evolve into a **hybrid structure**, combining public grants (e.g. European or national funds such as ERDF, Interreg, climate-related foundations) with **private or community-based revenue streams**. Suggestions from Beckerich demo site include:

- Sponsorship from local businesses,
- Donations or crowdfunding for specific activities,
- Renting parts of the NRO space (for coworking, events, or pop-up stores),
- Organising neighbourhood events that generate modest income,
- Establishing cooperatives that involve residents and stakeholders as investors,
- Collaborating with banks to offer low-interest loans for green renovation.

In parallel, a **transversal good practice** identified during the brainstorming session involves **capitalising on internal capacities and cross-site collaboration**. This includes training staff in project management and fundraising, setting up exchanges between NROs. It could even lead to inter-territorial funding proposals. While not a revenue model per se, this

³ The **Dublin demo site**, which initially followed a similar model with support from the city budget and access to public infrastructure, is now transitioning to a new setup. CODEMA will take over the implementation of the NRO, but no longer in a public building, this shift will impact both revenue and cost structures, as rental and operational costs are likely to increase. The Dublin case underlines the importance of adapting funding strategies in response to governance changes and evolving institutional arrangements. The new setup of Dublin's NRO will bring the office directly to the community by delivering services within local community buildings, with the intention of training a local leader to eventually manage the office. This approach aims to ensure that the impact of the REGEN project extends beyond its duration, allowing the knowledge gained to remain rooted in the community after the project concludes



approach can significantly strengthen the capacity of each NRO to secure diversified income streams over time.

How to strengthen financial viability as an NRO? Feedback from NROs at M18. At M18, most NROs are still in the early phases of launching their activities and heavily rely on the REGEN grant. Financial viability beyond the project duration is not yet a pressing concern. In the coming months, the focus will be on gaining clearer insights into the actual operating costs and potential revenue streams. This includes monitoring expenses linked to staff, premises, equipment, and activities, as well as any informal or in-kind support from partners.

Simultaneously, demo sites will explore **local funding opportunities**, from **municipal contributions** to **sponsorships or service fees**, to understand which sources could realistically complement the REGEN grant. This period of financial familiarization is crucial. It will enable NRO teams to build accurate budgets, identify gaps, and start experimenting with small-scale revenue-generating activities. Such groundwork will prepare the NROs to design tailored transition plans towards sustainability well before the end of the project, ensuring that **funding diversification** and **cost management** become **core priorities in the next phases. Importantly, the challenges of territorial anchoring, stakeholder engagement, and financial sustainability are closely linked**. Strengthening one naturally supports the others. For instance, involving local stakeholders firmly roots the project in the territory, while their feedback improves its relevance and boosts their commitment.

This engagement also helps promote the project and build partnerships, as seen with ambassadors in Beckerich, enhancing both social capital and economic viability through local support. Such a holistic approach ensures that progress in one area reinforces success across all.

4.2.2.4 Time investment and implementation process.

Regarding the time investment, as outlined in section 4.2.1.2, the implementation of socially driven NROs is described as an iterative process that has no fixed end point. This already provides a first indication of the **long-term commitment required**. The activities presented in section 4.2.1.3 synthesizes key milestones achieved as of M18 of the project and offers a concrete illustration of how the NROs have progressively taken shape across pilot sites.

While the **time required may initially appear to be a barrier**, it should instead be understood as **a strategic and necessary investment**, one that





builds on and reinforces previous efforts, making it both achievable and sustainable.

Indeed, the NRO implementation process is not a standalone effort. Although it may appear time-consuming at first, it is in fact positioned at the intersection of multiple neighbourhood activities. In practice, **it builds on existing initiatives and resources, transforming them into a coherent, structured framework.** Rather than just adding new layers of work, the NRO can be seen as **a platform where various local actions, such as citizen consultations, community events, or energy-saving campaigns, can be coordinated, aligned, and reinforced.** This integrated approach avoids duplication and increases the overall effectiveness of each initiative.

The operational team behind the NRO, typically composed, at this stage, of representatives from public institutions supported by external researchers and more later, additional staff hired specifically to animate the NROs (see section 4.3 for an overview of human resource needs), plays a key role in facilitating this process. These actors are primarily mobilised during the **diagnostic phase**, where they can be supported by external experts to analyse local contexts and identify priorities.

During the **implementation phase**, their main tasks revolve around logistical coordination, such as identifying and securing a physical space for the NRO or recruiting staff. However, in this second phase (implementation) these operational teams are not expected to act alone. External researchers already mentioned may also assist in designing the activity framework and developing a viable business model. As the process evolves, NRO teams and, mainly NRO lead, will often take on the role of facilitators or moderators, enabling participatory approaches that involve a wide range of local stakeholders. In this sense, municipalities, when leading the process, fulfil their public mission of consultation and civic engagement, while anchoring the NRO within existing governance structures and ensuring its alignment with broader policy objectives.

