



HUB-IN

Grand Angoulême Roadmap

February 2023



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About HUB-IN

Mission

Hubs of Innovation and Entrepreneurship for the Transformation of Historic Urban Areas (HUB-IN) aims to foster innovation and entrepreneurship in Historic Urban Areas (HUA), while preserving their unique social and cultural identity and the environment. The project adopts innovation and entrepreneurship as the main drivers of urban regeneration in HUAs which directly draws from the UNESCO concept of Historic Urban Landscapes. HUB-IN fully aligns with and contributes to strategic European policy including the international agendas for Cultural Sustainable Development (UNESCO) and Cultural Heritage Strategy (Council of Europe). In the first stage of HUB-IN, a network of Hubs of innovation and entrepreneurship will be developed in the HUAs of eight city partners (Lisbon, Slovenska Bistrica, Brasov, Nicosia, Genova, Grand Angoulême, Belfast, Utrecht) and in the second stage, the resulting methods and tools will be scaled up to a global network of HUAs in follower cities and the HUB-IN Alliance. The Hubs of Innovation and Entrepreneurship will test, demonstrate and pilot activities of co-creation and co-design in three main clusters with the potential to deliver sustainable transformation of HUAs: 1) Culture and Creative industries, 2) New Lifestyles and 3) Resilient and Human Connected Places.

Vision

HUB-IN expects to contribute to reverse trends of abandonment and neglect of historic heritage in a systemic way through the creation of networks of Hubs where innovation will be the main driver. The project will also have a direct impact on the creation of new sustainable opportunities for local traditional businesses and for the development of new creative skills and jobs.

The Consortium behind HUB-IN



FOREWORD

Our historic urban area is a combination of architecture and nature, still preserving its authenticity and local identity. To reach its full potential, the area needs to undergo a process of urban transformation and heritage-led regeneration through innovation and entrepreneurship, while conserving its unique cultural, social and environmental identities and values.

Our historic urban area is a combination of an urban and suburban territory with an industrial tradition and heritage which is nowadays reconverted towards creative and cultural industries, mainly via the well-known Comic Strip Festival (50th edition in 2023) and an important support to the image sector (cartoons, video games, etc.).

Greater Angoulême is a territory of opportunities. Its future development must be part of its long history, and in addition to the preservation of its heritage, it is of utmost importance to acquire a better knowledge of it. The regeneration process needs to focus on the know-how, traditions and built elements of the industrial period to make this heritage known and protected, turn it into a source of inspiration as being an important part of the urban identity of Greater Angoulême. Furthermore, this heritage is scattered throughout the territory, on an inter-communal scale since Greater Angoulême's urban development is anchored in the ancient factories and mills, using the water as a driving force, rather than to their proximity to the city centre. For this reason, the Historic Urban Area (HUA) of Greater Angoulême goes beyond the municipal limits and includes several districts.

With this roadmap we are engaging to combine the following three pillars into our strategy to fight against the neglect and abandonment of this industrial heritage and the lack of preservation of our local identity:

- Culture and Creative Industries (CCI) – Cultural heritage is at the centre of innovation and creativity, to nurture socio-economic development.
- New lifestyle (NLS) – Innovative sustainable living patterns, inclusivity, and diversity are the main ingredients to improve wellbeing.
- Resilient & Human Connected Places (RHCP) – Sustainable and regenerative use of resources, community cohesion, digital and human connectivity are key to improve ecological and social resilience of historic places.

Attaining this goal calls for the engagement of everyone involved. Therefore, this roadmap is the result of the collaborative work carried out within the framework of HUB-IN such as a series of workshops (including the “ateliers itinérants” - walking workshops carried out in spring 2022) with different types of stakeholders: elected representatives, technicians, citizens, associations, representatives of the creative industries etc.



These workshops, coupled with other previous initiatives, have made it possible to establish a collective strategy for the joint creation of an innovation hub on the territory of Greater Angoulême: the Caravane Creative Lab.

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

Marc Monjou, CEO of the Grand Angoulême Art School

"As CEO of the Angoulême-Poitiers "École européenne Supérieure de l'Image", I see in the Caravane Creative Lab and the Metropolitan Trail a very good opportunity to cross-reference our work with the other members of the Image Sector. For years we have been trying to work in connection with the territory of Grand-Angoulême and its historical and urban issues. The HUB-IN project offers us tools and a framework for cooperation that we did not have before."

Elske Haller, Director of the Grand Angoulême Art School

"As director of the Grand-Angoulême Art School, I am very much in favour of the development of the Caravane Creative Lab and the Metropolitan Trail. This initiative offers us a meeting and project space that we professionals need. It is also an opportunity to further connect our work with the territory and its history"

Jimmy Kirnisky, radio producer for "Radio ZaiZai"

I was a student of the CREADOC documentary school. I plan to work on sound archives in connection with local memory within Radio Zai Zai. The metropolitan trail and Caravane Creative Lab seems to be a very interesting tool to set up new subjects, but also to organise what we already have."

"

Martin HEMERY, territorial facilitator for "Compagnons du Végétal"

"Our goal is to initiate an ecological and food transition in Charente. We would be happy if the metropolitan trail contributed to making our experimental sites known in the agglomeration and to creating a link with other associations in the area."

Stéphane CALVET, historian et author

"The metropolitan trail is a valuable and relevant mediation tool for telling the story of the city to its inhabitants, especially when it comes to telling the stories on the margins. I will be delighted to take part in the scouting sessions."

Régis FEUGERE, independant photographer

"I recently did a photographic project (...) on the Houmeau district. I would find it interesting to take part in the scoutings of the trail and to go and find these atmospheres, these alleys, these side roads which give this town its character."

Pierre CHARRIER, botanist and artist

"I design and run mediation workshops with schoolchildren or residents of retirement homes, with an artistic dimension. The metropolitan trail and Caravane Creative Lab could be an interesting support for the audiences I reach and would allow me to cross-reference my work with other structures in the area."

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



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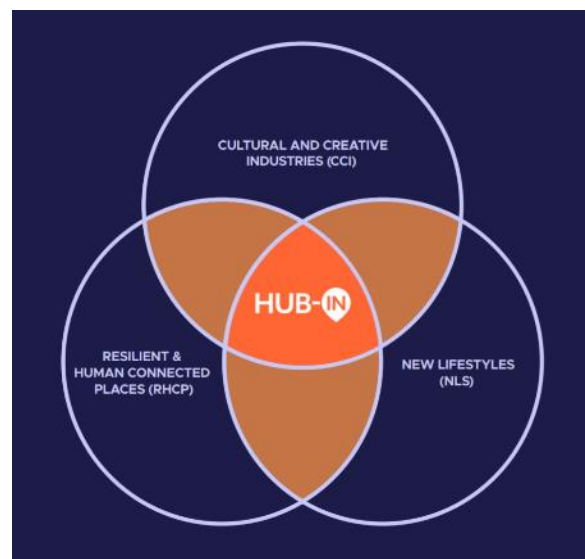
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Intro: what makes a HUB-IN place

HUB-IN Places¹ | A physical or virtual hub of innovation, where cultural wealth and heritage provide a unique competitive advantage – a key resource for enhancing the sustainable regeneration of historic urban areas. HUB-IN Places are distinguished by their local action and their global interconnection. They are local hotspots of creativity, community empowerment and entrepreneurship, bringing together local stakeholders, academia, industry, and local governments. HUB-IN Places are hubs of innovation recognised by their project integrated portfolio approach that blends three HUB-IN clusters of innovation. They are places to co-design, test and develop new solutions, ideas, and creative businesses in a real urban environment. HUB-IN Places are also globally interconnected in a network that favors sharing knowledge, open innovation processes and the development of innovative circular models.

HUB-IN clusters² | The HUB-IN Framework concept adopts a strategic cluster approach to the regeneration of Historic Urban Areas (HUA) through innovation and entrepreneurship. HUB-IN clusters of innovation are economic, social and ecological hotspots of innovation at the neighborhood scale for the heritage and cultural led regeneration of HUAs.

