

The background of the entire page is a photograph of a narrow, cobblestone street in Lisbon. On the left, a stone wall and a black wrought-iron street lamp are visible. On the right, there are white buildings with multiple windows and small balconies with metal railings. In the distance, the blue sea and a bridge can be seen under a clear sky. A large orange shape, resembling a stylized arrow pointing right, is overlaid on the lower half of the image.

Lisbon 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:**

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

Susana Paulo, André Martins, Susy Silva (Lisbon City Council)

Vera Gregorio, Diana Henriques, Victor Vieira (Lisboa E-Nova)

WITH CONTRIBUTIONS FROM

Lisbon local stakeholders and HUB-IN work package partners

REVIEWED BY

Andrea Thornbury (Belfast City Council)

Brian Smith (Heritage Europe)

September 2022

HOW TO CITE THIS DOCUMENT

Kovacs K., Martins A., Paulo S., Gregorio V., Henriques D. et al (2022). "HUB-IN Lisbon 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

Lisbon has always been a city of culture, rich in historical heritage and a meeting point for diverse cultures and peoples. Adopting a Historic Urban Landscape (HUL) approach, which includes natural and cultural values, material and immaterial cultural elements, Lisbon presented in 2016, an application for UNESCO World Heritage site. The seven neighbourhoods of Colina do Castelo - Alfama, Mouraria, São Vicente, Castelo, Sé, Intendente and Graça- assume a key role in this context of regeneration, as they are the historical and cultural heart of the city. They are to a large extent the ones that give the city of Lisbon its unique characteristics and identity. In this context, their cultural-led urban regeneration is vital for the sustainable development of the whole city.

As HUB-IN Lisboa team, we are committed to help revitalise Colina do Castelo neighbourhoods through initiatives focused on people's quality of life, making it a vibrant destination, home to a range of innovative and creative entrepreneurs, where the community thrives. With these aspirations, we propose to support Colina do Castelo in addressing the following seven main key challenges:

- Safeguarding and rehabilitation of immovable cultural heritage;
- Safeguarding the intangible cultural heritage;
- Promotion of the economic and creative fabric;
- Sustainable tourism;
- Environmental sustainability;
- Retention of resident population;
- Reuse and adaptation of outdoor spaces.

At HUB-IN Colina do Castelo we aim to be an engine of transformation for the sustainability and well-being of the communities, through the sharing and convergence of innovation and traditions. The values that guide us in making Colina do Castelo thrive are based on inclusivity, multiculturalism and sustainable regeneration.

The roadmap for HUB-IN Colina do Castelo is a guiding document developed by HUB-IN Lisboa team with contributions from local stakeholders, whose main purpose is to provide strategic guidance and context towards the development of a Hub of Innovation and regeneration in these historic urban areas. By defining the vision and strategies for the local hub - HUB-IN Colina do Castelo - the Roadmap becomes an essential document for all stakeholders involved in its co-creation and implementation process.

The roadmap combines the following three pillars into the strategy:

- Culture and Creative Industries (CCI) – Cultural heritage is at the centre of innovation and creativity, to nurture socio-economic development.
- New lifestyle (NLS) – Innovative sustainable living patterns, inclusivity, and diversity are the main ingredients to improve wellbeing.
- 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.

Attaining this goal calls for the engagement of everyone involved. Therefore, this roadmap is the result of a co-creation and co-design work conducted in the framework of the HUB-IN project. During the period May 2021 – June 2022, a series of participatory workshops and interviews were conducted with local stakeholders and citizens.

We committed to the creation of an immersive human connected approach to support the design of Lisbon local Hub of innovation and entrepreneurship. The engagement strategy from HUB-IN Lisbon pilot covers the three above-mentioned pillars and adopted specific and integrated initiatives and methods with the purpose of creating a multi-stakeholder co-created environment for the development of the strategic roadmap.

The stakeholder's engagement is a continuous and multifaceted process that resulted in the development of our Roadmap in June 2022. The methods included a comprehensive ethnographic research, a benchmark and trend analysis. This allowed us to better understand the attitudes, perceptions and cultural dimensions towards innovation and entrepreneurship, to discover revealing insights regarding the real reasons for citizen engagement as well as to identify possible avenues for an innovation hub. On the other hand, it was possible to develop a comprehensive compilation of the main problems and opportunities of the territory, allowing us to develop a consistent SWOT analysis and important contributions for the Roadmap contents.

We conducted twelve in-depth semi structured interviews targeting selected stakeholders that provided useful insights in terms of local innovation, sustainability and community engagement. Two online co-creation sessions with stakeholders and citizens were organised as a first approach for the design of the local hub and for the identification of opportunity spaces for innovation. In February 2022, a co-design workshop took place in Centro de Inovação da Mouraria with about 30 participating stakeholders from several different areas with relevant intervention in the pilot zone.



Figure 1- Co-creation exercise on the workshop

of 23rd February 2022

Following this workshop, the HUB-IN team focused on developing the Missions, Goals and Key Actions for the Lisbon Pilot, which culminated with an internal discussion bringing together several departments from the HUB-IN Lisbon team (Lisbon Municipality / Lisboa E-Nova) in May 2022. In June 2022, the main actions of the Roadmap were prioritised in close collaboration with 30 main stakeholders.

The HUB-IN Lisbon team also explored (and will continue exploring) possible synergies and ways of collaboration with key sectoral areas in the municipality of Lisbon through peer-to-peer meetings with relevant departments (e.g Urban planning, housing, mobility, environment, culture, etc). We expect that this interaction will pave the way to a high-level policy decision making engagement with the local administration structures (City Council of Lisbon and Parish of Santa Maria Maior).

A highly relevant local clustering process will be started with other European and local research and innovation projects that may influence the HUB-IN Lisbon pilot¹.

Close cooperation between stakeholders and citizens was of decisive importance in the design process, and this ongoing partnership will likewise play an essential role in bringing the strategy to life.

Quotes from some of the stakeholders interviewed or integrated in this process:

¹ We highlight potential synergies to explore and opportunities to learn, from the following projects: ROCK project, T-factor, OPEN Heritage and the research work that has been carried out by CERIS-IST and IGOT.



Edgar Clara – Local Priest

“Without community there is no culture, and in reality there can be no community, if there are no people who come to permanently inhabit these spaces.”

Filipa Bolotinha - Renovar a Mouraria

“In Mouraria you can walk around the whole world in terms of smells and food, and ingredients, so everything is bought in the Mouraria and you really see people from all over the world.”



Bárbara Arita - Rizoma

“It is possible to learn from the way elderly people live; many of them came from the interior and from the countryside, and several practices were lost over time that today it could make sense to bring back to the city.”

Cozinha Popular da Mouraria

“If I could decide, public gardens would be full of cabbages!”

Deolinda Rocha - pottery artisan

“People are essential: let them grill fish on the street, let someone sell rice pudding at their doorstep or a small glass of “Ginjinha”; make things lively and accessible to people.”



Table of Contents

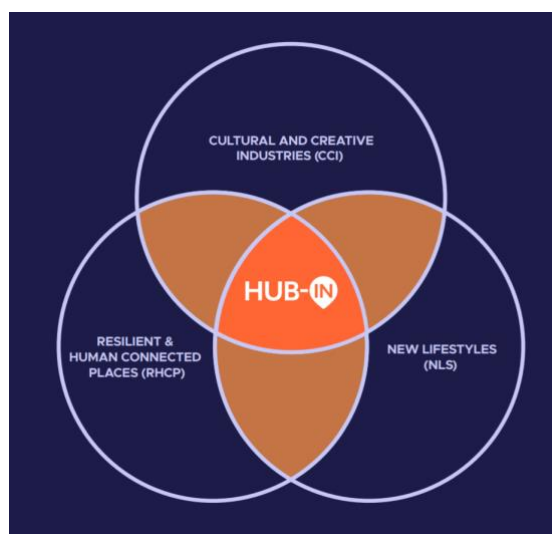
ABOUT HUB-IN	4
Mission	4
Vision	4
The Consortium behind HUB-IN	4
FOREWORD	5
INTRO: WHAT MAKES A HUB-IN PLACE	9
PART 1 – THE CONTEXT MAKING THE HUB-IN PLACE IN LISBON	13
1.1 - An introduction to Lisbon	13
1.2 - Main Strategies, Plans and Municipal Programmes	13
1.3 - Governance	14
1.4 - Urban Planning and Public Space	14
1.5 - Environment and Climate	16
1.6 - Mobility and Accessibility	17
1.7 - Creative economy - Initiatives	18
1.8 - Entrepreneurial Ecosystem – Strategy	18
1.9 - Local development and Local commerce	19
PART 2 – HUB-IN LISBON COLINA DO CASTELO NEIGHBOURHOODS	20
2.1 - Perception of the neighbourhoods	22
2.2 - Brief SWOT of the area	23
2.3 - Main challenges - Colina do Castelo neighbourhoods	25
2.3 - HUB-IN place	27
PART 3 – THE VISION, VALUES AND MISSIONS FOR HUB-IN COLINA DO CASTELO	28
3.1 - Vision	28
3.2 - Values	28
3.3 - Missions	28
PART 4 – ALLIANCES, PARTNERSHIPS AND PORTFOLIO OF KEY ACTIONS	31
4.1 - Key Stakeholders	31
4.2 - Potential future collaboration, partnerships and key actions	35
4.3 - Portfolio of key actions	36
PART 5 - BRAND IDENTITY	45
5.1 - Brand vision	45
5.2 - Brand mission	46
5.3 - Brand objectives	46
5.4 - Brand essence: “Be a part of the story”	46
In short...	48
ANNEXES	49

Intro: what makes a HUB-IN place

HUB-IN Places² | 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 clusters³ | 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

² 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/>

³ 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 *Lisbon* Roadmap

Vision

HUB-IN Colina do Castelo aims to be an engine of transformation for the sustainability and well-being of the communities, through the sharing and convergence of innovation and traditions.

A strong focus is set on the promotion of the local culture and arts and crafts, but also on enhancing these activities and improving their presence on the market. HUB-IN will boost innovation and entrepreneurship in the area by connecting key stakeholders and networks with a focus on heritage, innovation and sustainability, linking existing initiatives and testing new sharing and circular business models.

Colina do Castelo

The physical space for the hub will be the Centro de Inovação da Mouraria (CIM), an incubator owned by the Municipality that supports projects and business ideas from the cultural and creative industries, and will be the headquarters of a whole range of activities to be developed in the Colina do Castelo neighbourhoods.

Values



**INCLUSIVE,
INTERGENERATIONAL
& MULTICULTURAL**



**WELL-BEING
ORIENTED**



**SUSTAINABLE &
REGENERATIVE**



**AUTHENTIC &
EMPOWERING TRADITION**



Aim

To fight against the desertification of neighbourhoods included in HUB-IN Colina do Castelo by keeping their authenticity and identity, protecting and leveraging their material and immaterial heritage.

Mission 1

Promote a circular neighbourhood by valuing cultural heritage based on inclusion and quality of life.

- Promote transition to circular business models
- Influence and promote sustainable consumption and prosuming behaviours.
- Promote the development of shared multifunctional spaces, preserving the cultural memory of the places, oriented towards people's well-being and health.
- Activate the cultural memory of the Castle Hill/Colina do Castelo by combining environmental, aesthetical and functional values.
- Promote inclusive, intergenerational and multicultural living solutions to fight social isolation.

Mission 2

Boost creativity and rethink local businesses to improve the economy and safeguard traditional knowledge.

- Map and build a database of relevant local traditions, skills and talents.
- Develop and implement acceleration and open innovation programmes focused on local capabilities.
- Create tools for the transfer of knowledge and skills involving the local community (including non-Portuguese local residents with specific traditional knowledge), as well as young entrepreneurs from other areas of the city.
- Promote the creation of products based on local heritage by combining ancient arts and crafts with innovative materials and techniques, bringing together local entrepreneurs and merchants with other entrepreneurs and innovators.
- Create and promote cultural activities that are attractive and sustainable, responsible and creative, that can benefit the local community and foster entrepreneurship.
- Create an Arts and Crafts Centre/Cultural Centre (Craftsman Centre).
- Support the capacities of local traders through economic, digital and sustainable literacy programmes.
- Create a brand that reflects the authentic identity of the area.

Mission 3

Promote climate action, making it compatible with the cultural-led urban regeneration of Colina do Castelo, creating better living conditions and comfort for local communities.

- Enhance the reuse of local water resources and improve climate adaptation, promoting circular solutions to close the urban water cycle.
- Address energy poverty by characterising and collecting information from the inhabitants and the place, considering the dimensions of thermal comfort, health and economy; as well as supporting and empowering the population to improve their living conditions.
- Explore and build multilayered intervention scenarios on thermal renovation solutions for buildings, through the creation of Living Laboratories with local inhabitants.
- Develop active and shared mobility solutions.
- Explore micro-logistics solutions to improve last-mile accessibility in loading and unloading of local commerce.
- Integrate of nature-based solutions in outdoor spaces to reduce urban heat island and the impact of heat waves.
- Establish acceleration and mentoring programmes for entrepreneurs and innovators to develop climate mitigation and adaptation solutions.
- Empower local communities to experiment, using art and aesthetics as a vehicle for climate awareness.

