

## Genova Roadmap

*September 2022*



Funded by the Horizon 2020 Framework Programme of the  
European Union

**PREPARED BY:****THE HUB-IN ROADMAP WORKING GROUP, LED BY ENERGY CITIES:**

Giustino Piccolo, Sara Giovannini, Kinga Kovacs, Maria Clara Santarosa (Energy Cities)

Cristina Giusso, Sonia Startari (Municipality of Genova)

Fabio Tenore (Job Centre s.r.l.)

Michela Fossa (IRE Liguria)

**WITH CONTRIBUTIONS FROM**

Genova local stakeholders and HUB-IN work package partners

**REVIEWED BY**

Brian Smith (Heritage Europe)

Nina Taylor (E-zavod)

September 2022

**HOW TO CITE THIS DOCUMENT**

Piccolo G., Giusso C., Startari S., Tenore F., Giovannini S. et al (2022). "HUB-IN Genova Roadmap", HUB-IN project – Hubs of Innovation and Entrepreneurship for the transformation of Historic Urban Areas H2020-SC5-2019, GA 869429.



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 869429

## Project information

Project name: HUB-IN

Grant agreement number: 869429

Project duration: 2019-2024

Project coordinator: Vera Gregório, Agência de energia e ambiente de Lisboa (Lisboa E-Nova)

Address: Rua dos Fanqueiros 38, 1 andar, Lisboa 1100 231, Portugal

Email: veragregorio@lisboaenova.org

## Disclaimer

The sole responsibility of this publication lies with the author. The European Union is not responsible for any use that may be made of the information contained therein.

This document contains materials that are copyrighted by the HUB-IN consortium partners and may not be reproduced or copied without written permission. All HUB-IN consortium members have agreed to publish in full this document. The commercial use of any information contained in this document may require a license from the owner of that information.

Neither the HUB-IN consortium as a whole nor any individual party, provide any guarantee that the information contained in this document is ready to be used as it is, or that use of such information is free from risk, and will accept no liability for any loss or damage experienced by any person and/or entity using this information.

## Statement of originality

This deliverable contains original unpublished work except where clearly indicated otherwise.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



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 869429

# 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





# FOREWORD

The HUA of Genova is an interesting testbed for the application of regenerative policies, both in relation to its historic urban centre and the surrounding port area. The historic centre should be regarded as a "cultural landscape", a landscape shaped by human involvement with a complex historical and architectural stratification and a peculiar morphological and topographical conformation of the territory.

The Port, among the largest in Italy, has always been a fundamental component of the history and development of the city. The period of economic recession of the 1980s, which brought the Genoa Port and the public industry into crisis, was followed by a need for both economic and cultural revival, which created the opportunity to rethink a new economy and holistic urban identity for the city. The integrated redevelopment of the historic centre, which included the organization of events and restoration of some historical and cultural buildings, also gave rise to the recovery of the historic port area ("Porto Antico") in 1992, to micro-transformations of the built heritage and the rehabilitation of public spaces.

The Genoa HUB-IN place is located in a section of the historic centre where the Municipality is currently implementing two large and important programmes, namely the "Caruggi Integrated Action Plan" for the sustainable urban regeneration of the historic centre as a whole and the "Management Plan for the UNESCO site of Genova 2020-2024". The first pursues the recovery, revitalisation and enhancement of Genoa's Old Town, planning investments for over 137 million euro aimed at improving the quality of life of the area's residents and workers and the usability and perception of residents and visitors alike. Interventions focus on renovating existing spaces, without adding new buildings but creating new green areas and new spaces for socializing and services. The second aims at implementing special measures for the protection, fruition and management of Genoa HUA's outstanding cultural heritage, which is an internationally recognized UNESCO World Heritage Site. Among the main topics identified by the Plan are housing, tourist flow management, the mapping of abandoned buildings and support for new economic activities. More information on both programmes can be found in the Document's Part 1.

HUB-IN Genoa is developing in parallel with these programmes, independently albeit in full synergy, and is structured around the following three main cross-cutting drivers (aligned with the HUB-IN clusters): Economic development, Culture and Territorial animation. It will not be a "Hub" in the traditional sense, i.e. located in an individual physical place such as for example a building, but will consist in a set of widespread activities and events taking place throughout the pilot. Such events and activities, linked by the HUB-IN brand, will be hosted in the HUB-IN place's many streets, squares, and occasionally in the existing spaces made available by the Municipality and civil society. The idea behind this is that Genoa aims to bring the Hub directly to citizens and stakeholders, rather than the other way round.

This Document is the result of a co-creation and co-design work conducted in the framework of the HUB-IN project. During the period of July 2021 – May 2022, a series of participatory workshops and interviews were conducted with the main local stakeholders, both external and internal. In addition, a survey targeting residents and citizens was prepared and disseminated during the end of 2021 and first half of 2022.

The following four participatory events with stakeholders have been held, attracting a total of over 50 participants from different areas interested in the renovation and revitalisation of the pilot area:

- one focus group with local stakeholders from the cultural sector to gather their initial thoughts, needs and ideas regarding the pilot area (July 2021)
- one focus group with local stakeholders from the maritime economy sector to gather their initial thoughts, needs and ideas regarding the pilot area (July 2021)
- one focus group with local stakeholders from the social/ volunteering sector to gather their initial thoughts, needs and ideas regarding the pilot area (July 2021)
- one final co-creation workshop with the main local stakeholders from all relevant sectors to establish the common vision and values of the Hub (March 1st, 2022).

The final co-creation workshop was followed (on March 2nd, 2022) by a set of three semi-structured interviews with key stakeholders (from the University of Genova, the local business world and the Municipality's Urban office) to deep dive into some specific aspects which could relevantly impact the success of future interventions.

In parallel with the above activities, various ad-hoc internal meetings also took place between the HUB-IN Genoa team and the Municipality of Genoa's many different Departments and offices, to establish fruitful synergies and make sure that all internal needs and plans regarding the HUA would be heard and considered.

Throughout this year long co-creation and co-design process, the HUB-IN Genoa Team managed to actively involve and collect inputs (in the form of feedbacks, insights, analyses and requests) from the following categories of stakeholders:

- Public institutions (Municipality's offices, Museums, Academia, etc.)
- Civil society (social and cultural associations, citizens' groups)
- Industry (incubators, start-ups, SMEs, trade associations, artisans, retailers, etc...)
- Citizens (HUA residents, Genova citizens and occasional visitors of all ages)

All of these stakeholders contributed to different extent in the shaping and definition of the Roadmap that is presented in this Document. The established cooperation was key in defining the main values, vision and goals for the Genoa HUB-IN place, and will continue throughout the next phase of planning and implementing the actions needed to achieve them.

