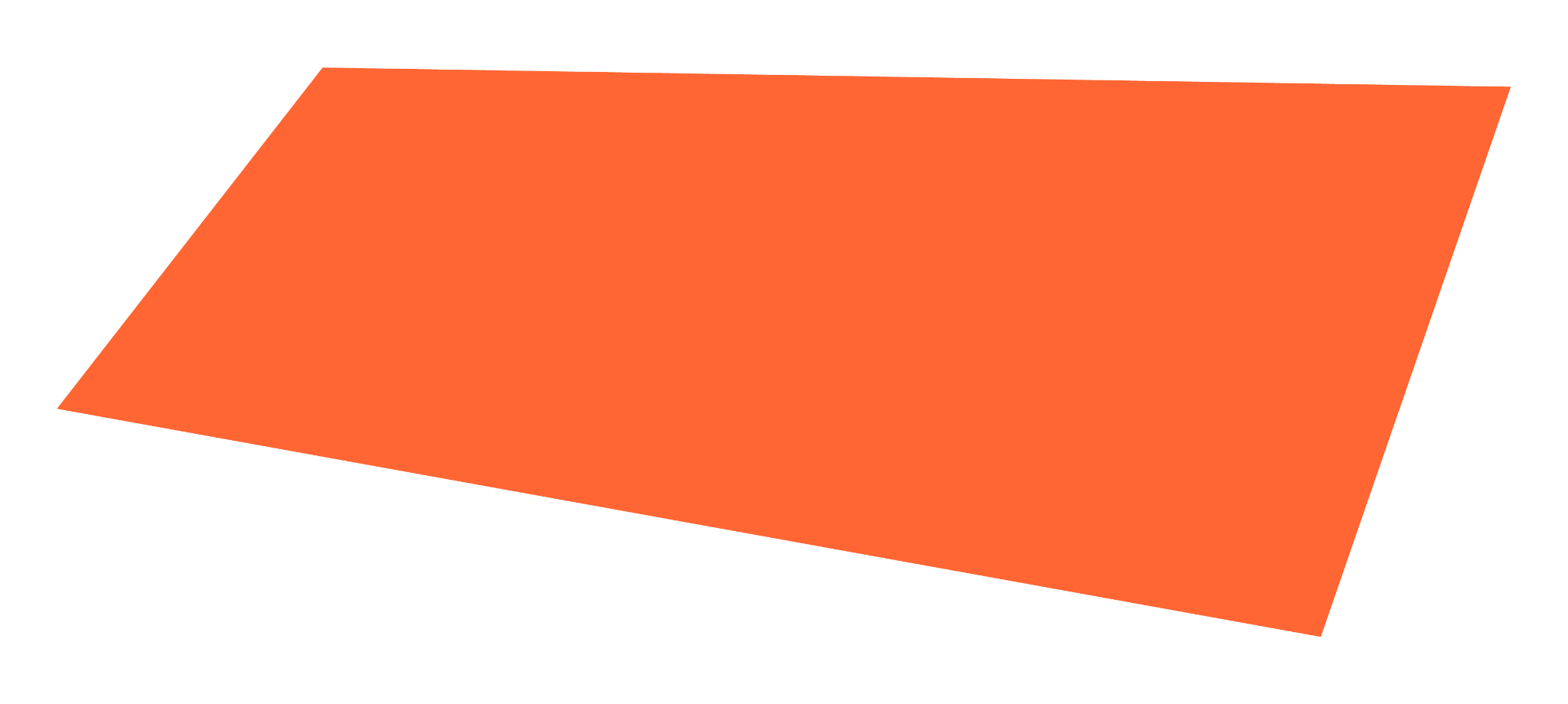


Funded by the Horizon 2020 Framework Programme of the European Union

*Insert Date*

*Insert City Name*

Roadmap



**PREPARED BY:**

Insert names

**WITH CONTRIBUTIONS FROM**

Insert names

**REVIEWED BY**

Insert names

Insert date

**HOW TO CITE THIS DOCUMENT**

Insert names and data

## Uma imagem com texto, interior Descrição gerada automaticamenteProject information

Insert names

## Disclaimer

Insert disclaimer if relevant

## Statement of originality

Adapt this in case needed: This deliverable contains original unpublished work except where clearly indicated otherwise. Acknowledgement of previously published material and of the work of others has been made through appropriate citation, quotation

Uma imagem com texto, interior

Descrição gerada automaticamente

# 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 (Lisbon, 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 and the HUB-IN Alliance. The Hubs of Innovation and Entrepreneurship will test, demonstrate and pilot activities of co-creation and co-design in three main clusters with the potential to deliver sustainable transformation of HUAs: 1) Culture and Creative industries, 2) New Lifestyles and 3) Resilient and Human Connected Places.