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

This part presents the context conditions in Lisbon 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 Lisbon. 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 Lisbon is developed.

1.1 - An introduction to Lisbon

Lisbon is a historical city and a vibrant, modern and innovative European capital. The city covers 100 km² and hosts 5% of Portugal's population: 2.846.332 people live in the metropolitan area. Lisbon is one of the oldest cities in the world, rich in Romanesque, Gothic, Manueline, Baroque and Modern architecture and home to several museums and art collections. In addition to that, Lisbon is also recognised as an alpha-level global city for its importance in economic and cultural areas, attracting visitors, potential residents, businesses and investors from all over the world.

Tourism is very important for the city: the metropolitan area of Lisbon welcomed around 8.216.700 tourists in 2019 alone, who come to enjoy the city's colourful architecture, delicious food and enchanting fado music.

Lisbon is a city of culture and openness, where diverse cultures, languages, origins and religions meet and mix. It's also a heritage city, having submitted a comprehensive and integrated application⁴ under the Historic Urban Landscape approach (HUL), to become a UNESCO World Heritage site in 2016.

Creative industries are one of the strategic clusters for the city's economy, with high growth potential, but current lack of financing opportunities make for a need for stronger connections between business and culture.

Despite its many charms, Lisbon also faces problems such as social and environmental vulnerability and tendencies for gentrification in some of its areas. The COVID-19 pandemic has made Lisbon's lack of social cohesion greater, making the need for inclusive approaches even more urgent. Thus, increasing digital and physical literacy and promoting sustainability and culture is seen as an opportunity for the city and its inhabitants. Lisbon hopes to build a more sustainable urban environment and stop gentrification and thus focuses on urban regeneration to reinforce ties with local citizens, to build community cohesion and to provide tools to empower these communities.

1.2 - Main Strategies, Plans and Municipal Programmes

The City of Lisbon has different planning instruments, on multiple levels - from the city level to a local neighbourhood scale, different programmes that support the strategies and initiatives that are being developed and help to create city dynamics within the areas approached by HUB-IN. In this chapter, a comprehensive list of these plans can be found, and their possible relevance and integration with each of the Missions that were co-created within this Roadmap is further described.

⁴ [Historical Lisbon, Global City - UNESCO World Heritage Centre](#)

1.3 - Governance

MAJOR OPTIONS FOR THE CITY OF LISBON PLAN 2022 - 2026⁵

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

The plan assumes that the central axis of public policies is to serve people. It presents a new governance model for Lisbon, based on six main pillars:

- Participative city;
- Sustainable city;
- City of culture, economy and innovation;
- City of solidarity;
- City that invests in health and education;
- Resilient and safe city;

STRATEGIC CHART OF LISBON (2010-2024⁶)

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

The strategic chart identifies six main questions that the city faces which are the current strategic challenges in city planning:

- How to recover, rejuvenate and socially balance the population of Lisbon?
- How to make Lisbon a friendly, safe and inclusive city for everyone?
- How to make Lisbon an environmentally sustainable and energy efficient city?
- How to make Lisbon an innovative, creative city, capable of competing in a global context, generating wealth and employment?
- How to affirm Lisbon's identity in a globalised world?
- How to create an efficient, participatory and financially sustainable governance model?

1.4 - Urban Planning and Public Space

URBAN REHABILITATION STRATEGY FOR LISBON 2011-2024⁷

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

Guidance instrument for the municipality, framing its actions with the Legal Regime of Urban Rehabilitation. It aims to respond to five challenges:

- Articulate the landowners' duty to rehabilitate buildings with the public sector's responsibility to qualify and rehabilitate the public space and to modernise the infrastructures and facilities;
- Ensure complementarity and coordination between the various actors by concentrating resources (fiscal and financial) on integrated regeneration operations in "urban regeneration areas";
- Diversify the management models of urban rehabilitation interventions, opening up new possibilities for intervention by landowners and other private partners;

⁵ BR (lisboa.pt)

⁶ A CARTA ESTRATEGICA DE LISBOA 2010-2024 - UM COMPROMISSO PARA O FUTURO DA CIDADE

⁷ https://www.lisboa.pt/fileadmin/cidade_temas/urbanismo/reabilitacao_Urbana/documentos/estrategia_reabilitacao.pdf

- Create mechanisms that make it possible to speed up the procedures for prior control of urban rehabilitation operations;
- Develop new instruments that balance the rights of landowners with the need to remove obstacles to rehabilitation associated with the property structure in these areas.

MUNICIPAL MASTER PLAN (PDM)

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

- “The Municipal Master Plan is a territorial planning instrument that establishes the spatial organisation model and the development strategy for the municipal territory, the soil classification and the rules and parameters applicable to occupation, use and transformation of the soil.
- It constitutes a reference document for the preparation of other municipal plans and other sectoral interventions.
- It binds public entities and, directly and immediately, private individuals.

In areas where there are urbanisation plans (PU) or detailed plans (PP), these take precedence over the PDM.”

The HUB-IN pilot area is fully covered by the ongoing detailed plan of urban rehabilitation of Colina do Castelo.

DETAILED PLAN OF URBAN REHABILITATION OF COLINA DO CASTELO⁸ (under preparation)

The Detailed Plan will define a system of incentives and financing for the implementation of urban planning operations of municipal interest provided in the Master Plan.

The main objectives of the Detailed Plan are the following:

- Rehabilitation of buildings;
- Integration of renewable energy technologies into urban planning operations and improvement of energy performance;
- Safeguarding cultural heritage values of special architectural, historical and landscape interest;
- Increase of permeable and wooded areas in interventions in outdoor spaces;
- Rehabilitation of water structures and reuse of rain and grey water;
- Introduction of water elements in the public space;

As a way to increase the synergies between the Detailed Plan and the Missions for HUB-IN in Lisbon, there is an approximate correspondence between the geographical boundaries of the Plan and the intervention area of the HUB-IN Lisboa.

⁸ Colina do Castelo - MUNICÍPIO de LISBOA

PROGRAMME: “ONE SQUARE IN EVERY NEIGHBOURHOOD”⁹

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

A municipal programme aimed at promoting microcentres on a neighbourhood scale. Starting from a square, a street, a shopping area, a neighbourhood garden or a community facility, it aims to boost these public spaces in a participatory manner with the community in order to promote soft modes of transport, walking and cycling, public transport and restriction of car traffic.

1.5 - Environment and Climate

LISBON CLIMATE ACTION PLAN 2030

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

This plan is focusing on integrated strategies towards resilience and Carbon Neutrality by 2050.

It is a result from the commitment to the C40 Cities and aims to be an instrument of integration and management of city policies and instruments in mitigation, adaptation, energy poverty eradication and promotion of quality of life and well-being.

MUNICIPAL STRATEGY FOR ADAPTATION TO CLIMATE CHANGE (EMAAC)¹⁰

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

EMAAC focuses on identifying adaptation options and actions aimed at promoting the minimisation of the effects of climate change. From the identification and prioritisation of current vulnerabilities and climate risks along with their projection until the end of the century, Lisbon commits to promote an integrated set of adaptation options to respond to present and future climate challenges starting right now to act on the different climate impacts that affect the city and their citizens.

LISBON SOLAR STRATEGY

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

The Lisbon solar strategy is one of the main axes of the [Lisbon Climate Action Plan 2030](#) and is one of the main strategic axes for achieving climate neutrality and eradicating energy poverty by 2050.

The strategy has as general objectives:

- Promote technological, social and market innovation;
- Leverage the adoption of photovoltaic (PV) systems;
- Adopt advanced governance methods and tools.

The achievement of the objectives requires the proactive involvement of citizens, companies, urban planners and architects, in order to open the necessary paths to innovation and empowerment.

⁹ Câmara Municipal de Lisboa, Urbanismo, Espaço Público, Uma Praça em cada Bairro - MUNICÍPIO de LISBOA

¹⁰ EMAAC 2017.pdf (lisboa.pt)

GREEN ECOLOGICAL STRUCTURE - PRIORITIES

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

The Municipality of Lisbon promotes a set of programmes and measures aimed at developing and preserving the ecological structure of the city. Lisbon's ecological structure is composed of three types of articulated and complementary infrastructures: green corridors, green and leisure spaces and horticultural parks.

On an urban macro scale, the green corridors are structuring for the city and besides their ecological function they also have a social and cultural function.

On a micro scale, there is a network of horticultural parks with an important impact at neighbourhood level. In addition to training in horticulture (in organic production method), permanent technical support is provided to its users. These vegetable gardens are located in Urban Parks and Gardens, where other facilities coexist, such as lawn/patio areas, playgrounds, kiosk-cafeteria, sports facilities and cycle paths.

Indeed, Lisbon has a strong focus on green infrastructure, promoting the creation of green spaces near urban areas (maximum 10 minutes walking distance) and green corridors.

1.6 - Mobility and Accessibility

MOVE - Strategic vision for Mobility and Accessibility 2030¹¹

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

"In this vision, a more integrated, reliable, connected, accessible and open to new solutions transport system is proposed, recovering space for people, increasing the sense of community belonging, maximising the quality of life of the population residing in the city, and in the Lisbon Metropolitan Area, and improving the experience of those who use and live Lisbon.

The pandemic associated with COVID-19 has accentuated the need to move in this direction, demonstrating the urgency of making the air in cities cleaner, investing in more sustainable transport modes and giving back public space to the population".

NEW ACCESSIBILITIES TO COLINA DO CASTELO

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

This Plan was developed with the objective to attenuate the existing mobility barriers to Colina do Castelo.

It has been implementing several means to connect the lower part of the city and the top of the Hill, allowing to attenuate the barriers imposed by the topography and by the characteristics of the urban fabric of this historical area and that constitute factors of social exclusion and territorial isolation.

¹¹ [Lisbon Mobility Strategic Vision MOVE 2030 EN.pdf \(lisboa.pt\)](#)

1.7 - Creative economy - Initiatives

One of the main strategic axes of the city of Lisbon is oriented towards the development of the creative economy. This is a growth sector in Lisbon and has been considered an essential sector with the potential to take advantage of Lisbon's cosmopolitan and multicultural environment.

In this context it is important to highlight the following initiatives:

- **CREATIVE HUB BEATO**, which used to be a military food factory, but today is an innovation centre for creatives and technological companies.
- **FAB LAB LISBOA**, which hosts Creative Hub Beato, the city's makers' community, and is located near the HUB-IN pilot area.
- **INNOVATION CENTRE AND CREATIVE HUB MOURARIA(CIM)**, an incubator for creative industries and where every 2 years new projects are hosted. This hub is in the middle of the HUB-IN pilot area.

1.8 - Entrepreneurial Ecosystem – Strategy

Lisbon's innovation strategy is based on the development of its ecosystem, taking into account the following main objectives:

- Effectively ensure the involvement of different actors (Incubators; Business Acceleration Programmes; Coworking Spaces; Fab Labs; funding institutions and programmes; Mentors);
- Strengthen the link between large companies, startups and SMEs
- Improve the connection between the scientific and technological system of the city and the region and the business fabric;
- Strengthen the role of Universities in Lisbon's entrepreneurial ecosystem
- Strengthen the internationalisation and global expansion strategy of the Lisbon ecosystem

MADE OF LISBOA

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

Made of Lisboa is a support tool for the innovation and entrepreneurship strategy of Lisbon. It is a platform developed by the Municipality of Lisbon and represents the entrepreneurial and technological ecosystem and the creative community of Lisbon.

This is the official entrepreneurs' community that creates connections among the different start-ups and makes them visible to attract investment. It is also the brand for all the actions of the municipality in this field. Its website gathers all the entrepreneurs of the city, allowing visitors to search by topic, by activity or by location.

SOL – SMART OPEN LISBOA

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

This is a startup program focused on the validation and integration of innovative solutions into citizens' everyday life. The program connects startups to key corporations to validate their solutions using real data in a live environment and to work directly with their potential customers and/or partners.

1.9 - Local development and Local commerce

BIP/ZIP PROGRAMME

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

Created in 2011 by the CML as an instrument of municipal public policy, which aims to boost partnerships and small local interventions to improve the “habitats” covered, by supporting projects carried out by parish councils, local associations, collectivities and non-governmental Organisations, government agencies, contributing to the strengthening of socio-territorial cohesion in the municipality.

Between 2011 and 2021, 126 proposals were submitted to the program in the HUB-IN Pilot Area Colina do Castelo, of which 51 obtained funding.

LOJAS COM HISTÓRIA - SHOPS WITH HISTORY PROGRAMME

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

One of Lisbon's strategic priorities is to position commerce as a differentiating brand of the city and simultaneously as an economic activity that generates employment.