# Table of contents

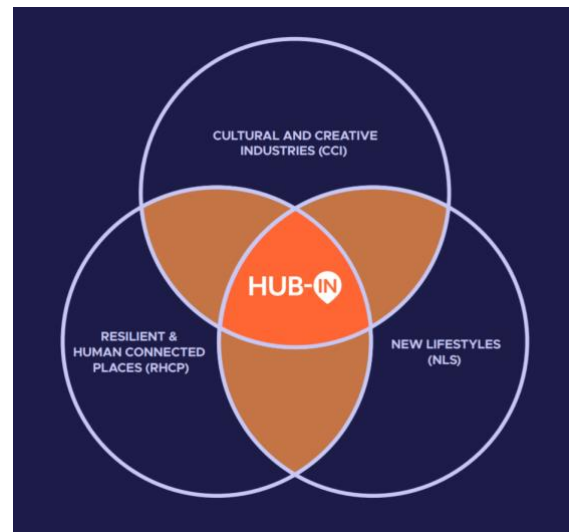
<b>ABOUT HUB-IN</b>	<b>3</b>
Mission	3
Vision	3
The Consortium behind HUB-IN	3
<b>FOREWORD</b>	<b>4</b>
<b>INTRO: WHAT MAKES A HUB-IN PLACE</b>	<b>7</b>
<b>THE ROADMAP IN A NUTSHELL</b>	<b>9</b>
<b>PART 1 – THE CONTEXT MAKING THE HUB-IN PLACE IN GENOVA</b>	<b>11</b>
1.1 - An introduction to Genova	11
1.2 - Existing strategies	12
<b>PART 2 – THE HUA HOSTING THE HUB-IN PLACE IN GENOVA</b>	<b>14</b>
2.1 - The Genova historic urban area	14
2.2 - Perception of the HUA	14
2.3 - HUB-IN place	20
<b>PART 3 – THE VISION, VALUES AND MISSIONS FOR HUB-IN PLACE IN GENOVA</b>	<b>22</b>
3.1 - Vision	22
3.2 - Values	22
3.3 - Missions	22
<b>PART 4 – ALLIANCES, PARTNERSHIPS AND PORTFOLIO OF ACTIONS</b>	<b>24</b>
4.1 - Portfolio of actions	24
<b>PART 5 - BRAND IDENTITY</b>	<b>27</b>
5.1 - Brand vision	27
5.2 - Brand mission	27
5.3 - Brand objectives	27
5.4 - In short...	29
<b>ANNEXES</b>	<b>30</b>

# Intro: what makes a HUB-IN place

**HUB-IN Places<sup>1</sup>** | 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<sup>2</sup>** | 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:



<b>Culture and Creative Industries (CCI)</b>	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
<b>New Lifestyles (NLS)</b>	Innovative sustainable living patterns, inclusivity, and diversity, are the main ingredients to improve well-being.	Consuming & prosuming   Living   Mobility   Health & well-being
<b>Resilient &amp; Human Connected Places (RHCP)</b>	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

<sup>1</sup> 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/>

<sup>2</sup> HUB-IN Clusters of Innovation – HUB-IN Framework – available at: <https://hubin-project.eu/library/hub-in-clusters-of-innovation-hub-in-framework/>



# Roadmap in a nutshell



# HUB-IN *Genova* Roadmap

## Vision

### Innovating while respecting traditions

To bring new life to the historical centre by rediscovering its identity and culture and by defining new functions and services to support the local communities

### The Genova HUB-IN Place

Runs along the main mediaeval road of the old town, where the initial expansion of the city took place. The location is very central, close to the old port and to the main train station, rich in heritage and home to new and important museum centres.

## Values



### INCLUSIONE

Genova's historical centre as an inclusive place



### SCAMBIO E CONDIVISIONE

Genova's historical centre as a place to share & exchange



### ESPERIENZA

Genova's historical centre more than a place, as a full-senses experience





# Main Mission

The transformation of the Genova HUB-IN place will be structured around three main cross-cutting drivers, aligned with the HUB-IN clusters: Economic development, Culture, and Territorial animation.

## Mission 1

### **Foster the creation of new economic activities and the resilience of existing ones by strengthening their sustainability and creating acceleration programmes.**

The mission is oriented towards the creation of sustainable opportunities for growth and resilience of new and existing economic activities in the pilot area, thus creating better quality of life and use of the spaces and reversing the current trend of abandonment. New acceleration programmes and capacity building activities will be launched to support activities become more sustainable and innovative.

1. Promote the establishment of innovative and high-quality economic activities with attention to economic sustainability through various kinds of acceleration actions.
2. Innovate existing economic activities by promoting the adoption of new business models, stimulating the digital and sustainability transition with support and training actions to be developed in collaboration with trade associations.
3. Develop vocational training and "mentoring" courses to promote exchange and social inclusion, by involving younger generations from the different cultural communities present in the area.

## Mission 2

### **Enhance the quality of life of the area by leveraging on the potential offered by the Cultural and Creative Industry and on the many cultural, architectural and social assets of the area.**

This mission will implement a set of actions involving the local economic activities (both traditional and innovative, e.g. handcrafts as well as start-ups) and the local community that will be leveraging on the many architectural and cultural assets of the area, as well as on its dynamism and multiculturalism.

1. Redevelop and revitalise existing economic activities through ad-hoc support programmes and collaborations with designers and artists aimed at characterising the aesthetic aspects of the area.
2. Involve the residents and city-users in initiatives to re-purpose and re-imagine the public spaces through public art, with urban events and projects to involve the different social, generational and cultural groups present in the area and valorise the multi-cultural aspects of the area and enhance its immaterial heritage and cultural values.

# Part 1 – The context making the HUB-IN place in Genova

This part presents the context conditions in Genova at the start of the HUB-IN process. It includes the main local policies and strategies, as well as key projects and actions already ongoing in Genova. 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 Genova is developed.

## 1.1 - An introduction to Genova

Genova is the capital of Liguria, a region facing the sea, located in the Northwest of Italy. It is the largest seaport in the country and the sixth largest city overall, with a population of 564,212 inhabitants. Genova features one of the most extended, preserved and densely populated mediaeval Historic Centres in Europe, inscribed on the UNESCO World's Heritage List since 2006. It is one of Italy's main economic centres and a well-known destination for leisure and cultural tourism, with its popular coast and aristocratic renaissance Palaces, called "Rolli palaces" inscribed on the UNESCO World's Heritage List since 2006.

Genova has a particularly rich cultural history, with impressive art, museums, monuments/churches and architecture. It also features a strong music and food culture. Genova is home to the world-wide known "Pesto" and has been the birth town of some of the most famous Italian songwriters (the so called "Cantautori").

Nevertheless, over the past century, the Historic Centre of Genova has seen many ups and downs. Up until the 1960s, it was inhabited by the local working class, but over the years it progressively emptied as people relocated to residential neighbourhoods in the outskirts of the city. The historic centre thus deteriorated, becoming an unsafe place, with high levels of crime.

