



**ONE STOP  
RENOVATION  
COOP**



**Co-funded by  
the European Union**

**54**

Home renovation works have  
been completed

**€ 4 762 919**

of investments have been triggered

# OSR-Coop Final Report



**OSR-Coop Project, 2025**

## DISCLAIMER

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## **OSR-Coop Project, 2025**

Dissemination Level – PU – Public

## Executive summary

The LIFE OSR-Coop (One Stop Renovation Cooperative) project set out to demonstrate that Europe's energy cooperatives can become key actors in the building renovation wave by placing citizens, communities, and collective ownership at the heart of the process. Implemented between 2022 and 2025, the project brought together three pioneering cooperatives: EcoVision from Ireland, Energent in Belgium, and Les 7 Vents in France; to design and pilot integrated One Stop Shop (OSS) services for deep home renovation. Coordinated by SNAP from Portugal, and with the support of REScoop.eu, the European federation of energy communities, the OSR-Coop Project adopted a participatory and community-rooted approach that redefined what citizen-led renovation can mean in practice.

Through shared design tools and cross-border learning, the pilots developed tailored service offers combining technical expertise, citizen engagement, and cooperative governance. They reached over 80 households with renovation guidance, completed 54 renovations, and triggered more than €4.7 million in investment, proving that cooperatives can generate tangible economic, social, and environmental value. Each cooperative achieved lasting organisational transformation: EcoVision digitised operations and deepened partnerships with credit unions; Energent launched a self-sustaining retrofit service and built a Flemish network for citizen-led renovation; and Les 7 Vents diversified its portfolio through modular, client-paid services reaching underserved households. These advancements strengthened cooperative capacity and confirmed that OSS models can thrive across diverse national contexts.

To ensure replication and scale-up, OSR-Coop developed a replication toolkit through a six-month Mentoring Programme, an Elearning Course titled *Delivering Citizen-Led Renovation through One-Stop-Shop Co-ops* available for free online, and a Guidance Manual. Together, they provide an open learning pathway for cooperatives, municipalities, and local stakeholders to replicate the approach. By combining measurable results with cooperative values of trust, solidarity, and citizen participation, OSR-Coop demonstrated that deep renovation can be both people-centred and scalable, bridging policy ambition with real and community-driven action across Europe

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## Introduction

The Europe has been facing an important challenge: to decarbonize its building stock and reduce energy consumption in the residential sector. The European Commission's Renovation Wave strategy calls for increasing renovation rates, particularly deep renovations. The policy ambition is clear; however, implementation across Member States remains uneven. In many cases, traditional renovation models fail to reach those most in need or fall short in building trust, ensuring quality, and embedding local value. It is against this backdrop that the OSR-Coop project was conceived, not as a top-down technical intervention but as a community-driven response to one of Europe's most pressing climate and social needs.

At its core, the OSR-Coop project took to demonstrate that energy cooperatives, with their deep local roots and democratic governance structures, are uniquely positioned to lead a new generation of citizen-led renovation services. These are services that deliver energy savings and comfort while building community resilience, creating green jobs, and empowering households to become active participants in the energy transition. By placing trust, participation, and accessibility at the centre of service design, OSR-Coop challenges the dominant market-led models that too often leave citizens as passive consumers rather than engaged partners.

The project brought together three cooperatives as pilots: EcoVision from Ireland, Energent from Belgium, and Les 7 Vents from France. Each operates in a different national context, with a shared ambition to develop integrated One Stop Shop (OSS) renovation services that serve people first. With the coordination of SNAP and the practical and policy guidance of REScoop.eu, OSR-Coop and its pilots became a space for innovation, peer learning, and service co-design. From the very beginning, OSR-Coop was shaped by a strong commitment to horizontal collaboration. Regular online meetings, shared workspaces, and internal workshops helped the partners align on key concepts, iterate on tools, and build trust.

The project's "hot seat" and knowledge-sharing sessions, where each cooperative presented their existing services and other work activities to be collectively deconstructed and rebuilt, became a signature method for peer exchange. These were intense learning journeys, where strengths were acknowledged, challenges unpacked, and new pathways proposed. This spirit of co-creation extended into a number of face-to-face gatherings, including the in-person consortium meetings, the test replication

workshop in Lisbon, the REScoop.eu Forums where the project hosted workshops in Athens, Prague, and Krakow, the Belgian Renovation Week, and many other events at both European and national level. These events served as living laboratories where the consortium tested concepts, shared updates, and engaged new stakeholders. They also enabled the project to keep dialogues ongoing, not only with one another but also with the wider movement of cooperatives across Europe who are now exploring OSS models of their own.

Under the OSR-Coop project, the term “citizen-led renovation” was not used lightly or only as an abstract concept. It reflects a shift from offering services to people toward building services with them, from acting as contractors to acting as facilitators, enablers, and stewards of long-term home transformation. OSR-Coop’s approach centred on creating customised, community-facing services, where the cooperative acts not just as a service provider but as a trusted companion throughout the renovation journey. This approach also carried strategic policy relevance. By demonstrating the viability of cooperative OSS models, OSR-Coop contributes to a more plural and inclusive energy renovation landscape. One where local actors can scale impact without sacrificing mission. In doing so, the project directly supports broader EU objectives.



IMAGE: OSR-COOP PROJECT MEETING IN ATHENS, GREECE; MAY 2023

The chapters that follow trace the structure, innovations, and learnings of OSR-Coop. They explore the collaborative design process and technical service evolution, the lived experiences of each partner, and the creation of a robust toolkit for future replication. Together, they tell the story of how a shared cooperative vision can reshape the future of Europe’s homes, one citizen, one renovation, one community at a time.

## Achievements

*Across three years of implementation, the OSR-Coop project delivered tangible, measurable results that validate the capacity of energy cooperatives to act as credible partners to Europe's renovation wave.*

Through the combined efforts of EcoVision, Energent, and Les 7 Vents, a total of 85 households received comprehensive renovation assessments, 82 entered into signed contracts, and 54 renovation projects were completed by the close of the pilot phase.

Altogether, these activities triggered over €4.76 million in direct renovation investments, setting a concrete precedent for how cooperative One Stop Shops can mobilise local value chains and financial flows while improving energy performance at household level.

	Houses			
	Assessed	Contracted	Investment triggered	Works finished
Les 7 Vents	29	29	€1 500 000	8
Energent	20	17	€ 986 919	10
EcoVision	36	36	€ 2 276 000	36
<b>Total</b>	<b>85</b>	<b>82</b>	<b>€ 4 762 919</b>	<b>54</b>

Beyond the figures, the pilots demonstrated a step change in operational maturity and service innovation. Each cooperative evolved from advice-based support into fully fledged Integrated Home Renovation Services, capable of managing complex projects from first contact to post-works verification.

This shift translated into stronger customer confidence and higher completion rates, as homeowners gained access to clear, independent guidance anchored in cooperative values. Energy savings from the completed projects amounted to 0.88 GWh of primary energy annually, coupled with an estimated 1 441 tonnes of CO<sub>2</sub> emissions avoided; an

impact that reaches far beyond the households involved and directly contributes to European energy-efficiency targets.

The organisational transformation behind these results was equally significant. EcoVision's digitised customer management system and rebranded service flow reduced processing times and improved client follow-up; Energent's "Renovatiekompas" introduced a self-sustaining deep-retrofit model that can operate without reliance on grants; and Les 7 Vents' modular service offer allowed households in Normandy, especially elderly homeowners, to access tailored support. Collectively, these advances elevated the technical, managerial, and financial capacity of the cooperatives, enabling them to compete with mainstream market actors while remaining mission-driven and citizen-centred.

At the ecosystem level, OSR-Coop's achievements reverberated through partnerships and policy influence. The pilots' collaboration with municipalities, regional authorities, contractors, and financial institutions proved that cooperative OSS models can align public goals with private initiative. New regional and national working groups emerged, most notably the Flemish Citizen-Led Renovation Working Group, now serving as a hub for shared learning and advocacy. In parallel, the creation of the OSR-Coop Toolkit, Mentoring Programme, and Elearning Course ensured that knowledge generated through 54 completed projects will remain accessible to hundreds of cooperatives and local actors across Europe seeking to replicate the approach.