The **shops with history programme**¹² aims to distinguish and qualify traditional and historic commerce, preserving and safeguarding the establishments and the material and architectural heritage, on the one hand, and stimulating and reactivating commercial activity, on the other. This is an exemplary and pioneer programme, which currently has about 155 shops classified as historical shops. In and around the Lisbon pilot area, HUB-IN Colina do Castelo, the programme currently covers 13 historic shops with various traditional commercial activities (Figure 2).

The programme also provides for the extension of a new distinction to neighbourhood shops that works as a commercial reference and as a collective memory of the community.

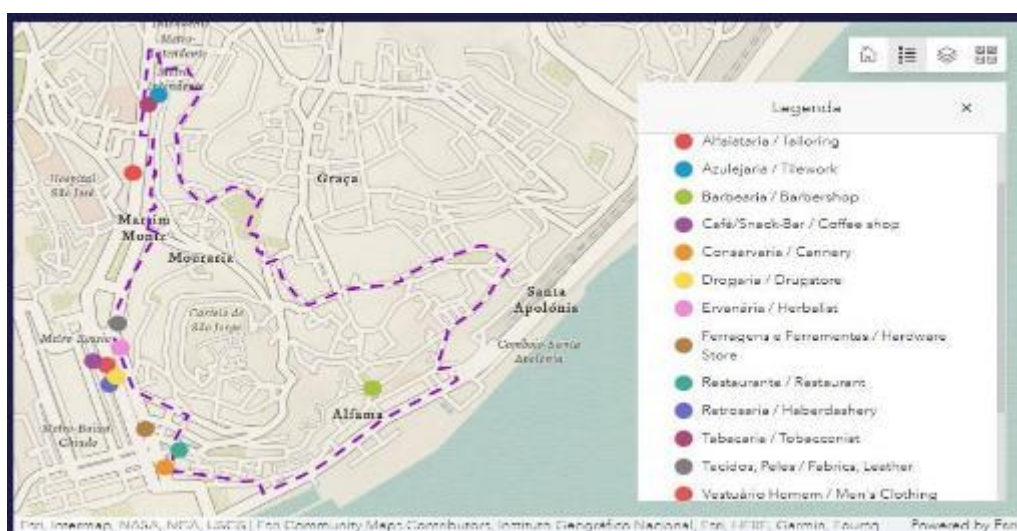


Figure 2 - Shops with history in HUB-IN Lisbon Colina do Castelo neighbourhoods (Source: HUB-IN GeoTool)

Other relevant key initiatives and projects can be found in ANNEX 1.

¹² [Lojas Com História \(lojascomhistoria.pt\)](https://lojascomhistoria.pt)

Part 2 – HUB-IN Lisbon Colina do Castelo neighbourhoods

Colina do Castelo neighbourhoods cover the historic urban area where HUB-IN in Lisbon will develop its activities. This is an historical and popular area that hosts the famous Castle of Saint George and includes seven very different neighbourhoods: Alfama, Castelo, Intendente, São Vicente, Sé, Graça and Mouraria.

HUB in Lisbon will be developed in the Colina do Castelo neighbourhoods that has a total area of 1,16 km², Castelo being the biggest neighbourhood with 0.5 Km² (largely occupied by the Castle of São Jorge), followed by Mouraria with 0.21 Km², and Alfama and Sé with 0.14 Km² each. Intendente, São Vicente and Graça together have a total area of 0.17 Km² (Figure 3).

Currently, they cover the parish of Santa Maria Maior and part of the parish of São Vicente and Arroios.

Between 1950 and 2011 the pilot area lost more than 50% of its residents. Castelo and Sé are the neighbourhoods with the highest abandonment rate (more than 70%).

In 2011, these seven neighbourhoods had 15.313 inhabitants, representing about 2.8% of Lisbon's population. More than $\frac{2}{3}$ of the population were located in Mouraria (with $\frac{1}{3}$), Alfama and São Vicente. Although the Castelo neighbourhood has the biggest area, it is the one with less inhabitants (less than 400).

The provisional censuses for 2021 show a sharp decrease in the number of residents in the parish of Santa Maria Maior (22% decrease) and São Vicente (9.4% decrease) compared to 2011.

Alfama and Castelo integrate the territories of the city's foundation. Some studies defend that the name of Alfama derives from the Arabic al-hamma which means "fountain of warm waters, good waters". Archaeological findings show that the area of Alfama has had a relevant development since Roman times, and still preserves the influences of a traditional Arab neighbourhood.

During the Muslim rule (711 to 1147), Alfama was prosperous and had one aristocratic and one popular suburb. Wealthy residents moved west in the Middle Ages and left the neighbourhood to a population of fishermen and sailors. In the 1980s, Alfama became one of the most problematic neighbourhoods in the city, especially linked to drug trafficking.

Only in the mid-1990s, Alfama began to be slowly, but not completely, recovered.

Currently, Alfama is renowned for its restaurants, Fado Houses, and "Popular Saints" festivities.

Alfama and Castelo present a labyrinthic structure, with narrow streets, alleys, steps and squares, as an evidence of the Muslim influence. These conditions, over the centuries, have provided a neighbourhood life that is always socially heterogeneous.

In the Castelo area there are two distinct areas, the monumental area, largely occupied by the Castle of São Jorge, and the surrounding housing area, formed by narrow and small buildings.

Sé neighbourhood was one of the first areas of expansion in the city. In addition to the structure identical to these two neighbourhoods, with low and small buildings, in the area closest to the river, it evolved in the post-earthquake 1755 period into a structure with Pombaline and post-Pombaline building characteristics with larger dwellings.

São Vicente neighbourhood with urban characteristics very similar to Alfama, due to the existing contiguity. The system of views over the river stands out as one of the characteristics of the neighbourhood. The

presence of monuments such as the National Pantheon and the presence of Feira da Ladra in Campo de Santa Clara are two other striking elements.

Mouraria is located on the North hillside of the Colina do Castelo. Strongly associated with the place where the Arab population moved after the conquest of Lisbon in the 12th century, its name comes from the fact that it was assigned by the first king to the Moors that stayed in the city over the centuries. Composed of narrow and sloping streets, it presents a diversity of buildings, featuring some of the oldest buildings in the city that coexist with Pombaline buildings from the post-earthquake period of 1755.

Mouraria is currently one of the most multicultural and authentic neighbourhoods of Lisbon. It was known to be a somewhat poor neighbourhood but marked by bohemian life and Fado music until the XIX century. It disputes with Alfama the title of “Cradle of Fado”. More recently, the municipality has invested in its rehabilitation, with many cultural associations emerging and currently developing there. Mouraria is characterised by a strong multicultural environment, with religions and cultures from 92 nationalities and where one can meet people from all backgrounds. However, the highest coexistence is among children, them being the true cultural unlocks. The residents feel a climate of fear (aggressions, threats, robberies, prostitution, and increased drug use) since the police station in Mouraria was closed in 2014. Partly because of this, the housing was still affordable to residents, however, in recent years real estate pressure has been causing many people to leave the neighbourhood.

The Intendente area has always been closely linked to the history of the city of Lisbon. Due to its proximity to one of the oldest neighbourhoods in the city - Bairro da Mouraria, being referred to throughout history as a food growing area, later as a housing expansion area and more recently as an industrial and social area, due to its strategic and near the centre of the city. Associated with the city's reconstruction process after the 1755 earthquake, the area saw the emergence of some palatial buildings and two industrial units related to glass and ceramics. Since the mid-20th century, the area has never undergone any investment in terms of regeneration, leading to continuous degradation until the beginning of this century. At this time predominantly associated with insecurity, prostitution, sale and consumption of drugs.

Graça neighbourhood remained rural characteristics until the beginning of the 20th century. Located outside the wall, it was appropriated by the establishment of a noble population in harmony with some of the most emblematic working villages. Currently, it continues to maintain predominant residential characteristics.



Figure 3 - HUB-IN Lisbon Colina do Castelo - main neighbourhoods (Source: HUB-IN GeoTool)

2.1 - Perception of the neighbourhoods

Through a design thinking approach and empathy creation, the perception of HUB-IN Colina do Castelo neighbourhoods was seized by direct observation during 5 days and by in-depth interviews:

- Observing what people do and how they interact in their context gives us clues about what they might think and feel about the project challenge.
- Observing through the use of ethnographic tools also helps us to understand what people and Organisations need, capturing physical and emotional manifestations of their experiences.
- In-depth interviews provide a dive into users' behaviours and personal context. Whenever possible, the interviewee was met in his/her work environment, in order to observe them in context. These interviews put the participant more at ease, and allow to see the artefacts, spaces and people the interviewee can refer to.



Figure 4 - Perceptions of HUB-IN Lisbon Colina do Castelo neighbourhoods through a design Thinking approach and empathy creation (Source: Report on perception- annex 3)

2.2 - Brief SWOT of the area

Strengths

- The historical heritage with more than one thousand year of history (architecture, narrow streets)
- Immaterial heritage (social and cultural traditions, tales, music, arts and crafts)
- Breathtaking landscape
- HUA is attracting many tourists
- The diversity and multiculturalism
- Presence of the Mouraria Innovation Centre (CIM) - municipal incubator to support projects and business ideas from the cultural and creative industries

Weaknesses

- 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
- Increasing tourism pressure and gentrification leading to the loss of the local identity
- Sharp decline of local population and establishment of foreign communities linked to trade and consumer goods
- Some reserve and mistrust from older residents towards newly arrived foreign residents
- Important degree of (digital) illiteracy within the residents creating barriers between new residents and visitors
- Degradation of buildings and public spaces
- No or low insulation of houses leading to energy poverty and noise disturbance impacting the quality of life (e.g. comfort, quality of sleep)
- The housing offer is not appropriate to attract permanent inhabitants (high prices and current housing typology is mostly T0 and T1 and so not convenient for families)
- Accessibility to and within the neighbourhood (e.g. elderly and residents with disabilities find it difficult to move around within their own neighbourhood, due to the terrain's landscape and lack of space for instance to park private vehicles near homes)
- Lack of space poses problems for loading and unloading necessary supply to local commerce
- Lack of communication between the different associations present in the area leading to longer problem-solving times and hindering their own flourishing
- People feel that they have little space to be heard as residents, leading to frustration of not being able to participate in the construction of the neighbourhood
- Projects are implemented regularly in the neighbourhoods, but improvements on the quality of life are not perceived by the residents
- Communication of activities doesn't reach its target groups (e.g. Portuguese people usually don't visit these neighbourhoods because they think there is nothing to do)
- Lack of a systematised inventory of traditions
- Non-existence of effective mechanisms for the promotion of knowledge transmission
- Difficulty to find vacant spaces for artisans, merchants, entrepreneurs on reasonable prices
- Lack of professional training for business and trade
- Lack of traditional souvenirs, currently mostly made in China
- Lack of services to cover daily needs of the locals (lack of public services, banks, shops other than souvenirs for tourist and small supermarkets etc)
- There is no coherent cultural and event programming in the area (e.g. segregation between "events for locals" and "events for others")

Opportunities

- The results and learnings from HUB-IN can be quite directly replicated in other historic areas of the city, such as Baixa and Bairro Alto
- New technologies like VR or 3D printing can showcase, help visualise and help better understand the richness of the heritage and the territory in addition to the buildings and museums
- Strong multi-cultural environment that can lead to a great diversity of activities and knowledge sharing
- Inspire new types of entrepreneurs and makers by gathering existing knowledge (e.g. arts, crafts) and combining it with new perspectives to create innovation
- The creation of a brand could help promote new ideas and products by linking designers with local talent, skills, traditional arts and crafts etc
- Build on the young professionals for social and community activism
- Build on the water as a resource and take advantage of the history of water in the territory as a way of promoting the resource (e.g. local water springs)
- Integrate the residents in the formulation of current policies
- The existence of different cultures in Mouraria allows protection from decharacterization
- Increase the social and economic capital of the neighbourhood by valuing the empty spaces
- Connect appropriately the three main groups found in Colina do Castelo and find the common ground for their needs and desires: young entrepreneurs, elderly and tourists
- Make tourism a sustainable, non-intrusive means of income and innovation driver
- Explore pedestrian and soft transport modes to circulate to and in the area
- Explore and take advantage of the various scattered and isolated initiatives
- Create effective local mechanisms for sharing and exchanging materials

Threats

- People feel that the policies and projects currently being implemented in these neighbourhoods don't correspond to the needs of the local population, since those responsible for creating them have never experienced the neighbourhood and its problems.
- People don't participate in public activities and don't use the tools available because of the lack of time and availability to let go of their responsibilities.
- The revitalisation of Mouraria takes place with the danger of mischaracterization, removing its DNA like it happened in Alfama which has now very few inhabitants
- Disappearance of the local typical commerce (the effect of the globalisation)
- Difficult to nudge people into adopting sustainable lifestyles as this is perceived as being expensive
- The abandonment of public spaces doesn't create ownership and responsibility for its conservation among residents and users of the area
- Lack of coherence in the opinions of the locals
- Lack of integration of the immigrants in the local commerce
- Lack of pride, ownership and engagement in the neighbourhood

2.3 - Main challenges - Colina do Castelo neighbourhoods

Based on interviews with different stakeholders and the participatory diagnosis processes carried out over the last few months, HUB-IN Lisbon team condensed and systematised the main challenges faced in the historic urban area, Colina do Castelo, into 7 key areas (fig. 5):



Figure 5 - Seven main key challenges systematised for Colina do Castelo neighbourhoods

1- Safeguarding and rehabilitation of immovable cultural heritage

This challenge refers to the need to find a balance between the preservation and sustainable rehabilitation of the immovable cultural heritage (architectural, historical and archaeological values) and the need to avoid loss of socio-demographic identity of the neighbourhoods as well as to attract new population profiles.