In the early 1990s a regeneration process started thanks to the creation of the "Porto Antico" area. The project included a marina, residential and tourist area, as well as a cultural and entertainment centre in the old port of Genova. It was conceived by Genovese renowned architect Renzo Piano with the goal to reconnect the city with its sea. The University of Genova's Architecture Faculty was also relocated to the heart of the historic centre, attracting students and professionals, along with shops, bars and restaurants. Part of the surrounding Historic Centre was thus regenerated and, in some cases, even gentrified, but other parts – such as the area where the HUB-IN pilot is located - lagged behind. In recent years, some of the formerly regenerated areas have started to become problematic again, with a decrease of quality shops and economic activities and with an increased presence of illegal activities and informal economy. As of 2022, the situation in the Historic Centre remains mixed, with some well-maintained parts characterised by the presence of important cultural and economic attractions and relevant touristic flows, and some other parts where informal economic activities and a poor maintenance of the built environment results in areas perceived as being unsafe and with lower quality of life for the inhabitants.

## 1.2 - Existing strategies

### INTEGRATED ACTION PLAN FOR HISTORIC CENTRE – “CARUGGI” URBAN REGENERATION PROGRAMME

#### Culture and Creative Industries (CCI) | New Lifestyles (NLS) | Resilient & Human Connected Places (RHCP)

This policy and action plan was approved by the Municipality in November 2020. It aims at regenerating, revitalising and valorising the whole historic urban 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 the “Caruggi” action plan 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 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

The regeneration plan is to be implemented over a five-year period starting from the date of approval, on the basis of the gradual availability of funds. In this regard, in 2022 the Italian Ministry of Sustainable Infrastructures and Mobility allocated over EUR 57 million from its National Recovery and Resilience Plan - PNRR (Mission n.5: Inclusion and cohesion - Investment n.5: National Plan “Qualità dell’abitare”) specifically to those actions of the Caruggi plan that are to be implemented within the HUB-IN pilot area. These include the renovation of public spaces, social housing and public services.

Some of the initiatives planned in the Action Plan are closely linked to the HUB-IN objectives. For instance, 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. Co-design activities are currently underway with the stakeholders who replied to the call for participation, aimed at increasing cooperation and identifying common solutions, in view of a collaborative management of the squares. The involved stakeholders and locations are within the HUB-IN pilot area, allowing for extensive synergies and collaborations to take place.

More info can be found [here](#).



## MANAGEMENT PLAN FOR THE UNESCO SITE "GENOVA, LE STRADE NUOVE AND THE SYSTEM OF THE PALAZZI DEI ROLLI" 2020-2024

### Culture and Creative Industries (CCI) | Resilient & Human Connected Places (RHCP)

The purpose of this plan is to define a series of integrated strategic plans through which to identify goals and measures for the conservation and enhancement of the UNESCO Site until 2024, with a view to increasing its cultural impact on Genova's social and economic fabric. The management plan is conceived as a flexible instrument stemming from an open exchange between the territory's various public and private stakeholders. Based on the defined new goals, three individual Action Plans have been identified: Conservation, Development and Connection. The UNESCO "buffer" zone includes the whole historical centre whereas the UNESCO "core" zone includes the 42 Rolli palaces, some of which are located within the HUB-IN pilot area or very close to it.

More info can be found [here](#).

## GENOVA BLUE DISTRICT

### Culture and Creative Industries (CCI)

Launched in 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 the Municipality's **JOB Centre** (Linked Third Party in HUB-IN project), it features spaces hosting start-ups, rooms dedicated to scientific dissemination and an open space for the development of ideas relating to all areas of the blue economy, such as infrastructure, environment, economic and productive development, tourism, culture and natural resources enhancement and employment.

More info can be found [here](#).

## THE OCEAN RACE

### New Lifestyles (NLS) | Resilient & Human Connected Places (RHCP)

The Ocean Race is an international sailing race around the world, with the next edition starting in 2022 and arriving in Genoa in the summer of 2023. It is not "simply" a race, as it brings a message of alert on climate change. Genoa will wait for the boats' arrival by organising activities regarding innovation and sustainability. A call addressed to innovative start-up will be launched and the arriving village will be a location where start-ups and SMEs could show their innovative products.

## GENOVA JEANS

### Culture and Creative Industries (CCI)

Starting from a Festival aiming to celebrate the Genoese origin of denim jeans, the project foresees the creation of a Jeans District characterised by innovation and sustainability and aiming at capitalising and developing the immaterial heritage of the city. It will play the role of driver to develop CCIs; promote networking among companies, craftsmanship, university and public administration; and provide technical support and international networking aimed at helping creative companies establish their activity in the HUA area.

## Part 2 – The HUA hosting the HUB-IN place in Genova

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

### 2.1 - The Genova historic urban area

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 historic urban area (HUA), which counts over 21.000 inhabitants (about 4% of the total city population) within a space of around 1,13 km<sup>2</sup>, is made up of 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 mediaeval 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. One can find noble palaces and wonderful churches alternated with shops and restaurants.

The peculiar architecture of the HUA, characterised by historic buildings, museums and narrow alleys, is closely linked to and directly influences the use of public and private spaces. Some of the UNESCO-listed Rolli Palaces, for example, are inhabited by private citizens, who often meet and clash with tourists from the city and beyond. There is also a continuous flow of interactions and exchanges between traditional culture and heritage - museums, UNESCO buildings, etc. - and the more innovative creative and cultural activities happening in the area and developed with a bottom-up approach. The "Rolli days" event happening twice a year is a perfect example of this, as it combines free entry to heritage palaces, villas and churches with music festivals, light art shows in the historic squares and museum exhibitions. This mix of tradition and innovation in culture makes it an especially fertile territory for developing experimentation and producing innovation.

The Genova HUB-IN place and pilot area comprises the main cultural and commercial streets of the Western part of Genova's Old Town, forming a transversal axis starting from Piazza Banchi, continuing to Via San Luca and Via del Campo and ending in Via di Pré. The area, very close to the Old Port, is characterised by a strong cultural and ethnic mix and has been suffering from the gradual disappearance of quality economic and social activities.

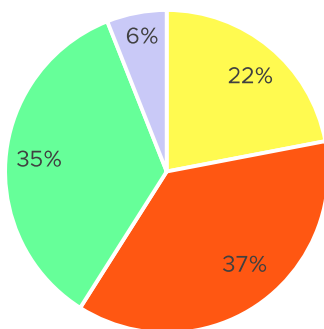
### 2.2 - Perception of the HUA

Between February and April 2022, a survey was launched in the framework of HUB-IN to collect key information about the perception of the HUA. The survey targeted residents and HUA users and received over 170 replies.

Overall Genova HUA is considered a good place to live (graph 1). The HUA is recognized for its strong cultural identity (graph 2). The main challenge for Genova's HUA is to fight decay in all its forms (graph 3) – physical, social, and economic – reversing tendencies of mistrust and fragmented relationships with locals. To do that, according to the interviewed citizens, the most urgent actions are the renovation of buildings and the establishment of new economic activities (graph 5). This kind of activity should preserve the tradition of the local production but also promote cultural fruition and social interaction (graph 6).