Taken together, these outcomes show that OSR-Coop was not merely a demonstration project but a structural intervention in how Europe approaches home renovation. It proved that cooperatives can translate trust into measurable results, and that local ownership, when combined with professional service design, delivers both climate and community benefits. These achievements form the foundation for the lasting legacy and future ambitions outlined below.

## Project structure and methodology

The OSR-Coop project was designed as a collaborative structure that enabled each project partner to contribute meaningfully while learning and evolving together. During its implementation from 2022 to 2025, the project was carried out through a series of interconnected activities that built on one another's insights and outcomes. These included coordination and governance to ensure effective project management; mapping out and co-designing renovation services to meet the needs of local communities; developing and testing these services in practice; supporting replication through mentoring and peer-to-peer learning via webinars, an elearning course, and a guidance manual; raising awareness through targeted communication and dissemination actions; and monitoring and evaluating progress by producing reports to capture lessons learned.

This structure reflected the belief that innovation in cooperative renovation services is not linear. It is iterative, reflective, and responsive. Partners were implementing individual actions in parallel constantly feeding back insights into each other's workstreams and adapting their local activities, based on the collective learning. The project methodology was grounded in design thinking and peer exchange. The early phase began with a deep-dive mapping of each partner's existing OSS services. Each cooperative unpacked their service journey, breaking it into building blocks such as customer engagement, financing, project delivery, contractor coordination, and digital tools. This formed the basis for structured comparison and shared understanding.

One of OSR-Coop's most distinctive learning tools was the so-called "hot seat" method. In these sessions, each partner presented their current model while the others assumed the role of critical friends, offering feedback, identifying pain points, and suggesting alternatives. These sessions were conducted with mutual trust and with the purpose of improving their existing service offerings through the objective criticism and dissection of their work. The insights from these mapping and co-design sessions were then used to inform each cooperative's local service development plan, enabling them to identify where to optimise, where to diversify, and where to innovate entirely. While each partner took a different route, reflecting their national policy frameworks and organisational maturity, the shared framework kept the work coherent and comparable.

From the outset, the OSR-Coop Project embedded a learning culture that connected pilots through customer journey mapping, service design processes, and "hot seat"

sessions. This dynamic environment focused on quality, practical application, and testing, with service blueprints, business model canvases, and customer journey exercises serving as the main tools for transforming pilots into advanced cooperative One Stop Shops for citizen-led renovation. The “hot seat” sessions proved particularly transformative. In these structured, trust-based reviews, one partner presented their full service workflow while others challenged assumptions, identified bottlenecks, and suggested improvements. This process revealed gaps in CRM systems, outdated communication practices, and overlooked user segments, with feedback directly informing service optimisation and sharpening strategic focus.

To broaden knowledge exchange, the team also organised a series of webinars featuring project partners and guest speakers. These sessions engaged participants across Europe in OSR-Coop's methodologies, showcased emerging results, and contributed to the continuous improvement of citizen-led renovation practices. To sustain this progress, the project team held frequent online meetings, in-person gatherings, and workshops, alongside regular engagement with its community of practice. Informal peer calls and side meetings further strengthened trust, encouraged spontaneity, and fostered experimentation.

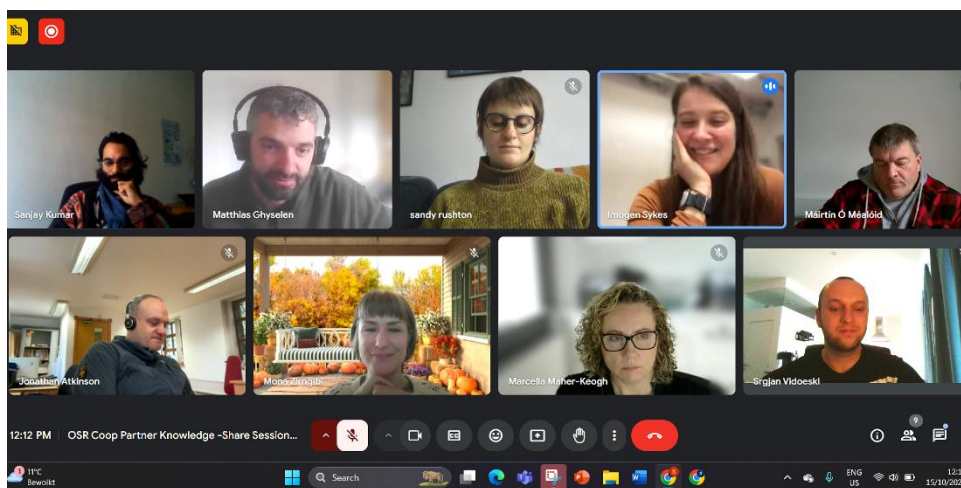


IMAGE: KNOWLEDGE-SHARING SESSION BETWEEN THE OSR-COOP PROJECT PARTNERS

Through the “hot seat” sessions, the webinars, the customer journey mapping and service design processes, a learning culture from one pilot to the others was embedded early on in the frames of the project. From the first meeting and all the way up until the piloting phase, the project partners consistently managed to create a dynamic learning

environment focus on quality and practical application and testing. The service blueprints, business model canvases, and customer journey exercises became the main practical tools for transforming the pilots and upgrading them into a more advanced cooperative OSS for citizen-led renovation.

## Starting the replication toolkit development

On 19 January 2024, the OSR-Coop Project held its first replication testing session in Lisbon, hosted by REScoop.eu member Coopérnico, marking an important milestone in the project's replication journey. The project consortium organised this first test workshop as a "milestone moment" that helped propel the project from mapping and service design towards testing, piloting, and hands-on work on the replication toolkit. It was here that the replication toolkit and training concepts were first tested in a live environment with the first project replication Coopérnico, the energy cooperative from Portugal. The Lisbon setting, outside the original pilot countries, helped validate that OSR-Coop's lessons could travel and be tested in different European national environments.

Founded in 2013, Coopérnico is now one of Portugal's most successful energy cooperatives and is actively exploring citizen-led renovation services. To deepen collaboration for mutual benefit, the project partners chose to organise the first replication testing session in Lisbon, accepting the invitation to be hosted. The project's pilots Energent, EcoVision, and Les7Vents eagerly shared insights into their citizen-led renovation One Stop Shop models, while REScoop.eu and SNAP facilitated, monitored, and evaluated the workshop. The replication testing session provided a valuable space for participants to dive into the details of energy-efficient and citizen-led renovation services, offered as One Stop Shop models. Attendees seized the chance to learn, share, and engage in discussions that will shape the future of the OSR-Coop Project's upcoming educational materials. Feedback gathered from participants was directly used to refine toolkit language and facilitation approaches.

The working process and the replication development journey was not without complexity: aligning terminology, expectations, and timelines across countries required some effort, yet this multi-contextual environment gave OSR-Coop its strength and a solid replication toolkit. The project created space for critical reflection, mutual encouragement, and iterative design. This participatory and flexible approach resulted

not only in a series of service improvements but also in a shared foundation for replication. The tools developed grew organically out of this process and were continuously refined through mentoring, training, and testing in real-life scenarios.



IMAGES: OSR-COOP TEST WORKSHOP IN LISBON WITH COOPERNICO, JANUARY 2024

Regular coordination meetings also played a crucial role in maintaining project momentum and building relationships across the team. According to the project's coordination tracker and internal notes, partners used these meetings not only to align on tasks, but also to troubleshoot, share field updates, and reflect on real-time lessons. The use of shared templates, dashboards, and co-editing platforms helped reduce silos and ensured that key decisions about tools, testing priorities, and messaging were always co-owned. Ultimately, OSR-Coop's approach turned the process into the product. It wasn't just about what was delivered, but how it was delivered, and with whom. That sentiment of cooperation remains a core part of the blueprint for future cooperatives to build on.

# Service development and innovation

At the heart of OSR-Coop lies the question: How can energy cooperatives evolve into trusted providers of integrated renovation services, without losing their local character, democratic values, and mission-driven purpose? This question shaped the project's service development phase and led to a range of improvements, adaptations, and new offers across the three pilot regions.