One of the main problems identified is the need to find financially viable solutions that combine quality heritage rehabilitation and the need to strengthen the residential function in compliance with demands of sustainable construction and new lifestyles. There is a need to overcome institutional and governance barriers to bring together appropriate and viable partnerships for the convergence of refurbishment incentives.

The recycling of demolition materials and their incorporation into new refurbishment interventions is another challenge to promote a more sustainable construction and rehabilitation oriented to the preservation of heritage values but also to create better housing conditions and more comfort.

HUB-IN Colina do Castelo may play the role of facilitator and aggregator of various local agents who promote new rehabilitation models and valorisation of the cultural heritage.

2- Safeguarding the intangible cultural heritage

The intangible cultural heritage of Colina do Castelo comprises its cultural and artistic values, stories and traditions and ancient knowledge and skills to be preserved. The integration of the local community in the territory and its cultural richness is one of the main vectors for the valorisation and recognition of the intangible cultural heritage.

HUB-IN Colina do Castelo believes that the intangible wealth of the neighbourhoods is an opportunity to promote innovation and entrepreneurship as well as a way to explore new forms of sustainable tourism.

3- Promotion of the economic and creative fabric

The traditional local commerce and the traditional skills which once characterised the neighbourhoods are disappearing in favour of more global and undifferentiated commerce. Nevertheless, there is a huge cultural and heritage potential, sometimes unexploited, which can be a fertile area for attracting new creative industries and also a way to revitalise traditional businesses. Therefore, one of the main challenges of the HUB-IN Colina do Castelo is to develop initiatives that foster synergies between creative industries, traditional trades and local commerce, as a way to support the regeneration processes of the historic area. These processes involve creating bridges between formal and technical knowledge and the "know-how" of local communities.

4- Sustainable tourism

The historic neighbourhoods of Colina do Castelo depend to a large extent on the provision of services and commercial activities linked to tourism. This almost exclusive economic dependence on the tourism sector is especially critical in the neighbourhoods of Alfama, Castelo and Sé, creating negative effects in terms of cultural regeneration of these historic urban areas. The increase in demand for properties for touristic uses competes with the availability of affordable properties for residential uses. In this speculative context, gentrification processes intensify and low- and middle-income populations move away to other areas of the city or to suburban areas. Considering that traditional local communities are one of the main cultural assets of intangible value, the loss of this intangible asset leads to an effective loss and a process of mischaracterisation of the historic areas.

To reverse these negative aspects of over-tourism and mass tourism, HUB-IN Colina do Castelo aims to develop initiatives towards a more sustainable tourism, based on local experiences that promote cultural heritage and create added value for local communities.

5- Environmental sustainability

Environmental sustainability is a key condition for all cultural-led urban regeneration processes in Colina do Castelo neighbourhoods that correspond to consolidated urban areas with a high degree of vulnerability to the effects of climate change. The lack of green areas that function as "cooling islands" and the morphology of the urban fabric consisting of narrow streets and adjoining buildings that hinder air circulation are factors that aggravate the urban heat island.

Some of these neighbourhoods have enormous potential in ground water resources, as is the case of Alfama. The use of this groundwater and the reuse of rainwater are two important challenges for the neighbourhoods of Colina do Castelo. In general, reducing water consumption and promoting water efficiency is essential for the sustainability of the area.

The lack of available public spaces and the abandonment or undue occupation of private terraces with buildings has limited the implementation of initiatives that favour soil permeabilisation.

HUB-IN Colina do Castelo aims to promote climate action by making it compatible with regeneration processes.

6- Retention of resident population

The population decline of the historic neighbourhoods of the Colina do Castelo is an old phenomenon, which has been accentuated since the 1960s. Nowadays, only 2.8% of the population of Lisbon lives in these neighbourhoods. The loss of population over several decades has contributed to a loss of character of urban life and functions and a loss of local identity. This demographic trend becomes more difficult to reverse due to an excessive functional dependence on the tourism sector, due to the lack of facilities and due to the poor accessibility of the area. Thus, it is necessary to promote the functional revitalisation of the area, to promote the development of social, sports and cultural facilities, as well as to complete accessibility developments foreseen in the municipal plans, and to solve conflicting uses of public space by people and by cars.

HUB-IN Colina do Castelo, through entrepreneurship and innovation activities, hopes to contribute to the functional revitalisation of the neighbourhoods and fosters solutions that bring communities closer to new and more sustainable forms of tourism. Another important purpose of the local hub is to test and experiment solutions to strengthen the bonds between local communities and the multifunctional use of public spaces.

7- Reuse and adaptation of outdoor spaces

The reuse and adaptation of public spaces is the most interdependent challenge with the other challenges already identified. Due to the morphological and architectural characteristics of Colina do Castelo, this common good is a scarce asset whose use requires sustainable and multifunctional approaches.

The HUB-IN Colina do Castelo aims to demonstrate the application of different technical and social solutions for the reuse and adaptation of public spaces, preserving the memory of places and creating spaces of well-being. It aims to test and develop nature-based solutions that generate thermal comfort, reduce the urban heat island and simultaneously explore and highlight links between art and sustainability.

2.4 - HUB-IN place

The physical space for the hub will be the Centro de Inovação da Mouraria (CIM), an incubator for the creative industries. This municipally owned structure, can grow to become the headquarters of a whole range of activities that can be developed in the Colina do Castelo neighbourhoods. The municipal incubator exclusively supports projects and business ideas from the cultural and creative industries.

CIM is placed in Mouraria neighbourhood, and HUB-IN could help pollinate the creative industries to the other areas of the HUA, linking up to other physical spaces and activities (e.g. linking shopkeepers with designers) as well as initiatives and combining heritage and innovation.

Another municipality owned structure is FabLab Lisboa. It is located in the Intendente neighbourhood and will also be a physical space where activities and workshops can take place, especially the ones related to product prototypes. It will be focused on projects and events related to arts, crafts, entrepreneurship and innovation.

Although the physical HUB is based at the CIM and is supported by the Lisbon FABLab infrastructure, the intervention area of the Colina do Castelo HUB covers the seven neighbourhoods identified in Figure 3. The activities to be developed in the Hub will be oriented towards the communities and the territory and therefore many of them will be place-based intervention in these neighbourhoods.

Part 3 – The vision, values and missions for HUB-IN Colina do Castelo

3.1 - Vision

HUB Colina do Castelo aims to be an engine of transformation for the sustainability and well-being of the communities, through the sharing and convergence of innovation and traditions.

3.2 - Values

- Colina do Castelo is inclusive, intergenerational and multicultural
- Colina do Castelo is sustainable and regenerative
- Colina do Castelo is authentic and empowering tradition
- Colina do Castelo is well-being oriented

3.3 - Missions

The overarching objective is to retain and attract population for the neighbourhoods included in HUB-IN Colina do Castelo by keeping their authenticity and identity, protecting and leveraging their material and immaterial heritage. Therefore, a strong focus is set on improving lifestyles and conditions of local communities while respecting and promoting the local culture (music, festivities, food, tiles etc) and arts and crafts (e.g. traditional ceramics).

HUB-IN will boost innovation and entrepreneurship in the area by connecting key stakeholders and networks with a focus on heritage, innovation and sustainability, linking existing initiatives and testing new sharing and circular business models.

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 to make HUB-IN Colina do Castelo thrive.

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

Mission 1 | Promote a circular neighbourhood by valuing cultural heritage based on inclusion and quality of life

This mission is geared to circular business models and oriented to create a true sharing and collaborative culture, to enhance the use of shared multifunctional public and private spaces to influence and promote sustainable consuming and prosuming behaviours. It aims to preserve the cultural memory of the places, by combining environmental, aesthetical and functional values and it is oriented towards people's well-being and health promoting inclusive, intergenerational and multicultural living solutions.

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

Main city strategies / initiatives aligned with this mission:

- Major options for the city of Lisbon plan 2022 – 2026 (mainly through pillar “City of culture, economy and innovation” and “City of solidarity”);
- Strategic Chart of Lisbon (2010-2024), mainly through the challenge “How to recover, rejuvenate and socially balance the population of Lisbon?”
- Urban rehabilitation Strategy for Lisbon 2011-2024 through the challenge of diversifying “the management models of urban rehabilitation interventions”
- Programme: “one square in every neighbourhood”, enhancing community-driven spaces
- New accessibilities to Colina do Castelo, creating means that contribute to diminish social exclusion and territorial isolation in this area.
- SOL – Smart Open Lisboa, which can bring an added value in terms of acceleration programs to be implemented within HUB-IN.
- Shops with a history Programme (“Lojas com história”), which aligns with HUB-IN by promoting local commerce and the preservation of cultural heritage.
- BIP/ZIP Programme, which can, on one hand, be a possible source of finance for possible projects in the HUB-IN area, but also to join forces with existing ones.

Mission 2 | Boost creativity and rethink local businesses to improve the economy and safeguard traditional knowledge

This mission is oriented to enhance the local economy along Colina do Castelo by linking tradition to innovation. The main objectives are: Strengthen the link between tradition and innovation by supporting new ideas and projects, accelerating start-ups and revitalising traditional businesses and crafts; Promote quality and diversity in the commercial offer; Enhance and improve the attractiveness of Colina do Castelo, enhancing cultural assets in a creative and innovative way, while safeguarding heritage, traditions and the local community; Attract new qualifications that increase the potential for innovation and knowledge in the territory.

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

Main city strategies / initiatives aligned with this mission:

- Major options for the city of Lisbon plan 2022 – 2026 (mainly through pillar “City of culture, economy and innovation”);
- Strategic Chart of Lisbon (2010-2024), mainly through the challenge “How to make Lisbon an innovative, creative city, capable of competing in a global context, generating wealth and employment?”
- Entrepreneurial Ecosystem – Strategy, in which Lisbon’s innovation strategy is based on, and is supported by Made Of Lisboa Platform and brand.
- Municipality-driven creative economy initiatives which can collaborate and create synergies with HUB-IN pilot in terms of space and co-creating activities, such as Creative Hub of Beato, Fab Lab Lisboa and Innovation Centre and Creative Hub Mouraria (CIM).
- SOL – Smart Open Lisboa, which can bring an added value in terms of acceleration programs to be implemented within HUB-IN.
- Shops with history Programme (“Lojas com história”), which aligns with HUB-IN by promoting local commerce and the preservation of cultural heritage.

Mission 3 | Promote climate action, making it compatible with the cultural-led urban regeneration of colina do castelo, creating better living conditions and comfort for local communities

This mission is geared towards fostering the climate transition of Colina do Castelo neighbourhoods while respecting and preserving its cultural heritage and promoting new, more sustainable lifestyles. The main objectives are: Foster high energy efficiency standards and incorporate renewable energy in buildings and blocks; Promote and enhance the natural heritage of the Colina do Castelo for better climate adaptation; Promote the regeneration of the built heritage in view of sustainability and efficiency; Contribute to reducing energy poverty and improving thermal comfort; Promote sustainable mobility solutions for residents and visitors, towards an emission-neutral and more accessible neighbourhood.

Main HUB-IN Clusters targeted: **New Lifestyles (NLS) | Resilient & Human Connected Places (RHCP)**

Main city strategies / initiatives aligned with this mission:

- Major options for the city of Lisbon plan 2022 – 2026 (mainly through pillar “Sustainable city”);
- Strategic Chart of Lisbon (2010-2024), mainly through the challenge “How to make Lisbon an environmentally sustainable and energy efficient city?”
- Urban rehabilitation Strategy for Lisbon 2011-2024 through the challenge of facilitating building rehabilitation and public space qualifying;
- Municipal Master Plan, covering the totality of HUB-IN pilot area through the ongoing Detailed Plan of urban rehabilitation of Colina do Castelo. The latter defines very relevant operations for HUB-IN, mainly regarding renewable energy integration, cultural heritage values and water-efficiency related initiatives.
- Programme: “one square in every neighbourhood”, promoting soft modes of transport
- Environment and climate – related Strategies which guide the city towards resilience and carbon neutrality: Lisbon Climate Action Plan 2030, Municipal strategy for adaptation to climate change (EMAAC), Lisbon Solar Strategy and Priorities for the Green Ecological Structure.
- Move - strategic vision for mobility and accessibility 2030, promoting the improvement of mobility solutions
- SOL – Smart Open Lisboa, which can bring an added value in terms of acceleration programs to be implemented within HUB-IN.