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



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

¹ HUB-IN Framework: The Ingredients of a HUB-IN Place - available at: <https://hubin-project.eu/library/the-ingredients-of-a-hub-in-place-hub-in-framework/>

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

Roadmap in a nutshell



HUB-IN

Angoulême Roadmap

Vision

The Caravane Creative Lab will be a creative, inclusive and shared space for residents and local actors

The local hub strives to establish a physical, virtual and symbolic long-lasting link between the different neighborhoods and municipalities located on Greater Angoulême's territory by highlighting its tangible and intangible small and scattered heritage using a peri-urban metropolitan trail as a laboratory for urban transformation, creative solutions and increase of attractiveness.

The Caravane Creative Lab

is Greater Angoulême's local innovation hub on urban regeneration: a network and platform for inter-learning, training and creation with the aim to better understand the territory, its heritage, its historical and ecological issues and set up editorial, audiovisual and playful projects anchored in the territory and the times we live in.

The Metropolitan Trail

A hiking trail in the urban and peri-urban area of Greater Angoulême to offer new experiences and knowledge of the city and its surroundings via a creative co-designed route that invites to the discovery of forgotten stories and places, valuing vernacular heritage and traditional practices.

Values



Inclusive and accessible, people centric and heritage oriented



Connecting the past and the present to imagine the future



Sustainable



Creative



Aim

Greater Angoulême aims to transform and regenerate its historical urban spaces while preserving their unique social and cultural identity and environment.

Mission 1

Promote cultural heritage and popular know-how at the local level to inhabitants and professionals to create a shared sense of place

- Map the historical heritage of Greater Angoulême
- Organise collective field surveys and interviews with local actors and publish the results via a blog/website
- Produce a bibliography and inventory of previous works highlighting local heritage (exhibitions, events, publications, radio archives, etc.)
- Prepare a feasibility study for the metropolitan trail
- Host an exhibition on the metropolitan trails and get inspired by other projects
- Organise public events (collective walks) open to all to discover the local heritage
- Publish a book on the historical heritage of Greater Angoulême

Mission 2

Create a platform for encounter and exchange among local partners and citizens via a co-designed dialogue anchored in the territory

- Make an inventory of the actors present on the territory: Pôle Image, artists, local associations, local scholars etc.
- Organise a workshop and public walks to bring local actors together and translate the metropolitan trail concept to Greater Angoulême's local context
- Create the Caravan Creative Lab
- Organise walking days through Greater Angoulême with local elected officials, technicians, stakeholders from the culture and creative industry, local associations and citizens
- Organise "peri-urban bivouacs" for local students: documentary school, art school, video game school, etc.

Mission 3

Support professionals to develop new skills in designing projects in tune with the territory's history, heritage and its possible futures

- Provide local partners with technical tools on the heritage approach, survey methods and elements for analysing the built and natural heritage
- Launch an open call for ideas and projects to highlight and raise awareness on the local small and scattered heritage
- Organise a summerschool/workshop for local students: documentary school, art school, video game school, etc
- Create a photographic observatory of the landscape
- Support professionals in the design of heritage-related products: video games, films, anim3D, sound walks, geo-archive applications, etc

Mission 4

Develop a shared vision of the territory by 2050

- Identify the key heritage elements (built, agricultural, natural, intangible heritage) for a sustainable and sufficient future in Greater Angoulême
- Organise retro-prospective writing workshops and a global reflection on urban regeneration and the place of waterways in the city of tomorrow
- Organise urban foresight workshops on sectors with important urban regeneration issues
- Support artistic creation that raises awareness of future ecological issues

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

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

1.1 - An introduction to Greater Angouleme

Greater Angouleme is in the Southwest of France and is gathering 38 municipalities with nearly 200 000 inhabitants. The biggest city is Angouleme with 42 000 inhabitants and is the capital of the department of Charente, a French rural department, part of the New Aquitaine Region. Bordeaux can be reached in 30 minutes from Bordeaux and 2 hours from Paris via the high-speed Paris-Bordeaux train line.

Grand Angouleme is a formal industrial territory that is being transformed into a creative territory. This transformation started with the creation of the renowned annual International Comic Strip Festival (50th edition in 2023), gathering around 200 000 participants for 4 days. Thanks to the growth generated by this festival, the local economy has been reoriented towards creative industries.

Today, there are more than 100 enterprises focusing on the image at large (animation studios, sound studios, local comics editors, video games). There are 14 secondary schools focusing on the image and creative industries (documentary films, animation, video games, comics and illustrations, mangas), gathering 6 000 students. Therefore, Grand Angouleme is well-known by professionals from the creative sector.

Furthermore, in 2019, thanks to its popular comic strips festival, Angouleme joined the UNESCO Creative Cities Network.

However, the territory is very marked by the industrial period of the 19th and 20th centuries, and particularly that of the paper industry. The first paper mill, the Moulin du Verger, dates from the 16th century. Until the 1970s, paper mills employed several thousand inhabitants of the territory. Other factories have also left their heritage (Leroy-Somer, the national gunpowder factory, the Ruelle foundries, etc.). This industrial adventure against a backdrop of rurality made it a multipolar territory marked by popular heritage.

1.2 - Existing strategies

COEUR DE VILLE INITIATIVE

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

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

Some of the main focus points:

- Bring the shops back to the city centre instead of the outskirts
- High quality real estate for residents of Angoulême (refurbishment)
- Museum 3.0: focused on facilitation and augmented reality to develop new technologies for the museums to create value and jobs in this field.



ANNUAL EVENTS IN ANGOULEME

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

The following events take place on an annual basis:

- International Comics Festival (Festival International de la Bande Dessinée) – January
- Videogame Economics Forum – May
- Meeting of CCI professionnels (Rencontres des Territoires Créatifs) – May
- French speaking Movie Festival (Festival du Film Francophone d’Angoulême) – August
- Meeting of comics professionnels (Rencontres nationales de la Bande dessinée) – September
- Exchanges in Animated Cinema Training (Rencontres Animation Formation) – November
- Participation in national and international image specialised events (MIFA, Cartoon Movie,
- MIP’TV, Forum Cartoon, MIP’COM etc)
- Other events: Musiques Metisses, Circuit des remparts etc

THE MAGELIS IMAGE POLE

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

The Magelis Image Pole is an economic development centre for the image sector in Charente, which concentrates its activity around four sectors of activity: comics, animation, films and video games. Created in November 1997 in Angoulême, it is a dedicated ecosystem for entrepreneurship, creation and innovation with 5 clusters and incubators for start-ups, expertise centres used for trainings. It gathers around one hundred specialised companies, more than 200 comic book authors, around thirty studios, the first animation production aid fund, 15 internationally acknowledged schools and more than 1,700 students.

GREATER ANGOULEME METROPOLITAN TRAIL

Resilient & Human Connected Places (RHCP)

In 2021, Greater Angoulême applied for the "French Capital of Culture" label, proposing to implement a metropolitan trail project, an artistic walking route "close to the inhabitants, (...) taking a critical look at the city and the relationship between city and nature". Greater Angoulême did not win the call but included the creation of a metropolitan trail in its strategic agglomeration project.

By hosting the exhibition "L'Art des Sentiers Métropolitains" on the forecourt of the Alpha media library throughout the summer of 2021, Greater Angoulême is demonstrating its desire to equip itself with such a tool for discovery and mediation. Finally, the metropolitan trail will become the core tool of the local innovation hub "Caravane Creative Lab" to be developed in the framework of the HUB-IN project.

EUREKATECH

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

Greater Angoulême has its own incubator, a technopole, an association that is focused on the innovation, promotion and engagement of creativity and innovation on the territory. Its objective is to propose an incubator for start-ups and provide an office or a workshop to start and develop their activities. Within this hub there is a common space set up with the purpose to create value on the territory and ensure companies stay in Greater Angoulême as within this hub the start-uppers can connect to each other and start having business links among each other.

LABEL "Pays d'Art et d'Histoire"

Culture and Creative Industries (CCI)

Since 1997, Grand Angoulême was awarded the label "Ville et Pays d'art et d'histoire" which is a national label granted by the French Ministry of Culture to municipalities or groups of municipalities that engage in raising awareness among residents, visitors and young people of the quality of heritage, architecture and the living environment.

