HUB-IN

Lisbon Roadmap
Annexes

September 2022

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ANNEX 1 – Other relevant key initiatives and projects

- **Event - Feira Feita:** local artisans' fair (September 2019-2022)
- **Event - Fado League:** Creatively linking the traditional fado with the modern boxing, resulting in a local event that engages the local population and tourists of all generations.
- **Event - Festas de Lisboa:** Popular and traditional parties taking place on the street
- **Policy - Detailed urban plan for Colina Do Castelo**
- **Policy - New accessibilities to Colina do Castelo**
- **Bicycle Acquisition Support Programme** and bike-sharing system as the city plans to increase bike lanes to a total of 200 km by 2030, offering financial support to citizens, local SMEs and NGOs to acquire bicycles. Increasing pedestrian areas and accessibility is also a priority.

- **Lisboa Robotis** is a smaller project around open innovation. Its goal is to create and organise a cluster for robotics in Lisbon, promoting open innovation in the city through its hotspots, hubs and living labs.
- **The Lisbon Web summit** is one of the biggest events in tech and entrepreneurship in the city, a regular appointment for local innovators.
- **Lisbon Declaration on Cities for all:** building cities for citizens and visitors (2019) is committing to sustainable tourism.
- **Rock project:** focuses on the social transformation of the remote neighbourhood of Marvila, which has a strong identity linked to its industrial and rural heritage, to redefine the area's brand. One of the activities organized within the scope of the ROCK Lisbon Living Lab is the cooperation with the Rés do Chão association for the rehabilitation and restoration of abandoned ground floors, converting them into pop-up and community-run stores.
- **T-factor**[1] focuses on the requalification of Trafaria, an abandoned site located in Almada, next to Lisbon, just on the other side of the river. The regeneration initiative aims to turn Trafaria into a hub of arts, culture and creativity that sees the settlement of the institute of arts & technologies at trafaria (IAT@T) as the catalyser of new higher education, applied research and enterprise opportunities with an international outlook, yet with a strong focus on the creation of positive social and economic impacts over the area and its inhabitants.
- **OPEN Heritage**[2] is focusing on the are of Marques de Abrantes, a marginalized area in Lisbon, with many degraded buildings and a vulnerable, aging, low-income population. The project focuses on the creation of a model of community engagement and co-governance, which not only allows the residents and local stakeholders to influence the rehabilitation process but can serve as a model to other rehabilitations; Start the rehabilitation of some building areas; Start "pop up" and temporary use of the site.
- **CONNEXUS**[3] will be delivered in the deprived urban districts of Atores, Mercado de Arroios Armador and Olaias. Lisbon will trial low-cost and low-maintenance nature-based solutions that fit their local context such as local climate and soil conditions. The implementation of the schemes will ensure a strong focus on social inclusion, demonstrating place-keeping principles, and enhancing ecological connectivity in the city's urban districts, in often low-income and deprived communities.
- **TURISMO & TRANSFORMAÇÃO URBANA EM ALFAMA - CERIS-IST** A Civil Engineering Research and Innovation for Sustainability that aims to respond to the question: What socio-urban transformations took place in Alfama? Analysis period: 2011-2018
- **AGORA projeto- IGOT**[4] seeks to bring NGOs and citizens in general closer to the political sphere, for a more effective and timely intervention with policy makers, empowering NGOs and affected and/or interested citizens, for greater participation, throughout the dissemination of information on strategies, mechanisms and opportunities for participation, within the scope of public policies, both at national and local levels.

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)

THEME– Heritage

Enablers
- Lisbon Municipality
- Local communities (Church, EGEAC, residents, merchants)
- Local associations / NGOs
- Enterprises and local shops
- Parishes
- Immigrant communities

Challenges
- Recognition of heritage by local residents
- Preservation vs profitability
- Communication of the importance of a certain material or immaterial heritage
- Accessibility to some places / buildings
- Maintenance

Key measures / solutions
- Connect material and immaterial heritage through different activities involving both
- Promoting thematic routes
- Bridging heritage protection and energy sustainability
- Promoting cultural events in historic utility buildings (e.g. doing apparently contradictory activities: fado meets boxing or fado in historic public laundry place)
- Use of functional buildings (e. g. water reservoirs)
- Partnerships with local associations to divulge and maintain through volunteering
- Use of local residents to maintain and energise through activities like competitions between neighbourhoods or streets
- Professional training for guides
- Private and individual sponsorship (anyone can be patron of a building/monument)

THEME – Housing

Enablers
- Lisbon Municipality
- Government
- Local community
- Local associations
- Sponsors

Challenges
- Small size of houses / very little space for cars, storage, etc
- Difficult accessibility of house
- Difficult accessibility of place (steep streets and alleys)
- Lack of services (banks, public services)

Key measures / solutions
- "Control" what kind of commerce appears / control flood of souvenir shops
- Introduction of legal/fiscal tool to promote/help new residents (younger generations)
- Implement a mobility as a service system for locals (car-sharing for residents)
- community services to support day-to-day activities (laundry, child care, small household fixes, etc)
- Local common/communal spaces
- Boost in the sense of belonging

Governance model

- Housing co-op run by residents, sharing mutual services to help each other no just to build but to run buildings, quarters or other groups of buildings, and inherent services and solve day-to-day task asn problems

THEME – Local economy and Commerce

Enablers
- -Artisans
- -Local management etc

Challenges
- Vacant spaces for artisans, merchants, entrepreneurs (on reasonable prices)
- Lack of professional training for business / trade
- Lack of variety in the business items sold in the area (mostly souvenirs for tourists and Chinese shops)
- Resistance for change
- Lack of visibility / openness to the rest of the city
- Lack of attractivity for people outside the area (identity, variety…)
- Lack of coherence in the opinions of the locals
- Lack of integration of the immigrants in the local commerce.

Key measures / solutions
- Promoting thematic routes in the neighbourhood (e.g. revisit « Rota das Tasquinhas e Restaurantes da Mouraria », including other topics - http://videos.sapo.pt/SoGOT075wVJw0QcHqzuL - a previous initiative (2012) that was well received.
- Bringing people from other parts of the city to the pilot area – by promoting cultural events and having a regular entertainment and cultural offer to the public in general (not only tourists)
- Promoting cultural events on the streets
- Synergies between the traditional and the new – in terms of commerce and cultural activities
- Incentives by local management to promote street experiences
- Professional training / capacity building for local merchants and strengthening the bonds between entrepreneurs and merchants
- Regulate commercial mix (top level laws).

THEME – Culture and events

Enablers
- Lisbon Municipality
- Local community
- Local associations
- Enterprises and local shops
- Parishes
- Immigrant communities
- Intermediates with immigrant communities (technicians, social workers…)
- Influencers
- Sponsors

Challenges
- Segregation between « events for locals » and « events for people outside »
- Social integration
- Language barriers
- Lack of concern for the public space
- Lack of valorisation / trust / pride on the neighbourhood

Key measures / solutions
- Working on events « from all » and « for all »
- Big annual intercultural festival
- Festival / event that promotes sustainability and environmental education
- Homemade gastronomy « door-to-door » festival (or other « door-to-door »activities such as « feira da ladra / flea market »)
- Gastronomic innovations that result from intercultural exchanges (e.g « codfish samosa ») – uniting professional chefs and locals
- Gastronomic ideas competition

- Better understand what are the main « passions of the people »
- Promoting events of « unlikely connections » that move people (e.g. Box and fado together)
- Start small with events that gain trust from the local community – and eventually evolve to something bigger (start with locals)
- Events / workshops of local crafts and knowledge
- Street exhibition of blankets / tapestry hanging on the house's balconies (similar as in traditional religious events but including blankets from all styles and cultures)
- Urban art / street art (intercultural)

Tools for implementation
- Essential: involving local people
- Communication: digital or physical (through parishes / pamphlets / churches /schools / meeting points such as local shops and caffes…)

THEME - INTERGENERATIONALITY

Enablers
- - Population
- - Youth and old citizens
- - New commers
- - Groups of Citizens
- - Local commerce
- - Cultural Services from Municipality
- - Non-governmental Organisations
- - Parishes

Challenges
- Promoting the population's willingness to participate
- Taking advantage of scattered and isolated initiatives
- Lack of a systematised survey of traditions
- Non-existence of effective mechanisms for the promotion of knowledge transmission
- Some reserve and mistrust from older residents towards newly arrived foreign residents
- Financial resources and funding not identified

Key measures / Solutions
- Involve the various age and cultural groups present in the process of identifying and recording memories
- Create a signposting system to mark representative areas of local heritage
- Sharing knowledge and activities between young and old people
- Involve young people from other areas of the city to participate in the processes of memory and knowledge sharing about traditional activities in the neighbourhoods

Tools for implementation
- Creation of a network of hubs spread throughout the districts that make up the Castle hill ;
- Take advantage of local associations to host activities and function as temporary or pop-up Hubs ;
- Meetings and participative workshops ;

THEME - Sustainability

Enablers
- - Population
- - Youth and old citizens
- - Groups of Citizens
- - Local commerce
- - Non-governmental Organisations
- - Parishes
- - Endogenous Resources

Challenges
Making cultural identity compatible with the introduction of efficiency measures;
Taking advantage of the history of water in the territory as a way of promoting the resource;
Adapting old buildings to new ways of life;
Creating effective local mechanisms for sharing and exchanging materials

Key measures / Solutions
- Involve private owners in sharing private green and free spaces with access to the population;
- Development of local strategies by the local management (city council and parishes) adapted to the reality and constraints of the neighbourhoods of Colina do Castelo
- Recovery of old cisterns for water storage;
- Take advantage of the network of private outdoor spaces to promote the production of vegetables;
- Leverage local associations and citizen groups to promote participation and inclusion

Tools for implementation
- Local urban planning;
- Population dynamization;
- Involvement of municipal and parish services

THEME- MOBILITY AND ACESSIBILITY

Enablers
- - Population
- - Youth and old citizens
- - Groups of Citizens
- - Local commerce and Associations
- - EMEL
- - Municipality of Lisbon
- - Non-governmental Organisations
- - Parishes
- -Universities
- - Advertising companies
- - Companies providing vehicles and innovative solutions

Challenges
- Area with accessibility problems due to its urban characteristics: narrow and sloping streets and with manifest lack of space (many uses competing for little space)
- Public space has multiple functions that should be explored to improve people's quality of life, namely allowing its use by those on foot or using other soft modes.
- The lack of space poses problems for loading and unloading necessary to supply local commerce
- Lack of space is also a problem for parking private vehicles near homes
- Improve pedestrian accessibility to facilitate movement of a predominantly elderly or disabled population

Key measures / Solutions
- Create a micro-logistics pilot with the objectives of improving accessibility in the Last mile
- Serving local commerce through smaller vehicles, included cargo bikes, electric and non-electric bikes and other small electric vehicles
- The aim is that this solution will allow loading and unloading vehicles to stop in front of the shops without hindering the life of the pedestrians who want to enjoy the public space
- This last mile distribution would be made through a larger distribution centre located on or near COLINA DO CASTELO where the larger vehicles would arrive with the products
- Car Sharing Network for COLINA DO CASTELO
- To reduce the dependency on private cars and attract new inhabitants, namely young people, a very localised car sharing network could be developed
- Improving pedestrian accessibility
- Develop a pilot project involving companies providing automated solutions to facilitate the movement of elderly people from buildings without lifts. Also explore links with research centres that already have or want to develop innovative solutions. This could be also linked to social services to support the elderly in their daily shopping and in going out of their homes to enjoy the public space.

Tools for implementation
- To implement the Micro logistics pilot, the HUB-IN LX can play an important role in bringing together the main actors, including. local retailers and distribution companies. This project also has an inclusiveness and local employability dimension, as last mile distribution can be done by local people who need to work or need to supplement their income and have the physical conditions to do so.

- To implement the car sharing pilot, the HUB-IN LX can play a facilitating role, bringing together local stakeholders (companies that might be interested in financing the pilot through advertising or providing vehicles, CML, EMEL, residents)
- In order to implement the Pedestrian Accessibility pilot, the HUB-IN Lx would also have a role as an aggregator of the various local actors.

THEME - PARTICIPATION & COMMUNITY

Enablers
- - Population
- - Youth and old citizens
- - Groups of Citizens
- - Local commerce
- - Non-governmental Organisations
- -Third sector
- - Parishes
- -Municipality

Challenges

- Lack of public confidence in previous community projects that sometimes fail
- Tourism and the effects of gentrification
- Lack of consultation between actors
- Sustainability and impact
- Territorial diversity of the Castle Hill
- Demographic problems

Key measures / Solutions

- Social Economy
- Capacity Building for Social Organisations

Tools for implementation

- New forms of communications: More active, participative and solution-focused
- Training of territorial actors
- Digital Literacy
- Creation of community groups (example of the Pluriversidade - Universidade Popular group)
- HUB-IN LX can be part of the solution: Governance of the HUB: function as an aggregator / facilitator of community agglutinating elements (Who are the local Champions?), explore mixed models that do not depend exclusively on the local power, solutions that can involve third sector partners and become financially autonomous and with a long-term sustainability.

ANNEX 3 – Extracts of the report prepared by Makebettersolutions,

Ida with the aim of presenting the outputs of the "Open innovation and co-creation process for the Lisbon Pilot within the scope of the European Hub-In project" implemented in partnership with Câmara Municipal de Lisboa using a Design Thinking approach.

The goal was to integrate insights from both the external (partners and citizens) and internal (CML and Lisboa E-Nova members) community and create a bottom-up behavioural research and idea-creation within the challenges defined by the Hub-In Project.

This extract of the report presents the main insights from research and ideas generated in the co-creation sessions with different stakeholders.
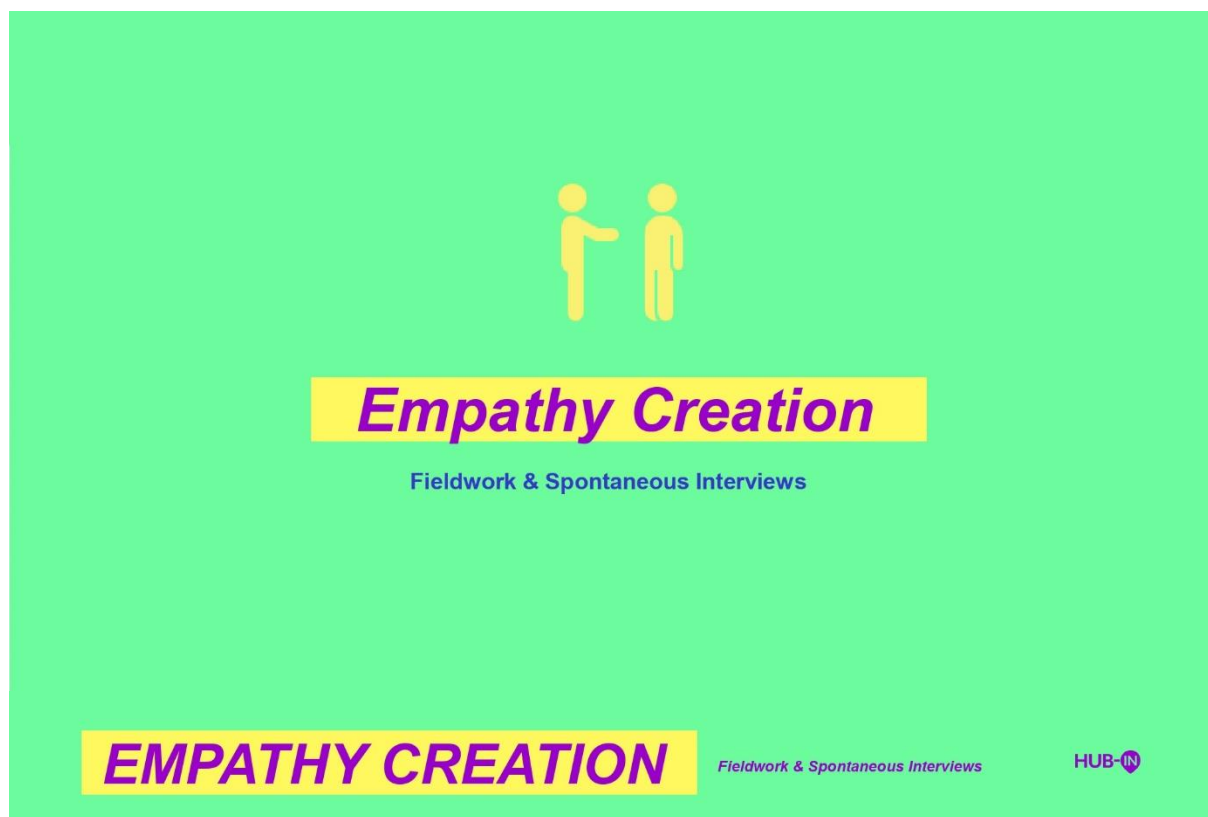
In the innovation project where the Design Thinking methodology is applied, it is crucial to listen to the future users of what will be developed. Thus, in search of listening and understanding the needs, dreams, desires and frustrations of the inhabitants and visitors of the Hill of São Jorge Castle, we set out curious and attentive to our surroundings.