The next section presents the NROs, summarizing the business modelling work so far. An important output will be the NRO guidelines, compiling key lessons and good practices to support model replication, further refined with the Horizon Booster Service (currently offered) focused on exploitation activities.

This deliverable marks a key step at Month 18 (M18), translating neighbourhood diagnoses into structured models for NRO operation. Though still evolving, these models guide each site toward operational viability in a strategic way.



4.3 REGEN Neighbourhood Regeneration Offices

As a conclusion of the process of the task explained in this deliverable, the key features that shape the REGEN NROs have been defined. As explained, this framework is the result of extensive discussions, research, and collaboration among project partners and Demo Sites, ensuring that the NROs effectively support urban regeneration and community building.

Thus, REGEN NROs are designed to facilitate dialogue, provide guidance, and bridge gaps between stakeholders. As a catalyst for change, they will offer services in energy efficiency, community management, and local economic development, ensuring that regeneration efforts align with local needs and priorities.

4.3.1 REGEN NROs outline

To establish a clear framework for these offices, it is essential to define their key features. These elements shape their functionality and ensure adaptability to diverse urban contexts. While the following outline provides a structured foundation, adjustments may be made to accommodate the unique characteristics and evolving needs of each community:

1. NRO Description

The purpose, goals, and scope of application (scale, focus, etc.) will be described.

The REGEN project pinpointed several key domains to target neighbourhood regeneration, providing a comprehensive framework for addressing the complex challenges associated with urban renewal. These domains include:

- Built Environment: focusing on the physical infrastructure and design of neighbourhoods
- Energy Systems: optimizing energy efficiency and promoting sustainable energy sources
- Mobility and Transport: enhancing transportation networks and encouraging environmentally friendly modes of transport
- Circular Economy: fostering waste reduction, recycling, and the adoption of circular business models
- AFOLU (agriculture, forestry, and other land use): promoting sustainable land use practices and reducing the environmental impact of urbanization
- Green Industry: supporting the growth of eco-friendly industries and creating jobs in the green economy

Interventions aimed at achieving neighbourhood regeneration have been carefully categorized according to these domains, ensuring a structured

approach to addressing the unique challenges faced by each neighbourhood. To define tailored NROs that effectively tackle specific local challenges, the initial step involves identifying which of these domains require attention. This domain-specific approach allows for a more nuanced understanding of the complex factors influencing neighbourhood regeneration, ultimately leading to more effective and sustainable solutions. Furthermore, the NROs will help build stronger, more resilient communities through social and community engagement initiatives.

2. Key Activities and Actions

Incorporating the technical aspects of a One-Stop Shop and the social outreach focus expected from a Third Place, the REGEN NROs are meant to include actions aiming to address all seven Key Activities:

- **Technical advice for refurbishment:** Providing guidance to inhabitants on how to renovate their houses and buildings, by advising on existing public/private procedures, materials, contractors and financial possibilities.

Each NRO may include all or some of these actions:

- Sustainability advice (energy, energy bills, residues, mobility, etc...)
- Provide advice on existing materials and components in buildings that can be reused or recycled
- Gather direct information from suppliers
- Make agreements with potential suppliers
- Provide financial & funding information
- Manage aggregation possibilities between building interventions, group purchase of works, project management and/or coordination of a general contractor as single point of contact.

- **Showcase of new technologies:** Displaying and promoting innovative technologies for energy efficiency in houses.

Each NRO may include all or some of these actions:

- Demos of innovative renovation materials, processes and players
- Organize visits of most performing or original renovations
- Market place for offer and demand in different fields, commerce, construction (Showcase for local contractors).

- **Stakeholder dialogue hub:** Deploying a place where stakeholders can join and collaborate.

Each NRO may include all or some of these actions:

- Updated stakeholder focal point



- Contact & discussion between technicians, agents and all stakeholders
- Mediation between professionals.

- **Foster neighbourhood cohesion:** Profiting the NRO as a place to build and strengthen community relationships.

Each NRO may include all or some of these actions:

- A place for social interaction
- Collaborative (and/or co-working) opportunities & meeting place for associations
- Exchange places for residents' concerns regarding the neighbourhood
- Time bank: offer and demand to promote citizen support networks.

- **Raising awareness of the community:** Educating the community on sustainability and efficiency.