This label has been managed and implemented for about thirty years by the association "Via Patrimoine". Since 2018, the team has been integrated into Greater Angoulême within the Culture department.



Part 2 – The HUA hosting the HUB-IN place in Greater Angoulême

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

2.1 - The HUA of Greater Angouleme

Greater Angouleme has a strong urban identity shaped by know-how, traditions and built elements of the industrial period. These different heritage components are scattered throughout the territory on an inter-communal scale. For this reason, the HUA of Greater Angouleme goes beyond the municipal limits and includes several communes.

The water has always been the driving force at the core of the urban development, starting with the ancient factories and mills whose location was linked to the presence of water, rather than to their proximity to the city centre. The water is still an important focus point, the place of the river Charente in the territory is key, emphasised through a study carried out in 2020-2021 by the local urban planning agency A'urba, focusing on the intensification of uses and issues of ecological preservation of the river and its surroundings. The Charente River crosses the territory in both urban and rural areas and has an intangible heritage that remains to this day valued among the inhabitants. To increase the quality of life, Greater Angouleme wants to restore the Charente River from an environmental, economic and heritage perspective via initiatives dedicated to the inhabitants and the tourists, by combining heritage, environmental protection, sustainable development and the implication of local CCI companies.

Furthermore, in 2020, Greater Angouleme, with its 38 municipalities, set up a roadmap to explore and narrate the urban and the industrial history of Greater Angouleme. This objective, coupled with the ongoing work of the "Pays d'Art et d'Histoire" department on small-scale industrial and vernacular heritage, demonstrates a strong political commitment to take charge of the local heritage beyond the listed and known historical monuments. This local small heritage is scattered and unknown, therefore it needs to be mapped, inventoried and listed, such as the Foulpougne breeding factory, the old fish farm on the Touvre river, the last barracks of the Basseau labour camp, the old Rouillac railway line, the lime kilns in Gond-Pontouvre, etc. As they are not protected, they risk disappearing with the urban development operations because Angouleme, even if its demography is stable, is undergoing significant urban development, due to its position between Bordeaux and Paris (via the high-speed train line). The small heritage hides elements of the territory's identity which are levers for the coming decades and their economic, human and ecological stakes.

Greater Angouleme's future development must be part of its long history, and in addition to the preservation of its heritage, it is of utmost importance to acquire a better knowledge of it. The regeneration process needs to focus on the know-how, traditions and built elements of the industrial period to make this tangible and intangible, built and natural heritage known and protected, turn it into a source of inspiration as being an important part of the urban identity of Greater Angouleme. Furthermore, an intermunicipal approach to the HUA is crucial, since Greater Angouleme is a territory where each of the 38 member municipalities has its historic center, its geography, its protected or not urban heritage.

It is on this intermunicipal identity that innovation and entrepreneurship in Greater Angouleme must be based. The risk of trivialization of urban landscapes being all the greater in less central sectors where heritage is less protected.

2.2 - Brief SWOT of the area

Strengths

- The area is involved in several urban renewal initiatives and is investing in its urban wastelands (often linked to its industrial history).
- A major and lasting local political commitment is the enhancement of the Charente River as a priority within its development prospects for the next ten years.
- The "Coeur de Ville" initiative (heart of the city) is focused on the development of the city centre to ensure a high quality of life.

- Establishment of the Pays d'Art et d'Histoire service, a department of GrandAngouleme.
- Greater Angouleme has many professionals in the field of image (schools, animation studios, comic strip authors).
- The Pôle Magélis (also called "Pôle Image") has established schools and studios in former industrial wastelands in the region, thus rehabilitating old buildings.
- There are many cultural events in the area throughout the year (e.g. International Comics Festival, Videogame Economics Forum, French speaking Movie Festival etc).
- GrandAngouleme has its own innovation hub and incubator, EurekaTech, focusing on the innovation, promotion and engagement of creativity and innovation on the territory.
- The existence of a technopark as an incubator and platform for start-uppers to network and create value on the territory by attracting them to stay and start having business links among each other.

Weaknesses

- Small scattered industrial, vernacular and intangible heritage are not listed.
- The creative and cultural industries present in the area do not have the infrastructure or tools to network locally and become part of the area and its urban history in a sustainable way.
- Professionals in the field of image do not have sufficient incentives or platforms to invest time in engaging with local heritage or amplifying its presence through its exploitation in creative media.
- Shops have difficulties in locating in the city centre of Angouleme as all big shopping centres are in the outskirts. Thus, there is no life in the city centre. This is a problem for the residents, but also for the cultural festivals that take place there.
- Environmental degradation of the area along the river Charente.
- Public transport is not widely used as Angouleme is a small city, individual cars are the most used means of transportation.

Opportunities

- There is a huge opportunity to connect and pool numerous existing information sources and organisations: the Pays d'Art et d'Histoire service (which is part of Grand-Angoulême), historical associations and societies, local scholars, but also archive services or actors such as the CREADOC documentary school, which has numerous radio archives resulting from students' work.
- The small heritage hides elements of the territory's identity which are levers for the coming decades and their economic, human and ecological stakes.
- There are a lot of skills and talent on the territory within many different local actors that could be mobilised to raise awareness, highlight and link local small and scattered heritage and tell their stories.

Threats

- What is considered as "heritage" is often limited to historical monuments (churches, castles, etc.), but the territory of Greater Angouleme is above all rich in industrial and vernacular heritage, as well as intangible heritage.
- There is a risk of loss of memory, as the intangible dimension is little invested in the current renewal projects; furthermore, these projects are often not implemented on the whole territory.
- The know-how, traditions and built elements of the industrial period are scattered and sometimes poorly known and little protected.
- As they are not protected, they risk disappearing with the urban development operations because Angouleme, even if its demography is stable, is undergoing

significant urban development, due to its geographical position between Bordeaux and Paris (TGV high-speed train line).

- The local economic development based on the image sector might only develop off the ground without linking the local skills and talent to the territory and using it to highlight and enhance the local heritage from a historical, ecological and social perspective.

2.3 - HUB-IN place

The **Caravane Creative Lab** is Greater Angoulême's local innovation hub on urban regeneration: a network and platform for inter-learning, training and creation with the aim to better understand the territory, its heritage, its historical and ecological issues and set up editorial, audiovisual and playful projects anchored in the territory and the times we live in.

- It is a platform to identify and reflect on the challenges of urban regeneration and point out the sectors at stake
- It is a platform for establishing links and anchoring the cultural and creative industries in the territory, particularly in terms of heritage and urban regeneration, to promote a genuine shared culture of the territory. It will allow an attractive and educational focus by encouraging the immersion of users via the involvement of companies and superior schools in the field of the creative sector, collectives of authors and creators (sound, image) to highlight and link local heritage by producing, for instance, podcasts, geocaching, video games, short films, sound capsule, plastic project, live performance etc. It will also use a transmedia approach by coupling formats to build a coherent and multi-platform educational journey that can reach different audiences. For example, an escape game that gives access to an exhibition from which one is directed to a book that gives access to podcasts
- It is a platform for urban regeneration projects of local actors, particularly in connection with the creative industries: artists, creators, schools, collectives, associations, guides. It will draw up a portrait of the territory, rooted in its history and geography and embodied by its inhabitants, by working on transects, crossings of the territory, to observe and list the different forms of industrial, vernacular and intangible heritage by locating them on foot, by going to meet the inhabitants and by mapping them
- It is a platform for capacity building and development of new skills for professionals via training, summer schools, artist residencies, audiovisual creation etc.
- It is a platform for disseminating artistic creation on the territory.
- It is a platform for co-creation with citizens and local actors through innovative participatory processes.

The Caravane Creative Lab is a creative, inclusive and shared space, open to all actors from the cultural and creative industries as well as to all artistic collectives, cultural actors, local associations and citizens.