## 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

A collection of logos of various cities

Description automatically generated

# FOREWORD

Insert text on why the roadmap is important and why tackling this topic is key for your city, describe the process how you got to the roadmap (cocreation process, include quotes from stakeholders and citizens and elected representatives – remember to ask for permission, you can also include here their pictures as well as other pictures that were taken along the co-design phase to make this foreword section more lively and attractive to the reader).

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# Intro: what makes a HUB-IN place

Diagram

Description automatically generatedHUB-IN Places[[1]](#footnote-1) | A physical or virtual hub of innovation, where cultural wealth and heritage provide a unique competitive advantage – a key resource for enhancing the sustainable regeneration of historic urban areas. HUB-IN Places are distinguished by their local action and their global interconnection. They are local hotspots of creativity, community empowerment and entrepreneurship, bringing together local stakeholders, academia, industry, and local governments. HUB-IN Places are hubs of innovation recognised by their project integrated portfolio approach that blends three HUB-IN clusters of innovation. They are places to co-design, test and develop new solutions, ideas, and creative businesses in a real urban environment. HUB-IN Places are also globally interconnected in a network that favors sharing knowledge, open innovation processes and the development of innovative circular models.

HUB-IN clusters[[2]](#footnote-2) | The HUB-IN Framework concept adopts a strategic cluster approach to the regeneration of Historic Urban Areas (HUA) through innovation and entrepreneurship. HUB-IN clusters of innovation are economic, social and ecological hotspots of innovation at the neighborhood scale for the heritage and cultural led regeneration of HUAs.

HUB-IN identifies three main common clusters of innovation that should not be seen as silos of activities, but rather intertwining activities across the three clusters complementing and contributing to the development of HUB-IN Places.

|  |  |  |
| --- | --- | --- |
| **Culture and Creative Industries (CCI)** | Cultural heritage is at the centre of innovation and creativity, to nurture socio-economic development. | Innovative products and services |Adaptive reuse of traditional skills |Cultural and creative tourism |
| **New Lifestyles (NLS)** | Innovative sustainable living patterns, inclusivity, and diversity, are the main ingredients to improve well-being. | Consuming & prosuming | Living | Mobility | Health & well-being |
| **Resilient & Human Connected Places (RHCP)** | Sustainable and regenerative use of resources, community cohesion, digital and human connectivity, are key to improve ecological and social resilience of historic places. | Environmental balance | Empowering communities | Liveable and human connected places |

# 

# Roadmap in a nutshell

Roadmap in a nutshell

*It is useful to include here, at the beginning of your roadmap document, a hands-on 2-pager to summarise the vision, missions and objectives as this can be easily consulted by key decision makers and stakeholders who have limited time.*

*You can find examples from our pilot cities, in the HUB-IN website’s Library section, where you can filter the documents by selecting “Roadmaps”.*

# Part 1 – The context of your city/target area

This part presents the context conditions in insert city name at the start of the process. It includes the main local policies and strategies, as well as key projects and actions already ongoing in insert city. The local strategies, policies and actions are linked to the most relevant HUB-IN clusters to provide a clear overview of the local framework conditions based on which the HUB-IN place in insert city name is developed.

## 1.1 - An introduction to *insert city name*: *give here a relevant subtitle*

Describe here the local context of your HUA or innovation hub

## 1.2 - Existing strategies

**Insert strategy name**

Tag here the relevant HUB-IN cluster. Choose one or more from the following: New Lifestyles (NLS) | Resilient & Human Connected Places (RHCP) | Culture and Creative Industries (CCI) |

Insert a brief description of the goals of the action plan/local strategy/key project etc and exlain how it is linked to your current roadmap.

**Insert strategy name**

Tag here the relevant HUB-IN cluster. Choose one or more from the following: New Lifestyles (NLS) | Resilient & Human Connected Places (RHCP) | Culture and Creative Industries (CCI) |

Insert a brief description of the goals of the action plan/local strategy/key project etc and exlain how it is linked to your current roadmap.

**Insert strategy name**

Tag here the relevant HUB-IN cluster. Choose one or more from the following: New Lifestyles (NLS) | Resilient & Human Connected Places (RHCP) | Culture and Creative Industries (CCI) |

Insert a brief description of the goals of the action plan/local strategy/key project etc and exlain how it is linked to your current roadmap.