Each NRO may include all or some of these actions:

- Dissemination of regeneration process to citizens
- Communication activities, socially engaging events, exhibitions... on environment, sustainable development and decarbonization.
- Workshops for school classes
- Social networks in local media.

- **Capacity building:** Developing the skills to support regeneration and refurbishment.

Each NRO may include all or some of these actions:

- Co-creation workshops using participatory technologies, e.g. MUST
- Guided social innovation development processes
- Ecosystem building and networking events, talks, workshops...
- Specific capacity building activities for deploying the LED (local economic development).

- **Engage the community in city decision-making:** Involving the community actively in the planning and decision-making processes of the neighborhood.

Each NRO may include all or some of these actions:

- Direct feedback from citizens and other stakeholders (gather local knowledge) to improve city planning initiatives
- Participatory urban diagnosis (social, economic, ...)
- Participatory budgeting for public space





- People-centric urban design (City acupuncture, Placemaking, Tactical urbanism...)

3. Customer Segments

Differentiating the approach to be pursued for each stakeholder (Local and Regional Governments, Policy Makers, Professional associations, Property managers, General Public, Residents). Considering that each customer is characterized by different modes of participation.

4. Key Resources

This will define the technologies and tools to be used for the NRO functioning (including the REGEN Tools).

It will also define the responsibilities and duties of the person or persons in charge of the office, defining the skills required (including technical training, administration management knowledge and dynamization and communication abilities).

5. Premises and Accessibility

Particularizing location (within the neighbourhood), configuration, space(s) available, access, and accessibility issues.

NROs will open to all citizens and will ensure physical accessibility for people with any kind of limitations.

6. Cost Structure and Revenue Stream

Including costs (renting, materials, catering, utilities, personnel),

Including revenues (grants, other funding sources) expected (during and after the REGEN project finishes), to ensure NROs' self-sustainability.





4.3.2 Beckerich NRO

BECKERICH NEIGHBOURHOOD REGENERATION OFFICE	
Domains of REGEN addressed	Built Environment, Energy Systems, Circular Economy, AFOLU.
Scope of application (Scale)	Energy renovation in old residential buildings (private) and public buildings in the municipality of Beckerich
Description and objective	
The BECKERICH NRO will be the operational entity physically located at 43, Grand-Rue in Redange, serving as a point of contact between citizens, local authorities, businesses and technical partners. It is an agile field office, rooted in the territory. However, certain activities will take place in the Beckerich mill, such as the installation of the MUST Table in the Energy Museum, and certain events such as the Café Citoyen (in the large hall or outside, which can accommodate many people). The main objectives of the NRO are to co-construct with citizens and encourage their active participation in projects to renovate or transform the district. Participatory workshops, public meetings and field surveys will be organized to gather needs and ideas. The site will serve as a platform for coordination between the various municipal departments, landlords, associations and experts (urban planners, architects, engineers), and will facilitate interdisciplinary and inter-institutional dialogue. The principle is to ensure the technical and administrative follow-up of regeneration actions (energy renovation, use of bio-sourced materials, recycling, soft mobility, etc.). Performance indicators (CO₂ reduction, renovation rate, citizen satisfaction...) will be set up. Residents will be informed about the steps being taken, the subsidies available, and the environmental and social benefits of the actions undertaken. The NRO makes it easier for residents to get involved in the ecological transition by making the process simpler, more accessible and more humane. It aims for social and territorial inclusion in regeneration, by adapting to the realities and specific needs of each neighborhood. The NRO could embody the project's local showcase, demonstrating that the energy, ecological and social transition is rooted in the territory. In short, the NRO will be a laboratory for local experimentation, in line with the objectives of carbon neutrality by 2050.	
Key Activities	



The Beckerich NRO will develop the key activities, as follows :

Personalized technical advice on renovation

- Advice on the choice of sustainable materials, priorities for intervention, energy improvements and the reuse of existing buildings.
- Support for administrative procedures (authorizations, financial aid, file preparation).
- Contacts with local architects, craftsmen or companies committed to responsible practices.

Showcase of new technologies

- Organization of demonstrations and information sessions on innovations linked to energy renovation, intelligent energy management or bio-sourced materials.
- Highlighting the MUST platform as a tool for urban modeling, decision support and environmental impact simulation.
- Use of 3D visualizations, interactive models and digital tools to make projects concrete and comprehensible to all.

Neighbourhood cohesion and stakeholder dialogue

- Regular organization of neighbourhood meetings, citizens' forums and drop-in centers to gather residents' needs, ideas and expectations.
- Creation of dialogue groups between residents, professionals, elected officials and technicians to reinforce transparency and the co-construction of decisions (also with the 4 ambassadors we met at the Café Citoyen).
- Support for the emergence of collective projects (grouped renovation, shared gardens, management of common spaces).