The core instrument used by the Caravane Creative Lab is the **metropolitan trail**, a hiking trail in the urban and peri-urban area of Greater Angoulême to offer new experiences and knowledge of the city and its surroundings via a creative co-designed route that invites to the discovery of forgotten stories and places, valuing vernacular heritage and traditional practices. The trail is serving the aims of the Caravane Creative Lab in multiple ways:

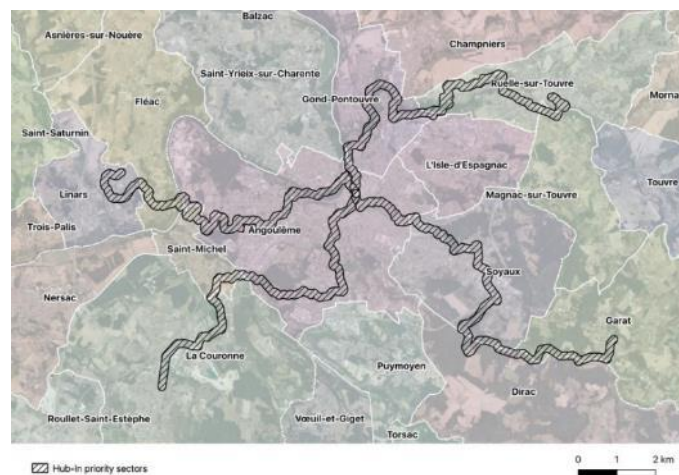
- It is a test bed to trial different solutions at the crossroads of urban planning, art, culture, mobility, sports, tourism and ecology. This will be done via a local call for project ideas published by the Caravane Creative Lab.
- It is a co-created path and itinerary by citizens and local stakeholders to be a physical and symbolic lasting link between the different neighborhoods and municipalities of the territory to reveal an urban singularity on which the ICC will be based to build meaningful projects. The creation phase of the trail is based on the organisation of collective scouting sessions and the collection of stories.

- The trail can have multiple functions and uses: it can be a source and place of meetings, a place to rest, enhance a forgotten heritage, be the subject of an artistic reflection, allow the reading of a landscape etc.

Greater Angoulême's **Caravane Creative Lab**, is both an immaterial and material hub:

- An immaterial hub since its consistency is more social than built. Indeed, the innovation hub is not attached to a building, a street or a district but to urban transects revealing the diversity of Greater Angoulême's heritage. These original itineraries are created collectively by citizens and local actors.
- A material hub since it acts as a project platform which regularly meets outdoor on the territory via the Caravan scoutings: walking meetings and workshops as collective and convivial moments to discover different types of heritage elements to better know and understand the history and identity of the territory while meeting potential partners for productions. The monthly group walk will be a new ritual for the stakeholders, a new space to create links.

The hub includes virtual spaces as well (website, apps, blogs).



The map shows the parts of the metropolitan trail that will be at the core of the HUB-IN project

Part 3 – The vision, values and missions for the HUA of Grand Angoulême

3.1 - Vision

The local hub strives to establish a physical, virtual and symbolic long-lasting link between the different neighborhoods and municipalities located on Greater Angoulême's territory by highlighting its tangible and intangible small and scattered heritage using a peri-urban metropolitan trail as a laboratory for urban transformation, creative solutions and increase of attractiveness. The Caravane Creative Lab will be a creative, inclusive and shared space for residents and local actors.

3.2 - Values

- The Caravane Creative Lab is inclusive and accessible, people centric and heritage oriented.
- The Caravane Creative Lab is creative.

- The Caravane Creative Lab is sustainable.
- The Caravane Creative Lab is connecting the past and the present to imagine the future.

3.3 - Missions

Greater Angouleme aims to transform and regenerate its historical urban spaces while preserving their unique social and cultural identity and environment.

The Missions will focus on:

- Mapping the small, unprotected, scattered built and natural, tangible and intangible heritage throughout the territory.
- Ensuring better knowledge, building a narrative and a greater shared appropriation of the territory's fabric by the inhabitants and professionals.
- Building on the existing skills within the local CCI sector to highlight this heritage, tell stories and raise awareness and transform the perception of the inhabitants.
- Bringing together a community of contributors to the *Caravane Creative Lab*.
- Initiating citizen reflection on daily practices and choices (e.g. concept of slow life, etc.).
- Co-designing and creating a pedestrian metropolitan trail as a test bed for innovation and creativity in the historic urban regeneration process.

Mission 1 | Promote cultural heritage and popular know-how at the local level to inhabitants and professionals to create a shared sense of place

This mission is oriented to take a new look at the city and promote new uses in the dialogue between urban and peri-urban areas. The focus will be on mapping the cultural heritage on the field via participatory walks and carrying out a feasibility study for a metropolitan trail to encourage new points of view, the telling of new stories from the districts, suburbs, and peri-urban fringes.

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

Mission 2 | Create a platform for encounter and exchange among local partners and citizens via a co-designed dialogue anchored in the territory

This mission is oriented to bring key local stakeholders, mainly associations and partners from the CCI sectors, and citizens together in a local innovation hub, the Caravane Creative Lab; encourage the co-construction of knowledge; launch the co-design process for the metropolitan trail through participatory scouting and the collection of stories.

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

Mission 3 | Support professionals to develop new skills in designing projects in tune with the territory's history, heritage and its possible futures

This mission is oriented to develop new skills and knowledge among the local CCI sector, specifically focusing on urban regeneration and the local built and natural heritage via summer schools, workshops and specific counseling and advice to local professionals to design heritage-related products. This mission will also frame a call for proposals to the CCI actors to highlight hidden heritage and forgotten places, and enhance traditional practices through creative support.

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

Mission 4 | Develop a shared vision of the territory by 2050

This mission is oriented towards the prospective approach on the importance of heritage elements, the importance of the watercourses in the city, new sufficient lifestyles and how the metropolitan trail can be further enhanced and developed with regular creation of content.

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

Part 4 – Alliances, Partnerships and Portfolio of Actions

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

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

4.1 - Overall governance aspects

The local innovation hub will be implemented by Greater Angoulême in partnership with Metropolitan Trails Agency as an external provider. It will meet during the monthly scouting sessions.

The Metropolitan Trail Agency is a not-for-profit association created in 2014. Founder and coordinator of the international Metropolitan Trail Network, the agency coordinates several European projects. The MT Agency provides support to Greater Angoulême at two levels: general follow-up for the HUB-IN project and creation of the metropolitan trail project as a base for the Caravane Creative Lab.

A priori, during the HUB-IN project, the hub will not have a legal status and it will operate with existing entities. The foundations of future governance will be laid through bodies such as the monitoring committee, the technical committee and the steering committee.

The Monitoring Committee:

- Role: regularly review the development of the project, relations with partners, actions, relations with European partners.
- Composed of: GrandAngoulême, MT Agency

The Steering Committee:

- Role: strategic decisions on the development of the Hub, working on coherence of the plan and actions before presentation to elected representatives
- Composed of:
 - GrandAngoulême, including elected representatives.
 - MT Agency
 - Direction Régionale des Affaires Culturelles (DRAC)

The Technical Committee:

Role: working meetings with specific technical focus points. It is operation and implementation oriented, with no decision-making power. It includes technicians from Greater Angoulême and external partners.

Composed of:

- Greater Angoulême: different departments will be involved such as Culture, Tourism, Environment, Urban planning, GIS, Communication, Label “Pays d’Art et d’Histoire”, Conseil de Développement.
- MT Agency : the team is in charge of gathering and managing the committee.

