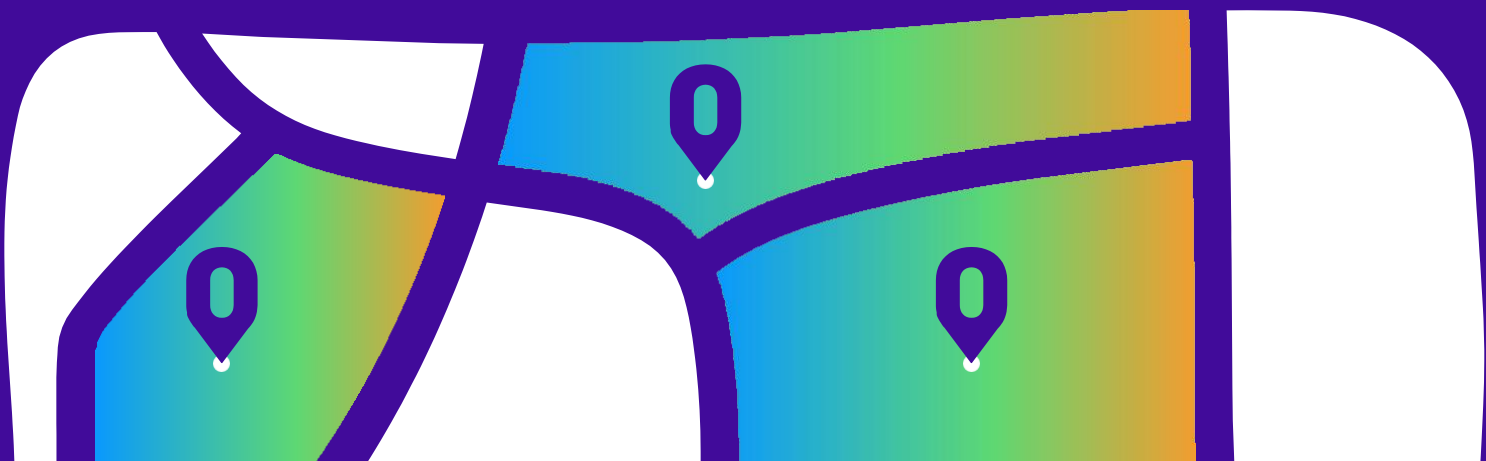




# Replication Roadmap

WP4 Replication: from peer learning to implementation

30 September 2025



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## About the drOp project

Digitally enabled social district renovation processes for age-friendly environments driving social innovation and local economic development, or drOp, is a Horizon Europe project. As the name shows, the core ambition of the project was the development of an integrated renovation methodology aiming to transform social housing districts into inclusive smart neighbourhoods. It mainly aims to promote social innovation and boost the local economy and with that purpose drOp adopted a human-centred approach, integrated innovative technologies and explored the growth creation potential of cultural and creative industries.

The end purpose was to create an integrated renovation methodology (IRM), which was modelled through a case study in the Santa Ana neighbourhood in Ermua, Spain. Two peer cities contributed to these efforts: Matera (Italy) with its expertise of a former European Capital of Culture (2019), and Elva (Estonia), as a digitally advanced city. The process of co-creation, meaning the active involvement of the neighbourhood's citizens, was an important element in the development of the IRM.

## Executive summary

Replication is a term often used in EU-funded projects: something is planned, something is done and then, that 'something' is replicated by somebody. This means more than just copying: it is about adjusting, adapting - reapplying an already tested approach while avoiding the mistakes and pitfalls from the first time.

This is the aim of this Replication Roadmap as well<sup>1</sup>: to help the reader replicate what was done in the drOp project while also learning what *not to do*. In this Roadmap, we have gathered everything we have done with and within cities in the drOp project from 2022 to 2025 - all the methodologies we developed and applied, and insights gained from the use cases of our partner cities, who have already been on this journey.

Everywhere in the Roadmap you will also find our little "drops", befittingly called, which are our lessons learnt, our little tips and tricks. They will offer guidance, inspiration, and tell you where to tread carefully.

We invite you to immerse yourself in drOp project learnings, become inspired and bring change to your cities as well!

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<sup>1</sup> For dissemination purposes, a professionally designed version of the Roadmap will be created by IBS. The designed version will include more photographs, designed figures and tables, and hyperlinks to CORDIS once all public deliverables have been published. See more under the *Future updates* chapter.

The simple, friendly language of this deliverable is a reflection of this effort: to ensure that the Roadmap reaches EU municipalities and other stakeholders and serves as a helpful, easy-to-read guide in navigating the multi-faceted outcomes of the drOp project.

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# 1. Introduction

## 1.1 About the drOp project

drOp - short for *Digitally enabled social district renovation processes for age-friendly environments driving social innovation and local economic development* - is a Horizon Europe initiative with a clear ambition: to develop a holistic renovation approach that turns ageing social housing districts into inclusive, smart neighbourhoods. The aim is to spark social innovation and stimulate local economies by putting people at the heart of the process - after all, it is first and foremost not about the houses, but the people living in them, their neighbourhood, and their communities. Embracing digital solutions and tapping into the creative power of culture are also key drivers for urban transformation.

At the centre of this journey lies the creation of what we call the Integrated Renovation Methodology (IRM). The methodology was tested in a pilot in the Santa Ana neighbourhood of Ermua, Spain, and we can proudly announce that the test was a success. Supporting and learning from this transformation were two peer cities: Matera, Italy (bringing the experience of a European Capital of Culture) and Elva, Estonia (contributing digital know-how and forward-thinking practices).

## 1.2 Why social housing?



Picture 1. An unrenovated apartment building and poor infrastructure in Nooruse neighbourhood, Elva

Social housing is found in virtually every European city. Although there is no official definition of what constitutes social housing, there is one shared thread running through most European definitions: social housing means keeping rent affordable and ensuring homes are allocated to people based on their social or financial situation.

Social housing comes with its fair share of challenges, too. Across Europe, these tend to be the most notable ones:

- meeting the rising demand for affordable homes
- supporting increasingly diverse communities with different needs
- encouraging social mix and involving residents
- making homes more energy-efficient and environmentally friendly, especially in light of recent renewable energy regulations and standards

Oftentimes, social housing buildings in Europe tend to be multi-family building blocks (with a few exceptions, such as Ireland and Denmark) and as nearly three-quarters are very energy-inefficient, there is a need to renovate to not only improve the building stock's

### Did you know?

35% of EU's buildings are over 50 years old and almost 75% of the building stock is energy-inefficient (European Commission, 2021).

energy performance but to also ensure a healthier living environment for the residents. If you want to read more about the social housing situation in the EU or in the drOp project cities, visit the drOp project website and browse the report “[Analysis of social housing contexts and replication potential](#)”.

However, as social houses come in all shapes and sizes, there can be no cookie-cutter approach. Social housing renovation requires a specialized approach that integrates proper coordination, communication, and management, and prioritizes the needs of the vulnerable groups addressing them.

**Did you know?**  
Between the drOp project countries, Italy has the highest share of social housing (3-4%) and Estonia the lowest (1%).

For this, the Integrated Renovation Methodology (IRM) was developed and tested in the drOp project. The IRM works on three levels - strategic, design, intervention - and includes everything a local government might need to either launch renovations in their social housing districts, or to simply engage its citizens in planning a better future for their neighbourhood. The key is a structured, well thought out approach and this is exactly what the drOp project can offer.

## 1.3 Let's get started

“Replication is not a one-time thing, but the sum of many small steps that together become a meaningful journey.” - Andra Asser, the Institute of Baltic Studies (project partner in Estonia)

Depending on what you want to learn or achieve, you can jump to any chapter or read the whole Replication Roadmap from start to finish. The methodology's different parts can be applied independently as well - you can customize your approach so that it fits your local context and needs.

So, let's get started: you can skip to the next chapter immediately and start reading from the start, or you can use our navigation guide to quickly find what you are looking for:

Even though the IRM is a linear process, it does not mean your journey needs to be!

