HUB-IN

Current Landscapes

Eight narratives: Where are the HUB-IN cities now and how did they get there?

June 2021

HUB-IN Current Landscapes

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June 2021

HOW TO CITE THIS DOCUMENT

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About HUB-IN

Mission

Hubs of Innovation and Entrepreneurship for the Transformation of Historic Urban Areas (HUB-IN) aims to foster innovation and entrepreneurship in Historic Urban Areas (HUA), while preserving their unique social and cultural identity and the environment.

The project adopts innovation and entrepreneurship as the main drivers of urban regeneration in HUAs and it is fully aligned with the International agendas for Cultural Sustainable Development (UNESCO) and Cultural Heritage Strategy (Council of Europe).

In the first stage of HUB-IN, a network of Hubs of innovation and entrepreneurship will be developed in the HUAs of eight city partners (Lisboa, Slovenska Bistrica, Brasov, Nicosia, Genova, Grand Angoulême, Belfast, Utrecht) and in the second stage, the resulting methods and tools will be scaled up to a global network of HUAs in follower cities. The Hubs of Innovation and Entrepreneurship will test, demonstrate and pilot activities of co-creation and co-design in three main areas that hold potential for the Hubs' sustainable transformations: 1) Cultural and creative industries, 2) New lifestyles and 3) Endogenous Natural & Social Resources.

Vision

HUB-IN expects to contribute to reverse trends of abandonment and neglect of historic heritage in a systemic way through the creation of networks of Hubs where innovation will be the main driver.

The project will also have a direct impact on the creation of new sustainable opportunities for local traditional businesses and for the development of new creative skills and jobs.

The Consortium behind HUB-IN

Executive Summary

"We need to know in order to act"

Vera Gregório – Project Coordinator

In order to know what has come before and the point we are starting from, we need to explore and discover, ask questions, observe, gather information, listen, and engage in dialogue with HUB-IN partners and HUB-IN pilot cities.

Through webinars and bootcamps, as well as follow up activities and direct one-to-one exchanges, this 'Current Landscapes' report creates and presents a common HUB-IN narrative and compiles eight narratives of the pilot cities – "where are we now and how did we get there?" and as the project grows, will act as a reminder of "where we've come from" and "what impact we've achieved".

The eight pilot cities – Belfast (UK-NIR), Brasov (RO), Genoa (IT), Grand Angoulême (FR), Lisboa (PT), Nicosia (CY), Slovenska Bistrica (SI), and Utrecht (NL) – represent a varied and wide spectrum of urban landscapes sharing HUB-IN's values and common vision: "to promote (and realise) urban transformation and regeneration of historic urban areas (HUAs) with innovation and entrepreneurship as the main catalysts, while preserving the unique identity of the historic areas regarding their cultural and social values"[1].
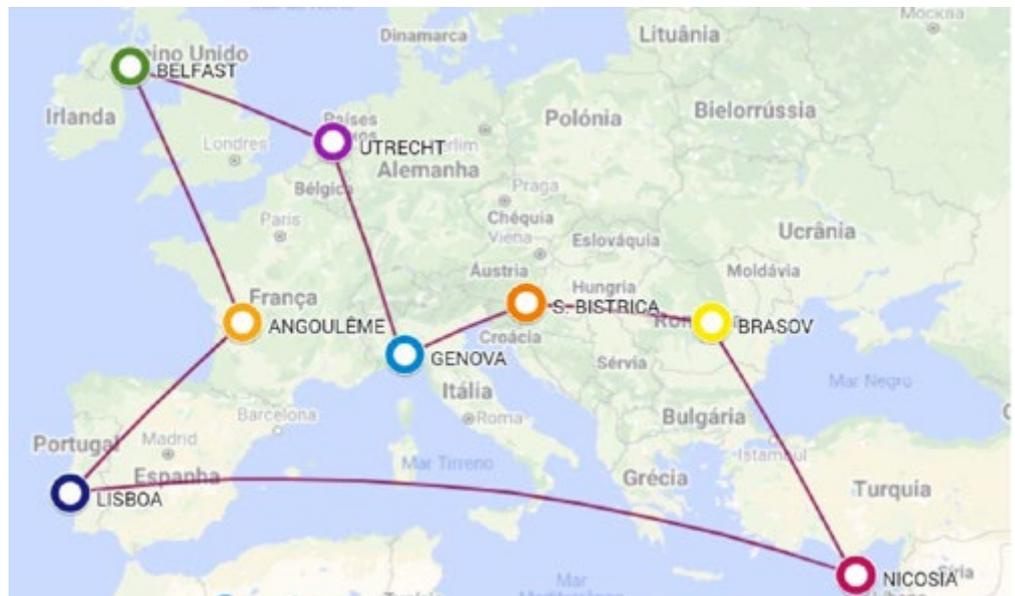
Geographical distribution of the eight HUB-IN pilots (From the HUB-IN Grant Agreement)

In the following pages we present eight narratives giving each city's unique starting point, context, and their HUB-IN team. We learn about the challenges specific to each city's HUA while understanding issues they have in common, specifically focusing on local cultural heritage and urban regeneration. The report made up of a number of sections.

HOPES & FEARS & OPPORTUNITIES

In this section we capture the hopes, fears and opportunities that all the cities share as well as those that are specific to each city. These fall into a number of themes including building on existing initiatives and relationships as well as developing new ones, managing expectations and the fear of the unknown, and knowledge and skills. All cities acknowledge the importance of sustainability, inclusivity and diversity, and linking local elements to globally connected support, to which the intracity and intercity peer learning process will contribute.

The pandemic effect has and will continue to have an impact on the HUAs and the HUB-IN project and all of us. Uncertainty around what the future might look like appears to be hindering some conversations and commitments about the future at different levels, whether that be changes in city priorities, policy or funding, or the true lasting impact of the pandemic on the economy. The pandemic has made it even more urgent to engage vulnerable groups. Cities do hope however that the HUB-IN project will help to facilitate these conversations, and see the project as an opportunity to contribute to this 'new future'.

We go on to highlight priority needs that are specific to each of the eight cities.

CO-CREATION

Embedded from the start and throughout the project, co-creation will ensure each city intervention is informed and backed by stakeholders, through understanding their challenges, opportunities and priorities. For increased public impact it is essential to move beyond informing and consulting, and towards collaborating with and empowering a diverse range of stakeholders.

Whilst the expectations of co-creation are relatively similar across all eight cities, the experience of co-creation varies. We were able to place the eight cities on a spectrum according to their experiences at this point of time, and each city we describe their current co-creation realities in more detail.

STAKEHOLDERS & LOCAL ECOSYSTEM

In this section we discuss how we have worked with the cities to support them in starting to map their stakeholders and to develop a database that will continue to be useful for the city teams throughout the project, including for future activities and deliverables such as roadmaps, engagement strategies, gap analyses and so on.

This summary of the current landscape of stakeholders in each HUA includes an outline of the 'main' stakeholders in each place. This has been informed by completed stakeholder templates, as part of the start of cities' discovery journey and a living document, conversations with city teams, and the webinar city profiles produced by WP7. The 'main' stakeholders are typically those defined as high influence and importance, and where relationships are in place and well maintained.

This forms a starting point for this exercise i.e. an initial awareness of stakeholders to bring on board at different stages of the project. The ultimate aim is to have all stakeholders influence the project at different phases so they can have an opportunity to feed in and participate in the co-creation process (even those who are hard to reach).

ACTIVITY CLUSTERS (CCI, NLS, ENSR)

"*By sharing the same strategic activity clusters within the network of HUBs, the HUB-IN project will leverage synergies between HUAs, will boost the development of collective services and business services and deepen the links between innovation and industry*"[2].

Here we capture the 'current landscape' of the HUB-IN strategic clusters of cultural and creative industries (CCI), new lifestyles (NLS) and endogenous natural & social resources (ENSR). Each city team explains what each of these strategic clusters currently looks like in their HUA. This section provides detailed historical and current contexts that are characteristic to each area.

FINANCE, GOVERNANCE, INVESTMENT

The way we relate, the way we organise, the way we work together and make every-day choices, is shaping the places where we live. This short section aims to give an initial glimpse and get us thinking about the forms, structures, social processes, (natural and technical processes) that people and institutions create to shape our collective activities. Where do investments come from? How is the financing organised? And what governance mechanisms are used?

Across the cities, we see a spectrum of experiences related to funding models (ranging from 'collaborative agreements' to crowdfunding initiatives), as well as a wealth of existing investments already planned for cities – with a some initial insights from a few cities.

DATA, ASSETS, SKILLS, INFRASTRUCTURE

In this section we intend to provide a first glimpse of the current realities in the spectrum of HUB-IN pilot cities' awareness, knowledge and challenges around data, skills, assets and infrastructure. Here we outline the various perspectives and approaches WP2, WP3, WP4 and WP5 bring to this, and how these overlap, interact and integrate for meaningful HUB-IN narratives.

We find a range of starting points and capabilities across cities, with all cities having lists of open-source data that is available, however in many cases is out of date. In general it is very challenging for cities to get access to data other than already 'open data' which is mostly published by public sector bodies and with little publications by the private sector. This will be a challenge for HUB-IN.

Several conversations around data and the Data Management Plan (D1.5 – a living document created by WP1) have highlighted a few challenges, concerns and unknowns with regards to data protection and GDPR compliance, with some additional concerns and possible complications due to Brexit and NI protocol.

We are capturing initial insights from cities around questions, such as:

- What experience do you have with collecting/ accessing data for projects?

- What sort of data do you or your stakeholders have access to? and

- What assets do you already have access to that could help the project and/or make your HUA an attractive place for innovation/entrepreneurship?.

EIGHT CITY PROFILE NARRATIVES

These eight city profile narratives have been informed by three bootcamps, SWOT analyses, the city moodboard , conversations with city teams, and the webinar city profiles created by WP7 and expanding on the city profiles in the grant agreement.

For each city we highlight the top five things to know, share each city's sense of place, describing each of the HUAs with their own specific challenges and strengths, including strategies already in place or in the pipeline, with a glimpse of how each city's team is taking shape.

TARGETED CITY-TO-CITY PAIRING

With eight Historic Urban Areas of diverse geographic locations, socio-economic characteristics and local ecosystems, there is a rich and fertile ground for cross-fertilisation. Intracity and intercity collaboration and co-learning is at the heart of HUB-IN drawing on the great legacies and successes of other European projects.

This Current Landscapes report is informed by and captures many of the learnings and thoughts shared between cities, so far more organically. The process so far has informed and identified approaches for more targeted / possible city pairings and/or city working groups. Learning about each city through the same lenses allows us to identify similarities, differences and opportunities for cities to learn from each other. Through the process so far and creating this report, we have formed some recommendations for city-to-city learning, targeted city pairings and/or working groups going forward.

This report provides a snapshot of where the pilot cities are at the beginning of the journey on which we are now embarking, and as well providing a platform on which to build throughout the remainder of the project and beyond, it will also serve as a reminder in the future about how far we have progressed from the start.

Our process and research methodology

"You can't really know where you are going until you know where you have been"

Maya Angelou, American poet

WHAT IS A 'CURRENT LANDSCAPE' AND WHY IS IT USEFUL?

The role of this Current Landscapes report is to understand and communicate the state of play and context of each HUB-IN Historic Urban Area (HUA) through a selection of lenses, such as hopes, fears and opportunities, co-creation, stakeholders and city stories. The report aims to help readers to gain a sense of place and narrative for each HUA and their team as they start their HUB-IN journey – something with greater relevance now more than ever in the times of the pandemic, with travel to each location being restricted so far in the project.

This summary of the current landscape of stakeholders in each HUA includes an outline of the 'main' stakeholders in each place. This has been informed by completed stakeholder templates, as part of the start of cities' discovery journey and a living document, conversations with city teams, and the webinar city profiles produced by WP7. The 'main' stakeholders are typically those defined as high influence and importance, and where relationships are in place and well maintained.

This forms a starting point for this exercise i.e. an initial awareness of stakeholders to bring on board at different stages of the project. The ultimate aim is to have all stakeholders influence the project at different phases so they can have an opportunity to feed in and participate in the co-creation process (even those who are hard to reach).

ENGAGING CITIES AND PARTNERS

Through a series of state-of-the-art webinars (led by Energy Cities), we have gathered valuable information and dialogue on policies and strategies already in place and in the pipeline, as well as city profile overviews. Bootcamps, follow-up activities and one-to-one city calls have also contributed to the understanding of where we are with each city.

Bootcamps have involved cities and partners by contributing to presentations for invited sections, in discussions and interactive sessions, such as online whiteboarding activities (using tools such as Miro) – this involvement ranges from informing (through presentations), to interacting, as well as synchronising activities across partners from other work packages and with cities. Bootcamps have been structured thematically and included follow up activities for cities to work on with their teams, and with additional support as required.

Activities have been designed to be multi-purpose - to support cities on their discovery journey with stakeholder engagement and co-creation, gain understanding and communicate where they currently are, while building up their team (and start thinking about where they are aiming to go), to inform this report and a number of connected tasks in various work packages.

OUR KEY AREAS OF FOCUS WERE:

- Hopes & Fears & Opportunities

- Co-creation

- Stakeholder & local ecosystem

- Activity clusters (CCI, NLS, ENSR)

- Finance, governance, investment

- Data, assets, skills, infrastructure

- Eight city profiles

- Targeted city-to-city pairing

(Right) Areas of focus for the Current Landscape, shared in WP3 Bootcamps

Most of the information and insights within this report have come directly from city teams, as well as dialogue with HUB-IN partners. City teams continue to engage a range of stakeholders to test and iterate their 'current landscape' such as city challenges, hopes and opportunities .

The Current Landscapes report and the process of writing it has also identified an opportunity for city pairings and city working groups. Learning about each city through the same lenses has allowed us to identify similarities, differences and opportunities for cities to learn from each other. Through creating this report, we have formed some recommendations for working groups going forward.

Hopes, Fears & Opportunities

This section of the report aims to capture the overall hopes, fears and opportunities related to the project per city and overall. As part of our Bootcamps and follow-up activities with the (core) team of each of the pilot cities, we used interactive tools and templates and asked them to complete the following statements:

"With HUB-IN, we hope for/to/that…"

"With HUB-IN, we're worried about/to/that…"

"With HUB-IN, we're confused about…"

Responses to these statements were synthesised along with further information from direct conversations with cities and partners.

Overall insights, overarching across all the cities:

ALIGN DEVELOPMENTS – BUILD ON WHAT IS THERE – KNOWLEDGE AND SKILL SHARING:

Cities are concerned with doing the work effectively and efficiently in a way that builds on prior work and links up with existing projects. Aligning HUB-IN with on-going work, existing strategies, building on previous work and experiences, is the opportunity for cross-fertilisation and knowledge sharing.

BUILDING PARTNERSHIPS

Some cities have a very focused local ecosystem, while others present a wide ecosystem of stakeholders; with relationships more or less well established. The opportunity to strengthen existing partnerships, as well as establish new relationships is present across all cities (in their unique local context).

MANAGING SCALE AND DIVERSITY – AGILITY – HOW SMALL IS BEAUTIFUL

Factors such as size of the city and the experience of team members involved are influencing the hopes and fears, with larger cities being more concerned about how to engage with a large and diverse pool of stakeholders, while smaller cities who have less capacity and resources, time and expertise to dedicate to the project are concerned with how to engage a small very focused and still diverse group of stakeholders.

UPSKILLING & DIGITAL LITERACY & DATA LITERACY

Varying levels of digital literacy and data literacy, access to expertise and upskilling of city teams (internally and externally) with their partners and communities is seen as an opportunity across all cities.

INCLUSIVITY AND DIVERSITY

Developing an inclusive approach and activating it from the start – involving marginalised groups is a common theme and presents varying challenges across cities with a shared agreement of the importance to address this.

LOCAL ROOTS & LOCAL ACTION & RESOURCES, GLOBALLY CONNECTED

With people's increased localised perception of their needs, people can identify synergies that should and could be done. Additionally, the pandemic has made people feel much closer to their home locations and at the same time yearn for connections with those elsewhere. This sense of rootedness and desire for (meaningful) connection, locally and globally, could support the intracity and intercity peer learning process.

EXPECTATIONS

Cities are concerned about how to manage expectations and unknown events or trends the unknowns, as well as how to monitor expectations for this research and innovation project appropriately.

UNINTENDED CONSEQUENCES

How to recognise and mitigate / adapt to possible unintended (negative) consequences, such as gentrification.

LONGER-TERM SUSTAINABILITY AND TANGIBLE RESULTS

How to create sound business and organisational models to ensure longevity of initiatives and an holistic approach, defining clearly roles and responsibilities.

Pandemic effect

It is important to acknowledge the somewhat unique context created by the ongoing COVID-19 pandemic and the effect that this has and will continue to have on the HUAs and the project and all of us. City teams have expressed similar hopes, fears, opportunities and challenges related to the pandemic.

In the short term, the pandemic continues to have an impact on how cities are able to engage with their stakeholders. Some cities are hoping to or would prefer to engage 'in person', and with a glimmer of 'normality' seemingly on the horizon due to the vast vaccine programme being undertaken across Europe, they have been hesitant to plan and progress with engagement 'remote' activities in the hope that lockdown measures will soon ease.

However, there still remains a level of uncertainty of how long lockdown easing will take and how long it will last, and the question also remains – what will the 'new normal' look like? Will stakeholders be comfortable to attend in-person events straight away, or will this take much longer to adapt back to? Even if in-person events become more widely possible, the rise of online engagement (through online tools and video calls) has its own advantages, in some cases easier and often more cost-effective for inter-city engagement. It has also opened up opportunities and made it more accessible for certain stakeholder groups, who may have not have engaged previously. . While we need to keep in mind digital inclusion. The pandemic has made it even more urgent to engage vulnerable groups who are still excluded from digital activities.

Whether it be the rise of 'working from home' and pushing the 'future of work' conversations (How will we work? What will we work? Where will we work? etc) or the inability for tourists to holiday in their area, the pandemic has also had an influence on how the HUAs are used (or not used) by people. With people gaining more localised perception of their needs in – with greater awareness of their neighbourhood and local resources / services, and people can identify synergies with what should and could be done. The pandemic has shone a light on existing weaknesses and changed perspectives and priorities, with some cities taking advantage of the 'pause' as a chance for local people to benefit. For example Lisboa City took the opportunity to correct an persistent and growing issue from the past few years, accelerating an initiative[3] to convert tourist Airbnb style flats back into affordable homes for local people in neighbourhoods like Alfama. Similarly, Slovenska Bistrica took advantage of the time to accelerate the creation of a bike-sharing initiative within the city.

Whilst the levels of impact will vary across the different HUAs, each city has undoubtedly been heavily affected by the pandemic, and there still remains a high amount of uncertainty around what the future will look like. Which changes will become permanent and which will return to some 'new normal'? The uncertainty appears to be hindering some conversations and commitments about the future at different levels, whether that be changes in city priorities, policy or funding, or the true lasting impact of the pandemic on the economy. Cities do hope however that the HUB-IN project will help to facilitate these conversations, and see the project as an opportunity to contribute to this 'new future'.

City-specific insights

Belfast

Belfast is a medium-sized capital city with significant experience in community engagement and regenerative urban activities. Building on a complex history – with recent and historic political uncertainties (*from the 30 year long 'troubles' (1960-90ies) to a period without government (2017-18) to developing into a Smart City (Smart Belfast)*). This is further underpinned by the recent launch of Innovation City Belfast[4] which seeks to build on Belfast's foundations as a city of creators and inventors and establish Belfast as a globally-significant destination for innovation.

The HUA reflects this progress – previously an industrial epicentre built on reclaimed land, the city's waterfront is one of the largest waterfront regeneration sites in Europe. The area provides Belfast with an opportunity to grow the population through new residential developments, increased economic prosperity through new office accommodation and develop a unique and authentic leisure and recreation destination for locals and visitors showcasing 400 years of history, including the birthplace of RMS Titanic. As such, one of their key hopes for the project is that it builds on past and existing work, aligns/integrates with ongoing initiatives and reinforces existing partnerships, to develop a vibrant waterfront that boosts sustainable tourism and shapes new creative and digital sectors, in which citizens have a meaningful sense of ownership, agency and participation.

Indicative of their prior experience with large scale initiatives, Belfast fears the duplication of work, engagement fatigue among known stakeholders and the setting of unrealistic expectations and outcomes. Ultimately the city sees the project as an opportunity to join up and strengthen the connections between the different sectors based in the HUA and the local community, and develop an iconic and authentic waterfront experience for local people and visitors. Internally, they see it as an opportunity to improve digital literacy and re-shape internal culture.

PRIORITY NEED:

Understanding overlap and convergence with past, current and future work (especially around Belfast Innovation District, Innovation City Belfast (ICB), aligning on-going and up-coming initiatives, joining up HUB-IN with existing work and bringing new stakeholder groups and projects into it. Support EU (H2020 ecosystem) literacy (as this is Belfast's first EU engagement)

Identify synergies across existing strategies, plans and initiatives that relate to the HUA in order to align resources and stimulate innovation to deliver a connected, vibrant and shared waterfront experience for local people, user groups and visitors.

Hopes	Fears	Opportunities
• Build on current and previous work • Citizen ownership of a more vibrant waterfront • Community involvement • Fusion of innovation district with surrounding heritage (old and new) • More local and international visitors • Shape opportunities for digital and creative sectors • Learning from other cities • Extension of the city centre – improve physical connectivity between city core and waterfront area.	• Engagement fatigue • Duplication of work • Unrealistic expectations and outcomes • Pandemic impacts • Political 'uncertainties' • EU Brexit / NI protocol – in particular the uncertainty of the impact of this on Belfast with regard to sharing (where collected) personal data for the wider project but especially the geotool. The Belfast HUB-IN project may have to take a different approach to data than the other HUB-IN cities which could hinder certain aspects of the project.	• Reinforce and create new working partnerships • Join up vision for iconic heritage waterfront with Innovation District • Develop a sense of place based on heritage based storytelling • Connect and develop a strong sense of community and local neighbourhoods, on site resident groups • Domestic tourism – getting people back into the city • Adapt to new ways of working that reboot how people engage with the area (cultural change) • Improve digital and data literacy • Change internal culture

Brasov

Brasov aims to find/create a balance between old and new, that inspires and learns, the new from the old & the old from the new, in a two-way conversation / dual-directional dialogue.

On the one hand, the project provides an opportunity to build on and strengthen its identity and rich local heritage by driving more awareness of the city's attractions, events and traditions, such as Junii Brasovului Festivities. As well, Brasov is one of the greenest cities in Romania (being surrounded by the Carpathian mountains) and has a strong commitment to sustainable development through its dedication to nature.

On the other hand, the project promises new initiatives that could help the city to work towards long term objectives around energy transition and climate neutrality, whilst developing a revitalised tourism offer and new, green city services that don't overwhelm the city centre.

Developing internal skills in urban development that enable the institution to find the balance they seek is a key hope for the project They cite a lack of 'urbanist' skills and resources in general as key project challenges. In particular, they see a need for cultural marketing within the current team structure in order to inspire, onboard and maintain engagement by the ecosystem. As with all of the cities, Brasov is also concerned about pandemic-related uncertainty and its potential impact on the project's relevance going forward. For this reason, the city is excited to learn side-by-side with partner cities to see how delicate balances and engagement has been achieved and managed elsewhere.

PRIORITY NEED:

Understanding how to stimulate a new and revitalised city centre, how to capture investment and business developments for sustainable development without overwhelming/swallowing a rich, local heritage, manage city life and tourism pressures (especially in the city centre) in a sustainable way, including light, noise, intercity learning and local upskilling; as well as balancing emerging opportunities with needs of elderly and relatively poor local population.

Hopes	Fears	Opportunities
• Attracting investment and business developments • Strengthening the Brasov identity, creating more awareness of the city's attractions, events and traditions, in part, by contributing to a wider tourism strategy for the city • Help the city to achieve wider sustainability goals, around energy transition and climate neutrality • Finding a balance between the old and new town (Urban morphology). • Preserving and celebrating local heritage through cultural and urban activities	• Lack of expertise & resourced time – urbanism skills not held within institution – need for cultural marketing within team structure • Pandemic impacts and uncertainty, and project relevance beyond the pandemic. • Effort required for consistent engagement – how to keep ecosystem engagement updated, connected, and consistently involved – how to bring people in and keep them on board	• Learning from the experience of project partners and other cities • Applying learnings to future projects • To overcome challenges related to barriers of agglomeration and tourism overtaking the city centre

Genova

Genova's HUB-IN historic urban area (HUA) is a very dense and heterogeneous territory on multiple levels: social, cultural and economic. The opportunity HUB-IN can provide is to create a network between the different actors operating in the area: from traders, to start-ups, to small businesses, through SME testbeds and supporting local businesses. To be an incentive for creative businesses, and more indirectly try to capitalize on previous experiences already developed in the area – with focus on local regeneration, bring new investment, increasing awareness of local heritage and increase liveability in the area, as well as establishing new activities, such as re-activating under used spaces and attracting sustainable tourism.

The main challenge today is to fight decay in all its forms – physical, social, and economic – reversing/counteract tendencies of mistrust, fragmented relationships with locals, micro-criminality, and organised crime. Rather than duplicating work, the focus needs to be on promoting actions that can have positive effects, such as updating our common vision (on sustainable regeneration of our heritage), strengthening local bonds by enhancing existing networks and engaging informal groups. This will bring fresh ideas, new energy, new participants, that can close the gap between theory and practise and provide tangible action on how to do this in (our current) reality.

The urban regeneration process can be implemented through an integrated urban development approach or by specific interventions. The Municipality is already implementing various specific actions to promote the improvement of the area, the next step is the adoption of a programme of an integrated nature, comprising actions and projects that at the same time tackle physical, social and economic conditions. The pandemic has made it even more urgent to engage vulnerable groups.

Responding (and informing) effectively changes the political agenda. An efficient urban policy and a strategic-oriented approach can revitalize the urban context and convert its decline into new sustainable growth and ensure lasting effects, increase interest and attract investment.

PRIORITY NEED:

Making sure something new is done effectively and something tangible achieved in the current reality, with lasting impact and sustainability – on physical and digital, social and economic, ecological and environmental levels, upskilling including digital (and ecological) literacy. Create an ecosystem of retailers, artisans, users and inhabitants, acting as a driving force to create spaces for innovative use of the historic area, improving the quality of life and becoming a place of interest for investors. We would like to create the opportunity to create start-ups that combine sustainability, business and urban regeneration.

Hopes	Fears	Opportunities
• Local regeneration: revitalize commerce, bring new investments, urban regeneration, increase the liveability of the area. • New activities: attract sustainable tourism to the HUA, re-activate under-used spaces. • SMEs testbed: establishment of new CCIs, SMEs and start-ups in the area. • Support the local businesses: support and engage with existing businesses. • Heritage uplift: Increase awareness of local heritage in the area.	• Co-creation: Conflicting interests, engagement fatigue, resources and skills • Longevity: Lack of interest and investment, no lasting effects of legacy • Duplication of work: Fragmented relationship with locals, mistrust, micro-criminality and organised crime • Gap between theory and practice: how do we do this in reality? • Covid: how to engage with vulnerable groups? • Change of political agenda	• Fresh ideas, new energy, new participants, updated common vision • Strengthen local bonds / reinforce and enhance existing networks – involve informal groups • Upskill (e.g. co-creation method) – increase digital capacity/ digital literacy • Equal representation • Reshifting internal structures

Grand Angoulême

Grand Angoulême is a relatively small but historically significant city with a strong desire to ensure project objectives, processes and outcomes are appropriated by the city's inhabitants. There is a hope for the project to build on and learn from a variety of existing partnerships, share local ways of working and ultimately to realise objectives on a European scale. For the city, the potential for partnerships goes beyond Europe, to include global work concerning the development of creative industries and cultural hubs, such as with an ongoing, close cooperation with the city of Zapopan in Mexico (funded by French and Mexican Ministries for foreign affairs).