### The HUA a good place to live

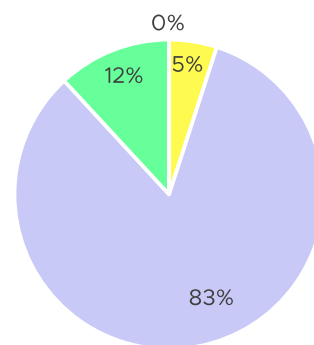
Strongly agree Agree Disagree Strongly disagree



Graph 2 HUA a good place to live

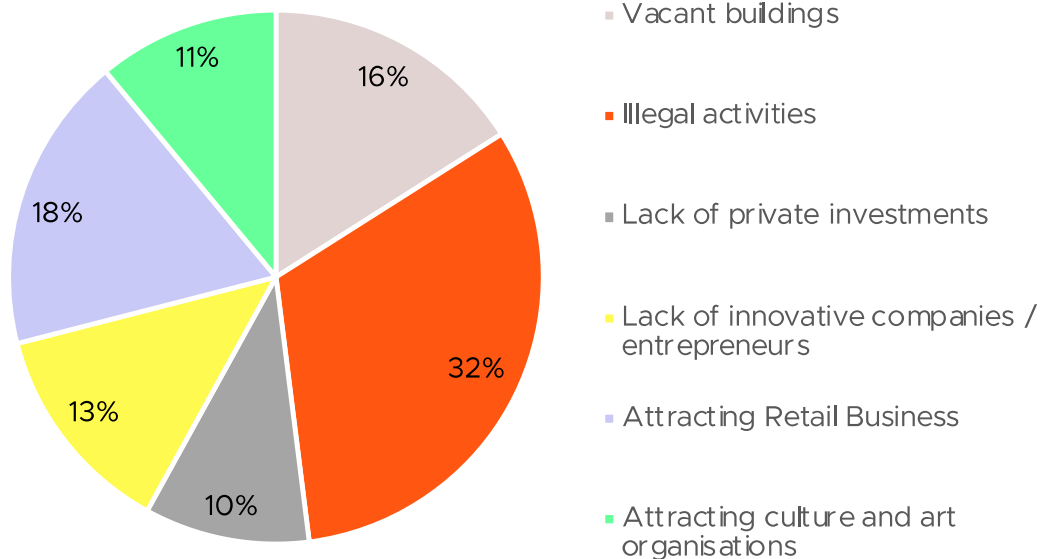
### The HUA has its own unique cultural and historical identity

Strongly agree Agree Disagree Strongly disagree



Graph 2 Cultural identity of the place

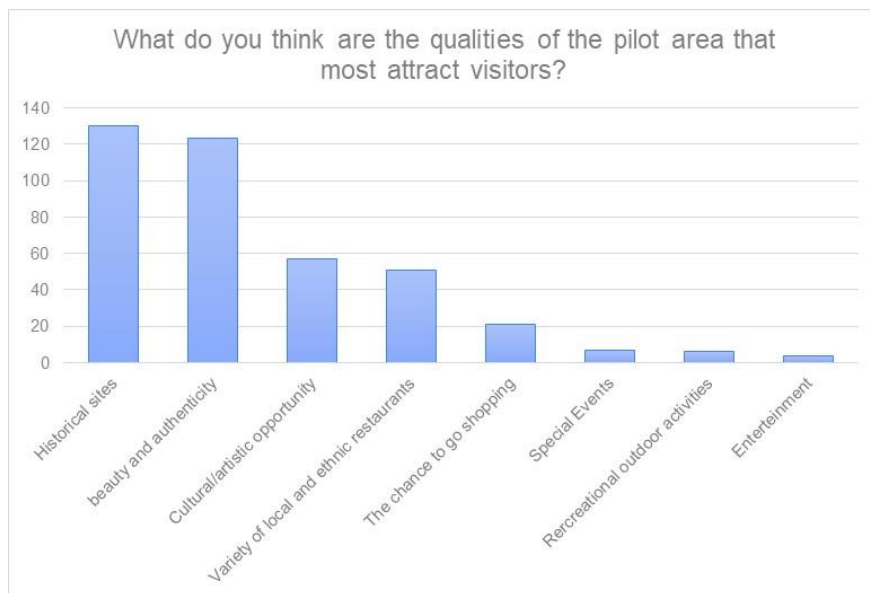
### Main problems



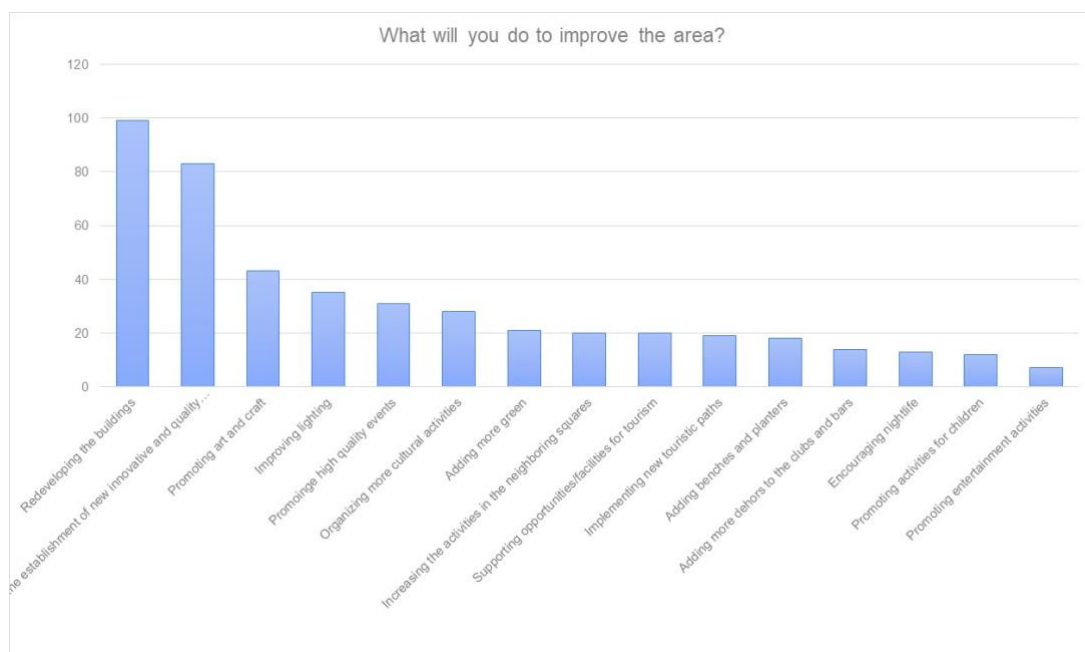
Graph 3 HUA main problems

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 Port, 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.