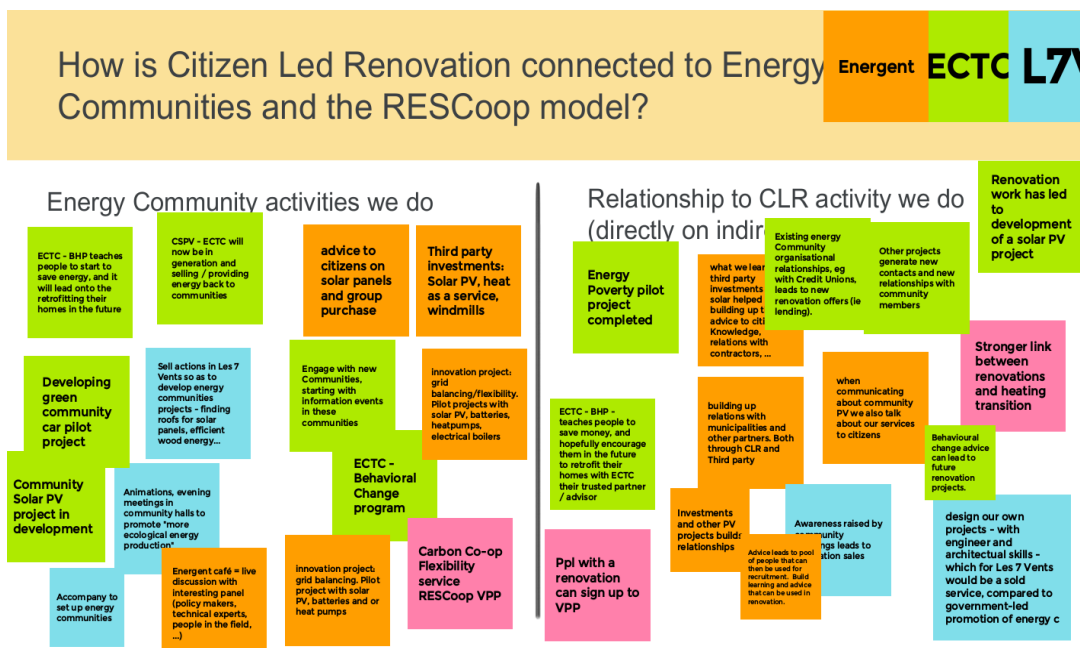


IMAGE: OSR-COOP SERVICE DEVELOPMENT WORKSHOP HELD, JULY 2023

One thing that the project partners had it clear from the start is that innovation should be invited gradually, built upon the existing foundations and existing processes. Therefore, innovation was eminent as each of the three cooperatives began by unpacking their existing services, identifying what worked, what could be improved, and where new models were needed to meet emerging needs. The focus was on building cooperative renovation services that are holistic, modular, and responsive to household realities, grounded in trust, affordability, and accessibility. To achieve this, the project partners organised a number of internal workshops to compare their developments and business models.

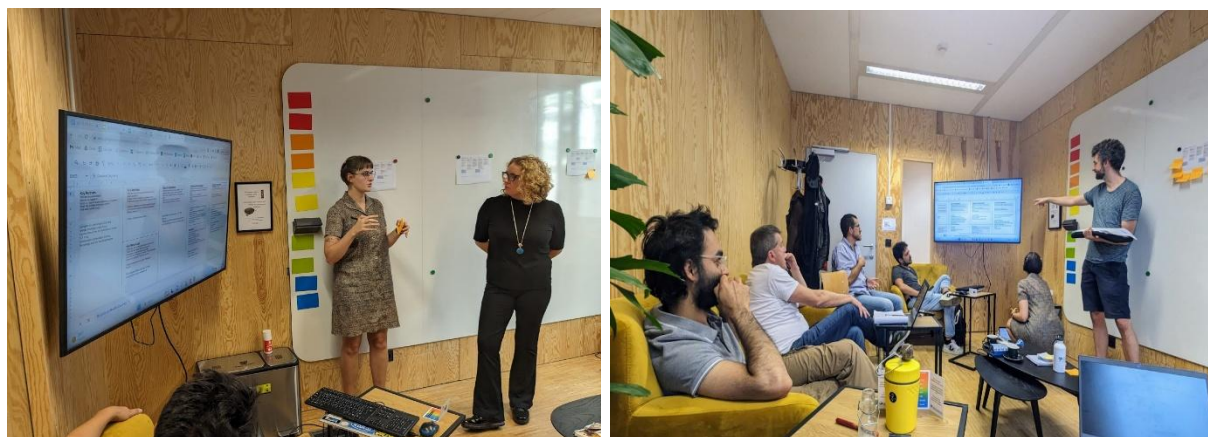


IMAGE: THE PROJECT PARTNERS COLLABORATIVELY REVIEWING EACH PARTNER'S BUSINESS MODEL CANVAS IN OCTOBER, 2023

Throughout the process, the project partners came to understand that there is no perfect OSS model, especially when it's cooperative, from the citizens and by citizens. What mattered from the get go is anchoring the service offering in the realities of the local communities in which EcoVision, Les7Vents, and Emergent operate, answering their need and within the national frameworks of Ireland, France, and Belgium, respectively. Using co-creation tools introduced in the project's early design phase, such as customer journey and services mapping, business model canvases, and various templates, the project partners moved through several distinct steps:

## 1. Mapping

*The mapping was aimed at assessing current OSS structures and customer flows. Each partner created a detailed breakdown of how homeowners currently engaged with their services, from first contact to post-renovation support. This revealed friction points (such as slow contractor feedback or unclear financing advice) and helped visualize how roles and responsibilities were distributed across the cooperative and its external partners*

## 2. Codifying

*The second step, codifying, was aimed at identifying key building blocks and pain points. Tools like the "service building blocks matrix" allowed the three cooperatives to document and compare what elements made up their offer. Those ranged from*

*assessments, advice-sharing, energy audits, quotes, financial planning, project management, follow-ups, etc. They also flagged missing pieces or weak links based on the comparative mapping journeys, such as underused communication channels or lack of formal agreements with contractors.*

### **3. Optimizing**

*Upgrading workflows and processes were the core parts of the optimizing. This often involved adjusting how advisors interacted with (e.g. simplifying onboarding forms), aligning backend software (e.g. CRM and file tracking tools), or creating clearer internal roles. In some cases, external branding and messaging were also refined to better reflect the cooperative's values and professionalism, such as EcoVision's new website and service descriptions.*

### **4. Innovating**

*Prototyping new and upgraded service offers for targeted user groups was the fourth step that followed. The innovation process is didn't just mean creating something new from scratch, it also meant adjusting existing services or approaches and testing them. For instance, each of the three OSR-Coop pilots identified one or two priority audiences, whether "empty nesters" or "new homeowners", and co-designed specific service flows around them. These prototypes were tested with real users, iterated based on feedback, and in some cases, like Energent's deep retrofit track, became full pilot services.*

The tools used within these four steps formulated the project's working process, helped each cooperative define their own version of a cooperative OSS model, adapted to local financing systems, contractor networks, and policy frameworks. The result was a new wave of citizen-led renovation services available in their respective local communities, services that support deep retrofits and increased energy savings with inclusion and consideration of the local communities. They also helped build new types of relationships between homeowners, professionals, and the cooperative.