The city perceives limited resources to represent a key project challenge, which heightens the imperative to create a sense of ownership among the citizens of Grand Angoulême. However, perceived project complexity, including the uncertain structuring of work packages, deliverables, deadlines and tasks present a key challenge that needs to be addressed and continuously followed up. Further the sanitary situation due to Covid-19 requires the reinvention of parts of working methods as well as the 'real-life' practices for inhabitants in their experience of the pilot. However there is a concern that

the town lacks resources and familiarity with project processes and methodologies to undertake this effectively.

Building EU learnings and Partnership is one of Angoulême's core hopes (as they are fresh to the EU H2020 ecosystem). Exchanges of know-how and experiences between partners, as well as learning from the other HUAs and sharing local ways of working is of great value, so is the implication of partners on a European scale.

PRIORITY NEED:

Aligning internal resource and processes / carrying out work, building up their HUB-IN team (in line with political decisions made, centralised process and decision making to be considered and risks to HUB-IN re-evaluated), catch-up and plan missed and upcoming tasks for the months to come, support EU (H2020 ecosystem) literacy, see previous collaboration activities can inform / transfer into various co-creation activities, explore engagement with a variety of stakeholders 'external' to the council

Hopes	Fears	Opportunities
• Build EU learnings and Partnership: Exchanges of know-how / experiences between partners, learn from the other HUAS and share local ways of working, implication of partners on a European scale. • Strong local engagement: Impulse for co-creation locally, Appropriation by the inhabitants of the pilot project, strong implication of local partners on the territory, support for the local co-creation initiation • Local focus: Creation of a pilot adapted to the local specificities	• Limited resources and project complexity: • Deadlines to achieve tasks (for example, the project manager is not yet recruited), • Sanitary situation due to Covid 19: needs to reinvent part of working methods as well as the « real-life » practices for inhabitants in their experience of the pilot • Structure of the WPs and their different deliverables • The planning of several tasks in the coming months	• Building on past and current projects: International projects on which HUB-IN could build as they are focusing on creative industries and hubs as well as cultural heritage. • Since 2012, there is also a close ongoing cooperation with the city of Zapopan in Mexico, focusing on the development of cultural and creative industries (funded by French and Mexican Ministries for foreign affairs)

Lisboa

Lisboa is a historic city, with a strong memory. Lisboa is a vibrant, modern and innovative European capital that thrives on being part of a collaborative international network.

As one of the most western capital cities of Europe, Lisboa hopes to implement innovative initiatives and solutions that promote sustainability, regardless of political hiccups, short termism and red tape (here and there). It is key to see the impact of implemented innovation, to counteract misunderstandings around tackling (or not) the right (or wrong) issues. One key concern is Lisboa's (perceived) inability to have a comprehensive understanding of its HUA.

Engaging diverse stakeholders is complex and poses challenges, starting with forming common ground and shared vision. At the same time this offers opportunities, with 'super powers' of transdisciplinary/ multidisciplinary teams. When enacted with inclusivity and clear objectives this will shape the path to promote entrepreneurial culture, with a set of tangible activities that inspire a positive future of the HUA.

With the current economic, social and environmental vulnerability, Lisboa's lack of social cohesion is ever more 'visible' and concerning, therefore inclusive approaches need to be baked in from the start, including digital and physical literacy. The pandemic provides opportunities for positive change.

The opportunity to interlink current work and build upon past experience in innovation and acceleration will help Lisboa in the co-creation and designing of collaborative processes. With Lisboa's local management and decision maker as one key player in the HUA that has access to potentially great resources, the municipality, as a central strategic stakeholder, can support positive change.

Urban regeneration that reinforces ties with local citizens and builds community cohesion will facilitate a community of representative stakeholders that cooperate in the various HUB-IN topics and encourage community organisations to participate in activities. Providing tools that can empower local communities, Lisboa hopes to build a more sustainable community and stop gentrification.

PRIORITY NEED:

As with other HUAs, Lisboa has a strong will to develop a structured innovation and entrepreneurial strategy. The team believes the HUB-IN project has the potential to unify several local initiatives and projects in one holistic strategy. This requires an ecosystem mapping and stakeholder engagement, a comprehensive understanding of the HUA, and increased data literacy.

Hopes	Fears	Opportunities
• Develop innovation: To implement solutions that promote sustainability, see their impact, promote entrepreneurial culture.	• Consultation fatigue	• Transdisciplinary / multidisciplinary team
• Global Network: To be part of a collaborative international network	• Stakeholder motivation	• Past experience with innovation and acceleration, local management, participating in co creation, design of collaborative process
• Regeneration: Regenerate the HUA, make a set of demonstrative activities that could inspire the positive future of the HUA.	• Stakeholder diversity / complexity	• Stakeholder relationship – identify right partners, maintain good relationships
• Community cohesion & Reinforce ties with local citizens: to give tools and empower local communities, build a more sustainable community, stop gentrification. Engage a community of representative stakeholders	• Common ground / vision	• Central strategic role – municipality as key player on decision making. Making use of high resources
	• Misunderstandings – not tackling right issues, inability to have a comprehensive understanding of HUA	• Covid – opportunity for change
	• Red Tape (Politics) and political short termism (next cycles / sustainability)	• Linking current / past projects
	• Digital literacy	
	• Covid /economic social vulnerability – lack of social cohesion	

Nicosia

Nicosia, capital of Cyprus, is a medium size city, contending with a turbulent history and its internal divisions along with the division of the island of Cyprus. The division of the island in two, makes the need for community engagement between the Turkish Cypriot and Greek Cypriot communities complex, challenging and pressing. The core HUB-IN team hopes that the project will allow them to map and engage with an ecosystem of stakeholders, citizens and communities, counteracting divides. Competition among stakeholders presents a challenge. One key concern is to also engage those hard to reach, involving Turkish Cypriots, minority groups and other stakeholders that are often absent from such processes.

Central to this will be the development of a reliable dataset of the historic centre that enables them to understand what is being done already and by whom The HUB-IN Nicosia team hopes the project enables them to experiment with new ways of working, including platforms, finance models and innovation methods, whilst conserving the sense of place and improving the political landscape and quality of life. This project and its processes and methodologies are new to them in parts and the fear around how to manage the unknown is present. There are fears around the spirit of knowledge and skills sharing. Key concerns are to realise tangible results, managing expectations and the long-term impact of efforts, considering long-term sustainability and clearly communicating 'what comes next'.

There are opportunities with start-up accelerators, organised by different institutions, including some youth programmes, that HUB-IN could take advantage of these intensified efforts towards building entrepreneurial spirit in Cyprus. HUB-IN could help to add specific aspects in the agendas of such accelerators in order to reinvent local practices within the three HUB-IN Clusters.

PRIORITY NEED:

The HUB of Nicosia needs to bring together social, technological and entrepreneurial innovative groups and their ideas through inclusive approaches. Also there is a big need to align with the efforts of the Centre of Excellence in research and innovation CYENS establishment and exploit resources to expand the impact in the HUA of Nicosia. The team believes the HUB-IN project provides an opportunity to create a common vision across divides and embracing multicultural diversity for a sustainable and vibrant historic centre.

Hopes	Fears	Opportunities
• Map innovation ecosystem, use it to strengthen connections and collaboration • Improve stakeholder engagement process and discover new tools • Get a clearer picture of the current state of the HUA – enhance understanding of what is being done • Leadership role – Nicosia as leader in Cyprus for innovative and entrepreneurial activities • Support CCIS – Cultural and Creative Industries, start-ups • Investments and new start-ups in HUA • Experiment – new platforms, models ,methods tools • Reveal and promote culture and built heritage of HUA. • Conserve sense of place (i.e. local, not just commercial chains) • Improve political landscape • Connect people to overcome physical barriers • Science diplomacy • Improve quality of life	• Not capturing all stakeholders, especially those that are hard to reach, competition among stakeholders, involving Turkish Cypriot community in the process • C-19 impact on local economy • Long term sustainability of Momentum of HUB-IN and CYENS CoE establishment • Managing the unknown – this is a new method • Duplication of work – how to align with other initiatives and activities • Spirit of skills and knowledge sharing? • Tangible results (realistic expectations)? • Internal engagement • Co-creation is a new approach for the municipality. Fear of failure and not getting the desired outcomes. • Not reaching a Shared and Common vision • How to avoid unintentional negative effects such as gentrification	• **Start-up accelerators:** There are currently some Youth programs organised by different institutions for start up ideas and HUB-IN could take advantage of these. HUB-IN could help to add specific aspects in the agendas of such accelerators in order to reinvent local practices within the three HUB-IN Clusters • **The future of work; Co-working spaces:** Especially after the C-19 pandemic people shift their modes of working and working remotely or with no fixed office location provides the opportunity for more interactions between entrepreneurs and can inspire innovation • **Exploiting Local resources:** get inspiration from what is already there. Again because of the C-19 pandemic people have a more localised perception of their needs and can identify synergies that should/could be done • **CYENS – Centre of Excellence:** A research centre in the heart of the historical city bringing together research and innovation in one place. Unique in Cyprus, combining both the research department, and the innovation department including the – makespace and the co-working space. The centre promotes the interaction and exchange between different scales and activities through different mediums.

Slovenska Bistrica

Slovenska Bistrica is a small but vibrant Slovene town. It is the administrative and industrial centre of the south-eastern part of Pohorje. The area is rich in cultural heritage and has a thriving cultural sector. It also hosts numerous and diverse crafts businesses and is well known for its aluminium industry. Slovenska Bistrica is surrounded by a natural landscape that provides good produce, great recreational opportunities and healthy lifestyle for inhabitants.

A key hope is that the project will help to motivate collaboration and the emergence of creative networks of stakeholders, building on existing strong relationships with local traditions and craft and establishing new relationships, bringing in innovative approaches for regeneration and sustainable development of the town and the surrounding areas. The hope is that driving innovation can encourage local communities to create new innovative products and initiatives, try new techniques, connect and learn from each other, seize new opportunities, learn about alternative financing tools, and foster competitive advantages.

There is uncertainty regarding how to start on this journey, around financing and roles and responsibilities across the key partners, the municipality, the Development and Information Centre Slovenska Bistrica and potential other local stakeholders. One of the foundational needs facing the city is to gain a deeper understanding of the needs of the local ecosystem and a shared vision that creates clarity of purpose, helps to prioritise possibilities and options of implementation.

Slovenska Bistrica hopes to create a pilot adapted to the local specificities. With this local focus and strong local engagement, with impulsion for co-creation locally, inhabitants can appropriate the pilot project. The territory demonstrates strong support from local partners and evident support for local co-creation initiatives. However there is some concern that, as a small town, Slovenska Bistrica might lack capacity, resources and familiarity with project processes and methodologies to undertake this effectively, and might find it challenging to reach the objectives (KPIs) .

The project is seen as an opportunity to motivate community engagement, develop self-sustaining systems (mitigating resource issue) and explore alternative and sustainable models of finance and governance, that promote tradition and inclusion whilst supporting local businesses and sustainable tourism.

PRIORITY NEED:

Stakeholder engagement and ecosystem mapping, clarifying roles and responsibilities in line with capacities and resources, inform and shape prioritisation mechanisms, drive innovation and create a self-sufficient HUB. The team believes the HUB-IN project provides opportunities to promote tradition and heritage, inclusion, collaboration and support local businesses and sustainable tourism effectively.

Hopes	Fears	Opportunities
• Understanding the needs of the local environment	• Capacity – small city – difficult to reach KPI	• Create self-sufficient hub
• Create networks of creative stakeholders	• Lack of collaboration motivation	• Promote tradition,
• Exchange of knowledge and ideas	• Sustainable financial and governance model	• Support local business and tourism
• Motivate citizens and other local organisations to contribute to regeneration	• Too many possibilities and too many options of implementation	• Promote inclusion
• Drive innovation: Encourage local communities to create new innovative products and initiatives, try new techniques, connect and learn from each other, seize new opportunities, learn about alternative financing tools, foster competitive advantages, etc.	• Lack of clarity about pilot implementation	• Promote benefits of collaboration to 'convince' local organisations
• Partially refurbish a local building located in the HUA to create a physical space for the new HUB		
• Successful inclusion of socially disadvantaged groups		
• To become an example of a good practice		

Utrecht

Utrecht is a historic and well connected city and a very fast growing city. With extensive experience and a focused large, as well as diverse array of potential stakeholders, cooperation is key. They see cooperation as the starting point to any successful initiative and at the centre of this is the need to find common ground between different groups, without losing the individual identities that make this HUA special.

One project fear held by the city is organising the work efficiently and developing a sound business and organisational model for De Machinerie (HUA HUB) to ensure the longevity of any initiatives. Important to achieving this will be defining key organisational roles and creating a common understanding around them, attributing responsibilities accordingly.

HUB-IN can strengthen the developments in the Werkspoorkwatier (HUA) and contribute to the cultural vision 2030 of the city. A vision where a diverse range of art and culture, inclusivity, stimulating creative capacity and space for artistic development are the four key themes. The HUA and the HUB are promising environments for creative cross-overs and innovation. Learning by doing, working with place based methods and tools, models offered by HUB-IN that are in line with the local goals, including participation and communication, the geo-tool, webinars, finance governance and business models can contribute to working on the Machinery (HUA HUB) and the environment and can be applied to other projects in the city in collaborations.

PRIORITY NEED:

Creating a shared purpose and vision to unify a large ecosystem of artistic film and visual culture, especially around Werkspoor Kwartier (HUA), in line with the physical HUB (the Machinery). Therefore develop internal processes and systems learning by doing with the stakeholders to implement the vision, link HUB-IN with internal and external stakeholders around the Machinery (HUA HUB).

Hopes	Fears	Opportunities
• Finding common ground without losing individual identity	• Disconnection of abstract theory with the concrete local issues and stakeholders	• Common values
• Examine correct business and organisational model for the Machinery (HUA HUB)	• Developing a sound business and organisational model (realistic)	• Efficient collaboration
• Strengthen the development of Werkspoorkwatier (HUA)	• Common definition of (new) roles and acting on new roles (might involve upskilling)	• An environment for creative cross-overs & innovations
• Let the HUB-IN project have a positive and tangible effect for de Machinerie development	• Participation from stakeholders that takes a holistic approach (e.g. breaking silos)	• Contribute to Cultural Vision Art Colours of the city
		• Tools, methods and models contribute to the Machinery (HUA HUB) and the environment
		• Co-learning and share learnings to apply to other projects in collaborations

Traditional Arts & Crafts activities in Slovenska Bistrica. Photo by Ajda Vernik

Co-creation

Embedded throughout the project, co-creation methods will continue to be used by cities and project partners as they collaborate with each other, experts and their stakeholders. As they progress through their journeys towards implementation and beyond, co-creation will be used to make sure each city intervention is informed and backed by stakeholders, through understanding their challenges, opportunities and priorities. Gaining different perspectives and collaborating with people beyond the internal HUB-IN team aims to create buy-in and pride from the wider community and ensure the longevity of the intervention beyond the project boundaries.

Co-creation goes beyond regular consultation (asking people if they like an idea), and involves stakeholders throughout the whole journey, whether that be mapping challenges, creating ideas that solve those challenges, or even implementing outputs.

The entire co-creation spectrum is valid and useful for different types of outcomes and cities will move across, and back and forth throughout the process. For increased public impact it is essential to engage diverse stakeholders in dialogue, collaborate and for the biggest impact to empower stakeholders.

INFORMED
Provide information
Inform

CONSULTED
Listen to and hear feedback, informing decisions
Listen

INVOLVED
Voiced concerns and aspirations shape the process and influence decisions
Dialogue

ACCOUNTABLE
Work together and partner with stakeholders, influence decisions
Collaborate

RESPONSIBLE
Final decisions and actions
Empower

Increasing level of public impact

Levels of engagement and increasing public impact / stakeholder and community engagement (from WP3 Educational Modules)[5]

In engaging with cities as part of the Current Landscapes report, we worked to understand their experience and expectations when it comes to co-creation methodologies. Cities also shared case studies of where they have used collaborative techniques previously.

Whilst the expectations of co-creation are relatively similar across all eight cities, the experience of co-creation varies. With these things in mind, we were able to place the eight cities on a spectrum across three different 'camps' defined below. It is important to note that cities will move across the spectrum and camps (one city might be 'advanced' in one aspect of co-creation, while at an 'early stage' on a different aspect). These camps are a journey (not a hierarchy). These camps aim to establish areas along a spectrum that cities will move in and across throughout the process.

CAMP 1 – EARLY STAGES

A culture of co-creation does not yet clearly exist in this place. Some elements of co-creation are being utilised but may be defined differently. There are likely to be challenges related to involving stakeholders here, partly due to the lack of experience the stakeholders have with being engaged. Because of this, time may need to be spent building trust with stakeholders, whilst also educating them about the co-creation process and the advantages of collaborating and sharing learnings, data and skills. The HUB-IN team in this place is likely to be smaller and may have less experience in co-creation practices. Therefore, they may wish to consider collaborating with an organisation, department or stakeholder that is more familiar with engagement techniques.

- Who are our stakeholders and how can we build a relationship with them?

- How can we communicate the benefits of the project and co-creation to our stakeholders?

- How can we build trust with our stakeholders and encourage them to share, collaborate and take responsibility?

- Are there any internal stakeholders we should be engaging with and/or bringing on board?

- How can we upskill in co-creation methodologies and who can help us?

| CAMP 1 | CAMP 2 | CAMP 3 |
| EARLY STAGES | ON THE WAY | ADVANCED |

ANGOULÊME · SL.BISTRICA · NICOSIA · BRASOV · LISBOA · GENOVA · BELFAST · UTRECHT
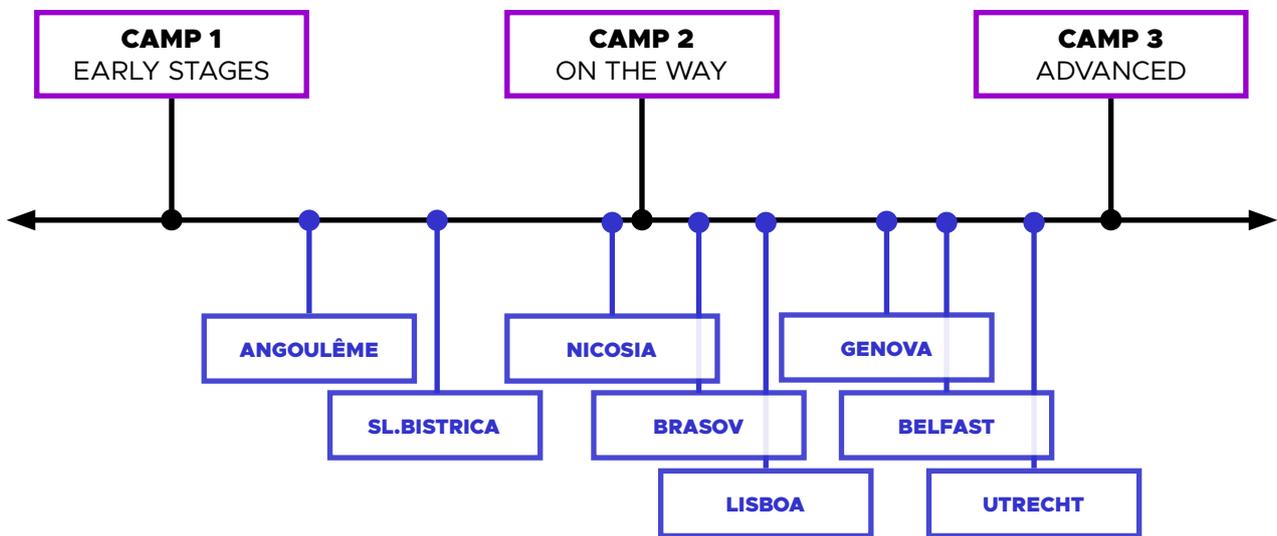
Cities placed on a 'co-creation spectrum' related to the 'camps' below

CAMP 2 – ON THE WAY

This place is fairly familiar with engagement and co-creation techniques, but they have tended to stick to the 'informed' and 'consulted' end of the spectrum, with most stakeholders only being asked their opinions during particular moments of a project rather than having a more active role throughout. The HUB-IN team in this project likely has most of the relevant skills, but may need support with managing the expectations of stakeholders and communicating the benefits of being more actively involved in projects.

- How can we encourage stakeholders we already know to have a more active role beyond being consulted?

- How can we improve our process so that we cover more of the co-creation spectrum?

CAMP 3 – ADVANCED

Co-creation is already fairly embedded into the culture of this place, with a variety of engagement activities already taking place. These cities are concerned that some stakeholders may feel 'engagement fatigue' and are wary of asking the same questions that have already been asked. Therefore they should build relationships with existing initiatives to align, learn and build upon and manage overlaps. They should also focus on how they integrate with local strategies, ensure focus, clear purpose and clarity on benefits for stakeholders, immediate and longer term.

- What are our stakeholders already involved in and how can we make sure we're not duplicating work?

- What other existing initiatives/projects are already taking place and how can we learn from them?

- How can the outputs of our co-creation be useful for other projects?

- How can we communicate our projects and keep stakeholders in the loop without overwhelming them?

Separate from the camps on the previous page, a few other common hopes and challenges related to co-creation were highlighted in our communication with cities.

A HOPE TO ENGAGE IN PERSON

As mentioned in 'The pandemic effect' it is important to reiterate that the pandemic continues to have an impact on how cities are able to engage with their stakeholders. Some cities are hoping to or would prefer to engage 'in person', and with a glimmer of 'normality' seemingly on the horizon due to the vast vaccine programme being undertaken across Europe, they have been hesitant to plan and progress with engagement activities in the hope that lockdown measures will soon ease.

However, there still remains a level of uncertainty of how long lockdown easing will take and how long it will last, and the question also remains – what will the 'new normal' look like? Will stakeholders be comfortable to attend in-person events straight away, or will this take much longer to adapt back to? Even if in-person events become more widely possible, the rise of online engagement (through online tools and video calls) has its own advantages. It has also opened up opportunities and made it more accessible for certain stakeholder groups, who may have not have engaged previously, to do so.

UNCERTAINTY OF HOW TO COMMUNICATE THE PROJECT AND MANAGE EXPECTATIONS

When discussing their approach for stakeholder engagement, cities almost unanimously agreed that communicating the project to stakeholders was currently a challenge, and there was additional uncertainty around how to address stakeholder from specific key sectors, beyond the "usual suspects". They acknowledged that consideration needed to be made about what to communicate, when and to whom, whilst more discussion and decisions were needed within the internal HUB-IN consortium around how to consistently and clearly communicate the project goals and benefits of co-creation in a concise and accessible way.

AN IMPATIENCE TO START IDEATING

Understandably, some city teams shared their desire to start thinking of intervention ideas with stakeholders now. Whilst high level visions can be discussed, it is important that cities manage the expectations of their stakeholders and that they do not start 'solutionising' too early. As part of the discovery process, the role of engagement isn't necessarily to start creating ideas with stakeholders, but is to map and understand the challenges that their solutions (that will come later) will aim to solve.

Co-creation per city

Belfast

Overall, Belfast seems well placed, with co-creation becoming embedded into ways of working and within city policy. The teams at both Belfast City Council and Maritime Belfast Trust have a degree of confidence in the approach, augmented by strong relationships with other organisations proficient in co-creation.

With strong networks and partnerships with community organisations, innovator communities and local businesses and stakeholders, the Belfast team has heavily engaged with stakeholders including the local community in the past.

They want to involve local residents and stakeholders in order to ensure the community benefits and the relationship between people and place is strengthened. However, they are also aware of 'engagement fatigue' and are therefore conscious of asking the right questions at the right time.

The Belfast team have been quick to start engaging with their stakeholders as part of the project, having already held some workshops with key stakeholders and launching an incentivised survey which received an impressive 632 responses, aiming to inform elements of their 'current landscape'.

Brasov

The team in Brasov have some experience with co-creation and with working across disciplines. This experience can be built on through good relationships with key stakeholders and facilitated by having co-creation embedded in local strategy policy. However, there's a recognition that some stakeholders (including the public) are perhaps less familiar with co-creation, and this can hinder participation.

They hope that HUB-IN can help shift the culture of collaboration towards more co-creation, and thus ensure locals are empowered and gain a sense of ownership over developments. Nonetheless, there remain quite practical challenges around resourcing, project ownership, and limitations imposed by the pandemic, as well as around forms of information – how to communicate clearly and how to integrate co-creation outputs into policy.

Genova

The team in Genova have experience of multiple engagement projects, resulting in well-developed skills within the team, tried and tested engagement processes and a developed network of stakeholders. At the same time, they acknowledge that their experience in co-creation remains quite 'traditional', for example with low levels of digitisation. This, and other factors, means it can be difficult to turn stakeholder input into action. They hope the HUB-IN Project will be an opportunity to 'step up' and innovate their engagement processes beyond the 'consult' phase and into deeper co-creation. Further, the strong network is built primarily on personal relationships, and there is real potential for these to be lost as relationships or roles change.

Hoping not to double-up on co-creation efforts in the area, the team has established a relationship with a large regeneration project already taking place in the HUA. This will be a good opportunity to align with and complement this regeneration project, build relationships with common stakeholders and build upon existing engagement activities (rather than repeating the same questions).

When it comes to directly engaging with stakeholders, the Genova team are hoping that eased lockdown restrictions will enable them to do co-creation activities in person, rather than through digital means.

Grand Angoulême

The public policy approach in France, being very centralised, hinders co-creation. Instead, 'collaborations' tend to be led by a project leader bringing in other partners, with the means of financing these collaborations also limiting scope for real co-creation. However, co-creation is not completely new to Angoulême, and collaborative ways of working do exist,although perhaps more in the private sector, led by SMEs.

The key hope for Angoulême is for effective and fluid communication between project and local partners, combined with sharing expertise and tools or resources to fill gaps. As elsewhere, there remain barriers, including relatively low levels of experience within local organisations and educational institutes; a need for political buy-in or validation and an associated long-term vision; and finding a route through high levels of complexity (e.g. how to most effectively select and involve the right local stakeholders).

Whilst the direct experience of co-creation might not exist within the current Grand Angoulême HUB-IN team, some skills relevant to co-creation such as event organisation and stakeholder management do exist. Meanwhile, the team is also in the process of mobilising other city departments into the project which will enable them to reach more expertise, networks, relationships and external stakeholders.

Lisboa

Overall, co-creation seems to have developed strongly over the last years in Lisboa.

Their hope is to develop a holistic project that aligns with local needs and views and integrates different skills and knowledge and which draws on open innovation. Nonetheless, there are potential hazards in the process (ensuring quality engagement with the right stakeholders; maintaining effective management), and in the potential results (which may not meet expectations, or which may have unintended consequences). Further, the project is potentially hampered by cultural considerations: the fact that two neighbourhoods have socio-cultural differences; a lack of innovation or entrepreneurial culture; and lower desire for collaboration.

The Lisboa team has already started to engage with some stakeholder groups, holding small workshops to introduce them to the project and asking high level questions around challenges and visions. They have chosen to reduce consultation of large institutions at this exploration stage, placing emphasis on the voices of smaller, local stakeholders as a priority, as large institutions can often be more assertive amongst smaller stakeholders at this exploration stage.

Nicosia

Whilst some members of the Nicosia team have an early level of experience using the methodologies, the culture of co-creation is still at an early stage in Nicosia. Nevertheless, a range of factors hold promise. The team has a good network with academia, community organisations, and government and can draw on trans-disciplinary experience. The Nicosia Master Plan and support from public authorities ensure an amenable policy environment. And there is a trend of innovation, such as a rapid digitisation through the pandemic and multiple online platforms to crowd-source information. Even so, significant challenges remain, including the delicate political landscape, slow decision making, a lack of available data and of staff availability.