For 5 days we went to Alfama and Mouraria and listened to different people share their stories, adventures and desires. In an immersive empathic experience, we were able to collect the input of more than 30 people. In the last two days, we were also able to collect part of our route through the wikiloc app (following images).

EMPATHY CREATION

Fieldwork & Spontaneous Interviews

HUB-IN

A day in Alfama

Some of the interviewees

2 days and half in Alfama

16 Spontaneous Interviews

Identified Tensions

Locals and Visitors;
(Alfama as...) Opportunity or Burden;
Parochialism: reality or mith?;
Tourism or Inhabitants;
Alfama and Mouraria as one or not;

Vendedor de Rua

Comerciante "Ginjinha"

Senhor Boxe e Fado

Barbeiro

Senhora Lavandaria

Casal Holandês

Merceeiro

Ceramista

Comerciante Souvenirs

Estudante ISPA

Condutor Tuc Tuc

Colaboradora Sanitários Públicos
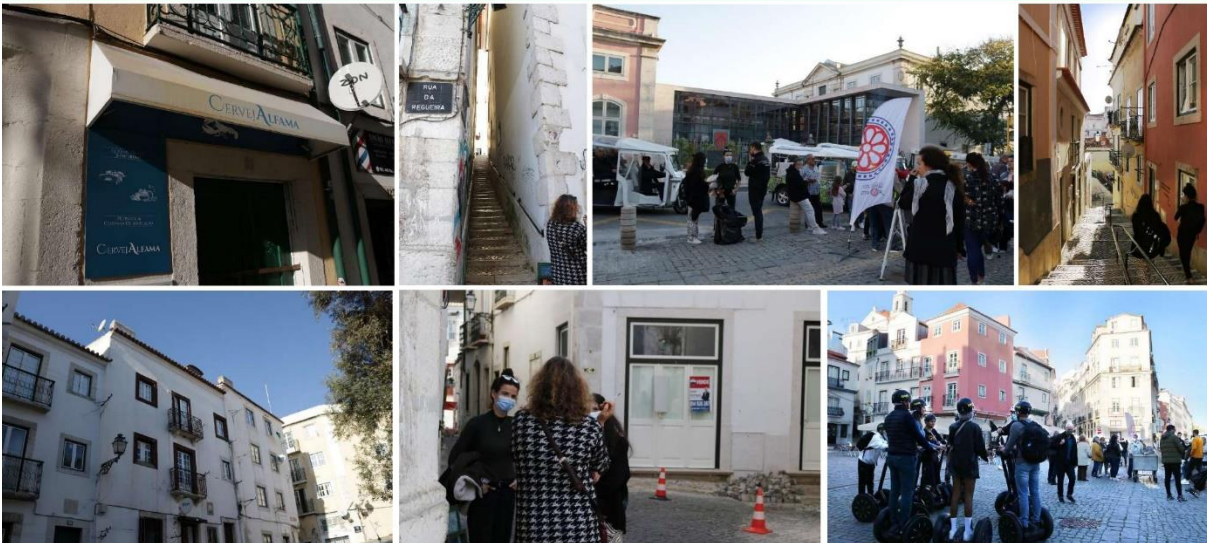
EMPATHY CREATION

Fieldwork & Spontaneous Interviews

HUB-IN

Some of the interviewees

A day in Mouraria

6 hours in Mouraria

16 Spontaneous Interviews

Dona de Restaurante   **Vendedor Grossista**   **Vendedora de loja de costura**

Comerciante Loja Antiguidades   **Comerciante de passagem**

Extreme Users

Locals and Visitors;

Proprietário café   **Vendedor Grossista**   **Trabalhador Funerária**

Are tourists good or not for commerce;

There is still a sense of community or less sense of community;

The lack of security felt is general or just for visitors;;

Increase or decrease rents;

EMPATHY CREATION

In-depth Interviews   HUB-IN

After collecting the spontaneous feedback from the inhabitants of São Jorge Hill for 5 days, some information needed to be explored in depth. More specific, in these three areas:

1 Perception about the area, culture and traditions

2 Opinion about the local commerce, living conditions and habitability

3 Innovation and sustainable initiatives for the future

The best technique do deeply understand some subject is to **interview people**. Therefore, the Innovation team started by developing the **open script for the in-depth interviews** and, previously sent the invitation for 24 contacts with projects, residence or other connection to the São Jorge Hill. **Half of the invitations had a positive outcome**, that is now resumed in principle quotes, the main insight and opportunity space of the **12 interviews**.

Susana Nascimento
Clube dos Criativos

> I think that the restyling of many typically Portuguese things and the **creation of brands to a site**, would be a good way to **attract new visitors** and increase the number of visits.

> One thing that is missing is, for example, the Mouraria shopkeepers' day, and on this day the stores should have some kind of action, stay open until later, like Black Friday. **An action more focused on this type of local commerce and on local activities**, having doors open for a series of stores that want to participate.

> Creating a brand entity for an area is one of the most beautiful things because then **with the storytelling and if the design is well done it creates a lot of desire to go there**. We have a lot of talent, a lot of very talented product designers who create these kinds of brands, however these good ideas have to be helped to be promoted.

> Cities that are aging die and **Portugal's tourism** has a very important role in **helping the communication of these older parts of the city**

INSIGHTS

Portuguese people usually don't visit this neighborhoods because they think there is nothing to do - the communication of activities does not reach their target group.

OPPORTUNITY SPACES

How might we create a good online brand to encourage more portuguese people to visit this neighborhoods?

> I still consider that these places still have much of their essence at the heritage level, of traditions and people, fortunately, but at the same time it is quite uncharacterized. **If we travel in these places with our eyes closed, which is a good exercise, just listening and smelling it would already start any other place in the city.**

> I **see in the challenges of Mouraria a human beauty that exists** and that in the eyes of some also continues to exist.

> Mouraria, in my opinion, is a historic neighborhood that has and always has been cosmopolitan. **Where there was a perception of being an aging neighborhood, but at the same time it already had some young people from where all this work of social and community activism is starting to come**. There are movements that start very locally based

> We talk a lot about the issue of tangible and intangible heritage, but we talk little about **heritage communities**. That is, how to defend the concept of community that at the same time is a concept that **requires some openness and flexibility because the community is also a living organism that changes every day**?

INSIGHTS

When tourists come to Portugal they see the same in the different regions, but if they appeal to other senses other than vision, they will have a different perception.

OPPORTUNITY SPACES

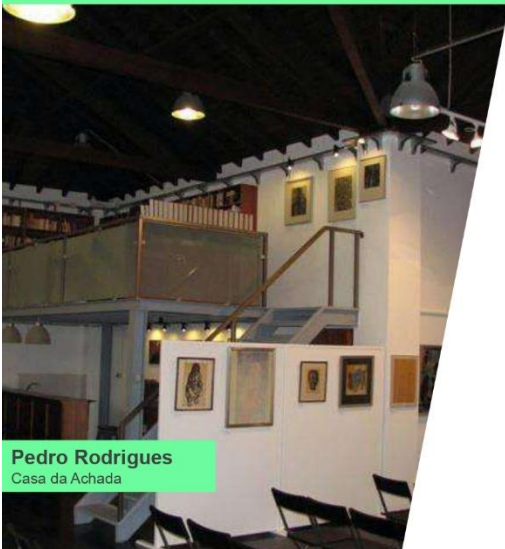How might we characterize the neighborhood environment without seeing it?

Marta Silva
Largo Residências

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The most important thing would be to **create living conditions for people, then everyone makes their own life**, we don't need to invent much.

Culture shouldn't be only for some specialists, some artists, but **culture is something wider, so cultural intervention is for everyone**, and a lot of the activities we do here have to do with that, they are things open to everyone.

People don't always want to go see the same things or go to the same places. It would be interesting if there were more **shared cultural dynamics if there were varied meeting networks.**

In these neighborhoods there is a lot of poverty and next door, a lot of wealth, **you have very extreme living conditions that are completely different.** Very rich people with very well located houses and very poor people right next door.

Pedro Rodrigues
Casa da Achada

INSIGHTS

Culture is for everyone regardless of their social economic status because it is in our costumes, habits and ways of engaging with others.

OPPORTUNITY SPACES

How can we integrate young adults in the process of renovation of public spaces while at the same time integrating the local cultural traditions?

"

I think some new people who come here, **they see the neighbors helping each other, so they also help.** It's something that gets passed down from generation to generation.

The neighborhood has **suffered in terms of commerce.** This has to do with the **policies that the government and the city council have for the neighborhoods and for the city.** There is no recovery or protection policy, there is the eviction law, which is another shame, but then there is nothing else.

There are things here that can be improved, for example, **the water. Alfama has rich water springs and then the water is not used.** There are several projects to use the water for street cleaning, but nothing moves forward.

I remember when I was president there **were only ATMs downstairs.** I went after the Caixa Geral de Depósitos for a long time asking them to put one or two more, but I never got it. **Suddenly because of tourism and at the time the cruise terminal came along, many were sown, which are now deactivated.**

INSIGHTS

We are not using the full potential of Alfama since there are many projects being developed but then no changes take place.

OPPORTUNITY SPACES

How might we make sure that the projects that are being develop are aligned with the necessity of the local community?

Maria de Lurdes
Appa

> We have to think that, **the law that has prevailed at the not only public level, but mostly individual level, is the financial economic law,** if I can invest in something that I'm going to get a return on, I'm going to do it.

> One of the most positive points of working with these neighborhoods **is being able to help people live this permanent tension that takes away their identity of being able to live.**

> **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.

> **Like all public policies that are made inside offices run by technicians who are not very involved in the community**, support is given to people in terms of drug addiction, that doesn't correspond to what would be ideal.

Edgar Clara
Padre

INSIGHTS

The policies currently being implemented in these neighborhoods don't correspond to the needs of the local population, since those responsible for creating them have never experienced the neighborhood and its problems.

OPPORTUNITY SPACES

How might we integrate the local people in the formulation of current policies?

> I would try to create very serious **logics of sharing in the neighborhoods, physical resources and time,** because sometimes what is lacking is time. **I have seen mothers wanting to participate, but they have children and nannies are expensive**, is there someone in the neighborhood to fill this need?

> One of the things that we would like to do, and in principle we will do, is the question of **using some of the skills or capabilities of the circular economy. Like repairing, for example, because many of these people even have these skills**, and promoting these greener jobs. Because they are well-paid jobs, and they are always needed, is to try to bet on this issue.

> There have to be **enough interesting activities to go up a hill,** I'm really honest because I hate going up a hill (Mouraria and Alfama).

> To attract another type of population that you want to attract to that area, **the typology of houses won't help at all because they are T0 and T1**, and that, right from the start, creates a huge problem. Because they can only go, or young couples, or young people and I think that the question of the price of the rents is more than obvious.

INSIGHTS

People have free tools and activities available, but then don't participate because they don't have the time and availability to let go of their responsibilities.

OPPORTUNITY SPACES

How might we provide times and spaces that allow locals more time off to have the availability to participate in the activities?

Marta Brazão
Circular Economy Portugal

Filipa Bolatinha
Renovar a Mouraria

"

Alfama is a neighborhood that has become completely uncharacterized and has very few inhabitants. Even here, nowadays, we (Mouraria) still manage to get here precisely because it is not so beautiful, precisely because it still has some of this marginality. I think, it has protected it, in fact it is part of its DNA, and somehow the Mouraria is just like that. And we don't think that cleaning it up, or running with all this to put beautiful houses here is the solution to the problem.

To do this kind of work to intervene in neighborhoods and communities there has to be proximity and a relationship of trust. Many times, we have the projects structured and the activities all defined, and then it's in a café that you take a much bigger step than in any of the activities that were structured to achieve that goal, so this physical presence is fundamental.

In the 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 the 4 corners of the world.
History | This is something you can feel, walking in the street. I always tell this story because once we held a photography exhibition in one of our festivals (Renovar a Mouraria), all the pictures were taken in the Mouraria, and there were a lot of people who congratulated the photographer and said that it must have been spectacular to run all over the world taking those pictures.

INSIGHTS

The existence of different cultures in Mouraria allows protection from decharacterization .

OPPORTUNITY SPACES

How might we make sure that there is a care of the area and an improvement without the danger of mischaracterization?

"

In the beginning we worked on demystifying that: it is much more expensive to be greener. And we brought some tools to help people save money by being more environmentally responsible. And they were basically concrete tools, look, you can save 15 Euros if you make your detergent with I don't know what, you can save 30 Euros a month and that can make a huge difference in a person's life.

For example, everything that is focused on tourism and souvenir stores that used to be really real things, produced by local craftsmen, are gone, it's all made in china, that's a shame and should come back.

What we found, for example, there were and still are several seamstresses working, who no longer have the stores and work from their homes, and so anyone who knows about them in the neighborhood will knock on the door.

People have little space to be heard as residents, so we even created some sessions called "let it out" there's a huge frustration of not being able to participate in the construction of the neighborhood and it was very interesting in these sessions, the "let it out".

INSIGHTS

People tend to look at sustainability as something expensive because they don't know ways to save money through it.

OPPORTUNITY SPACES

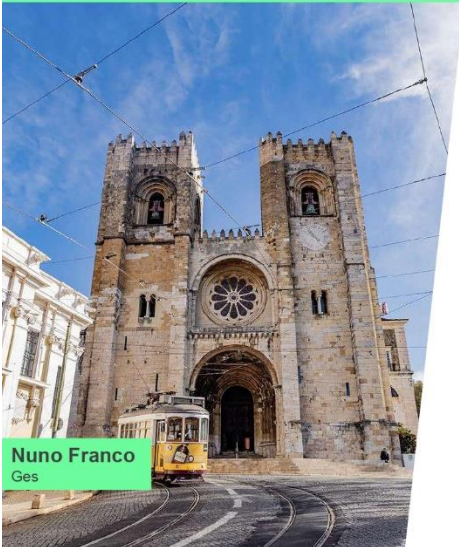How might we share knowledge with locals for more economical sustainable ways of living?

Ana Salcedo & Sara Morais
Zero Waste Lab

> Attention, **this story of the paper and the poster is very important, because there are many people here with a very high degree of illiteracy**, some can't even read, and there are many people who can use Facebook, but can't really use the Internet

In the Mouraria, at this moment, there are the amigos da Severa (tavern), António is 66 years old and until now has preserved the **tradition** of that tavern, **on the day António retires or dies, it will end.**

Because if you show up at my house all of a sudden I'm in my pajamas, but if I know that you're coming to my house on a certain day, I'm probably dressed up, and I have a snack ready to receive you. The merchant is the same thing, **if he knows that for four days there will be all these activities**, and that his store will have things, **there will be people moving around, it's logical that he'll be able to fix the window and you can even say to all the merchants "fix your windows.**

In fact, they live the same problems (Alfama and Mouraria), this issue now of gentrification, the people who have suffered from gentrification, those from Alfama *are in solidarity* with those from Mouraria and vice-versa because everyone has suffered the same problem.

Nuno Franco
Ges

INSIGHTS

Many associations have common needs, however, the lack of communication between them, can increase the time to solve a problem and hinder the evolution of the different associations.

OPPORTUNITY SPACES

How might we establish an open and inter-helpful communication channel for the different traders?