**Etc**

## 1.3 - Other related future policies and projects

**INSERT STRATEGY NAME**

Explain briefly the new strategy/action plan/project that is in the pipeline or currently being developed and how your roadmap could link to it:

**INSERT STRATEGY NAME**

Explain briefly the new strategy/action plan/project that is in the pipeline or currently being developed and how your roadmap could link to it:

**INSERT STRATEGY NAME**

Explain briefly the new strategy/action plan/project that is in the pipeline or currently being developed and how your roadmap could link to it:

Include other relevant key initiatives and projects in annexes if necessary.

# Part 2 – The HUA hosting the HUB-IN place in *insert city name*

This part presents the historic urban area of the city, where the HUB-IN place will be located.

## 2.1 - The Historic Urban Area of *insert city name*

Describe the HUA.

## 2.2 - Perception of the HUA

Based on results of polls, interviews, workshops, seize here the perception of stakeholders and citizens of the HUA: e.g. what do they associate the historic urban area with, what comes to mind when asked about the general ambience of HUA, the potential of the HUA, possibilities to increase its attractiveness, the main challenges of the HUA, the main problems underlined, how do citizens, stakeholders and visitors use the HUA and with which frequency. Add in other specific evaluation that it is important to assess for your own HUA, including its specificities.

## 2.3 - Brief SWOT of the area

*Include here any results of studies and the bottlenecks and opportunities they revealed, analyse the questionnaires and outputs from workshops, events etc.*

Strengths

* Include here the main points coming from the co-design workshops, studies, questionnaires, interviews etc.

Weaknesses

* Include here the main points coming from the co-design workshops, studies, questionnaires, interviews etc.

Opportunities

* Include here the main points coming from the co-design workshops, studies, questionnaires, interviews etc.

Threats

* Include here the main points coming from the co-design workshops, studies, questionnaires, interviews etc.

## 2.4 - HUB-IN place

Describe here the HUB-IN area, include a map and highlight it there.

Explain the focus of the hub.

Explain what the physical hub consists of.

Explain what the virtual/online hub consists of.

To respond to these objectives, in the framework of HUB-IN, diverse engagement and co-design activities gathered citizens and stakeholders to identify challenges and design solutions.

These are reflected into a set of actions and organized in four main Missions aligned with the HUB-IN clusters.

# Part 3 – The vision, values and missions for the HUA of *insert city name*

## 3.1 - Vision

The local hub strives to: include a short concise sentence here framing the vision of the hub.

## 3.2 - Values

Include here the list of values identified.

## 3.3 - Missions

Include here the overarching objectives of the HUA and innovation hub.

List here the main missions in line with the overarching objective and vision. We suggest a total of 3-6 missions to keep the roadmap focused.

Mission 1 | *Include short self-speaking mission title*

This mission is oriented towards….

Explain, in ONE single concise sentence, the main objective of this specific mission and the key actions that will need to be set-up and implemented to achieve it.

Main HUB-IN Clusters targeted: select one or several among: Culture and Creative Industries (CCI) | New Lifestyles (NLS) | Resilient & Human Connected Places (RHCP)

Mission 2 | Promote a local sustainable tourism

This mission is oriented towards….

Explain, in ONE single concise sentence, the main objective of this specific mission and the key actions that will need to be set-up and implemented to achieve it.

Main HUB-IN Clusters targeted: select one or several among: Culture and Creative Industries (CCI) | New Lifestyles (NLS) | Resilient & Human Connected Places (RHCP)

# 

# Part 4 – Alliances, Partnerships and Portfolio of Actions

This part of the roadmap document includes the key actions identified during the co-creation process in your city. The set of key actions represent the way the HUB-IN strategies and principles are translated into practices locally.

Each action is linked to the key HUB-IN Ingredients to which the action is more likely to contribute. As defined in the HUB-IN Framework: The Ingredients of a HUB-IN Place[[3]](#footnote-3), the ingredients represent the key factors and considerations that are required to enable innovative and entrepreneurial behaviour to emerge and flourish in historic urban areas.

A more detailed list of the action ideas co-created with the local stakeholders should be included in annexes.

## 4.1 - Overall governance aspects

List and describe here the main stakeholders in your city’s historic urban area and those that are relevant for your local innovation hub by explaining why they are key.