³ available at: <https://hubin-project.eu/library/the-ingredients-of-a-hub-in-place-hub-in-framework/>

- **Direction Régionale des Affaires Culturelles (DRAC):** It is a decentralised department of the Ministry of Culture, under the authority of the Regional Prefect, coordinates and implements the State's cultural policy in the New Aquitaine region. Its missions concern heritage, artistic creation and cultural industries. Since 1977, the Regional Directorates of Cultural Affairs have been responsible for steering and implementing the policies of the Ministry of Culture in the region, in conjunction with or in support of those of other players (local authorities, public establishments for inter-municipal cooperation and associations).
- **Pôle Image "Magelis":** It is a public structure made up of the Charente Departmental Council, the New Aquitaine Region, the city of Angoulême and the Greater Angoulême Urban Community. It provides its expertise and high value-added skills to professionals in the fields of animation, comics, filming, video games and, more broadly, the digital image.
- **"Cité de la Bande Dessinée":** It is a public establishment for cultural cooperation (EPCC) of an industrial and commercial nature created by the department of Charente, the French Ministry of Culture, the city of Angoulême and the New Aquitaine region, dedicated to comics and images. It brings together a comic strip museum, exhibition galleries, a heritage library, a specialised public library, a documentation centre, an international artists' residence (the authors' house), a reference bookshop, an art and research cinema, a seminar and conference centre and a panoramic brasserie.
- **Maison des Auteurs:** As part of the "Cité de la Bande Dessinée", this international residence has been welcoming comic strip authors, illustrators, animation directors etc. for periods ranging from three months to two years. Since its opening in July 2002, the authors' house has welcomed more than 360 artists in residence, while some fifty local authors benefit from its many services.
- **Ecole Européenne Supérieure de l'Image (ÉESI):** it is a public art college under the supervision of the Ministry of Culture. It welcomes nearly 350 students on its two sites - Angoulême and Poitiers - and prepares students for national diplomas in visual arts at the bachelor, master and doctorate levels.
- **École nationale du jeu et des médias interactifs numériques (ENJMIN):** as part of the National Conservatory of Arts and Crafts (CNAM), ENJMIN is a French public school dedicated to video games and interactive digital media, founded in 2011. It is located in Angoulême and is part of the Magelis image campus. Since September 2014, the school has been located in the buildings of the former Nil2 paper mills.
- **Grand-Angoulême Art School:** It is a cultural public service, teaching visual arts to a large public: children, teenagers and adults (without age limit). The school offers introductory workshops in plastic and graphic arts, holiday workshops, and preparation for the entrance to the higher art schools.
- **Musée du Papier :** Opened in 1988, the paper museum is located on the banks of the Charente in a former cigarette paper mill. It presents exhibitions on the industrial paper industry of the 19th and 20th centuries, on related industries (printing, wire cloth and felt factories, mechanics etc.), on the uses of paper and occasionally presentations of contemporary art where paper and cardboard are the materials of plastic expression.
- **La NEF :** It is a cultural complex managed by Greater Angoulême and dedicated to contemporary music. It is both a performance venue and a rehearsal and recording space. Located in a former powder magazine at the Southern entrance to the town, this venue opened in 1993.
- **L'Alpha :** L'Alpha is the media library of Greater Angoulême. Located near the train station in the Houmeau district, it opened to the public in December 2015. L'Alpha gives access to a rich collection of 150,000 books, CDs, DVDs, video games and old books. It has an 85-seat auditorium, a café with a snack bar, a temporary reception area for young children, an exhibition area, a computer centre with 75 workstations and rooms for group work.
- **Charente Nature:** It is an association focused on protection and enhancement of nature and the environment in Charente, in collaboration with several institutional partners:

Regional Environment Directorate, Prefecture of Charente, communes. Its missions concern the preservation and improvement of the quality of the environment and the living environment via surveys and inventories, public education, edition of a review, institutional consultation and participation.

- Comité Départemental de Randonnée Pédestre Charente (CDRP 16): The CDRP is the representative of the French National Hiking Federation in its department. It ensures relations and consultation with the following institutional structures: the departmental council for the application of the Departmental Plan of Walking and Rambling Routes (PDIPR), the departmental directorates of the Ministries (Youth and Sports, Agriculture, Equipment, Tourism) the departmental delegation of the Regional Health Agency, the departmental tourism committees, the tourist offices, the National Forestry Office, the communes and inter-communalities
- Fond Régional d'Art Contemporain Poitou-Charentes (FRAC): It is a public collection of contemporary art initiated years ago as part of the decentralisation policy to bring contemporary art closer to each region of France. Unlike museums or art centres, the FRACs cannot be identified with a single exhibition venue. Their collections travel throughout the regions, in France and internationally. By multiplying their actions in the regions, they have created a network of partners: museums, art centres or municipal spaces, art schools, schools, etc. Through their mobility, the FRACs define themselves as players in the cultural development of the territory, reducing geographical and cultural disparities.

4.2 - Potential future collaboration, partnerships and key actions

At the end of the project, to give time for the Hub to develop itself into a new space for collaboration in the region, the intention of Greater Angoulême is to create a legal setting for the hub as an association under the French law of 1901. This association would also focus on the maintenance and animation of the metropolitan trail. Therefore, the hub should consist in a new entity with a shared governance between civil society and the community.

4.3 - Portfolio of Key actions

The enablers, challenges, tools for implementation and other considerations for all the actions are included in the ANNEX 2 in the form of Metropolitan Trail Feasibility Study and the A'urba Study on the Charente River.

Mission 1 | Promote cultural heritage and popular know-how at the local level to inhabitants and professionals to create a shared sense of place

KEY ACTIONS SUMMARY

- A1.1 Map the historical heritage of Greater Angouleme
- A1.2 Organise collective field surveys and interviews with local actors and publish the results via a blog/website
- A1.3 Produce a bibliography and inventory of previous works highlighting local heritage (exhibitions, events, publications, radio archives, etc.)
- A1.4 Prepare a feasibility study for the metropolitan trail
- A1.5 Host an exhibition on the metropolitan trails and get inspired by other projects
- A1.6 Organise public events (collective walks) open to all to discover the local heritage
- A1.7 Publish a book on the historical heritage of Greater Angouleme

A1.1 - Map the historical heritage of Greater Angouleme

1. **Alliances, Partnerships:** GrandAngouleme, MT Agency, local scholars/authors, local associations in history/heritage
2. **HUB-IN Ingredients addressed:** Heritage, Human resources, Knowledge,
3. **Expected impact:** a unique geographical database to melt different sources of information.

A1.2 - Organise collective field surveys and interviews with local actors and publish the results via a blog/website

1. **Alliances, Partnerships:** GrandAngouleme, MT Agency, local scholars/authors, local associations in history/heritage, artists, Image Sector (Pôle Image Magéllis & partners)
2. **HUB-IN Ingredients addressed:** Heritage, Physical (and digital) infrastructure, Support organisations, Knowledge
3. **Expected impact:** Access to different information sources (academic and non-academic)

A1.3 - Produce a bibliography and inventory of previous works highlighting local heritage (exhibitions, events, publications, radio archives, etc.)

1. **Alliances, Partnerships:** GrandAngouleme, MT Agency, Zaizai Radio⁴, CREADOC
2. **HUB-IN Ingredients addressed:** Heritage, Support organisations, Human resources
3. **Expected impact:** A good overview of what we have in terms of knowledge concerning historical and heritage issues.

A1.4 - Prepare a feasibility study for the metropolitan trail

1. **Alliances, Partnerships:** GrandAngouleme, MT Agency
2. **HUB-IN Ingredients addressed:** Heritage, Physical (and digital) infrastructure, Market place/demand, Human resources, Knowledge, Leadership
3. **Expected impact:** Help GrandAngouleme and local partners to imagine the metropolitan trail project and anticipate its benefits.

A1.5 - Host an exhibition on the metropolitan trails and get inspired by other projects

⁴ Zaizai radio is a local associative online radio, providing local information and producing documentaries.