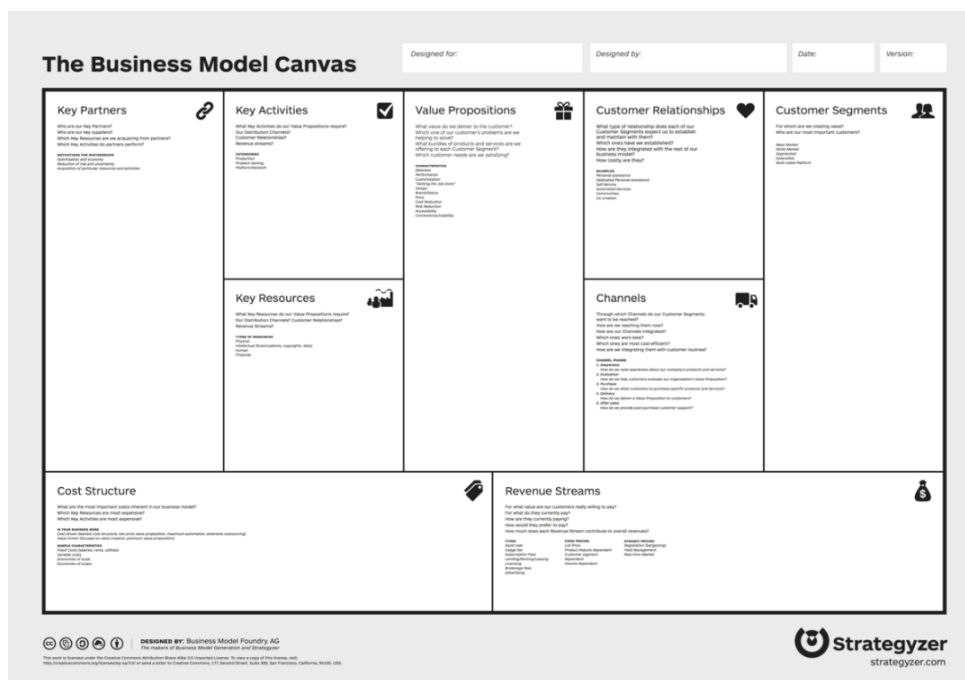


IMAGE: THE BUSINESS MODEL CANVAS USED AS INSPIRATION, CREDITS TO STRATEGYZER

## Mini-pilots: testing the services before scaling

As part of the service development journey, OSR-Coop partners experimented with implementation of “mini-pilots”. The mini-pilots were lean, time-bound trials of early-stage OSS services. These brief OSS testing grounds allowed the project partners to assess the interest, gather real-time user feedback, and refine internal workflows before launching full-scale offers.

For example, EcoVision tested a simplified intake call and info pack for first-time homebuyers in their local rural area. Les 7 Vents piloted a short-term modular advisory session paired with a DIY starter kit. Energent trailed a four-step coaching process in three households without securing contractor engagement. These mini-pilots allowed teams to fail safely and learn quickly, offering insights on what worked and what needed further development. The image below designed by the project partners shows the steps that have been followed:

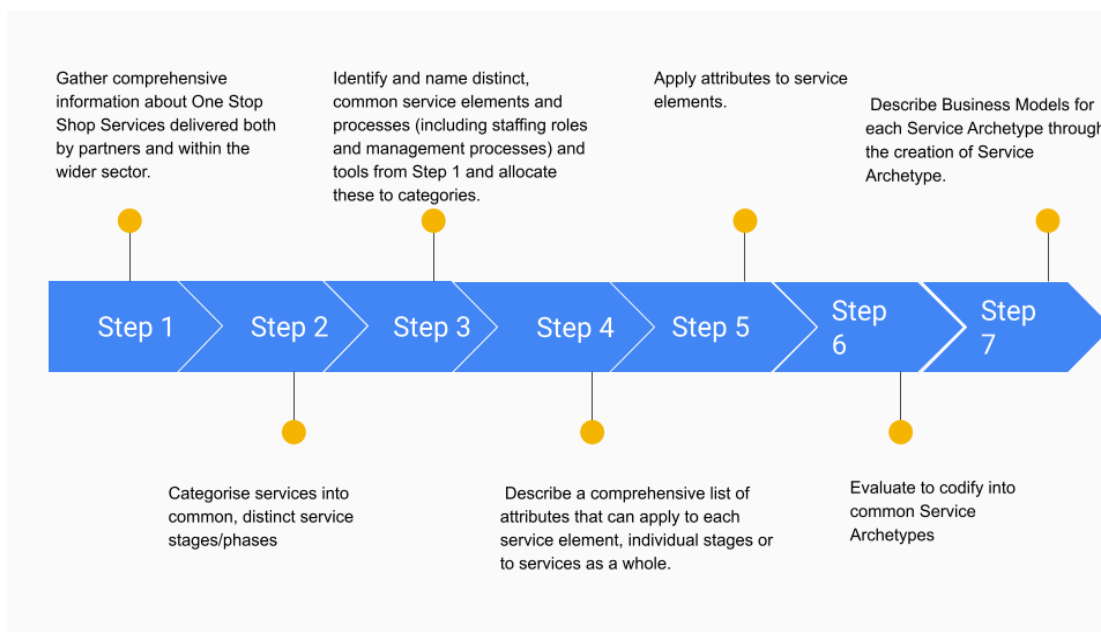


IMAGE: CREATING SERVICE ARCHETYPES THROUGH THE PILOTING

## New services developed

The new services that have been introduced during the project duration and piloted by the three cooperatives include:

- **A deep retrofit facilitation service in Flanders, Belgium by Energent, supporting homeowners who recently purchased older buildings**
- *This service offers step-by-step guidance from an initial home scan to the coordination of full renovation works. It includes energy audit interpretation, customized renovation planning, contractor matching, and renovation coordination, all within a fixed-fee offer. Energent developed a visual customer journey for this flow and created internal protocols to manage timelines and expectations.*
- **A modular renovation support offer in Normandy, France by Les 7 Vents, tailored to the constraints of diverse households, including elderly owners and multi-apartment units;**

- *Les 7 Vents broke down the renovation journey into flexible stages, allowing households to start small. First with advice or an audit, then scale up when ready. The cooperative integrated a social advisor into the team to ensure accessibility and created partnerships with local actors, including materials reuse networks and public support platforms) to widen its reach.*
  
- **A refreshed, brand-aligned home upgrade service in Ireland by EcoVision, combining technical assistance, grant facilitation, and new financing partnerships**
  
- *EcoVision rebranded their public identity and streamlined their service offering into a more digestible customer experience. They partnered with local credit unions and the Sustainable Energy Authority of Ireland (SEAI) to create a smoother funding pathway, and introduced new intake tools to better match clients to appropriate schemes and contractors.*

These services emerged through live testing, feedback loops, and cross-border inspiration. For instance, EcoVision's new CRM approach was partially informed by Energent's platform structure. Les 7 Vents introduced self-help renovation elements after discussing peer coaching methods seen in the Irish case. This transnational exchange of ideas and challenges added depth and resilience to the final designs.

Each cooperative involved their teams in the innovation and service optimization process. Several field advisors co-created journey maps with real clients; backend staff contributed to blueprinting operational flows; and board members played a role in shaping service narratives and values. This broad participation ensured that new offers are both technically robust and owned internally, which is essential for long-term sustainability.

Crucially, the innovation and service offers were modular by design. Instead of prescribing a universal package, each partner developed building blocks that could be stacked, sequenced, or scaled depending on user needs and internal capacity. This flexibility is the first principle of the OSR-Coop end-to-end model, and a feature carried into the replication toolkit.

From backend upgrades to frontend transformation, the project's service development phase reaffirmed one of its core beliefs: that energy cooperatives can be as technically competent as any market actor, all while remaining citizen-led, community-centred, and

people-powered. This part of the OSR-Coop's journey has created a strong foundation for scaling and replication, focused not on copying one model but instead by sharing the methods of work, tools, and the mindset that made these services possible.



IMAGE: OSR-COOP PARTNERS WORKING ON ADAPTING AND DEVELOPING NEW SERVICES

## The OSR-Coop pilots

The strength of the OSR-Coop project lies in its ability to work across diverse national contexts while remaining grounded in local cooperative action. Each of the three pilot partners: EcoVision, Les 7 Vents, and Energent, brought unique experiences, constraints, and opportunities to the table.

This chapter shares highlights their stories, the journeys they undertook, the services they built, the communities they served, and the challenges they overcame. During the service mapping and adaptation processes, the OSR-Coop pilots categorised their services based on the already developed categorisation by the project Innovate and Energy Cities.<sup>1</sup>

Business model	Roles & responsibilities	Practical example of what the one-stop-shop offers to homeowners
<b>1</b> <b>Facilitation model</b>	<ul style="list-style-type: none"> <li>• Raise awareness on energy renovation benefits</li> <li>• Provide general information on optimal renovation works</li> <li>• First advice at the 'orientation stage'</li> </ul>	It advises on how to renovate your house and can provide you with the list of suppliers.
<b>2</b> <b>Coordination model</b>	<ul style="list-style-type: none"> <li>• Coordinate existing market actors (suppliers)</li> <li>• Make sure all one-stop-shop services are offered to homeowners</li> <li>• No responsibility for the result of renovation works (only overlooking the whole process)</li> <li>• No responsibility for the overall customer journey (just the first part)</li> </ul>	It advises on how to renovate your house and will push suppliers to comply with their promises. Suppliers remain responsible for the final result.
<b>3</b> <b>All-inclusive model</b>	<ul style="list-style-type: none"> <li>• Offer a full renovation package to homeowners</li> <li>• Bear responsibility for the result of renovation works</li> <li>• Bear responsibility for the overall customer journey</li> </ul>	The one-stop-shop is a contractor that sells you the whole service package and is your main contact point in case something goes wrong with suppliers.