I want to...	
...renovate the buildings in my neighbourhood	<ul style="list-style-type: none"> <li>Follow the steps of the <b>IRM</b> to better understand how to build this process from start to finish</li> <li>Find out how the city of Ermua made it happen in their Santa Ana neighbourhood by reading the <b>Ermua case study</b></li> </ul>
...engage the community	<ul style="list-style-type: none"> <li>Start by dreaming and planning together with your community - <b>strategic planning with the residents</b></li> <li>Learn about the <b>co-governance model</b> to establish a structured method for citizen engagement in your city</li> <li>Read how the city of Elva did it in their Nooruse neighbourhood from the <b>Elva case study</b></li> </ul>



...understand my neighbourhood	<ul style="list-style-type: none"> <li>Start by doing a <b>baseline analysis</b></li> <li>Learn about drivers for <b>local economic development (LED)</b></li> </ul>
...create a strategy plan for my neighbourhood	<ul style="list-style-type: none"> <li>Move through the <b>strategic level</b> of IRM, which includes a baseline analysis and a strategic and action plan</li> </ul>
...create an action plan for my neighbourhood	<ul style="list-style-type: none"> <li>If you already have a strategy in place, go to the <b>design level</b> of IRM, which helps you prioritize the planned actions and develop them further with the help of local citizens</li> </ul>
...rejuvenate my neighbourhood	<ul style="list-style-type: none"> <li>To understand the needs of your neighbourhood, start with the <b>baseline analysis</b></li> <li>Learn about drivers for <b>local economic development (LED)</b></li> <li>Review the list of <b>financial mechanisms</b> to find funding sources in the report on capacity building</li> </ul>
...learn from others	<ul style="list-style-type: none"> <li>Explore the peer <b>city case studies: Ermua, Elva and Matera</b></li> <li>Learn how <b>learning from peers</b> can benefit you too</li> </ul>



Picture 2. Scenario generation workshop in Ermua, Spain



## 2. Integrated Renovation Methodology (IRM)

The underlying and defining methodology of the drOp project is the Integrated Renovation Methodology. Created for social housing neighbourhoods, but not only limited to them, it **aims to transform these districts into inclusive smart neighbourhoods**. The methodology has a wide range of potential users from public sector representatives to grassroots organizations. It also considers the economic potential of the neighbourhood and seeks to develop it (read more in the LED chapter page) and aims to involve residents and other stakeholders in every step of the way (read about the co-governance model on page). All in all, it is a three-level process:

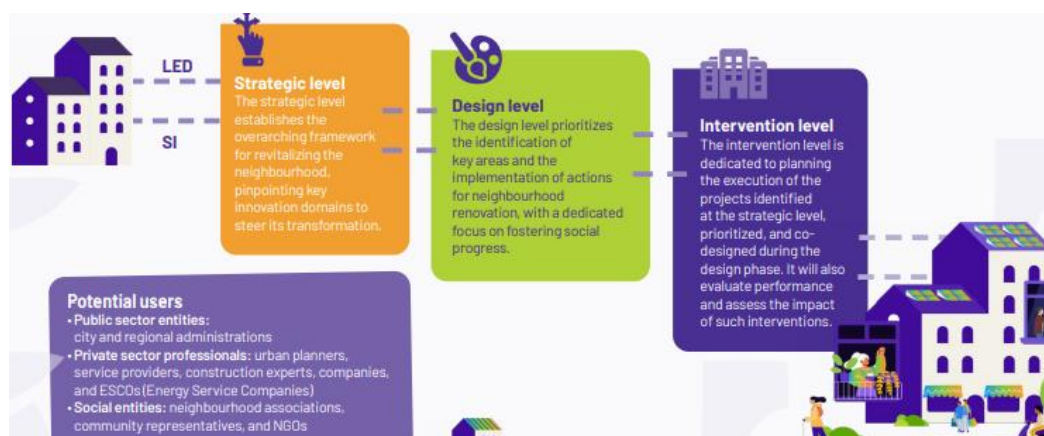


Figure 1. The three levels of IRM and its potential users

Each level is divided into three sub-levels with concrete actions to achieve the goals of each level (i.e. develop a strategic action plan, co-design the actions needed to fulfil it and then bring these actions to life in your neighbourhood):

		Strategic level		Design level			Intervention level		
	Context analysis	Strategic plan	Action plan	Prioritization	Exploration	Ideation	Intervention plan	Intervention	Assessment
Description	Diagnosis of the neighborhood through characterization and stakeholder identification.	Development of a strategic plan by creating a shared vision for the neighborhood.	Identification of projects and possible solutions.	Prioritizing key projects for co-creation.	Exploration of existing solutions and project needs.	Co-definition of projects.	Development of the proposals and their intervention plan.	Implementation and testing of the proposals.	Assessment of the impact and communication of results.
Tasks for LED	Formulating context-specific LED drivers through analyzing key economic variables at municipal and regional levels, the industrial landscape, and growth trends.	Establishing an environment for innovation and providing tailored economic recommendations to help the municipality define a Strategic Plan with vision, goals, and actions for LED.	The LED model will outline prioritized economic areas from the previous phase, translated into programs that include potential projects for product or service development.	Prioritizing new business models that engage residents in renovation projects.	Establishing a baseline assessment of those business models that personalize the social housing district through digitalization and social innovation.	Identifying new services or product opportunities to support sustainable municipal economic development.	The Intervention Plan will include capacity-building as part of the enabling context for intervention.	Leverage potential synergies among sectors (digital, ICC, energy, and built environment) during interventions.	All data and performance results collected and analyzed to assess the impact of intervention projects according to LED performance indicators.
Tasks for co-governance	Understanding the community's desires, needs, and motivations, and presenting the project.	Community activation.	Co-defining the components of the co-governance structure.	Testing the decision-making and operational structure of the co-governance model.	Testing the decision-making and operational structure of the co-governance model.	Testing the decision-making and operational structure of the co-governance model.	Test of the decision and operative structure of the co-governance model.	Test of the decision and operative structure of the co-governance model.	Evaluation of the co-governance model.

Figure 2. The IRM levels

All the abovementioned levels and sub-levels come with their own sets of guidelines and steps. You can get an overview of most of them in the following methodology chapters or if you are looking for more detailed information, go straight to the source: “[Integrated methodology for social housing neighbourhood’s renovation: concept](#)”. This report will provide you with a **step-by-step guide through all the different IRM levels** - telling you exactly what to do and why it is useful. An important update to this deliverable is the report “[Integrated methodology for social housing neighbourhoods’ renovation](#)”, which not only includes the methodology presented in the original report, but also gathers all the learnings from the project cities and offers poignant advice on how to modify or adjust the methodology to your local context.

If you prefer real life examples instead, you can read the Ermua city use case later in the Roadmap to learn how the entire IRM was put into action in the real world (the updated IRM methodology report reflects this in detail too!) or choose Elva or Matera instead to learn how the strategic level was completed.

Although “assessment” is the final step of IRM, it is important to start planning for it already from the start. The report “[KPIs definition and evaluation model](#)” provides a solid basis to this: learn how to set up the evaluation methodology, which data to collect and analyse, and how to bring it all together in the end so that these learnings can benefit both you and your neighbourhood. For example, you can set yourself **KPIs for social innovation** (e.g. new products/services in the neighbourhood or the number of new ideas/projects/programs), **participation** (e.g. number of locals involved in your activities or number of surveys conducted), **local economic development** (e.g. new economic municipal incentives in the city), or **digitalisation** (e.g. number of ICT services developed, or open data sets produced).

**When evaluating, dream big but plan small!**

Set big goals but break them down into smaller parts. Carefully consider which indicators are most suitable for your context and neighbourhood.

### 3. Co-governance model: A blueprint for participatory urban development

The co-governance model of the drOp project takes a different approach to urban governance by shifting the attention away from traditional government-led processes to co-governance instead, which includes open collaboration and shared decision-making. The emphasis is on including everybody: local governments, community members, cultural organizations, and NGOs. It is an empowering process that helps the locals participate in governance and as a result, feel collective responsibility for their city and neighbourhood.