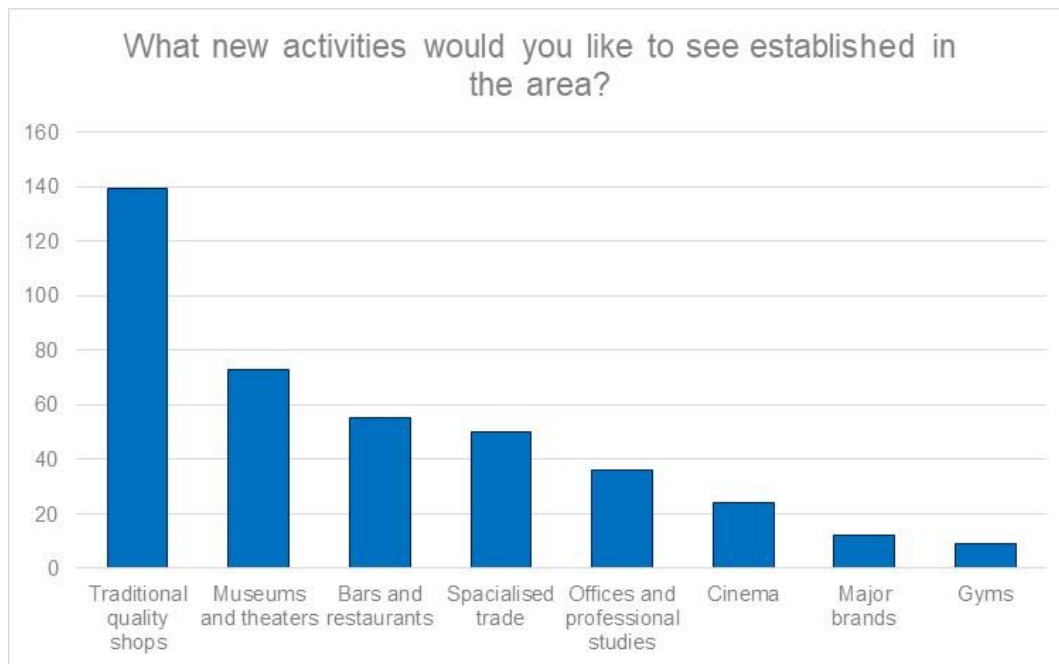
HUB-IN could connect all the social actors acting in the HUA, and it could also connect the HUA with other parts of the Historic Centre, testing innovative actions.



Graph 4 Best HUA resources



Graph 5- What will you do to improve the area



Graph 6 – New activities



<u>CHALLENGES</u>	<u>STRENGTHS</u>
<p><b>NEGATIVE IMAGE OF THE AREA</b></p> <ul style="list-style-type: none"> <li>● Perceived as a dangerous area</li> <li>● Frequent conflicts between neighbours due to lawlessness and widespread criminality</li> <li>● Marginalisation, which particularly affects young people and vulnerable groups</li> <li>● Often avoided by tourists</li> <li>● Poorly lit areas</li> </ul> <p><b>HIGH DENSITY</b></p> <ul style="list-style-type: none"> <li>● Narrow alleys with little space for waste and recycling facilities meaning hygienic conditions are poor</li> <li>● The area has the lowest average age of the city (42.7) and has one of the highest population densities</li> </ul> <p><b>YEARS OF SOCIO-ECONOMIC DECAY</b></p> <ul style="list-style-type: none"> <li>● Many abandoned buildings</li> <li>● Increasing disappearance of traditional businesses and craft shops, being replaced by unattractive low-quality retail</li> <li>● Several empty retail spaces on the ground floors of buildings</li> </ul> <p><b>LACKING SERVICES<sup>3</sup></b></p> <ul style="list-style-type: none"> <li>● No schools or places for education</li> <li>● Low/uncertain accessibility to post-secondary educational services and the rest of the city</li> <li>● Minimal green areas</li> </ul>	<p><b>LOCATION</b></p> <ul style="list-style-type: none"> <li>● Located in the city centre and close to the railway station, cruise terminal and metro</li> <li>● Mostly a pedestrian area</li> <li>● Close to the University Humanities Faculties, high schools and others education places</li> <li>● Close to Old Port and Aquarium (popular attractions)</li> <li>● Close to some green areas and museums</li> <li>● Work is in progress on some public spaces, renovation of squares, lighting, street cleaning, housing</li> <li>● The area has high cultural, historical and architectural value</li> </ul> <p><b>POLITICAL WILLINGNESS</b></p> <ul style="list-style-type: none"> <li>● There is new strong political interest in the recovery of the old town, thanks to a new holistic and integrated strategic plan approved in November 2020.</li> </ul> <p><u>OPPORTUNITIES</u></p> <ul style="list-style-type: none"> <li>● Strong political interest in the recovery of the Old Town, following the holistic and integrated strategic "Caruggi" plan approved in November 2020</li> <li>● New availability of national funding following the post-COVID recovery</li> </ul>

<sup>3</sup> In the pilot area there are no elementary / middle schools, but there are primary / secondary schools and universities in the area nearby. There are no green areas in the pilot area, but there are large green areas nearby (from "Castello d'Albertis" to "Villetta Di Negro" and "Acquasola Park"). As regards the meeting spaces, there are also squares that have been recovered but are underused. More generally, the services are not far away, but between the Ghetto district and Via di Pré an "invisible wall" is perceived and therefore the services, even if close by, are perceived as "not accessible".

- No meeting places

#### BARRIERS

- Fragmented relationships between stakeholders at local level: Stakeholders from the pilot area have very different and sometimes conflicting views, needs and goals, which can make it difficult to develop a positive collaboration/ ecosystem.
- Mistrust on the part of citizens: Many failed past attempts to improve the living conditions of residents in the HUA means that locals are disheartened and can find it difficult to believe that things can/will be improved. Also, they fear that the Municipality wants to make the HUA more touristic rather than more liveable.
- Traditional craft and businesses, once the very heart of the HUA life, are gradually disappearing because of contemporary trends such as the digital transformation that have been further accelerated by the pandemic.

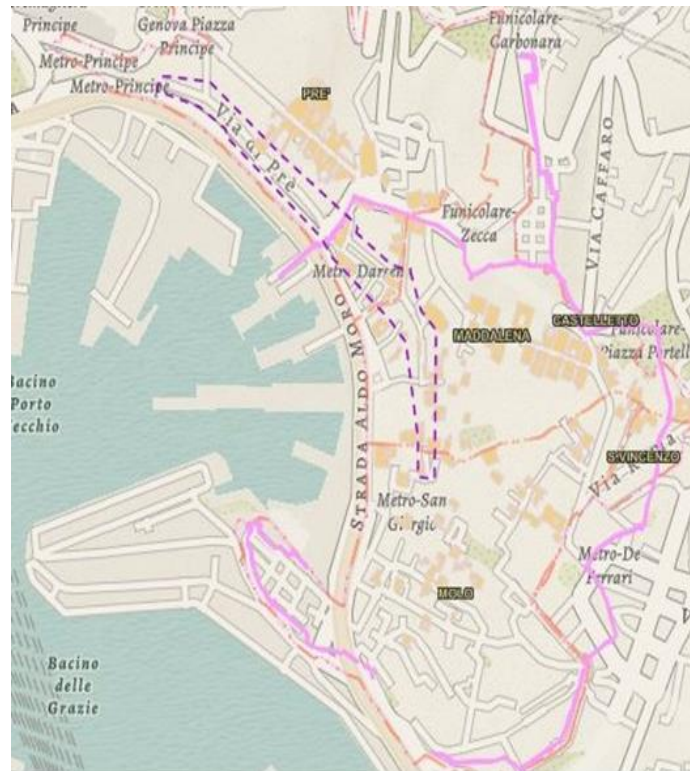
- The city of Genoa is currently growing fast as a tourist destination both at national and international level. The old town is becoming increasingly renowned for its outstanding cultural heritage and there is huge potential for tourism and economic activities.