Part 4 – Alliances, Partnerships and Portfolio of Key Actions

This part of the roadmap document includes the key actions identified during the co-creation process in Lisbon. 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*¹³, 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 can be found in Annexes.

4.1 - Key Stakeholders

There are multiple stakeholders that could be key for the HUB-IN project, in the sense that they are an important part of the innovative or creative ecosystem or can have an important role in local communities engagement. They can be seen as enablers and catalysts of ideas and activities, acting as aggregators of the multiple local actors. Some of them are already established in the pilot area, other ones develop work there or in the thematic fields that we intend to approach.

The Innovation and Strategic Sectors Department of Lisbon Municipality and Lisboa E-Nova, as partners of the Hub-in project, will always have a strong presence as strategic partners in all the activities. We included in the key stakeholders network, other departments of the municipality because they will have an important role as catalysts of ideas, experimentation of solutions and supporting the connection with local policies:

- **Associação Renovar a Mouraria** is a private non-profit association, with public utility status, with the aim of revitalising the historic district of Mouraria, in Lisboa, at a social, cultural, economic and tourism level.
Related Key Actions: A1.3; A 1.4; A 1.5; A 2.4; A 2.8; A 3.7
- **Associação Colectivo Multimédia Perve** is a non-profit cultural association, with the purpose of disseminating and promoting the concept of Global Art. Artistically coordinates and directs Perve Galeria and Casa da Liberdade - Mário Cesariny.
Related Key Actions: A 1.5
- **Associação Bairros** is an active network of organisations and individual actors, aiming to contribute to the local development of Lisbon's neighbourhoods, collaborating in the construction of active, cohesive and supportive communities.
Related Key Actions: A 2.1
- **Associação de Comerciantes do Bairro de Alfama** is an association recently established with the objective of defending the interests of the Alfama District.
Related Key Actions: A 2.7; A 3.5

¹³ available at: <https://hubin-project.eu/library/the-ingredients-of-a-hub-in-place-hub-in-framework/>

- **Copérnico** is a renewable energy cooperative, which combines its social nature with support for solidarity, educational or environmental protection projects, involves citizens and companies in the creation of a new energy paradigm – renewable and decentralised – for the benefit of society and the environment.
Related Key Actions: A 3.3
- **Circular Economy Portugal (CEP)** is an NGO translating the principles of the circular economy into concrete projects, using zero waste strategies, social innovation and collaborative action.
Related Key Actions: A1.1; A1.2
- **Zero Waste Lab** is an associative movement working with local communities providing workshops, collective projects and campaigns linked to recycling and waste prevention.
Related Key Actions: A1.1; A1.2
- **Federação Portuguesa de Cicloturismo e Utilizadores de Bicicletas (FPCUB)** is a NGO that has in its objectives the defence of the environment, defence and dissemination of cultural heritage, through the promotion of the bicycle as a form of sustainable mobility (as well as the defence of the safety of its users), and the development of ecologic cycle tourism.
Related Key Actions: A 3.4
- **Mulheres na Arquitetura** is an association that focuses on gender equity in the various practices, actions and reflections included in the architectural design of the city and territory.
Related Key Actions: A1.3; A1.4; A 3.6
- **Clube Criativos Portugal** is a non-profit organisation that aims to promote creativity in commercial communication; represent and establish quality standards in the sector; stimulate, support and help form the next generations; demonstrate the importance and necessity of good ideas; facilitate the exchange of experiences between professionals in the field.
Related Key Actions: A2.4;
- **Santa Casa da Misericórdia** is a private institution for the defence of priceless social values, in a perspective of proximity, respect and advocacy for good causes.
Related Key Actions: A1.5
- **Casa do Impacto** promotes innovative solutions to tackle social and environmental problems and needs, in accordance with the values promoted by Santa Casa da Misericórdia de Lisboa, for the construction of a more solidary and sustainable society. They will contribute to a greater promotion and visibility of the innovation ecosystem and social entrepreneurship.
Related Key Actions: A2.2; A 2.4
- **Maze Impact** is a start-up accelerator that aims to find, accelerate and invest in solutions for social and environmental challenges that deliver impactful outcomes.
Related Key Actions: A2.2
- **Pluriversidade Comunitária** aims to share and disseminate knowledge outside the academic sphere, bringing it to those who have never had access to higher education.
Related Key Actions: A2.3; A 2.7
- **Fundação Ricardo Espírito Santo Silva** is an association that concentrates, promotes, alerts, disseminates and launches professionals in the area of Arts and Crafts. It develops projects for the promotion and dissemination of traditional Arts and Crafts based.
Related Key Actions: A 2.5
- **Fundação AGEAS** is a corporate social solidarity organisation. It supports the community, promoting corporate volunteering and developing programmes with social impact. It aims to be a unique institution that contributes to inclusive and resilient communities.
Related Key Actions: A 2.5

- **Fundação Aga Khan** promotes social cohesion in communities shaped by migration. The objective is to improve the quality of life, through the strengthening of social, cultural and economic inclusion in order to promote a pluralistic society with a cosmopolitan ethic in which everyone benefits.
Related Key Actions: A2.2
- **Rede DLBC** is an association for the communitarian local development of Lisbon that aims to implement an innovative co-governance model of the territory of the city of Lisbon through the implementation of local development plans.
Related Key Actions: A1.5; A 2.3
- **Energias de Portugal (EDP)** is a company in the energy sector, at the level of production, distribution and commercialization of electricity, and commercialization of gas. It has an ambitious commitment, which includes an unprecedented acceleration of growth in renewables.
Related Key Actions: A 3.7
- **Smart Energy Lab** is a collaborative laboratory, with associates from industry and academia, aiming at the development, deployment and adoption of new energy downstream solutions by creating new products and services.
Related Key Actions: A 3.7
- **Laboratório Nacional de Engenharia Civil (LNEC)** is an independent R&D entity aiming to contribute to the creation, development and dissemination of research in fields related to civil engineering.
Related Key Actions: A 3.1
- **FCT- NOVA- UNL** - The NOVA School of Science and Technology (FCT NOVA) is one of the three largest and most prestigious schools of Engineering and Sciences in Portugal.
Related Key Actions: A 3.2; A 3.3
- **IN+ IST** - The Centre for Innovation, Technology and Policy Research (IN+) is a cross-disciplinary research venue, acting to enhance the integration of scientific research in technology, innovation and public policies with the final goal of promoting sustainable applications for science, industry and society.
Related Key Actions: A 3.3
- **Instituto de Geografia e Ordenamento do Território (IGOT)** is a public teaching and research institution in the areas of geography, social and earth sciences, planning and land management
Related Key Actions: A 3.6
- **Escola de Tecnologias Inovação e Criação (ETIC)** is an academic institution focused on arts and creativity.
Related Key Actions: A 3.7
- **Empresa Pública das Águas Livres (EPAL)** is a public company for capturing, producing, transporting and distributing water for human consumption.
Related Key Actions: A 3.1;
- **Turismo de Portugal** is a public entity that aims to promote Portugal as a destination to visit, live, study or invest.
Related Key Actions: A 2.5
- **Agência para a Energia (ADENE)** is the national energy agency that aims to promote and carry out activities of public interest in the area of energy and its interfaces with other sectoral policies, in articulation with other entities with attributions in these domains, and also to promote and carry out activities of public interest focused on water use efficiency and energy efficiency in mobility.
Related Key Actions: A 3.2; A 3.3

- **Instituto Português do Mar e da Atmosfera (IPMA)** is the State laboratory whose mission is to promote and coordinate scientific research, technological development, innovation and the provision of services in the field of the sea and the atmosphere.
Related Key Actions: A 3.6
- **Empresa Municipal de Mobilidade e Estacionamento de Lisboa (EMEL)** is a local public company that develops a range of projects and activities within the capital's urban mobility strategy, which includes mobility policies and the use of public space. In parallel, it participates in international projects, which promote mobility innovations.
Related Key Actions: A 3.4; A 3.5
- **Lisboa's Parishes (Junta de Freguesia de Arroios, Santa Maria Maior and São Vicente)**. These are three of the 24 parishes that make up the Municipality of Lisbon. The parish is the smallest administrative division in Portugal and the one closest to the citizens. They are administrative subdivisions of administrative municipalities in Portugal. Each parish has financial and management autonomy in certain operational activities, such as to promote and implement community intervention projects, support activities of a social, educational, cultural and sporting nature, conservation and cleaning of public spaces.
Related Key Actions: A1.3; A 1.4; A 1.5; A 2.1; A 2.3; A 2.4; A 2.5; A 2.7; A 2.8; A 3.2
- **Municipality of Lisbon - Environment, Energy and Climate Change Department (CML - DAEAC)**
Related Key Actions: A1.1; A1.2; A 3.1; A 3.2; A 3.6; A 3.7
- **Municipality of Lisbon - Cultural Department (CML - DMC)**
Related Key Actions: A1.3; A1.4; A 2.1, A 2.4; A 2.5; A 3.7
- **Municipality of Lisbon - Territorial Intervention Units (CML - UIT)**
Related Key Actions: A1.3; A1.4 ; A 3.1
- **Municipality of Lisbon - Local Development Department (CML - DDL)**
Related Key Actions: A1.5; A 2.4
- **Municipality of Lisbon - Urban Planning Department (CML - DPU)**
Related Key Actions: A3.3
- **Municipality of Lisbon - Mobility Department (CML - DMM)**
Related Key Actions: A3.4; A 3.5

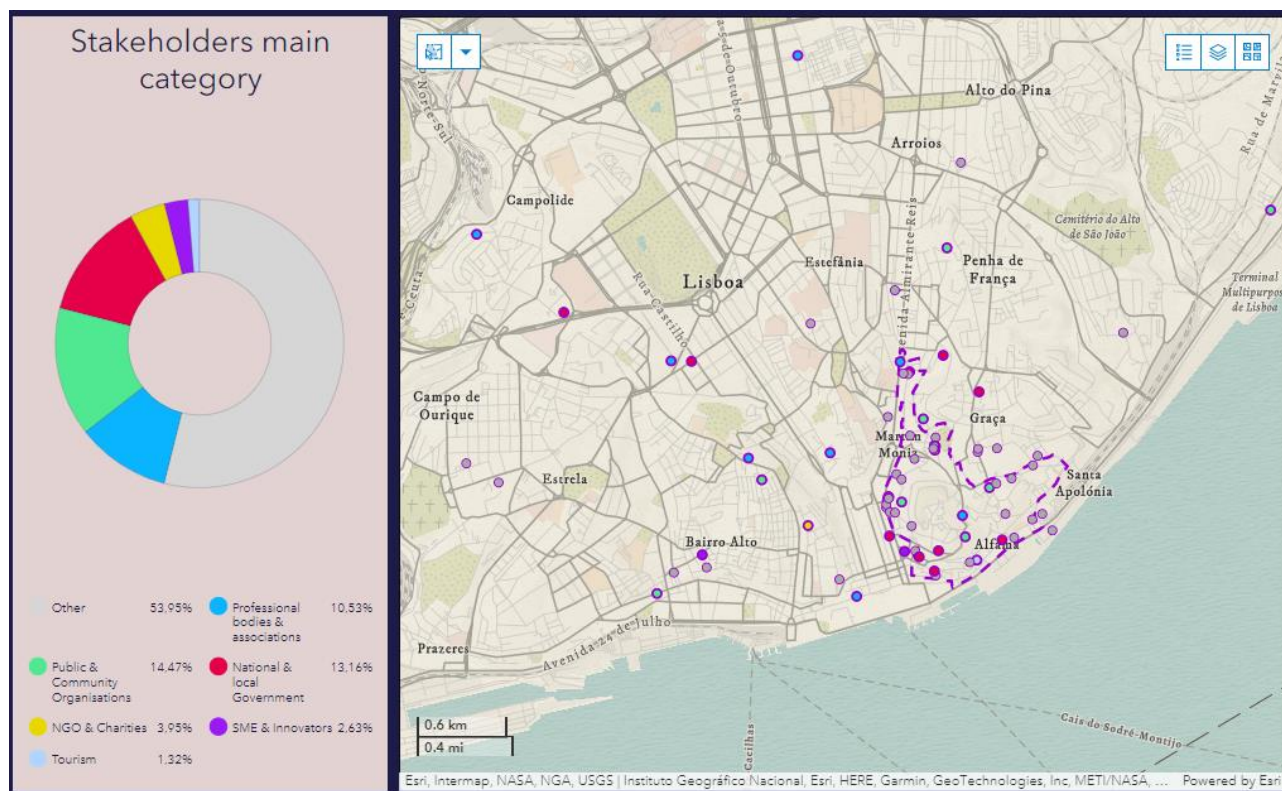


Figure 5 : Potential stakeholder map by main category of intervention (Source: HUB-IN GeoToo)

4.2 - Potential future collaboration, partnerships and key actions

The future exploitation model of the HUB Colina do Castelo will be designed based on a **strategic public-private partnership approach**, which should include all or part of the key stakeholders identified above.