To set up a **co-governance structure** in your city, there are three key steps:

1. **Diagnose:** conduct a detailed analysis of the social, economic, cultural, and environmental context of your city or neighbourhood to identify local needs, barriers, and opportunities. Alternatively, if you have already done the baseline analysis as the first step of IRM, you have all the information you need.
2. **Set up Local Task Forces (LTFs):** these multistakeholder teams comprising of citizens, policymakers, NGOs, and Cultural and Creative Industries (CCIs) that co-create, implement, and monitor projects, all the while ensuring that what is planned or implemented meets the community's real needs.
3. **Ensure funding:** while motivation can carry you most of the way, most actions still need funding. Consider setting up grants and partnerships systems to support community-led initiatives. These can be both technical and financial resources - think about what is needed to fuel participation and innovation in your city.



*Picture 3. Elva Local Task Force working on the neighbourhood strategic plan*

The **LTF** is central to having an organized way of engaging citizens. It should be a diverse representation across age, gender, and socio-economic backgrounds and the participants should be given enough information and the necessary tools for informed discussions and decisions. The intricacies of how to set up an LTF and how to work together within this model can be found in the report “[Nurturing the renovation project with a bottom-up human-centred approach](#)”.

“This structure helped us to define which is the role of each citizen in each project.” - Itsaso Gonzalez, Mondragon (project partner in Ermua)

Co-governance is a **flexible model** and can be set up in a way that best benefits your district or city. If you want more structure in your LTFs or aim for a more permanent co-governance set-up - especially relevant for bigger cities that have more complex governance procedures or more stakeholders to engage - consider setting up a coordination structure

and commissions to oversee decision-making. You can learn more about these in the report “[The co-governance methodology for the drOp project](#)”. Keep in mind that you can tailor even a very structured approach to fit your needs, e.g. giving different names to these commissions or using the engagement techniques you are familiar with during meetings. For example, in Elva, which is a very small city, the LTF was set up only on one level: everyone participating discussed and made decisions about every topic. On the other hand, in Ermua, which saw larger participation numbers, the work was divided between different working groups.

If you would rather have a more relaxed approach to co-governance but would still like to ensure the **sustainability of the model**, you could consider various collaboration agreements (e.g. between the municipality and community), different funding schemes, or even shared management of public spaces (e.g. parks and other community facilities).

In summary, there are a few **keys to success** to keep in mind with the co-governance approach:

- **Strong municipal leadership** - local governments must be the facilitators and supporters both politically and institutionally. Even though initiatives can ultimately be either citizens or administration-led; at first, it may be important for the municipality to act as lead.
- **Civic trust and engagement** - building trust among all stakeholders is critical to enable genuine and constructive collaboration. If trust has been lost in the past, this is the opportunity to rebuild!
- **Cultural and creative industries (CCIs) as drivers** - CCIs can be a powerful force of creativity and a spark for local innovation, particularly in underrepresented or vulnerable communities. Engaging them in your work can be not only a source of inspiration but a way to reach more stakeholders!
- **Legal and financial tools** - as mentioned before, establishing clear institutional frameworks (such as collaboration agreements) and providing sustainable funding mechanisms (like granting schemes) ensure that participatory processes can be maintained long-term. After all, passion can only take you so far without funding.

“We realised that if we want to see physical change, we can’t wait around forever for bottom-up initiatives. We understood that we [the municipality] have to contribute as well.” - Jaanika Saar, Elva local government





*Picture 4. Tactical urbanism action in Ermua, Spain: Gardening session with a local school*

## 4. Local economic development (LED): harnessing the local economic potential

In the drOp project, the LED model is used as a practical way to connect renovation work with local economic growth. The idea is to make sure that upgrading buildings does not just improve the quality of the housing but also brings new life to the local economy. That means creating opportunities for small businesses, encouraging innovation, and generating long-term value in social housing areas. **By combining goals like economic competitiveness, social impact, and sustainability, the LED model turns renovation into an opportunity for broader urban regeneration.** This is an important change of paradigm, as economic potential is not usually considered in urban planning or rejuvenation, even though the two are interconnected. This makes having a structured methodology for it all the more important.

“To integrate the economic perspective in urban planning is very difficult.” - Amaia Sopelana, Tecnalia (project partner in Ermua)



Picture 5. Energy Community association meeting in Ermua, Spain

The LED model gives cities a clear structure to better understand their local economy, identify where change is needed, and take action that supports long-term, inclusive growth. It helps municipalities focus their efforts in a few key areas:

- **Workforce development and future skills:** This includes identifying growing sectors, updating training programs, and supporting reskilling (especially in areas like digital tech, green jobs, and the circular economy) to help people keep up with a changing job market.



**Lesson learnt**

LED analysis may work best on a city-wide scale or for larger districts where there is more economic activity

- **Inclusive economic opportunities:** The model encourages cities to create economic opportunities for everyone, especially for underrepresented groups such as youth or seniors.

- **Local business growth and innovation:** From supporting small businesses to attracting investment and encouraging entrepreneurship, LED helps breathe

new life into neighbourhoods that need it most.

- **Smarter planning and collaboration:** By using economic data in urban planning and strengthening ties between public and private sectors, cities can make better decisions and drive sustainable development that lasts.

As seen in the IRM chapter, LED is an ongoing activity throughout the IRM process: it is a significant part of the context analysis and helps prioritize actions from the point of view of economic growth. In short, it consists of several steps:

Doing a thorough baseline analysis may seem daunting at first, but according to the drOp project cities, it pays off. Elva municipality even wishes they could do one in every district of the city!

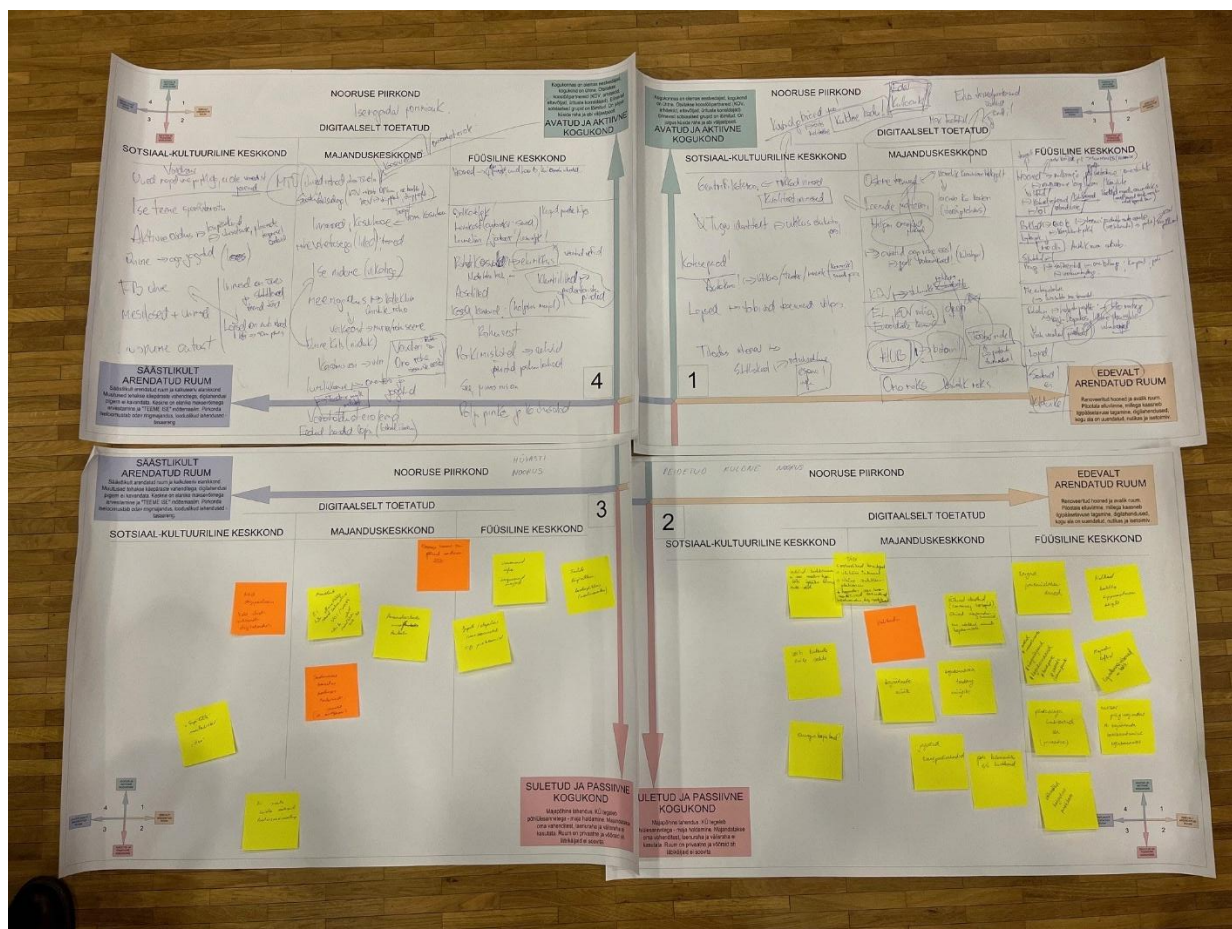
- I. **Situation analysis** - as part of the baseline or context analysis, you should also assess your city's or neighbourhood's economic and social landscape. This includes gathering data on employment trends, mapping local businesses, analysing the innovation potential, and so on. Use all the data you have and can get, and if possible, visit the place yourself as well! Chatting with local business owners and observation can be very insightful.