The main hope for co-creation in the project is valuable collaboration with project partners, sharing skills and methods, effective and sustainable engagement with invested local stakeholders; and genuine impact, incorporating quick wins, a sustainable foundation, and effective communication. In recent years Nicosia has improved the quality of the public realm which provides a great opportunity to use open spaces and shared/community spaces for civic interaction.

However, local scepticism, a changing political landscape, and conflicting views all present challenges to be overcome. When it comes to directly engaging with stakeholders, the Nicosia team also hopes to be able to do 'in person activities' that the pandemic restrictions have prevented.

Slovenska Bistrica

Whilst the Slovenska Bistrica team has experience in creating innovation projects over the past few years, they may lack some relevant experience or knowledge in co-creation and in the local ecosystem (in terms of local investors or innovators, academic institutions). However, they benefit from some foundations on which to build co-creation capabilities, including event/workshop organisation, good connections with relevant stakeholders, and cross-boundary working.

The team hopes to share expertise with project partners and to more effectively engage with local stakeholders. There may be barriers including a lack of interest/unwillingness to engage in collaboration or a lack of familiarity with co-creation processes, preoccupation with covid/recovery, or changes to political agendas. Further, the Slovenska Bistrica team expressed challenges and uncertainty around how best to manage the expectations of stakeholders, whilst also managing the 'motivations' of some larger or more influential stakeholders. In addition, there are more practical concerns including the small size of the city limiting potential participation, connectivity issues or digital collaboration fatigue.

Utrecht

Utrecht sees collaboration as a key starting point and seeks to create impact in various areas – cultural, sustainability, green, work, climate, innovation, creative businesses, citizen engagement and education. Utrecht has several models for co-creation depending on the partners, the size of the project and policies, the subject, the physical spaces and the stakeholders. However, there is a recognition that involving many different parties comes with a challenge of navigating differing goals or aims. It is also a question to see how co-creation and consultation with citizens is actually used in policy making. And how everybody is reached.

The Utrecht HUA has a development vision (since 2012), meaning there is already a lot of co-creation and engagement with stakeholders taking place within the HUA. Good connections already exist. Currently the new development space vision of the HUA is already developed and in consultation in the city and seems to be finalized.

As well as engaging with local stakeholders, the Utrecht team would also like to use the project to engage more with national and international stakeholders, with the hope of bringing investment and new people into the area.

Stakeholders & local ecosystem

As part of the WP3 bootcamps, working with cities to map their 'current landscape' and helping them along their way in the HUB-IN journey, we introduced city teams to a fairly in-depth stakeholder mapping template. It is important to note that there is no one right way of mapping stakeholders, so long as it serves the purposes of identifying key actors and their relationship to the HUA team and HUB-IN. Whilst the start of the stakeholder map informs this report, the key purpose has been to create a tool and develop a database that could be useful for the city teams not just now, but throughout the project. This should therefore not be seen as a static spreadsheet but an ever-updating tool to inform the team's co-creation activities as they go along.

This has been the starting point for stakeholder engagement within each local ecosystem – defining possible hierarchies, actions and strategies along the (design) process and its different phases (of discovery & defining to developing & delivering) of the HUB-IN work. Subsequently, this database can be used, progressed and evolved for multiple purposes i.e. roadmap, stakeholder directory, engagement strategy, gap analysis etc, according to the discretion of the partnered cities.

Example stakeholder mapping tool in use

THE STAKEHOLDER MAPPING TOOL IS SPLIT INTO THE FOLLOW SECTIONS:

- Stakeholder information – Contact details and category of the stakeholder

- Related HUB-IN cluster activity – Which HUB-IN cluster activities do the stakeholders relate to?

- Overall importance and influence – How important are they to the project and how influential are they?

- Relationship and value exchange/value creation – What is your current relationship with this stakeholder and what would the ideal relationship be?

- Barriers and opportunities – What are the barriers and opportunities related to this stakeholder?

- Skills, assets and data – What sort of skills, assets or data does this stakeholder have that they could share?

STARTING THIS PROCESS FOR HUB-IN, A VARIETY OF STAKEHOLDER GROUPS / CATEGORIES MAY BE RELEVANT, SUCH AS:

- Public organisations

- SME & Innovators

- Standards & Regulation

- Academia & Research

- Consultancies

- Finance

- Influencers

- Large business

- National & local Government

- NGO & Charities

- Professional bodies & associations

- Other

- Major landowners and real estate developers

- HUA / place leaders

These categories may be updated and evolve. Here

we outline who the key catalytic stakeholders might be that can contribute to the whole HUA ecosystem – in inclusive and holistic ways, keeping in mind those stakeholders that engage within each city (intracity) and across cities (intracity), locally, nationally, internationally – across the entire process and starting with the stakeholders who are most important and influential in the ongoing 'discovery' phase.

At this stage of the work we are only considering certain fields of information from the stakeholder mapping i.e. stakeholder groups, types of industry, the quality of the relationship, and the degree of importance and influence. This will change and adapt as the project advances and becomes concrete particularly once HUB-IN interventions are clearly defined.

Per city stakeholder landscape and insights

This summary of the current landscape of stakeholders in each HUA comes along with an outline of the 'main' stakeholders in each place. This has been informed by the completed stakeholder templates, as part of the start of cities discovery journey and a living document, conversations with city teams, and the webinar city profiles by WP7. The 'main' stakeholders are typically those defined as high influence and importance, and where relationships are in place and well maintained.

This forms a starting point for this exercise i.e. An initial awareness of stakeholder to bring on board at different stages of the project. The ultimate aim is to have all stakeholders influence the project at different phases so they can have an opportunity to feed in and participate in the co-creation process (even those who are hard to reach).

It's important to note that the 'main stakeholders' are likely to change throughout the project as the teams progress through the design process.

Belfast

Belfast shows a large network of stakeholders across a wide array of stakeholder categories and industries. With main stakeholders distributed between national and local government, community, history and culture and innovation programmes, Belfast has a strong and engaged network around the Maritime Mile, the Historic Urban Area (HUA), as well as key city stakeholders and partners in delivering Belfast's Cultural Strategy.

This reflects maturity in mapping and understanding one's ecosystem and experience with stakeholder engagement.

Highlighting stakeholders at the four main stages in the process in this stakeholder tool is a good starting point for creating a priority list and roadmap of engagement along the project work, to make the most of their network.

Key stakeholders are further listed in detail below but can be organised into the following categories:

Belfast City Council – range of departments – Smart City, Economic Development, Tourism, Arts and Culture, Planning, Community etc

Academic Partners – QUB, UU and Belfast Met

Innovation and creative Partners – Future Screen, Creative Industries, Catalyst Inc. Culture and Arts sector

Community and Neighbourhoods – local residents, neighbourhood communities

Landowners and Developers – BHC and TQL

Destination partners – visitor attractions, venues, cafes, tourism agencies etc

And **Wider Business Community**

Belfast key stakeholders	
Belfast City Council – City & Neighbourhoods National & Local Government (City Council)	Community support and engagement. Links with key community groups in the HUB-IN area. Provide funding for community activity and development, advice services and covid recovery.
Belfast City Council – Council economic development team National & Local Government (City Council)	SME growth support for creative digital and tech sectors. Support and funding for tourism, culture and arts activity.
Belfast City Council – Planning and City Regeneration team National & Local Government (City Council)	Responsible for developing local plans and policies for Belfast as well as managing development within the area. This team will have strategic oversight and understanding of the development of the HUA.
Belfast City Council – Smart Belfast Programme National & Local Government (Innovation and Smart programme)	Smart Belfast brings together four universities, businesses, local government and citizens to collaborate, innovate and experiment using cutting-edge technologies and data science.
Maritime Belfast Trust	A local partner with BCC that will support the delivery of the HUB-IN project. It preserves and promote Belfast's rich maritime heritage for the enjoyment of current and future generations
Queen's University Belfast Academic & Research (Creative Industries)	Maritime Belfast currently takes a post grad in Public History every year to work on research projects along the Maritime Mile. Queen's University Belfast and Ulster University have collaborated extensively to develop proposals for global centres of (social) innovation excellence in key growth sectors in which world-leading expertise in our universities can be leveraged by businesses to create breakthrough technologies, products and services.
Screen and Media Innovation Lab (SMIL) SME & Innovators (Creative Industries)	The Screen and Media Innovation Lab (SMIL) will help to maximise the benefits of the creative industries sector for the Belfast Region by providing a dedicated physical infrastructure to support the rapidly expanding activity in this area.
Innovation City Belfast (ICB) Public & Community organisations (Innovation and Smart programme)	A coalition of Belfast's anchor institutions: Belfast City Council, Queen's University Belfast, Ulster University, Belfast Harbour, Catalyst and Invest NI. partners share a vision for inclusive and sustainable economic development for our city and region, underpinned by digital innovation.
Future Screens SME & Innovators (Innovation and Smart programme)	Provided letter of support to bid, lots of synergies with creative industries & innovative product development.
Titanic Quarter Limited Major developers / Influencer (Maritime Mile)	Owner and maintenance of key part of Waterfront area
Belfast Harbour Commissioners A Trust Port (Maritime Mile)	Belfast Harbour owns most of the land on which the Maritime Mile is located. They have several interests – as landowner, developer in their own right, ambitions for an iconic waterfront and also CSR strategy.
Local & regional citizens group e.g. Sailortown Regeneration Group Public & community organisations (Maritime Mile)	Provide a local view on the heritage in the area, what they would like to see developed/ innovation and local buy-in. Provide insight as to what would attract business, investors or tourists to the area, what heritage they are interested in **Sailortown Regeneration Group:** Oldest Local community group – on one side of the river where the sailors and dockers and the other shipyard workers. They are also restoring St Josephs Church – a key heritage asset on the Maritime Mile
Tourism NI Tourism / Influencer (Maritime Mile)	Potential co-funder of pilot projects, fit with Embrace the Giant Spirit brand
Visit Belfast Tourism / Influencer	Promotion of Belfast as a tourist destination, manage the Belfast welcome Centre
Local businesses, attractions and venues	Visitor facing/destination and large scale employers
Heritage Interest Groups	Their role is to revitalize and take care of current heritage buildings, monuments and public spaces within Belfast.
Titanic Quarter Masterplan	Titanic Quarter commissioned a master-plan to be used to set out basic principles for development and to encourage interest from other parties. The design was to plan a new city quarter developed around the remaining historic fabric as well as providing an ambitious quantum of accommodation to act as a financial catalyst for the city.

Brasov

The Brasov team is outlining a focused range of stakeholders across diverse industries to engage with HUB-IN: the majority with well established, good and strong relationships, high importance and influence, while providing a glimpse on relationship(s) yet to be built.

They have a strong relationship with a number of networks and links to community organisations, influential connectors in the entrepreneurial community within the HUA and at the heart of the HUA through the public administration in the form of Brasov Municipality (An influential connector in the entrepreneurial community, as well as political decision maker and investment factor.)

Brasov key stakeholders	
ABMEE (Agency of Brasov for the Management of Energy and Environment)	Leading the HUB-IN team in Brasov
Brasov Municipality National & Local Gov (local authority)	Contacts with the entrepreneurs and innovators within the HUA, local ruling. At the heart of the HUA and an influential connector in the entrepreneurial community, political decision maker and investment factor
Urban Art Depot/ My Home Brasov Public & Community Org (SME & Innovators) (Network of entrepreneurs & artists)	Networking platform which recommends well-appreciated HUA local entrepreneurs (arts, tourism, gastronomy, local producers and craftsmen, sports, SMEs and NGOs). Good connections with local entrepreneurs and at the heart of the HUA area. An influential connector in the entrepreneurial community but beyond this does not have power in relation to political decisions or investment.
Transilvania University Academic & Research	Owns faculty buildings in the HUA, can provide social sciences expertise and volunteers for the HUB Importance: expertise Influence: No power in relation to political decisions or investment
Brasov Design Center (BVDC) Public & Community Org (SME & Innovators) (Design & Innovation)	Initiative group consisting of professionals in architecture, design, communication, technology, sociology and economics, using co-design tools to engage citizens for an inclusive and sustainable urban development. Contacts with the entrepreneurs and innovators within the HUA Importance: At the heart of the HUA Influence: An influential connector in the entrepreneurial community but beyond this does not have power in relation to political decisions or investment

Genova

Genova presents a focused and rich spectrum of stakeholders, with a good understanding of their ecosystem and strong relationships.

Genova HUA's stakeholders can be grouped into a number of different categories.

Civil society organizations represent the largest category of stakeholders, grouping not-for-profit volunteering associations, grass-root organizations etc. all based in the HUA and serving the general interest of local citizens. These associations deal with culture (art, music, film, theatre), religion (all kinds), innovation (social, technical, digital); they help disadvantaged citizens with social services (to recover from addictions, provide food, help with young children), or are made up of citizens spontaneously willing to actively take part in their community. All these groups play a relevant role in the life of the HUA, shaping and driving the vast majority of initiatives that are taking place in the area.

Business-wise, the team identified the **incubators and co-working spaces** located within the HUA, as well as the many trade associations that are located or are operating in the area and are representing pretty much all local businesses. They also mapped individual entrepreneurs that they know from experience to be especially active and interested in the regeneration of the area (local start-ups, restaurant owners and retailers, etc.) and all the professional orders/associations which they think could provide useful insights to the project (architects, engineers, etc.).

A small but very important category of stakeholders is that of **Foundations**, either banking or business ones, as they could potentially provide an additional source of funding to the project and its activities in the HUA.

Another important category is those under **'National and Local Government'** – all public associations, committees, companies and initiatives: from the local branch of the Ministry of Cultural Heritage (Superintendence of Cultural Heritage), which is of utmost importance as it oversees all works and initiatives related to heritage buildings in the HUA with the aim of protecting them, to the many municipal companies whose work has a direct impact in the area (e.g. Municipal waste company, etc.).

Other categories of stakeholders are around **education and culture**, including the various museums as well as the schools, University's faculties and general educational organizations located in the HUA. In particular, the University of Genova is a key stakeholder, both because of its location within the HUA (bringing many students in the area), the ownership of many local heritage buildings and the technical and scientific know-how it could bring to the project.

It is worth noting that stakeholders internal to the **Municipality** are also very important if they want to reach substantial results with the project. The Municipality's political decision makers (the Mayor and his councillors etc.) need to be engaged and on board since the very start of the project, and the same can be said of all the technical departments that will play a role in the regeneration of the area. Like all large Municipalities, the Municipality of Genova is a very complex organization whose departments are sometimes used to working in silos; however, this silo approach needs to be overcome as the project includes aspects that are relevant for many different offices: the Urban Department/Urban Centre; the Economic Development Department/EU projects Unit; the Commercial Development Department; the Cultural Heritage Department; the City projects Department; the Special Events Department; and so on.

Genova key stakeholders	
Municipality of Genova (National and Local Government)	Important to overcome silo approach as the HUB-IN project includes aspects that are relevant for many different offices: the Urban Department/Urban Centre; the Economic Development Department/EU projects Unit; the Commercial Development Department; the Cultural Heritage Department; the City projects Department; the Special Events Department; and so on.
Civil society organizations • Il Laboratorio • MadLab2.0 • Agorá • La Comunitá • Caritas • Forevergreen • Parrocchia San Giovanni di Prè • Linkinart • Solidarietà lavoro	Grouping not for profit volunteering associations, grassroot organizations etc. All based in the HUA and serving the general interest of local citizens.
Incubators and co-working spaces • Talent Garden • BIC Filse • Digital tree • Social hub • Condiviso	The incubators and co-working spaces located within the HUA offers a unique location for residents and businesses to meet and disperse knowledge and resources.
Foundations – banking or business • Fondazione Compagnia di San Paolo • Fondazione Carige	Could potentially provide an additional source of funding to the project and its activities in the HUA.
Ministry of Cultural Heritage (Superintendence of Cultural Heritage) (National and Local Government)	Of utmost importance as it oversees all works and initiatives related to heritage buildings in the HUA with the aim of protecting them, to the many municipal companies whose work has a direct impact in the area (e.g. Municipal waste company, etc.).
Education – Schools & Academia & Research • University of Genova – Trasferimento Tecnologico • Università degli Studi di Genova	The University of Genova is a key stakeholder, both because of its location within the HUA (bringing many students in the area), the ownership of many local heritage buildings and the technical and scientific know-how it could bring to the project.
Trade Associations • CIV Balbi Principe Le vie della Storia/ Truogoli • CIV Borgo di Prè • CIV Lomellini	The many trade associations operating in the area are representing all local businesses.

Grand Angoulême

There is a well-established local ecosystem of stakeholders in the field of culture:

The Maison des Auteurs, an artist residency, supports over 200 artists and authors working in the fields of comics, multimedia and film animation. In 2020, this model was replicated in the city of Zapopan, Mexico.

Cité de la Bande Dessinée & Museum of Comics. The Angoulême Museum of Comics is unique in Europe. It has the mission of preservation of 7 000 original draws, dissemination of the comics history, animation and transmission. It is more than a museum, as it is also a structure that is promoting and strengthening the comics sector in France and at international level.

There is also a dedicated ecosystem for entrepreneurship with five clusters and incubators for start-ups, expertise centres used for training: the image pool MAGELIS.

Grand Angoulême has its own incubator, a technopole: they created an association that is focused on the innovation, promotion and engagement of creativity and innovation on the territory. They are also linking to the Chamber of Commerce, the companies, the institutions,

the economic and financial partners. This is a hub gathering this big innovation ecosystem. The technopole is called Eurekatech. They have their own communication channel (website, social media).

There is also a technopark with the purpose of having an incubator where start-ups can have an office or a workshop to start and develop their activities. Within this hub there is a common space set up with the purpose to create value on the territory and ensure companies stay in Grand Angoulême as within this hub the start uppers can connect to each other and start having business links among each other.

Finally, the Grand Angoulême stakeholder network seems to be highly centralised around their local authority in terms of engagement and decision making. With over half of Grand Angoulême stakeholders currently coming from their Local Government, Grand Angoulême stands out compared to other cities. Grand Angoulême seems to highlight the role and the involvement of different department heads, managers, and directors within their Municipality.

Grand Angoulême key stakeholders	
Maison des Auteurs	Leading the HUB-IN team in Brasov
Cité de la Bande Dessinée & Museum of Comics	Contacts with the entrepreneurs and innovators within the HUA, local ruling.
	At the heart of the HUA and an influential connector in the entrepreneurial community, political decision maker and investment factor
Grand Angoulême/Ville Angoulême Stakeholders departments. For example: • Culture & international cooperations • Town centre revitalisation • Sustainable land use planning, nature and biodiversity • Economic development • Tourism, regional promotion, institutional communication and territorial cooperation • Charente River Area • Local Development • Culture • Historic heritage • Attractivity, Economy and Employment	Grand Angoulême involves most of their departments within the HUB-IN project. They have a very close relationship with the HUA and desire to engage in the co-creation process as well as leading the strategic oversight of the project.
The image pool MAGELIS	Dedicated ecosystem for entrepreneurship with five clusters and incubators for start-ups, expertise centres
Eurekatech	Association that is focused on the innovation, promotion and engagement of creativity and innovation on the territory.

Lisboa

Lisboa will involve the following stakeholders, to promote the development of Public-Private-People Partnerships (4Ps):

- Inhabitants of the area, civil society organisations and makers communities

- Public entities such as universities, local governments, incubators and public organisations such as parishes

- Private entities such as businesses, start-ups and social entrepreneurs.

It is not currently clear which relationships are well established, in development or need of establishing the relationship. From the most important stakeholders, three parishes are brought forth. Which is the first time we can see smaller administrative council units included to engage with.

The municipality's local incubator (Centro de Inovação da Mouraria – Mourarias's Innovation Hub) plays a central role as it intends to strongly be rooted in the local community.

Lisboa key stakeholders	
Associação Renovar a Mouraria (NGO)	The Renovar a Mouraria Association is a private non-profit organization, with public utility status, with the aim of revitalizing the historic district of Mouraria, in Lisboa, at a social, cultural, economic and tourism level.
Centro de inovação da Mouraria (SME & Innovators)	The only municipal incubator in the city of Lisboa to exclusively support projects and business ideas from the cultural and creative industries. Located at the heart of the HUA of Mouraria.
Coletivo Warehouse / Ateliers da Penha (SME & Innovators)	A workplace with atelier and production workshop, in the design & Built-environment sector. It is a place where you can receive customers, have an office, discuss ideas, experiment with materials, make prototypes and produce parts.
EGEAC (Local government)	EGEAC is responsible for managing some of Lisboa's key cultural spaces and for organising Festas de Lisboa and other street festivals i.e. Nucleo Arqueológico Castelo de S. Jorge and Museu do Aljube.
FabLab de Lisboa	Municipal FabLab. Near the area of the HUB-IN, this makerspace is the center for a lot of projects and events related to arts, crafts, entrepreneurship and innovation.
Circular Economy Portugal (NGO)	CEP translates the principles of the circular economy into concrete projects, using zero waste strategies, social innovation and collaborative action.
Lisboa's Parishes (Junta de Freguesia de Arroios, Santa Maria Maior, and São Vicente)	Parishes are the equivalent of small administrative municipalities. They are responsible for managing city services, cultural and touristics assets within their boundaries.

Nicosia

Nicosia has identified a good range of stakeholders within their mapping exercises, a number of them operate across different activity clusters. Art, design and cultural institutions and organisations within their network seem to be at the forefront of their most important stakeholders.

Other industries present within their network are: municipalities and national wide government bodies, business and financing bodies, research and academia, museums and art institutions, cultural centres and event venues, galleries and artists spaces, theatres and design centers, libraries, schools, NGOS & CSOs and citizens initiative.

Nicosia presents initiative, experience and a critical understanding of their local ecosystem. However, the municipality needs to provide further support to be able to engage with stakeholders.

Nicosia key stakeholders	
Mayor of Nicosia (Politicians and Local Government)	Mayor of Nicosia and key decision maker. He was re-elected for a second term in the Municipal Election of December 18, 2016. Elections will be taking place again in December 2021.
Deputy Ministry of Tourism (Central government)	The HUA of Nicosia is definitely the main attraction in urban Nicosia and one of the most important in the region. HUB-IN activities will elevate its status with contemporary initiatives and projects that will attract new/more tourists
Municipal Committees (Politicians and Local Government)	Committees are smaller working groups through which the counsellors manage, make decisions on different topics and aspects of the city
Nicosia Municipal Arts Centre (Culture)	During its twenty plus years of operation, the Nicosia Arts Centre has organized and presented more than eighty exhibitions of modern and contemporary art with the participation of well-known artists from Cyprus and abroad.
The Cyprus National Commission for UNESCO (Local Government)	Part of the global network of national bodies, which cooperate with UNESCO to implement and promote projects and activities within the five main thematic sectors of the Organisation: Education, Natural Sciences, Culture, Social and Human Sciences, Communication and Information.
Nicosia Tourist Development and Promotion Company (ETAP) **Nicosia Tourism Board** (Tourism/Culture)	The mission of ETAP and the Tourism Board of Nicosia is to develop and promote the local tangible and intangible specificities and touristic products of Nicosia to attract visitors and provide unique experiences through collaboration with interested parties.
Cyprus Sustainable Tourism Initiative (Tourism/Culture)	An independent organization. It was established in 2006, following a 2-year long project of the Travel Foundation that created a partnership of UK leading tour operators, environmental Cypriot NGOs, the Cyprus Tourism Organization – CTO (Deputy Ministry of Tourism as of JAN19), Cyprus Agents and small village producers, their communities and associations.
Department of Antiquities (Tourism/Culture)	Responsible for architectural and historical heritage
CYENS Centre of Excellence (Academia)	One of the most important stakeholders as it embodies the ambition of Nicosia Municipality to promote Research, Innovation and boost the creative and entrepreneurial spirit in the city
Cyprus Energy Agency (NGO / Consultancy)	An independent, non-governmental, non-profit organization, founded in 2009. CEA has become an information point for the local society, providing education and vocational training. It participates in projects in partnership with local, European and international organizations, contributing to innovation, research and sustainable development.
Invest Cyprus – Cyprus Investment Promotion Agency (Financial body)	The investment authority of the Government of Cyprus dedicated to attracting and facilitating foreign direct investment into the country. In close collaboration with all governmental authorities and public institutions, as well as the private sector, Invest Cyprus is the country's lead agent in establishing Cyprus as a world-class destination for international business activity and investments.
Turkish Cypriot community (Community Organisation)	Representation of Turkish Cypriot community – occupied area of Nicosia
Cyprus Hotels Association (Professional Organisations)	The Hoteliers National Trade Union. The history of its foundation goes back to the beginning of the 1930s. Today the vast majority of all hotel establishments and other licensed tourist accommodation units, all over Cyprus, are members of the Cyprus Hotel Association.
Cyprus Confederation of Professional Craftsmen and Shopkeepers (Professional Organisations)	CyCPOVEK is a not-for-profit organisation. Based on the results of the Enterprise Census carried out by the Cyprus Statistical Service in 2014, 65.000 Small and Medium Enterprises (SME) are active in Cyprus (excluding agriculture and fishing), employing a total of 310 thousand people.
Nicosia Sidewalks Shopkeepers Association **Local Property Owners and Developers** **Cyprus Land and Building Developers Association** (Professional Organisations)	Organisations that are strongly related to existing real estate. The land use (shops or other) largely impacts the development of the area, in terms of infrastructure, future demographics and local economy therefore they are important stakeholders to consider when building towards a hub of innovation and entrepreneurship in the HUA.
Universities (Academic & Research)	Nicosia is a university city, concentrating nine major academic and research institutions and gathering approximately 30,000 students. Outside of the HUA area.

Slovenska Bistrica

Slovenska Bistrica shows a strong presence of Public/ Community Organisations as well as SMEs, with a high density of cultural, artisans and citizens organization at the forefront.

The main cooperation would focus on work with local creative groups. A number of creative and artisan groups and individuals are present in the HUA itself. Slovenska Bistrica stakeholder relations stretch to include creatives and fablabs in nearby cities, since the size of the city calls for collaboration on a larger scale.

Slovenska Bistrica key stakeholders	
Zavod za kulturo Slovenska Bistrica Institute of Culture Slovenska Bistrica (Public Organisation)	The Institute engages in museum and exhibition-gallery activities, and takes care of the restoration and preservation of natural and cultural monuments. They organize cultural and other public events and also carry out pedagogical and publishing activities. They are also connecting with tourist organisations and other cultural providers.
Ljudska univerza Slovenska Bistrica Lifelong Learning Centre (Academia and Research)	The Lifelong learning centre of Slovenska Bistrica is very active in the local community and participates in many local events and initiatives. They have experience with adult education (workshops, courses etc.) and event planning.
Handicraft cooperative (Community Organisation)	A community of artisans, focusing on promoting and selling pottery products. With knowledge and experience in preservation of intangible local heritage.
Majolika (Community Organisation)	Arts and crafts centre with a knowledge of crafts production from different local materials.
TIC Slovenska Bistrica (Tourism/Culture)	Tourist information centre that can offer information on historic and natural heritage locations and tourist products.
Kulturno umetniško društvo foto Video klub Slovenska Bistrica (Community Organisation)	Photo-Video club that could be included in the multimedia Hub as well as support the traditional part of the hub, helping them take their activities to the next level.
Otroško mladinsko društvo Fridina mišnica (Community Organisation)	Association organizing local events for children, such as workshops, often integrating traditional materials and techniques.
Društvo Koruzno zrno (Community Organisation)	Puppet theatre association organizing shows for children and adults. They are also a part of the "puppet tour", where they perform various local legends at historic locations throughout the municipality.
Artists and artisans	There are many local artists and artisans (musicians, painters, multimedia artists, photographers, tailors, sculptors and many others) who could contribute as well as benefit from becoming active members of the HUB.
Javni sklad RS za kulturne dejavnosti, Območna izpostava Slovenska Bistrica (Public Organisation)	Local branch of a national public fund for cultural activities. An organization connecting local cultural associations, which also organizes events and workshops, presents awards etc.