The partnerships to establish will have several purposes:

- Support the strategic governance of the HUB;
- Liaise with academia and open innovation actors;
- Liaise with local policies;
- Support the operational management of the HUB;
- Ensure a communication channel between the HUB activities and:
 - the local communities
 - the private owners.

The HUB Colina do Castelo should also create a direct link with the local Community through the organisation of a **citizens' assembly or community groups**. In order to empower and put the local community at the core of the area by ensuring they have their direct say in the local policy making process and ensure that the local strategies developed by the city council and parishes are adapted to the reality and constraints of the neighbourhoods of Colina do Castelo

The possibility of establishing collaborations with other neighbourhoods in Lisbon or with other Portuguese cities is being considered in order to meaningfully replicate and share relevant experiences.

Sharing of experiences and cross-pollination of ideas and innovative solutions is also crucial for the establishment of strategic partnerships between the HUB-IN cities.

4.3 - Portfolio of key actions

The enablers, challenges, tools for implementation and other considerations for all the actions are included in the ANNEX 2. These are based on the Roadmap workshop carried out in February 2022 with cross sector representation.

Mission 1 | Promote a circular neighbourhood by valuing cultural heritage based on inclusion and quality of life

Portfolio of key actions

- A1.1: Promote transition to circular business models
- A1.2: Influence and promote sustainable consumption and prosuming behaviours
- A1.3: Promote the development of shared multifunctional spaces, preserving the cultural memory of the places, oriented towards people's well-being and health
- A1.4: Activate the cultural memory of the Castle Hill/Colina do Castelo by combining environmental, aesthetical and functional values
- A1.5: Promote inclusive, intergenerational and multicultural living solutions to mitigate social isolation

A1.1: Promote transition to circular business models

1. **Alliances, Partnerships:** CEP, Zero Waste Lab, CML - DAEAC
2. **HUB-IN Ingredients addressed:** Heritage, Physical and digital infrastructure, Support Organisations, Knowledge, Marketplace/demand, Human Resources, Leadership, Finance
3. **Expected impact:** Introduction of measures that direct the new business models to be created, as well as the existing ones, towards circular management models. At the same time, create conditions that allow residents and visitors to enjoy practical experiences that demonstrate the benefits related to the efficient use of resources and their sharing.

A1.2: Influence and promote sustainable consumption and prosuming behaviours

1. **Alliances, Partnerships:** Zero Waste Lab, CEP, CML - DAEAC
2. **HUB-IN Ingredients addressed:** Heritage, Physical and digital infrastructure, Support Organisations, Knowledge, Marketplace/demand, Human Resources, Leadership, Finance
3. **Expected impact:** More efficient use of resources (materials, water and energy) through the introduction of concrete measures inherent to the basic principles of circular and sharing economic models in the creation of new businesses and in the daily dynamics of the resident and visitor population.

A1.3: Promote the development of shared multifunctional spaces, preserving the cultural memory of the places, oriented towards people's well-being and health

1. **Alliances, Partnerships:** CML - DMC; CML - UIT; Lisboa Parishes; Associação Renovar a Mouraria; Mulheres na Arquitetura
2. **HUB-IN Ingredients addressed:** Heritage, Physical and digital infrastructure, Support Organisations, Knowledge, Marketplace/demand, Human Resources, Leadership, Finance
3. **Expected impact:** Reduction of vacant or underused spaces for the benefit of activities that promote inclusivity and the well-being of inhabitants and visitors (recreational, sports associations, public spaces and municipal management).

A1.4: Activate the cultural memory of the Castle Hill/Colina do Castelo by combining environmental, aesthetic and functional values

1. **Alliances, Partnerships:** CML - DMC; CML - UIT; Lisboa Parishes; Associação Renovar a Mouraria; Mulheres na Arquitetura
2. **HUB-IN Ingredients addressed:** Heritage, Physical and digital infrastructure, Support Organisations, Knowledge, Marketplace/demand, Human Resources, Leadership, Finance
3. **Expected impact:** Recovery of memories and activities that are part of the collective memories of the neighbourhoods in the pilot area. Take advantage of the process developed to leverage new business models.

A1.5: Promote inclusive, intergenerational and multicultural living solutions to fight social isolation

1. **Alliances, Partnerships:** CML - DDL; Santa Casa da Misericórdia; Lisboa Parishes; PERVE; Rede DLBC, Associação Renovar a Mouraria
2. **HUB-IN Ingredients addressed:** Heritage, Physical and digital infrastructure, Support Organisations, Knowledge, Marketplace/demand, Human Resources, Leadership, Finance
3. **Expected impact:** Reduced consequences and problems related to the isolation of the elderly, as well as mitigated sources of tension between cultures and socio-economic levels.



Mission 2 | Boost creativity and rethink local businesses to improve the economy and safeguard traditional knowledge

Portfolio of actions

- A2.1: Map and build a database of relevant local traditions, skills and talents
- A2.2: Develop and implement acceleration and open innovation programmes focused on local capabilities
- A2.3: Create tools for the transfer of knowledge and skills involving the local community (including non-Portuguese local residents with specific traditional knowledge), as well as young entrepreneurs from other areas of the city
- A2.4: Promote the creation of products based on local heritage by combining ancient arts and crafts with innovative materials and techniques, bringing together local entrepreneurs and merchants with other entrepreneurs and innovators
- A2.5: Create and promote cultural activities that are attractive and sustainable, responsible and creative, that can benefit the local community and foster entrepreneurship
- A2.6: Create an Arts and Crafts Centre/Cultural Centre (Craftsman Centre)
- A2.7: Support the capacities of local traders through economic, digital and sustainable literacy programmes
- A2.8: Create a brand that reflects the authentic identity of the area

A2.1: Map and build a database of relevant local traditions, skills and talents Alliances, Partnerships: CML - DMC; Associação Bairros; Lisboa Parishes

1. **HUB-IN Ingredients addressed:** Heritage, Physical and digital infrastructure, Support Organisations, Knowledge, Marketplace/demand, Human Resources, Leadership, Finance
2. **Expected impact:** A thorough database to serve as support for better informed decision making by public or private entities. This action can be the pillar that allows the development of other actions, especially A2.3. and A2.4.

A2.2: Develop and implement acceleration and open innovation programmes focused on local capabilities

1. **Alliances, Partnerships:** Casa do Impacto; Maze Impact; Fundação Aga Khan
2. **HUB-IN Ingredients addressed:** Heritage, Physical and digital infrastructure, Support Organisations, Marketplace/demand, Human Resources, Finance
3. **Expected impact:** A series of market oriented proposals and sustainable innovative solutions that are focused on local capabilities.

A2.3: Create tools for the transfer of knowledge and skills involving the local community (including non-Portuguese local residents with specific traditional knowledge), as well as young entrepreneurs from other areas of the city

1. **Alliances, Partnerships:** Rede DLBC; Pluriversidade Comunitária; Lisboa Parishes.
2. **HUB-IN Ingredients addressed:** Heritage, Physical and digital infrastructure, Support Organisations, Knowledge, Marketplace/demand, Human Resources, Leadership
3. **Expected impact:** Diverse tools and methods created to facilitate knowledge transmission by and for the whole community, serving as a vehicle for the social integration of migrants as well as leveraging existing knowledge into innovative solutions and new business models.

A2.4: Promote the creation of products based on local heritage by combining ancient arts and crafts with innovative materials and techniques, bringing together local entrepreneurs and merchants with other entrepreneurs and innovators

1. **Alliances, Partnerships:** Casa do impacto; Clube Criativos Portugal; CML - DDL; CML - DMC
2. **HUB-IN Ingredients addressed:** Heritage, Support Organisations, Knowledge, Marketplace/demand, Human Resources, Finance
3. **Expected impact:** Improved knowledge transmission; Improved quality of local commerce; Fostered innovation and entrepreneurship processes; New and qualified people attracted to Colina do Castelo; traditional knowledge is revalued and integrated into the innovation system.

A2.5: Create and promote cultural activities that are attractive and sustainable, responsible and creative, that can benefit the local community and foster entrepreneurship

1. **Alliances, Partnerships:** Lisboa Parishes; Associação Renovar a Mouraria; Turismo de Portugal.
2. **HUB-IN Ingredients addressed:** Heritage, Physical and digital infrastructure, Support Organisations, Knowledge, Marketplace/demand, Human Resources, Leadership, Finance
3. **Expected impact:** Various events and activities are developed like fairs, markets, exhibitions or festivals that allow the local community and entrepreneurs to learn, teach, showcase or express their culture.

A2.6: Create an Arts and Crafts Centre/Cultural Centre (Craftsman Centre)

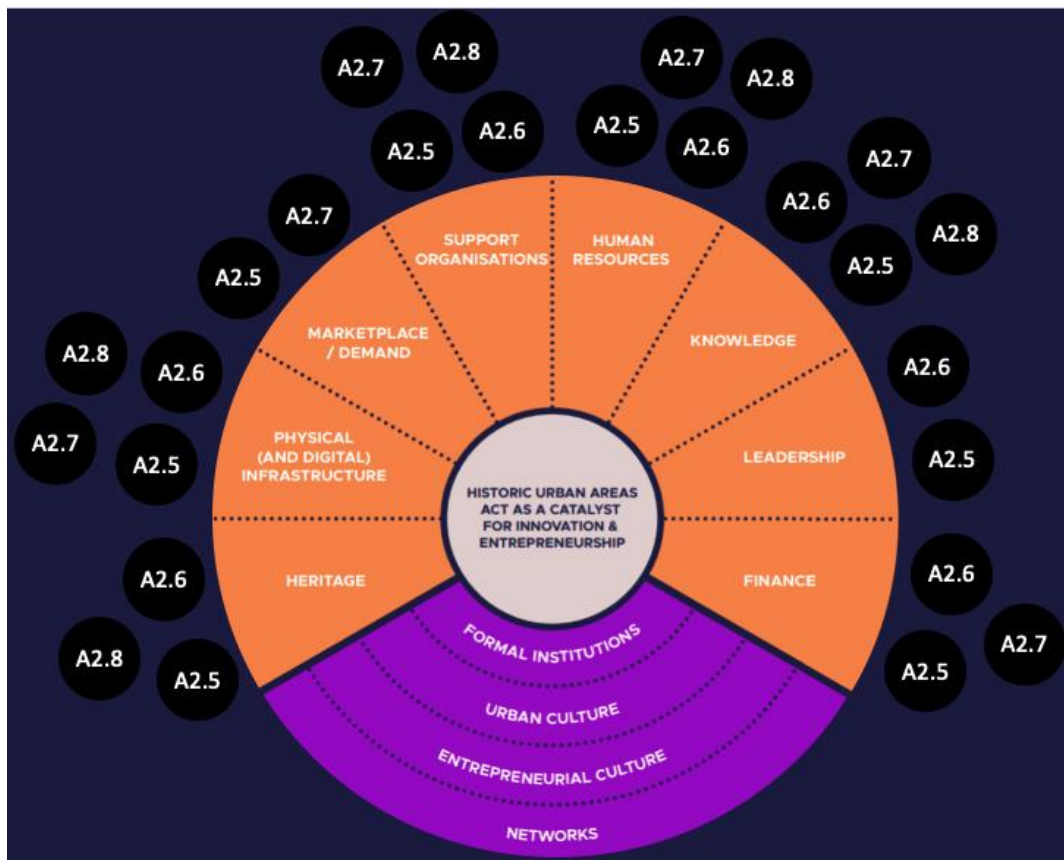
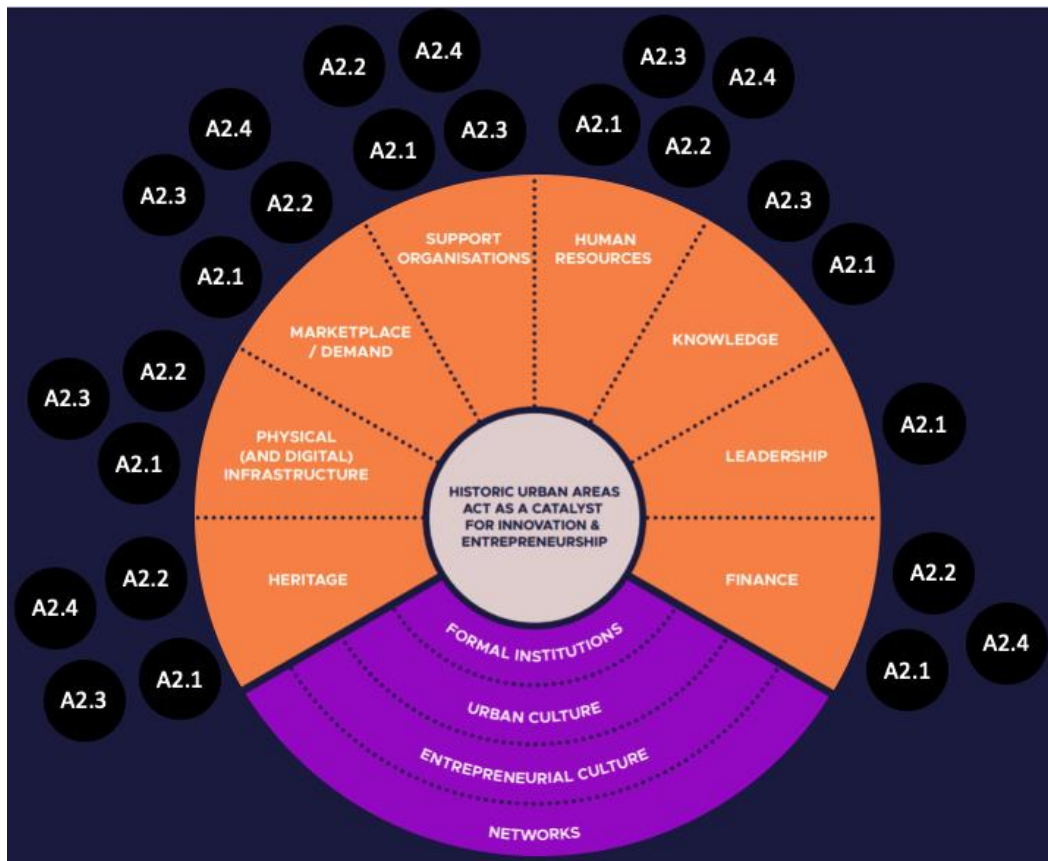
1. **Alliances, Partnerships:** CML - DMC; Lisboa Parishes, Fundação Ricardo Espírito Santo Silva; Fundação AGEAS
2. **HUB-IN Ingredients addressed:** Heritage, Physical and digital infrastructure, Support Organisations, Knowledge,, Human Resources, Leadership, Finance
3. **Expected impact:** A space (or group of spaces) that polarises ideas and experiences and contributes to the transmission of knowledge by and for the whole community.