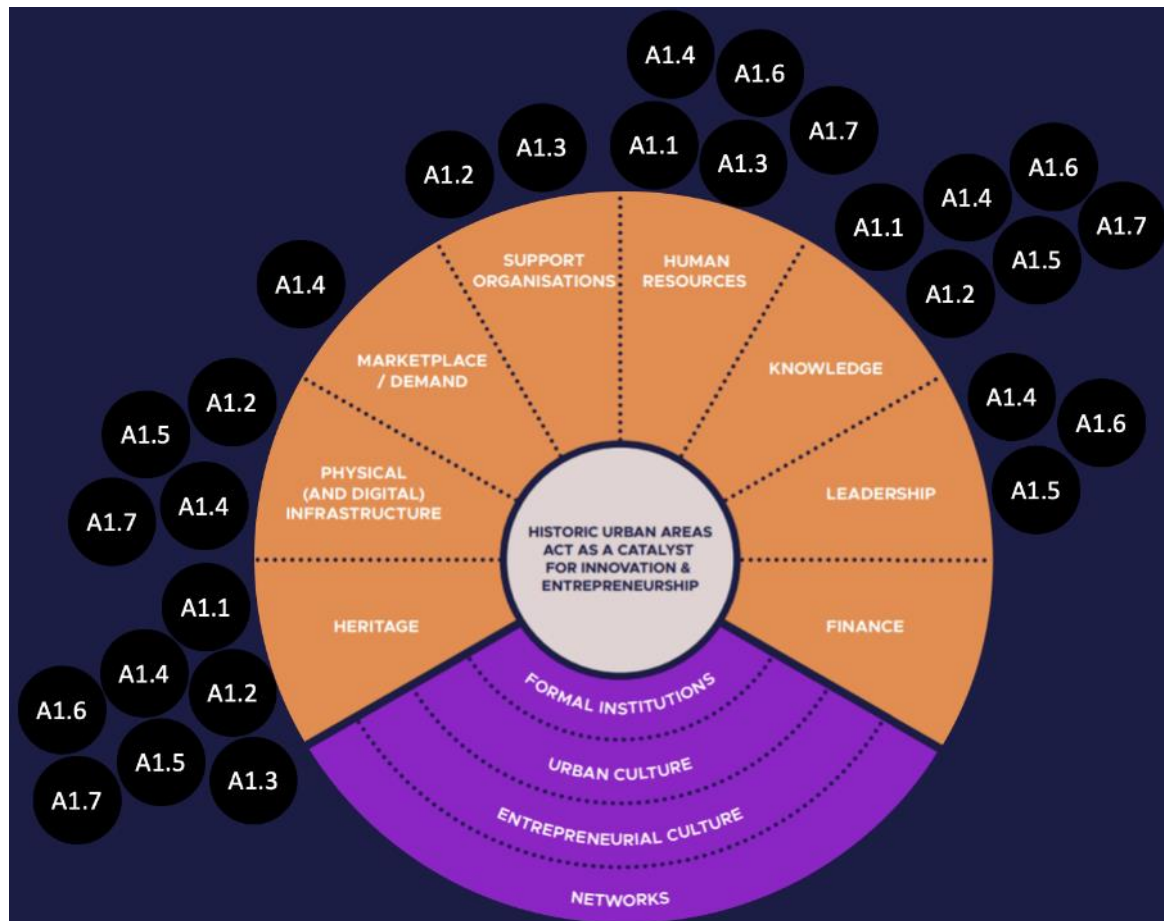
1. **Alliances, Partnerships:** GrandAngouleme, MT Agency, L'Alpha
2. **HUB-IN Ingredients addressed:** Heritage, Physical (and digital) infrastructure, Knowledge, Leadership
3. **Expected impact:** better local ownership of the metropolitan trails approach and how to address heritage issues around these new infrastructures.

A1.6 - Organise public events (collective walks) open to all to discover the local heritage

1. **Alliances, Partnerships:** GrandAngouleme, MT Agency
2. **HUB-IN Ingredients addressed:** Heritage, Human resources, Knowledge, Leadership
3. **Expected impact:** First contact with the metropolitan trail approach for the public. A possible entrance to the Caraavne Creative Lab for some of the attendees.

A1.7 - Publish a book on the historical heritage of Greater Angouleme

1. **Alliances, Partnerships:** GrandAngouleme, MT Agency
2. **HUB-IN Ingredients addressed:** Heritage, Physical (and digital) infrastructure, Human resources, Knowledge
3. **Expected impact:** Better understanding of heritage issues for professionals and citizens of Greater Angoulême



KEY ACTIONS SUMMARY

A2.1 - Make an inventory of the actors present on the territory: Pôle Image, artists, local associations, local scholars etc.
A2.2 - Organise a workshop and public walks to bring local actors together and translate the metropolitan trail concept to Greater Angoulême's local context
A2.3 - Create the Caravan Creative Lab
A2.4 - Organise walking days through Greater Angoulême with local elected officials, technicians, stakeholders from the culture and creative industry, local associations and citizens
A2.5 - Organise "peri-urban bivouacs" for local students: documentary school, art school, video game school, etc.

A2.1 - Make an inventory of the actors present on the territory: Pôle Image, artists, local associations, local scholars etc.

1. **Alliances, Partnerships:** GrandAngoulême, MT Agency, Pôle Image, artists, local associations, local scholars, etc.
2. **HUB-IN Ingredients addressed:** Market place/demand, Support organisations, Human resources, Leadership
3. **Expected impact:** A better understanding and an increased knowledge of local economic, entrepreneurial and associative life. An updated database.

A2.2 - Organise a workshop and public walks to bring local actors together and translate the metropolitan trail concept to Greater Angoulême's local context

1. **Alliances, Partnerships:** GrandAngoulême, MT Agency,
2. **HUB-IN Ingredients addressed:** Support organisations, Human resources, Leadership,
3. **Expected impact:** create a first meeting between actors who do not necessarily know each other and envisage together the birth of a community around the project.

A2.3 - Create the "Caravan Creative Lab"

1. **Alliances, Partnerships:** GrandAngoulême, MT Agency, Pôle Image, artists, local associations, local scholars, etc.
2. **HUB-IN Ingredients addressed:** Physical (and digital) infrastructure, Market place/demand, Support organisations, Human resources, Knowledge, Leadership,
3. **Expected impact:** create a community to learn together and plan joint projects (artistic, audiovisual, games, photo productions, etc.)

A2.4 - Organise walking days through Greater Angoulême with local elected officials, technicians, stakeholders from the culture and creative industry, local associations and citizens

1. **Alliances, Partnerships:** GrandAngoulême, MT Agency, CCI, local associations, citizens.
2. **HUB-IN Ingredients addressed:** Heritage, Market place/demand, Support organisations, Human resources, Knowledge
3. **Expected impact:** Learn together about local history and heritage issues, mix different kinds of public (professionals and non-professionals).

A2.5 - Organise "peri-urban bivouacs" for local students: documentary school, art school, video game school, etc.

1. **Alliances, Partnerships:** GrandAngouleme, MT Agency, ÉESI, Ecole d'art de GrandAngoulême, CREADOC⁵
2. **HUB-IN Ingredients addressed:** Support organisations, Human resources, Knowledge
3. **Expected impact:** Benefit from fresh perspectives on areas that do not receive enough attention from a heritage point of view (peri-urban landscapes)



⁵ CREADOC is a documentary school based in Angoulême. It is part of the University of Poitiers.

KEY ACTIONS SUMMARY

A3.1 - Provide local partners with technical tools on the heritage approach, survey methods and elements for analysing the built and natural heritage

A3.2 - Launch an open call for ideas and projects to highlight and raise awareness on the local small and scattered heritage

A3.3 - Organise a summerschool/workshop for local students: documentary school, art school, video game school, etc

A3.4 - Create a photographic observatory of the landscape

A3.5 - Support professionals in the design of heritage-related products: video games, films, anim3D, sound walks, geo-archive applications, etc

A3.1 - Provide local partners with technical tools on the heritage approach, survey methods and elements for analysing the built and natural heritage

1. **Alliances, Partnerships:** GrandAngouleme, MT Agency, all members of the Caravan Creative Lab.
2. **HUB-IN Ingredients addressed:** Heritage, Market place/demand, Support organisations, Human resources, Knowledge
3. **Expected impact:** better skills for participants.

A3.2 - Launch an open call for ideas and projects to highlight and raise awareness on the local small and scattered heritage

1. **Alliances, Partnerships:** GrandAngouleme, MT Agency, artists and local associations
2. **HUB-IN Ingredients addressed:** Heritage, Physical (and digital) infrastructure, Market place/demand, Support organisations, Human resources
3. **Expected impact:** good quality productions in tune with local heritage issues also with a foresight dimension that will touch the public. Increased public awareness on those issues.