Transition awareness and education workshops

- Practical workshops on energy, eco-construction, sustainable building practices, social ties, local production, employment, etc.
- School events, urban walks, exhibitions, etc., to reach all audiences, including young people and senior citizens.
- Training of local relays (residents-ambassadors, volunteers) to disseminate best practices.

Involving the community in the decision-making process



- Involve citizens, ambassadors and stakeholders in local steering committees to guide development choices and project priorities.
- Introduction of consultation and participatory voting mechanisms for certain decisions (allocation of vacant buildings, development of public spaces, etc.).
- Active monitoring to ensure that regeneration is inclusive, equitable and aligned with the real needs of local residents.

Customer segments

Stakeholders

- | | |
|--|--|
| • Local and Regional Governments, policy makers | Roundtables with residents and stakeholders; improving grant requirements and processes. |
| • Professional associations and property managers | Matching the services they provide/need with energy efficiency projects (workshops, presentations) |
| • General public, residents | Need to be involved in regeneration services (workshops) |

Key Resources

Technologies and Tools

Tangible Table to display the IES Digital Twin, Renovation scenarios, and NBenefit\$.

Responsibilities and duties of the person(s) in charge

Staff with technical training in the areas of intervention of the office.

The main person in charge of the Info Point will be a full-time employee (Tom Günther, Service de l'environnement du Canton de Redange - he is an energy renovation advisor) and in the back office, Stéphane Devillet (Pact Climat and Energy advisor). They have a good knowledge of the local administrative process (Syndicat intercommunal de Redange) and have social and communication skills.

The climate and energy advisor will provide clear, detailed information on the possibilities, procedures and subsidies available for:

- **Renovations and new builds:** Insulation, heating systems, ventilation systems and much more.
- **Renewable energies:** Photovoltaics, solar thermal energy, biomass, geothermal energy.
- **Electric mobility:** Electric cars, electric bikes, charging stations.
- **Home energy savings:** Solutions for reducing consumption and managing moisture problems.



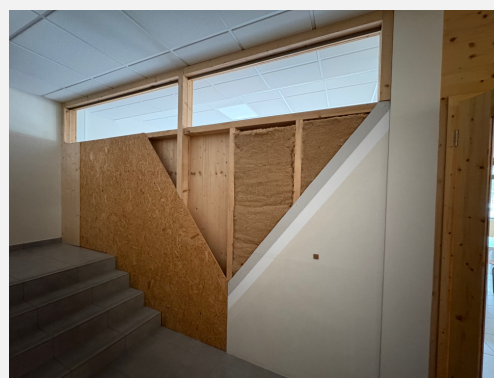
- **Subsidies:** Information on national and local subsidies, Enoprimes.

Open every day of the week except Saturday and Sunday: 08:00 to 12:00 and 13:00 to 17:00 (Reidener Energieatelier - 43, Grand-Rue, 8510 Redange-sur-Attert)

Characteristics of the NRO premises

Located in the center of Redange, on the main street, it will be open to all citizens and physically accessible except for a meeting room in the basement.

The main space is the one at the entrance to the building, visible from the outside, where samples (materials) are on display; there is also a small kitchen nearby.



Millegalerie / The Energy Museum :

The MUST table and its activities should be installed here (in the vaulted space).





Cost Structure / Revenue Stream

Costs:

Printed material and flyers, Catering for workshops, Utilities and supplies (energy supply, communication, internet, software and hardware, etc...).

Rental of premises is not necessary, as premises already exist in Redange (Energieatelier).

One full-time person and a second (in the event of the manager's absence) dedicated to the project; these people are already employed by the Syndicat intercommunal du canton de Redange.