## 2.3 - HUB-IN place

The HUB-IN place in Genova runs along the main mediaeval road of the old town, where the initial expansion of the city took place. The location is very central, close to the old port and to the main train station, rich in heritage and home to new and important museum centres.

Genova's HUB-IN pilot area is developed along a set of streets in the Western part of the historic centre, starting from piazza Banchi and ending at Commenda di Pre'. This axis is characterised by numerous economic activities, important cultural realities and a dynamic associative life linked to the social world. Piazza Banchi is also one of the city's main historical squares and the Commenda di Pre' is a key entry point to the old city from the maritime, railway and metro stations. The pilot area is also characterised by a strong cultural and ethnic mix and has been suffering from the gradual disappearance of economic and social activities, especially high-quality ones.





The creation of a creative Hub is typically associated with urban regeneration by transforming former industrial areas or revitalising historic centres and buildings of cities. However, in Genoa's HUA, the lack of spaces is an historical problem; to guarantee some features such as "proximity", "integration" and "co-creation", the Genoa team has designed its Hub to be a spread one: hence the Genoa HUB-IN place will not be one single location in the HUA, but it will consist of a set of widespread activities making up the place. The team will consider the temporary use of existing spaces (Municipal and civil society's) and will use the pilot area's streets and squares to host events and activities involving entrepreneurs, shop owners and citizens.

The available best practices show how consensus from the community is one of the key factors for the success of Hubs. It is fundamental that entrepreneurship, local communities and public administration can cooperate by playing the role of resources attractors to ensure the sustainability of the HUB-IN place. In this way the squares and streets become places where all the energy of the territory can merge.

## Part 3 – The vision, values and missions for HUB-IN place in Genova

### 3.1 - Vision

Innovating respecting traditions: bring new life to the historical centre by rediscovering its identity and culture and by defining new functions and services to support the local communities.

### 3.2 - Values

- Genova historical centre as an inclusive place | **INCLUSIONE**
- Genova historical centre as a place to share & exchange | **SCAMBIO & CONDIVISIONE**
- Genova historical centre more than a place, as a full-senses experience | **ESPERIENZA**

### 3.3 - Missions

The transformation of the Genoa HUB-IN place to achieve the vision presented above, will be structured around three main cross-cutting drivers, aligned with the HUB-IN clusters: **Economic development, Culture, and Territorial animation**. These drivers are translated into a set of actions organised around two main Missions. Both Missions aim to answer the need - mentioned in the previous sections and identified by stakeholders as being paramount - to revitalize the existing economic activities in the HUA and promote the establishment of new innovative ones, thus increasing footfall in the area, reversing the current trends of abandonment and hopefully promoting wider regeneration. Mission 1 will do it in a more traditional way, supporting entrepreneurs and economic activities through acceleration programmes and capacity building for sustainability and innovation; whereas Mission 2 will do it by fostering creativity and leveraging on the potential offered by the cultural, architectural and social assets of the area.

Both Missions are developed in such a way to foster sociability, interaction, collaboration and exchange between local actors, by encouraging proximity in the many streets, squares and other available public spaces that characterize the area.

**Mission 1 | Foster the creation of new economic activities and the resilience of existing ones by strengthening their sustainability and creating acceleration programmes.**

The mission is oriented towards the creation of sustainable opportunities for growth and resilience of new and existing economic activities in the pilot area, thus creating better quality of life and use of the spaces and reversing the current trend of abandonment. New acceleration programmes and capacity building activities will be launched to support activities become more sustainable and innovative.

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



**Mission 2 | Enhance the quality of life of the area by leveraging on the potential offered by the Cultural and Creative Industry and on the many cultural, architectural and social assets of the area.**

The mission is oriented towards the development of creative actions involving both the local economic activities and the local community, thus fostering better social inclusion and enhancing the quality of life. A set of actions will be launched to leverage on the many architectural and cultural assets of the area, as well as on its dynamism and multiculturalism.

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

## 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 Genova. These set of key action 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<sup>4</sup>, the ingredients represent the key factors and considerations that are required to enable innovative and entrepreneurial behaviour to emerge and flourish in HUAs.

A more detailed list of the action ideas co-created with the local stakeholders can be found in ANNEXES.

### 4.1 - Portfolio of actions

**Mission 1 | Foster the creation of new economic activities and the resilience of existing ones by strengthening their sustainability and creating acceleration programmes.**

**A1.1 Promote the establishment of innovative and high-quality economic activities with attention to economic sustainability through various kinds of acceleration actions.**

This will be done in coordination with other ongoing Municipal initiatives and might involve the offering of incentives, municipal spaces, advice and support services both at network (territorial animation) and individual levels.

1. **Alliances, Partnerships:** Trade Associations, the individual recipients other ongoing Municipal initiatives/incentives such as the “Bonus Affitti” (giving temporary rent support to newly established businesses in the area).
2. **HUB-IN Ingredients addressed:** Finance, Marketplace/demand.
3. **Expected Impact:** New innovative and high-quality activities established.

**A1.2 Innovate existing economic activities by promoting the adoption of new business models, stimulating the digital and sustainability transition with support and training actions to be developed in collaboration with trade associations.**

Instead of suffering from the current changes in retail habits (shift to online shopping, etc.), activities will adapt to the new context by finding new markets and flourishing, hence bringing new life to the area.

1. **Alliances/Partnerships:** Cooperation with existing/planned activities on this topic; trade associations (such as CNA and others); SMEs and start-ups.
2. **HUB-IN Ingredients addressed:** Human resources, Finance, Support organisations
3. **Expected impact:** Increased resilience of existing economic activities, thanks to new digital and business skills.

---

<sup>4</sup> available at: <https://hubin-project.eu/library/the-ingredients-of-a-hub-in-place-hub-in-framework/>

### A1.3 Develop vocational training and "mentoring" courses to promote exchange and social inclusion, by involving younger generations from the different cultural communities present in the area.

This action will be carried out in collaboration with the trade associations and social realities of the territory, also to encourage the development of new actions, interventions, and social infrastructures.