IMAGE: CATEGORISATION OF ONE STOP SHOPS AND THEIR BUSINESS MODELS

It is worth mentioning that the project pilots and their case studies are not blueprints or models to be copied. Their work is local and regional, and below are them as living examples of how cooperative OSS models for deep home renovation can be shaped by

<sup>1</sup> Image source: <https://energy-cities.eu/project/innovate-2/>

context, community, and capacity, while still drawing from shared principles and tools. They offer lessons for other energy cooperatives across Europe seeking to develop their own renovation services and encourage each of the replicators from the OSR-Coop Community of Practice to follow their own unique journey of further development.

## EcoVision in Ireland

### Local context and starting point

*Based in Tipperary, Ireland, EcoVision, or formerly Energy Communities Tipperary Cooperative (ECTC) is a pioneer in community energy action and citizen-led renovation in Ireland and in Europe.*

Before OSR-Coop, EcoVision as ECTC had already facilitated hundreds of home energy upgrades, mostly funded through SEAI grants. However, its service model was stretched: it relied on manual processes, lacked a structured digital backend, and needed clearer communication tools to engage new demographics.

### What changed with OSR-Coop?

*With OSR-Coop, EcoVision undertook a complete strategic transformation. The cooperative rebranded, restructured its offer, digitised its service flows, and deepened relationships with financial actors like Credit Unions.*

A crucial target group for the new service were “empty nesters”, or older homeowners with outdated homes and moderate renovation ambitions. Another key audience were first-time buyers of second-hand homes.

Their redesigned service now includes:

- *A streamlined intake process via a web portal and improved CRM*
- *Tailored technical assistance aligned with SEAI grant offerings*
- *Financial navigation support with cooperative-friendly loan schemes*

- *A revised contractor onboarding system to improve trust and performance*

EcoVision also tested new communication channels and launched a localized marketing campaign, using flyers, radio interviews, and community presentations across rural Tipperary.



IMAGES: ECOVISION'S REBRANDING TO THE RIGHT, FROM THE FORMER ECTC ON THE LEFT

## Highlights from the field

EcoVision co-hosted several field visits and peer learning exchanges. During one hot seat session, the team shared their grant application process, which led to a full review of how they communicated steps to clients. They also co-created customer personas that directly influenced their redesigned online journey map. The new EcoVision brand and digital platform now act as a national example of how a cooperative can scale up its presence while staying true to its local mission.

## Les 7 Vents in France

### Local context and starting point

*Les 7 Vents wanted for a long time to extract itself from public money's grips and the OSR-Coop Project came at the right time.*

The impossibility to have lasting financing due to political change creates instability, and with it, the cooperative need to shift towards a more privatised system while still retaining strong relationships with local authorities.

These relationships help sustain both the cooperative's business model and its community of citizens, taken as a community of citizens of a territory. This what Les 7 Vents was striving for at the start of the OSR-Coop Project.

## **Innovations through the OSR-Coop Project**

The new IHRS MAR system made that idea a reality. From now on, L7V procures with local authorities and has more autonomy in using its own CRM system. It also makes contracts directly with homeowners by selling them bits of the customer journey. This allows where there is no "global" procurement with the local authority to adjust directly the cost of the service.

The system also enables Les 7 Vents to monitor renovation projects and their works in real-time, which has never been the case before. The cooperative can now officially state how many deep renovations have been realised, what their actual "deepness" is, and how they perform after works. It is a revolution, but something the cooperative had not completely realised at the beginning of the project.

Alternative services emerged out of an analysis of gaps in the renovation market's offer, but also thanks to L7V's workforce, which brings a diversity of competencies. Home audits, work permission design, electric and humidity diagnosis, solar kit feasibility studies and brokerage, services to condominiums, and bioclimatic feasibility studies have led the cooperative to act by creating new partnerships within its staff and by training each member thanks to the skills of the others. Drafts have been created for each service, making their implementation near ready-to-go.

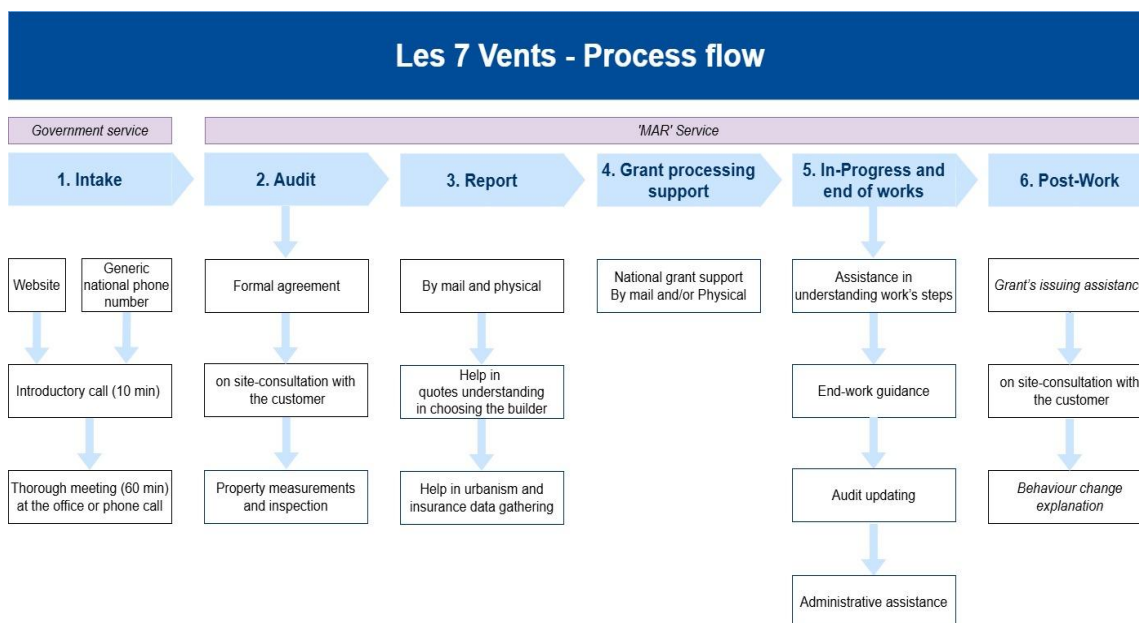


IMAGE: LES 7 VENTS PROCESS FLOW

## Challenges

The main challenge remains breaking away from the instability of public funding while maintaining strong territorial ties. The shift towards a more autonomous, flexible service model demands constant adaptation to both market conditions and local authority partnerships. Les7Vents' journey illustrates how a cooperative can combine technical innovation, service diversification, and community-based values to build resilience in a changing policy and funding landscape.

## Energent in Belgium

### Local context and starting point

*Energent, based in Ghent, Belgium, entered OSR-Coop with a strong technical foundation and a clear ambition: to design a new deep retrofit service for single-family homes that would be self-sustaining without grants.*

The existing model of Energent already included energy scans, coaching, and links to contractor networks, but they wanted to create a more customer-centred approach, particularly for new homebuyers purchasing older, inefficient homes that require urgent upgrades. Achieving this meant building a service that the entire team fully supported, with a clear vision for demand creation and the flexibility to adapt to different homeowner needs.

## The 'Renovatiekompas' service

With support from OSR-Coop, Energent developed and piloted the “Renovatiekompas” service, structured around a clear customer journey and backed by a tested fee model.

**Intake:** Application form, phone call, and collaboration proposal – all free of charge

**Assessment & Renovation Scenarios:** Home assessment, renovation scenarios with detailed cost estimates and heat loss calculations, followed by a discussion of the plan at Energent's office

**Cost:** €1,500–€2,700, depending on size, complexity, and availability of plans

**Execution Phase:** Flexible options—continue without support, with Energent's guidance, or with an architect/building coordinator. Price varies depending on the number of renovation measures and the intensity of support.

**Spin-off Service:** “Warmtewijs”, a dedicated heat pump advisory service

The system enables Energent to monitor renovation projects and works in real-time, which is something they had never been able to do before. They can now officially state how many deep renovations have been realised, measure their actual “deepness,” and assess how they perform after works. The service was tested with real clients, refined via feedback from both customers and advisors, and documented in the OSS Blueprint Guide.