Utrecht

Utrecht is highlighting possible partners that are very enthusiastic about HUB-IN and are empowering it, however are not initiating development.

These include creative makers and organisations, such as animators, game developers and new media companies, as well as educational institutions, local neighbourhood organisations and visitors.

The Culture Department is leading the project for the municipality. Other departments are involved in giving legal support and issuing permits, creating spaces for bike parking lots, cars, building renovation permits etc.

The cooperation between the organisations which use the Machinerie (HUA HUB) needs to be organised. For this purpose, a director will be appointed for a period of three years. The task of this director will be to profile and promote the Machinerie, create common value and establish efficiency benefits. A specific task within this commision will be to create an environment in which creative crossovers and innovations can take place and make sure this environment will be sustainable after this three year period.

Utrecht key stakeholders	
Municipality of Utrecht (Local government)	Investor and policy maker.
Dutch Film Festival	A leading platform for Netherlands' national film culture
Hoogt in Tour	A very experienced arthouse cinema
Fotodok space for documentary photography	International space for documentary photography based in Utrecht
Werkspoorkathedraal	Co-investor – The biggest industrial assembly hall from the 1960´s which is being used for television recordings, operas and concerts, food markets, congresses, business meetings.
Creative makers & presentation organisations	• Animators (job, joris en marieke – won an Oscar for their animations, artibite) • Game developers (Monobanda) • Animation film festivals (Kaboom) and new media festival (Impakt) • New media companies (creative coding, indyvideo – helping stakeholders in translating their content to new media)
Educational institutes X11 (secondary school with creative profile) HKU (Utrecht school of the arts) Creative College (Central Netherlands Regional Education and Training Centre)	De Machinerie is an interesting development for educational institutes on all levels as it offers the option the to use the new media facilities incorporated in the buildings and is available starting with secondary schools, schools of art, regional education centre
Local organisations from the neighbourhood & visitors'	Communities like film clubs, groups of elderly persons: Function for youth from surrounding neighbourhoods Programs by visitor communities around certain themes (film clubs) Diversity in programming, public, promotion and participation representing the people living in the city.

What next?

As part of WP3 the main stakeholder mapping exercise needs to be completed and synthesized for each partnered city. This will allow us to move forward and develop visualisation(s) and qualitative analysis e.g. visualising the relationship of importance and influence along 4 levels of engagement, so partnered cities can start to better understand their network and current landscape.

From the qualitative analysis and internal insight generated by WP3, personalised resources, guidance and best practices will be assembled to help cities setting-up their stakeholder engagement roadmap, understand their key challenges and opportunities, and develop a methodology to engage with their main stakeholders.

Town Hall Square Nicosia. Photo from CEA archive.

Activity clusters

This chapter aims to capture the 'current landscape' of the HUB-IN strategic clusters of Cultural and Creative Industries (CCI), New lifestyles (NLS) and Endogenous Natural & Social Resources (ENSR), as described in the grant agreement:

The HUB-IN concept adopts a strategic cluster approach, based on the literature and in regional development policies, assuming that clustering activities generate positive effects on innovation. HUB-IN adapts this approach to HUAs and considers that the development of urban innovation ecosystems in HUAs will rely on a high level of specialization in key sectors that will boost their urban regeneration. Therefore HUB-IN will develop their activities in three strategic clusters:

i. ***Cultural and Creative Industries*** *(CCI), including: cultural heritage, activities such as craftwork, digital animation, fashion design, visual arts, music museums and others;*

ii. ***New Lifestyles*** *(NLS), including activities based on digital technologies, circular economy, social innovation, sharing economy and sustainability;*

iii. ***Endogenous Natural & Social Resources*** *(ENSR), including reuse and readapt natural resources and social dynamics.*

By sharing the same strategic clusters within the network of hubs, the HUB-IN project will leverage synergies between HUA´s, will boost the development of collective services and business services and deepen the links between innovation and industry.[6]

For this report, we asked city teams to explain what each of these strategic clusters currently looks like in their HUA.

Culture and Creative Industries (CCI)

- Technology & Data Science: Digital animation, Video gaming, Film broadcast, Immersive Tech.

- Traditional Food: Gastronomy and beverage, coffee-roasting);

- Craft Industry: wood crafting, design showcasing, textile and stone craving, ceramic and tiles.

- Music, dance events and Traditional Festivities.

Belfast

Locally, Cultural and Creative Industries are recognised as one of Belfast's fastest growing sectors. Belfast City Council is committed to helping support the development of the creative digital industries, which, if nurtured and supported in the right way, have the ability to make Belfast truly competitive on the global stage.

The Council's support for the sector is designed to help those working in the fields of film, broadcast, TV, video games, digital content, immersive technology and music achieve their true economic and creative potential. At the same time, they aim at making Belfast a famous focal point for the sector, bringing in new talents, stimulating the creation of an open and collaborative culture, connecting the city at the international level and driving physical and economic regeneration.

For example, part of the Games of Thrones series was shot in Belfast and this put the city on the map, providing people jobs in the field, more specifically for the Maritime MIle (HUA) – Titanic Film Studios, Catalyst Inc, Titanic Belfast, Odyssey Area and W5, PRONI, Belfast Met, QUB on site and UU nearby.

The city's commitment to the sector is demonstrated by the many projects carried out in the field such as:

- Immersive Belfast – to enhance the visitor experience of key attractions or locations in Belfast through the innovative use of immersive technology.

- Perspective – the Belfast story, an app to lead people to the more interesting music attractions in the city

- Emerge – a virtual reality project to enhance the work done by the City Hall in the restoration of built heritage that had been destroyed by a fire.

- City of Culture 2023 – Maritime Mile – one of largest outdoor venue

HUB-IN could help the local creative industries sector to:

- Engage with creative digital SMEs

- Create new creative experiences / challenges

- Create wealth and new employment opportunities

- Engage with citizens

- Raise the profile of the city Internationally

- Support business and investment

- Embrace Innovation

Brasov

Cultural and Creative Industries have a lot of potential, the city has talent resources and many famous names originating from Brasov. However, the professional environment in this field is quite narrow and lacking opportunities for individual development, higher education in CCI or business progress.

According to the 2030 cultural strategy, Brasov, noticing the modest level of local cultural and creative sectors, intends to set up a master action plan for the development of long-term links with the economic & social sectors. Cultural & creative sectors are concentrated on the area of human resources training, from cultural education up to supporting young people with setting up businesses in the creative industry and cultural – educational services.

Genova

The HUA is characterised by a continuous flow of interactions and exchanges between culture in the more traditional sense: museums, Unesco buildings, etc. and the more innovative creative cultural activities developed with a bottom up approach. This combination makes it a fertile territory for developing experimentation and producing innovation. The historic centre has always been a place where cultural products are made as well as consumed. Small entrepreneurs have tried to combine the industrial dimension with the cultural dimension, starting with small innovative ideas. However, they have always had difficulties due to the conformation of the territory: narrow and dark streets, sometimes inaccessible, cause the non-use of some spaces, increase the perception of lack of security, etc.

HUB-IN can help implement strategic and integrated planning governance with cultural and creative resources as a driver for urban development.

Examples of initiatives in this realm are:

- Zero rent for 200 municipal and private properties for 5 years – including the ones confiscated from the mafia – to be given to cultural and non-for-profit associations

- Supporting Genova commercial district and creating new ones, such as 'Genova Blue District, Genova Jeans'

- New commercial centre in the existing market, Statuto Square

- New rules about decorum of shops and outdoor areas to improve their quality, developed with trade associations

- Widespread museum

Grand Angoulême

Angoulême is diverse and creative and is particularly strong in media production, notably in the fields of comics and animation.

CREATIVE INDUSTRY

"The town of Angoulême plays a significant role in the production of animated films and other media (games, web and publishing), with hundreds of companies linked to the creative industries based there. It is the second largest centre of animation production in France, (a country which leads Europe, and is ranked third globally as a producer of animation)."[7]

The annual International Comics Festival attracts around 200,000 participants over four days each year.

Lisboa

CULTURAL HERITAGE:

This area is the birthplace of Lisboa, so there are layers on top of layers of history. Landmarks are all around, from the St Jorge Castle to the first defensive walls that were absorbed by the buildings; the numerous churches, squares, alleys and viewpoints to the city and the river Tejo.

MUSEU DE LISBOA

Created in 2015 with the purpose of bringing together a considerable part of the municipal museological heritage of the city of Lisboa, the Museo de Lisboa (Museum of Lisboa) is formed by five places with complementary skills and objectives, where you can discover Lisboa and its stories.

FOOD

Although a very important part of portuguese culture, the food cluster is not that structured partially due to belonging, intrinsically, to everyday life.

SUMMER FESTIVITIES

On the other hand, festivities, especially in the summer, based on local holy days, are well structured and give sense to a lot of clubs and neighbourhood communities that promote local events.

FADO

Fado is one of greatest assets in terms of cultural resources. Included in 2011 in UNESCO's Representative List of the Intangible Cultural Heritage of Humanity, fado is the epicentre of a very strong cultural movement that started in Lisboa. In the HUA we can find the Museum of Fado and Casa da Severa (Severa's House), two very important landmarks related to this musical genre that celebrate and enhance the importance of Fado in Lisboa's culture.

CREATIVE INDUSTRY:

CENTRO DE INOVAÇÃO DA MOURARIA

The Mouraria Innovation Centre (CIM) is one example of the investment of the municipality both in the HUA and the Creative Industries The CIM fosters several projects and business ideas that evolve around arts and crafts and media. It is located at the heart of the HUA of Mouraria and acts as a pivot point between the new working communities and the local more traditional population. It houses and also supports several NGOs in their projects.

FEIRA FEITA

An event that took place three times in the St. Clara's Market, before the pandemic, and has since moved to an online platform. Feira Feita brings together artisan-authors whose production is made exclusively in Lisboa. This concept is intended not only to support those who produce and establish a clear position as to what it means to maintain production within the city limits, but also to enhance the importance of preserving crafts and know-how within the urban fabric. It is a result of a collaboration between the municipality and one of the local makerspaces.

SEMANA CRIATIVA

The seventh edition of Creative Week emerged as a collaboration between the

municipality and the creative cluster, specially through Clube de Criativos de Portugal (CCP) – a non-profit association. The purpose of this event was the promotion of excellence in creativity, the internationalization of Portuguese talent and the training and professional integration of young people in the creative and communication areas. The theme for 2019 was "Without Fears", involved around 5,000 participants and took place at the Santa Clara Market and at the São Vicente Cultural Center. It included the organization of exhibitions, conferences, workshops, a creative market, an exhibition of communication, design and art schools and a night of new talents in collaboration with the One Club of New York. This Creative Week was also part of the CCP Festival, which rewards the best in advertising and design made in Portugal.

SEVERAL MAKERS/ARTISANS/SHOPS

As an urban area that until not long ago had a much more active and cohesive population, we still can find in the Alfama and Mouraria neighbourhood references to shops and artisans, small workshops and fabricators that worked in a local economic ecosystem. Very close to the HUA area we can find streets bearing the name of the work that could be found there like shoemakers , goldsmiths, strap makers and so on.

HUB CRIATIVO DO BEATO

Although outside of the HUA the Beato Creative Hub represents a very big step in the investment of the municipality in innovation and entrepreneurship. The BCH will host one of the biggest hubs of innovation and entrepreneurship in Europe, with the creation of 3000 jobs and a global investment of 50 million euros, spread though 18 buildings of a former military facility of recognized industrial and architectural value. Localized halfway between this multi-million euro project and the modern city centre the HUB-IN area is placed strategically to be connected to both in several ways.

Nicosia

DIGITAL TECHNOLOGIES

There is a big shift taking place in Nicosia. This has the potential to grow because of the CoE CYENS, Nicosia Smart City Strategy and the activities of other Universities in the area of Nicosia.

CRAFT INDUSTRY

 The Traditional Neighborhood (Laiki Yitonia) gathers many shops with traditional crafts, while there are some small art & craft shops and studios in different areas of the city that also attract locals and tourists. There are also traditional woodworking & other construction related studios in specific streets with warehouses. The craft industry includes not only traditional crafts but also contemporary works and artists who experiment with new materials and techniques.

CULTURAL HERITAGE

 The HUA concentrates the majority of architectural and historic landmarks of the urban area of Nicosia.The Venetian walls and other significant built constructions reveal d the story of the city and the island (Ancient, Roman, Byzantine, Medieval (Frankish, Venetian), Ottoman, British Colonial Period, the independence and the division).The museums of the city host various objects from the different eras.

FESTIVITIES

International Nicosia Festival, Pop Up Festival, Faneromeni Arts Festival, Buffer Fringe Festival and other festivals initiated by private actors and day-events celebrating international days. The moat of the venetian fortification and its parks are often used for festivals and events.

Slovenska Bistrica

CRAFT INDUSTRY

There are many creative individuals and organizations working in the city, some of them dealing with traditional crafts, others with new media, music, art etc. Currently located in the castle premises there is the arts and crafts centre. They use traditional materials and procedures. They are mostly focused on ceramics, however they also use metal, wood, wool and other traditional materials. They organize an annual event called KeramikArt and they participate in many local festivities, some organised by the municipality.

FESTIVITIES

There are several annual events arising from old traditions. Through them we are keeping traditions alive, promoting local culture and local organizations. They present an opportunity for collaboration and promotion. Moreover, there is definitely room for innovation and revitalization of these activities.

TRADITIONAL FOOD

Local food is an important part of the area. The city is surrounded by farmland, pastures and forests, which is why it is difficult to imagine the city as an entity separate from these areas. Local food is sold in the marketplace and online. Traditional meals are still quite popular with the local population.

CULTURAL ACTIVITIES

The city has a strong cultural centre in the castle area. However, cultural activities are also present elsewhere. There are several associations participating in their implementation, such as local musicians, artists, actors, puppeteers, and many others.

TECHNOLOGY, SCIENCE, DATA:

Multimedia – photography, audio and video production, animation, etc.

Utrecht

Craft industry, film, food, music, visual art are the CCI properties in the HUA and are the base of the HUA Werkspoorkwartier policy making and vision: actually making and creating, experimenting, local, mostly by hand and for the people in the city and the region. This transforms the HUA from a closed place with huge construction buildings for large industry and offices into a collection of small creators, artists, entrepreneurs who are city oriented. The HUA has HUB's of community environments with shared identities. Artists working by hand, circular entrepreneurs, musicians creating contemporary music, wood experts, steel workers, etc. In addition to a work location, the area is also an exciting urban destination with a mix of authentic public functions and alternative places to stay. Here you will find food and drink, sports, playgrounds, neighborhood workshops, film, exhibitions, concerts and events in unexpected locations. Next to work, it is an inviting place in the city with industrial icons and unusual destinations. A vibrant diversity: open, outward looking and interconnected.

Tech and data science are integral but not the starting point, and actually the CCI's in the HUA are putting visual arts with huge productions, physical working towns with identities and expertise first and at the core – in other words while digital and tech is integrally used where it can help the core business, tech and data science is not leading it, creativity and physical production is.

New Lifestyles (NLS)

- Circular and Sharing Economy

- Food: Local and sustainable food

- Smart cities (digitally enabled social innovation solutions with communities in a smart district)

- Social Innovation (promotion of inter-generational co-living models).

- Sustainable mobility solutions

Belfast

The Maritime Mile, the focus of the HUA is a new, emerging waterfront destination for the city. Previously the site of industry, much of the area is a brownfield regeneration site. Some developments have already begun – Titanic Film Studios, ARC Apartments, City Quays Office Development, two new hotels, a major new Visitor Attraction – Titanic Belfast, as well as being home to the SSE Arena, Titanic Slipways (largest outdoor venue in the city) and Belfast Metropolitan college.

This area is a developing place to live, work and visit. New types of residential accommodation are being piloted, new types of office accommodation are being developed – some only in the planning pipeline. The site is home also to Catalyst Inc – attracting new business start-ups to the area. Investors want to come here as there is a sense of place – it is important to build on this and the success of Titanic brand – retain authenticity – yet move to the future.

As the area grows the transport infrastructure must also grow – new innovative solutions must be developed to support the critical mass of development required to provide a step change in the city's growth. A successful initiative to date is the Maritime Festival – annually it attracts 100,000 visitors but every five years it is scaled up as a Tall Ship event and attracts 500,000 visitors. A strategic review has recommended it becomes bi-annual with the aspiration that it can then attract 500,000 each time it is run.

Brasov

The foot of Mount Tâmpa (Brasov and HUA landmark) is the destination for many sports activities, outdoor leisure, walks, trekking, pet walks. Young people gather for meetings and discussions around the fountain located in Piata Sfatului (also Brasov and HUA landmark), as well as the areas around the old citadel towers. The bookstores in the HUA are always full of people coming here to spend time reading. The HUA is an area visited with pleasure not only by young people but equally by all ages, hosting many children's events and creative shops (for arts & crafts activities on the spot or for take away).

Genova

Many of our HUA's inhabitants are young professionals or students from the nearby university faculties, attracted by its bohemian atmosphere and vibrant nightlife. In recent years, the area also witnessed a substantial increase in the opening of new restaurants and hotels/hostels/airbnbs, in order to cater for the increasing demand of tourists that are flooding the city (as a result of both cruise tourism and the ever growing popularity of the city as a tourist destination).

These new positive developments need to be accompanied by the creation of new services, both digital and physical ones, to improve the life of those living, working and experiencing the neighbourhood, and this is where HUB-IN could help. Some examples of innovative services are:

- Implementation of fibre optic throughout the historic centre

- Implementation of sustainable micro-mobility solutions (to promote biking, e-mobility, etc.)

- Creation and opening of new multifunctional spaces open to the public (one of them has recently opened in the former "San Tommaso in Pre" Parish)

- Facilitating the opening of new hotels in publicly owned vacant buildings

- Development of a neighbourhood concierge service – a network of one-stop shops for the daily needs of local citizens, such as for parcels delivery, etc.

- Training activities aimed at helping existing local businesses to go digital and offer new services.

Grand Angoulême

Angoulême will be able to provide further insight into this area once their HUA has received approval and when their full internal team has been established.

Lisboa

MULTICULTURAL DIVERSITY

There are two big areas within the HUA: the two big neighbourhoods of Alfama and Mouraria. Alfama was a more upper class area that now is being occupied by an international wealthier community. It is the closest area to the river so there is a lot of historic activity related to this connection. On the other hand Mouraria was and still is a poorer area. A bit more industrial, today it's populated by a myriad of multicultural communities, predominantly Indian, Pakistani and Chinese.

LOCAL ASSOCIATIONS (NGOS)

There are several NGOs, associations and club based and developing work in the HUA. Their objectives differ and range from social support to sports, from design and manufacturing to cultural heritage defense passing through sustainability and circular economy.

The most significant ones were identified as key stakeholders as they can be a very important link to the communities in each of their fields of work.

SMART CITIES

There has been some work done by the municipality around the smart city aspect. Nevertheless these efforts are mainly related to specific topics like mobility or waste management. The collaboration and participation in EU fund projects also boosted some initiatives around sensorization and electrification on cars and trucks that have a small but noticeable impact in the HUA.

Nicosia

MULTICULTURAL DIVERSITY

Definitely one of the most diverse areas of the country in terms of "permanent" population (not visitors or tourists). Greek Cypriots, Turkish Cypriots, Asian and Middle East, African minorities. There are authentic food or products of different cultures (greek, cypriot, turkish, armenian, lebanese) from local people. The sounds of the city are also multicultural (language, religious – mosque-imam call for prayer, church-bells)

HERITAGE:

The HUA is a vibrant area of the city but rhythms sometimes get very relaxed and slow...There are more people visiting the historic centre than actually living/working in the area so people come to have a coffee, for a promenade, to socialise or shop. There are different trends in lifestyle in the area compared to the rest of the city.

LOCAL ASSOCIATIONS (NGOS):

Many NGOs are based in the HUA (cultural, environmental, social) and many NGOs run their activities in the HUA (awareness events in public squares etc)

Slovenska Bistrica

SOCIAL INNOVATION, SMART CITIES

The municipality is determined to support new innovative businesses, startups and creatives located in the area, through offering rent-free offices, promoting a circular economy, and offering support to SMEs, especially social enterprises. It is involved in projects supporting such activities on the wider national or international levels.

Sustainable mobility is a big part of the city's agenda. Every year Slovenska Bistrica participates in the European Mobility Week, promoting sustainable modes of transport and implementing new solutions, such as electric vehicle charging stations and public bike repair stands.

In addition to this event the municipality implemented a free network of public wi-fi in several locations throughout the HUA and a free-float bike system. It is also building new green parking spaces and smart parking spaces in the city centre, which should be finalised by the end of 2021.

There were also some inclusion initiatives over the years for socially disadvantaged groups.

Utrecht

Utrecht's new lifestyle focuses around: Circular economy and sharing of products and work and local ways of creating and using food is developed in the area. Breeding spaces for artists where materials used and sharing are integrated in the work and where trading and the shared economy is the norm. Handcrafts produced for the city are made locally local production so not many traveling of the products and artworks. In the HUA construction areas are made by cooperating communities of handicraft artists with circular materials. A circular entrepreneur town has been made by the entrepreneurs themselves of used materials. Food is made in a sustainable way and beer breweries with local brews.

Endogenous Natural & Social Resources (ENSR)

- Regeneration of historical heritage and public spaces
- Water Reuse (ground water, geothermal, rainwater, recycled water)
- Renewable Energies: Solar, Hydrogen accumulators, Positive energy districts
- Local associations and deprived communities.

Belfast

The HUA area is based on the city's waterfront – representing 400 years of history. This is where Belfast began – the River Lagan provided opportunities for trade and to this day the story is reflected in the city's street names as well as physical remnants. In the 1700s shipbuilding began slowly but by the late 1800s and early 1900s, this was one of the largest shipyards in the world. We still have the two of the largest slipways which are now a public space for outdoor events. We have many scheduled monument sites and various listed buildings – although much of the built heritage was destroyed when the site was sold in the 1980s. Key buildings such as the older H&W HQ building have been restored as Titanic Hotel and the old Paint Hall is now Titanic Film Studios. In 2012 to mark the centenary of the sinking of RMS Titanic, Titanic Belfast – a £76 million visitor attraction which tells the social economic history of the city in the 1800/1900s through the story of building Titanic was opened. It has attracted over 6 million visitors to date. The Maritime Mile is focussed on connecting all the heritage components into a seamless experience for local people and visitors to enjoy. A story plan for the area has been commissioned to identify the key historical eras and themes to support future product development and interpretation.

Belfast, like many cities, is balancing city development and innovation with its culture, heritage and industrial past. Numerous projects have been developed by the Maritime Belfast Trust and other city stakeholders to combine innovation and heritage. Examples include the 'Sound Yard', which is an exciting new sound installation on Belfast's Maritime Mile.Made of lightweight metal tubes suspended from a timber structure, the Sound Yard installation is a constellation of hanging chimes that echo and evoke the noises that once emanated from the world-famous shipbuilders Harland & Wolff.

Riverbox is an audio-visual installation inspired by the essential nature of the port as a space of comings and goings. Working from conversations with dock workers, local residents, sailors and individuals who have both recently arrived and left Belfast, artistic directors Brian Irvine and John McIlduff have crafted a work that is both a meditation on this ebb and flow and also participates in the emotional geography of the port, singing the Outbound; singing the Inbound.

Brasov

Brasov is constantly searching for a balance between old and new with the main goal of preserving its medieval identity. The city is touristic, but tourism starts to show its negative impact (traffic, agglomeration, disorganization, trash, waste of resources – water, energy, heat, food etc.) and it needs to be steered towards more sustainable ways and habits.

There is an orientation towards ecotourism that will be promoted and supported at the same time with the development of projects protecting biodiversity and expanding the green zones.

Brasov is the common ground where ethnic Hungarians and Germans coexist in harmony with the majority of the Romanian population. The historical center is the living proof of this coexistence where schools teaching in Romanian, German and Hungarian are included in the same perimeter. Also, here can be found the main religious institutions and worship places of the Romanian, German and Hungarian citizens.

Genova

Genova's HUA has many endogenous resources. With its peculiar topography and unique architecture, it is a place full of beauty, culture and history. Because of its closeness to the harbour, it has always been a vibrant melting pot, a multicultural place where all kinds of people, cultures and traditions (food, artisanship, music) meet and mix in innovative ways. From a social point of view, the HUA is also characterised by the presence of many charities, cooperatives and cultural associations, all very active and driven by a real love for the area.

HUB-IN could be the trait d'union of all this: it could connect all the social actors acting in the HUA, and it could also connect the HUA with other parts of the Historic Centre, testing innovative actions and becoming an example to be replicated. The HUA's endogenous, natural and social resources need to be recognized and valorised through ad-hoc actions. Examples of potential initiatives in this realm are:

- Regeneration of the HUA's many beautiful squares

- Implementation of building and social recovery projects along via Pré and the neighbouring streets

- Interventions of adaptation and maintenance of Genova local museums

- Implementation of scenographic lighting for historical itineraries, historic buildings, such as for example Rolli Palaces, churches, votive shrines, ect designed to enhance the appreciation and preservation of heritage.

Grand Angoulême

Angoulême will be able to provide further insight into this area once their HUA has received approval and when their full internal team has been established. The HUA is likely to be located along the Charente river.

Lisboa

GROUND WATER

An important part of the historic heritage of the Alfama district is revealed in its waters, the so-called Alcaçarias, which despite being virtually unknown today, play a fundamental role in the history of this part of the city. These waters had, over the centuries, a diversified use, depending on the location and the type of emergency, including being the source of supply for the ships of the Discoveries. Its heyday materialized, however, in the concession to operate four "public bathhouses", still in the 19th century, which operated for a few decades. Abandoned for over 25 years, today as springs they are sealed and channeled to the Tagus River by pipelines whose exact location has been lost in time.

LOCAL ASSOCIATIONS (IMPROVE THE PARTICIPATION OF LOCAL GROUPS OF THE RESIDENT POPULATION AS ENABLERS OF THE REVITALIZATION OF THE HUA'S)

Associated with a younger population willing to participate in the active life of these neighborhoods (more concentrated in Bairro da Mouraria) there is currently a set of initiatives that aim to improve the quality of life and the environment in the neighborhood. Examples of this move are the activity developed by associations such as Renovar a Mouraria, promoting activities of connection and coexistence between residents, the creation of a community kitchen and an area for the composting of organic waste. Also noteworthy are associative movements such as the Zero Waste Lab, which has been working with thematic local communities linked to the prevention of waste production and recycling. More recently, through a citizen movement, the Rizoma Movement, a non-profit, multi-sector cooperative, with the objective of providing the community with a democratic tool for developing their projects in a community and cooperative economy. The first project launched is the creation of a community, participatory and self-managed grocery store based on social, ecological and collaborative values.

MULTICULTURALITY

Since the time of the conquest of the City of Lisbon from the Moors, this area of the city has been characterized by its multiculturalism. It was in this area that the Moors went to live after the conquest of Lisbon, by D. Afonso Henriques, in 1147

In the 19th century, the growing influx of immigrants from the interior of the country to the center, stimulated by a surge in industrial employment, caused a strong demand for housing in this area of the city, bringing population from all over the country. The most disadvantaged population adapted to poor housing conditions, housing the most precarious buildings in the neighborhood.