## 4.2 - Potential future collaboration, partnerships and key actions

Define here the potential governance framework(s) to be used for your local innovation hub: define the role of the coordinator, Define a steering group to oversee the process and support delivery and promotion (enablers, catalysts, aggregators), Define an advisory board if applicable, Align key stakeholders’ individual strategies whenever relevant, Define legal identity if needed

## 4.3 - Portfolio of Key actions

List here the key actions under each mission The enablers, challenges, tools for implementation and other considerations for all the actions should be included in the Annexes. They should be based on the results of the co-design activities that were carried out, namely the multi-stakeholder co-design workshop and actions prioritisation follow-up workshop.

Mission 1 | *Insert title of Mission*

|  |
| --- |
| KEY ACTIONS SUMMARY |
| List here the key actions considered under this mission. |

A.1.1: *Insert title of Action 1*

Describe the focus of the action

List below the necessary alliances/partnerships, the key ingredients needed/addressed and the foreseen outputs and impacts of the action.

1. **Alliances, Partnerships:**
2. **HUB-IN Ingredients addressed**: *select among the following 8 ingredients; Heritage, Physical and digital infrastructure, Leadership, Support organisations, Human resources, Knowledge, Finance, Marketplace/Demand. If needed, consult the footnote described above for more details.*
3. **Expected impact:**

A1.2: *Insert title of Action 2*

Describe the focus of the action

List below the necessary alliances/partnerships, the key ingredients needed/addressed and the foreseen outputs and impacts of the action.

1. **Alliances, Partnerships:**
2. **HUB-IN Ingredients addressed**: *select among the following 8 ingredients; Heritage, Physical and digital infrastructure, Leadership, Support organisations, Human resources, Knowledge, Finance, Marketplace/Demand. If needed, consult the footnote described above for more details.*
3. **Expected impact:**

Etc

Mission 2 | *Insert title of Mission*

|  |
| --- |
| KEY ACTIONS SUMMARY |
| List here the key actions considered under this mission. |

A2.1 *Insert title of Action 1*

Describe the focus of the action

List below the necessary alliances/partnerships, the key ingredients needed/addressed and the foreseen outputs and impacts of the action.

1. **Alliances, Partnerships:**
2. **HUB-IN Ingredients addressed**: *select among the following 8 ingredients; Heritage, Physical and digital infrastructure, Leadership, Support organisations, Human resources, Knowledge, Finance, Marketplace/Demand. If needed, consult the footnote described above for more details.*
3. **Expected impact:**

A2.2 *Insert title of Action 2*

Describe the focus of the action

List below the necessary alliances/partnerships, the key ingredients needed/addressed and the foreseen outputs and impacts of the action.

1. **Alliances, Partnerships:**
2. **HUB-IN Ingredients addressed**: *select among the following 8 ingredients; Heritage, Physical and digital infrastructure, Leadership, Support organisations, Human resources, Knowledge, Finance, Marketplace/Demand. If needed, consult the footnote described above for more details.*
3. **Expected impact:**

A2.3 *Insert title for Action 3*

Describe the focus of the action

List below the necessary alliances/partnerships, the key ingredients needed/addressed and the foreseen outputs and impacts of the action.

1. **Alliances, Partnerships:**
2. **HUB-IN Ingredients addressed**: *select among the following 8 ingredients; Heritage, Physical and digital infrastructure, Leadership, Support organisations, Human resources, Knowledge, Finance, Marketplace/Demand. If needed, consult the footnote described above for more details.*
3. **Expected impact:**

**ETC**

# Part 5 - Brand Identity

The below definition of the brand identity paves the way towards the development of the brand strategy for the HUA. The brand identity will support the development of the hub’s communication strategy and engagement strategy. Furthermore, all activities detailed in the HUB-IN Action Plan will need to be “on brand”, coherent with the identity that the brand wishes to convey and the new image for the place.

## 5.1 - Brand vision

Describe here the Brand Vision. Note that this is different to your HUA’s or your innovation hub’s vision. It should be focused on the brand, therefore also the target audience(s) should be identified and listed here.

## 5.2 - Brand mission

Describe here the Brand Mission. Note that this is different to your HUA’s or your innovation hub’s misison.

The brand is contributing to the regenerating the area.