A3.3 - Organise a summerschool/workshop for local students: documentary school, art school, video game school

1. **Alliances, Partnerships:** GrandAngouleme, MT Agency, EESI, ENJMIN, CREADOC
2. **HUB-IN Ingredients addressed:** Heritage, Market place/demand, Support organisations, Human resources, Knowledge
3. **Expected impact:** common productions from distinct entities, a new habit of working together with local schools.

A3.4 - Create a photographic observatory of the landscape

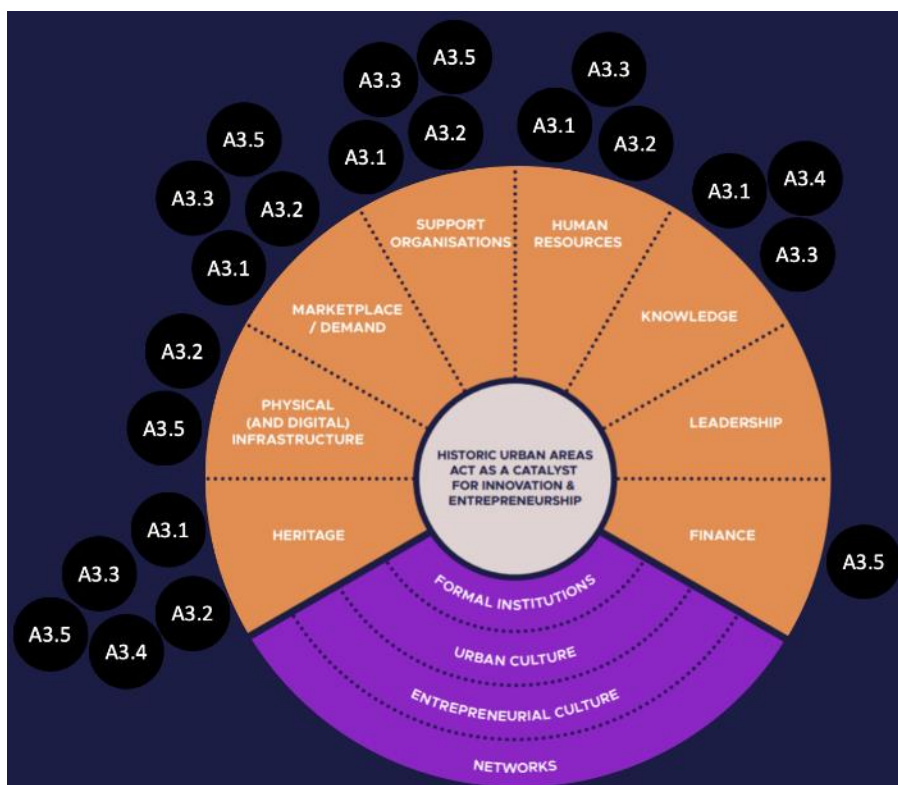
Alliances, Partnerships: GrandAngouleme, MT Agency, local photographers

1. **HUB-IN Ingredients addressed:** Heritage, Knowledge
2. **Expected impact:** A renewed visual archive for GrandAngouleme with a specific focus on heritage issues.

A3.5 - Support professionals in the design of heritage-related products: video games, films, anim3D, sound walks, geo-archive applications, etc

1. **Alliances, Partnerships:** GrandAngouleme, MT Agency, all members of the Caravan Creative Lab
2. **HUB-IN Ingredients addressed:** Heritage, Physical (and digital) infrastructure, Market place/demand, Support organisations, Finance.

3. **Expected impact:** good quality productions in tune with local heritage issues, a better capacity for the participants to build and produce their projects.



Mission 4 | Develop a shared vision of the territory by 2050

KEY ACTIONS SUMMARY

- A4.1 - Identify the key heritage elements (built, agricultural, natural, intangible heritage) for a sustainable and sufficient future in Greater Angoulême
- A4.2 - Organise retro-prospective writing workshops and a global reflection on urban regeneration and the place of waterways in the city of tomorrow
- A4.3 - Organise urban foresight workshops on sectors with important urban regeneration issues
- A4.4 - Support artistic creation that raises awareness of future ecological issues

A4.1 - Identify the key heritage elements (built, agricultural, natural, intangible heritage) for a sustainable and sufficient future in Greater Angoulême

1. **Alliances, Partnerships:** GrandAngoulême, MT Agency, all members of the Caravan Creative Lab
2. **HUB-IN Ingredients addressed:** Heritage, Physical (and digital) infrastructure, Market place/demand, Knowledge
3. **Expected impact:** a renewed perception of local heritage, as opportunities for desirable futures.

A4.2 - Organise retro-prospective writing workshops and a global reflection on urban regeneration and the place of waterways in the city of tomorrow

1. **Alliances, Partnerships:** GrandAngoulême, MT Agency, A'Urba⁶, local stakeholders.
2. **HUB-IN Ingredients addressed:** Heritage, Physical (and digital) infrastructure, Market

⁶ l'A'Urba, created in 1969, is the Bordeaux Aquitaine urban planning agency. It is the strategic development tool for the territories of Bordeaux, Gironde and Aquitaine. Through its diagnoses, its prospective reflections and its project approaches, it works on all scales, from the neighbourhood to the metropolitan systems.

place/demand, Knowledge

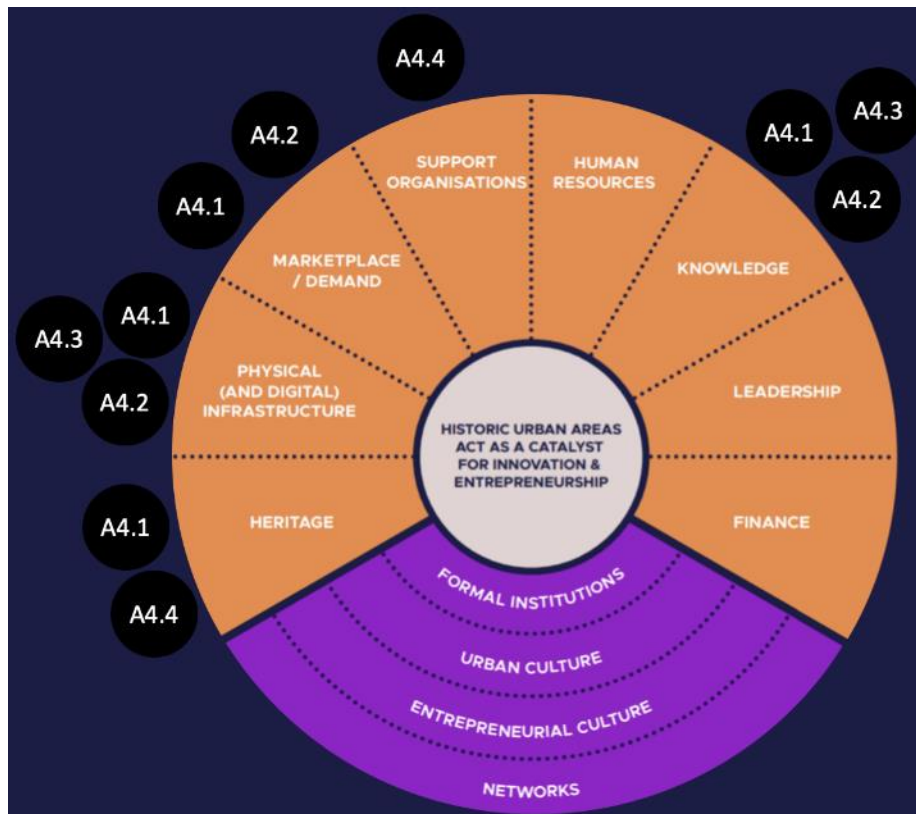
3. **Expected impact:** a better capacity to imagine future scenarios at a local scale highlighting potential risks concerning urban waterways.

A4.3 - Organise urban foresight workshops on sectors with important urban regeneration issues

1. **Alliances, Partnerships:** GrandAngouleme, MT Agency, and all participants.
2. **HUB-IN Ingredients addressed:** Physical (and digital) infrastructure, Knowledge,
3. **Expected impact:** a better capacity to imagine future scenarios at a local scale highlighting issues in terms of urban regeneration.