Revenues during REGEN project duration: REGEN grant

Revenues after REGEN project duration: Other grants still to be found



4.3.3 Laredo NRO

LAREDO HISTORIC CENTRE NEIGHBOURHOOD REGENERATION OFFICE	
Domains of REGEN addressed	Built Environment, Energy Systems, Mobility and Transport, AFOLU, Green Industry.
Scope of application (Scale)	Energy renovation in the residential building stock in the historic town.
Description and objective	
The NRO Puebla Vieja of Laredo aims to be a multipurpose place intended as community service with the aim to foster urban regeneration. The NRO will inform, provide training, and raise awareness to different target groups on all aspects related to the renovation and rehabilitation of heritage from a sustainable, inclusive, and decarbonization perspective. Other actions also involve the NRO Puebla Vieja as a meeting place and brokerage service between all groups to work on urban regeneration solutions tailored to the community, considering the constraints of the neighbourhood as a protected historical site. The groups involved are the residents of Puebla Vieja; owner's community administrators, building construction and renovation businesses; local authorities and municipal representatives in charge of urban regeneration policies and renovation grants, as well as the technicians and civil servants of the services involved.	
Key Activities	
The Laredo NRO will develop the key activities, as follows: Technical advice for refurbishment: • Sustainability advice (energy, energy bills, residues, mobility, etc.). • Provide advice on existing materials and components in buildings that can be reused or recycled. • Provide information on grants for the renovation of Puebla Vieja neighbourhood. Other complementary actions that may be applied: • Gather direct information from suppliers. • Make agreements with potential suppliers. • Manage aggregation possibilities between building interventions, group purchase of works, project management and/or coordination of a general contractor as single point of contact.	

**Showcase of new technologies:**

- Demos of innovative renovation materials, processes and players.
- Organise visits of most performing or original renovations.
- Market place for offer and demand in different fields, commerce, construction (Showcase for local contractors).

Stakeholder dialogue hub:

- Updated stakeholder focal point.
- Contact & discussion between technicians, agents and all stakeholders.
- Other actions:
 - Mediation between professionals.

Foster neighbourhood cohesion:

- A place for social interaction.
- Meeting place for associations.
- Exchange place for residents concerns regarding neighbourhood.
- Time bank: offer and demand to promote citizen support networks.

Raising awareness of the community:

- Dissemination of regeneration process to citizens.
- Communication activities, socially engaging events, exhibitions... on environment, sustainable development and decarbonization.
- Workshops for school classes.
- Social networks in local media.

Capacity building:

- Co-creation workshops using participatory technologies, e.g. MUST.
- Guided social innovation development processes.
- Ecosystem building and networking events, talks, workshops...
- Specific capacity building activities for deploying the LED (local economic development).

Engage the community in city decision-making:

- Direct feedback from citizens and other stakeholders (gather local knowledge) to improve city planning initiatives.
- Participatory urban diagnosis (social, economic, ...).
- Participatory budgeting for public space.
- People-centric urban design (City acupuncture, Placemaking, Tactical urbanism...).

Customer segments

Stakeholders	
• Local and Regional Governments, policy makers	Roundtables with residents and stakeholders; improving grant requirements and processes.
• Professional associations and property managers	Matching the services they provide/need with energy efficiency projects (workshops, presentations).
• General public, residents	Need to be involved in regeneration services (workshops).
Key Resources	
Technologies and Tools	
Tangible Table to display DINYCON, NBenefit\$ and MUST.	
Responsibilities and duties of the person(s) in charge	
Staff with technical training in the areas of intervention of the office. Knowledge of local administration management processes. Ability to manage and boost group dynamics, social and communication skills.	
Characteristics of the NRO premises	
Located in the neighbourhood, it will be open to all citizens. The NRO is physically accessible for all, but not the restroom (which is located on the first floor, without a lift to reach it out). It has two different spaces: an office and a room to hold participatory sessions. It is not a separate room, but the use of the space is private, that means people will come on a date and participatory sessions will not mix with other type of services.	





Cost Structure / Revenue Stream

Costs: Rental of the premises; Printed materials; Catering for workshops; Utilities and supplies (energy supply, communications, internet, software and hardware, etc.); 1 person full-time and other people eventually.

Details: The financial resources for establishing and opening the NRO in Laredo include, firstly, the technical work involved in fitting out the office and providing supplies, i.e. building work and water, electricity and telecommunications services. This group also includes computer equipment and basic furniture. The total for this section is approximately €65,000. The group of funds for operating costs, supplies and services to keep the office open (rent, electricity, internet) can amount to €15,000 per year. To this must be added €75,000 in personnel costs (one full-time employee, including salary and business costs). That is, a total of €90,000. A budget of €7,000 per year is planned for activities.

Revenues during REGEN project duration: REGEN Grant

Revenues after REGEN project duration: Other grants still to be found.