"You shouldn't go to an environment if you aren't familiar with it. /.../ There are people behind the numbers." - Sirli Pippa, Elva municipality

- II. **The main internal and external factors affecting LED** - this means understanding your city's or neighbourhood's unique strengths, challenges, and economic opportunities that may influence its economic potential. In addition to existing data, this may also mean using other data sources such as national and EU policy frameworks, or peer city case studies.
- III. **Key economic drivers** - now that there is a better understanding of the current economic conditions of your district, it is important to understand the passive and active economic drivers that shape the district's future. Active drivers may be trends like the rise of digital industries or green businesses; and passive drivers the ongoing changes in the neighbourhood such as demographic shifts or changing job market. While data analysis and desktop research are still important in this phase, it may be necessary to involve experts as well, e.g. technical or from the city council, to better understand these societal and economic trends and shifts, and how they impact your city or district.
- IV. **Future scenario analysis** - a foresight analysis, or future scenario analysis, is a very useful tool for illustrating the potential futures of your neighbourhood. The process involves creating four distinct future scenarios, each representing different economic

trajectories shaped by the most influential but uncertain external drivers. These scenarios are then reviewed and discussed with stakeholders, leading to the selection of a “master scenario” that best reflects the neighbourhood’s economic vision and ambitions. Finally, the selected scenario is translated into a strategic plan, setting out clear goals, policies, and initiatives to foster sustainable and inclusive local economic growth. As such, this step involves not only preparatory work in the form of a SWOT analysis and scenario building, but also stakeholder and expert consultations and workshops.

- V. **Vision creation** - to really get the locals involved, a strategic plan needs a vision. This vision should reflect your community’s aspirations and priorities, and long-term development aims. Usually, this is done during a vision workshop organised together with local stakeholders.
- VI. **Develop LED goals** - last but not least, it is important to define clear, actionable goals to drive LED. To help prioritise actions to reach these goals, the project has developed the LED Assessment Grid, which can be found in the report “[Conceptual definition of the local economic development strategic plan for a smart neighbourhood](#)”. This report also includes more detail on the abovementioned six steps and a description of the process’s outcomes in Ermua.



Picture 6. Future scenario analysis for Nooruse neighbourhood in Elva

As the IRM moves through the following design and intervention phases, LED remains an

important consideration. The report “[Recommendations for identifying integrated renovation approaches and new business models](#)” takes a deep dive into the **business models** side of things. Through a structured process - covering theory, ideation, evaluation, and implementation - it offers practical tools, ranking system, and real-world case studies to guide decision-making.

“Economic development is a cross-cutting aspect in many of the municipality’s actions. It forces you to analyse what is going on in the municipality, what do other departments do?”  
- Marta Leuke Uriarte, Ermua municipality

Additionally, as economic development is not always an easy topic to tackle, nor is economic activity easy to stimulate in a neighbourhood where there was previously very little of it, “[A capacity-building set for digitally-enabled district renovation processes](#)” offers municipalities, local stakeholders, and community members practical tools, methodologies, and training modules to improve their ability to implement urban regeneration projects effectively. While this **capacity building set** is tailored to the Santa Ana neighbourhood of Ermua, it provides a useful example of identifying the capacity gaps in your own city or neighbourhood, and how to provide targeted learning to address them. Readers will find a comprehensive roadmap for integrating skills development, digital tools, and stakeholder engagement into district renovation. If you prefer to listen instead of reading, the project has also held a [webinar on the topic](#).



Picture 7. Participants of the Energy Efficient Construction course in Ermua, Spain; part of local capacity building



## 5. Ermua case study: the Santa Ana neighbourhood



### Ermua, Spain

population: 15,900  
oceanic climate

LEVEL OF DIGITALIZATION: Low

SOCIAL COHESION: Low

MAIN CHALLENGES: accessibility issues, refurbishment of buildings, rejuvenating neighborhood, community building

Ermua is a municipality in the province of Biscay, within Spain's Basque Country. Situated in the Durangaldea comarca, it lies in a narrow valley along the Ego River. This beautiful, charming town is surrounded by steep mountains, contributing to its **limited building space and high population density**.

Ermua experienced significant growth from the 1960s to 1980s, primarily due to industrial development. This period saw the construction of many residential buildings to accommodate the influx of workers. The town's terrain has posed challenges for urban expansion, leading to a compact urban layout.

The municipality includes several neighbourhoods, of which Santa Ana was chosen as the project's focus. These neighbourhoods are closely integrated with the town centre, forming a cohesive urban area.

In the drOp project, Ermua focused on the **Santa Ana neighbourhood** - a densely built neighbourhood that hosts a mix of residents. As a result of the baseline analysis, several problems were identified in the district:

- **Accessibility:** problems with access to services and public infrastructure, in addition to lack of accessibility at building level (few elevators and ramps).
- **Building stock:** buildings need refurbishment and for that, guidance and technical assessments are required; additionally, there is a high vacancy rate among dwellings.
- **Lack of economic activity:** virtually no local economic activity and weak presence of cultural and creative industries in the district.
- **Social cohesion:** the neighbourhood hosts a mix of people (older residents, new immigrants, temporary inhabitants) who do not share the same neighbourhood identity.

"This neighbourhood used to be lively and full of energy, with a strong sense of community among its migrant residents. Now, it's impersonal, hard to get around, and only attractive to those on a super tight budget." - Silvia Urrea Uriarte, Tecnalia (project partner in Ermua)

The upsides of the neighbourhood include its closeness to the city centre, which hosts most of the important services; plenty of public space and potential in the areas of high industry and building energy communities (solar energy potential is still very much underused).

To address the abovementioned issues, Ermua Municipality aimed to jumpstart the rejuvenation of the neighbourhood together with the residents. They wanted to build a community, hear the residents' concerns and wishes, and set up a sustainable structure and approach to citizen engagement in the area to plan for the necessary interventions.

**As a pilot city in the drOp project**, Ermua piloted the IRM methodology in all its steps, resulting in a comprehensive strategy and concrete actions that were brought to life in the neighbourhood.