# Renovation Plan

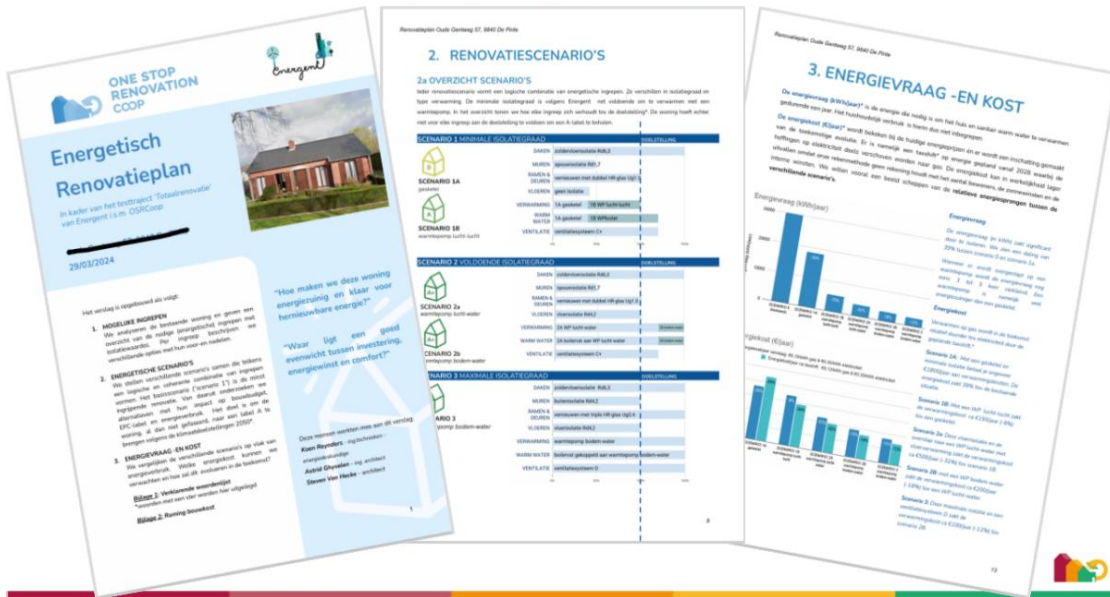


IMAGE: ENERAGENT'S NEW RENOVATION PLAN

## From testing to regional collaboration

In parallel, Energent took a leading role in building a Flemish ecosystem for citizen-led renovation. In 2023, they established the Flemish CLR Working Group, bringing together five other CLR collectives. Energent leads the organisation and content coordination of this group, which has already held more than 25 meetings focused on knowledge exchange and collaboration.

The network also produced a policy letter for the newly elected minister, strengthening the cooperative's influence at the policy level. Today, the service is operational and scaling, with learnings feeding directly into replication materials and mentoring for other cooperatives.

## Reflections across the pilots

Each of the three project pilots approached their service development journey differently. Nonetheless they share their commitment to trust, accessibility, and community impact. Together, they show that there is no single OSS model that would be one-size-fits-all, however there is a shared path that other can follow.

That path is paved by a same mindset, eagerness to include citizens in the entire process, a will to make their local communities a better place to live and work, and cooperative values,

*Taken together, the work of the three pilot cooperatives shows the diversity of citizen-led renovation models and their shared DNA that makes them effective. Whether operating in rural Ireland, urban Belgium, or regional France, each of the project partners anchored its work in trust, transparency, and deep local understanding.*

*By listening closely to the citizens, their neighbours and members, responding to their lived realities and current needs, and co-developing flexible solutions, the pilots brought the concept of a cooperative OSS for retrofitting to life and into their neighbourhoods in a way that is both technically robust and socially grounded.*

Their journeys also demonstrate that innovation doesn't require perfect conditions. In the face of shifting policies, funding uncertainties, and limited internal resources, the cooperatives made bold choices.

Throughout the project duration the OSR-Coop pilots have been rethinking internal systems, experimenting with new segments of their services and new offers, reaching beyond their comfort zones. Their success is the backbone of the OSR-Coop replication strategy, and their stories, tools, and lessons will continue to guide many others on the path ahead towards citizen-led renovation and energy efficiency improvement across Europe.

## Replication journey

*From its beginning, the OSR-Coop Project aimed towards creating a shared foundation that other could build upon, in alignment with all the project partners that others.*

*By having a shared foundation of mutually agreed upon values of work, techniques, methods, mindset, the replication process would use it to steer others to look into it, adopt, adapt, and make their it their own.*

The replication process from the project's start was at the core of the OSR-Coop's DNA, with structured efforts throughout the project duration to translate the lived experience into concrete tools, trainings, and peer mentoring pathways. The OSR-Coop project with its mentoring programme and the OSR-Coop Elearning Course hosted on a custom-made [Energy Community Elearning Platform](#), coupled with a Guidance Manual, is securing its legacy. Together, these resources form a scalable package for any energy cooperative or citizen-led initiative seeking to start or strengthen a cooperative OSS for citizen-led renovation.

### The OSR-Coop toolkit development

The Replication Toolkit was developed through iterative workshops, tested during test workshops with replicators, and revised based on feedback from the Community of Practice and any new actors entering the field that have interacted with the project.

The components of the OSR-Coop Toolkit include:

- *Elearning Course*
- *Mentoring Programme*
- *OSR-Coop Guidance Manual*

The Toolkit is a flexible learning aid that allows each user to build or further develop an OSS based on their local context, resources, and capacities. It is grounded in real

implementation, exchanges with stakeholders, and the project's Community of Practice, and this practical origin gives the tools high credibility and usability for peers.

## OSR-Coop Elearning Course

The OSR-Coop Project created an elearning course titled "Delivering Citizen-Led Renovation through One-Stop-Shop Co-Ops", hosted on the [Energy Community Learning Platform](#). The course offers five interactive modules, each designed to be completed at the learner's own pace:

- *Module 1: Understanding Citizen-Led Renovation One-Stop Shop Models*
- *Module 2: Service design for Citizen-Led Renovation One-Stop Shops*
- *Module 3: Skills for Citizen-Led Renovation One-Stop Shops*
- *Module 4: Legal and Financial Considerations for Citizen-Led Renovation One-Stop Shops*
- *Module 5: ICT Tools to Support Citizen-Led Renovation One-Stop Shops*



IMAGE: OSR-COOP EARNING COURSE PROMOTIONAL IMAGE

Each module contains a combination of video content, downloadable tools, case examples from the OSR-Coop pilots, and quizzes or reflection prompts. The course has been used not only by emerging cooperatives, but also by municipalities, NGOs, and technical advisors looking to understand the cooperative approach.

*The structure of the course intentionally mirrors the service development logic used within the pilots themselves.*

*This alignment ensures that participants are not just learning about the OSS model, they are learning through the same steps that the partners took, supported by real and practical examples and information.*

*Each module includes guiding questions and relevant references, to help learners assess local readiness and build a step-by-step roadmap for action.*

Throughout the course, special attention is given to cooperative values and governance. While many renovation toolkits focus narrowly on technical or financial elements, this training embeds the social mission of cooperatives into each step—emphasizing transparency, accessibility, and member engagement.

## Mentoring programme

*Beyond tools and training, OSR-Coop also launched a Mentoring Programme, pairing the three OSR-Coop pilots with 3 replicators, to provide them with guidance and support in a 6-month duration.*

The OSR-Coop Mentoring Programme was established as a pillar to foster deeper replication through peer-to-peer learning, complementing the Elearning Course with in-depth sessions. It offered a personalised mentoring experience, pairing each of the three selected mentees with experienced partners from EcoVision, Energent, and Les 7 Vents, to learn directly from the pilots themselves. Over six months, mentees participated in at least six two-hour sessions combining tailored support with reflections on the Elearning modules. This structured approach blended theory with hands-on guidance, enabling

mentees to strengthen their skills, apply new knowledge in practice, and advance their role in developing cooperative renovation services.