The neighborhood's panorama changed more evidently in the 1970s/80s with the arrival of immigrants from various countries, who settled at the residential and commercial level, opening retail stores. This immigration has not stopped increasing until today. Currently, around fifty nationalities live in this neighborhood, the majority from Bangladesh, China, India, Pakistan and Mozambique.

Despite its multiculturalism, and offering many international products and stores, this area remains a typical Lisbon neighborhood.

Nicosia

SMART CITY STRATEGY

A Smart City Strategy is currently being developed, led by the Municipality. Meanwhile, CYENS flagship project is iNicosia, which will set up a digital twin of the city.

SOCIAL INNOVATION:

The HUA is often the place where different human-centered initiatives locate their activities because of the diversity of social groups that interact in a close proximity. NGOs and citizen initiatives can be found in Nicosia's HUA promoting, for example, peacebuilding (H4C) or social inclusion (migrant & asylum seekers help centers).

SHARING AND CIRCULAR ECONOMY

CYENS and other institutions within the HUA are currently developing Makerspaces to allow creatives to share skills and spaces, Co-working spaces are slowly appearing, other green initiatives promoting urban farming (Gardens of the Future) & saving food waste (ZFWC).

Slovenska Bistrica

HISTORIC HERITAGE

The landscape is dotted with numerous archaeological findings, a preserved castle and mansions, along with plenty of churches and other religious sites. Many cultural monuments from more recent periods have been preserved as well, while ethnographic sites and numerous permanent collections tell stories about the work and life of the people of this area.

LAND

In the city with its surrounding area there is a lot of productive land supporting a developing gastronomy business. The farmers are producing high quality local produce. One of the ways their production is being encouraged is by selling this produce at the local market and on an online marketplace, which was established in order to facilitate trade and encourage people to support local production. There is also an abundance of vineyards located in this area, resulting in a local speciality wine.

PUBLIC SPACES

The city area boasts many historic buildings and other landmarks. Several community spaces (indoor, outdoor) are available for events, which support local producers, craftsmen and numerous associations. The points of interest are easily accessible by car or on foot.

LOCAL ASSOCIATIONS

Many cultural, artistic and tourist associations are active in this area working hard to preserve the traditional habits and customs of the region. Their members play music, sing and dance at various events, which is an invaluable contribution to collecting, recording and introducing others to the vast wealth of traditional knowledge.

Furthermore the areas boast an extensive web of associations for various crafts, many upholding the traditional skills of the area and its people.

Utrecht

Utrecht's Public space regeneration transforms industrial heritage into public space. Doing so – energy neutral. Reuse of materials. Social connections and trading materials to use for the arts. Connection with the neighborhoods and the rest of the city who are invited to join. The work that is created is meant for the people living in and around the city.

Finance, governance & investment

The way we relate, the way we organise, the way we work together and make every-day choices, is shaping the places where we live. This short section aims to give an initial glimpse and get us thinking about the forms, structures, social processes, (natural and technical processes) that people and institutions create to shape our collective activities. Where do investments come from? How is the financing organised? And what governance mechanisms are used?

Whilst the finance, governance and business models will be explored in more detail in Deliverables 2.3, 2.4 (business and financing model catalogues) and 3.6 (Report showcasing the different business models and structures being used in each HUB), we also took a brief look at the Current Landscape from this perspective.

Some city insights

Across the cities, we see a spectrum of experiences related to funding models (ranging from 'collaborative agreements' to crowdfunding initiatives), as well as a wealth of existing investments already planned for cities.

For example, major investments are planned in cities like **Belfast** and its innovation district, with aspirations to build on the city's flourishing creative and knowledge economy sectors to support an inclusive innovation economy for the 21st century. In the next 20–30 years the city expects £1.5 billion to be invested in the area, in part, due to securing a Belfast Region City Deal (a bespoke package of funding and decision-making powers negotiated between the central UK government and Belfast City Council).

A city like Belfast is looking for investments in different ways, from foreign direct investment, to Regional and National sources, and also via 'collaboration agreements' where each partner brings its resources to the table. There are also a few small venture capital firms that are active in the field of creative industries. In the past, the city also carried out crowdfunding initiatives. Maritime Belfast Trust, part of the Belfast HUB-IN team (formerly Titanic Foundation) is a charity, so entirely financed through joint private and public investment.

In **Brasov**, within the HUA, the public administration investments concentrated on restoring the infrastructure as close as possible to the medieval historical aspect, regulations were developed to restore the facades of historical buildings in the area (ongoing action) and the economic environment quickly adapted to the requirements of the market. Many terraces, restaurants, clubs and cafes were opened. Many of the connecting streets between the main boulevards were opened just as they were during the medieval period, providing the HUA a new aspect and charm, innovative new areas of interest and leisure, previously unknown to the inhabitants of Brasov.

In **Slovenska Bistrica**, investments in the municipality and the city area are occasionally made by local businesses, however, for the most part the investment is public (national or municipal). Often, development is also funded by different EU initiatives and projects. Unfortunately the local community has little to no experience with alternative business and finance or participatory budgeting.

In the past years the municipality has invested in the renovation of several buildings, revitalization of the main square and streets (planting trees, renovation, information signs etc.). One of the potential locations for the new HUB was partially renovated a few years ago and

adapted to be used as offices for start-ups and innovative businesses. This year the municipality is planning on implementing the urban gardens and new green parking spaces. Many buildings in the Historic Urban Area (HUA) are privately owned so every year the municipality offers co-financing for renovation of external facades.

What next?

Building upon the learnings of WP2 and the information collected in WP3, the local leads will be supported in creating business/financial/governance models tailored to the local needs of each HUA.

Interviews and workshops with each city to review and map current funding ecosystem, challenges and risks. Engage stakeholders in each city to discover and map which elements of their hubs are financially viable, and which are not. Identify other 'pots of funding' that each Hub could apply to benefit from.

Following the above activities, and the road mapping activities, an implementation brief will be developed for each HUB, considering key opportunities and values by cluster of activities – Endogenous Natural & Social Resources (ENSR), Cultural Creative Industries (CCI), New Lifestyles (NLS). Implementation briefs will inform the development for new product/services for implementation (WP4) until the stage of first market replication.

Learnings will inform other project tools regarding management, finance and governance and contribute to the HUB-IN Toolkit for Historic Areas. Therefore the work will be done in close connection with WP4 and WP5 activities, to identify means of, and a process for capturing and collecting quantitative and qualitative data to understand how each Hub can be financially sustainable in their context in the future.

It is important to note that most of this work is scheduled for 2022. However, the goal is to stay as close to the needs of the cities as possible. Therefore the doors at the CrowdfundingHub (CFH) are open to start working on the business, finance and governance models as soon as is useful.

Data, skills, assets and infrastructure

In this section we intend to provide a first glimpse of the 'current realities' in the spectrum of HUB-IN pilot cities' awareness, knowledge and challenges around data, skills, assets and infrastructure. The topic of data, skills, assets and infrastructure will be a core aspect of HUB-IN throughout the project.

What do we mean by...?

Data – What can people and things tell us? This encapsulates qualitative information (like interviews and observations) and quantitative information (like statistics and anything countable). What kind of data is there and what is missing?

Skills – What can people do, learn and access? This encapsulates 'knowledge', 'literacy' and 'talent'. What kind of skills are there and what skills are missing that may be required?

Assets and infrastructure – What can cities access and use, adapt and work with? This encapsulates 'enabling infrastructure' from physical (buildings, bus stops etc.) to digital (IT platforms, reliable electric power etc.). What kind of assets are there that could be of use to the project, and what are missing?

Overlaps

Below, we outline the various perspectives and approaches WP2, WP3, WP4 and WP5 bring to the project when it comes to data, skills, assets and infrastructure, and how these overlap, interact and integrate for meaningful HUB-IN narratives.
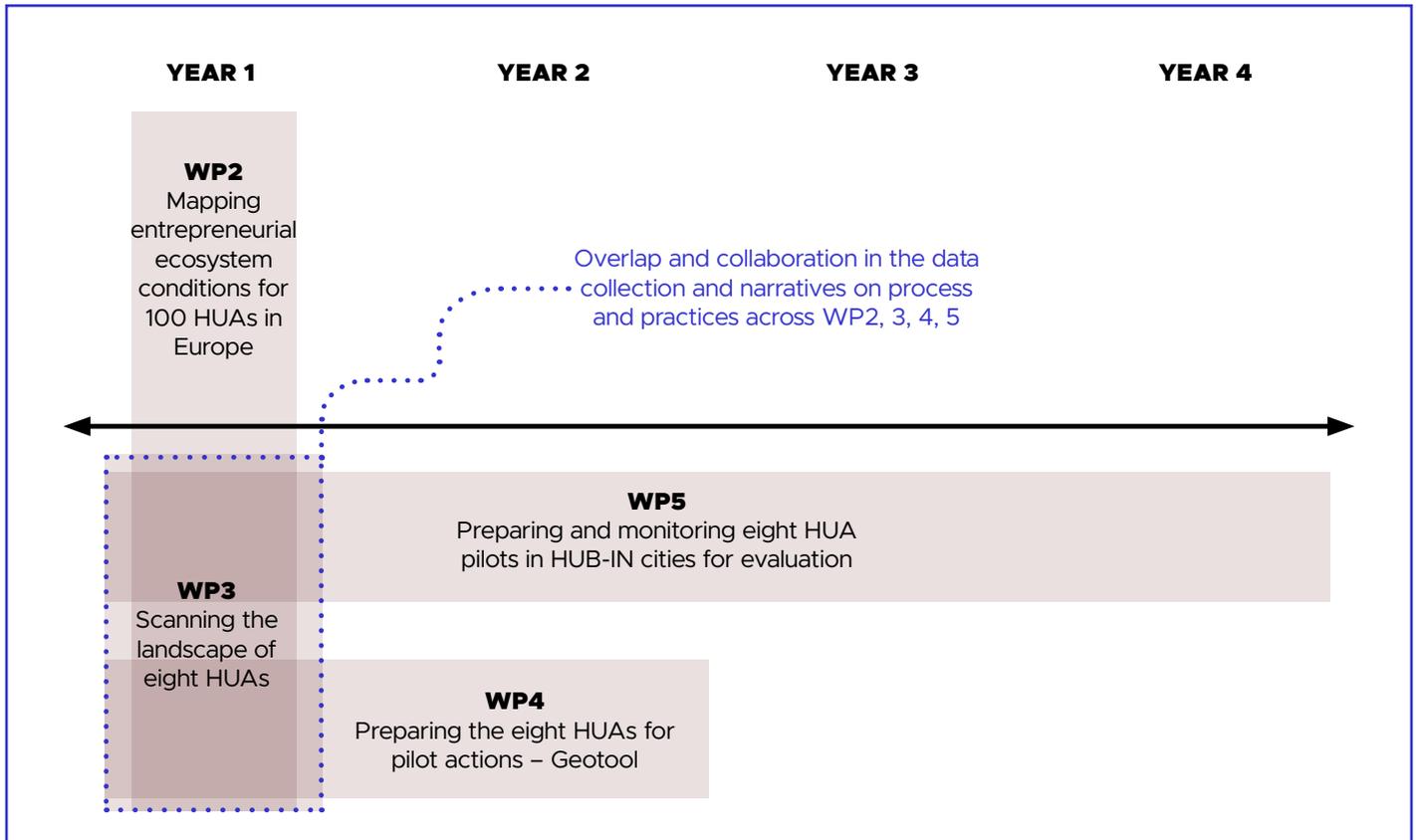
Data collection efforts with HUB-IN cities across project Work Packagess (WP), their 'overlap', interaction and integrations for HUB-IN narrative – Visual created for WP3 Bootcamp 2 by WP2, WP3 and WP5

Data

Starting the conversation on potential data sets that could be relevant for each city to collect, as part of cities' initial baseline, which will later be essential for cities' monitoring and evaluation. While each city is on the discovery journey for their HUA characteristics and challenges, together with each city's key HUB-IN targets (e.g. clear objectives and what each city and their stakeholder aim to achieve with HUB-IN), this will prepare cities and inform what data each city chooses to collect.

Once cities start establishing an initial baseline as a view of the current status quo in each city's HUA, this perspective will enable future comparisons throughout the HUB-IN project and create an understanding of gaps, communicate progress and developments – focusing on economic, environmental, social data, assets, skills and infrastructure that might be relevant for cities initial baseline (in line with cities strategies, HUA characteristics and cities' HUB-IN objectives and targets.

Here, in dialogue with WP5 (Monitoring and Evaluation), we outline a few examples for cities as reference and to keep in mind for establishing their initial baseline and building up their team:

- If a key objective is to support the Cultural and Creative Industries, the city might collect data on jobs, exports, revenues and Gross Value Added for those Industries within the HUA, etc.

- If a key objective is to support local craft festivals, the city might collect data on number of festival days, number of visitors, average visitor spend, number of tourists, average tourist spend, volume of local crafts produced and sold, supplier revenues etc.

- If a key objective is to support links between academia and enterprise, the city might collect data on the number of joint ventures launched, the number of patents registered, etc.

- In general, cities may wish to report on general economic and social indicators such employment levels, income levels, education levels, demographics, deprivation levels, social cohesion, crime rates, resident well being, etc.

- Key question to keep in mind: are skills and resources in-house or external, and are they available for managing and coordinating data collection, and conducting basic data analysis?

Data challenges

A RANGE OF STARTING POINTS AND CAPABILITIES ACROSS CITIES

It is crucial to get city teams engaged in thinking of this from the start and having the ability to do this or building up capabilities.

It is important to note that some key skills, especially around data / GIS, are not present in all cities internally.

UNKNOWNS AROUND DATA MANAGEMENT PLAN (D1.5)

Several conversations around data and the Data Management Plan (D1.5 – a living document created by WP1) have highlighted a few challenges, concerns and unknowns with regards to data protection and GDPR compliance, with some additional concerns and possible complications due to Brexit. According to an Irish ESRI representative a number of EU projects are hosting data on ArcGIS online, ESRI's SaaS (Software as a Service) in the United States, and providing some reassurance regarding data protection and GDPR compliance.

OUT OF DATE DATA

All cities have lists of open-source data that is available, however in many cases is out of date. In general it is very challenging for cities to get access to data other than already open data which is mostly published by public sector bodies and with little publications by the private sector. This will be a challenge for HUB-IN. Overall collected data would ideally comprise some or all of the following:

- Open data

- Urban transformation/regeneration projects/urban policy data

- Real time data

- Closed data

- Usage data (e.g. physical environment / living conditions)

- Anonymised data (surveys, counting – e.g. needs / hopes of citizens)

Some city insights

For an initial glimpse we have been asking cities and teams the following questions:

ON DATA ACCESS:

"What experience do you have with collecting/ accessing data for projects? What sort of data do you / your stakeholders have access to?"

ON ASSETS, SKILLS AND INFRASTRUCTURE:

"What assets do you already have access to that could help the project and/or make your HUA an attractive place for innovation/entrepreneurship. e.g. meeting/event spaces, well connected transport, super-fast broadband etc."

The Municipality of **Genova** is used to collecting geographic data of different kinds that are available to the public through a geoportal. The geoportal also offers the opportunity to add standard services from other entities (WMS and WFS).

This GIS-based system was developed by the University of Genova starting from the 1990s in the framework of the European LIFE projects 'Civis Ambiente' and 'Civis Sistema' (1995). It maps all the existing buildings in Genova's HUA from a historical, structural and archeological point of view. It also includes historical cartography and cadastre, as well as information on all commercial spaces. The GIS has contributed to the area being included in UNESCO's World Heritage List.

Today the geographic information system contains a lot of data collected and updated by the various departments of the municipality.

Weaknesses:

- The geoportal has a lot of data on structural aspects (e.g. heritage buildings), less so on social aspects.

- They are all in the Italian language.

- Some data is easily found on the geoportal, others are more difficult to get.

Belfast City Council highlights that at this stage it is too early to know what data will be collected and stored through the lifespan of the project and therefore renders the data handling and data life-cycle for HUB-IN more complicated due to Brexit.

Furthermore, there is currently little clarity around the Northern Ireland protocol and the transfer of data post-Brexit, which raises concerns that this could potentially impact some of Belfast's work around the Geotool and wider data sharing.

For assets and infrastructure we get an initial understanding from **Brasov**, which runs a well connected transport system, provides super-fast broadband and has all logistics for outdoor events in place.

Highlighting physical assets with many cultural/creative spaces within the city centre that encourage spontaneous interaction and exchange in **Nicosia**. In **Slovenska Bistrica** there are a number of meetings and event spaces, such as the city castle (outdoor and indoor), town square (outdoor), Crouzet (outdoor and indoor), stadium (outdoor), park (outdoor), gymnasiums (indoor), swimming pool (outdoor), pump track (outdoor), outdoor gym and an incubating start-up space are shaping the physical infrastructure for urban regeneration.

One of the assets for cultural regeneration are networks of creatives, who are – in **Nicosia** – either already located within the HUA or currently working on creative projects inspired by the HUA. Many creative and cultural associations can also be found in **Slovenska Bistrica**. Here many organisations, associations and individuals are driving the cultural and creative development of the city, including city bikes, easy access to points of interest (some free parking space walking distance to the city centre, a compact city structure, with a small city centre, as well as intercity bus stop.

One of the digital assets being developed in **Nicosia** is iNicosia, a digital twin of the city of Nicosia being set up by CYENS[8]. In the city centre of **Slovenska Bistrica** free Wi-Fi is provided at the main locations, such as library, municipality building, main square, pool, castle, stadium.

These are a few examples from cities on their journeys. This will be explored, guided and developed over the coming weeks and months in much greater detail and you can find key points in our 'What's next' box below.

What next?

As part of the HUB-IN Atlas WP2 will explore this further with cities – engaging HUB-IN cities with their data collection protocol, as well as collating 100 inspirational cases. For the Geotool WP4 has been collecting survey responses and is starting to provide training and demo sessions with cities (GIS) teams (on workflows for basic data preparation and introducing ArcGIS). Also in the coming months WP5 will be working with cities during the upcoming development of the Common Impact Assessment Framework to identify the indicators relevant to the HUB-IN interventions, propose methods for collecting (e.g. survey sample sizes and refresh rates etc), and tailor the framework to each city as their interventions are defined.

City profile narratives

These eight city profile narratives have been informed by three bootcamps, completed templates, such as the strength and weaknesses & opportunities and threats (SWOT), the city moodboard as part of the start of cities discovery journey and a living document, conversations with city teams, and the webinar city profiles created by WP7 and expanding the city profiles in the grant agreement.

Belfast, Northern Ireland

Titanic Maritime Festival 2018, held in the Belfast HUA

	City	Historic Urban Area (HUA)
Name	Belfast	Belfast Maritime Mile
Number of inhabitants	339,579 (approx)	16,000 (approx)
Size (in km²)	132.5 km²	14 km² (approx)

Top five things to know

1. Being the capital of Northern Ireland, Belfast is a politically fragmented city with violent sectarian conflicts particularly in the 1970s.

2. It is one of the most visited cities in the UK and the second most visited on the island of Ireland.

3. It is known for its industrial heritage – the Belfast Maritime Mile is a waterfront historic centre for global shipbuilding which has shaped the city's physical, social economic character, which is expected to be developed into the city's innovation district in 20-30 years.

4. There has been tension/disconnection between old and new, transient and permanent communities in its waterfront area, which is undergoing extensive regeneration and development.

5. Belfast City Council successfully applied to become a City Deal area, aiming at helping harness additional investment, create new jobs and accelerate inclusive economic growth.

Introduction to Belfast

The largest city in Northern Ireland, standing on the banks of the River Lagan on the east coast. It is the 12th-largest city in the United Kingdom and the second-largest on the island of Ireland. Belfast is known for its industrial heritage. By the early 19th century Belfast was a major port. It played an important role in the Industrial Revolution in Ireland, becoming briefly the biggest linen-producer in the world. By the time it was granted city status in 1888, it was a major centre of Irish linen production, tobacco-processing and rope-making. Shipbuilding was also a key industry; the Harland and Wolff shipyard, which built the RMS Titanic, was the world's largest shipyard. Belfast's status as a global industrial centre ended in the decades after the Second World War. Belfast as of 2019 has a major aerospace and missiles industry.

The famous Samson and Goliath cranes at Harland and Wolff shipyard in Belfast

Belfast City Council is the local council with responsibility for the city. The city's elected officials are the Lord Mayor of Belfast, Deputy Lord Mayor and High Sheriff who are elected from among 60 councillors from five main political parties. The Lord Mayor's duties include presiding over meetings of the council, receiving distinguished visitors to the city, representing and promoting the city on the national and international stage.

Belfast has been the capital of Northern Ireland since its establishment in 1921 following the Government of Ireland Act 1920. It had been the scene of various episodes of sectarian conflict and saw some of the worst of the Troubles in Northern Ireland, particularly in the 1970s, with rival paramilitary groups formed on both sides. The Good Friday Agreement , which was signed on 10 April 1998, ended most of the violence of the Troubles. It was a major development in the Northern

Ireland peace process of the 1990s. Northern Ireland's present devolved system of government is based on the agreement. The agreement also created a number of institutions between Northern Ireland and the Republic of Ireland, and between the Republic of Ireland and the United Kingdom.

Belfast has an abundance of open space; however some legacy of its past troubles remain in the form of the 99 interfaces or peace walls.

Belfast is a relatively small capital with a total of 343,542 inhabitants of which 66% are of working age, with 15% under 15 years old. However one third of the population are economically inactive with a total of 3% of the population claiming unemployment benefits of which 18% aged between 18-24. 16% of the working age population have no qualifications. Belfast offers one third of the jobs in the region and tourism is worth £438 million and accounts for 9,300 jobs. A total of 143,000 people are employed in Belfast with a further 15,000 self-employed. In 2020 there were 11,065 registered businesses operating in Belfast which accounts for 15% of all business in Northern Ireland. The vast majority of these businesses (80%) are micro businesses which employ up to nine employees. The majority of these businesses are based in the services sector (86%).

In Belfast the total number of start-ups is 25.3 per 10,000 population. The average median annual earnings in Belfast is £23,042.

Belfast is one of the most visited cities in the UK and the second most visited on the island of Ireland. Numerous popular tour bus companies and boat tours run there throughout the year, including tours based on the popular series Game of Thrones. Belfast City Council has redeveloped the Titanic Quarter which has major visitor attractions such as Titian Belfast and other Belfast Maritime Heritage sites. In 2018 1.7 million overnight trips were made to the city, generating around 5 million bed nights and incredible tourism expenditure of £395 million pounds. In total there were 4.3 million trips to visitor attractions of which Titanic Belfast was the second most popular with a total of 814, 774 visitors.

Belfast has two universities. Queen's University Belfast was founded in 1845 and is a member of the Russell Group, an association of 24 leading research-intensive universities in the UK. It is one of the largest universities in the UK with 25,231 undergraduate and postgraduate students spread over 250 buildings, 120 of which are listed as being of architectural merit.

Ulster University, created in its current form in 1984, is a multi-centre university with a campus in the Cathedral Quarter of Belfast. The Belfast campus has a specific focus on Art and Design and Architecture, and is currently undergoing major redevelopment.

Belfast Metropolitan College is a large further education college with three main campuses around the city. The college has over 53,000 students enrolled on full-time and part-time courses, making it one of the largest further education colleges in the UK and the largest in the island of Ireland.

Belfast City Council successfully applied to become a City Deal area. City Deals are bespoke packages of funding and decision-making powers negotiated between central government and local authorities. They're aimed at helping to harness additional investment, create new jobs and accelerate inclusive economic growth. The Belfast Region City Deal (BRCD) comprises Belfast City Council, five local councils, university and regional colleges and with the UK Government and the Northern Ireland Executive to drive inclusive economic growth in the region.

- In addition to the City Deal, Belfast's waterfront area is undergoing extensive regeneration and development. A key stakeholder is Belfast Harbour, a Trust Port which reinvests its profits back into the successful operations of the Port and also into the development of the land. Belfast Harbour is one of the largest landowners in the city. A close working relationship exists between Belfast City Council and Belfast Harbour, with a Memorandum of Understanding agreed in 2019.

The Historic Urban Area, Belfast Maritime Mile

THE HISTORIC CENTRE HAS SHAPED THE CITY'S PAST AND HAS A ROLE TO SHAPE ITS FUTURE

The Belfast Maritime Mile is a historic centre for global shipbuilding which has shaped the city's physical, social economic character. With national and international heritage significance, the area consists of one navigational mile of water –10 kilometres of accessible waterfront. It welcomes two million visitors per annum (5 million if we include airport and cruise) mostly international. 30,000 employees work in one of the 760 businesses there, but it is also an area where people live (old but also newcomers). In the next 20-30 years the City expects £1.5 billion to be invested in the area, considered the city's innovation district.

Major investments are planned for this area with aspirations to build on the city's flourishing creative and knowledge economy sectors to support an inclusive innovation economy for the 21st century.

TENSION BETWEEN OLD AND NEW, TRANSIENT AND PERMANENT COMMUNITIES.

Some communities have lived on or near the waterfront for centuries and the city would like to connect and engage with them e.g. Sailortown and Short Strand. The area around them was regenerated, not always to their benefit. New apartments bring new residents. Access to education is strong –Belfast Met is on site and the new University campuses are within a 10-15 minute walk – thousands of students use the area but are not connected to it. Another community is the people that work there but they tend to leave after working hours and the area shuts up at night. There is a limited evening economy.

In a recent survey conducted by Maritime Belfast Trust in April 2021, respondents highlighted the sights, sounds and architecture of the historic waterfront that resonates with them most. The heritage of the area was highlighted by a significant proportion of respondents with 82% saying the Titanic building and a further 81% stating that the backdrop of Harland and Wolff cranes are the sights that they most associate with the area. Over half of respondents (55%) stated that water lapping was a sound they associate when spending time in the Maritime Miles with 44% stating that the calmness of the area resonates with them.

When specifically asked about architecture in the area Harland & Wolff Cranes (45%), the Slipways (30%) Titanic Hotel (27%) and the Titanic Dock and Pump House (27%) were their favourite piece of heritage on the Maritime Mile.

(Right) A 'sense of place' collage created by the Belfast team. These collages are based on city's initial moodboards, created following bootcamp three, created as 'living collages' to evolve.

BELFAST

Lots of Development

Nature Birds & Seals

Great Light

St Joseph's

New & Old

Harbour Commissioners

Water / River Lagan

Docks & Slipways

SAILORTOWN

City Quays

Boats & Ships

Titanic & SS Nomadic

Belfast Industrial Heritage

Custom House & Square

Donegall Quay

Lagan Weir Footbridge

TITANIC QUARTER

Cranes Moving

Diversity of People

Shipyard Workers & Families

Titanic Quarry Railway Sta...

Green Spaces
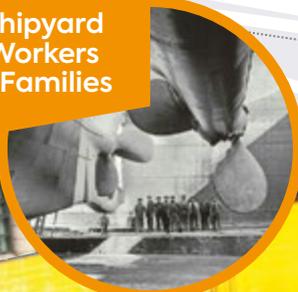
Visitors Home & Abroad

H & W

Smell of Coffee & Bread

Game of Thrones & Film Studios

Industrial Area Feel

Key HUA challenges

CONNECTIVITY AND INTEGRATION

- Politically fragmented city

- Industrial uses of the area as shipyard and Port – now regeneration site – change the perspective of how local people see the area

- Strategically the HUA often falls between 'city centre' policy and 'local neighbourhoods'

- How can Innovation and heritage stimulate physical connectivity along the waterfront?

COMMUNITY PARTICIPATION

- Some communities have lived on or near the waterfront for centuries

- Area around them has regenerated, not always to their benefit

- Thousands of students are in the area but not connected to it

- Working population leave after working hours and the area shuts at night

- A need to bring community and business vision together

- How can Belfast increase community participation and capacity?