Level	Stage	LED activity	Co-governance activity	Outcome
Strategic level	1. Context analysis	Multidimensional Diagnosis: A comprehensive evaluation of the Santa Ana, analysing social, cultural, economic, and energy aspects, starting from the municipal level and narrowing down to identify local strengths, opportunities, and priority areas for intervention.	Stakeholder mapping to identify all local stakeholders	Multidimensional diagnosis of Santa Ana neighbourhood, identifying key characteristics, opportunities, and challenges across social, cultural, economic, and energy dimensions
		A SWOT analysis based on the neighbourhood diagnosis, identifying key strengths, weaknesses, opportunities, and threats across various dimensions.	Stakeholders were organized into working groups review and validate the findings of the diagnosis and to contribute to the next phase, laying the groundwork for scenario generation and the co-creation of a shared neighbourhood vision.	Engagement and validation with local stakeholders, including residents, organizations, and municipal actors, to ensure relevance and prepare for strategic planning
	<b>Outcome:</b> A thorough understanding of the Santa Ana neighbourhood, its potential and needs			
	2. Strategic plan	Strategic Objectives Formulation: Specific goals were established to guide future actions and support economic revitalization.	Implementation of a Co-Governance Model: A participatory framework was applied, involving citizens, local government, NGOs, and	Definition of Vision 2035: A shared long-term vision for the Santa Ana neighbourhood was co-created, focusing on

*Co-governance helped identify all important local actors*

Level	Stage	LED activity	Co-governance activity	Outcome
			other stakeholders in decision-making.	regeneration and sustainable development.
		Scenario Development: Multiple future scenarios were generated to explore pathways for neighbourhood transformation, including economic growth and innovation.	Activation of the Local Task Force (LTF): A multi-level structure was established (Coordination Structure, Executive Commission, Extended Commission) to support inclusive governance.	The co-governance process helped build consensus and created conditions for long-term innovation and social cohesion.
		Preparation for the Action Plan: The Strategic Plan sets the foundation for the next phase, where concrete projects and initiatives will be defined to stimulate local economic activity.	Community Empowerment Workshops: A series of workshops (5) were held to train residents in active listening, co-creation, and decision-making, fostering civic engagement.	Clear strategic objectives were defined to support sustainable development and prepare for the implementation of an actionable roadmap.
	<b>Outcome:</b> A desired future scenario for the neighbourhood, called <b>Vision 2035</b> .			
	<b>3. Action plan</b>	Identification of Strategic Actions: Specific, achievable actions were defined to support the strategic lines of the plan and contribute to the Vision 2035.	Participatory Co-Creation through IRM: Collaboration of residents and stakeholders using the IRM, ensuring an inclusive, bottom-up process tailored to the local context.	Co-creation of the Action Plan through inclusive workshops, reinforcing citizen ownership and legitimacy of the proposed initiatives.
	<b>Outcome:</b> A community-driven and strategically aligned Action Plan, translating Vision 2035 into a concrete set of initiatives that integrate local priorities, foster economic regeneration, and strengthen participatory governance.			

*The neighbourhood office was the physical focal point of local actions!*

*Vision 2035 of Santa Ana emphasizes accessibility, intergenerational coexistence, and digital innovation*

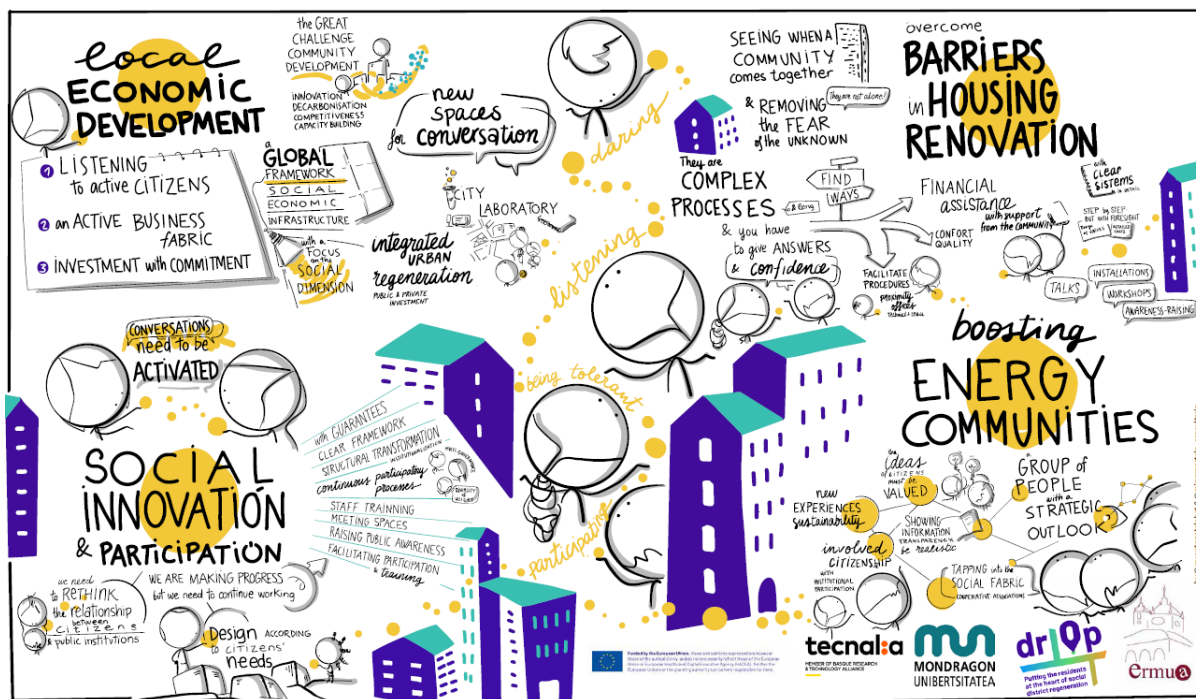


Level	Stage	LED activity	Co-governance activity	Outcome
Design level	1. Prioritisation	Following the initial planning phase, new business models that support resident participation in renovation efforts are prioritized. This helps identify economically viable actions that can stimulate local activity.	After this, a community-wide workshop and voting process allow residents to choose the most relevant and impactful actions for their neighbourhood. Six actions were selected, testing the co-governance model's decision-making and operational structure.	Six community-prioritized actions (hereinafter see <i>D1.3 for a description of the later stages of the IRM process in Santa Ana</i> <sup>2</sup> ).
	2. Exploration	Exploring initiatives and business models from similar contexts to gather ideas and assess their potential for replication in or adaptation to Santa Ana. This helps establish a baseline of innovative economic strategies, especially those that integrate digitalization and social innovation in housing districts.	After prioritizing ideas, residents explore and evaluate similar successful initiatives, providing feedback and reflecting on how to adapt them to their own context. This also serves to test the decision-making and operational structure of the co-governance model.	Identification of replicable successful projects and strategies  <i>Tactical urbanism actions proved very successful in Santa Ana - a low-cost but high-impact intervention!</i>
	3. Ideation	Co-definition of the projects: The six prioritized actions move into implementation. Each action is co-defined with the community, resulting in concrete project proposals that align with the IRM methodology and aim to boost local innovation and sustainability.	Building on previous phases, residents actively co-create each of the six prioritized actions, participating in all stages—from ideation to planning—within the project's co-governance structure. This ensures that every proposal reflects the community's vision and needs.	Six co-defined project proposals.  <i>Santa Ana residents care about their public spaces: half of the prioritised actions aimed to make urban spaces more beautiful and functional!</i>

<sup>2</sup> For further information on the specific prioritized actions, see *D1.3 Projects, Implementation Plan, and Execution in Santa Ana\_v01* once published on the [drOp CORDIS webpage](#).

Level	Stage	LED activity	Co-governance activity	Outcome
	<b>Outcome:</b> Through a structured and participatory process, the Santa Ana community co-selected, evaluated, and co-developed <b>six strategic actions for urban renovation</b> - grounded in replicable models, guided by co-governance, and shaped by local needs - resulting in concrete project proposals ready for implementation.			
Intervention level	1. <b>Intervention plan</b>	After co-defining the project proposals, a concrete action plan for implementation is developed. The goal is to create an enabling environment for sustainable solutions tailored to the local context.	Residents continue to be involved by testing and validating the co-governance structure during the planning process. They also contribute to shaping how the proposed actions will be carried out, ensuring alignment with community priorities.	Concrete intervention plan for each action and development of tailored solutions.
	2. <b>Intervention</b>	Building on the intervention plan, this phase focuses on the actual implementation of the proposed actions. It leverages synergies across sectors—such as digital, energy, CCI, and the built environment—to maximize impact and ensure integrated urban transformation.	Residents continue to be involved through the co-governance model, which is tested during the execution of actions. Their participation helps assess the effectiveness of the plan and ensures that interventions remain aligned with community needs.	Implementation of the proposed actions, cross-sector collaboration and real-world testing of the action plan and co-governance model.
	3. <b>Assessment</b>	All data and performance results collected and analysed to assess the impact of the intervention projects according to the LED performance indicators (e.g. digitalisation, governance).	Evaluation of the co-governance model by analysing the feedback of the residents to the interventions. This phase also allows for continuous adaptation of the projects and extraction of lessons learned for future replication.	Impact assessment using performance indicators, resident feedback and project adaptation, evaluation of co-governance structure (see <a href="#">D1.5 Final performance report</a> for more details on the assessment).
	<b>Outcome:</b> Building on the 6 co-created project proposals, the Intervention Level transforms ideas into action through a structured plan, collaborative implementation, and thorough impact assessment. <b>Residents and local actors co-develop solutions, test them in real conditions, and evaluate their success</b> using performance indicators across key areas, which ensure adaptability, learning, and long-term relevance for future urban renovation efforts.			