Applications were competitive, limited to three mentee spots to ensure focus and impact. Candidates submitted an Expression of Interest by 31 January 2025, with selections announced on 7 February. Mentoring sessions continued until August 2025, aligning with the OSR-Coop project's conclusion in September. Coordination and logistics were supported by REScoop.eu, ensuring coherence with broader project objectives and maintaining a smooth exchange between mentors and mentees.



IMAGE: OSR-COOP MENTORING PROGRAMME PROMOTIONAL VISUAL

While the focus of the mentoring was on personal and professional development, mentors could also facilitate access to additional expertise where relevant. This structured yet flexible approach ensured that the OSR-Coop mentoring programme not only supported individual growth but also contributed to the long-term capacity-building of organisations engaged in citizen-led renovation.

## Impact and transformation

Throughout the project, OSR-Coop organised and participated in key events that helped grow visibility, test ideas, and expand its network. These were not simply dissemination points but collaborative spaces for learning and movement-building. Highlights included the Lisbon Test Workshop on Replication, where the Toolkit was tested live with a local cooperative from Portugal, Coopernico, and sparked new mentoring relationships. Moreover, REScoop.eu's Forums in Athens, Prague, and Krakow served as important platform for public storytelling and workshops organised by the OSR-Coop Project to promote the learnings.

*Local engagement activities such as open days, contractors' meetings, and community info sessions built trusted touchpoints in local ecosystems and made the concept of cooperative One Stop Shops for renovation tangible for citizens. These efforts positioned OSR-Coop as a connector between the pilot teams and across a wider community of practice.*

The project also generated significant organisational transformation within the three pilot cooperatives. EcoVision introduced a new CRM system and streamlined its intake process, reducing client processing time by more than 30%. Les 7 Vents expanded its services to include multi-apartment buildings and elderly homeowners for the first time, while Energent formalised its renovation coaching model, increasing completion rates and user satisfaction. Each pilot reported clearer internal roles, stronger confidence in service delivery, and deeper trust among local partners.

At the systemic level, some effects extended into the broader renovation ecosystem. Municipalities in Ireland and Belgium began exploring partnerships with cooperatives to integrate OSS into local climate plans, while OSR-Coop's tools and training were cited as inspiration in new LIFE and Horizon Europe project proposals. The project was also featured in EU-level events and publications, positioning citizen-led OSS models as credible and values-based alternatives to commercial approaches. Together, these outcomes reframed renovation as more than a technical challenge, demonstrating its potential as a process of community empowerment, social equity, and cooperative governance.

The pilots also provided concrete policy insights that are already informing the wider regulatory debate on renovation services. The comparative evidence gathered under Deliverable 6.2 confirmed that energy cooperatives can only reach their full potential when national frameworks provide legal certainty, long-term funding, and recognition as legitimate One Stop Shop operators. These findings, now reflected in REScoop.eu's 2025 EPBD policy brief, position OSR-Coop as a reference point for integrating citizen-led renovation models into forthcoming national transpositions of the EPBD and EED.

Moreover, through its communication and dissemination activities the OSR-Coop project promoted and inspired similar initiatives at local, national, and European levels. Representatives from the project consortium from the three pilots, REScoop.eu, and SNAP were consistently active in ensuring that ongoing work, outputs, and impacts were visible and accessible to peers, the Community of Practice, and the wider public. Notably, the project contributed to a feature on cooperative One Stop Shops for citizen-led renovation published in *REVOLVE* magazine, participated in numerous national and European conferences, and regularly engaged as panellists and speakers in both online and in-person events. These activities amplified the project's visibility and fostered meaningful exchange between cooperatives, policymakers, and technical experts.

## Citizens, Democracy, and the Renovation Wave

14 December 2023 - Energy // Features

Energy cooperatives across Europe are coming together to democratize the Renovation Wave.

'Together we are stronger' is the motto for community-led initiatives to bring ground-up involvement in renovating buildings. Our homes are more than just shelters; they are where we create lifelong memories and find comfort. These dwellings are in many ways essential to our lives and well-being, yet we often overlook their energy efficiency and environmental impact. When we do contemplate improvements, the costs of renovations can be a significant barrier.

### Our homes: building blocks for climate change resilience

Today, households are responsible for up to 40% of Europe's total energy consumption and a staggering 75% of homes are considered as inefficient. The renovation awaiting the building stock is immense given the millions of old edifices across Europe. This reality is a stark reminder that many Europeans are living in damp and leaky dwellings that often rely on polluting fossil fuels, despite the European economy's worth of €14.5 trillion in 2021. Fortunately, a shift is underway, as collective renovation projects gain momentum across Europe.



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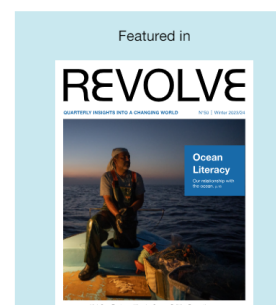
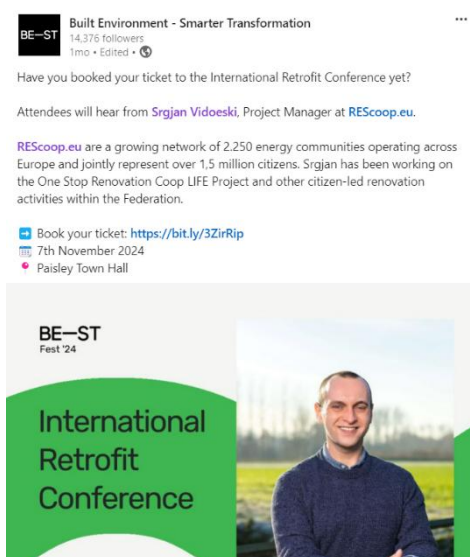


IMAGE: FEATURE IN THE MAGAZINE REVOLVE: [HTTPS://REVOLVE.MEDIA/FEATURES/CITIZENS-BUILDING-RENOVATION](https://revolve.media/features/citizens-building-renovation)

By sharing tangible results and lessons learned from the pilots, OSR-Coop helped shape a more coherent narrative around cooperative One Stop Shops for citizen-led renovation; one that links local action with European policy objectives. The project's communication efforts created a multiplier effect, inspiring municipalities, networks, and emerging cooperatives to explore citizen-led renovation OSS models. With it, the OSR-Coop Project secures its legacy beyond its formal project duration, establishing a reference framework for how communication, collaboration, and cooperative governance can jointly accelerate Europe's just and inclusive renovation wave.



In the coming weeks, we'll spotlight each project in the [#OSS4RenovationCluster](#) to showcase their unique contributions to the renovation landscape. 🏡 ✨

#SHEERenov+, LIFE\_CondoReno, #crOssrenoHome, Sportello Energia & Condomini, Local Energy Agencies for Peripheral (#LEAP), EU Peers, MultiHome - Stakeholder Cooperation Service Hub and Platform for Home Renovation, CONCERTO RENOVO, #LIFEBIRTIUOSS, REVERTER HUB, #osrcoop, and RE-SKIN Project



IMAGES: PARTICIPATION OF THE OSR-COOP PROJECT IN EVENTS

## Challenges and lessons learned

OSR-Coop provided a valuable testing ground for understanding the organisational, technical, and policy challenges facing citizen-led renovation One Stop Shops. Each pilot encountered specific difficulties that reflected its national framework and local context. While different in nature, these challenges shed light on what it takes to develop viable OSS models and what lessons can be carried forward.

## Lessons from EcoVision

*Finding the right name and associated branding, including a logo that delivers a clear message, proved to be a challenging process and should ideally be undertaken with the support of professionals.*

Cooperation and collaboration with local, regional, and national stakeholders are essential to ensure that citizen-led renovation and community energy organisations are included in the ongoing development of climate action solutions. Where possible, their important role should be highlighted. On the technical side, the development of back-office solutions such as CRM must be aligned with existing systems to allow seamless integration. The efficient use of such systems is key, and situations where multiple data entries are required should be avoided.

EcoVision also underlined that marketing strategies need to be laser-focused on target customers and deliver a clear and trustworthy message regarding the services being provided. Citizen customers want clear and accurate information as they are considering the second biggest investment of their lifetime. Search Engine Optimisation is a key element in drawing potential customers to a service provider's website and its importance should not be underestimated. Website appearance is equally important to maintain interest, and there must be options that allow quick communication with the service provider to trigger follow-up. Financing was also a core issue: bridging finance solutions need to be finely tuned so that maximum use can be obtained from loans at the minimum possible cost. OSSs must be able to dip in and out of these facilities as needed to enable scaling. Finally, opportunities to provide paid services such as project delivery, behavioural change education, and training services should be taken up when possible, to create a broad portfolio for future income generation and reduce reliance on project funding.