A2.7: Support the capacities of local traders through economic, digital and sustainable literacy programmes

1. **Alliances, Partnerships:** Lisboa Parishes; Pluriversidade Comunitária; Associação de Comerciantes do Bairro de Alfama.
2. **HUB-IN Ingredients addressed:** Physical and digital infrastructure, Support Organisations, Knowledge, Marketplace/demand, Human Resources, Leadership, Finance
3. **Expected impact:** Improved quality of local commerce favouring more traditional and/or utilitarian types of shops aimed at residents and workers.

A2.8: Create a brand that reflects the authentic identity of the area

1. **Alliances, Partnerships:** Lisboa Parishes; Renovar a Mouraria
2. **HUB-IN Ingredients addressed:** Heritage, Physical and digital infrastructure, Support Organisations, Knowledge, Human Resources,
3. **Expected impact:** Better communicated values, offerings and identity of the place; Better developed community (competitive) identity for its well being and economic success. Improved local community building; Instilled sense of pride.



Mission 3 | Promote climate action, making it compatible with the cultural-led urban regeneration of colina do castelo, creating better living conditions and comfort for local communities

Portfolio of actions

- A 3.1: Enhance the reuse of local water resources and improve climate adaptation, promoting circular solutions to close the urban water cycle
- A 3.2: Address energy poverty by characterising and collecting information from the inhabitants and the place, considering the dimensions of thermal comfort, health and economy; as well as supporting and empowering the population to improve their living conditions
- A 3.3: Explore and build multilayered intervention scenarios on thermal renovation solutions for buildings, through the creation of Living Laboratories with local inhabitants
- A 3.4 : Develop active and shared mobility solutions
- A 3.5 : Explore micro-logistics solutions to improve last-mile accessibility in loading and unloading of local commerce
- A 3.6: Integrate nature-based solutions in outdoor spaces to reduce urban heat island and the impact of heat waves
- A 3.7: Establish acceleration and mentoring programmes for entrepreneurs and innovators to develop climate mitigation and adaptation solutions
- A 3.8: Empower local communities to experiment using art and aesthetics as a vehicle for climate awareness

A3.1: Enhance the reuse of local water resources and improve climate adaptation, promoting circular solutions to close the urban water cycle.

1. **Alliances, Partnerships:** CML - UIT; CML - DAEAC; LNEC; EPAL
2. **HUB-IN Ingredients addressed:** Heritage, Physical and digital infrastructure, Support Organisations, Knowledge, Marketplace/demand, Human Resources, Formal Institutions
3. **Expected impact:** Increased water circularity systems and improved adaptation to climate change. Enhanced sustainable use of the local natural heritage and improved quality of life of residents and visitors's experiences. Improved reuse of non-potable water for less demanding uses (e.g. washing streets and green spaces irrigation). Contribute to improve water efficiency, naturalisation of public spaces and to reduce the negative effects of the urban heat island.

A3.2: Address energy poverty by characterising and collecting information from the inhabitants and the place, considering the dimensions of thermal comfort, health and economy; as well as supporting and empowering the population to improve their living conditions

1. **Alliances, Partnerships:** FCT- NOVA- UNL; ADENE; CML - DAEAC; Lisboa Parishes
2. **HUB-IN Ingredients addressed:** Heritage, Physical and digital infrastructure, Support, Knowledge, Organisations, Marketplace/demand, Human Resources, Finance
3. **Expected impact:** Improved health and well-being of most vulnerable population groups (e.g. low income ageing residents); raising awareness about more energy-efficient behaviour; inform local policies on the housing conditions of the Colina do Castelo neighbourhood and contribute to find solutions to mitigate energy poverty

A3.3: Explore and build multilayered intervention scenarios on energy renovation solutions for buildings, through the creation of Living Laboratories with local inhabitants

1. **Alliances, Partnerships:** ADENE; Associação Copérnico; IN+ IST; FCT- NOVA- UNL; CML - DPU
2. **HUB-IN Ingredients addressed:** Heritage, Physical infrastructure, Support Organisations, Knowledge, Marketplace/demand, Human Resources, Leadership, Finance
3. **Expected impact:** Better integration of renewable energy in buildings with constraints related to heritage conservation; Contribute to the energy renovation of historic buildings through innovative architectural and technological solutions; Improved climate resilience of historic buildings; Better connectivity with local communities through living labs, real life experimentations and open innovation solutions.

A3.4: Develop active and shared mobility solutions

1. **Alliances, Partnerships:** CML- DMM; EMEL; Federação Portuguesa de Ciclismo.
2. **HUB-IN Ingredients addressed:** Physical and digital infrastructure, Support Organisations, Marketplace/demand, Leadership, Finance, urban culture
3. **Expected impact:** Improve the mobility connections (pedestrian and bike), from Colina do Castelo to the city centre and connect to the city's public transport network. Improved inclusiveness and accessibility. Less private transport thanks to increased public space availability for multi-purpose and people-centric use. Contribute to the decarbonisation of the mobility sector in Lisbon. Improved air quality and lifestyle conditions in the Colina do Castelo.

A3.5: Explore micro-logistics solutions to improve last-mile accessibility in loading and unloading of goods from local businesses

1. **Alliances, Partnerships:** CML- DMM; EMEL; Associação de Comerciantes do Bairro de Alfama.
2. **HUB-IN Ingredients addressed:** Physical and digital infrastructure, Support Organisations, Knowledge, Marketplace/demand, Human Resources, Leadership, Finance, Entrepreneurial culture, urban culture
3. **Expected impact:** Contribute to a green urban logistic zone in the historic centre of Lisbon, only accessible to environmentally friendly vehicles. New urban micrologistic business models fostered. Accelerated innovative ICTs solutions for the management, control, supervision and monitoring of loading and unloading activities in the city. Test new concepts of logistic terminals, urban distribution centres and other forms of logistics and micro-logistic consolidation in the city centre. Indirect impact in the form of improved quality and efficiency of traditional local businesses and development of more sustainable tourism.

A3.6: Integrate nature-based solutions in outdoor spaces to reduce urban heat island and the impact of heat waves

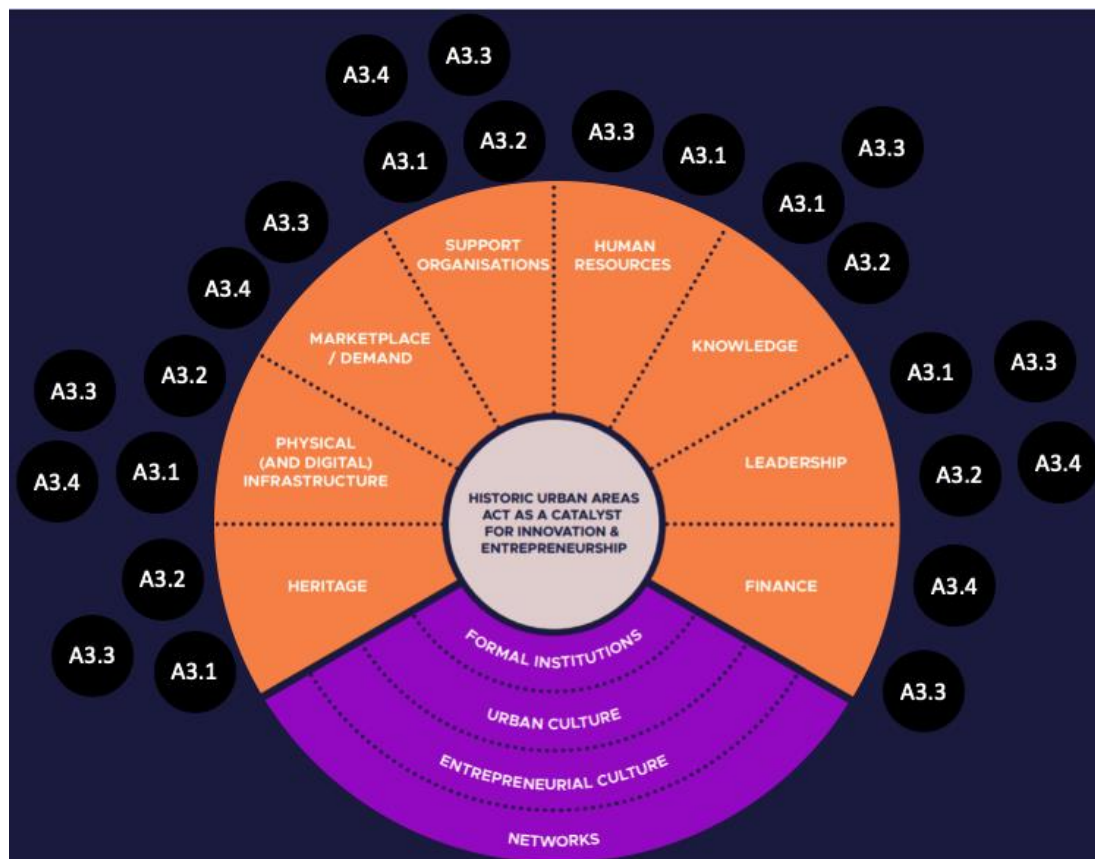
1. **Alliances, Partnerships:** CML - DAEAC; Mulheres na Arquitetura; IPMA; IGOT
2. **HUB-IN Ingredients addressed:** Heritage, Physical and digital infrastructure, Support Organisations, Knowledge, Marketplace/demand, Leadership, Finance, Entrepreneurial culture, Urban culture
3. **Expected impact:** Reduced outdoor temperatures and reduced energy consumption in houses by using innovative solutions in outdoor spaces. Showcased and tested nature-based solutions to tackle heatwave episodes and reduce flash floods. Showcased and tested innovative materials for cold pavements and other solutions to reduce urban heat island that are adapted to the requirements of urban heritage.