*An important lesson learned was that simple language draws crowds, while technical jargon can be confusing.*



Picture 8. A visualization of Ermua strategic actions



Picture 9. Party wall action to beautify the neighbourhood co-creatively



## 6. Elva case study: the Nooruse neighbourhood



### Elva, Estonia

population: 5,700  
humid continental climate

LEVEL OF DIGITALIZATION: High

SOCIAL COHESION: Low

MAIN CHALLENGES: launching renovations, low-quality public space, rejuvenating neighborhood, community building

Elva is a small municipality of ca 14,000 inhabitants in the South-Western part of Estonia; in Elva city, which is the centre and largest town of the area, the population is 5700. The picturesque city is in an area rich in lakes, characterized by higher hills with sandy soil and tall pine trees. The city itself is mostly a mixture of small industrial and residential areas and housing groups. The municipality of Elva is significantly influenced by the proximity of the city of Tartu - the second biggest city in Estonia - as a centre of the county and the whole of Southern Estonia. Tartu is a development engine, where a significant part of the region's jobs and services are located. Tartu is also a university city and offers diverse educational opportunities for residents of the Elva region as well. Inversely, Elva is a popular vacation destination due to its beautiful pine forests and many lakes.

In the drOp project, Elva focused on the **Nooruse neighbourhood** (in English, 'youth' neighbourhood), which is one of the city's five apartment housing districts. Nooruse is a district of 3- and 5-storey apartment buildings that are characterized by low construction quality and poor planning. Out of the six apartment buildings in the neighbourhood, only two were renovated at the start of the project (by 2025, the number has risen to four), but to a fairly low energy class. As a result of the baseline analysis (can be found in the final strategic plan), several problems were identified in the district:

- **Problems with accessibility** - no apartment buildings have elevators or ramps (e.g. for wheelchair users); there are many parking problems in the area as well
- **Proximity of the railway** - the resulting vibration has caused deterioration in some buildings
- **Low social cohesion** - the residents do not communicate much with each other, neither between neighbours or neighbouring houses
- **Monofunctional space** - the green areas between the buildings are rarely used and suffer floods due to heavy rains
- **Most apartment buildings are unrenovated** - this contributes to high living costs and poor indoor climates

- **Low quality public infrastructures** - locals feel that the sidewalks could be in better condition and that there should be more cycling lanes and better street lighting

“People had a passive stance regarding what happens beyond their apartment door.” -  
Jaanika Saar, Elva municipality

The upsides of the neighbourhood include the nearby park forest, which offers means of recreation and relaxation in a natural environment; and the closeness of the downtown area where all major services are located.

To address the abovementioned issues, Elva Municipality aimed to support the local housing associations in launching renovations but also in rejuvenating the district through social engagement and community building. The ultimate goal was to bring people together and get them talking - something they had rarely done before.

**As a peer city in the drOp project**, Elva provided an example of a digitally governed municipality, which features several innovative, digital methods for outreach, and communication and participation such as:

- a modern city website, which is updated, for example, with real-time city budget information other municipal indicators;
- annual participative budgeting;
- smart sensors in public buildings to track energy usage;
- digital tools in planning processes, e.g. ArcGIS.

Elva followed the steps of Ermua city carefully and launched into the IRM process in 2023. The municipality moved through the first, strategic level of IRM:

Level	Stage	LED activity	Co-governance activity	Outcome
Strategic level	1. Context analysis	Diagnosis and baseline analysis of the neighbourhood using various data sources and additional data gathering methods	Monitoring, observing and surveying the neighbourhood <i>Visiting the neighbourhood to “get a feel for it” is very important, according to Elva municipality.</i>	Thorough baseline analysis of the city and the neighbourhood, their various characteristics, potential opportunities, and main challenges
		Understanding the profiles of local stakeholders in terms of their economic contributions	Stakeholder mapping to identify all local stakeholders	An overview of all relevant local stakeholders, e.g. housing associations, local companies and organizations, etc.
		Understanding the current economic activity in the	1 <sup>st</sup> workshop with stakeholders to understand the	SWOT analysis for the Nooruse neighbourhood

Even though economic activity was really low in the neighbourhood, it turned out that there is potential for micro-economy, e.g. pop-up shops.

Future scenarios revealed that residents prefer to be frugal and take a hands-on approach to creating their public space!

**Outcome:** A baseline analysis of the neighbourhood, including its current LED drivers and opportunities, and a SWOT analysis

## 2. Strategic plan

Analysing various LED actions through future scenarios co-creation

2<sup>nd</sup> workshop with stakeholders to co-create future scenarios

Future scenarios for the Nooruse neighbourhood

Validating the various LED actions outlined in the future scenarios with the community

3<sup>rd</sup> workshop with stakeholders to discuss the future scenarios

Future scenario discussion and selection

Aligning the vision of the neighbourhood with planned LED actions

Vision creation

A vision for the Nooruse neighbourhood

„By 2035, Nooruse will have become a high-quality living environment full of renovated buildings which are home to an active community that works closely with the local government.“

**Outcome:** A strategic plan for the Nooruse neighbourhood that includes the baseline analysis, future scenario description and selection, and neighbourhood vision

## 3. Action plan

Taking into account the prioritised economic areas when mapping potential projects

Analysing the previously co-defined components of the co-governance structure

An action plan for the Nooruse neighbourhood, listing the potential projects and solutions

Validating the prioritised LED actions with the community

4<sup>th</sup> workshop with stakeholders to validate the strategic and action plan

Strategic and action plan validation

**Outcome:** An action plan for the Nooruse neighbourhood that includes the identified and prioritised actions to achieve the goals set in the strategic plan

Feedback reveals that workshop participants have grown more trusting of the co-creation process: they feel that their voice and inputs are important!



Design level	Project prioritisation, exploration and ideation	5 <sup>th</sup> workshop in August 2025 with local residents was a huge success: together with a city planner, the locals decided on the vision for the neighbourhood, what interventions they want to see, and how they will make it happen!
Intervention level	Intervention plan, implementation and assessment	2027 - ... <i>Project prioritisation has already kicked off locally with a small group of active citizens leading the charge!</i>

Read the **Nooruse neighbourhood strategic plan**, locally called the “[Nooruse Roadmap](#)”, on the Elva municipality webpage!



Picture 10. The fifth workshop with the residents in Elva, Estonia.

## 7. Matera case study: the Spine Bianche neighbourhood



### Matera, Italy

population: 59,800  
hot summer Mediterranean climate

LEVEL OF DIGITALIZATION: Low

SOCIAL COHESION: Low

MAIN CHALLENGES: accessibility issues, poor infrastructure, rejuvenating neighborhood, lack of public space

Matera is a municipality in the Basilicata region of southern Italy, known for its distinctive cave dwellings carved into the soft rock of the surrounding hills. Set on the edge of a deep ravine, the town developed a compact and layered urban structure over centuries, shaped by the area's rugged topography and long history of human settlement.

The municipality has around 60,000 inhabitants, with the urban core being home to the majority of the population. Matera saw significant depopulation in the mid-20th century due to poor living conditions, followed by gradual growth linked to restoration efforts beginning in the 1980s. Since the 2000s, it has experienced renewed demographic and economic vitality, partly due to cultural investments and increasing tourism.