1. **Alliances, Partnerships:** Trade associations, local schools and educational/training courses, social associations active in the area.
2. **HUB-IN Ingredients addressed:** Knowledge, Human resources, Heritage
3. **Expected impact:** Inclusion of marginalized groups in the transformation process and creation of new job opportunities.

## Mission 2 | Enhance the quality of life of the area by leveraging on the potential offered by the Cultural and Creative Industry and on the many cultural, architectural and social assets of the area

### A2.1 Redevelop and revitalise existing economic activities through ad-hoc support programmes and collaborations with designers and artists aimed at characterising the aesthetic aspects of the area.

This action will be coordinated by the Municipality and its agencies/thematic centres and will intervene at the street level, systematising and aligning the whole "shop" experience both in terms of outside look (e.g. design of shop windows, signs, street furniture) and inside quality (e.g. interior fittings, finishes, showcases curated by designers, displaying local artists' work in the shop windows, etc.). The new image should both enhance and be coherent with the historical-architectural context of reference and represent a call for new users.

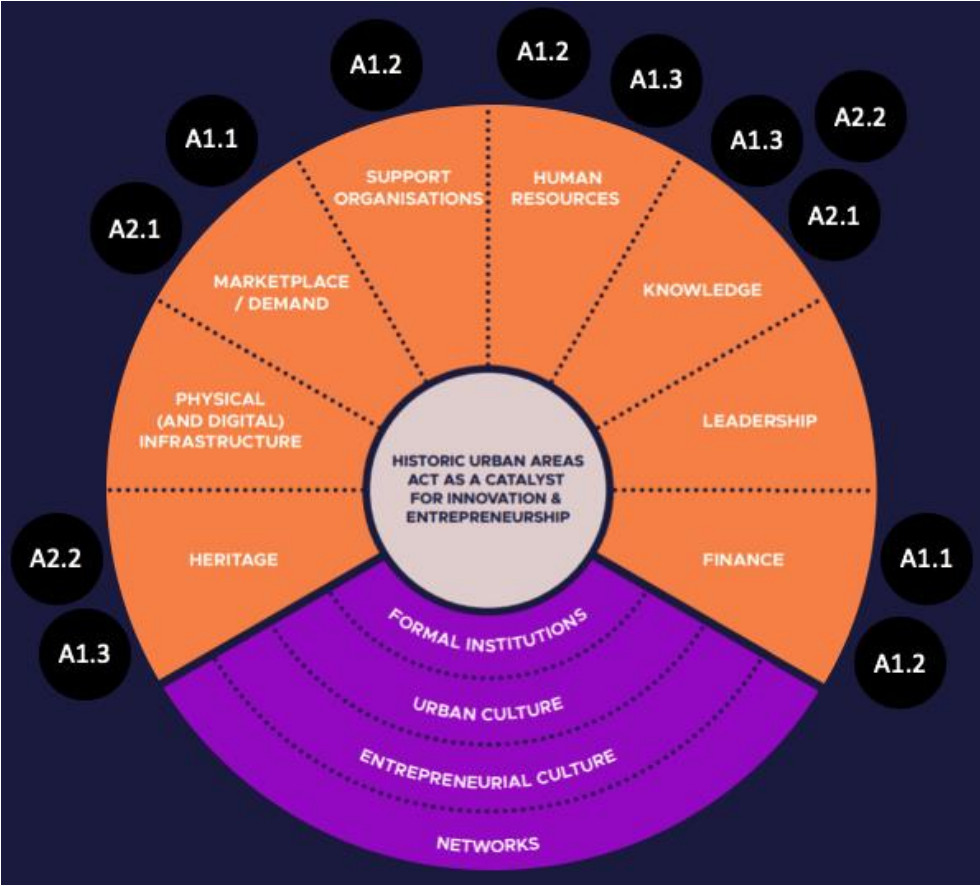
1. **Alliances, Partnerships:** Cultural stakeholders such as local Universities and students (Academy of Fine Arts, Architecture and Design Faculty), Museums located in the area, cultural Associations, etc.; partnership with other ongoing initiatives in the area such as the "Caruggi Plan".
2. **HUB-IN Ingredients addressed:** Marketplace/demand, Knowledge
3. **Expected impact:** Improved visual and beauty experience of the area thanks to the definition of a "unitary image" that will make it more appealing to citizens and visitors alike.

### A2.2 Involve the residents and city-users in initiatives to re-purpose and re-imagine the public spaces through public art, with urban events and projects to involve the different social, generational and cultural groups present in the area and valorise the multi-cultural aspects of the area and enhance its immaterial heritage and cultural values.

These initiatives will involve a broad set of actors: inhabitants, Academy of Fine Arts and Universities, ethnical communities, young people, cultural and social associations, artists of different generations representing the various types of art.

1. **Alliances/partnerships:** Cultural associations and groups, Liguria Film Commission/ local filmmakers and artists, local Museums and art centres; partnership with other ongoing initiatives in the area.
2. **HUB-IN Ingredients addressed:** Knowledge, Heritage
3. **Expected impact:** Increased quality of life for the local community through improved use of public spaces; improved perception of the area and increased number of visitors through valorization of the area's uniqueness.

The image below links the actions to the main ingredients of a HUB-IN place. The actions are placed next to the most relevant ingredients, and they might include several different aspects of each different ingredient.



# 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

A safe area with good quality of life, easily accessible by residents and tourists, able to attract innovative business and offer unique cultural/artistic experiences.

### Target audience

The Genoa's team identified the below audience as main target for their branding activities:

- Residents of the area and the city
- Tourists
- Current & potential business owners in the area

## 5.2 - Brand mission

### Promote a positive image of the area and sense of belonging for locals.

The image of the area has been a challenge in recent times, as many residents of Genova don't feel safe there and tend to avoid it. The brand should contribute to address this issue, by promoting initiatives and opportunities offered by the municipality, its partners, and other local stakeholders to regenerate and revive it. This improved image would also allow to attract tourists and new business opportunities in the area.

## 5.3 - Brand objectives

The brand mission has been further detailed in the following set of objectives:

- Highlight cultural heritage and history (buildings, food, etc)
- Highlight success stories in the area (successful businesses, collaborations etc)
- Promote occasions for people to meet, exchange and work together (events, tenders, opportunities)

**Brand essence: "Lose yourself" "Take a chance"**

### 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.



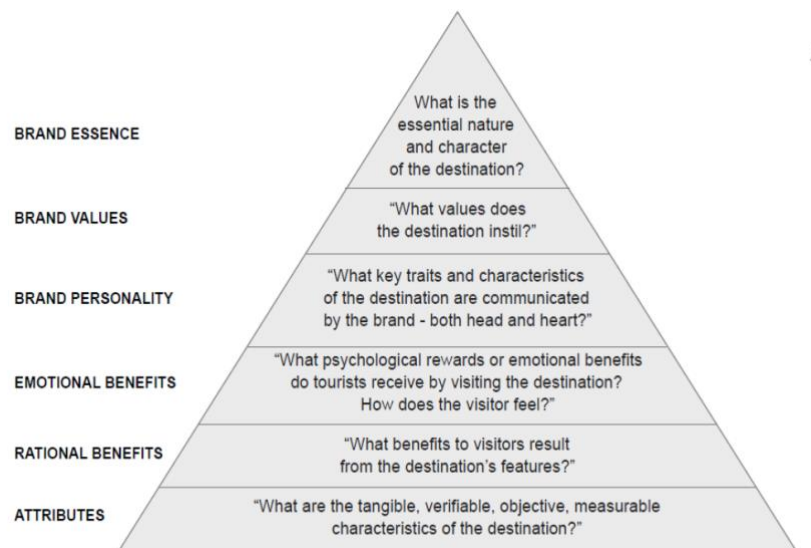


Image 1. Brand Pyramid Template - Source: A Practical Guide to Tourism Destination Management (2009)

With Energy Cities' support the HUB-IN team in Genova created the pyramid for their historic urban area (Image 2).