## Lessons from Energent

*For Energent, the constant struggle between delivering quality on the one hand and being affordable on the other was a recurring challenge.*

Added to this was the uncertainty of whether they would be able to continue working with the Flemish energy houses, and in what way. Changing legislation put these

collaborations under pressure, leaving the cooperative to plan for different scenarios. Ideally, new agreements can be made with each of the energy houses for 2026 and onwards. If so, the above services can be integrated and partially paid with public money. If not, Energent will continue with its self-sustaining services, but this would mean higher prices for homeowners and, as a result, lower uptake.

## Lessons from Les 7 Vents

*For Les 7 Vents, the shift from being a public entity subsidised partly by national schemes every one to three years depending on the political system of the moment, towards a private model based on tenders with local authorities or direct payment by clients, has been a major game-turner.*

The first challenge comes in terms of financing strategy: the cooperative is no longer paid in advance for its services, nor does it claim money based on the number of advisors needed per territory. Instead, it must anticipate its own financial solvency year after year by attracting a minimum number of households as the base for payment. The question remains whether it can thrive in an unstable market influenced by external factors.

The second challenge comes from the French grant system. Lack of sufficient public budget and the outsourcing of administration to the contractor “Docapost” has created mayhem in the renovation market. Grants intended to be paid within one month often take more than a year, and in some cases are cancelled without explanation. This leads to severe consequences: contractors risk bankruptcy, citizens become insolvent, and OSSs are left as the fuse of the system, absorbing citizen anger. Local procurements also posed difficulties. Two of the largest authorities in La Manche decided to internalise the early steps of the customer journey and financed the IHRS service at minimal levels. While Les 7 Vents responded to these tenders with its partner OSS, the result placed heavy pressure on staff, reduced working comfort, and exposed weaknesses in the economic model.

Finally, broadening the service offer brought both opportunity and strain. Les 7 Vents developed a wide umbrella of offers to fill gaps in the renovation market, yet too little has been invested in marketing. More generally, broadening the offer has not matched the existing staff capacity, as the IHRS coordination model consumes most of the available time and energy. The cooperative recognises that becoming more efficient

requires ongoing innovation in CRM systems and ICT tools, which could by ricochet address many of these barriers one after the other.

## Lessons from across the pilots

Across the three pilots, several lessons can be drawn. Citizen-led renovation services must remain adaptable to policy environments and national and local funding frameworks. Professional branding and marketing are central to reaching citizens and building trust, while back-office integration and efficient CRM use are critical to avoid unnecessary complexity.

Financial resilience requires both access to bridging loans and diversification of income streams beyond project funding. Balancing affordability and service quality is a constant tension, and small teams must carefully manage ambition against available capacity. Finally, cooperation with local, regional, and national stakeholders is indispensable to embed OSS models in broader climate action strategies. In short, OSR-Coop showed that while challenges are inevitable, they can be turned into learning opportunities that strengthen both organisations and the wider movement.

## Legal and policy context for Cooperative OSS

The OSR-Coop project has shown that the viability of cooperative One Stop Shops, depends not only on local engagement and technical capacity, but also on the legal and policy environments in which they operate. The pilots in France, Ireland, and Belgium offered practical evidence and identified recurring structural barriers: unstable and complex grant systems; ambiguous legal status and liability; fragmented governance; bureaucratic contractor accreditation; uneven recognition of cooperatives; and limited continuity of advisory funding.

The comparative experience demonstrated that success depends on coherence between legal certainty, financial stability, and institutional recognition. In Ireland, a well-defined national framework under the Sustainable Energy Authority of Ireland (SEAI) provided clear liability boundaries, integrated grant and loan instruments, and predictable funding that enabled EcoVision to scale its operations with confidence. In contrast, France's Mon Accompagnateur Renov' (MAR) accreditation created an advanced legal category for renovation intermediaries but was undermined by delays in the MaPrimeRénov' system, revealing how administrative instability can disrupt even well-designed frameworks. Belgium's devolved governance structure produced a different challenge: while regional autonomy allows for locally tailored instruments such as the Flemish Mijn VerbouwPremie and Energiehuizen, the lack of national coherence and recognition of cooperatives as OSS operators limited scalability.

Across all three contexts, the pilots highlighted that cooperative OSSs thrive when three enabling conditions converge: predictable multiannual financing, legal clarity over roles and liability, and formal recognition of cooperative intermediaries in national renovation strategies. These findings confirm that legal and regulatory frameworks are not peripheral to citizen-led renovation—they are decisive in determining whether cooperative models can mature beyond project-based funding and achieve long-term sustainability. At the European level, these insights carry direct relevance for the implementation of the recast Energy Performance of Buildings Directive (EPBD, 2024) and the Energy Efficiency Directive (EED, 2023).

## Looking forward

*The OSR-Coop project set out to demonstrate that cooperatives can develop renovation services that are both citizen-centred and replicable. Over the course of the pilots, this ambition translated into concrete results, new service offers, and strengthened organisational capacity.*

Looking ahead, each cooperative is preparing for the continuation and expansion of its activities, while the broader OSR-Coop community ensures that the project's tools and lessons will remain accessible for others to build upon.

### Pilots' outlook

EcoVision is now exploring new regional partnerships and deepening its collaboration with credit unions. The cooperative has also identified opportunities to expand into paid services such as project delivery, behavioural change education, and training programmes. These will not only respond to community needs but also help diversify income streams and reduce reliance on project funding. At the same time, EcoVision continues to refine its branding, marketing, and digital presence, recognising that citizens making one of the largest investments of their lives require clarity, trust, and simple access to services.

For Energent, the outlook is shaped by the future of its cooperation with the Flemish energy houses. If new agreements can be secured beyond 2026, services could be integrated into public frameworks and partly financed with public money, allowing for broader reach at lower cost to households. Either way, Energent is ready to continue with self-sustaining services, though this would likely mean higher prices for homeowners and fewer participants. Whatever the outcome, Energent is positioning itself as a regional reference point for renovation coaching and OSS collaboration in Flanders, Belgium, and regionally.

Les 7 Vents will continue adapting to the shift from public subsidy to tender-based and client-paid services. Strengthening its financial strategy and stabilising cash flow remain key priorities. The cooperative is also advancing its modular renovation support offer, with particular attention to households such as elderly homeowners, who have often been underserved. At the same time, investments in ICT and CRM systems are expected

to improve efficiency and free up capacity to broaden the service portfolio. While navigating these changes, Les 7 Vents remains engaged with local authorities and partners, balancing innovation with resilience.

## Final thoughts

The OSR-Coop project has demonstrated that energy cooperatives can be relevant and trusted actors in the renovation sector. By piloting citizen-led renovation One Stop Shops in Ireland, France, and Belgium, the project showed that cooperative values such as trust, solidarity, and citizen participation can be a part of the renovation services. The pilots tested new approaches and helped position energy cooperatives as credible partners alongside municipal and commercial actors. The experience confirmed that cooperative OSS can complement municipal initiatives, offering models that are closer to citizens, more democratic in governance, and more resilient in keeping social and financial benefits within local communities.

The role of REScoop.eu and SNAP has been important in ensuring that these lessons go beyond the pilots themselves. Through the Citizen-led Renovation Working Group at REScoop.eu, policy engagement, and replication activities, the federation has helped promote cooperative renovation services within Europe's broader energy transition debate. Going forward, recognition and support at policy and financial levels will be essential to allow cooperative OSS to thrive alongside municipal ones and to secure their long-term contribution to climate and energy goals.

The project's legal and regulatory analysis further underlined that Europe's citizen-led renovation wave will succeed only when cooperatives are embedded in coherent policy frameworks. By stabilising public grant systems, clarifying OSS liability, and supporting financial and social innovation, Member States can transform cooperatives from project-based actors into permanent intermediaries of trust. The legacy of OSR-Coop lies both in the practical tools and training now available for replication, and in the stronger position of cooperatives within the renovation ecosystem. The next step is to scale this momentum: to integrate cooperative OSS into policy planning, replicate them across new contexts, and keep promoting cooperative values.