In the drOp project, Matera focused on the **Spine Bianche neighbourhood** (in English, 'white thorns' which refers to the architectural design of the neighbourhood), which was planned and built between 1955-1959 to provide new housing for resident moving from the cave dwellings. As a result of the baseline analysis, several problems were identified in the district:

- **Lack of public spaces** - due to the neighbourhood's dense layout, there are a few public spaces
- **Mistrust in public authorities** - even though the community is tight, they are mistrustful of "outsiders"
- **Poor infrastructure** - lack of bike lanes and public transport connections
- **Lack of economic opportunities** - the district needs revitalization
- **Low quality housing stock** - buildings are in need of renovation
- **Better social cohesion** - residents feel a weak cultural identity with the neighbourhood
- and rarely interact with neighbours outside of their own generation

"If they heard we are from the municipality, they did not want to answer, [they said] the municipality doesn't listen to our needs!" - Michele Vivilecchia, Matera municipality

The upsides of the neighbourhood include a carefully designed and built neighbourhood by renowned architects and its unique and beautiful natural setting.

To address the abovementioned issues, Matera municipality aimed to make improvements to the neighbourhood in four key areas: mobility, environment, social cohesion and economic development.

**As a peer city in the drOp project**, Matera provided an example of a city working tightly together with its cultural and creative industries (CCIs). As a former European Capital of Culture, the city is renowned for its inclusive and culture-oriented practices.

Matera aimed to follow the steps of Ermua city carefully and launched into the IRM process at the beginning of the project. However, due to the collapse of the local administration in 2023, the methodology could only be partially applied. Tasks such as stakeholder mapping, baseline analysis, and preliminary diagnosis were carried out, but later stages (scenario-building, shared visioning, and the elaboration of a detailed action plan) were not achieved.


Here is an overview of the municipality's actions within the first, strategic level of IRM:

Level	Stage	LED activity	Co-governance activity	Outcome
Strategic	<b>1. Context analysis</b>	Collection and combination of multiple data sources: demographic and socio-economic datasets from ISTAT and municipal open data; on-site observations of housing conditions, public space, and local services; questionnaire surveys to capture residents' perceptions. Particular attention was paid to ageing trends, accessibility barriers, and economic fragilities (vacant shops, weak commercial activity).	Informal mapping of local stakeholders (parish, schools, shopkeepers, associations) and first interactions through the Urban Centre. Informal meetups with residents were used to validate survey findings, providing qualitative confirmation of mobility, accessibility, and safety concerns.	A preliminary diagnosis of Spine Bianche, identifying systemic issues (ageing, weak local economy, underused spaces) and opportunities (modernist heritage, green courtyards, proximity to the historic centre).
	<b>Outcome:</b> A baseline analysis of the Spine Bianche neighbourhood			

*The local Urban Centre functioned as a communication hub with the residents!*

*Informal meetups helped validate the gathered data and get a sense of the residents' wishes and priorities*



	<b>2. Strategic plan</b>	No structured LED actions or future scenario co-creation were developed. Emerging themes were extrapolated from data analysis and community feedback (mobility, accessibility, revitalisation of public spaces, cultural identity).	No structured workshops were organised; the strategy reflects technical elaboration supported by informal discussions with residents. Co-governance structures were not formalised but the Urban Centre was acknowledged as a potential platform for future dialogue.	A thematic framework and provisional vision document, outlining strategic directions (accessibility, public space, cultural identity, incremental revitalisation). This vision is provisional and intended as a platform for further participatory validation.
	<b>Outcome:</b> An early-version strategic plan for Spine Bianche neighbourhood			
	<b>3. Action plan</b>	No formal action plan was elaborated. However, potential directions were noted as early opportunities.	No validation workshops were conducted. Institutional instability prevented prioritisation or agreement on next steps.	No structured action plan, but preliminary indications of possible interventions to guide future work.
	<b>Outcome:</b> Potential directions and indications for future planning noted.			
<i>Design level</i>	<i>Project prioritization, exploration and ideation</i>	 <p><i>With new, dedicated leadership, Matera municipality continues to elaborate its strategic goals and work together with its community</i></p>		
<i>Intervention level</i>	<i>Intervention plan, implementation and assessment</i>			



Picture 11. A governance session held in Matera, Italy



Picture 12. Meeting the residents on the street in Matera, Italy



## 8. Peer learning in the drOp project

As evident above, the drOp project included three very different municipalities - from Matera perched upon a ravine to Elva standing beneath its pine trees to Ermua lying in a steep valley. Despite their seeming differences, all municipalities suffered the same core issues: poor public space, lack of engagement practices, and low social cohesion.

By relying on their specific strengths and experiences, all cities started the IRM process and offered support to each other along the way. This included various online meetings between peers such as mentoring days and online workshops, but also study visits, which were crucial to understanding the different city contexts. Learn more about this process in the “[Peer-learning report](#)”.

“It [peer learning] really works. Going physically to places to see that *this is what we’re doing here*. That part is really inspiring. It gives practicality to the methodologies.” - Carlo Ferretti, Materahub (project partner in Matera)

Even if your city is not part of a project that includes peer learning, there are various EU-wide networks that offer the chance. Some of these include:

- Housing Europe ([www.housingeurope.eu](http://www.housingeurope.eu)) - the leading voice of the European social housing network representing 44 national and regional federations. Sign up for the newsletter, become a member, or look up other members from your country!
- Discover the [Affordable Housing Initiative European Partnership](#) - driving inclusive, affordable, and sustainable neighbourhood transformations across Europe. Join the movement shaping a just energy transition and a new housing paradigm.
- drOp sister projects: [PROLIGHT](#) and [SUPERSHINE](#) projects
- Other EU projects working on regeneration and social housing: [REGEN](#), [SHAPE-EU](#)

Sometimes, good examples of urban planning or interesting initiatives can be found closer to home as well - contact another municipality in your or neighbouring country and go for a study visit! After all, seeing and experiencing things firsthand is key to replicating them.



Picture 13. drOp project partners on a site visit in Elva, Nooruse neighbourhood



## 9. Lessons learned

So, what are the most important lessons of the drOp project for the project cities? Below you will find their advice for all future replicators, the issues they grappled with and had to solve, and their key takeaways.

### The methodology:

- **Baseline analysis needs a personal touch.** According to the project leaders of all the project municipalities, while data analysis is very important, it is even more important to visit the neighbourhood in person. It is crucial to “get a feel” for the area: see and experience for yourself how public space functions and how people use it, and which problems you can identify during observation.
- **Is the community ready for it, or do you need to adapt?** In the case of Elva, where the participatory culture is rather underdeveloped, the full-scale approach of co-governance proved to be “too much” for the neighbourhood. As the main goal was to simply get the community to participate and share their opinions, creating a formal structure with the extended commission etc. seemed too burdensome for the people. As such, the approach was simplified to suit the local needs better. This simplified, voluntary format helped engage people better and to locate the local “activists”. Ermua municipality shared the sentiment: simplifying technical language and certain methods to better meet the community’s needs helped boost participation.
- **Citizen decision-making is slow and timing matters.** The pace of citizen agreement is slow, so planning actions outside of holiday periods (e.g., summer) is crucial.
- **How to analyse economic activity if it is virtually non-existent?** As Nooruse is such a small neighbourhood in Elva, LED analysis proved rather difficult. This is another instance of adaptation: even though existing activity could not be mapped, future plans could. As such, the Nooruse neighbourhood strategy plan includes a list of potential activities to boost the district’s economic standing - from pop-up shops to community led initiatives. According to the municipality, the key is finding the right people who have the passion for creating businesses. Another aspect to consider is what became apparent in Ermua: the Santa Ana neighbourhood is physically so close to the downtown area where all the shops and services are that there is no need to have them in the neighbourhood itself. In that case, a city-wide view of economic activity may prove more beneficial.
- **Digital tools should take into account what is already there.** Familiarity is a key to success - to improve usability and trust, new tools should integrate with familiar systems already used by citizens.
- **Public administration procedures can often be quite rigid.** To fight bureaucracy that can hinder urban regeneration, it is necessary to involve municipal staff and politicians early on in the project.