4.3.4 Milan NRO

MILAN NEIGHBOURHOOD REGENERATION OFFICE	
Domains of REGEN addressed	Built Environment, Energy Systems, Mobility and Transport, Circular Economy, AFOLU.
Scope of application (Scale)	Neighbourhood-scale intervention focused on community well-being, energy transition, and sustainable lifestyle transformation within the Giambellino-Lorenteggio area of Milan.
Description and objective	
The Neighbourhood Renovation Office (NRO) of Giambellino-Lorenteggio is a multifunctional community resource designed to foster sustainable urban living, social cohesion, and active citizenship in a highly diverse and complex area of Milan. Unlike traditional energy-focused helpdesks, the Milan NRO adopts a broader approach, addressing lifestyle behaviours, social inclusion, and access to services alongside building renovation and energy efficiency. The main objective of the Milan NRO is to support residents in improving their quality of life while contributing to the environmental transition. It acts as a trusted space where citizens, local institutions, and community organisations can meet, collaborate, and co-create solutions tailored to local needs. In a neighbourhood marked by migration, economic precarity, and social fragmentation, the NRO seeks to become a glue that binds together people and processes for inclusive and equitable regeneration.	
Key Activities	
The NRO in Milan will develop a range of interconnected activities, including: Technical advice for refurbishment: • Drop-in clinics for personalised support on energy efficiency, grants, housing rights, and social services • Sustainability advice (energy, energy bills, residues, mobility, etc.). • Provide advice on existing materials and components in buildings that can be reused or recycled. Other actions that may be applied: • Provide financial & funding information Showcase of new technologies: • Demos of innovative renovation materials, processes and players.	





- Organize visits of most performing or original renovations.

Stakeholder dialogue hub:

- Updated stakeholder focal point.
- Contact & discussion between technicians, agents and all stakeholders.
- Other actions:
- Mediation between professionals.

Foster neighbourhood cohesion:

- Activities for youth and children, developed in collaboration with schools and local educators
- Multilingual support and mediation services for migrant populations
- A place for social interaction.
- Meeting place for associations.
- Exchange place for residents concerns regarding neighbourhood.
- Time bank: offer and demand to promote citizen support networks.

Raising awareness of the community:

- Thematic workshops on sustainable lifestyles, home energy management, waste reduction, digital inclusion, and family well-being
- Info days and co-designed campaigns on environmental and social topics
- Dissemination of regeneration process to citizens.
- Communication activities, socially engaging events, exhibitions... on environment, sustainable development and decarbonization.
- Workshops for school classes.
- Social networks in local media.

Capacity building:

- Training sessions and hands-on labs for residents, focusing on renovation practices, tenant rights, and financial literacy
- Co-creation workshops using participatory technologies, e.g. MUST.
- Guided social innovation development processes.
- Ecosystem building and networking events, talks, workshops...
- Specific capacity building activities for deploying the LED (local economic development).

Engage the community in city decision-making:

- Participatory mapping of needs and opportunities
- Community-led diagnostics and action planning





- Regular meetings with community groups, residents' committees, and civil society actors
- Direct feedback from citizens and other stakeholders (gather local knowledge) to improve city planning initiatives.
- Participatory urban diagnosis (social, economic, ...).
- People-centric urban design (City acupuncture, Placemaking, Tactical urbanism...).

Customer segments

Stakeholders

Local and Regional Governments, policy makers	For coordination of grants, housing policies, and social initiatives
Civil Society Organisations	As partners in outreach, service delivery, and community-building
Professional associations and property managers	As partners in outreach, service delivery, and community-building
Residents and Tenants	As main users and co-creators of the NRO services, with a focus on hard-to-reach and underrepresented groups

Key Resources

Technologies and Tools

Tangible Table to display MUST and IES ICL tool (digital twin); NBenefit\$.
Educational kits and translated materials for diverse audiences
Mobile outreach equipment for pop-up events

Responsibilities and duties of the person(s) in charge

NRO Coordinator: Oversees operations, logistics, and institutional relations

Community Facilitator: Leads engagement activities and participatory processes

Technical Expert(s): Provides advice on energy, housing, and renovation

Communication Lead: Manages local campaigns, materials, and public events

Characteristics of the NRO premises

Prototype and Relocation Strategy



In its initial phase, the NRO will function as a pop-up across different neighbourhood sites, including:

- Oratorio Murialdo Via Padre Leonardo Murialdo, 9
- Istituto Comprensivo Narcisi Via dei Narcisi, 2
- Lorenteggio Public Library Via Odazio 9

From summer 2026, the NRO will move to a permanent ground-floor location in one of the newly constructed buildings in the area, designed as part of the local urban regeneration project. This transition will be informed by feedback collected during the pop-up phase.

Initially mobile, the NRO will operate across key community hubs within Giambellino-Lorenteggio to ensure geographic and social proximity. The chosen venues represent a mix of civic, religious, and cultural spaces frequented by different segments of the population.

The future **permanent space** will be:

Located at the ground floor of a new residential building (from mid-2026)
 Designed for accessibility, modularity, and co-creation
 Equipped to host both individual consultations and group activities.