> I think that for us as a cooperative since the beginning the idea was to be an **open space, and that could welcome different people, and not create another bubble inside the city of Lisbon.**

It is possible to learn from the way elderly people they live, they are from other generations, many of them came from the interior and from the countryside, and several practices that were lost over time that today in some way the city has to resume.

"The amount of **empty spaces in** the city is countless, I think it is about knowing what those empty spaces are, **how to rehabilitate them, and then for whom to make them available.**

Accessibility, having a grocery store there implies that there is loading and unloading, and there isn't a very good space to park. Then there are stairs to go up with things, we have already gone up with refrigerators and super heavy things, **which need to mobilize some people and there isn't much of a way around it.** The weekly deliveries themselves are not much but you have to climb those stairs several times.

INSIGHTS

In this neighborhoods there are several empty spaces. In case of being used could increase the social and economic capital.

OPPORTUNITY SPACES

How might we make the available spaces to their full potential for the local community?

Bárbara Arita
Rizoma

Cozinha da Mouraria

"

I still get around well on foot, but there are many neighbors who started going to the kitchen 10 years ago, and now almost everyone walks on crutches, and this is not an easy neighborhood. **It's a neighborhood that goes up and down. Mobility here is not a one-size-fits-all thing.**

The other day I counted and around my house, within a radius of 20 meters at most, I have about 13 grocery stores. Now I probably have more, I haven't counted for a while, **but then I want to buy something else, but I can't because there are only grocery stores.**

I'm not against the evolution of society or against changes, but maybe some things, a little bit along with that movement that exists of stores with history that protects certain things a little bit, is important if we don't have everything the same everywhere in the world. **This globalization thing kills diversity.**

Sustainable is having everything, it's having diversity at the door. It's not having to take the car. The perspective is anything that I can walk, I can bike, I can have everything here as close as possible. **The future has to be like that.**

INSIGHTS

The less mobile residents find it difficult to move around within their own neighborhood, due to the terrain's relief and difficult access.

OPPORTUNITY SPACES

How might we improve the accessibility simultaneously, within the neighborhood and from the outside to the insight?

"

Then I would wake up with who came to pick up the plastic garbage, it was already a different way, they had with bins with wheels, then the bins make a noise the wheels, it was a sad idea, it's all plastic makes a horrible noise, so around 1:30 2 o'clock I would always wake up with that brum brum"

Because these spaces, these houses, if they don't have people from that place, they lose their character very quickly, at all levels, the type of commerce, the type of restaurant, the type of tavern, everything, even in the streets, when tourists go to Portugal they don't expect to be speaking English all day, they may not understand a word of Portuguese, but they really like to see people speaking Portuguese.

A foreigner who has a door, yes, door yes, a local accommodation doesn't like it, they like to feel what is Portuguese. They come to Portugal to feel what is Portuguese, and that foreigner who doesn't even care, it's a bit ugly to say this, but they are people who normally don't care, they don't spend money, that money that is to stay here with the people here."

Look, once I had a foreigner here who I can't remember what nationality she was, she was one of those people who had been here many years ago and she said she missed seeing the snotty kids on the street.

INSIGHTS

Nighttime garbage collection affects sleeping hours, due to the lack of insulation of the houses in these neighborhoods.

OPPORTUNITY SPACES

How might we improve the quality of people's sleep by avoiding noise disturbances and the temperature deregulation?
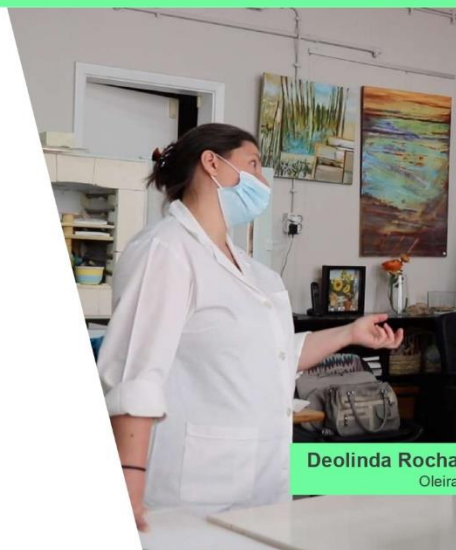
Deolinda Rocha
Oleira

Legend: 🟢 Pouco Preocupado   🟡 Preocupado   🟣 Muito Preocupado

	Habitation	Mobility	Sustainability	Safety	Policys	City as a Brand	Public spaces & parks	People and Communitty	Economy and local commerce	Tourism	Culture
#1 PERSONA (Clube Criativos de Portugal)						🟢			🟡	🟡	
#2 PERSONA (Largo de Residências)								🟣			🟡
#3 PERSONA (Casa da Achada)								🟡	🟡		🟣
#4 PERSONA (APPA)			🟢		🟣		🟡	🟢			
#5 PERSONA (Padre)					🟣			🟡			🟡
#6 PERSONA (Circular Economy Portugal)	🟡	🟣	🟡				🟡	🟡			
#7 PERSONA (Renovar a Mouraria)							🟢	🟣			🟣
#8 PERSONA (Zero Waste Lab)			🟣	🟡	🟡				🟣	🟡	
#9 PERSONA (GES)					🟣		🟡	🟣	🟣		🟡
#10 PERSONA (Rizoma)		🟣	🟣				🟡	🟡			
#11 PERSONA (Cozinha Popular da Mouraria)		🟣	🟣						🟡		🟡
#12 PERSONA (Oleira)	🟡								🟣	🟣	🟡

Empathy Creation

Mobile Etnography

Simultanously to perfoming the in-depth interviews, mobile ethnography technique was used to collect videos and photos of inhabitants of the **Alfama and Mouraria neighborhoods**. As previously explained, the goal was to explore the culture and traditions, the living conditions and possible areas for innovation.

In this stage of the project, *Indeemo Platform* was used to acquired the image from the participants. There were **8 challenges** released to be perfomed at each participant pace.

Mobile Ethnography implies a couple of day engaging with the project, which is never easy without a monetary incentive. Nonetheless, we collected **more than 20 pictures** that are interesting to share. In order to organize the input of the participants a **mindmap** was created.

The tasks were the following:

1. Share with us a photo you have on the Hill of São Jorge Castle (Mouraria or Alfama)

2. When you walk through the streets of the Castelo de São Jorge hill (Mouraria or Alfama) **at night**, how do you feel? Portray your answer through a photograph and a brief description.

3. The rehabilitation of buildings and houses has been an issue of pertinent concern in the city of Lisbon, more specifically on the hill of the Castelo de São Jorge (Mouraria or Alfama). When you walk through the streets of the São Jorge Castle hill **how do you feel the condition of the buildings?** And its interior? Detail your answer with a visual representation: video or photograph, with examples of your perspective on the buildings of the São Jorge Hill.

EMPATHY CREATION
Mobile Etnography

HUB-IN

4 In your opinion, what is the **trade or tradition that best represents the history** to be preserved on St. George's Hill? Share with us through an explanatory photo.

5 Mouraria and Alfama were once known for their bairrismos and as a community with a strong presence of mutual help. **Is that spirit still alive?** If yes, how would you represent it with a photograph. If no, how would you represent it? Also write a brief description of the photo you share.

6 An issue that arose throughout this study was the challenge of accessibility and the impact it has on facilitating visits to the Hill of St. George's Castle. What is your opinion regarding the **existing accesses** to visit and circulate in the area? Detail your answer through a visual representation: video or photograph, with a brief description.

EMPATHY CREATION
Mobile Etnography

HUB-IN
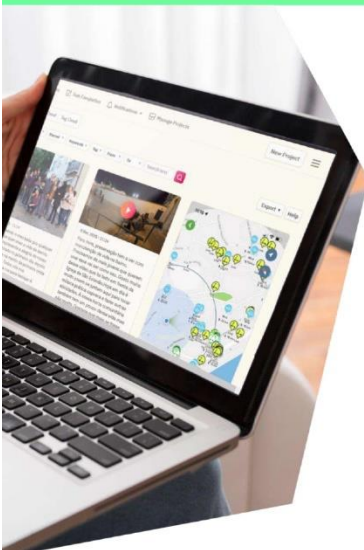
7 When you think about the **preservation of the São Jorge Castle hill**, what are the examples of good practices and initiatives that come to your mind? Share with us through a photo and an explanatory description.

8 Challenge number 8 is divided in two parts. We would like to know if **you would advise your best friend to live in St. George's Hill?** And if you would also do it to someone you don't like so much? Justify your answer with an expressive photo, and a short description

SEE

"Many scooters are abandoned on our streets."

"We need neighborhoods inhabited with multicultural living, where one can live without conflict."

"Less and less young people in the neighborhood"

"There used to be a lot of commerce, now it is disappearing."

DO

"A neighbor died, and everyone in the neighborhood was left to take care of his dog."

"We dance together the Santo Antonio"

"We created a community garden and help our 94-year-old neighbor do the shopping"

USER

THINK

"It would be nice if abandoned buildings had new residents"

"There is no parking space"

"It is hard to go up the hill"

"I wish there was more lighting"

SAY

"Living in Alfama, the Mouraria, or the Castle is like living in a small village."

"I recommend my neighborhood"

Expand & Challenge

Insights

After applying all this Design Thinking methodology, it is important to summarize the information in **insights**. Insight is a **focused understanding of a human emotion, behavior, or belief.**

In a phase of converging, the **19 insights** were organized according with the project dimensions:

1. Cultural and creative industries: Sustainability and cultural heritage (7 insights)

2. New ways of living: Circular and sharing economy (6 insights)

3. Endogenous natural and social resources: Opportunity to network (7 insights)

1. Cultural and creative industries: Sustainability and cultural heritage

Habits do not change without building a bridge between the habit and its earnings.	When tourists come to Portugal they see the same in the different regions, but if they appeal to other senses other than vision, they will have a different perception.	By not appealing to the different sensations present in different areas, tourists always have the same sensations and experiences regardless of the area.	The existence of different cultures in Mouraria allows protection from decharacterization
Portuguese people usually don't visit this neighborhoods because they think there is nothing to do - the communication of activities does not reach their target group.	Tradition is not only portrayed by the old, but integrated with contemporaneity allowing us to understand how it is disseminated and communicated over time.	There are stores that often times lose customers because there are no ATMs nearby without surcharges	

2 **New ways of living: Circular and sharing economy**

The less mobile residents find it difficult to move around within their own neighborhood due to the terrain's relief and difficult access.	Young people tend to encourage sustainable initiatives and activities however there is knowledge from the older ones that can be passed on to the younger ones in order to improve the same activities.	People tend to look at sustainability as something expensive because they don't know ways to save money through it.
Nighttime garbage collection affects sleeping hours due to the lack of insulation of the houses in these neighborhoods.	Culture is for everyone regardless of their social economic status because it is in our costumes, habits and ways of engaging with others.	All basic needs of everyday life have to be accessible/closeby for people to feel satisfied.

3 **Endogenous natural and social resources: Opportunity to network**

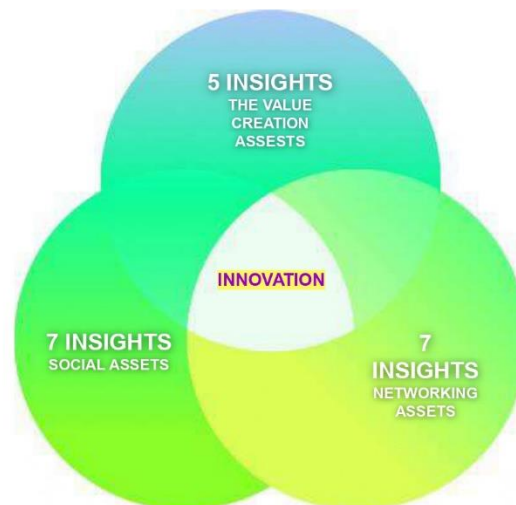|			
In this neighborhoods there are several empty spaces. In case of being used could increase the social and economic capital	People go into the middle of the road because they think it is safer, yet they come across vehicles.	People don't always treat tourists badly because they have something against them, but because of their own frustrations.	We are not using the full potential of Alfama since there are many projects being developed but then no changes take place.
Many associations have needs in common, however, as there is no communication between them, it can hinder their evolution and increase the time to solve a problem.	The policies currently being implemented in these neighborhoods don't correspond to the needs of the local population, since those responsible for creating them have never experienced the neighborhood and its problems.	People have free tools and activities available, but they don't participate because they don't have the time and availability to let go of their responsabilities.	

INNOVATION DIMENSIONS

HUB-IN urban innovation & analytics

Innovation is found in the middle of **3 dimensions**: Value Creation, Social (Networking) and Spatial.

Therefore, we decided to gather each insight and merge them into one of the three dimensions. The results are in the following figure:

However, it is fascinating to observe that although the innovation dimensions are concrete the areas of the project (previously organized) can be found in the different dimensions.

5 INSIGHTS
THE VALUE CREATION ASSESTS

INNOVATION

7 INSIGHTS
SOCIAL ASSETS

7 INSIGHTS
NETWORKING ASSETS

INNOVATION DIMENSIONS

HUB-IN urban innovation & analytics

1 **Value Creation Assets**

Young people tend to encourage sustainable initiatives and activities however there is knowledge from the older ones that can be passed on to the younger ones in order to improve the same activities.	Habits do not change without building a bridge between the habit and its earnings.	The policies currently being implemented in these neighborhoods do not correspond to the needs of the local population, since those responsible for creating them have never experienced the neighborhood and its problems.
People tend to look at sustainability as something expensive because they don't know ways to save money through it.	We are not using the full potential of Alfama since there are many projects being developed but then no changes take place.	

INNOVATION DIMENSIONS

HUB-IN

2 Networking Assets

Many associations have needs in common, however, as there is no communication between them, it can hinder their evolution and increase the time to solve a problem.	Portuguese usually don't visit this neighborhoods because they think there is nothing to do - the communication of activities does not reach their target group.	The existence of different cultures in Mouraria allows protection from decharacterization
People go into the middle of the road because they think it is safer, yet they come across vehicles.	People don't always treat tourists badly because they have something against them, but because of their own frustrations.	Tradition is not only portrayed by the old, but integrated with contemporaneity allowing us to understand how it is disseminated and communicated over time.	Culture is for everyone regardless of their social economic status because it is in our costumes, habits and ways of engaging with others.

INNOVATION DIMENSIONS

HUB-IN

3 Spatial Assets

Many times there are stores that lose customers because there are no ATMs nearby without surcharges	In this neighborhoods there are several empty spaces. In case of being used could increase the social and economic capital	Nighttime garbage collection affects sleeping hours due to the lack of insulation of the houses in these neighborhoods.	The less mobile residents find it difficult to move around within their own neighborhood due to the terrain's relief and difficult access.
People have free tools and activities available, but then don't participate because they don't have the time and availability to let go of their responsabilities.	All basic needs of everyday life have to be accessible/ closeby for people to feel satisfied.	When tourists come to Portugal they see the same in the different regions, but if they appeal to other senses, they will have a different perception.	

OPPORTUNITY SPACES

Based on the multiple and diverse insights, the opportunity spaces were created with the goal of expanding creativity centered on people.

15 opportunity spaces will be now presented without the categorization, since it was performed in a later co-creation session.

OPPORTUNITY SPACES

HOW MIGHT WE...

...improve the quality of people's sleep by avoiding noise disturbances and temperature deregulation?	...improve the accessibility simultaneously, within the neighborhood and from the outside to the insight?	...establish an open and inter-helpful communication channel for the different merchants?	...make sure that the urban spaces are taken care of without losing the neighborhood characteristics?
...increase technology literacy to enable customers attraction?	...relate old knowledge to current habits?	...make the available spaces to their full potential for the local community?	...create a good online brand to encourage more Portuguese people to visit this neighborhoods?

OPPORTUNITY SPACES

HOW MIGHT WE...

...integrate young adults in the process of renovation of public spaces while at the same time integrating the local cultural traditions?

...provide time and space for locals to participate in the neighborhood activities?

...create spaces where locals can be heard in order to release personal and local frustrations?

...share knowledge with locals for more economical sustainable ways of living?

...integrate the local people in the formulation of current policies?

...create spaces that promote the coexistance of different communities by being useful for them?

...characterize the neighborhood environment without seeing it?