PRESERVING BELFAST MARITIME STORY

- Much of the physical built heritage has disappeared – there is a desire to weave peoples' stories into the physical and virtual space of the waterfront

- How do we capture and tell the story in a way which reflects the regeneration of the area and the new uses of the site

- How can Belfast inspire the next generation of innovators to help shape the future of this special place?

OTHER CHALLENGES WORTH CONSIDERING

- The city has a problem of health inequality and lower life expectancy in some areas.

- Political landscape is challenging in Belfast

- Covid recovery

- Connectivity/mobility

Key HUA strengths

- The Titanic brand and current visitor attraction offer is strong and successful

- The heritage sites are scheduled and protected

- The Belfast Innovation District covers the same area as the Maritime Mile (i.e. the HUA)

- Active forums and networks already exists which involve key stakeholders

- Existing innovation ecosystem supported by local strategies and frameworks

- Maritime Mile has already been launched and is actively being delivered over the last 2 years

- A number of initiatives and pilot projects have been delivered to date, with key learnings able to help inform next steps on the HUB-IN project

- Strong digital channels for engagement via social media and a website already exist for Maritime Mile

- There is already a focus on culture, heritage and regeneration as part of the Belfast's Covid-19 recovery plan

- Through its *Bolder Vision*[9], Belfast seeks to provide lively, safe and green streets linking inclusive shared spaces to promote resilience and enhance built heritage.

The HUB-IN Team

The Belfast HUB-IN team is made up of individuals from Belfast City Council and Maritime Belfast Trust (formerly known as Titanic Foundation). Together, they combine expertise and experience in:

- Smart Belfast development

- Open Data

- Open Government

- Communications

- Heritage

- Tourism

- Community development

- Open innovation

- Partnership and collaboration

- Creative industries

- Business support/ entrepreneurship

- Project management

- Culture

Titanic Film Studios – Photo provided by Belfast team

Existing strategies

THE CITY VISION

The city vision is about re-imagining a new dynamic, making Belfast a great place to live and work for everyone. A city that is beautiful, well connected and culturally vibrant.

In accordance with the vision, the City Council has set a number of priorities:

- Creating jobs and Investment

- Making life better for all residents

- Creating a competitive and sustainable city

- Connecting people to opportunities

- These high-level priorities are detailed in the Belfast Agenda that sets the following goals:

- Be home to an additional 66,000 people

- Have an additional 46,000 jobs supported by the local economy by 2035

- Reduce the life expectancy gap between the richest and poorest neighbourhoods by 50%

- Allow every person that leaves school to fulfil their potential

RESILIENCE STRATEGY

Belfast is in the process of finishing its Resilience Strategy to transition to an inclusive, zero-emissions and climate resilient economy within a generation.

THE SMART BELFAST FRAMEWORK

The Smart Belfast Framework is about harnessing innovation, technology and data science to contribute to the success of the Belfast Agenda. It seeks to build the city's growing strengths in the digital sector to foster an environment in which local businesses, innovators and universities can experiment and build great products for twenty-first century cities. Citizens are at the heart of the Smart Belfast Framework.

The city is working with partners to create a Smart District, bringing together all stakeholders to collaborate. The Region invested £350 million in the digital and innovation sector in the region. A £60 million fund is supposed to emerge, and £40 million will be invested for the creation of an advanced wireless infrastructure.

Belfast aims at creating an Innovation District in the university area with 500 companies employing around 20,000 people, a Smart District in the city centre and a Smart Port. The harbour area covers 2000 acres (it is the largest in the UK) and hosts around 760 industries covering different sectors. Many information technology companies (Microsoft and IBM among those) and companies working in the film and cultural sector are present in the area.

THE CULTURAL STRATEGY

Belfast has a 2030 cultural strategy that was developed following 16 months of extensive consultation done by the city, around 4 main themes:

1. A city belonging

2. A city challenging

3. A city creating

4. A city exploring

The strategy identifies the following main priorities:

- Festival and events

- Re-imagining the city centre, looking at creative way to get people together, employing local artists, especially following the COVID-19 crisis

- Capacity building and cultural compact, to enable the sector to thrive from an economic perspective

- A genuine tourist experience, sharing true stories and showing the real city

- Innovation

- International visibility

The city is keen to showcase peoples' stories to become a unique destination for national and international tourists.

As part of Belfast City Council's Positive Ageing Festival, Maritime Belfast held a *Shipyard Coffee Catch-Up*[10] on board the SS Nomadic for former employees of the Harland and Wolff shipyard. Photo taken by Nigel Hunter.

People stood in front of The Riverbox, displaying an audio-visual installation inspired by the essential nature of the port as a space of comings and of goings – Working from conversations with dock workers, local residents, sailors and individuals who have both recently arrived and left Belfast[11]. Photo provided by the Belfast Team.

Brasov, Romania

Photo of the Brasov HUA – Credit: Andrei Paul

	City	Historic Urban Area (HUA)
Name	Brasov	Brasov Fortress
Number of inhabitants	253,200 (2011 Census)	11,000 (approx)
Size (in km²)	267.3 km²	0.55 km² (approx)

Top five things to know

1. Brasov was founded in 1211 and has a well preserved historic centre which is a major domestic and international tourist attraction.

2. Strong craft and design heritage which are in danger of being lost or being de-valued as simply a source of tourist nick-nacks. Opportunity to infuse in contemporary design.

3. Net zero / eco-friendly focused plans for the city leveraging its 'green' status (situated in nature-rich location)

4. Large local university with multiple specialisms – including transport / mobility – which may align well with the municipality's plans around green (active) mobility and MaaS.

5. Local elections were held in 2020 and the next 2024 – there is therefore a window of political stability to get things done.

Introduction to Brasov

Brasov is situated at the centre of Romania and is considered the heart of the country. The capital and the largest city of Brasov County, the city is easily accessible from Bucharest as well as other major Romanian cities, being placed at the connection of historic routes that link the main provinces of Romania and beyond.

Brasov is an attractive city growing from 253,000 inhabitants (2011 Census) to currently reaching nearly 300,000 inhabitants. It is a "magnet city", very attractive for Romanian citizens, mostly people in their mid 30s, or the many young professionals who move to Brasov to find a good quality of life for their families.

The pillars of the local economy are:

TOURISM

Brasov attracts more than 1,500,000 tourists per year. It is the second most visited city in Romania, after Bucharest, the capital. The city gathers many historic attractions (renaissance architecture), therefore the hotel, restaurant and catering sector is important.

INDUSTRY

Another contributor to the local economy is the industry, from automotive to IT to textiles to a large brewery. However, the industries which are prominent today are different from earlier times. For example, the site of the old tractor factory is now residential – and the first tractor made in Romania is on display in the shopping area.

EDUCATION

Brasov is home to Transylvania University, one of the most important in the country, with over 20,000 students attending each year. There are many faculties: engineering, medicine, art, social sciences, forestry, environment, transport and mobility. There is also a research institute and multiple multi-cultural centres within the university and in the city.

Brasov is surrounded by the Carpathian Mountains, making it one of the greenest cities in Romania. Since being named the green capital of Romania in 2011, the city has continued to dedicate itself to nature.

HISTORY

Founded by the Teutonic Knights in 1211 on an ancient Dacian site and settled by the Saxons as one of the seven walled citadels, Brasov displays a medieval ambiance and has been used as backdrop in many recent period films.

The location of the city at the intersection of trade routes linking the Ottoman Empire and western Europe, together with certain tax exemptions, allowed Saxon merchants to obtain considerable wealth and exert a strong political influence in the region. They contributed a great deal to the architectural flavour of the city. This was reflected in the city's German name, Kronstadt, as well as in its Latin name, Corona, meaning Crown City (hence, the coat of arms of the city which is a crown with oak roots). Fortifications were built around the city and continually expanded, with several towers maintained by different craft guilds, according to medieval custom.

Having commercial importance also meant the city had political leverage, acknowledged through its status as a free royal city that empowered the rights of local German colonists.

However, Brasov was not spared the destruction caused by the medieval attacks of the Tatars, the Ottomans, or the expansion of regional empires. In 1541, Transylvania became an autonomous principality under Ottoman control, and more than one century later it was conquered by the Habsburg Empire. Brasov continued its development under both empires, and, until the Great Union with Romania from 1918, the local Romanian population enjoyed more freedoms than in most parts of Transylvania.

Powered up by the accelerated industrial development during communism, Brasov was renamed the city of Stalin, a city that, nonetheless, found the courage to revolt against the shortages and absurdity of the regime in 1987 and was one of the main cities contributing in 1989 to the fall of communism in Romania.

The Historic Urban Area, Brasov Fortress

The historic urban area of HUB-IN is the former Brasov Fortress. Known for its medieval Saxon walls and bastions, as well as for the high gothic style Black Church, it is located in the historical centre of the city. The Council Square, set in the paved old town, is surrounded by colourful baroque buildings and has the Council House in the middle, a former town hall turned into a local history museum. Brasov HUA is framed by the Old Fortress Wall and guarded by Mount Tâmpa (elevation: 960m). There are many places that can be transformed into open spaces/ places/ for arts, culture, theater shows.

The area of the historic center, covering the space of the ancient fortress of Kronstadt, was chosen for the HUB-IN project because it is the heart of tourism, the place to be when visiting Brasov, the destination of

leisure and entertainment, the center of culture and art, with traces of our history and traditions, the identity of our city, an area offering natural amphitheatres, narrow streets, interesting sights, iconic architecture and historical monuments, the magnet for visitors and natives, travelers and tourists, but also for the attempt to balancing the way public space might be equally attractive for tourists and comfortable for locals.

(Below) A 'sense of place' collage. These collages are based on city's initial moodboards, created following bootcamp three, created as 'living collages' to evolve.

Key HUA challenges

AGEING POPULATION

- A high proportion of the population located in the HUA are elderly citizens.

- Would like to find ways of having cultural events without disturbing elderly citizens

- A desire to bring more young people into the HUA, to mix the generations.

DECREASE OF TRADITION AND CRAFTS

- Now almost absent from the city centre

- Lack of funding in traditions

- Fast-paced lifestyle of younger citizens

LOSS OF LOCAL IDENTITY

- Due to globalization, interconnectivity and human migration

- Brasov is a magnet city attracting new settlers

EXPENSIVE PROPERTY

- Gentrification

- Residents have low incomes

- Decreased housing stock due to homes being converted into restaurants and cafes

Key HUA strengths

EXISTING SUPPORT FROM LOCAL VISIONS AND STRATEGIES

- Brasov Sustainable Energy and Climate Action Plan (2020-2030)

- Brasov Climate Neutrality Roadmap (2050)

POPULAR TOURIST ATTRACTION

- Black Church

- Council Square

- The narrowest street in Europe (Strada Sforii)

- The first Romanian School

- Fortress walls

- Brasov Citadel

- Mount Tâmpa

STRONG EDUCATIONAL INSTITUTIONS

- Home to Transylvania University, one of the most important in the country, with over

- Over 20,000 students attend each year.

- Faculties such as: engineering, medicine, art, social sciences, forestry, environment, transport and mobility.

- Opportunity to involve in the project

CULTURE AND ARTS

- Museums

- Street art & events

- Handy crafts fairs

- Local products fairs

- Street Food Festival

- Digital Art Media Festival (Amural)

MOST POPULAR PLACE IN THE CITY FOR LEISURE ACTIVITIES

- Lots of restaurants and cafes

- Parks and sports arenas

- Mount Tâmpa with wild nature and natural amphitheatres

- Sport arenas & playgrounds

- Walking and trekking routes

- Old fortress towers – destination for theatre and other cultural events

- Explore-the-mountain routes

The HUB-IN Team

The Brasov HUB-IN team is led by ABMEE (Agency of Brasov for the Management of Energy and Environment), together with the public administration (Brasov Municipality), the civil society representatives (Brasov Urban Art Depot, Brasov Design Center) and the private sector representatives in the area.

Existing strategies

LOCAL VISION AND STRATEGY

The vision of the city is focused on the quality of life. Therefore, quality urban setting and leisure opportunities in a healthy environment, are permanent topics on the local agenda.

Brasov is a green city and the ambition for the upcoming years is to make it known as the green capital of Romania, where an active lifestyle is cultivated. Green does not only reflect the nature aspect of Brasov, with its Tâmpa mountain in the middle, ski resort nearby or the various trekking routes all around, it also encompases the transition the city will go through in order to reduce the GHG emissions at local level, reaching towards climate neutrality. The transition will have effects in various domains like: green spaces (creating the Brasovia Park with focus on protecting biodiversity while developing also the eco-tourism), energy (raising the share on local renewable energy sources (RES), reducing consumption by rehabilitation of buildings), urbanism (local sustainable planning at the level of neighbourhood), mobility (transforming public transportation in Mobility as a Service), co-creation (involving citizens in local planning, becoming owners of the transition process) and others.

Step by step, during this transition process, the quality of life will be improved (clean air, nature spots close-by, sustainable development with the citizens at the center).

Local elections took place in September 2020. There is need and expectations from the citizens to set up a new vision for the development of the city, to create an equilibrium between preserving the old part and bringing it to life alongside with the development of the new neighbourhoods that should involve sustainability and a good offer of public services (public transport, kindergartens etc): a modern, but green city, with a high quality of life.

The local vision is also based on energy sufficiency and climate actions. In line with the vision, the city is developing its Sustainable Energy and Climate Action Plan with 2030 objectives. Furthermore, there is a Neutrality Roadmap developed currently under the H2020 funded TOMORROW project.

Genova, Italy

Photo of a street in the Genova HUA

	City	Historic Urban Area (HUA)
Name	Genova	The "Rive Droite" within the Historic City Centre of Genova (specifically the transversal commercial and cultural Axis including Via Prè, Via Del Campo, Via San Luca, Piazza Banchi)
Number of inhabitants	575,240	7586
Size (in km²)	240.29 km²	0.45 km²

Top five things to know

1. HUA is one of the largest in Europe, densely built and inhabited and centrally located at the heart of the city.

2. A large part of the historic center has been declared a World Heritage Site, because of the high value of its architectural and cultural heritage

3. The wider historic centre of Genova (of which HUA is a part) has had a mixed recent history of deprivation and decline from the 1960s to 1990s when regeneration efforts took off – but with decline kicking in again in recent years.

4. Political focus on regeneration and programmes are currently in train – existing initiatives include one focused on origin of jeans in the area – aiming to create a street focused on this – and a 'blue economy' (maritime) innovation hub

5. 137 million Euro being invested for improvements in the HUA as part of the 'Caruggi' plan

Introduction to Genova

Genova is the capital of Liguria, a region facing the sea located in the North West of Italy. It is the largest seaport in the country and the sixth largest city overall. It covers a total area of 240,29 square kilometres with a population of 575,240 inhabitants (272,540 males and 302,700 females). The population density of 2.439,45 inhabitants per square kilometre; the coastal strip is about 42 km long.

Genova features one of the most extended, preserved and densely populated medieval Historic Centres of Europe (1.13 km2), stretching along the coastal zone of the city centre and into the hills behind.

From an administrative standpoint, Genova has been "Città Metropolitana" (Metropolitan city) since 2015. The Metropolitan city of Genova includes a large core city (Genova) and 67 small surrounding towns that are closely related to it with regards to economic activities, essential public services, culture and territorial features. Covering an area of 1840 km2 , the Metropolitan city has a population of over 860,000 inhabitants and is headed by the Mayor of the city of Genova, who thus also becomes the Metropolitan Mayor of Genova. The Metropolitan Mayor is assisted by the Metropolitan council and the Metropolitan assembly, both including representatives from the smaller municipalities.

Forming the southern corner of the Milan-Turin-Genova industrial triangle of north-west Italy, the city of Genova is one of Italy's main economic centres and is home to many leading companies. Steel, once a major industry during the booming 1950s and 1960s, phased out after the late 1980s crisis, as the country moved away from the heavy industry to pursue more technologically advanced and less polluting productions. As a result, the Genoese industry has turned towards a widely diversified range of high-quality and high-tech products such as food, electrical engineering and electronics, petrochemicals and aerospace. Nonetheless, the area still maintains a flourishing shipbuilding sector with many companies working in yacht construction and maintenance, cruise liner building, and military shipyards. Over the past few years, the city of Genova and the surrounding towns, with their impressive landmarks and seaside, also consolidated their place as a popular destination for leisure and cultural tourism.

Since 2006, part of Genova's Historic Centre was inscribed on the World's Heritage List (UNESCO), also thanks to the presence of many aristocratic renaissance Palaces (the so called "Rolli palaces"). Genova has a particularly rich cultural history, with impressive art, museums, monuments/churches and architecture. It also features a strong music and food culture.

Over the past century, the Historic Centre of Genova has seen many ups and downs. Up until the 1960s, it was a healthy neighborhood inhabited by the local working class, but over the years it progressively emptied as genoese people relocated to residential neighborhoods that were being built in the outskirts of town. The historic centre thus deteriorated to become an unsafe place, with high levels of crime. Filling the place of former inhabitants, illegal immigrants lived in unhealthy conditions. This was the situation until the early 1990s, when a regeneration process started to happen thanks to the creation of the "Porto Antico" (a public area located where the old port of Genova originally was and, now used as a marina, residential and tourist center, as well as a place of entertainment and cultural services) and the relocation of the University's of Genova's Architecture Faculty to the heart of the historic centre. Shops and bars/restaurants opened and many students and professionals moved into the neighborhood, attracted by its uniqueness and beauty. Part of the Historic Centre was thus regenerated and in some cases even gentrified, but other parts – such as the one where our pilot is located – lagged behind. In recent years, even some formerly regenerated areas took a turn for the worse and became problematic again, full of crime and decay. As of 2021, the situation in the Historic Centre remains mixed, with some very nice areas and many problematic ones.

The Historic Urban Area, Rive Droite

In the past few years Genova has reached a prominent place among the most important Italian tourist destinations, in particular among the cities of art. Genova's HUA is a maze of alleys (the so-called "Caruggi" in local dialect) that unexpectedly end up in small squares and in the churches that dominate them.

The Genoese spirit resides in these alleys, where different smells, flavours, languages and cultures are mixing together to form a lively melting pot. The architectural styles overlap in these compact ensembles of buildings, where the windows of opposite apartments are so close that they can almost touch: the medieval walls are the basis for a 15th century building, the Gothic galleries have been transformed into trendy clubs. In the Historic Centre of Genova, where it seems like time has stopped, the past is the foundation of the present. You can find noble palaces and wonderful churches alternated with shops and restaurants.

The focus area of the project will comprise the main cultural and commercial streets of the western part of Genova's Old Town (the so called "Rive droite"), forming a transversal Axis starting from Via Pre', continuing to Via del Campo and via S. Luca and ending in Piazza Banchi. The area, close to the Old Port, is characterised by a strong cultural and ethnic mix and has been suffering from the gradual disappearance of economic and social activities.

(Right) A 'sense of place' collage. These collages are based on city's initial moodboards, created following bootcamp three, created as 'living collages' to evolve.

Key HUA challenges

NEGATIVE IMAGE OF THE AREA

- Perceived as a dangerous area

- Frequent conflicts between neighbours due to lawlessness and widespread criminality

- Marginalization, which particularly affects young people and vulnerable groups

- Often avoided by tourists

HIGH DENSITY

- Narrow alleys and poorly lit areas

- Little space for waste and recycling facilities meaning hygienic conditions are poor

- The area has the lowest average age of the city (42.7) and has one of the highest population densities

YEARS OF SOCIO-ECONOMIC DECAY

- Many derelict buildings

- Increasing disappearance of traditional businesses and craft shops, being replaced by unattractive low-quality retail

- Several empty retail spaces on the ground floors of buildings

LACKING SERVICES

- Low/uncertain accessibility to post-secondary educational services and the rest of the city

- Minimal green areas

- No meeting places

- No schools or places for education

Key HUA strengths

LOCATION

- Located in the city centre and close to the railway station, cruise terminal and metro

- Mostly a pedestrian area

- Close to the University Humanities Faculties

- Close to Old Port and Aquarium (popular attractions)

- The area has high cultural, historical and architectural value

INTERVENTIONS ALREADY HAPPENING

- Strong political interest in the recovery of the HUA

- Holistic and integrated regeneration programme in progress

- Area is already starting to attract a lot of attention and investment

The HUB-IN Team

The Genova team consists of individuals from Municipality of Genova, Agency for Infrastructure, Regeneration and Energy and Job Centre (Municipality of Genova linked third party), combining expertise and experience in:

- Urban planning

- Event management

- Economic development

- Project coordination and management

- EU/international projects coordination and management

- Technical coordination & supervision

- Technical implementation

- Stakeholders' engagement

- Communication and dissemination

MUNICIPALITY OF GENOVA

The **Economic Development, Innovation Projects Department** has expertise in management and coordination of structural funds, direct funds from the European Union and projects related to business innovation. Within HUB-IN it coordinates the multidisciplinary team of Event management and Urban planning departments.

"Urban planning" Department deals with the management of land transformations (including HUA) and has specific expertise related to land data management – geographical information system (GIS). In particular, it deals with the "connection" between the HUB-IN project and the "Caruggi" urban regeneration plan.

The **Event Management Department** deals with communication, in particular (in the HUA) it is responsible for the GenovaJeans project to revitalise the commercial areas of the historic centre. The project will create the Via del Jeans – the Genoese Carnaby Street – along Via Pré, Via del Campo and Via San Luca, attracting new commercial, craft and entertainment activities.

JOB CENTRE

Have expertise in urban regeneration through citizen participation, co-creation and co-design. It also manages the Genova Blue District (inaugurated in 2020 and a potential physical hub for HUB-IN) which presents itself as an opportunity for economic growth deriving from the blue economy, in connection with the development of infrastructures; technological innovation; environment; economic and productive development; tourism, culture and natural resources enhancement; occupation.

IRE

The public agency for Infrastructures, Urban Regeneration and Energy of Liguria Region. As a technical agency, it supports the territory's public entities in the planning and implementation of interventions in the following areas: infrastructure development, urban regeneration and the implementation of energy policies . The agency also features a EU Projects Unit and is very active at international level, over the years participating in more than 60 international projects focused on sustainability topics. IRE can count on over 45 employees with skills and experience in the engineering, architecture, energy and public procurement sectors. Specifically, IRE's staff working in the HUB-IN project has been selected to provide the Consortium its experience and expertise in the following areas: planning and implementation of urban regeneration projects and actions in the Historic Centre of Genova; participatory processes and stakeholders' engagement for urban regeneration; monitoring and KPIs; EU projects coordination and management; communication and dissemination.

Existing strategies

INTEGRATED ACTION PLAN FOR HISTORIC CENTRE – "CARUGGI" URBAN REGENERATION PROGRAMME

This new policy and action plan was approved by the Municipality in November 2020. It aims at regenerating, revitalizing and valorising the whole historic area of Genova, improving the quality of life of its inhabitants and workers (artisans/ shopkeepers, professionals, employees) as well as the accessibility and experience of tourists.

The ultimate goal of "Caruggi" is to make the Historic Centre of Genova a liveable, safe and clean place, with the best available services. The total planned investment amounts to 137 million euro. The integrated action plan was co-created with local stakeholders.

The "Caruggi" Action Plan identifies 10 macro-areas for intervention:

- Urban projects

- Technological maintenance and innovation

- Social/educational interventions

- Commerce Plan

- New Public Lighting

- Safety Projects

- Plan for a clean HUA

- Smart mobility and accessibility

- Tourism/ free time

- The 'Nightlife' we want

An additional area – the **Culture Plan** – is included horizontally in many of the above sections.

In March 2021 an open call for the collaborative regeneration of squares and open spaces was launched by the Municipal Administration. Thirty-four proposals were received (from individual citizens or associations) aimed at the recovery and social and cultural animation of 11 squares in the historic centre, in the Prè-Ghetto Pilot Area, identified by the municipal administration (which is part of the HUA).

Co-designing activities are currently underway with the 34 stakeholders who replied to the call for participation, aimed at increasing cooperation between the different subjects present in the area and at identifying common solutions, with a view to the collaborative management of the squares. The process is expected to be concluded with the signing of the "collaboration pacts" in June 2021. Since the involved stakeholders and location under study are the same of the HUB-IN project, the HUB-IN Genova local team is currently participating in this stakeholder engagement activity to gather information that would be useful for the project.

GENOVA JEANS

A project including an annual event, launching on 2-6 September 2021, celebrating the Genoese origins of jeans and taking place in the Western part of the Historic Centre, exactly where our HUA is located. The aim of the Municipality is to make the story of the Genova Denim jeans known and bring new investors/ entrepreneurs in the denim sector in the area.

GENOVA BLUE DISTRICT

Recently launched (November 2020), it is a new physical hub created to support innovation and development of the blue economy ecosystem. Located in the HUA and managed by Municipality's third party JOB Centre, it could potentially also serve as HUB-IN's physical hub.

(Image below and above) A typical street scene in the Genova Historic Urban Area. Photo provided by the Genova team.

Grand Angoulême, France

A typical Angoulême city-scape – Photo provided by Angoulême team

	City	Historic Urban Area (HUA)
Name	Grand Angoulême	Along the River Charente (TBC)
Number of inhabitants	182,510 (metropolitan area) 41,935 (Angoulême city only)	N/A
Size (in km^2)	643.6 km^2 (metropolitan area) 21.85 km^2 (Angoulême city only)	N/A

Top five things to know

1. Angoulême, the capital of Charente (named after the Charente river) is one of 12 departments of the region Nouvelle-Aquitaine (located in the South West of France) – Metropolitan France is split into 13 administrative regions.

2. Grand Angoulême is a formal industrial territory that was transformed into a creative territory with the creation of the big annual International Comics Festival, gathering around 200,000 participants across four days.

3. Grand Angoulême has a specific department dedicated to international and European cooperation.

4. There is a well-established local ecosystem of stakeholders in the field of culture: e.g. The Angoulême Museum of Comics is unique with a structure that is promoting and strengthening the comics sector in France and at international level.

5. Still at early stages building up their HUB-IN team and still awaiting on political approval for their chosen HUA, following elections at the end of 2020.

Introduction to Grand Angoulême

Metropolitan France is split into 13 administrative regions. The region of Nouvelle-Aquitaine (located in the South West of France) is split into 12 departments. One of those departments, Charente (named after the Charente river), is home to Angoulême, its capital.

Grand Angoulême, an 'Agglomeration community', oversees the city of Angoulême and 37 of its surrounding rural and urban suburb municipalities. Grand Angoulême has responsibility and skills in the fields of culture, tourism, economic development, town planning and transport. There is a specific department dedicated to international and European cooperation.

Grand Angoulême is a formal industrial territory that was transformed into a creative territory. This transformation started with the creation of the big annual International Comics Festival, gathering around 200,000 participants across four days. Thanks to the growth generated by this festival, the local economy was reoriented towards creative industries.

Today, there are more than 100 enterprises focusing on the image at large (animation studios, sound studios, local comics editors). There are several schools focusing on the image and creative industries (documentary films, animation, video games, comics and illustrations, mangas), gathering 6000 students.

With 42,000 inhabitants, Angoulême is located along the river Charente and close to Bordeaux and Cognac.

The Historic Urban Area

Due to elections taking place at the end of 2020, and with city teams and strategies changing, the Angoulême HUB-IN team is still awaiting formal approval from the municipality and central government for their selected Historic Urban Area – the heritage area along Charente river. Other areas also considered include 'Coeur de Ville' (revitalising the city centre) or the revitalisation of urban wastelands (in the city centre and suburbs).

The team are taking into consideration the enhancement of pre-historic heritage, architecture, and industrial wilderness to urban wastelands through creative industries.

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Key HUA challenges

Cooperation of other key departments within the municipality is currently being sought, however this is being delayed by not yet having formal approval or the core project team in place. There are also some challenges related to sourcing additional funding for the proposed regeneration.