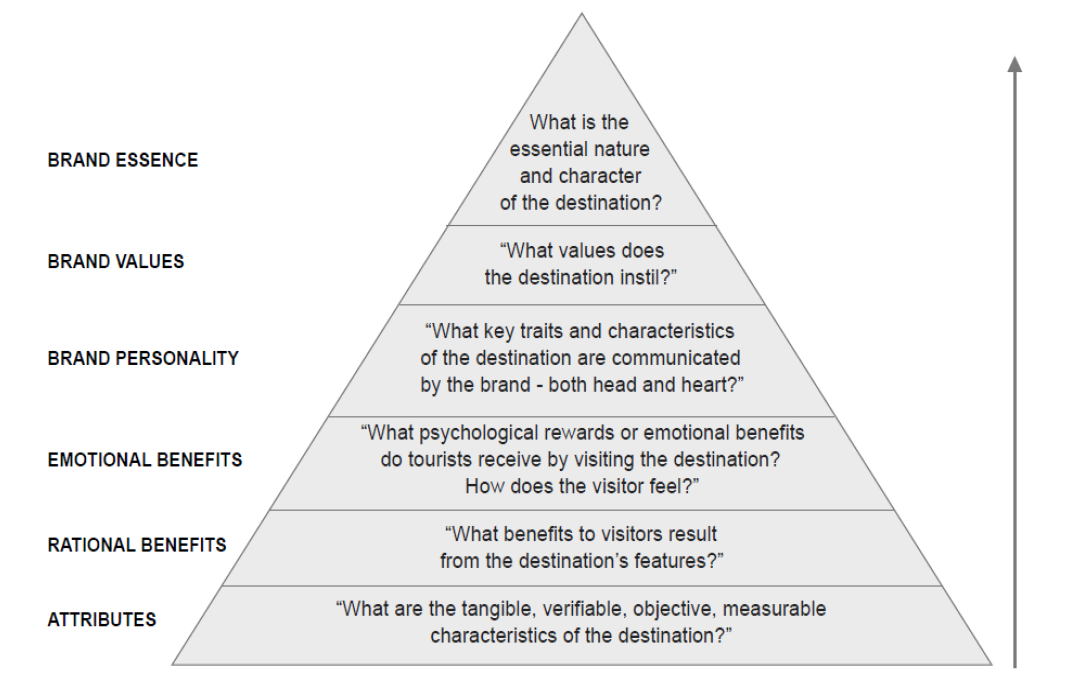
## 5.3 - Brand objectives

The brand mission needs to be further detailed here in a clear set of brand objectives.

Include here the Brand essence: it should be very short (*e.g. “A green door to adventure”, “A warm embrace”, “Beauty and opportunities within reach”, “Lose yourself” , “Take a chance” etc*)

How did we get there?

We decided to use the brand pyramid tool as a visual support for the discussion around the brand essence of HUB-IN’s historic urban areas. This tool was originally developed for marketing purposes in the 90’s but many versions currently exist.



*Image 1. Brand Pyramid Template - Source: A Practical Guide to Tourism Destination Management (2009)*

The following pyramid was created for the historic urban area (Image 2).

Create and insert your own pyramid below.

The pyramid was then used and adapted to come up with the brand essence for the area. The different elements of the pyramid can be summarized as follows:

Attributes

Describe here in an appealing way the attributes that you identified for your HUA/hub of innovation.

Benefits

Describe here in an appealing way the benefits that you identified for your HUA/hub of innovation.

Personality

Describe here in an appealing way the personality that you identified for your HUA/hub of innovation. It is useful to properly create a persona here.

Values

Describe here in an appealing way the values that you identified for your HUA/hub of innovation.

## 5.4 - In short

Summarise here the brand essence.

# ANNEXES

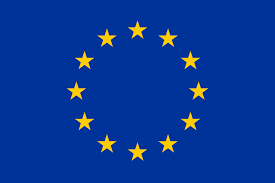
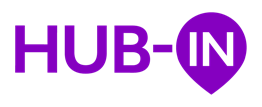
The following annexes can be consulted in a separate document:

**ANNEX 1** – Title of Annex

**ANNEX 2** – Title of Annex

**ANNEX 3** - Title of Annex

Etc



Funded by the Horizon 2020 Framework Programme of the European Union

1. HUB-IN Framework: The Ingredients of a HUB-IN Place - available at: <https://hubin-project.eu/library/the-ingredients-of-a-hub-in-place-hub-in-framework/> [↑](#footnote-ref-1)
2. HUB-IN Clusters of Innovation – HUB-IN Framework – available at: <https://hubin-project.eu/library/hub-in-clusters-of-innovation-hub-in-framework/> [↑](#footnote-ref-2)
3. available at: <https://hubin-project.eu/library/the-ingredients-of-a-hub-in-place-hub-in-framework/> [↑](#footnote-ref-3)