Expand & Challenge

Co-creation Sessions

Co-Creation Session 1

The insights are the starting point in any ideation session. Nonetheless there is another factor which is crucial: the diversity of the group. In the past 18th of January, we had the opportunity of gathering a group of **12 people with different backgrounds** from design to entrepreneurship, engineering and public policies to discuss the future hub-in of São Jorge Hill.

The group reunited to brainstorm possible ideas to create an innovation hub for the community of these neighborhoods. The session was 2 hours and 30 minutes long and was divided in two main parts - Opportunity Spaces and Brainstorming – that will be presented in the following pages.

Ideation Session in one Image

MURAL EXERCISES

In the first part of the session, the **15 opportunity spaces** were presented, and the participants were invited to allocate them to one of the innovation dimensions – Value Creation, Network and Spacial.

The opportunity spaces chosen were the following:

Value Creation Assets

- How might we create situations that enable the interactions between young creators and elderly wisdom?

- How might we share knowledge with locals for more economical sustainable ways of living? Matched with old knowledge and current habits.

Spacial Assets

- How might we integrate young adults in the process of public spaces' renovation while at the same time integrating the cultural traditions?

- How might we make the available spaces to their full potential for the local community?

Networking Assets

- How might we relate old knowledge to current habits?

- How might we integrate the local people in the formulation of current policies using innovative methods?

- How might we stimulate the participation of older people?

- How might we create spaces where locals can be heard in order to release personal and local frustrations?

OPPORTUNITY SPACE

After organizing the opportunity spaces according to the innovation dimensions, it was important to prioritize the most important spaces of intervention for the participants.

The results were the following:

- **10 out of 12 votes for:** How might we integrate the local people in the formulation of current policies using innovative methods?

- **6 out of 12 votes for:** How might we share knowledge with locals for more economical sustainable ways of living? Matched with old knowledge and current habits.

- **6 out of 12 votes for:** How might we create situations that enable the interactions between young creators and elderly wisdom?

BRAINSTORMING

Having the opportunity spaces defined, the brainstorming started with non-judgmental and open-minded ideas. For that, the first part of the second exercise had some creativity boosting techniques:

What if...

- ... there were no people involved?

- ... it was not a physical space?

- ... there was no money involved?

- ... people were all under eight-year-old?

- ... it was to be on mars?

12 participants in only 15 minutes generated **more than 52 ideas** with a dynamic vision of what could be the São Jorge Hill Hub-In.
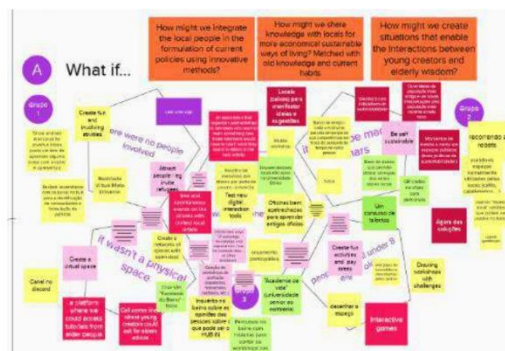
BRAINSTORMING

Exercise 2, Part B | MURAL EXERCISES | HUB-IN

For the last part of the ideation session, the participants, divided in three groups, were invited to further develop one idea including:

1 The context where the idea is being implemented;

2 The initial interaction of the idea with community;

3 The development of that interaction;

4 The output of the implementation of the idea.
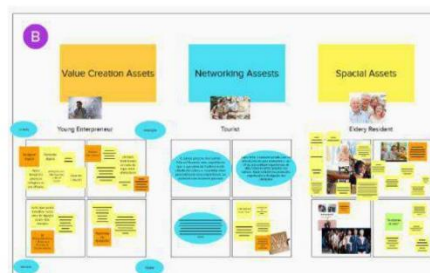
Each of the groups were given a different persona – young entrepreneur, tourist and elderly resident - to empathize with their context.

After 25 minutes of discussion and development of the ideas, all the groups were focused on the interaction of elderly community with young adults, while the main differences were on the main mediator.

EXPAND & CHALLENGE

Ideation Session Summary HUB-IN

Main Findings

- Intergenerational dialogue is an innovation pillar;

- Need to build bridges between foreigners and residents, entrepreneurs and elderly community;

- Implement a new database focused on established local talent, knowledge and social networks and collect feedback about current and future impact;

- Matching of needs and skills between different stakeholders, (both residents and visitors);

- New dissemination tools for the local activities to a wider group of communities (Podcasts, Social Networks, Meeting Points);

- Creation of a mediator position or mediation space to accelerate the learning and reduce the generation and digital divide.

Ideation Session in numbers

- 12 participants;

- 2 hours 30 minutes;

- 2 exercises, 4 parts;

- 9 hierarchical spaces of opportunity;

- + 52 ideas;

EXPAND & CHALLENGE
Place Branding Session

HUB-IN

Co-Creation Session 2

In the past 25th of January, the group reunited to define the **Brand Values, Tone of Voice and Position** for a 2 hours and 30 minutes session. With a diverse group of participants, the session started with the definition of the São Jorge Hill Values. All of the 12 participants of the session had a different connection with the region - from researchers to inhabitants, and local merchants. We collected multiple perspectives on the region, that are complementary and comprehensive.
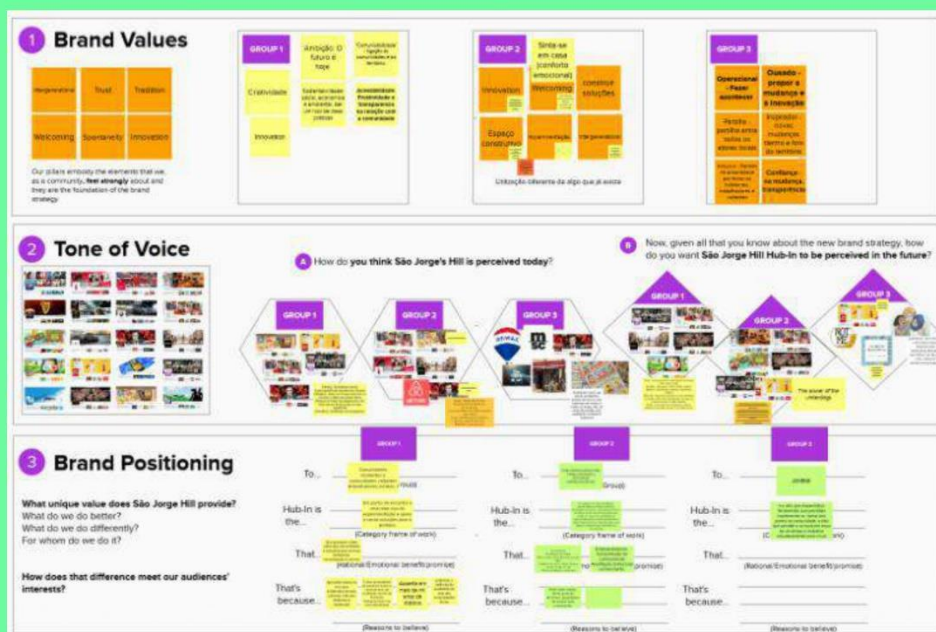
The engagement was high and even after the session ended, everyone wanted to share their personal stories about the region which was also enriching.

Place Branding Session in one Image

MURAL EXERCISES

BRAND VALUES

Exercise 1 MURAL EXERCISES HUB-IN

In the first part of the second session, three groups were formed and challenged to define the Brand Values of São Jorge Hill Hub-In.

- **Group 1** was focused on Creativity and Ambition, stating that the future is today, but they have also highlighted the transparency and closeness to the community.

- **Group 2** was inclined to the Constructiveness of a Space, making use of what already exists . The need to be welcoming, the feeling of being at home, as their innovation focus.

- **Group 3** decided on the Operational Effectiveness of the hub and Boldness of the place. The group would like to make things happen with audacity promoting transparency and participation.
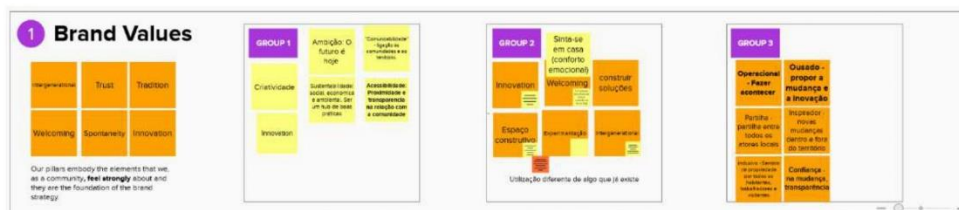
Overall, all the groups want a space that promotes trust and change (dynamic) for the improvement of intergenerational communities.

TONE OF VOICE

Exercise 2 MURAL EXERCISES HUB-IN

For the second exercise, the groups were invited to used well-known brands to characterize the São Jorge Hill perception on the present and what they would like to perceive in the future. In resume:

The groups considerer the **present** brand as:

- Multicultural
- Unorganized and Loud
- Tourism Focused
- Dangerous

As for the **future** they would like the brand to be:

- Multicultural and Inclusive
- Artistic and Festive
- Digital
- Tradition's Empowerment

BRAND POSITIONING

Exercise 3 MURAL EXERCISES HUB-IN

Finally, the participants summarize all the session in one sentence, where they defined the target group, the reference frame, the rational and emotional benefits/promises, and the reasons to believe. In resume, the position statement would go like this:

To...

Hub-in is...

That...

That's because...

The Community (residents and visitors)

A meeting point and a living network for experimentation and support for new solutions for the territory.

promotes the well-being of the communities and solutions to their problems, needs, and dreams and facilitates the concentration and exchange of knowledge.

1. **It builds on more than a thousand years of history;**
2. **Takes advantage of all existing resources;**
3. **Enhances all the characteristics of the locality through intergenerational interaction and interculturality;**
4. **Improvements the quality of life of local communities.**

EXPAND & CHALLENGE

Place Branding Session Summary HUB-IN

Main Findings

- Hub-In must be a place of experimentation and knowledge exchange;

- With a lightful, playful, youthful tone of voice;

- Empowering communities through cooperation with multicultural and intergenerational exchanges;

- The Hub-In should take advantage of all existing resources; and should be a…

- Source of knowledge concentration and exchange.

Ideation Session in numbers

- 12 participants;
- 2 hours 30 minutes;
- 3 exercises;
- 18 brand values expanded;
- 32 Analogies to well-known brands;
- Definition of the brand positioning;

#1 Techniques	#2 Insights Resume	#3 Opportunity Spaces

How is the São Jorge Hill Hub-In?

#1 Techniques

- Quick & Dirty
- Desk Research
- Benchmark
- Trend Analysis
- Spontaneous Fieldwork
- Mobile Ethnography
- In-depth Interviews

#2 Insights Resume

- There are multiple barriers to live in the area. - **Neighborhood Characterization**
- Project are implemented regularly on the local but changes are not notice. - **Trust**
- Traditions are often associated to old habits and the new ones are undervalued. - **Local Culture**
- The neighborhood population digital iliteracy creates barries to newcomers and visitors – **Digital literacy**
- The abandonment of public spaces make people feel unresponsible for its conservation - **People Empowerment**

#3 Opportunity Spaces

- How might we improve the quality of people's sleep by avoiding noise disturbances and temperature deregulation?
- How might we increase technology literacy to enable customers attraction?
- How might we improve the accessibility simultaneously, within the neighborhood and from the outside to the insight?
- How might we establish an open and inter-helpful communication channel for the different merchants?
- How might we make sure that the urban spaces are taken care of without losing the neighborhood characteristics?
- How can we integrate young adults in the process of renovation of public spaces while at the same time integrating the local cultural traditions?
- How might we create spaces where locals can be heard in order to realese personal and local frustations?
- How might we share knowledge with locals for more economical sustainable ways of living?
- How might we characterize the neighborhood enviroment without seeing it?

Main Findings

Hub-In Pillars

HUB-IN PILLARS

Quality of Living

There are still multiple barriers to live in the area.

The most highlighted by the interviewees:
Housing Conditions;
Energy Poverty;
Lack of Public Transportations;
Night noises due to waste Management and Parties and Nightlife

Trust

Projects are implemented regularly on the neighborhoods, but improvements on quality of life are not notice.

" My picture will not be on the wall, I am not famous, I am just a resident" - Said one lady in Alfama.
She was talking about the social project which printed pictures in the wall of Alfama to honor the residents. However, their problems were left to solve.

Intergenerational Connection

Different generations have similar preoccupations but communicate in different languages.

There are three main groups found in São Jorge Hill: young entrepreneurs, elderly residents and tourist. Normally, their preoccupations with security, money management and the environment are similar. Therefore, the connection between this groups must be in the center of any local innovation.

HUB-IN PILLARS

Local Culture

Traditions are often associated to old habits and the new ones are undervalued.

Alfama and Mouraria are normally associated with Sardine and "Santos Populares" (Traditional Portuguese Festival).
However, the Culture and traditions change over time and must adapt to all age generations.

Digital Literacy

The neighborhood population digital illiteracy creates barriers to newcomers and visitors

"I lost a client because there is no ATM in the near streets" - Artisan Comment
Some of these barriers could be broken down if another payment methods and digital adaptation were made.

People Empowerment

The abandonment of public spaces make people feel unresponsible for its conservation.

There are several house abandon or mistreated and that provokes unaccountability in taking care of the neighborhood.
Other aspect highlighted was that their voice in public policy is rarely considered.
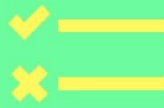
Main Findings

What Hub-in is not VS What Hub-in is?

WHAT HUB-IN IS NOT VS WHAT HUB-IN IS

HUB-IN

A **moodboard is a visual tool** that helps us communicate our ideas and ideals. It's a well-thought-out and well-executed arrangement of images, materials, text, and other elements that's meant to suggest or convey a specific style or theme.

Therefore, a moodboard will be produced to demonstrate what is envisioned to the São Jorge Hill Hub-In in order to highlight all of the findings gathered throughout the investigation.

WHAT HUB-IN IS NOT

HUB-IN

Static Place

A physical place that never changes over time.

Segmented

The community divided into age or cultural groups.

Closed

Focused only in one thematic or target group.

Exclusive

Dedicated to the communities which can invest monetary capital.

Stranded

Strictly based on previous doings, traditions and beliefs.

Hierarchical

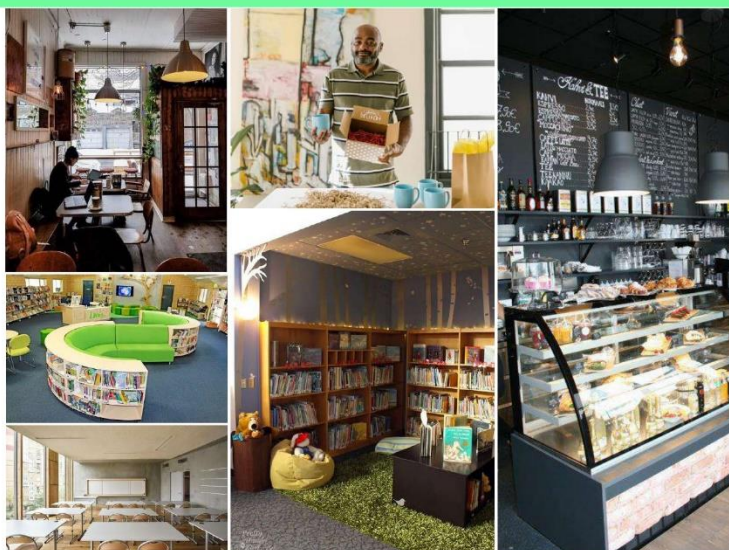Top-Down definition of future projects for the community without public participation.