Key HUA challenges

Angoulême can build upon past and current international projects with focus on heritage for HUB-IN, creative industries and hubs; as well as ongoing international cooperation, such as with the city of Zapopan, Mexico.

Until the HUA is fully defined and validated it is not possible to go into detail on the specific strengths of the HUA; however it is likely to include and expand on aspects of the existing initiatives and events in the city that are listed on the next page.

The HUB-IN Team

The core team to start with brings financial, administrative and managerial expertise as part of Angoulême's International Cooperation Department. The project manager for HUB-IN is currently being recruited and the exact starting date will be confirmed.

Existing strategies

COEUR DE VILLE INITIATIVE

The "Coeur de Ville" initiative (heart of the city) is focused on the development of the city centre to ensure a high quality of life.

- Some of the main focus points of this initiative:

- Bring the shops back to the city centre instead of the outskirts

- High quality real estate for residents of Angoulême (refurbishment)

- Museum 3.0: focused on facilitation and augmented reality to develop new technologies for the museums to create value and jobs in this field.

ANNUAL EVENTS THAT TAKE PLACE IN ANGOULÊME:

- International Comics Festival (Festival International de la Bande Dessinée) – January

- Videogame Economics Forum – May

- Meeting of CCI professionnels (Rencontres des Territoires Créatifs) – May

- French speaking Movie Festival (Festival du Film Francophone d'Angoulême) – August

- Meeting of comics professionnels (Rencontres nationales de la Bande dessinée) – September

- Exchanges in Animated Cinema Training (Rencontres Animation Formation) – November

- Participation in national and international image specialised events (MIFA, Cartoon Movie,

- MIP'TV, Forum Cartoon, MIP'COM etc)

- There are other festivals: Musiques Metisses, Circuit des remparts etc.

(Left) A 'sense of place' collage. These collages are based on city's initial moodboards, created following bootcamp three, created as 'living collages' to evolve.

Lisboa, Portugal

Looking out over Alfama, Lisboa. Photo by Liam McKay

	City	Historic Urban Area (HUA)
Name	Lisboa	Colina do Castelo (Castle Hill District)
Number of inhabitants	547,733	9,312
Size (in km²)	85 km²	0.71 km²

Top five things to know

1. Lisbon is a vibrant, historic city that is also modern and an innovative European capital. Co-creation seems to have developed strongly over the last years in Lisbon and the city thrives being part of a collaborative international network. With access to relatively vast resources and a robust local leadership, Lisboa can play a central strategic role.

2. Lisbon hopes to implement innovative initiatives and solutions that promote sustainability, despite political hiccups, short termism and some red tapism in the city. By providing tools that can empower local communities, Lisbon hopes to build a more sustainable community and stop gentrification.

3. With the current economic, social, environmental vulnerability, Lisbon's lack of social cohesion is ever more 'visible' and concerning, therefore inclusive approaches need to be baked in from the start, including digital and physical literacy. The pandemic provides opportunities for positive change.

4. It is key for the city to see the impact of implemented innovation, to counteract opposition / misunderstandings around responding to the right/wrong issues. One key concern is Lisbon's (perceived) inability to have a comprehensive understanding of its HUA.

5. There is opportunity to interlink current work and build upon past experience in innovation and acceleration. Lisbon will participate in co creation and designing of collaborative processes.

Introduction to Lisboa

Lisboa is a historic city, with a strong memory. Lisboa is vibrant, modern and an innovative European capital. It is one of the most western capital cities of Europe, covering 100 km2 and hosting 5% of the country's population: 2.846.332 people reside in the metropolitan area. Tourism is very important for the city: the metropolitan area of Lisboa welcomed around 8.216.700 tourists in 2019.

PRIORITY AREAS FOR THE CITY:

SUSTAINABILITY

Sustainability is very important for Lisboa, which became European Green Capital 2020 with the motto "Choose to evolve". The city is very active in the following areas

- Energy Transition: for example with the initiative "Lisboa Solar City" they aim to increase solar PV capacity

- Climate adaptation and mitigation: they city has a Climate Action Plan 2030 for Carbon Neutrality

- Sustainable mobility: bike lanes and bike sharing, pedestrian areas and accessibility

- Green infrastructure: the city wants to promote the creation of green spaces near urban areas (maximum 10 minutes walking distance), green corridors. Lisboa also has an urban garden network

- Circular Economy: Focus on food, construction and textiles

- Sustainable Tourism : Lisboa Declaration on Cities for all: building cities for citizens and visitors (2019)

CULTURAL HERITAGE

Lisboa is a city of culture and openness. They want to make culture more accessible, stimulate and recognize the local multicultural environment, multilingualism, ethnic and religious diversity.

It's also a heritage city that applied to become a UNESCO World Heritage site in 2016. The Fado music genre has already been recognised as a cultural heritage.

Creative industries are one of the strategic clusters with high growth potential, but current lack of financing opportunities calls for a stronger connection between business and culture.

ECONOMY AND INNOVATION

Lisboa hosts a growing entrepreneurial ecosystem, thanks to the numerous initiatives and organisations that were launched by the municipality following the 2008 economic crisis, to support SMEssupport of SMEs.

The municipality operates according to the concept of "city as a laboratory". A place where everyone can experiment and innovative projects and ideas can be generated easily.

'Made of Lisboa' is the official entrepreneurs' community, to create connections among the different start-ups and make them visible, in order to attract investment. It is also the brand for all the actionsaction of the municipality in this field. They have a website with all the entrepreneurs of the city. You can search by topic or by activity and place.

- The Lisboa Web summit is one of the biggest events in tech and entrepreneurship in the city, a regular appointment for local innovators.

- Creative Hub Beato used to be a military food factory, but today is an innovation centre for creatives and technological companies.

- Fab Lab Lisboa hosts the city's makers' community, and it's very close to the HUB-IN pilot area.

- Innovation Centre and Creative Hub Mouraria is an incubator for creative industries. Every 2 years new projects are hosted there. It is located in the middle of HUB-IN pilot area, so it will be used as a base camp for the local hub, at least at the beginning.

- Intelligent Lisboa is the biggest smart city project the municipality is currently engaged in.

- Lisboa Robotic is a smaller project around open innovation

The Historic Urban Area, Colina do Castelo

The local HUB-IN Lisbon will be developed in the Castle Hill district that hosts the famous Castle of Saint George and includes two very different and big neighbourhoods: Alfama and Mouraria.

Alfama is the oldest housing district in Lisbon, the first area that was populated and today the most attractive place for tourists. It has been inhabited since Roman times, but still preserves the characteristics of a traditional Arab neighbourhood: sharp slope, maze-like narrow streets and stairways. In Lisbon, it is renowned for its restaurants, Fado Houses, and "Popular Saints" festivities and it is characterised by strong neighbourly relations, but also loss of population and gentrification. Tourism is the key economic driver (commerce, restaurants and accommodation)

Mouraria is located on the north hillside of the Castle Hill (not so sunny and attractive as Alfama). It was assigned by the first king to the Moors that stayed in the city. It was known to be marked by poverty, bohemian life and Fado music until the XIX century, but more recently, the municipality has invested for its rehabilitation. It is characterised by a strong multicultural environment, with religions and cultures from 92 nationalities. Many cultural associations have emerged and are currently developing.

In these areas, the city aims at promoting the local culture (music, festivities) and art-crafts (traditional ceramics). They would like to strengthen the local economy with activities around circularity, internet of things and social innovation, but also promote sustainable management of resources and valorise multiculturalism. They are rival neighbourhoods and in the summer, there are carnivals where citizens can show their creativity.

(Left) A 'sense of place' collage. These collages are based on city's initial moodboards, created following bootcamp three, created as 'living collages' to evolve.

Key HUA challenges

LOSS OF THE LOCAL IDENTITY

Like many parts of Lisboa, the Alfama and Mouraria neighbourhoods are facing challenges related to loss of local identity. This is due to the following factors:

- Increasing tourism pressure

- Ageing population

- Sharp decline of local population and establishment of foreign communities linked to trade and consumer goods.

- Gentrification of historic neighbourhoods

- Degradation of buildings and public spaces

POST-PANDEMIC CHALLENGES

The pandemic has led to an increase of unemployment in Lisbon and its HUA, contributing to a decline of socio-economic conditions of the population.

Key HUA strengths

TWO NEIGHBOURHOODS, ALFAMA AND MOURARIA, WITH CULTURAL AND SOCIAL DIFFERENCES

- Alfama: still preserves characteristics of a traditional Arab neighbourhood, most attractive for tourists

- Mouraria: strong multi-cultural environment that can lead to a great diversity of activities and knowledge sharing.

POPULAR TOURIST ATTRACTION

The area attracts a strong level of tourism, which is a "quick and easy" way to boost the local economy. The challenge here is to make tourism a sustainable, non-intrusive means of income and innovation driver.

STRONG HISTORICAL HERITAGE

The historical heritage both built and social (with its tales and traditions) is one of the biggest strengths of the HUA. If the buildings and some museums (Roman Theatre) give a glimpse of the history of the city, there is a whole lot more to discover. New technologies like VR or 3D printing can show, help visualize and/or understand in a greater sense the richness of that heritage and this territory. The social heritage (or legacy) and the connection to the local communities on the other hand can help pinpoint (sometimes rather) practical aspects that we, today, with all the technology don't always see or reach. This knowledge must be gathered and combined with new perspectives to create innovation.

The same applies to other sectors like arts and crafts. There are also a small number of workshops and artisans that can inspire a new breed of entrepreneurs and makers.

POTENTIAL TO DISSEMINATE

As mentioned earlier Lisboa is a historic city with more than 2000 years of history. Alfama and Mouraria represent the central Historic Urban Area of Lisboa, but the city's history spreads to other neighbourhoods like Baixa, Bairro Alto and so on. We can identify potential to easily disseminate the results and learnings from the HUB-IN project to other historic areas in Lisboa. In other words the results from the work that will be developed in the next four years can also, and somewhat directly, be applied in a big part of the city.

The HUB-IN Team

The Lisboa pilot team consists of individuals from Municipality of Lisboa and Lisboa E-Nova combining expertise and experience in:

- European affairs

- Project coordination and management

- Environmental, Electrical, Mechanical, Architecture & Architectural engineering

- Urban Planning

- Communication and Education (formal and non formal)

- Facilitation and Community Engagement

- Open Data

- Heritage

- Open innovation and urban manufacturing

- Partnership and collaboration

- Climate Change and Environment

The Municipal Administration of Economy and Innovation has the responsibility to contribute to the creation of an entrepreneurial, competitive and innovative city in the global context, ensuring the city's economic sustainability, job creation and employability. Its Department of Innovation and Strategic Sectors is focused on fostering and promoting innovative areas in the city. This work is supported by FabLab Lisboa, the municipality's prototyping space, and Mouraria Innovation Centre. The department, established to help the city to overcome the difficulties of the 2008 world economic crisis, has developed several projects through the years, from the identification of key sectors to the promotion or the supporting of events like WebSummit. One main aspect that is carefully nurtured and the municipality aims to have present in most of the work is the collaboration with the local ecosystem. This collaboration, no matter the sector, boosts innovation and by being part of it so is the city.

Lisboa E-Nova has experience in working on EU funded projects. The Agency also has a strong component associated with stakeholder engagement.

The Energy is a core area to Lisboa E-Nova and the one in which the Agency has greater experience of acting, developing innovation projects, namely in the areas of energy efficiency, intelligent energy management and renewable energy sources; as well as projects to support the design and operation of local public policies. The developed work includes different agents, from the public to the private sector, either individual or collective.

Lisboa E-Nova coordinates several projects, both in the technical and communication fields, with which it addresses the sustainability challenges that the Lisboa city faces, raising the awareness of all key stakeholders and motivating their participation in the systematic and continuous improvement of the city's energy and environmental performance.

Existing strategies

THE CITY HAS IDENTIFIED FIVE PROGRAMMATIC AXIS OF DEVELOPMENT:

- *Improve the quality of life and the environment*

  Houses for all; a planned and lived city; accessible mobility at everyone's reach; a sustainable, resilient and environment friendly city; a safe city

- *Open, participatory and decentralized governance*

  Lead by example; Transparency and accountability; Effectiveness, Efficiency and professionalism; Administrative reform and decentralization; Citizen participation.

- *Give strength to the economy*

  More qualified services, more jobs; More entrepreneurs, more entrepreneurial attitude; Foster talent; Smart City; Betting on trade in proximity; Sustainable tourism.

- *Fight exclusion and defend rights*

  Affirm rights; strengthen citizenship; More education, more skills, better schools; Promoting sport and physical activity; Better health and quality of life.

- *Assert Lisboa as a global city*

  European Capital; City of culture and openness; Creative city; Atlantic capital; Heritage city.

THE 'URBAN MANUFACTURING' PROJECT

The objective of the Urban-M Project (funded by Interreg and ending in December 2021) is led by Birmingham City University with 10 partners including 7 cities or regions. The idea is to promote the importance of collaborative maker spaces to drive innovation. There was lots of exchange of information between the cities. The first two years there were a lot of policy clinics. Lisboa wrote an action and the idea is for Lisboa toLisboa is to have a robust network of maker spaces to promote the economy and innovation.

THE SUSHI PROJECT

This project run from 2018 to 2020 and was financed by EIT Climate KIC, coordinated by FCT NOVA (HUB-IN project partner). It aimed at creating an holistic approach to address common challenges identified in historic districts of six cities in five countries: Lisboa (PT), Valletta (MT), Savona (IT), Ptuj (SI), Nicosia (CY), and Sassari (IT).

SUSHI wanted to make the districts more sustainable, resistant to climate and inclusive, through social change and innovative integrated solutions, working in the following areas of innovation:

- Local circular economy;

- Sustainable mobility;

- Climate resilient public s spaces;

- Urban rehabilitation and positive energy district;

- Natural and cultural heritage for sustainable tourism

The key concept of SUSHI in Lisboa was to place sustainable development at the heart of the Alfama district transformation to become the local driving force, adopting integrated approaches instead of isolated challenges. SUSHI aimed to regenerate the historic urban area of Alfama using innovation as the main driver, empowering residents, promoting inclusion and job creation. A co-designed district transformation plan was developed encompassing 3 stages (1 – From Vision to Plan; 2 – Planning and Testing for Implementation, and 3) Moving Forward.

The main outputs were a) deep understanding of Alfama district potential as a Positive Energy District with detailed knowledge on the energy efficiency renovation potential and investment needs of the residential building stock, Solar PV integration in the buildings (roof and façades) (Gouveia et al., 2021), thematic stakeholders mapping, Regulatory framework and policy context as well as a first approach to innovative financing schemes for such development; b) the creation of Alfama Living Lab and c) the Alfama toolkit, being both a legacy for HUB-IN.

Typical building in Alfama. Photo by Thomas Peham

Nicosia, Cyprus

View from Shacolas Tower (Ledra Street Observatory) in Nicosia, Cyprus

	City	**Historic Urban Area (HUA)**
Name	Nicosia	Nicosia Old City (Walled city)
Number of inhabitants	District: 220,000 Municipality: 55,014	Southern part: 4,167 Northern part: 5,131
Size (in km²)	District: 111 km²	2 km²

Top five things to know

1. Since 1974, Nicosia remains the last divided capital city in Europe. Nonetheless, the Municipality of Nicosia has always been convinced that it is essential to maintain the conditions for dealing with the divided Area as one entity. Nicosia is a complex mix of developed and neglected areas. Schemes to strengthen the city start from the principle that all parts of the city contribute to growth and innovation, and all parts should benefit regardless of the buffer zone

2. The HUA faces a lot of challenges, including: political constraints, insufficient infrastructure and limited climate resilient public space

3. The city has developed a Sustainable Urban Development Strategy, which has strengthened its research and innovation, technology and SME sectors as well as creative entrepreneurship. The Strategy, which includes six municipalities, focuses on the regeneration of the city centre, areas along the buffer zone, the rehabilitation the Pedieos River, the Commercial Triangle and the Creative Quarter.

4. There are other EU funded projects on regeneration of the city centre, projects to create green spaces in the buffer zone and preserve the ecosystem form part of Nicosia's wider plans to attract investment and tourism, which has been difficult because of the political difficulties.

5. The CYENS project, which began in 2017, aims to invigorate R&I in the city, enhance collaboration between industry, academia and the creative sector, and find new avenues of innovative R&I

Introduction to Nicosia

Nicosia is a dynamic capital with a strategic position in the eastern Mediterranean region. It is the administrative, commercial and financial centre of the island of Cyprus. It is a university city, concentrating nine major academic and research institutions and gathering approximately 30,000 students.

Nicosia is the main international business centre of Cyprus as well as the major employment centre (34% of jobs in greater Nicosia and 20% of jobs in the central municipality). 80% of the population speaks English. It is a city of culture, with 37 museums, 18 theatres, 29 libraries and 19 cultural centres, numerous galleries, and artistic companies (dance, music, theatre, visual arts etc.).

The metropolitan area of Nicosia Region gathers 220,000 inhabitants. The central municipality has 55,014 citizens. The historic centre (within the walls) is home to 4,617 citizens.

Since 1974, Nicosia remains the last divided capital of Europe (between Greece and Turkey), affecting the daily life of its citizens. The Buffer Zone – also called "the Green Line" – extends approximately 180 km across Cyprus. In some parts of old Nicosia, it is only a few meters wide, while in other areas it is a few kilometres wide.

Tour in the city with USE-IT maps, Constantinos Constantinou, Photo: Nicosia Photo Walks (Facebook)

The Historic Urban Area, Nicosia Old City

Nicosia is the capital of Cyprus and its historic city centre is seen as the heart of the island (which is currently a broken heart). The complex identity of Nicosia and its rich history is reflected in the multiple tangible and intangible layers of the historic urban area. Encompassed by venetian walls, the historic centre covers an area of 2km2, a cultural mosaic where east meets west, which is however divided by the Green Line and a buffer zone splitting the city in two. Every neighborhood has a different atmosphere, with the contrasting images and feelings on offer in the fortified centre being experienced through a brief walk or cycle ride. With residential and commercial streets, historic squares with monuments and elements of heritage, there is a striking transition between well preserved areas with renovated buildings of unique architectural character and liminal areas near the buffer zone with neglected and dilapidated constructions.

A walk in the city centre of Nicosia feels like entering a time machine at multiple times and moments. The buildings of different styles and landmarks of cultural heritage together with the diversity of groups (in age, status, cultures) make Nicosia the most cosmopolitan place on the island. The HUA hosts frequent cultural events, exhibitions and festivals and serves alternative forms of tourism (ie. food tourism, architectural tourism, 'dark' tourism).

The Nicosia USE-IT Map[12] invites visitors to explore the city centre with the following paragraph:

> "*Nicosia doesn't have a beach, so what?! It's got other stuff. Although pretty small, it's very chaotic and full of opposition. We drink coffee for hours while soldiers change shifts, the imam is calling for prayer and church bells are ringing. Old men pass their day playing backgammon and ladies tiptoe around in sky-high heels in a fancy bar next-door. Galleries are filled up with (always the same) wannabe hipster art-lovers while old-fashioned craft workshops have never changed. And at the many "tavernas" Cypriots always order far too much and loudly sing along with traditional songs.*"

Nicosia will focus on the city centre as the driver for change and regeneration. The centre needs rejuvenation especially along the buffer zone where buildings have been neglected for decades and the need to reverse abandonment is undeniable.

The restoration and revitalization of traditional cores and other degraded areas has the potential to contribute to integrated sustainable development, through the renovation and recovery of public spaces and building infrastructure. The enrichment, protection, utilization and sustainable management of elements of the natural environment, play a coherent and supra-local role in the implementation of other green practices that reduce the phenomenon of the urban heat island.

In the revitalisation process of the historic area, the municipality also concentrates on the creation of a green walk along the perimeter of the walls and the moat within and outside the walls (smart urban space, environmentally friendly spaces).

The municipality tries to attract businesses (including creative), industry, researchers, but also tourists in an attempt of cultural, social and entrepreneurial revitalization of the area.

The enhancement of historical, cultural and architectural heritage sites, museums, and creative spaces is also important. The city intends to develop a tourism strategy for Nicosia to attract tourists to the capital, which is difficult in the context of Cyprus where tourists seek access to the sea and sand (the capital has no access to the sea). A strategy for cultural and sustainable tourist activities is adequate for the HUA of Nicosia.

(Left) A 'sense of place' collage using photos taken by the Nicosia team. These collages are based on city's initial moodboards, created following bootcamp three, created as 'living collages' to evolve.

Key HUA challenges

POLITICAL CONSTRAINTS

- The division of the historic area, (and of the whole island) creates a complex situation at a local, regional and national level

- Centralised power in government departments leaving limited responsibilities and autonomy to local authorities (even though Nicosia as the capital has more opportunities than other LAs)

- Promoting the multiculturality of the city as a rich advantage for future development of the HUA is challenging in a divided city where populations are divided and there's limited interaction.

INVESTMENT

- It is difficult to attract investment as there is a lack of targeted funding and inadequate economic incentives

- Difficult to attract new businesses as there is uncertainty about the future of the area and how real estate will develop considering the division and the property issues.

CLIMATE CHANGE

- Insufficient infrastructure and limited climate resilient public spaces (heat waves, flooding, loss of biodiversity etc.)

- The area is vulnerable to climate change. There is a heat island effect with social and environmental impacts.

LACK OF STAKEHOLDER EXPERIENCE IN BEING ENGAGED

- Limited stakeholders' involvement and different/misaligned agendas and development interests

- Citizens are not fully informed and engaged with the ongoing actions

- Lack of coordinated community participation

- Creatives and other individuals that are considered as relevant stakeholders often act separately and are not represented by a collective or organisation. Thus it makes it more difficult to engage individuals and emphasize shared interests.

Key HUA strengths

THE HUAS STRENGTHS DERIVE FROM THE SAME ELEMENTS THAT FORM ITS WEAKNESSES

In a city where confrontation, fragmentation and segregation is omnipresent we can also identify elements of coexistence, of negotiation, of compromise. Tapping into the heterogeneous character of the HUA could be the foundation for a resilient city which cultivates the skills of an adaptive local community.

AN AREA OF 'HUMAN SCALE'

The fortified city centre is an area of 'human scale' and proximity making it more energetic than other areas of the city and active from morning to night. A recent study from the Cyprus Energy Agency about the quality of life showed that even though the built environment and infrastructure need to see significant improvements for making the centre more livable, the social capital of the historic center such as "social contact", "identity and belonging", and "feeling safe" are rated higher than the physical infrastructure.

IDEAL LANDSCAPE FOR ACTIVE MOBILITY

The mediterranean climate and flat land offer ideal conditions for active mobility and a culture of socialising outdoors.

PROGRESS HAS ALREADY BEEN MADE WITHIN THE HUA

Along with public space rehabilitation projects, Nicosia has already restored and regenerated the Old Municipal Market and "STOA" building to host CYENS (Research Centre on Interactive media, smart systems and emerging technologies). They have also created other support facilities to boost entrepreneurship and are providing (not only financial) incentives for businesses, creatives and entrepreneurs to move into spaces along the Green Line.

The HUB-IN Team

The Nicosia team consists of individuals from Municipality of Nicosia and Cyprus Energy Agency combining expertise and experience in:

• European affairs

• Project coordination and management

• Environmental, Electrical, Mechanical, Architecture & Architectural engineering

• Urban Planning

• Climate Change and Environment

• Communication and Education (formal and non formal)

• Facilitation and Community Engagement

The European Office of Nicosia Municipality is involved in the HUB-IN project and coordinates the implementation with the relevant departments of the Municipality. The European Office also coordinates the project RISE, that is setting up the CoE – CYENS . In addition a member of the office is part of the team leading the innovation and entrepreneurship strategy of the city. This is an advantage, since it creates linkages between the Centre of Excellence and Makerspace Hub with the activities of HUB-IN.

The Cyprus Energy Agency as an organisation that specialises on topics of sustainable development through local and european projects, brings the experience from working locally, collaborating internationally and at different scales. CEA has a leading role in the project focusing on Nicosia's HUA, using its experience gained from the Sustainable Historic City Districts project that was completed in December 2020.

Existing strategies

CYENS (FORMERLY KNOWN AS RISE) IS A CENTRE OF EXCELLENCE (COE) AT THE HEART OF THE CITY:

The 7-year project to set up CYENS started in 2017. It is funded by national, EU and local sources and the coordinator, the municipality of Nicosia, cooperates with the Max Planck Institute (Germany), University College London (UK) and the three the public universities of Cyprus (University of Cyprus, Cyprus University of Technology and Open University).

CYENS has a holistic approach, promoting an ecosystem where cultural and creative industries coexist with scientific and research institutions with high expectations to:

- discover new research avenues

- bring novelty and innovation in the industry

- help to address socioeconomic and cultural challenges

The municipality is offering two buildings to host CYENS, in the centre of the city, right next to the buffer zone targeting at the same time science diplomacy. The ground floor of the buildings are designed as an open space to welcome citizens, with a coworking space, a makerspace, an exhibition space and demonstration space. The aim is to foster meetings and networking and also attract schools and other institutions to use the spaces.

Therefore, CYENS brings new life to the city centre.

The innovation and entrepreneurship strategy of the city has a positive impact in the HUA of Nicosia. Other organisations are now hoping to settle in the historic area, such as start-ups, accelerators, coffee shops, youth organisations and other companies. The centre also has a lot of creatives, art and technology. The municipality also aims to restore buildings along the Green Line to house creative industry, solo entrepreneurs or small start-ups. Therefore, the municipality is in the process of acquiring a private street with many shops, located along the Buffer Zone, in order to refurbish the buildings that can be utilised by the cultural and creative industries.

NICOSIA MASTER PLAN (NMP) (1979-)

he Nicosia Master plan (NMP) was formulated in the early 1980s by representatives of both communities with the support of United Nations Development Programme (UNDP) and United Nations Centre for Human Settlements (UNCHS – Habitat).

The NMP intended over a twenty year period to tackle the main urban issues: urban sprawl, traffic and access, zoning and historic preservation. It identified a set of policies needed to control the city's growth and reverse trends of decay in the Walled City. In a second phase, priority projects aiming at halting physical deterioration and socio-economic disintegration in the historic core were prepared. The NMP's urban rehabilitation schemes in the Walled City have had very positive results.

The objectives of the NMP are still valid today since it contributes to removing the traces of the conflict and allows citizens from both sides to return to these otherwise neglected neighborhoods. Several projects within the Nicosia Master Plan have been implemented over the years since its inception.

In 1978, only 4 years after the Turkish invasion, there was an agreement for the creation of a common sewerage system. In 1979 there was an agreement for the definition of a common planning strategy and the master plan of Nicosia.

THE DEVELOPMENT OF A SMART CITY STRATEGY WAS IDENTIFIED AS A NEW STRATEGIC PRIORITY

Nicosia has a smart city strategy that is in the implementation phase and is expected to be completed in three years. The project is co-funded by the European Structural and Investment Funds, the Republic of Cyprus and the municipality of Nicosia.

The project includes the set up of the Nicosia Fiber Optic Network Infrastructure and the installation and operation of the Wireless Access Networks and IoT (Internet of Things) sensor networks for which provisions have been made in all the new infrastructures of the Municipality of Nicosia.

NICOSIA INTEGRATED INTEGRATED SPATIAL DEVELOPMENT STRATEGY

Nicosia is leading an Integrated Spatial Development Strategy, a joint action plan that has been submitted for approval to the central government. Six municipalities (Nicosia, Strovolos, Aglantzia, Ayios Dometios, Lakatamia & Engomi) are working together for the wider urban area of Nicosia, for the period 2021–2030.

For the first time, the long-term constructive cooperation of the Municipalities of the wider urban area of the Capital goes beyond its fragmented base and takes on an integrated and institutionalized character in order to transform the largest urban area of Cyprus into a compact force for sustainable development, utilising unique advantages of the city.