Cost Structure / Revenue Stream

Phase 1: Pop-up NRO (2025 – mid 2026)

Temporary activation across existing community spaces (e.g., Oratorio Murialdo, CAM Via della Lega Lombarda, LorenteggioLibrary).

Phase 2: Permanent NRO (from mid-2026)



Relocation into a purpose-designed ground floor space within the new residential buildings of the Via dei Giaggioli urban renewal project.

Category Details Estimated annual cost (€)

1. Personnel. Coordinator Management, Community Facilitator, External technical experts. Total personnel €64.000 - €80.000
2. Space and rent. Pop-up locations Symbolic rent / cleaning. Permanent space (from 2026) Ground floor room in new building (hypothetically on loan). Total space €3.000 - €11.000
3. Activities and materials. Workshops and meetings Printed materials, Event catering, IT equipment. Mobility / logistics Material. Total activities €11.000 - €15.000
4. Communication. Promotional material, Online presence, Local publicity. Total communication €4.500 - €7.500.

Revenues after REGEN project duration: Other grants still to be found.





4.3.5 Dublin NRO

DUBLIN NEIGHBOURHOOD REGENERATION OFFICE	
Domains of REGEN addressed	Built Environment, Energy Systems, Circular Economy, AFOLU.
Scope of application (Scale)	Energy, building renovation and sustainability related services, training and capacity building activities for Ringsend community.
Description and objective	
The Dublin NRO will engage and empower citizens by providing energy and renovation related expertise through educational information sessions and drop-in energy clinics and workshops. The main goal of the NRO is to assist citizens and local communities in their energy transition journey by providing them information, best practice cases and specific training.	
Key Activities	
The Dublin NRO will develop the following activities: Technical advice for refurbishment: • Sustainability advice (energy, energy bills, residues, mobility, etc.). • Provide financial & funding information (renovation grants, etc). Other actions that may be developed: • Provide advice on existing materials and components in buildings that can be reused or recycled. Showcase of new technologies: • Organize visits of most performing or original renovations. Show local energy refurbishment success cases (like Arden). Other actions that may be developed: • Demos of innovative renovation materials, processes and players. Stakeholder dialogue hub: • Updated stakeholder focal point. • Contact & discussion between technicians, agents and all stakeholders. Other actions: Foster neighbourhood cohesion: • A place for social interaction. • Exchange place for residents concerns regarding neighbourhood.	





Raising awareness of the community:

- Dissemination of regeneration process to citizens.
- Communication activities, socially engaging events, exhibitions... on environment, sustainable development and decarbonization.
- Workshops for school classes.
- Social networks in local media.

Capacity building:

- Co-creation workshops using participatory technologies, e.g. MUST.
- Guided social innovation development processes (Living Labs).
- Ecosystem building and networking events, talks, workshops...

Other actions that may be developed:

- Specific capacity building activities for deploying the LED (local economic development).

Engage the community in city decision-making:

- Direct feedback from citizens and other stakeholders (gather local knowledge) to improve city planning initiatives.
- Participatory urban diagnosis (social, economic, ...).

Other actions that may be developed:

- People-centric urban design (City acupuncture, Placemaking, Tactical urbanism...).

Customer segments

Stakeholders

• Local and Regional Governments, policy makers	Providing information and adequate guidance regarding grant requirements and processes, referring to community feedback in relation to future development in the area
• Professional associations and property managers	Engaged throughout the process to gain a better understanding of their needs and the services they could offer to the community
• General public, residents	Engaged through an awareness campaign and workshops to identify the support needed by citizens to partake in the energy transition

Key Resources

Technologies and Tools

Tangible Table to display ICL



Tangible Table to display MUST;

Responsibilities and duties of the person(s) in charge

NRO Expert Staff - will be available for energy pop-up clinics will possess a variety of expertise ranging from home energy upgrades and grant application processes to energy bills and home energy management.

All staff attending the NRO shall have good engagement and communication skills

NRO coordinator - in charge of booking system and venue organisation

NRO communications - in charge of website and promotional material for events / workshops

Workshop facilitator - responsible for design of workshop, stakeholder coordination and facilitation

Characteristics of the NRO premises

It was initially agreed to host the NRO in a publicly owned building belonging to the Council. However, due to uncertainty about the long-term availability of the building for use under the REGEN project, and the difficulty in ensuring that the necessary insurance is in place to cover citizens using the facility, the location has been reconsidered. After several discussions with the local community and various community leaders, it has been decided that the best solution, given the diverse and branched characteristics of the Dublin Demosite, is to bring the office directly to the community by delivering the services within local community buildings.