WHAT HUB-IN IS *Place*

HUB-IN

Dynamic Headquarters

Instead of having a fixed location, the Hub-In "headquarters" could have different bases. Empty spaces, stores, schools or even coffee shops can apply to a "Hub-In hosting". The place can even have multiple settings and can **change regularly** - for example after 6 to 12 months of being in a specific place.
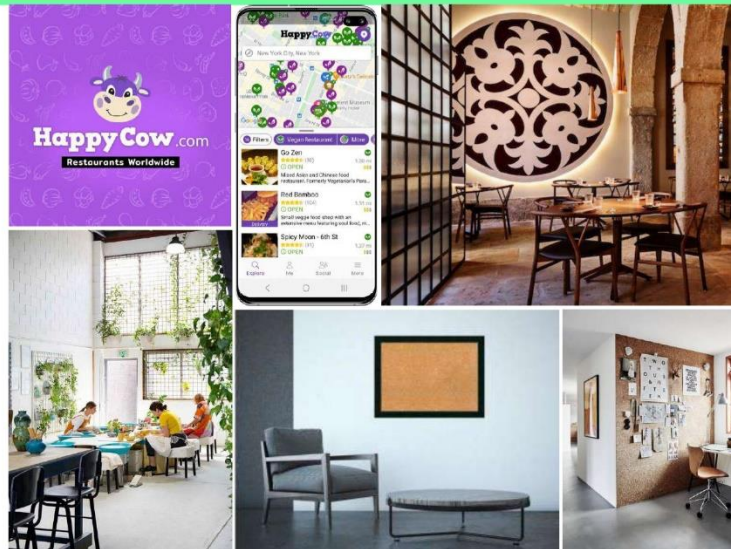
Pop-up Spaces

If aligned with the Hub-In Values, different spaces or stores in the region can be associated with the project and host events, advertise other Hub-In initiatives, promoting participation and the discussion of new ideas.

WHAT HUB-IN IS *Events*

HUB-IN

Annual Event - Hub-In Festival

Hub-In could promote an Annual Event where the different stakeholders could present the **work developed throughout the year**. The event should include music, dance and food (regional pillars) and create the opportunity to rediscover - both Lisbon residents and tourists - the "New São Jorge Hill"

Intergenerational

Create opportunities, new spaces, incentives and routines that promote intergenerational dialogue. The new and elderly gather to develop new passions that combine new and old knowledge (example: digital and crafts). To facilitate the process a team of mediators would be created to facilitate communication between the two groups.

Skills Database

Everyone involved in the Hub-In community - makers, visitors and hosts - should have a voice in the design of future initiatives. For that, **a knowledge database should be created to engage, communicate and connect people**.

An accessible, transparent and simple tool showing the skills, emotions and perspectives of the person who is sharing their part in the community.

Hub-In Stamp

All the participants on the hub-In project should be able to **show others they have been involved.** These stamps could represent different achievements - from a new skill acquired, to helping others in local challenges, or hosting projects and initiatives. The stamp could be individual or corporate and should always be personalized, changing over the years and with physical and digital formats.
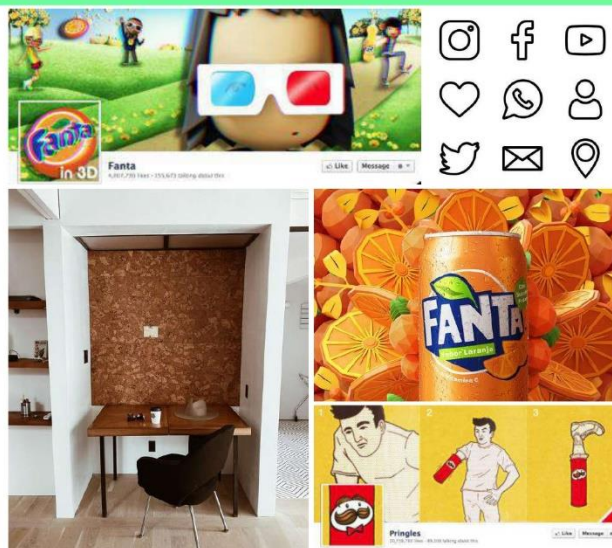
Tone of Voice

Any future brand developments and applications should follow a set of principles that reflect the desired brand tone of voice:

• Light, playful, youthful;
• Adapted for different generations;
• Available digital and physically (common places visited by the community)
• Green, orange and purple color pallet.

Knowledge Exchange Platform

São Jorge Hill Hub-In must be a **place of experimentation and knowledge exchange**. Focused on improving the life quality of communities, new ideas can be tested and explored. For that, it is crucial to create a platform where people can access the past, current and future projects with clear KPI's, failures and learnings from past experiences.
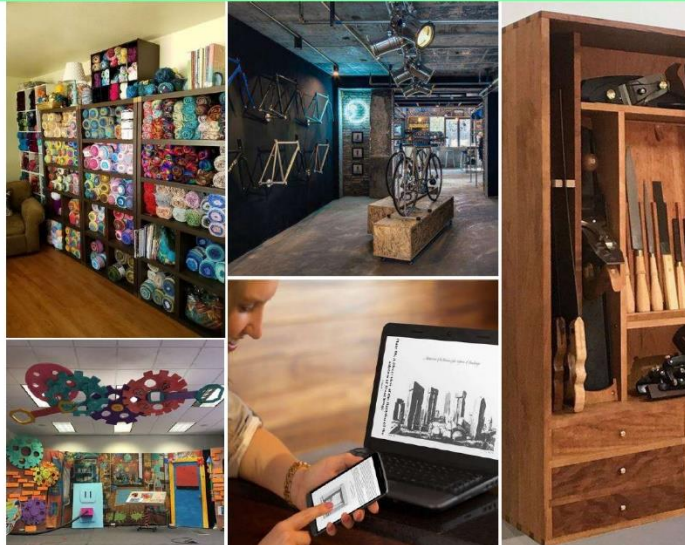
FINAL REMARKS

Project Outputs

The **project initial objectives** were accomplished, creating a solid base for grounding the new Lisbon Hub-In in people centric methodologies that reflect the true needs of the local population. The project team has now different resources that will support the Final Design and expand the innovative drive of the Lisbon Hub:

- Details on the research and its methodology;
- Main Insights of the different inhabitants;
- Principal Opportunity Spaces to develop the project;
- Practical toolkit of the ideal project.

- Main Findings – Insights and Opportunity Spaces;
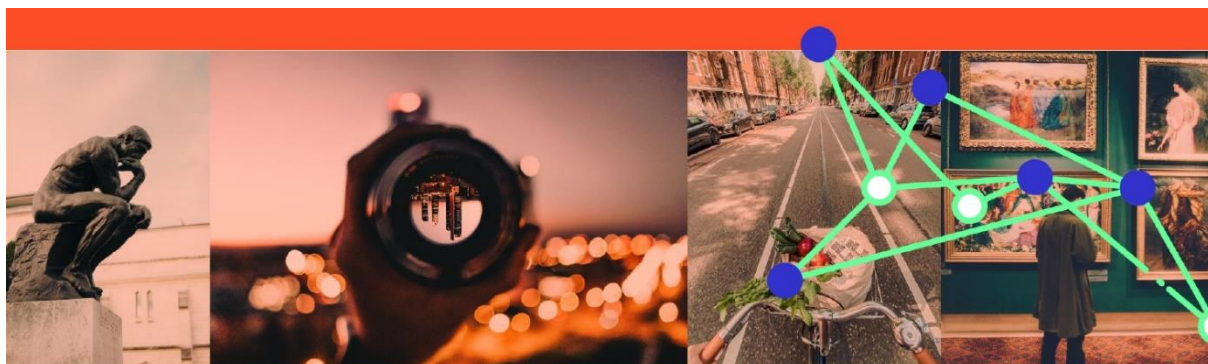- Final Mood board for the Project.

ACKNOWLEDGMENTS

✓ Our profound thank you to all the participants in the research, that in a spontaneous or formal way contributed to the different stages of the research;

✓ The team would like also to thank the steering committee of the project for full support, engagement and availability throughout the research and co-creation sessions;

Thank You!

In progress to... transform and regenerate Historic Urban Areas while preserving their unique cultural and social identity and the environment.

Lisbon Pilot Insights

Funded by the Horizon2020 Framework
Programme of the European Union.

HUB-IN

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NEIGHBORHOODS
POPULATION
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MOBILITY AND ACESSIBILITY
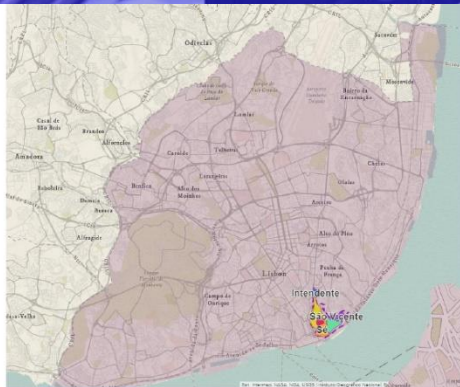LOCAL TRADITIONS
LOCAL DEVELOPMENT
ENDOGENOUS RESOURCES
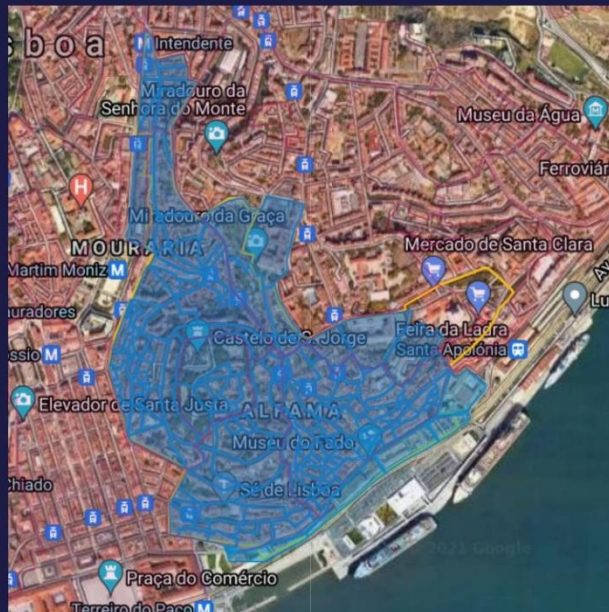CULTURAL IDENTITY
STRATEGIES POLICIES AND PROGRAMMES

NEIGHBORHOODS

LISBON PILOT AREA

Martins Barata , Museu da Cidade

The Pilot Area occupies 7% of the city's territory

Neighborhoods:

Alfama

Castelo

Intendente

São Vicente

Sé

Graça

Lisbon and the neighborhoods

The difficulty in accurately delimiting neighborhoods in a city is well explained in the definition given by Kevin Lynch [1]:

"Neighborhoods are urban areas of medium or large size, conceived as having a two-dimensional extension, regions into which the observer penetrates – « into it» – mentally and that it recognizes as having something in common and identifiable"

Although some may have strong, defined and precise boundaries, others have them light and uncertain and still others have no visible boundaries. In the latter case, the maximum extension attributed to a neighborhood as the center most unanimously considered by the majority. (...) identifies this neighborhood; It is not uncommon for the type of neighborhood where the center is quite strong, surrounded by a thematic change that gradually disappears (idem: 80.81).The neighborhoods designated as popular.

In the city of Lisbon [2] , are generally found in the latter case: they are old neighborhoods, close to the city center, inserted in an urbanized continuity with centuries of history, without any kind of visibility of borders. . However, they have names that distinguish them and, in certain situations, they are localized references, with collective bodies of variable dimensions that assume behaviors of territorialized rivalry.

[1] – Linch, K. (1960) – The image of the city
[2] Cordeiro, G (1999) - Um lugar na cidade: quotidiano, memória e representação no bairro da bica

Alfama

**Area :** 0.14 Km2

Population (2011): 3.042 Hab.

Integrating the territories of the city's foundation, it presents a labyrinthine structure, with narrow streets, alleys, steps and squares, evidence of the Muslim influence in its layout.These characteristics are responsible for a certain territorial interiority and have provided, over the centuries, a neighborhood life that is always socially heterogeneous.
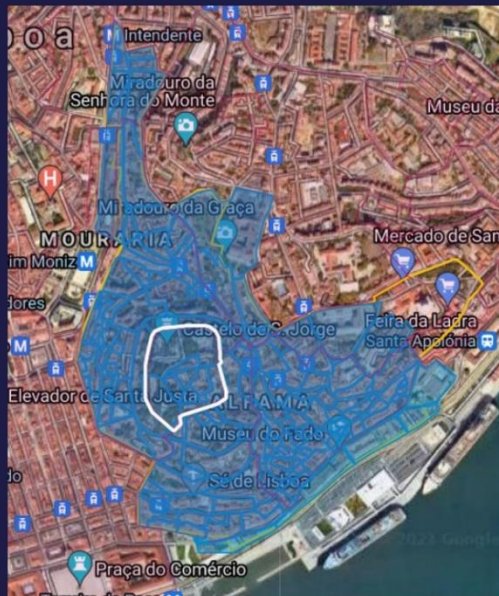
Castelo

Area : 0.5 Km2

Population (2011): 355 Hab.

Associated with the foundation of the city, it maintains a structure of medieval origin from when the old Muslim fortress was installed here. In its territory, 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

Área : 0.14 Km2

Population (2011): 1.303 Hab.

Adjacent to the Bairros do Castelo and Alfama, it was one of the first areas of expansion in the city. In addition to the structure identical to these two neighborhoods, 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.
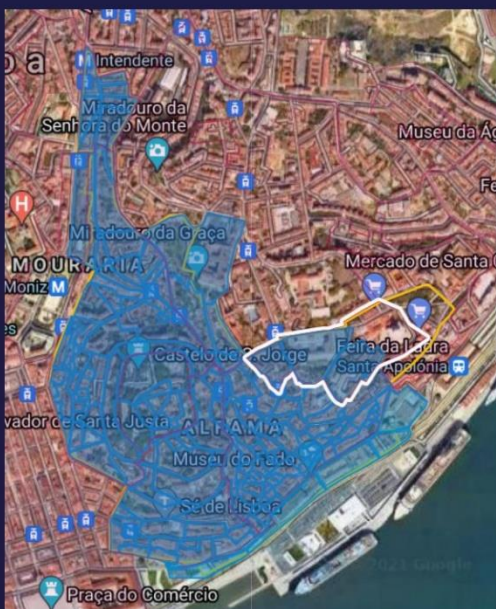
São Vicente

Area: 0.07 Km2

Population (2011): 3.559 Hab.

Neighborhood 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 neighborhood. 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

Area: 0.21 Km2

Population (2011): 5.297 Hab.

Strongly associated with the place where the Moura population went to live after the conquest of Lisbon by the Catholics. Over the centuries, it has maintained the character of one of the most multicultural neighborhoods in Lisbon. 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.It disputes with Alfama the title of "Cradle of Fado".

Intendente

Area: 0.03 Km2

Population (2011): 562 Hab*

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 neighborhoods 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 center 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.

(*) – Estimate based on the occupancy area of the neighborhood in the former parish of Anjos

Graça

Area: 0.07 Km2 (*)

Population (2011): 1.215 Hab (**)

This neighborhood 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.

(*) – Estimative based in the Parish of Graça that integrates the pilot area

(**) – Estimate based on the area of occupation of the neighborhood in the former parish of Anjos

POPULATION

2011

	Population
Lisbon	547.733
Pilot Area	15.313

About 2.8% of the Lisbon population of the city of Lisbon lived in the Piloto Area.

INE, Censos(2011)

POPULATION DYNAMICS
1900 -2011

Lisbon

Pilot Area

In 100 years, there was a reduction of 56% of the population living in the pilot area.
Since the 1990s Lisbon has also followed this trend, although between 1900 and 2011 the city's population increased by 21%.

INE, Censos(2011)

POPULATION DYNAMICS
Population loss by neighborhood

Neighborhood	Variação de população entre 1900 e 2011
Alfama	-48
Sé	-73
Castelo	-71
São Vicente	-37
Intendente	-36
Mouraria	-61
Graça	25

Castelo and Sé are the neighborhoods with the highest abandonment rate.

INE, Censos(2011)

POPULATION DYNAMICS
Provisional results Census 2021

Freguesias	2021 HM	2021 H	2021 M	2011 HM	Var. % HM
São Vicente [Lisboa]	13 896	6 566	7 330	15 339	-9,4%
Santa Maria Maior [Lisboa]	9 997	5 560	4 437	12 822	-22,0%
Arroios [Lisboa]	33 055	16 194	16 861	31 653	4,4%
Total	**56 948**	**28 320**	**28 628**	**59 814**	**-4,8%**

The provisional censuses for the year 2021 show a sharp increase in the population abandonment rate for the historic area of the city.