The strategy includes thematic areas such as:

- Traffic planning and sustainable, smart, climate-resistant multimodal urban mobility

- The holistic management of municipal waste

- The promotion of a green circular economy

- Energy savings and the use of renewable energy systems (RES) in public buildings.

- Redevelopment of historic cores

- Smart city activities

- Social actions

- Enhancing the innovation and entrepreneurship ecosystem

The indicative budget for the implementation of the plan amounts to approximately €781 million and affects more than 200,000 citizens (approximately 25% of the population of Cyprus).

The Integrated Spatial Development Strategy operates within the framework set by the European Commission for the programming period 2021-2027 and the relevant national investment priorities. This framework provides the possibility of a smooth and constructive transition through the completion and updating of the strategic planning for the period 2014-2020 for the Integrated Sustainable Urban Development of the Center of Nicosia and at the same time the expansion of interventions in additional areas of the wider urban area / and face key environmental and other challenges.

SUSTAINABLE HISTORIC DISTRICTS PROJECT

The Cyprus Energy Agency, member of the Climate KIC family, participated as a partner in the project 'SUSHI' on the Sustainable Development of Historic Areas between 2018 and 2020. This project took a holistic approach to addressing the common challenges of historic areas, in six cities from five European Mediterranean countries: Nicosia (CY), Lisboa (PT), Valletta (MT), Savona (IT) , Ptui (SI), and Sassari (IT). The project partners were working closely with EIT Climate-KIC to transform their historic sites into sustainable and resilient inclusive communities.

Through the actions of the project, the teams representing each city have prepared Action Plans for the HUA of their city. The Sustainable Historic City Districts project has now reached its closure and passes on the torch to the HUB-IN project with the ambition to transform the historic centre of Nicosia.

Slovenska Bistrica, Slovenia

Photo of Slovenska Bistrica

	City	**Historic Urban Area (HUA)**
Name	Slovenska Bistrica	HUA of Slovenska Bistrica
Number of inhabitants	8118	747
Size (in km²)	7.97 km²	0.32 km²

Top five things to know

1. The Municipality of Slovenska Bistrica is one of the larger municipalities in Slovenia. It comprises urban and rural landscapes. The town of Slovenska Bistrica gained its official status in 1313 and is built on the site of a former Roman settlement.

2. The HUA of Slovenska Bistrica is notable for its rich cultural and historical heritage, with several preserved historic buildings, monuments, forts and a preserved castle in the city centre.

3. Self sufficiency is a goal for the region's agricultural sector, with various schemes run by the Development and Information centre to link farmers with consumers, schools and restaurants. Slovenska Bistrica is well known for its vineyards and there are numerous hiking trails through picturesque vineyards and forests.

4. The country's SME sector has been developing well for many years and benefits from support through a One Stop Shop, run by the Development and Information Centre, which provides business advice, financial and legal support and events. One Stop Shops have been set up through-out Slovenia.

5. Slovenska Bistrica's growth plans are based on its cultural and historical sectors, as well as tourism, entrepreneurship, agriculture and sustainability.

Introduction to Slovenska Bistrica

Slovenska Bistrica is located in the Styria Region, in the North East of Slovenia. It has a huge potential for economic and touristic development given its important cultural and natural assets and heritage. The cultural heritage is present though many archeological artifacts, historic buildings and sites including the city castle as the centrepiece, ruins of a former fort, numerous churches and other monuments. The city's cultural heritage is presently reflected through cultural activities taking place in the city and beyond (music, theatre, storytelling, fine arts, etc.), a flourishing crafts community and lively trade of local produce and products. Yet, like many other places that are defined by a rich cultural heritage, Slovenska Bistrica is struggling to maintain this heritage in a state that allows for better living, working and playing. The city recognises the need to better use this 'historic' potential, to regenerate the 'old fabric' with 'new threads' that can bring about a prosperous and sustainable development for the area, while maintaining the unique identity of the city and its community.

 In terms of natural heritage, there are large green areas in the surrounds of the city with many hiking routes, lakes and gorges. Tourism is an important sector, especially for farms that also cater for tourists, traditional crafts and events as well as local gastronomy. An important part of the area's economy is the aluminium and timber industry.

The municipality has 26,000 inhabitants, whereas the city/town of Slovenska Bistrica has 8,000 inhabitants. The city is located one hour away from the capital, Ljubljana. It is also located at the intersection of roads leading to three major Slovenian cities: Maribor, Celje and Ptuj.

The town was built on the site of an old Roman settlement, and is one of the oldest towns in Slovenia. Today it is a modern town, being the industrial, cultural and administrative centre of the area.

The Historic Urban Area, HUA of Slovenska Bistrica

Slovenska Bistrica is a great place to learn about history, while it can also serve as a starting point for getting acquainted with the municipality stretching from Pohorje all the way to the hillsides of Dravinjske gorice. The rich and interesting cultural heritage of this area tells countless stories about the creativity of its people, their activities, progress, and the events that have shaped the cultural landscape of this region through time. Numerous archaeological findings are evidence that this area was settled very early. The landscape is dotted with still preserved castles and mansions, along with numerous churches and other religious sites. Many cultural monuments from more recent periods have been preserved as well, while ethnographic sites and numerous permanent collections tell stories about the work and life of the people of this area. The municipality of Slovenska Bistrica, hence, offers an immense collection of diverse and lively stories.

One of the main streets was once full of craftsmen, a trading headquarters of the city. Today there is only one craftsman left, Mr Kolar, who is dedicated to upholstery and preserves the shop in the same way as it once was.

Many cultural, artistic and tourist associations are active in this area working hard to preserve the traditional habits and customs of the region. Their members play music, sing and dance at various events, which is an invaluable contribution to collecting, recording and introducing others to the vast wealth of traditional knowledge. Throughout the year citizens can take part in numerous traditional festivities such as: The Carnival, sport competitions, puppet festivals, concerts, museum night, children's week events, fairs and more.

Slovenska Bistrica is nestled between forested Pohorje plateau, undulating hills of Dravinjske gorice covered with vineyards, forest reserves and landscape parks, and productive agricultural valleys. It is these natural assets that offer stimulating nature escapes for locals and visitors and provide the foundation for well preserved food traditions and a flourishing local gastronomy scene.

(Right) A 'sense of place' collage. These collages are based on city's initial moodboards, created following bootcamp three, created as 'living collages' to evolve.

Key HUA challenges

LOSS OF CRAFTS PEOPLE

Most of the activities (crafts, shop owners) are not in the city centre, but have disappeared or moved to the outskirts in the commercial areas.

REGENERATION OF PUBLIC SPACES

- Financing of the renovation: the municipality wants to (for community benefit) refurbish historic buildings and monuments, of which there are plenty, each requiring a significant amount of investment

- Many public spaces could be better utilised

NETWORKS, COLLABORATION, INNOVATION

- There are many cultural and creative actors in the area, but no collective networks established yet (although collaboration between actors does happen sporadically)

- Innovation ecosystem not developed yet in the area

- Ensuring sustainability of the HUB: the stakeholders responsible will need to be given the necessary tools to ensure a long term and self-sufficient hub

MANAGEMENT AND FINANCING OF REGENERATION

- Co-creation of development plans have not been tested yet

- Collective asset management and delivery models are quite a new concept

- Crowd-funding and crowd-sourcing are not deployed yet in the area

- Lack of expertise on "new" development models

A NEED TO IMPROVE 'NONE-CAR' INFRASTRUCTURE

- There are no pedestrian zones in the HUA. The main road crossing the city centre is also the only one currently available to reach one of the biggest local employers: the aluminium industry (more than 1000 employees). A plan is in place to build another road, bypassing the city centre by 2022.

- Increase bike lanes

PANDEMIC EFFECT

Covid-19: difficult to organise events and bring people together

Key HUA strengths

There are a lot of cultural and creative initiatives happening across the city already

Traditional cuisine, which is extremely varied, interesting and tasty here and is one of the important aspects of the identity and distinctiveness of the region. Some of the delicious traditional dishes include "Pohorska bunka" (a special type of dried meat), various soups and dumplings, "žganci" (mush) etc.

Wine growing has a long-standing tradition in this part of Slovenia, dating as far back as the times of Illyrians. Vineyards around Slovenska Bistrica are part of the Podpohorje tourist wine trail.

Tradition is already very well covered, and within HUB-IN the focus needs to be on innovation and on finding new partners that are complementary to existing partnerships working in the field of traditions and cultural heritage.

The HUB-IN Team

The Slovenska Bistrica team consists of individuals from Slovenska Bistrica Municipality and E-zavod combining expertise and experience in:

- Networking and partnership building

- Local and regional development

- Experience with project in the fields of circular economy, urban innovation, internationalization of SMEs, promotion of social economy, promotion of local self-sufficiency in food, sustainable mobility, natural energy sources

- Organization or local, national and international events

- Preparation of investment documentation and strategic development documents

- Preparation of promotional materials

Slovenska Bistrica. Photo by Nino Verdnik

Existing strategies

THE COMMON LOCAL STRATEGY

The common local strategy is focusing on:

- Sustainable development

- Support for SMEs and crafts

- Simultaneous development of rural and urban areas

- Job development and entrepreneurship of young people

- Development in the field of aluminum and wood

- Preservation of nature

- Preservation of cultural heritage

- Development of tourism

- Quality of life

- Mobility (A free-floating bike sharing system was established in 2020. It is available free of charge to locals and tourists until March 2021. The bikes can become electric as one can buy a battery and install it on the shared bike if needed.)

LOCAL FOOD POLICY

Local food self-sufficiency is one of the priorities of the municipality. Local food is distributed at the local market every Saturday in the historic area. In 2013, an online marketplace called "I eat locally" (www.jemdomace. si) was established and is run by the Development and Information Centre Slovenska Bistrica. They brought together local farmers and food producers (honey, jam etc).

The biggest challenges included establishing a productive relationship with the farmers, the financial aspect and educating the inhabitants about the benefits of local food production. The products are available to all Slovenia by post, but fresh food is mostly distributed in Slovenska Bistrica.

Currently only food products are included in the website, but the goal is to promote other local products (craft etc). Therefore, either this online platform will be further extended to offer non-edible products, or a dedicated online platform will be developed.

Local food producers were also to sell their local food to public institutions (e.g. schools). Public institutions were asked to list their needs and the Development and Information Centre was supporting them to revise their public tenders playing the role between the public institutions and the local producers. Previously public institutions were already buying local honey as Slovenska Bistrica was awarded the most bee-friendly municipality in Slovenia.

Restaurants are not yet using local food because it costs around 20-30% more than supermarket food. There are several awareness raising actions to promote local food consumption, mainly in primary schools.

These actions were successful when addressing children but were perceived as too pushy when addressing the parents directly. Two of the most successful activities were a painting competition for children and a collaboration with a local farm women club, who cooked meals using local food for the primary school.

There are many vineyards locally. Local wine producers joined their effort and since 2013 sell under the new brand name: Ritoznojčan PTP. The municipality involves wine producers in its events and they promote the area and local traditions

TOURISM

The Network of Historic towns in Slovenia is focusing on the topic of tourism, also post-Covid, to extend the tourism locally, to appeal to an internal market, not just an international market. Free wifi was installed in 2020 with key locations inside and outside the HUA (bus station, municipality building, library, main town square, stadium, pool). It is available free of charge to both locals and tourists.

SUPPORT FOR LOCAL BUSINESSES

The One Stop Shop for SMEs – The One Stop Shop is managed locally by the Development and Information Centre Slovenska Bistrica. This office was established in 2014 to support SMEs. They organize free workshops, offer financial and legal advice to existing and new potential businesses, and help with the process of business registration and closure. Such one stop shops are established all over Slovenia.

The SOCIOLAB – This local lab was established in 2018. It promotes the "social economy" and offers free of charge support and advice to existing and potential social enterprises and cooperatives.

EVENTS

There are many annual traditional events in the HUA, most of them organized by the municipality and the Development and Information Centre. The municipality tries to involve as many stakeholders as possible. Such events are:

- Images of Bistrica's Homesteads: presenting old traditions and habits

- Gathering of youth in tourism: young people present new ideas for touristic products

- Puppet theatre festival

- Carnival

- Craft fair

- Festive December

- Cultural evenings at the castle

- St Martin's Day

December Festivities in Slovenska Bistrica. Image supplied by Slovenska Bistrica team.

Utrecht, Netherlands

A market taking place in Werkspoorkwartier

	City	Historic Urban Area (HUA)
Name	Utrecht	Werkspoorkwartier (HUA), De Machinerie (HUB)
Number of inhabitants	357,719 (2020)	0
Size (in km^2)	100 km^2	0.6 km^2

Top five things to know

1. The municipality of Utrecht has stimulated the redevelopment of the heritage in the Werkspoorkwartier by a vision where circularity, making and creativity became key.

2. The Werkspoorkathedraal, within the HUA, is the biggest industrial assembly hall from the 1960´s which is being used for television recordings, operas and concerts, food markets, congresses, business meetings. The reuse and restoration of the Werkspoorkathedraal was awarded in 2017 with the Utrecht architectural award, the Rietveld prize.

3. The city of Utrecht stimulates the sustainability of heritage buildings, which, for example, will result in the use of solar panels on the roof of the Werkspoorkathedraal in the future.

4. The Hof van Cartesius, within the HUA, is a circular entrepreneur town that has been physically built almost fully by used materials, where entrepreneurs work. This received a circularity award in 2018.

5. In an organic way, artists and creative entrepreneurs are growing on a daily basis in this area, and they settle themselves within an increasing amount of bars, restaurants, festivals and open spaces which continue being developed.

Introduction to Utrecht

Utrecht is a historic city as the first base dates from the Roman period. There are a lot of remains from the Roman and medieval periods making a very attractive inner city. Utrecht is a rather compact city though it is the 4th city in terms of inhabitants in the Netherlands and it is a rapidly growing city.

In 2019, there were 350 000 inhabitants in Utrecht; this figure is expected to increase to 400 000 inhabitants by 2024 and 455 000 inhabitants in 2040.

Located in the centre of the Netherlands, Utrecht is a very well connected city, via Schiphol airport and the central train station.Indeed, Utrecht hosts the biggest train station in the Netherlands as most lines are crossing the city: there are 300 000 travellers per day. A lot of transportation is also done by bike as Utrecht is considered to be the 2nd bicycle city in the world (after Copenhagen) with 100 000 bicycles roaming around the city every day.

For the past years, Utrecht was in the top three of the most competitive regions in Europe. In 2020 the region was ranked 2nd. The main economic sectors are services and knowledge as Utrecht hosts the biggest and best university of the Netherlands with a flourishing applied sciences sector. There is a strong cultural and creative sector as well.

The Historic Urban Area, Werkspoorkwartier

The municipality of Utrecht has stimulated the redevelopment of the heritage in the Werkspoorkwartier, in particular the Werkspoorkathedraal and the annex building (trafohuis), and the industrial harbour which is part of the heritage site. The Werkspoorkathedraal is the biggest industrial assembly hall from the 1960´s which is being used for television recordings, operas and concerts, (food)markets, congresses business meetings.

The Werkspoorkathedraal has become a cultural hotspot, with local and national impact. Several creative hotspots are present in the area, ranging from low budget workshops, to high end workspaces for game-game-developers and architects. The reuse and restoration of the Werkspoorkathedraal was rewarded in 2017 with the Utrecht architectural award, the Rietveld prize. Furthermore, the city of Utrecht, enhances the sustainability of heritage buildings, which, for example, will result in the use of solar panels on the roof of the Werkspoorkathedraal in the future.

Within the Historic Urban Area (HUA) of the Werkspoorkwartier, "The Machinerie" will be the testing HUB. Several organisations will make use of this building, and by building a community we aim to realize creative crossovers. Specifically, it is foreseen that this building will house the following functions: education and talent, creative innovation, presentation (regular programming and festivals) and community.

The Werkspoorkwartier is a rough industrial place. The name literally means Working Rail Quarter. The Netherlands has the biggest rail and train infrastructure network of Europe with the City of Utrecht in the center and it is the Werkspoorkwartier where it all has been made. The contrast is everywhere. Big industrial halls with smaller, messy buildings. It is not green, it is grey, raw, and can feel unsafe but also very safe. Free artistic spots next to drug dealing parkings. The area feels locked from the city by rail, water and big roads. Iron and steel are everywhere next to water. It is noisy but can be very quiet at the same time. Iconic buildings are sharing space with very ugly buildings. There is a continuous transformation that is difficult to follow. Terraces, restaurants and circular communities are being constructed in the empty spaces.

THE HUB – THE MACHINERIE: A PUBLIC SPACE FOR INNOVATING IN FILM & VISUAL CULTURE

The Machinerie is an industrial building located in the Werkspoorkwartier. The building was bought by its owner approximately two years ago and currently the building is used as an event hall to attract the public to this area. The Machinery and the Werkspoorkathedraal have the same owner. As the Machinery represents a huge space, a partnership was needed with several stakeholders to make better use of the space and location and make it affordable. Therefore, the parties came up with the concept of the co-created centre for film & visual cultures: The Machinerie.

Therefore, the project kicked off with four initiating parties and one (real estate) entrepreneur. But they also needed investment from the municipality to make this project affordable. The investment was approved by the city council one year ago. A total investment of €3.55 million is foreseen. An important part of these investments will be necessary to facilitate the crossovers between the users of the building.

The initiators are the Arthouse Theater (the oldest film theatre in the Netherlands, previously located in the city centre). They are working together with:

- Nederlands Film Festival (Dutch Film Festival)

- HIT (Hoogt in Transitie – arthouse theatre)

- FOTODOK (organises exhibitions, lectures, and education programs around social themes. FOTODOK tells stories through documentary photography and also combines this with other media such as film, virtual reality and web documentaries).

- De Maakruimte (The Creationspace – they work together with a lot of educational institutes that can rent space to use it for their projects but also Maakruimte can help them with giving lectures on visual lessons).

The Machinerie will be refurbished by the end of 2022. There is flexibility in refurbishing the building, as it is not a heritage building; however, the owner wants to build on the history of the building and bring the cultural heritage back.

The Machinery will have diverse functions:

- It will host arthouse movies

- It will have four rooms for new media presentations, for film presentations

- It has room for creative makers hub, especially in the animation and gaming development

- It is going to be used for education on media literacy and talent development

- It is about Creative innovation

- It is going to be a place for Festivals on film & new media

- It has to host the community in this visual culture area

(Left) A 'sense of place' collage. These collages are based on city's initial moodboards, created following bootcamp three, created as 'living collages' to evolve.

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Key HUA challenges

A LACK OF RESIDENTS

Nobody lives in the Werkspoorkwartier. That gives opportunities for experiment, sounds, noise, and attractions. But also emptiness, not a very human infrastructure (are minimal cycling or walking paths). How do we create more human and public spaces, but how do we keep the raw and experimental aspects and not let the commercial and touristic powers come to the place?

POLLUTION

The place is polluted and not green. How can we add public green and healthy places but keep the industrial and raw aspects?

DIVERSITY

How do we make it a place for everyone and not only for the white, university educated citizens of Utrecht?

REGULATION AND RED TAPE

How can the municipality support but not control too much? The creative and circular entrepreneurs and artists are in the lead but they find many difficulties because of regulation that is not made for future entrepreneurial ideas of circularity or terraces, services and stages for artists that are made in an organic way. On one hand the vision of the area helps the bottom up, but it should not be leading all the time because new things rise when it is done by learning and experimenting.

Key HUA strengths

A CLEAR DEFINITION AND AIM FOR THE AREA IS ALREADY DEFINED THROUGH EXISTING STRATEGIES

In 2012, a municipal strategy was developed to transform this zone into a business area. This strategy is currently being updated. The overarching view for this development is: Werkspoorkwartier, a business area in transformation towards a creative and circular making industry hub.

THE AREA IS ALREADY TRANSFORMING, AND SMES AND INNOVATORS ARE ALREADY HERE

In 2014 there was a catalyst for this development when one of the big construction halls from the old train and steel industry was redeveloped: the Werkspoorkathedraal. It is a studio for creative entrepreneurs involving a lot of cooperation, event organisation, including a Werkspoor pub. It is an open and publicly accessible area.

The Werkspoorkathedraal was the first step in the redevelopment of this area, turning it into an attractive district. There was a spin off from this, drawing all kinds of new initiatives.

A STRONG CO-CREATION CULTURE ALREADY EXISTS

The area is developed in a joint and bottom-up way, involving a lot of cooperation and co-creation to generate and host many bottom up initiatives. One specific focus is on circular economy; at this moment, the area is functioning as a testing ground for creative circular entrepreneurship:

- There is a network of circular pioneers and creative entrepreneurs

- The pavilions that have been built are composed of beer 90% used and bio based materials

- High quality reuse of scrap wood, B2C circular hardware store

OTHER STRENGTHS

- Partners in the HUB-IN project are experienced partners in the film and visual industry.

- The HUB-IN project already has a building where the owner wants to invest

- The municipality decided to invest in the HUB-IN

The HUB-IN Team

CITY OF UTRECHT

- European project coordinator

- Project manager

- Two cultural affairs advisors and when needed other experts from the cultural affairs team for integrated knowledge

- GEO and data experts

- Space and urban development experts of the HUA

- Heritage advisor

CULTURAL INSTITUTIONS

- Director of Fotodok: a contemporary visual art gallery

- Director of the Dutch Film Festival

- Director of an existing arthouse cinema

- New Director of de Machinerie

PRIVATE

- Coordinator of investment in the building

- Booster/quartermaster of the cooperating parties

Existing strategies

HEALTHY URBAN LIVING

"Healthy Urban Living" for everyone in Utrecht is the overarching policy. It is an integrated policy as all other policies are connected to it: health, environment, mobility, transport, cycling, air pollution, green public spaces, creating healthy jobs, attracting industries linked to health knowledge, inclusiveness and equal opportunities as there are many differences in the different parts of the city (for instance there are discrepancies between the districts around age and death rate). It is important to link to this policy, the cultural and creative side as well as Utrecht wants to be a cultural city.

CITY CORE VALUES

The core values of the city were defined as:

- The meeting point of the Netherlands

- Landscapes:

  - Dense city

  - Nature outside of the city is accessible easily and quickly by bike or public transport

- Knowledge centre:

  - Utrecht science park, where the university and applied sciences are based

  - Central Train Station district, providing many jobs

  - Business district on the outskirts

- History (roman and medieval remains)

- Human scale

Targeted city-to-city sharing and co-learning (HUA Pairings)

With eight Historic Urban Areas of diverse geographic locations, socio-economic characteristics and local ecosystems, a rich and fertile ground for cross-fertilisation is present. Intracity and intercity collaboration and co-learning is at the heart of HUB-IN (and with great legacy (and successes) in European projects). The opportunity to network, learn from and work with other cities and stakeholders in the project increases the capacity of teams and intensifies the transfer of knowledge, strengthening both the HUB-IN network and the results more locally. Already, cities have shared their learnings, experience, challenges, expectations, and examples of best practice, through webinars (WP7), the progressing data collection towards the HUA Atlas and the upcoming Interactive Dialogue Tool (WP2), as part of the Educational Modules and follow-up activities (WP3) and through the Geotool exploration and training (WP4).

This Current Landscapes report is informed by and captures many of the learnings and thoughts shared between cities. As the project progresses, city-to-city co-learning will continue to play a key role in building and developing the network of HUBs. Looking at the state of play in each city has informed the Current Landscapes report and local co-creation activities, allowing us to start identifying ways in which cities could start working more closely together in a more targeted and structured way, deepening their relationships, and overcoming shared challenges and goals.

Referred to in the Grant Agreement as 'city pairings', WP3 is working with cities and project partners to establish a targeted city-to-city sharing and co-learning approach as part of the HUB-IN framework. The approach aims to facilitate the knowledge exchange, collaboration, and relationships between HUB-IN cities with similar challenges (geographically, historically, socially, politically, economically, environmentally), needs, ambitions, values or desires to learn from each other. This raises ambitions, establishes common standards (with flexibility to adapt to local context based on co-creation and participatory activities), and acts as a catalyst for sharing ideas and experience.

As cities work through their roadmaps, they will co-create with their stakeholders to develop a plan for their HUB-IN intervention (informed by their key challenges, hopes and their unique values (natural, cultural, social, economic)). During this time, WP3 aims to identify the intervention's complementary attributes and common challenges and themes between cities that will inform the targeted co-learning approach and how it can be moderated – building upon, accompanying and deepening the organic city-to-city co-learning that is taking place.

At this stage, the following approaches are being considered. The two approaches have their advantages and disadvantages, but both will complement the wider networking and collaboration taking place in the project in a deeper way. We are continuing desk research[13, 14] and working with cities and project partners to identify the most appropriate approach in the coming months.

Approach 1: City pairings

Cities will be paired with another city within the project. These pairings will be informed by common objectives and challenges which they can overcome together. Attributes such as city size, team skills, type of HUA, stakeholder ecosystem, co-creation experience, HUB-IN clusters of activity and political/historical landscape could also inform these pairings.

PROS:
- Cities will develop a close one-to-one relationship with another municipality
- Smaller cities will benefit from the larger cities experience and capacity
- Larger cities will benefit from the smaller cities' deep expertise in local issues, and proximity to their communities.

CONS:
- This approach relies on both cities being equally beneficial to each other
- There is a risk that without specific themes or challenges to tackle, city pairings could lack focus
- Deciding how best to fairly pair all cities is a challenge.

CONSIDERATIONS/QUESTIONS
- When should targeted city pairings be formed?
- How long should city pairings last?
- A pairing throughout the whole project would equal deeper relationships
- What attributes that inform pairings should be given the most influence?
- How can we build upon 'natural pairings' and relationships between cities that have already started to develop?
- How can shared, common challenges and goals that change and evolve over time, be taken into account iterations in city pairings to be re-assessed and even 're-paired' incrementally / iteratively?
- What happens if one city is more passive, delayed (due to local 'complexities') or with less resources to contribute?
- How could the success and learnings from challenges / 'failures' of this be moderated, documented and shared forward?

Approach 2: Working groups

Rather than being paired with just one other city, working groups allow for cities to create partnerships with more than one city around a more specific topic area – in line with HUB-IN 'activity clusters' (CCI, NLS, ENSR). Working groups could continue to be formed (or disbanded) throughout the project as new challenges arise and more relevant or urgent topics emerge.

PROS

- Cities can be part of more than one working group

- Cities have more power to choose or even create their own working groups

- Working groups are topic specific and focussed

CONS

- There is a risk that there could end up being too many working groups – cities could spread themselves too thinly

- This approach lacks the 'deeper' relationship that comes to one-to-one pairings

- Working groups may need more facilitation/guidance to be useful

CONSIDERATIONS/QUESTIONS

- What structure can be provided to ensure these working groups are useful and not a burden?

- How could the success of this be moderated?

- How are the topic areas decided and how do we ensure there are enough/not too many?

What next?

In the coming months, we (WP3) will identify the most appropriate approach to build upon and deepen the organic city-to-city co-learning that is taking place, by:

- Working with cities and partners to understand their preferences, goals, and common attributes.

- Further reviewing existing methods and learnings

- Selecting the most appropriate reporting/monitoring and moderation methodology to capture and share forward the learnings between cities.

- We will co-create and share resources and guidance to support the targeted city-to-city sharing and co-learning approach and will work with cities to improve and iterate the approach throughout the project.

- The chosen approach will be embedded into the HUB-IN Framework

Endnotes

1   Grant Agreement: HUB-IN — H2020-SC5-2018-2019-2020/H2020-SC5-2019-2, Amendment Reference No AMD-869429-1, p. 5

2   Grand Agreement: HUB-IN — H2020-SC5-2018-2019-2020/H2020-SC5-2019-2, Amendment Reference No AMD-869429-1

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