A4.4 - Support artistic creation that raises awareness of future ecological issues

1. **Alliances, Partnerships:** GrandAngouleme, MT Agency, local artists
2. **HUB-IN Ingredients addressed:** Heritage, Support organisations,
3. **Expected impact:** An increased awareness on heritage and ecological issues for artists and general public.



Part 5 - Brand Identity

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

5.1 - Brand vision

An area that is in tune with local history. A metropolitan trail that is accessible to locals and give visibility to the local heritage.

Target audience

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

- Residents
- Associations working in the field of culture, heritage, sustainability
- Creative industries

5.2 - Brand mission

Showcase the area, its richness in terms of natural, industrial, and artistic heritage, in order to bring people there.

Create a sense of belonging for locals.

The brand is contributing to HUB-IN's mission of regenerating the area. It should promote it as lively and rich of opportunities for locals to (re)connect with it, (re)discover its rich cultural offering.

5.3 - Brand objectives

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

- 1. Promote activities for people in the area.
- 2. Highlight cultural and natural heritage.
- 3. Showcase opportunities for locals, artists and associations to interact, cooperate, contribute to the regeneration of the area.

Brand essence: "A metropolitan walk down memory lane"

How did we get there?

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

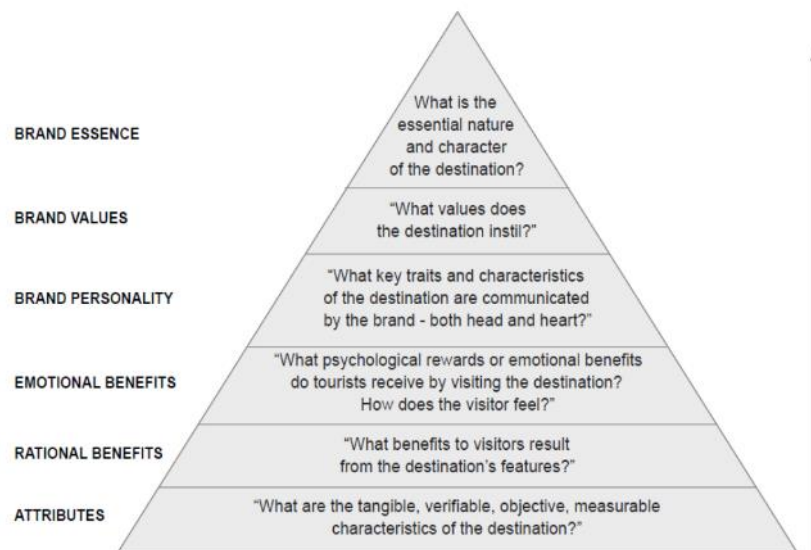


Image 1. Brand Pyramid Template

Source: A Practical Guide to Tourism Destination Management (2009)

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

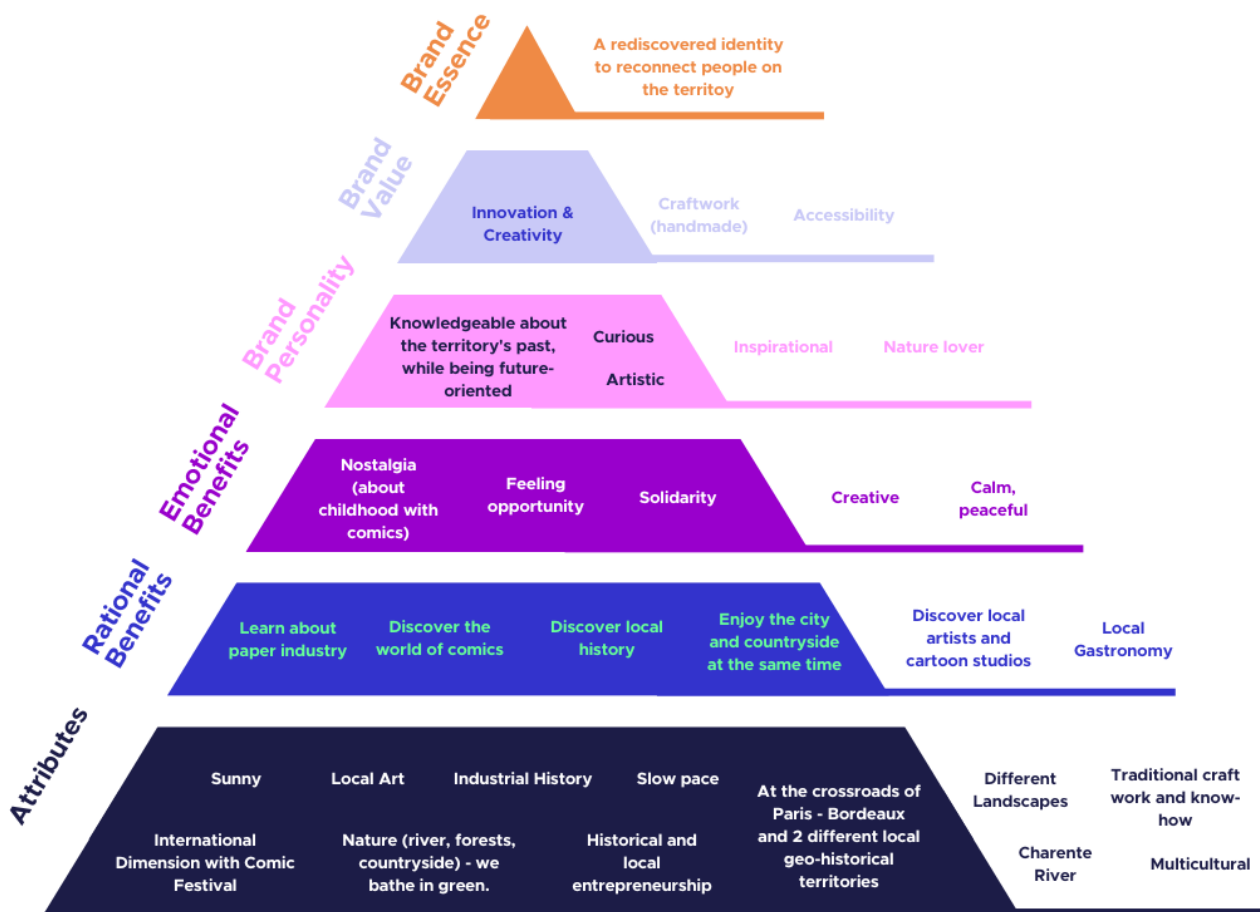


Image 2. Brand pyramid as filled in by the HUB-IN team in Brasov

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

Attributes

The historic area of Grand Angouleme is scattered on a very big territory, and so it is very diverse in terms of landscapes. Green areas alternate with historic industrial sites, heritage of its past as a hub to produce paper. Angouleme being famous for its comic festival, cultural and creative industries have a strong presence in the area.

Benefits

When in the area, people can take advantage of the natural landscapes, but also remember about the history of the place. They can reconnect with their younger selves, go back to the time when they could dive into a comic book, carefree.

Personality

An old visual artist/illustrator that lived in Grand Angouleme all his life, and knows the place very well. But he was discovered later in life....and suddenly, all his previous work is seen differently and has a lot of success. He now has the opportunity to do new things, use all his knowledge to collaborate with other people, teach other artists etc

These traits could be reflected in the communication style used for the hub.

Values

Innovation, creativity, and accessibility are at the heart of the brand. These values reflect the need to look at the area in a different way. To make sure the material and immaterial heritage does not get lost but on the contrary is given new value, through innovative uses and new imagery. Such values should be at the core of the communications around the hub, to define the themes of the communication.

5.4 - In short

A brand new walk down memory lane: the essence of the brand for Grand Angouleme can be represented by a walk that will bring you back to your roots and happy childhood memories. The walk down memory lane is imaginary, but it is also linked to the idea of the municipality to create a caravan creative lab and urban trails to rediscover the local heritage...you can make this walk a reality if you give the area a chance.

ANNEXES

The following annexes can be consulted in a separate document:

ANNEX 1 – Metropolitan Trail Feasibility Study

ANNEX 2 – A'urba Study on the Charente River



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