INE, Censos(2011)

AGE STRUCTURE
Pilot Area (2011)
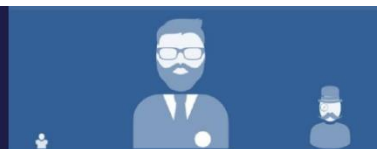
	Youngs	Actives	Elderly
Pilot Area	9,83	64,83	25,34
Lisbon	16,51	59,58	23,91

Compared with the global values for the city, there is a more accentuated imbalance between the young and elderly population present in the Pilot Area

INE, Censos(2011)

AGE STRUCTURE - Dependency Rates
Pilot Area (2011)

	Dependency index Youngs	Dependency index Elderly	Total dependecy Index	Aging Index
Santa Maria Maior	13,7	35,5	49,2	258,7
São Vicente	17,5	45,6	63,0	261,0
Arroios	16,6	39,2	55,9	236,0
Área do Piloto	16,2	40,0	56,1	247,0
Lisboa	20,5	37,5	58,0	182,8

Although the predominance of the elderly population in the entire municipality is remarkable. This dependence is more pronounced in the pilot area.

INE, Censos(2011)

FOREIGN POPULATION
Pilot Area Parishes (2011)

	Resident	Foreign	%
Santa Maria Maior	12822	2282	17,8
São Vicente	15339	1476	9,6
Arroios	31653	4470	14,1
Área do Piloto	59814	8228	13,76
Lisboa	552700	34683	6,3

It is in the pilot area that the largest percentage of foreign population is concentrated compared to the figures presented for the municipality

FAMILIES
Pilot Area Parishes (2011)

	Nº Famílias	Dimensão Média
Santa Maria Maior	12765	2,0
São Vicente	15399	2,0
Arroios	31634	2,0
Área do Piloto	59798	2,0
Lisboa	245894	2,2

The average household composition is slightly lower in the pilot area than in the municipality

UNIPERSONAL FAMILIES
Pilot Area Parishes (2011)

	% Unipersonal families	% Isolated population (+65 years)	% Unipersonal families (+65 years) in all UF families
Santa Maria Maior	47,4	16,9	35,7
São Vicente	41,2	17,4	42,3
Arroios	45,0	15,8	35,1
Área do Piloto	44,5	16,7	37,7
		14,3	41,1
Lisboa	34,9		

The percentage of single-families in the pilot area is higher than the trend in the Municipality, although the percentage of isolated individuals over 65 years of age is lower.

MASCULINITY INDEX
Pilot Area Parishes (2011)

	Men	Women	Masculinity Index(*)
Santa Maria Maior	6386	6379	100,1
São Vicente	6960	8439	82,5
Arroios	14664	16970	86,4
Área do Piloto	28 010	31 788	88,1
Lisboa	253358	299342	86,4

(*) - number of men per 100 women.

In opposition to the pattern of the pilot area and other neighborhoods in the city, the number of men in Santa Maria Maior is higher.

EDUCATION - Illiteracy Rate
Pilot Area Parishes (2011)

	%
Santa Maria Maior	5,21
São Vicente	3,70
Arroios	2,75
Área do Piloto	3,9
Lisboa	3,2

The illiteracy rate is higher in the pilot area than for the globality of the municipality. The parish of Santa Maria Maior has the third highest rate of illiteracy for all parishes in Lisbon

EDUCATION – School Dropout Rate
Pilot Area Parishes (2011)

	%
Santa Maria Maior	2,65
São Vicente	2,02
Arroios	1,13
Área do Piloto	1,93
Lisboa	1,80

The school dropout rate is higher in the pilot area than for the whole municipality. The parish of Santa Maria Maior has the fourth highest rate of abandonment for all parishes in Lisbon

Resident population between 20 and 30 years old, who neither work nor study

Pilot Area Parishes (2011)

	%
Santa Maria Maior	21,80
São Vicente	18,13
Arroios	16,91
Área do Piloto	18,94
Lisboa	18,21

The pilot area presents values of population that do not study or work in the same order of magnitude as the rest of the territory of the Municipality. This numbers are slightly higher in the area of the parish of Santa Maria Maior.

Resident population between 20 and 30 years old, who neither work nor study

Pilot Area Parishes (2011)

	%
Santa Maria Maior	21,80
São Vicente	18,13
Arroios	16,91
Área do Piloto	18,94
Lisboa	18,21

The pilot area presents values of population that do not study or work in the same order of magnitude as the rest of the territory of the Municipality, which are slightly higher in the area of the parish of Santa Maria Maior.

BUILDINGS

BUILDINGS

	Age of Buildings: Average	Buildings with necessity of major repairs or very degraded (%)	Classic Buildings (nº)	Buildings built between 1991 e 2011 (nº)	Buildings built between 1991 e 2011 (%)
Santa Maria Maior	86	17,99	2 386	213	8,93
São Vicente	79	12,01	2 475	99	4,00
Arroios	73	11,02	3 255	160	4,92
Área do Piloto	80	13,67	8116	472	5,95
Lisboa	62	7,39	52 696	6 085	11,55

BUILDINGS

Common Typologies

| PRÉ-POMBALINO | POMBALINO | "GAIOLEIRO" | ESTRUTURA DE BETÃO |

BUILDINGS

Gaiola Pombalina

Anti-seismic construction system used in the reconstruction of Lisbon after the 1755 earthquake. The Pombaline cage is a three-dimensional wooden structure incorporated into the masonry walls.

REAL STATE DYNAMICS

REAL STATE DYNAMICS

30's - 40's: Occupation by population from rural areas;

70's-80's: Improvement of economic performance; abandonment of the area for places with better housing conditions and quality of life;

90's early 2000's:Cheap Rent: Occupation by young people and some foreigners (a more intellectual class;

2010: Beginning of real estate speculation;

2015 - ...: Proliferation of Local Accommodation;

4 Important milestones

1. New urban lease law **(2006)**;

2. Recession and measures International Monetary Fund **(2011)**;

3. Residence Permits for Investment Activity – the Golden Visa **(2012)**;

4. Increase in tourism as an economic response to the economic crisis **(2014).**

ÍNDICE DE PREÇOS DO CENTRO HISTÓRICO DE LISBOA (2012=100)

Fonte: extraído de Confidencial Imobiliário SIR-RU (março de 2017)

https://www.jf-santamariamaior.pt/wp-content/uploads/2018/04/Enquadramento-e-diagnostico.pdf

EVOLUÇÃO DOS REGISTOS DE ALOJAMENTO LOCAL EM LISBOA E NAS FREGUESIAS DE MISERICÓRDIA, SANTA MARIA MAIOR E SÃO VICENTE, POR ANO DE REGISTO (2.11.2016).
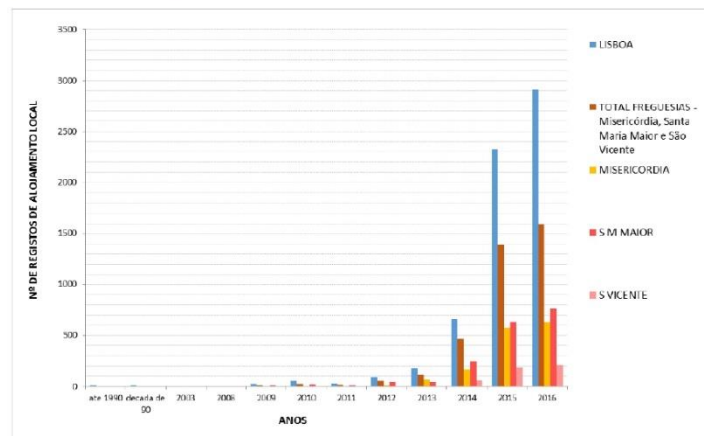
Fonte: Registo Nacional de Alojamento Local, Turismo de Portugal, I.P. (tratamento QP)

https://www.jf-santamariamaior.pt/wp-content/uploads/2018/04/Enquadramento-e-diagnostico.pdf

TITULARES DE UNIDADES DE ALOJAMENTO LOCAL REGISTADO EM LISBOA E NAS FREGUESIAS DO CENTRO HISTÓRICO SEGUNDO O NÚMERO DE UNIDADES (2.11.2016)

Titulares da exploração	Cidade de Lisboa	Freguesias do CH	Santa Maria Maior	Misericórdia	São Vicente
Total	3231	1787	938	686	332
com 1 unidade AL	2345	1169	566	401	202
com 2 unidade AL	422	278	154	114	50
com 3 unidade AL	173	110	64	49	26
com 4 unidade AL	101	77	46	33	19
com 5 ou mais e menos de 10	128	98	68	48	23
com 10 ou mais e menos de 25	49	44	30	30	6
com 25 ou mais e menos de 50	9	7	6	7	3
com 50 ou mais e menos de 100	3	3	3	3	3
com mais de 100	1	1	1	1	0
Total	100,0%	116934,6%	100,0%	100,0%	100,0%
com 1 unidade AL	72,6%	1169	60,3%	58,5%	60,8%
com 2 unidade AL	13,1%	15,6%	16,4%	16,6%	15,1%
com 3 unidade AL	5,4%	6,2%	6,8%	7,1%	7,8%
com 4 unidade AL	3,1%	4,3%	4,9%	4,8%	5,7%
com 5 ou mais e menos de 10	4,0%	5,5%	7,2%	7,0%	6,9%
com 10 ou mais e menos de 25	1,5%	2,5%	3,2%	4,4%	1,8%
com 25 ou mais e menos de 50	0,3%	0,4%	0,6%	1,0%	0,9%
com 50 ou mais e menos de 100	0,1%	0,2%	0,3%	0,4%	0,9%
com mais de 100	0,0%	0,1%	0,1%	0,1%	0,0%

Fonte: Registo Nacional de Alojamento Local, Turismo de Portugal, I.P. (tratamento QP)

https://www.jf-santamariamaior.pt/wp-content/uploads/2018/04/Enquadramento-e-diagnostico.pdf

TITULARES COM EXPLORAÇÃO DE MAIS DE 25 UNIDADES DE AL NA CIDADE DE LISBOA QUE EXPLORAM UNIDADES DE AL NA FREGUESIA DE S.ª MARIA MAIOR

Nome do Titular da Exploração	Nº de Unidades em Lisboa	Nº camas	Unidades em S Maria Maior	
			Nº	% no total de Lisboa
Freedom Serviced Apartments, Lda	138	284	49	35,5%
Flike Home Mediação Imobiliária	96	272	19	19,8%
D1 - Actividades Hoteleiras e Turisticas Lda	87	131	41	47,1%
STREET2SWEET - Porojectos Imobiliáros, Lda.	52	134	5	9,6%
Habitat Vitae II - Property Management Unipessoal	48	123	2	4,2%
SWEET INN APARTMENTS LISBON, UNIPESSOAL LDA	39	120	20	51,3%
LISBONBREAKS - APARTMENTS, UNIPESSOAL LDA	37	275	4	10,8%
Become My Guest Lda	34	81	6	17,6%
Ensaio Turquesa Unipessoal, lda	30	70	7	23,3%
EXPERT TRADITION - UNIPESSOAL LDA	26	175	11	42,3%

Fonte: Registo Nacional de Alojamento Local, Turismo de Portugal, I.P. (tratamento QP)

TITULARES COM EXPLORAÇÃO DE MAIS DE 25 UNIDADES DE AL NA CIDADE DE LISBOA QUE EXPLORAM UNIDADES DE AL NA FREGUESIA DE S. VICENTE

Nome do Titular da Exploração	Nº de Unidades em Lisboa	Nº camas	Unidades na S Vicente	
			Nº	% no total de Lisboa
Flike Home Mediação Imobiliária	96	272	8	8,3%
D1 - Actividades Hoteleiras e Turisticas Lda	87	131	1	1,1%
STREET2SWEET - Porojectos Imobiliáros, Lda.	52	134	4	7,7%
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Fonte: Registo Nacional de Alojamento Local, Turismo de Portugal, I.P. (tratamento QP)

https://www.jf-santamariamaior.pt/wp-content/uploads/2018/04/Enquadramento-e-diagnostico.pdf

Local Accommodation Ratio by number of dwellings

- Ajuda (que possui um rácio de alojamento local/habitação de 3%);
- Alcântara (5%);
- Areeiro (3%);
- Arroios (14%);
- Avenidas Novas (7%);
- Belém (4%);
- Campo de Ourique (4%);
- Estrela (11%);
- Misericórdia (39%);
- Parque das Nações (4%);
- Penha de França (4%);
- Santa Maria Maior (52%);
- Santo António (26%);
- São Vicente (16%);

https://www.idealista.pt/news/ferias/turismo/2022/03/23/51511-alojamento-local-em-lisboa-novos-registos-suspensos-em-14-freguesias?xts=582068&xtor=RSS-37

MOBILITY AND ACESSIBILITY

MOBILITY AND ACESSIBILITY

Castel Hill: New Accessibilities

Introduction of mechanical means that allow the connection between the lower part of the city and the top of the Hill, allowing to attenuate the barriers imposed by the topography of the land and by the characteristics of the urban fabric of this historic area and that constitute factors of social exclusion and isolation. territorial.

Novos meios mecânicos de ligação à Colina do Castelo

GRAÇA
Percurso Graça ①
MARTIM MONIZ
Funicular
Percurso Mouraria ②
Escadas rolantes
CASTELO
Percurso Alfama
(em execução) ③
LG. PORTAS DO SOL
Elevador
Percurso Sé ④ SÉ
CAMPO DAS CEBOLAS
Rio Tejo
Elevador
Forte: CML
PÚBLICO

https://www.lisboa.pt/cidade/urbanismo/espaco-publico/novas-acessibilidades-a-colina-do-castelo

Castel Hill: New Accessibilities

1. Downtown/Castle Route
2. Cruises to Crusaders Route (Alfama Route)
3. Mouraria Route
4. Graça Route
5. Route of the Sé

https://www.lisboa.pt/cidade/urbanismo/espaco-publico/novas-acessibilidades-a-colina-do-castelo

1. Downtown/Castle Route

Two public elevators:

1. Rua dos Fanqueiros/Rua da Madalena;
2. Chão do Loureiro Market/São Jorge Castle.
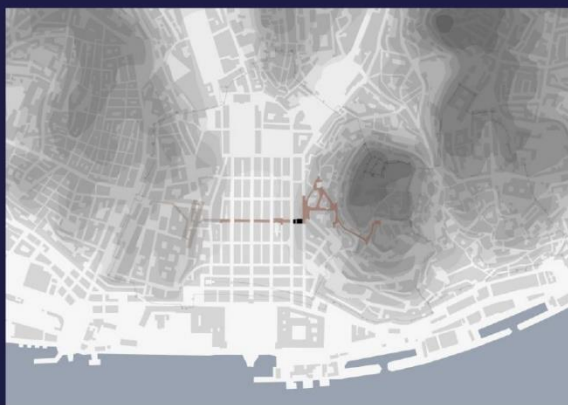
These elevators have contributed to a strong dynamism of the area, registering an average of 60,000 visitors/month.

https://www.lisboa.pt/cidade/urbanismo/espaco-publico/novas-acessibilidades-a-colina-do-castelo

Cruises to Crusaders Route (Alfama Route)

Municipal elevator that allows you to overcome a gap of about 15m, thus connecting Rua Norberto de Araújo to the Miradouro de Santa Luzia.From the viewpoint, the route towards the Castle follows Travessa de Santa Luzia, Largo do Contador-Mor and Travessa do Funil, until you find the Porta Norte da Cerca Velha, to the Castle.

https://www.lisboa.pt/cidade/urbanismo/espaco-publico/novas-acessibilidades-a-colina-do-castelo
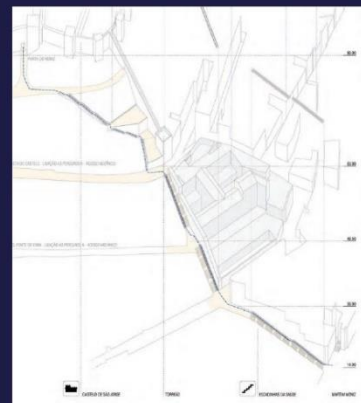
Mouraria Route

Escalators, between Martim Moniz and Castelo de São Jorge, composed of 3 sections:

1. Martim Moniz to Rua Marquês de Ponte de Lima,
2. Rua Marquês de Ponte de Lima to Costa do Castelo and
3. Costa do Castelo to Castelo de São Jorge.