Therefore, in order to ensure the effectiveness of the NRO's initial outreach, the Dublin NRO will act as a pop-up location utilising different community buildings such as the Ringsend & Irishtown Community Centre, Ringsend College (secondary school), Clann na nGael GAA Club (sports club), Fair Play Café (café event space and location of RISEC) and the Ringsend library.

During this transient "pop-up" NRO period, citizens will have the opportunity to share which location they felt was the most appropriate for the location of the NRO. This will allow the NRO to partake in real-life testing of NRO locations and to establish in the most suitable permanent location at a later date (or to remain adaptable in its pop-up functionality).



Cost Structure / Revenue Stream

Costs:

POP-UP OFFICE (1 morning/week - 5hours/week)	POP-UP EVENING WORKSHOPS (1 event/week approx.)	PERMANENT OFFICE (to be defined)
Staff attending the office (5h/week)	Renting premises (in different community buildings) / energy "van"	Staff attending the office (5h/week)
Renting of the premises (venue cost for rental)	Catering for workshops	Rent
Printed materials, flyers	Experts occasionally	Printed materials, flyers
Equipment (laptop)	Printed materials, flyers	Equipment (laptop)
Booking or scheduling platforms / website		Booking or scheduling platforms / website (maintenance / management)

Revenues during REGEN project duration: REGEN Grant

Revenues after REGEN project duration: Other grants still to be found



5 Conclusions

The exploration of current One-Stop Shops (OSS) across Europe reveals a clear trend: while they perform well as facilitators of energy rehabilitation, they are predominantly technically focused and lack meaningful integration of the social dimension of urban regeneration. These OSS are often conceived as streamlined technical support mechanisms—excellent at guiding residents through the complexities of energy retrofitting, financing options, and contractor coordination—but they tend to fall short in addressing broader community needs, social dynamics, and inclusive participation.

This shortfall signals a gap that the REGEN model seeks to fill. By proposing a hybrid approach, REGEN introduces a new generation of Neighbourhood Regeneration Offices (NROs) that blend the functional efficiency of OSS with the community-oriented character of Third Places. The NROs aim not only to provide technical support but also to create welcoming, participatory spaces for residents—a shift from mere service provision to social empowerment and local capacity-building.

Nevertheless, this hybridization is not without its complexities. One key challenge is the uncertain economic sustainability of such integrated models. Traditional OSS models rely on project-based funding or limited public budgets, while Third Places often function through grassroots efforts or fragmented income streams. REGEN's model, which combines both, requires new financial tools, partnerships, and policy support to ensure long-term viability. As examined through European precedents, success often depends on a mix of public-private partnerships, dedicated funds, and embedded governance mechanisms at the municipal or regional level.

Additionally, the implementation of NROs has highlighted another critical reality: no single model can be universally applied. As seen in section 3.1, while OSS across cities may share core principles, their design and functionality are always shaped by local conditions, stakeholder priorities, and socio-economic context. What works in a dense urban neighbourhood might not work in a rural or peri-urban area. Thus, place-based flexibility remains essential.

Within the REGEN project, each demo site has defined its own NRO model, adapted to its community, architecture, and governance landscape. However, these models must be seen as provisional, evolving frameworks. While their structure and main components have been co-developed





through a participatory, research-led process, they require ongoing testing, iteration, and validation through real-world application.

As the NROs evolve and are implemented, it will be crucial to ensure that their impact and effectiveness are continuously assessed. Developing a framework for evaluation will help to identify areas of success and improvement, providing valuable insights for future iterations and scaling up of the model. Such a framework could associate specific performance indicators with the actions already outlined, enabling a more comprehensive understanding of the NROs' performance and impact over time. By incorporating ongoing evaluation and adaptation, the REGEN NROs deployment can continue to improve, ensuring that the investment of time and resources yields meaningful outcomes for all stakeholders involved.

The ambition of REGEN is to move beyond fragmented interventions and toward a holistic urban regeneration paradigm—one that bridges energy efficiency and social inclusion, technical support and community co-creation. In this sense, REGEN's NROs are not simply upgraded OSS; they are hybrid infrastructures of care and collaboration. They position residents not only as users of services but as co-agents of transformation, invited to participate in reshaping their neighbourhoods.

In conclusion, the REGEN approach opens new pathways for inclusive, adaptable, and sustainable regeneration. But it also reveals that the future of OSS—if it is to truly serve Europe's diverse urban populations—must be flexible, embedded, and socially grounded. Moving forward, further experimentation, robust financing mechanisms, and supportive policy frameworks will be crucial to consolidate the lessons learned and scale up the model beyond the pilot phase.





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