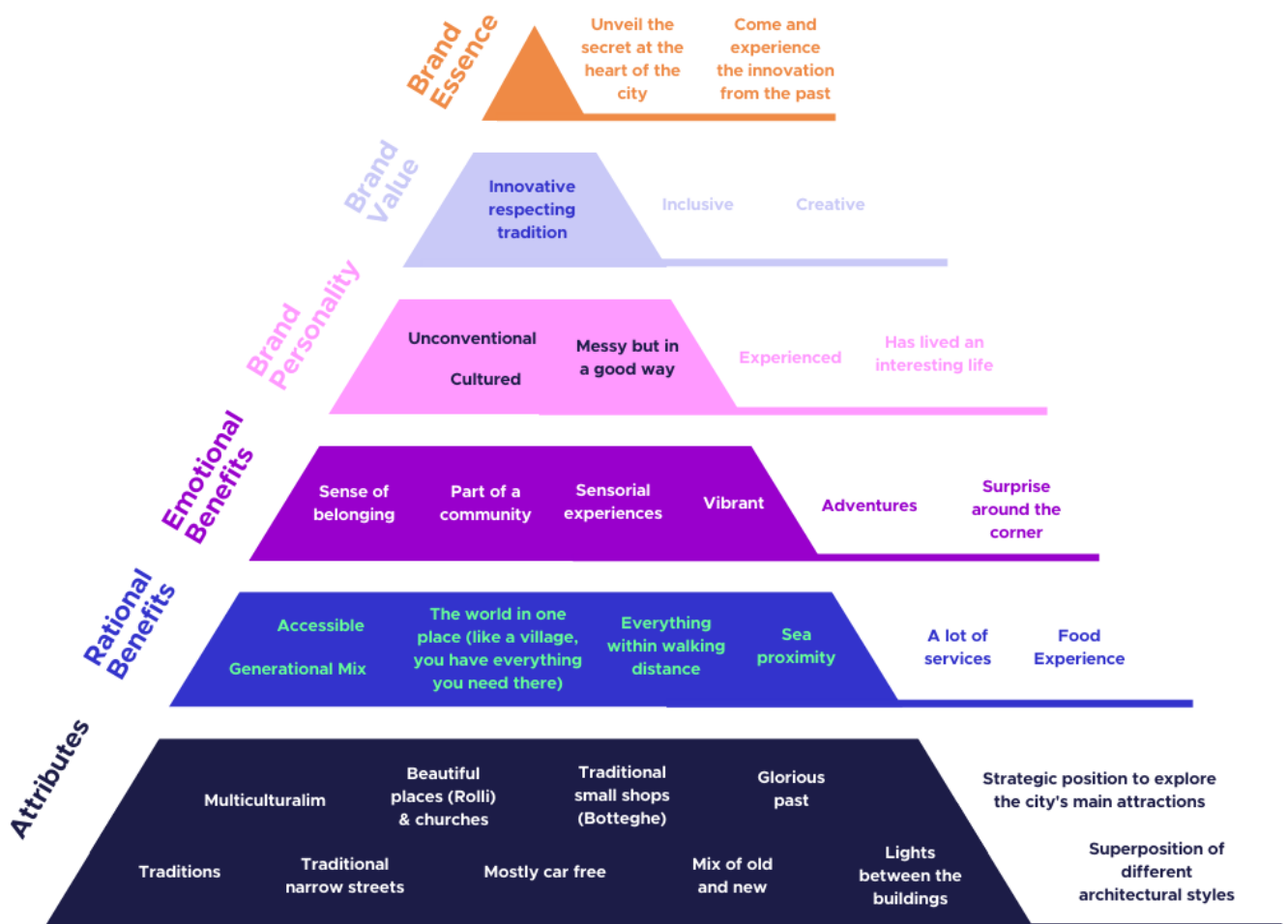


Image 2. Brand pyramid as filled in by the HUB-IN team in Genova

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 summarised as follows:

### Attributes

The central position of the area, mostly car free, makes it very easily accessible and liveable. This, together with the high density of heritage (buildings, old shops) and traditional small streets, makes it an ideal place to explore. The area is home to different migrant communities, who also have their businesses there, making it highly multicultural.

### Benefits

When visiting, people's curiosity is stimulated by an area that is small enough to explore comfortably, but also peculiar enough in its mix of culture, foods and buildings of different periods. The small streets are easily accessible, but they also constitute an intricate labyrinth very close to the sea: they can lead to unexpected and beautiful surprises for all senses.

### Personality

If the area were a person, it would be an experienced explorer, who decided to drop anchor after a life full of adventures. Extremely cultured and open, Genova's historic area is welcoming everyone with open arms, if they don't mind its creative mess and enjoy discovering hidden treasures. These personality traits should be taken into account to determine the hub's communication style.

### Values

Inclusivity, creativity and tradition are at the heart of the brand. Inclusivity is very important to make the most out of the different cultures inhabiting the place. Creativity allows for the innovative use of cultural heritage and the growth of the local economy. History and tradition are at the heart of the area, they are what makes it more interesting and appealing, and should also constitute a solid ground to build its future. These values are also key to strengthen the area's social fabric, maintaining its original spirit and the links between people. They should be at the core of the communications around the hub, to define the themes of the communication.

## 5.4 - In short...

**Lose yourself:** Genova's historic urban area is a place that needs to be discovered, with a lot to offer to locals who are proud of their city's traditions and tourists passionate for history, food, and architecture. It is a melting pot of cultures, a labyrinth of small streets and alleys, a chaotic place, open to everyone.

**Take a chance:** The area has a lot to offer to innovators and (social) entrepreneurs too, the ones willing to see the local material and immaterial heritage in a new light, to imagine a new use for it or to take advantage of the available space. Opportunities might be hiding behind a corner; creative minds will be inspired at every turn.

# ANNEXES

The following annexes can be consulted in a separate document:

**ANNEX 1** – HUB-IN Workshop

**ANNEX 2** – Questionario di partecipazione



Funded by the Horizon 2020 Framework Programme  
of the European Union