The first section is already completed .

This implementation made it possible to overcome the unevenness imposed by the topography of the territory and to access the top of the Hill in conditions of better comfort and safety

https://www.lisboa.pt/cidade/urbanismo/espaco-publico/novas-acessibilidades-a-colina-do-castelo

Graça Route

Connection from Rua dos Lagares, in Mouraria, to Igreja da Graça, via funicular. Despite their geographical proximity, they remain separated by numerous obstacles resulting from the sinuous layout of the urban fabric and the accentuated unevenness that characterizes them.Expected to be completed by the end of 2022

https://www.lisboa.pt/cidade/urbanismo/espaco-publico/novas-acessibilidades-a-colina-do-castelo

Sé Route

Connection between Campo das Cebolas and Largo da Sé, through the introduction of an elevator that will connect to the north top of Portas do Mar and to the Cruzes da Sé, overcoming about 12 meters of difference in level.

https://www.lisboa.pt/cidade/urbanismo/espaco-publico/novas-acessibilidades-a-colina-do-castelo
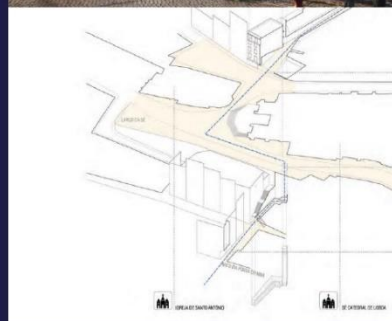
LOCAL TRADITIONS

LOCAL TRADITIONS

Santo António Festivities

This is a tradition that was born in the 13th century and continues to this day. There are many authors who associate the origins of the Festas de Santo António with ancient pagan rituals, which would be related to the celebrations of the summer solstice.

https://observador.pt/especiais/antonio-o-santo-de-tudo-e-de-todos-a-historia-das-festas-de-lisboa/

Lisbon Marches

Origin: Pagan festivals of the summer solstice

At the end of the 18th century, groups of inhabitants from different districts of Lisbon began to move with torches through the streets, singing in competition, during the celebrations of Santo António.

In the mid-1930s, with the beginning process of migration of people from rural areas, new commers, for pure fun start the organization of neighborhoods folkloric groups.

In 1932 the first marching contest;

Castelo, Mouraria and Alfama and São Vicente, neighborhoods have assiduous presence in these festivities

https://sofiamendesportefolio.weebly.com/a-origem-das-marchas-populares.html

Tronos de Santo António

Probably with origins in the 18th century when, after the 1755 earthquake, the population and, mainly, the children engaged in raising funds for the reconstruction of the church of Santo António. Appropriated in the 20th century by the new state, associating them with the festivities of popular saints.

The tradition of building thrones in honor of the beloved saint of the people remains today associated with the Antonian cult and the iconography of the city's festivities.

Concurso Tronos de Santo António, 1.º prêmio, Armando Serôdio, 1953, Arquivo Municipal de Lisboa / Arquivo Fotográfico

Pregões

From the mid-19th century to around 1960, it was normal to announce the sale of products through typical phrases sounded musically, which announced the arrival of the seller.

There is a theory that this tradition is much older and that it arose in the 16th century with the announcement of products coming on ships from India.

In 1980, the voice of a fishmonger could still be heard, down one or another alley in the Lisbon neighbourhoods, trying to perpetuate the tradition…

These days, one still very rarely hears the cries of a knife and scissors sharpener. They are ethnographic rarities in rapid extinction…

LOCAL DEVELOPMENT

QREN Mouraria – Cities within the City (2009)

Overall investment of €7.393 million, with a non-refundable amount – FEDER – of €3.5 million.

QREN Mouraria – Cities within the City (2009)

What is the Mouraria Community Development Program ?

An urban rehabilitation intervention with a strong impact on the life of the population of that neighbourhood.

In order that the changes that may take place there have a defined set of objectives.

given that an integrated social plan had not yet been designed for this territory, a social development plan began at the end of 2010, in complementarity with the Mouraria PA. , so that the urban rehabilitation intervention that this area of Lisbon will be the subject of will also have a strong positive impact on the lives of its inhabitants and communities.

https://web.archive.org/web/20160220043630/http://www.aimouraria.cm-lisboa.pt/ha-vida-na-mouraria.html
https://slideplayer.com.br/slide/9977128/

QREN Mouraria – Cities within the City (2009)

General Objectives

Medium Term:

1. Better job opportunities;
2. the Greater training and qualifications;the Greater share capital and participation;
3. Greater use and enjoyment of public space (by residents and visitors);
4. Greater access to health;
5. Promoting the identity and valorization of Mouraria (internal and external);
6. Capacity building of civil society institutions to act in Mouraria.

Long-term:

1. Greater social cohesion and quality of life in Mouraria;o Higher self-esteem of the population (individual and collective);
2. Greater socio-economic diversity of the population of Mouraria (residents and visitors);
3. Greater sense of security;
4. More robust and participatory civil society institutions.

QREN Mouraria – Cities within the City (2009)

Main Goals:

1. Public Space
2. RequalificationImproved
3. Accessibility and Mobility
4. Rehabilitation of the Quarteirão dos Lagares (CIM)
5. Severa's houseRestoration
6. Church of São LourençoIntervention

Area:

Longitudinal Axis of Moraria - From Largo do Caldas to Intendente and adjacent spaces

Local Partnership Protocol:

1. Casa da Achada Association- Mario Dionisio Center;
2. Renovar a Mouraria Association;
3. Lisbon Tourism Association - Visitors and Convention Bureau;
4. Lisbon City Council (CML)
5. Public Urbanization Company of Lisbon (EPUL),
6. Institute for Drugs and Drug Addiction
7. Parish Councils

BIB/ZIP PROGRAME

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 organizations. government agencies, contributing to the strengthening of socio-territorial cohesion in the municipality.

BIB/ZIP PROGRAME

Between 2011 and 2021, 126 Proposals were submitted to the program in the Pilot Area, of which 51 obtained funding

ENDOGENOUS RESOURCES

ENDOGENOUS RESOURCES

Patios and Backyards

The pilot area has a high construction rate. However, there is still a considerable set of backyards and patios with the potential to use food production locally.

- Permeable green areas to preserve;
- Green spaces for recreation and production;

In the context of the Detailed Plan for the urban rehabilitation of Colina do Castelo :

- Densification of the ecological integrated structure
- Permeable green areas to preserve;
- Identification of the backyards of the urban layout A;
- Green spaces for recreation and production;
- Arborization.

Plano de Urbanização do Núcleo Histórico de Alfama e da Colina do Castelo (draft)

Alfama Water's

The hydromineral occurrences in Alfama are closely linked to the settlement of the population in this original nucleus of the city, assuming an important role in the water supply system to the entire city until the end of the 19th century.
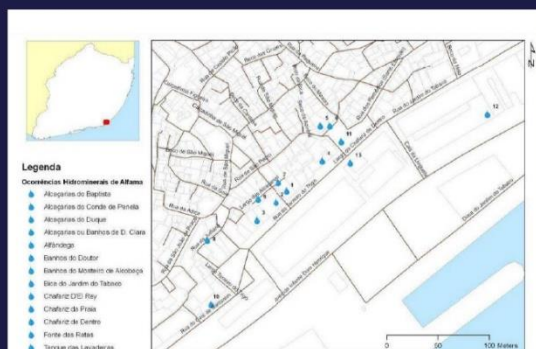
Water resources
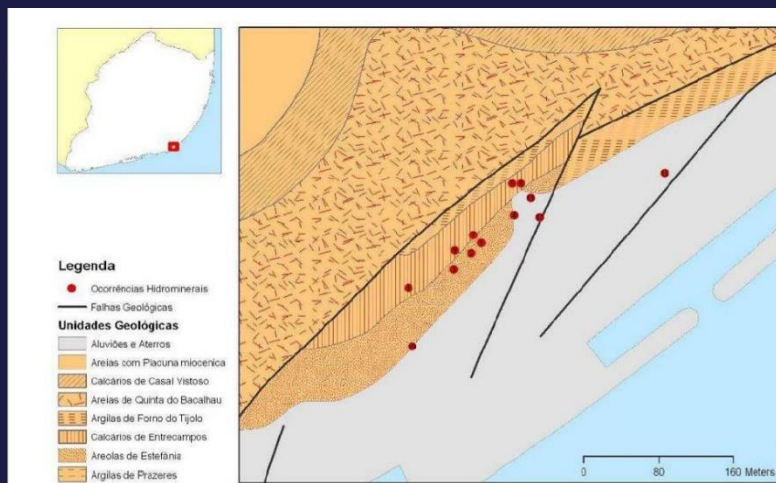
1. Springs associated with geological faults and which exhibited high temperature values;
2. Cold water springs, associated with processes of surface infiltration and percolation at the level of geological units.

The influence of water in the Lisbon foundation

"It was still rich in springs of potable water, scattered along the slopes and at its foot. So, if we know little about the daily life of this first population, we can, however, speculate that water supply would not be one of their concerns. It was even the abundance of drinking water, capable of meeting the needs of a population that was gradually becoming sedentary, one of the fundamental reasons for the establishment of a first population center on Castelo Hill (…) "

in Memórias das Águas de Alfama (Oliveira, C., 2008)

The influence of Water on the name Alfama

"(…) there is no consensus on the origin and meaning of the word Alfama (Santana and Sucena, 1994), however, it is now generally accepted that it has its origin from the evolution of the Arabic term Alhama which means hot spring."

in Memórias das Águas de Alfama (Oliveira, C., 2008)

WATER

WATER

Thermal Waters, Alcaçarias and Public Baths

The oldest known reference to the waters of Alfama is by an Arab geographer, who in 1002-1085 mentions the existence next to the Porta das Termas of two waters, one hot and one cold, which were covered by the tide when it rose.

Alcaçarias and Public Baths

Alcaçaria do Duque
Rua do Terreiro do Trigo, n.°s 52 a 60 ;

Banhos da D. Clara
Rua do Terreiro do Trigo, n.°s 64 e 68

As Alcaçarias do (J. A.) Baptista
Rua do Terreiro do Trigo, n.°s 78 a 84

Banhos do Mosteiro de Alcobaça
Rua do Terreiro do Trigo, n°s 14 a 18,

Banhos do Doutor
traseiras do Chafariz de Dentro, n.°s 19-20
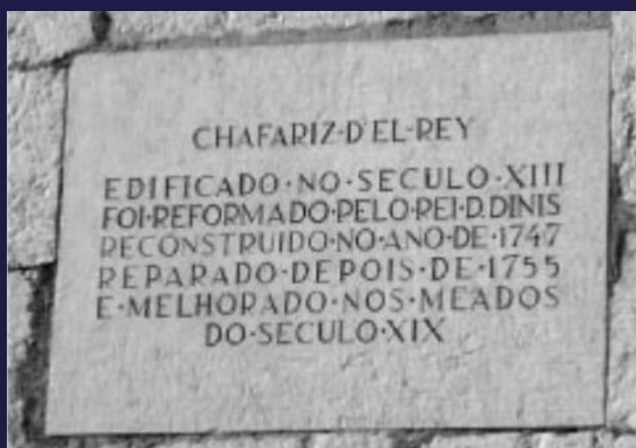
Historical insights
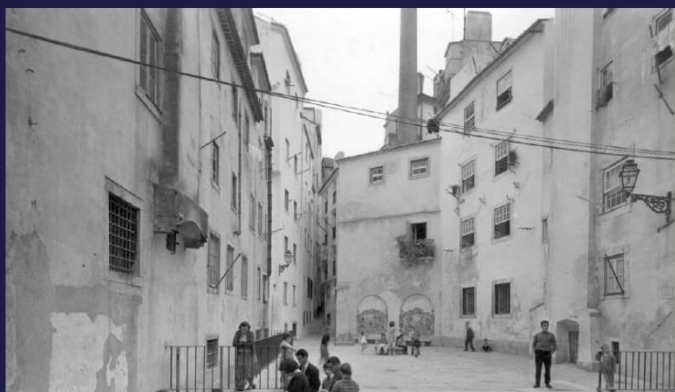
In addition to this nobler use, for therapeutic purposes, until the 17th century, all the water in this area was also used for washing wool and tanning leather, although the exact location of these tanning tanks is not known. Traditionally it is assumed that they were located in houses on the north side of the Beco dos Curtumes

in Memórias das Águas de Alfama (Oliveira, C., 2008)

Fountains

CHAFARIZ·D'EL·REY

EDIFICADO·NO·SECULO·XIII
FOI·REFORMADO·PELO·REI·D·DINIS
RECONSTRUIDO·NO·ANO·DE·1747
REPARADO·DEPOIS·DE·1755
E·MELHORADO·NOS·MEADOS
DO·SECULO·XIX

Chafariz D' El Rey

First known fountain in LisbonThe first references date back to the twelfth century, although the springs that supply it were already known to the first inhabitants of the City.The official name appears in the reign of D. Dinis after improvement works.This fountain was very important in the supply system until the 19th century.

Fountains

Chafariz de Dentro

Designation associated with the fact that it is located within the walls. Formerly known as Fountain of Horses (reference to the statuary that decorated it or for being used to water the cattle);First references date back to the 13th century.It was important in the supply system until the 19th century, feeding the first pumping station in the city (Praia Pumping Station – now Casa do Fado)


Other Fountains

Fonte de Benanbuquer later Poço do Penabuquel: served the population of Alfama until the 19th century when ordered to close by the City Council invoking poor quality (controversial decision).

Fountain of Preguiça: located in Arco das Portas do Mar. First reference Sec. XVI, was destroyed by the earthquake of 1755.

Fountain dos Paus (or Aguada): referenced outside the Fernandina fence adjacent to the last tower to the east of the Chafariz de Dentro. Relevant in the supply of ships. Disappeared with the demolition of the wall in the 18th century

Praia Fountain: located in the current location of Casa do Fado, it was built in the 17th century and deactivated with the construction of the Pumping Station

Other Fountains (Location)
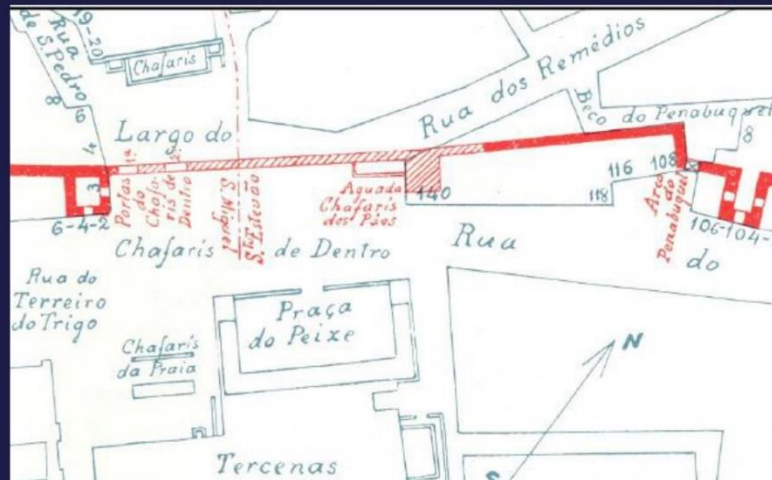
From the old Lavadouro to Fonte das Ratas

Lavadouro: oblong tank, with "tepid water", in which dozens of Alfama washerwomen, immersed up to their waists, took the day to beat and sing"...

Tanque das Lavadeiras is a vast enclosure formed by dwellings and a wall made on the side of the street; a source of forty rings of water closely maintains the water of this tank in 0.60m of height; eighty washerwomen wash there in water (…)

Santos (1867) highlights the description of Mr. Joaquim Nunes de Aguiar (published in Diário de Lisboa, nº 228, without referenced date)

In 1880, Companhia das Águas de Lisboa covered the tank, made it a deposit and used the waters

The spring that fed the Alfama Lavadeiras Tank for many years was exposed during the demolition of a wall next to the building where the Alcaçarias do Duque were located, in Beco dos Curtumes, which the people called **Fonte das Ratas**.

Fonte das Ratas

The name will have its origin in the degradation that the place reached in the beginning of the 60s of the 20th century, which collected numerous sewers that transformed the place into a "true manure dump".