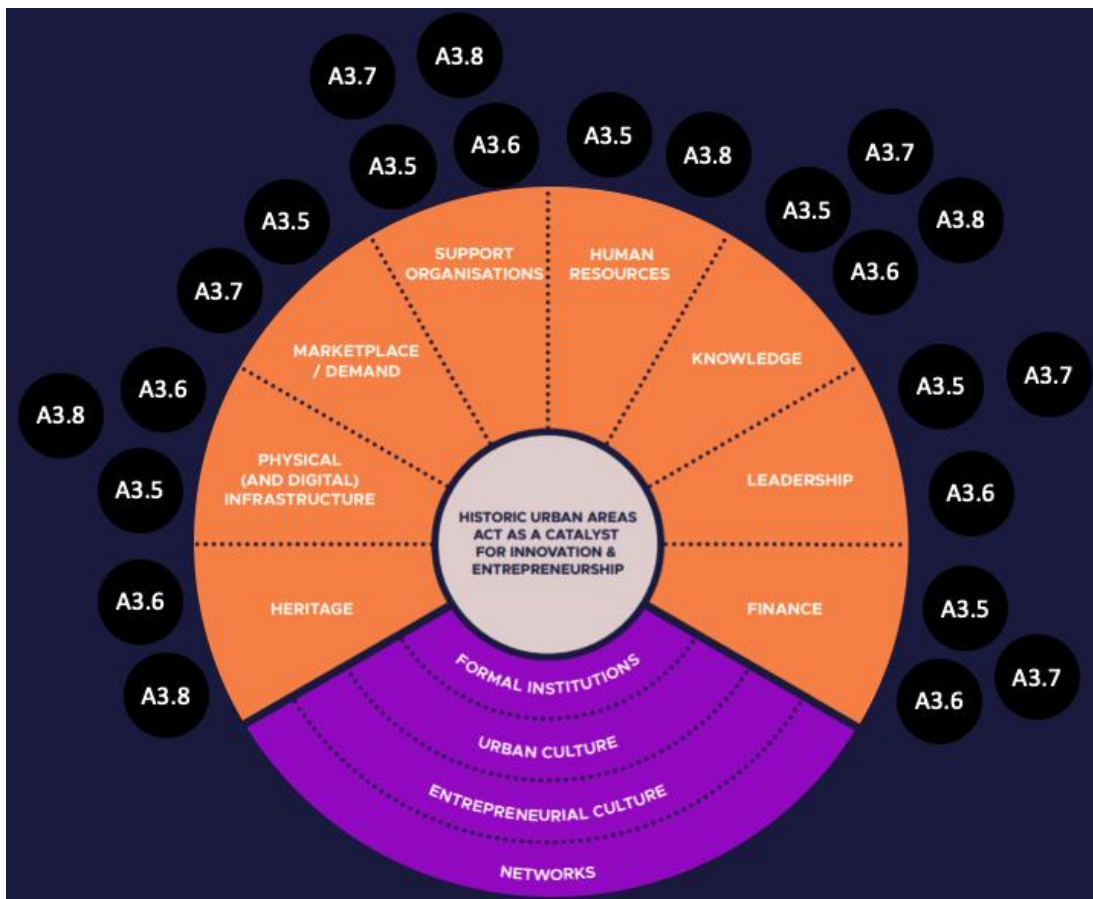
A3.7: Establish acceleration and mentoring programmes for entrepreneurs and innovators to develop climate mitigation and adaptation solutions

1. **Alliances, Partnerships:** EDP (Innovation Area); Smart Energy Lab; CML - DAEAC
2. **HUB-IN Ingredients addressed:** Heritage, Physical and digital infrastructure, Support Organisations, Knowledge, Marketplace/demand, Leadership, Finance, Entrepreneurial culture, Urban culture
3. **Expected impact:** Accelerated innovation and entrepreneurship processes towards a greener, more sustainable and climate resilient historic quarter. Densified network of innovators and entrepreneurs. New job opportunities created in the area of the green economy. New and qualified people attracted to Colina do Castelo, revalued and integrated traditional knowledge into the innovation system. New business and financial models explored and that could foster the implementation of climate resilient solutions compatible with cultural heritage values.

A3.8: Empower local communities to experiment using art and aesthetics as a vehicle for climate action

1. **Alliances, Partnerships:** CML- DMC; Associação Renovar a Mouraria; ETIC- Escola de Tecnologias Inovação e Criação
2. **HUB-IN Ingredients addressed:** Heritage, Physical and digital infrastructure, Support Organisations, Knowledge, Human Resources; Urban Culture
3. **Expected impact:** Aligned with the New European Bauhaus initiative it is expected to promote new lifestyles in Colina do Castelo combining sustainability, inclusiveness, creativity and culture. Through the development of experimental activities and co-creation processes with local communities, it is expected to increase the sense of belonging to the place by making use of its culture and heritage and in that context, fight against energy poverty and improve access to circular and less carbon intensive products and services.





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 multicultural and festive hub, where tradition meets innovation, that can be enjoyed by older and younger residents alike but also attractive for tourists.

Target audience

The local team identified the below audience as main target for their branding activities:

- Residents of Lisbon
- Tourists
- Artisans and traditional businesses
- Creative startups

5.2 - Brand mission

- Bring locals back to the neighbourhoods of Colina do Castelo
- Show tourists the uniqueness of the area compared to other places in Lisbon/Portugal

The brand should support the local hub's objectives, particularly the ones related to preserving the memory of the Historic Urban Area, reversing the trend of abandonment and promoting cultural heritage, innovation and sustainability.

5.3 - Brand objectives

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

- Promote intergenerational and intercultural interactions
- Communicate the true character of the place
- Show everything the two districts can offer

5.4 - Brand essence: "Be a part of the story"

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.

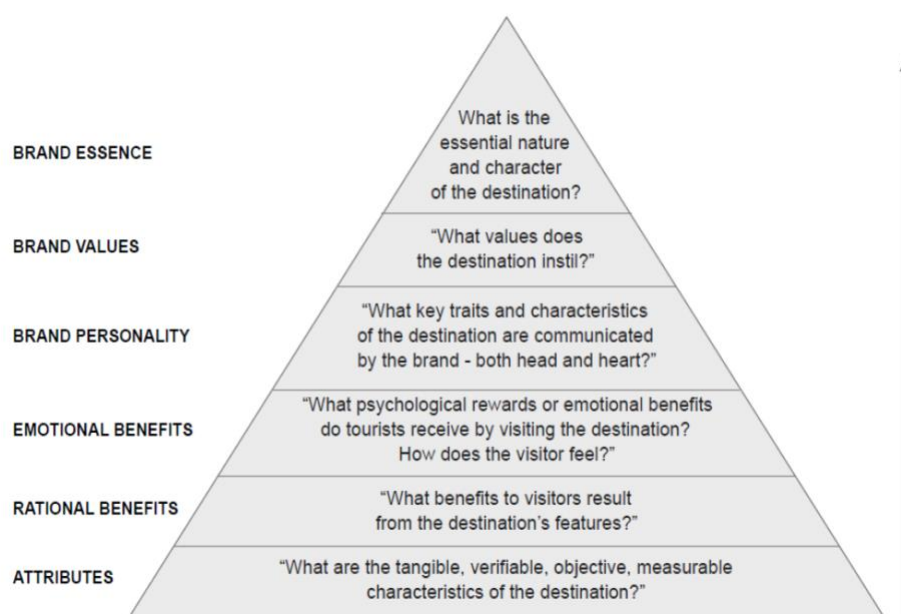


Figure 6. Brand Pyramid Template - Source: A Practical Guide to Tourism Destination Management (2009)

With Energy Cities' support the HUB-IN team in Lisbon created the pyramid for their historic urban area.

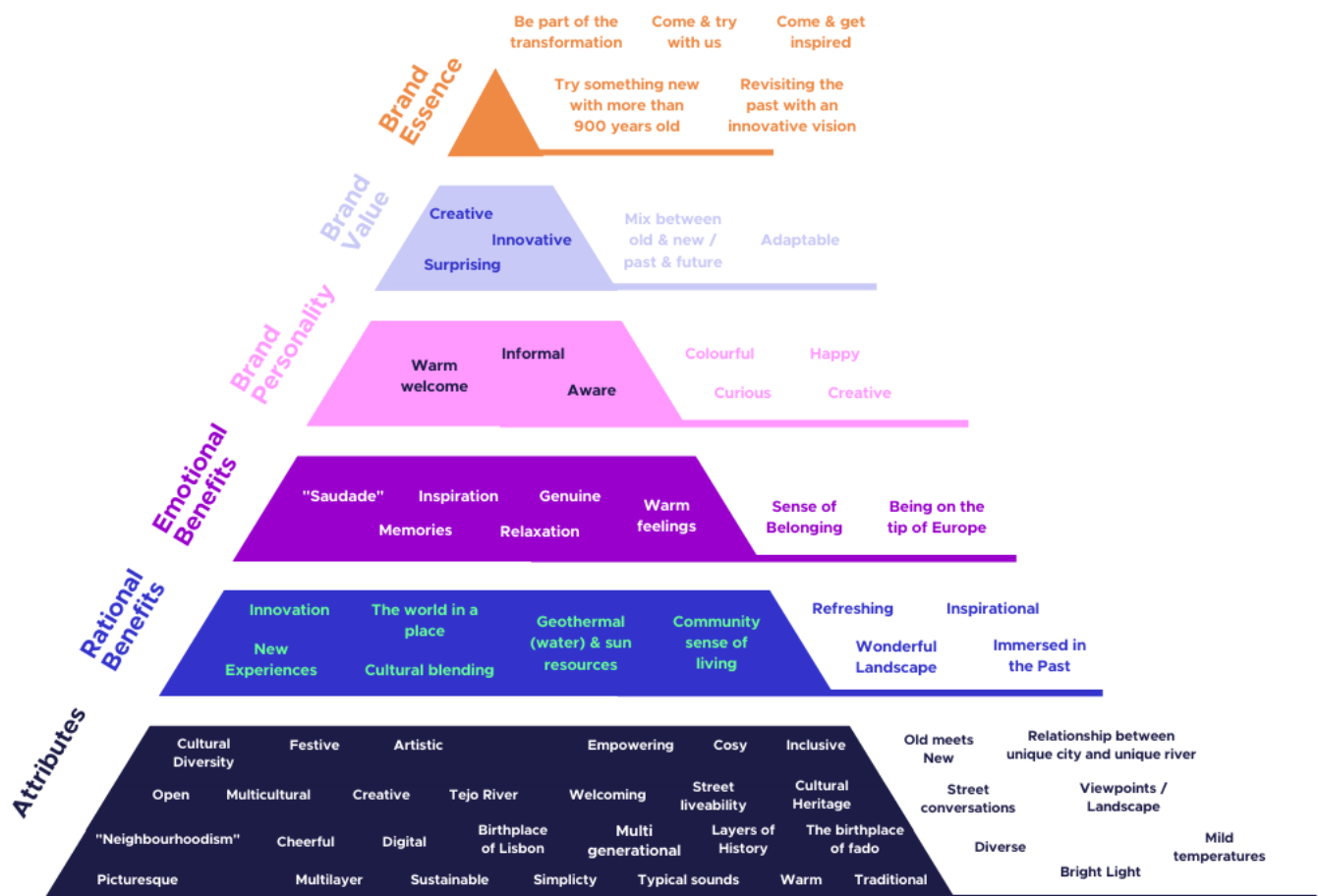


Figure 7. Brand pyramid as filled in by the HUB-IN team in Lisbon

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

Alfama is the oldest part of the city, known for its Fado houses, traditional restaurants and distinctive architecture. It is a very sunny spot in the city, where neighbourhood relations are very strong, and most residents are part of the older generation.

Mouraria is known for its genuine and diverse environment (92 nationalities reside there) and welcoming atmosphere. It is home to many cultural associations that make it very lively.

Overall, the local hub area is rich in cultural heritage (material & immaterial) but also natural resources. It is a very colourful place, the Tejo River and cheerful atmosphere contribute to its beauty.

Benefits

People can immerse themselves in the past, take advantage of the beautiful landscapes and cultural offering. They feel very welcome to the area, part of the community, but are also stimulated to explore it. The bitter-sweet "saudade" feeling is common for everyone visiting this part of Lisbon, and it contributes to making it a unique experience.

Personality

If it were a person, Lisbon's historic area would be a polyhedric and socially/environmentally engaged artist: very aware of everything that is happening, but also happy and warm, able to express themselves in different disciplines, curious about people, eager to share their knowledge and stories, to maintain the authenticity of their historic urban area but also to bring about change.

These traits should be reflected in the hub's communication style: informal, positive, engaging but still accessible to all generations and cultures.

Values

Creativity, adaptability and curiosity are the values that the local hub instils. Creativity and curiosity lead to entrepreneurship. Adaptability is necessary to innovate in a context where traditions and heritage are so important, for the old and the new to coexist in a congruous way, to bring about change but avoid gentrification. Such brand values can define the themes of the communication to be done around the hub.

In short...

Be a part of the story: an open invitation to anyone to come to the area and add to its "colours" – that is put their passion, their creativity and entrepreneurship at good use, for the future sustainable development of Alfama and Mouraria. Being a part implies contributing while respecting what is already present, that is 900 years of traditions, beautiful buildings, current inhabitants etc...

ANNEXES

The following annexes can be consulted in a separate document:

ANNEX 1 – Other relevant key initiatives and projects

ANNEX 2 – Enablers, Challenges, Key Measures, Tools for Implementation and Other Considerations/Solutions classified per 8 themes: Heritage, Housing, Local Economy and Commerce, Culture and Events, Intergenerationality, Sustainability, Mobility and Accessibility, Participation and Community (based on the Roadmap workshop carried out in February 2022 with cross sector representation)

ANNEX 3 – Report on the perception of the two neighbourhoods prepared by Makebetter solutions based on a design thinking approach and empathy creation, direct observation and in-depth interviews

ANNEX 4 - Lisbon Pilot Insights, prepared by HUB-IN Lisbon Pilot Team

This document was prepared during the roadmap development period and gathers qualitative and quantitative information collected and processed by the HUB-IN Lisbon team. The Lisbon Pilot Insights, provides information that contribute to the characterization of the HUB-IN pilot area - Colina do Castelo, on several themes including: neighbourhoods' characteristics, population, buildings, real estate dynamics, mobility and accessibility, local traditions, local development, endogenous resources, cultural identity, strategies, policies and programmes



Funded by the Horizon 2020 Framework
Programme of the European Union