## Participation:

- **Even if faced with mistrust, remain visible.** In Ermua, the locals were sceptical of participation led by the municipality, which they mistrusted. What is more, holding participation events such as workshops behind closed doors and only with select participants, did not do the project any favours either. The advice of the local project team is to make the first engagement of residents more fun - playful, open and inviting, and even consider holding your sessions in a public space.

“I think we should have just gone to the street with some pamphlets or something and just be *there*.” - Itsaso Gonzalez, Mondragon (project partner in Ermua)

- **The stormy seas of participation may prove challenging - find the local “anchors”!** The Spine Bianche neighbourhood of Matera is a tight-knit community distrustful of outsiders and the local municipality. When the local project team approached the locals, they were met with tight-lipped scepticism. However, after reaching out to the local community leaders, the anchors of the neighbourhood, such as the priest of the local church, and the barkeeper of the neighbourhood bar, things started to change: their approval of the project and willingness to discuss the neighbourhood’s issues was the key to opening up the locals as well.
- **Create or find a local hub.** In Ermua, the neighbourhood office was a key communication hub, which helped build trust and facilitate communication with residents. In Matera, the Urban Centre in Piazza San Pio X served a similar function, offering a physical, local space for the neighbours to gather. While Elva did not have a local office, they also found that hosting workshops and events in the neighbourhood boosted participation.

## Project planning:

- **Physical examples may work better.** It was not planned for the peer cities Elva or Matera to have budget for urban space interventions, e.g. for installing temporary outdoor furniture. In hindsight, however, these would have been useful to illustrate the changes in space and demonstrate the local potential. Elva municipality’s recommendation is to plan budget for these types of interventions as well, as it will draw the community and make them curious, thus making engagement easier. As a remedy, for example, Elva municipality organised a study trip for the residents to visit a renovated neighbourhood in a different Estonian city, and “Beautiful Balcony competition” to engage residents.
- **True co-creation needs room for spontaneity.** Even though the support of the drOp project helped the participating municipalities immensely on their paths of inclusive urban planning, it would have been even more beneficial to be able to go in with no preconditions to outcomes. Meaning, the framework of the project set boundaries on what neighbourhood issues can be focused on, and this restriction proved difficult to explain to the residents. In an ideal world, projects such as these would consist of stages: first, the ideation and exploration stage to map the neighbourhood’s problems and challenges; secondly, the planning stage to co-create solutions with the residents; and

thirdly, the implementation and evaluation stage. This would allow for true co-creation  
- an unknown and open outcome, tailored specifically by and for the locals.

## 10. Data repository

Due to many of the project reports being published at the very end of the project, they have not yet been uploaded to the project website. Those that have, can be found in the “[knowledge](#)” section of the project webpage. In the future, however, the [CORDIS webpage of the drOp project](#) will host all of the project’s public deliverables.

Resource	What is it?
Ermua strategic plan	How did a small Spanish neighbourhood distrustful of public authorities rejuvenate its public space through co-creation?
Elva strategic plan	How did a small Estonian community, marred by decades of foreign occupation, manage to come together to focus on the development of their neighbourhood?
Matera strategic plan	How did a small Italian city with a rich history tackle urban regeneration by engaging the “anchors” of their community?
D1.1 Integrated Methodology for Social Housing Neighbourhoods Renovation: concept	This report will provide you with a step-by-step guide through all the different IRM levels - telling you exactly what to do and why it is useful.
D1.3 Projects, Implementation plan, and Execution in Santa Ana Neighbourhood in Ermua	An in-depth look of the IRM outcomes in Santa Ana: what was planned, executed and what will be done after the project
D1.4 KPIs definition and evaluation model	Learn how to set up the evaluation methodology, which data to collect and analyse, and how to bring it all together in the end so that these learnings can benefit both you and your neighbourhood.
D1.6 Integrated Methodology for Social housing Neighbourhood’s Renovation	An update to D1.1 which analyses the IRM processes of all project cities and suggests tangible, experience-based adjustments to the methodology. Also includes a very valuable city-based lessons learned section!
D2.1 The Co-governance methodology for drOp project	Everything there is to know about the co-governance methodology - the theory, case studies from elsewhere in Europe, and all the tools you need to set up co-governance in your city.
D2.2 The drOp community-based creative projects	The document provides a step-by-step guide to implementing a co-governance model with a bottom-up, human-centred approach. It is a useful guide for adapting the co-governance model to your context.
D2.3 Implementation of the final version of the co-governance model and recommendations	Learn how the co-governance model was implemented in Santa Ana, Ermua.
D3.1 Conceptual definition of the local economic development strategic plan for a smart neighbourhood	A thorough guide to LED and how to align urban regeneration with economic opportunities by leveraging your local strengths.

D3.2 Recommendations for identifying integrated renovation approaches and new business models	A more practical approach to LED in the urban setting with real-world case studies and a more detailed look at how it was achieved in Santa Ana, Ermua. NB! See the annex for 46 case studies that highlight the diverse approaches to fostering economic resilience, entrepreneurship, and community-driven innovation.
D3.3 A capacity-building set for digitally-enabled district renovation processes	An in-depth look into capacity-building: how this was set up in Ermua and what to keep in mind when planning similar actions.
D4.1 Analysis of social housing contexts and replication potential	An analysis of social housing in Europe - local contexts, regulations, future potentials
D4.2 Peer-learning report	A report on the peer learning side of the project - why it was useful and how the cities benefited
D4.4 Peer cities plans for the renovation of social housing neighbourhood	Presents the strategic plans of Nooruse and Spine Bianche in full to illustrate the differing contexts of the two cities
<a href="#">Webinar about the capacity building set</a>	An overview of capacity building opportunities in the urban setting. By equipping residents, businesses, and municipalities with the right skills and knowledge, we can create more inclusive, sustainable, and economically resilient neighbourhoods!
<a href="#">Webinar about the co-governance experience of Santa Ana</a>	The Santa Ana neighbourhood, main pilot of the drOp project, shows how renovation can go beyond buildings—through co-governance, citizen engagement, and inclusivity, it became a true community-driven success story.
<a href="#">Webinar on creating a community from a neighbourhood: Lessons from European cities district regeneration”</a>	The cities of Ermua and Elva share their experience in the project, and the Replication Roadmap is introduced by the project partners.



## 11. Parting words

As evident from the city use cases, replication is not always a straight path. Circumstances like the local context, political instability, or even poor timing can have an impact on even the most carefully crafted plans.

As such, it is important to take an opportunity to learn from others: see what they have done, what challenges they have faced and how they have overcome them. The drOp project offers both - an in-depth look into the real-life application of the IRM methodology with all the accompanying lessons, advice, and tips and tricks - which we hope will benefit all future readers.

“Each small act of replication is like a drop of water - together they form an ocean.” -  
Merit Tatar, the Institute of Baltic Studies (project partner in Estonia)

The project team wishes happy replicating to all who decide to go on the journey and in case of questions, [do not hesitate to ask!](#)

## Future updates

For dissemination purposes, a designed version of the Roadmap will be created by IBS with the help of a professional graphic designer shortly after the official version of the deliverable is submitted.

The designed version will include the following additions and updates:

- more photographs to not only make the Roadmap more attractive but to illustrate the activities that took place
- professionally designed figures and tables to make reading and understanding them easier
- hyperlinks to CORDIS once all public deliverables have been published in the portal to ensure the sustainability and relevance of this Roadmap beyond the project and its current website's lifespan

The designed Roadmap will be published before the end of 2025. Additionally, all the project partners have expressed a commitment to disseminate the designed Roadmap further.

## List of abbreviations and acronyms

Table 1: Abbreviations used in the report.

Abbreviation	Description
drOp	Digitally enabled social district renovation processes for age-friendly environments driving social innovation and local economic development Project name
IRM	Integrated renovation methodology
LED	Local economic development
SI	Social innovation
LTF	Local Task Force
CCI	Creative and cultural industries

## Partners logos







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