According to popular belief "it had multiple therapeutic virtues" and whose curative reputation of water spread quickly, it reached its peak in 1963/64, when thousands of people jostling and waiting for hours to fill their water bottles, at the rhythm of around 360 demijohns/hour, slowing down only between 3 and 5 am. At the end of 1963, the water at Fonte das Ratas was the subject of great controversy due to the insistence on its closure by the supervisory body (the Water Inspectorate), due to fecal contamination.


The actuallity

2002 - Signing of a Protocol between the Chamber and the former Institute of Geology and Mines for research into the use of hydromineral/geothermal resources existing in that area of Lisbon.

2019 – Lisbon City Council maintains its intention to analyze the potential for the use of the resource and the rehabilitation of the associated historical heritage (fountains, cisterns etc.)

ENERGY
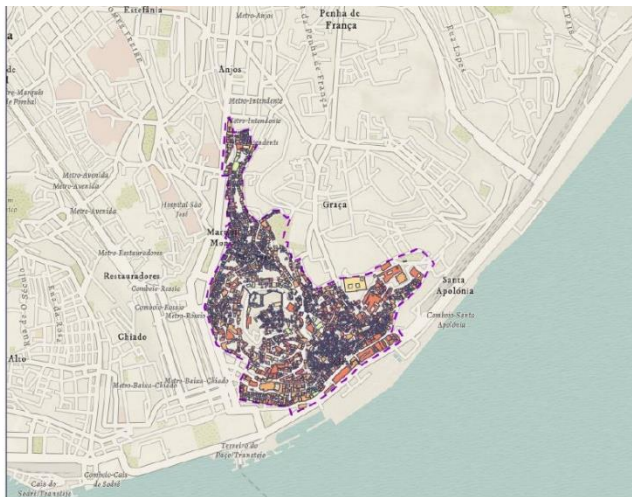
1700 Roofs with good sun exposure

Annual Electricity Production Potential:

64,9GWh

0Wh   64,9GWh

Lisbon is known for its natural light. The entire area of Colina do Castelo has the privilege of having an excellent sun exposure, which is one of its greatest endogenous resources, from which people can benefit in multiple ways. The map above shows the solar exposure of the roofs of the pilot area.
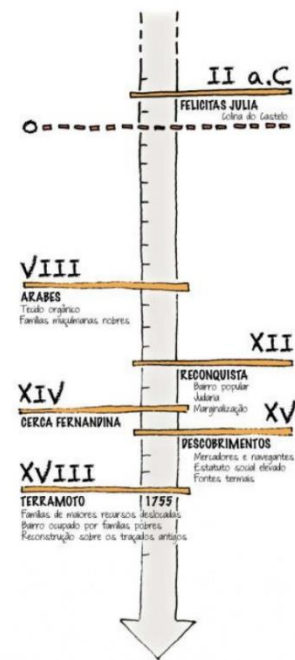
CULTURAL IDENTITY

Influences over time

The origins of Lisbon are lost in the course of time.Phoenicians, Celts, Iberians and Lusitanian tribes lived here.It was occupied by Romans, Visigoths and Moors, until D. Afonso Henriques, with the help of foreign crusaders, conquered it in 1147.It was elevated to the capital of the kingdom in 1255, by D. Afonso III.

Upper Paleolithic – First inhabitants (Hunters attracted by the Existing fauna and raw material for the construction of hunting artifacts

Neolithic – Settlement of the first residents attracted by the abundant existence of thermal waters

1200 BC – Phoenician Occupation: Merchants from the city of Tire founded a trading post(They named Olisoppo Alos Ubbo "Amena Cove" and Rio Dagui "Abundant Fishing"

Sec VI BC – Presence of Greeks and Carthaginians

2nd century BC – Romans conquer Lisbon from the Carthaginians

Sec IV – Diffusion of Christianity from the Peninsula and reaches Lisbon

Sec V – Celtic Invasions and presence of Visigoths

Influences over time

Sec VII – Conquest of Lisbon by the Arabs

During this period, Arabs, Mozarabs and Jews coexisted and functioned as a trading post between North Africa and Europe.

Sec X – Lisbon grows on the Alfama hill

XII century – Conquest of Lisbon from the Moors

City Walls

The Medieval Wall of Lisbon

There are three major periods present:

1. Older "Moorish" fence.

2. The wall of Dom Dinis (late 13th century, early 14th century)

3. Wall "Fernandina", from the 1370s.

Moorish fence

The old wall of Lisbon, known as the "Moor" wall, is the primitive wall of Lisbon and dates back to the end of Roman times.

The old fence started at the Castelo de São Jorge near the Porta de São Jorge, and through the Porta da Alfôfa it descended through São Crispim, Sé, and Rua das Canastras to the old Porta do Mar; he would run along the seafront to São Pedro de Alfama, from where, through the Adiça, he would go up to Porta do Sol, merging with that of the Castle, next to Porta de D. Fradique. The Moorish fence had twelve doors for its use.

Still existing: the door of Martim Moniz, the door of the Chafariz d'el-Rei, the door of the Sea to São João, the door of São Pedro and the door of the Arco Escuro

http://geo.cm-lisboa.pt/fileadmin/GEO/Imagens/GEO/Cerca_Moura_site/Cerca_moura_visita.pdf

D. Dinis Wall

Built between 1294 and the first decade of the 1300s.Priority need to defend only the unprotected banks of the Tagus, in particular Rua Nova dos Mercadores, a preferential target of external attacks.

https://jmdorropio.wixsite.com/site/post/a-muralha-medieval-de-lisboa

Fernandina Wall

Fernandina Wall was ordered to be built by D. Fernando in 1373, the same year that Lisbon was attacked by the army of Henry of Castile.

According to the plaque commemorating the construction, the wall would have been built in just 2 years,being 5.35 kilometers long,

https://jmdorropio.wixsite.com/site/post/a-muralha-medieval-de-lisboa

Myths, legends and figures

Ulisses the founder

The Greek hero Ulisses, after the end of the Trojan War, sailed beyond the Pillars of Hercules, situated in the Strait of Gibraltar.

Caught by a storm and the winds he is dragged to the Peninsula and up the Tagus River.
There, he found the kingdom of Ufiusa. Dazzled by the local beauty, Ulisses warned his men that he would found the most beautiful city in the world there and he would call it Ulisseia.

Myths, legends and figures

Martim Moniz :

The conquest of Lisbon is associated with the legend of Martim Moniz.

The knight who died trapped between doors preventing them from closing to allow the passage of Afonso Henriques' knights.

Myths, legends and figures

São Vicente:

At the end of the twelfth century and by order of Dom Afonso Henriques, the relics of the saint were brought to the capital of Portugal.

In the transport process, two crows accompanied the remains of São Vicente, following them to the capital and generating the curious image that can still be seen today on the city's coat of arms.

Myths, legends and figures

Santo António

Baptized with the name Fernando de Bulhões, he was born in Lisbon, between 1191 and 1195, next to the Cathedral of Lisbon.

In the house where he was born and lived his childhood is today the Church of Santo António, and in the Crypt it is possible to see a piece of one of the bones of the Saint.

The life and work of this Saint is strongly linked to the city's identity, as exemplified by the different religious cults and popular festivities in the city.

Myths, legends and figures

Severa:

Maria Severa Onofriana, famous as "Severa", in the 19th century became the icon of the first fado singer for her loves and for the fados she sang, played and danced in the Mouraria neighborhood.
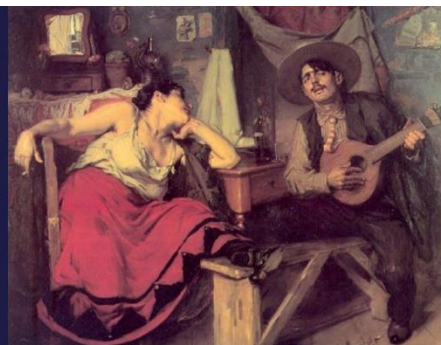
Myths, legends and figures

Alfama and Mouraria place of Estivadores and varinas

Varinas: Women who moved around the city's neighborhoods selling fish. They became a symbol of the city, with their songs and their characteristic clothes, and also for the color they gave to the streets.

Estivadores: Men who made their professional life port activities in the loading and unloading of boats in the Port of Lisbon.This activity begins to have expression soon after the generalization of maritime transport generated by the post-discovery period. Since then, these men have always been closely linked to the image of Bairros da Colina.

Religious Festivities (Processions)

Body of God (60 days after Easter)

This is the oldest procession in Lisbon, already taking place in the reign of King João I (1385-1433), and was maintained over the centuries.
In the mid-19th century, the procession was simplified.

Route: Largo da Sé - Rua das Pedras Negras - Rua da Madalena - Rua dos Condes de Monsanto - Praça da Figueira - Rua da Prata - Rua da Conceição - Rua de Santo António à Sé - Largo da Sé

Religious Festivities (Processions)

Saint Antony (13 th of June)

The procession, in honor of the saint, is one of the most popular in the city, if not the most popular. The procession dates back to the 16th century.

Starting and ending at the Church of Santo António, the procession passes through the Cathedral, through the narrow streets and alleys of the Alfama neighborhood, where the stalls of the patron saints of the local churches are integrated.

Route: Igreja de Santo António - Cruzes da Sé - Rua de São João da Praça - Largo de São Rafael - Rua de São Miguel - Rua da Regueira - Rua dos Remédios - Rua do Vigário - Largo de Santo Estêvão - Rua Escolas Gerais (- Travessa de São Tomé - Largo das Portas do Sol - Largo de Santa Luzia - Rua do Limoeiro - Largo de São Martinho - Rua Augusto Rosa - Largo da Sé - Igreja de Santo António.

https://visitar.lisboa.pt/tradicao/procissoes

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https://visitar.lisboa.pt/tradicao/procissoes

Fado

Born in the popular contexts of 19th century Lisbon, Fado was present in moments of conviviality and leisure. Expressing itself spontaneously, its execution took place indoors or outdoors, in vegetable gardens, in bullfights, in streets and alleys, in taverns, cafes.Singing the narrative of everyday life, fado is, in a first phase, strongly associated with social contexts marked by marginality and transgression.

https://www.museudofado.pt/historia-do-fado

STRATEGIES POLICIES AND PROGRAMMES

STRATEGIES, POLICIES AND PROGRAMS

Carta Estratégica de Lisboa (2010-2024) (Julho de 2009)

The fundamental principles of the Strategic Charter result from the answer to six questions that the city faces and that constitute the current strategic challenges in city planning; and it is interesting to observe how these six questions are placed at the critical points of the process of identity formation and the affirmation of trust of an organized society regarding its future:

1. How to recover, rejuvenate and socially balance the population of Lisbon?
2. How to make Lisbon a friendly, safe and inclusive city for everyone?
3. How to make Lisbon an environmentally sustainable and energy efficient city?
4. How to make Lisbon an innovative, creative city, capable of competing in a global context, generating wealth and employment?
5. How to affirm Lisbon's identity in a globalized world?
6. 6. How to create an efficient, participatory and financially sustainable government model?

https://www.lisboa.pt/fileadmin/municipio/camara/documentos/Sumarios_Executivos.pdf

URBAN REHABILITATION STRATEGY FOR LISBON 2011 – 2024

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

a) Articulate the duty to rehabilitate buildings, which is incumbent on the private sector, with the public responsibility for qualifying the public space and equipment and modernizing the infrastructure and equipment of the urban areas to be rehabilitated.

b) Ensuring complementarity and coordination between the various actors, concentrating resources on integrated rehabilitation operations in "urban rehabilitation areas", whose delimitation is the responsibility of the municipalities and in which fiscal and financial support will be intensified;

c) Diversify the management models of urban rehabilitation interventions (today focused on the figure of urban rehabilitation societies, SRU), opening up new possibilities for intervention by landowners and other private partners;

d) Create mechanisms that make it possible to speed up the procedures for prior control of urban rehabilitation operations;

e) 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.

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

Support programs for the rehabilitation and conservation of private properties (Mentioned in the Strategy)

1. Via Verde for urban rehabilitation projects

Order No. 34/P/2013

Objective: to create conditions for the processes regarding licensing requests, prior   communications, and authorization of use to be processed quickly and offering predictability   conditions to citizens;

2. Flying fires bag for temporary resettlement Implementation not identified;

3. New incentive system provided for in the RPDM Municipal Regulation approving the Incentive System for Urban Operations with Municipal Interest;

4. Shared Condominium Support Program National level program

5. Program of works agreed with private owners

Support programs for the rehabilitation and conservation of private properties (Mentioned in the Strategy)

6. Program: Rehabilitate first, pay later

PROGRAMA REABILITA PRIMEIRO PAGA DEPOIS

4 Hastas Públicas - 53 edifícios

49 Edifícios Arrematados

30 Pedidos de Licenciamento

15 Obras em Curso

40 dias - Prazo médio despacho aprovação
60 dias - Prazo médio despacho deferimento
30 dias - Prazo médio despacho admissão

Support programs for the rehabilitation and conservation of private properties (Mentioned in the Strategy)

6. Program: Rehabilitate first, pay later **Programa RE9**

Program Objectives: To promote municipal heritage as a lever for rehabilitation (axes: More People, More Jobs, Better City).
A virtuous triangle with strongly interrelated objectives, with three priorities that have always been present in all decisions of the City Council: Reuse, Rehabilitate and Regenerate.

Set of partnerships established involving the various entities that work in the urban rehabilitation sector, with the City Council acting as a facilitator, a dynamizer and a regulator.

Urban rehabilitation support program that brings together:

- the existing national or municipal tax benefits; ·
- the ease of access to architectural and engineering projects, as a result of partnerships established with professional Orders; ·
- the possibility of accessing preferential financing conditions, as a result of the partnership established with Montepio; ·
- the possibility of purchasing products and construction materials at the best prices on the market, from participating companies; ·
- the simplification and clarity of administrative procedures for works subject to prior control - Via Rapida da Reabilitação Urbana.

With the RE9 Programme, we created conditions to offer 9 advantages for the rehabilitation of properties located in the Lisbon Urban Rehabilitation Area – around 92% of the properties in the City of Lisbon.
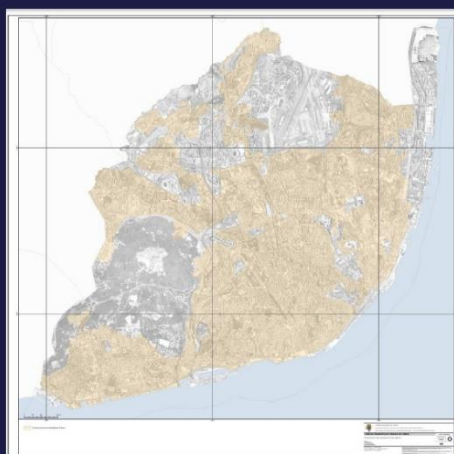
Support programs for the rehabilitation and conservation of private properties (Mentioned in the Strategy)

6. Program: Rehabilitate first, pay later Programa RE9

https://www.lisboa.pt/cidade/urbanismo/entrada

Urban Rehabilitation Areas

The entire territory of Piloto de Lisboa is classified as an urban rehabilitation area

urban rehabilitation area is a the territorially delimited area which, due to the insufficiency, degradation or obsolescence of buildings, infrastructures, equipment for collective use and urban and green spaces for collective use, namely with regard to their conditions of use, solidity, safety, aesthetics or health, justify an integrated intervention, through an urban rehabilitation operation approved in a specific instrument or in a detailed urban rehabilitation plan.
Decreto-Lei n.º 307/2009, de 23 de Outubro

https://www.lisboa.pt/cidade/urbanismo/planeamento-urbano/area-de-reabilitacao-urbana

Urban Rehabilitation Plan for Colina do Castelo (in development)

1. Rehabilitation of buildings;
2. Integration of renewable energy technologies in urban planning operations and improvement of energy performanceSafeguarding cultural heritage values of special architectural, historical and scenic interest;
3. Increase in permeable areas and afforestation in interventions in outdoor spaces;
4. Increase in the height of buildings conditioned to the demolition of occupations in the street and increase in permeable area;
5. Rehabilitation of water structures and reuse of rainwater and gray water;

HUB-IN

Funded by the Horizon 2020 Framework Programme of the European Union